

OPERATIONALISING SUSTAINABILITY. LEADING WITH RESPONSIBILITY

FY2024 was pivotal for operationalising our R₂O Climate Strategy, launched early in the year. We established governance structures, delineating monitoring and reporting responsibilities between the Board, management and operating units. Metrics and targets were also set to guide our business divisions in reducing Scope 1, Scope 2 and Scope 3 emissions.

R₂O is a dynamic document covering all touchpoints, including supply chain, and is subject to updates based on new findings from credible global and local climate sources.

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KEY HIGHLIGHTS FY2024

Marketplace



Three construction projects achieved QLASSIC scores above 80%, with **LHDNM Penang** holding the highest score of **86%**

All divisions **exceeded targets** set for their respective customer satisfaction survey/index

Menara AFFIN received the **Excellence Award** at CIDB's Safety & Health, Environment and Quality (SHEQ) Day 2023

Developed a **Group-wide Supply Chain Framework** with a planned roll-out in FY2025

Property Division received the **High QLASSIC Achievement Award** at SHEQ Day 2023, for two projects in Johor Bahru

Environment



The Group formalised **climate risk assessment** into the enterprise risk management framework

The **Risk Management and Sustainability Committee** was formalised to provide oversight on matters relating to climate change across IJM

The Industry Division successfully replaced **13% of cement content** with non-cementitious material

Our employee engagement survey, **MyVoice**, results showed **improvement by seven points** from the last conducted survey in 2022

Workplace



Community



Contributed a total of **RM1.2 million, 0.8%** of the Group's **PATMI**

The Group introduced a minimum of **16 learning hours per year** for each employee

Training investment of **RM2.5 million** with over **93,687 hours** dedicated to learning and development training, a significant increase over the previous year

Education: Granted scholarships worth **RM442,000 to 11** deserving undergraduate students

Community Development: Invested **RM350,000** in the **IJM Allianz Duo Highway Challenge 2023** in FY2024

In collaboration with LinkedIn Learning, employees completed over **3,650 learning hours** and **3,479 courses** of various topics

Built Environment:

Extended MyHome programme to rehabilitating the homes of four families, bringing the total beneficiaries to **21 homes since 2010**

COMMITMENT TO SUSTAINABILITY

IJM's approach to sustainability is guided by the Group's Sustainability Framework, encompassing four key pillars: Marketplace, Environment, Workplace, and Community. These pillars align with the United Nations Sustainable Development Goals (SDGs) and form the foundation for embedding sustainability into our business strategies. IJM's Group Sustainability Roadmap FY2023–FY2025 outlines our focus areas to meet stakeholder expectations and deliver sustainable value across the four pillars as well as other strategic opportunities.



In today's corporate landscape, sustainability serves as a crucial perspective for businesses, extending beyond mere profit motives. Companies must actively engage with external input, often on unfamiliar and emerging topics, and respond cohesively by aligning purpose, foresight, and data-driven decision-making.

Shane Guha Thakurta

Investor Relations and Sustainability

STATEMENT OVERVIEW

Disclosure Requirements and Benchmarks

We report our sustainability performance on an annual basis, prepared in accordance with the local regulatory guidelines and take into consideration the international sustainability reporting frameworks, standards and guidelines:

- Bursa Malaysia's Sustainability Reporting Guide (Third Edition)
- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB) Engineering and Construction Services
- Task Force for Climate-related Financial Disclosure (TCFD) Framework
- Business for Societal Impact (B4SI) Framework
- UN Sustainable Development Goals (UN SDGs)
- FTSE4Good Bursa Malaysia Index
- MSCI ESG Indices
- S&P Global Indices
- CDP Indices

As a participating member of the UN Global Compact (UNGC), this report complements the annual Communication on Progress (CoP) submitted to the UNGC to reflect our continuous efforts to align our practices with the Ten Principles encompassing human rights, labour, environment and anti-corruption.

This Statement should be read in conjunction with the Annual Report 2024 and other sustainability-related disclosures published on our website. Please refer to pages 202 to 208 for our alignment to the GRI, SASB and UNGC Ten Principles.

Reporting Period and Scope [GRI 2-3]

This Statement covers IJM Group's sustainability performance data for the financial year 1 April 2023 to 31 March 2024 of our operations in Malaysia and India, collectively accounting for 99.5% of the Group's total operating revenue. Except for Scope 3: Category 15 Investments, the Statement includes data from IJM's subsidiaries but excludes data from associates and joint ventures outside management control.

Performance Data and Independent Verification [GRI 2-5]

Data presented in this Statement includes comparative data from the previous two years. Data disclosed in this Statement have been verified by the Group's Internal Audit Department.

In FY2024, our reported greenhouse gas emissions ("GHG") data, which includes Scope 1, Scope 2 and Scope 3 respectively, has undergone independent verification, in accordance with ISO 14064-1:2018 standard. The independent verification report can be found in Appendix 1 and our Corporate website.

Feedback

Our priority is to create value for all our stakeholders by understanding their expectations. In this regard, your feedback is vital to improve our sustainability performance. We welcome all suggestions and comments from stakeholders. Any queries and feedback can be submitted to sustainability@ijm.com.

COMMITMENT TO SUSTAINABILITY

OUR APPROACH TO SUSTAINABILITY [GRI 2-22]

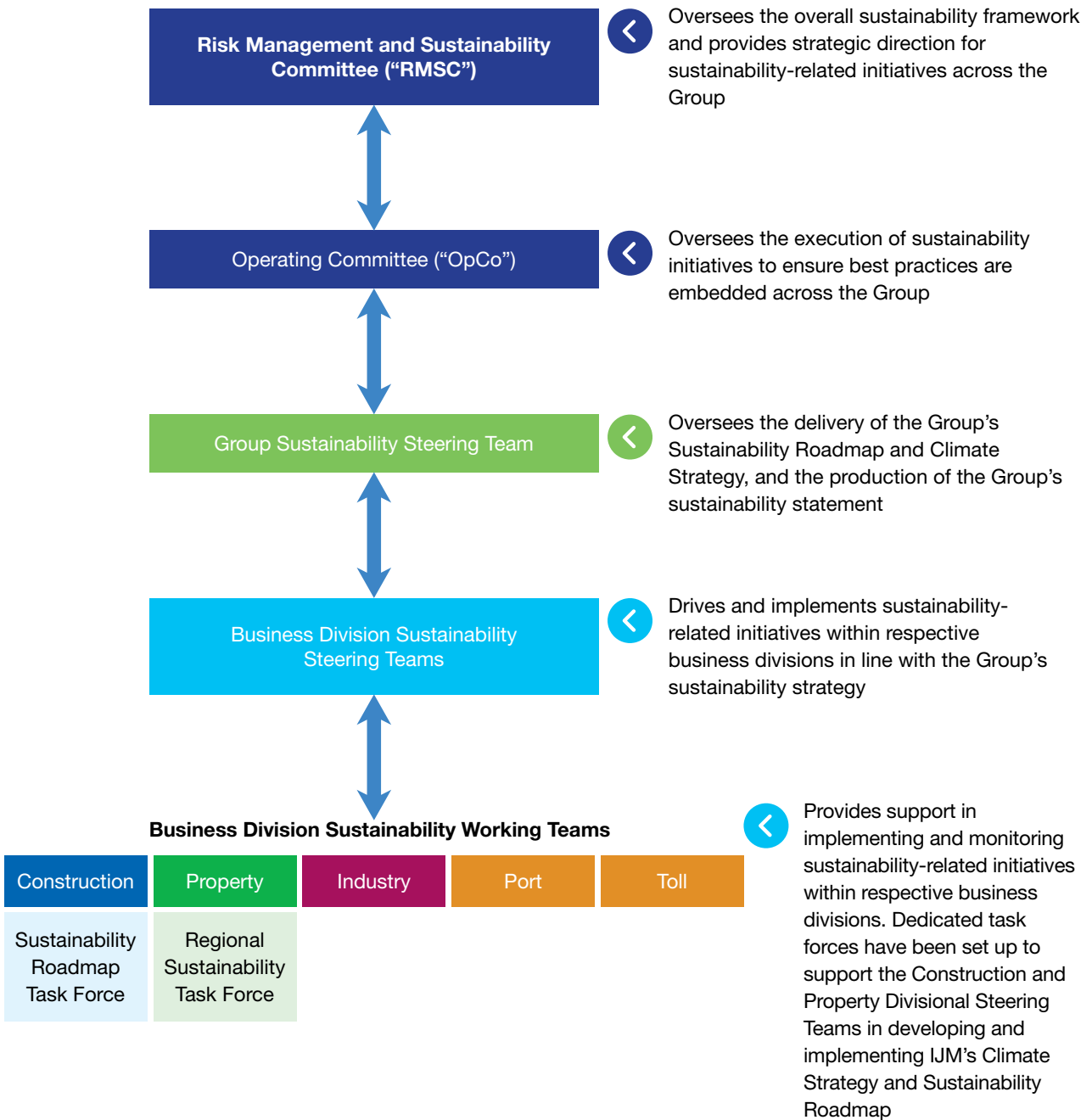
Sustainability Framework

The IJM Group Sustainability Framework serves as the cornerstone of our value creation journey and underscores our commitment to uphold sustainable practices. Encompassing four key pillars of Marketplace, Environment, Workplace, and Community, it guides the integration of governance, strategies, focus areas, performance, and initiatives, aligning with local and global sustainability agendas such as the UN SDGs and the Ten Principles of the UNGC. By investing strategically across these pillars, we prioritise impactful actions that align with our business priorities, maximise value creation, and mitigate risks.



Sustainability Governance [GRI 2-12, GRI 2-13, GRI 2-14]

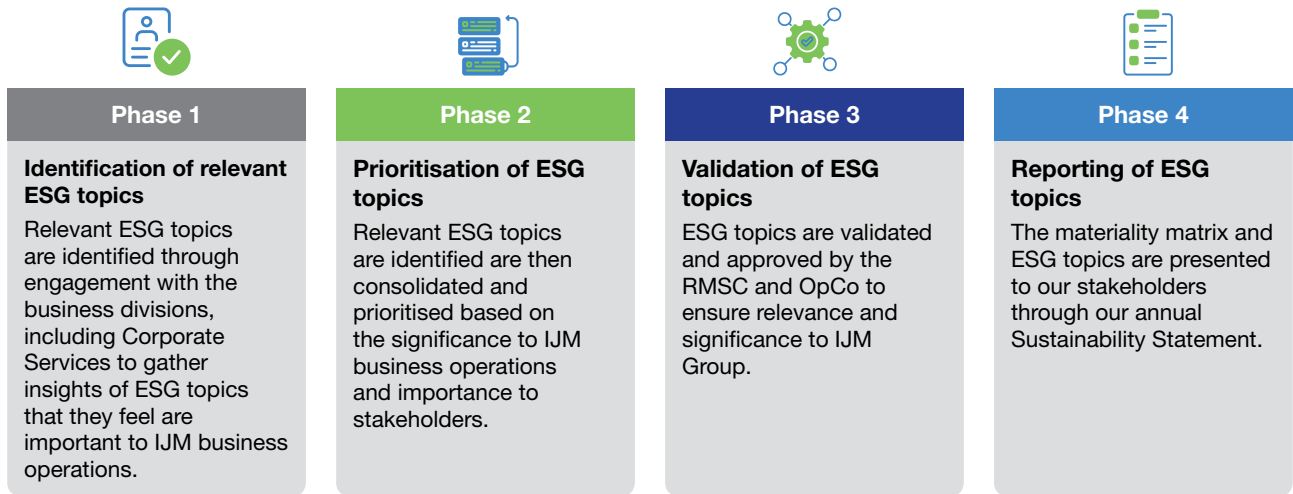
Our governance structure comprises the Board, Management and operation-level committees to ensure strategic oversight and effective management of sustainability risks and opportunities for long-term value creation. Our Board of Directors play a pivotal role in steering our governance strategies, ensuring that all policies and practices are in line with global best practices and regulatory requirements. We emphasise the importance of sustainability-related key performance indicators in executive remuneration, linking top management’s incentives to the achievement of our sustainability goals.



COMMITMENT TO SUSTAINABILITY

APPROACH TO MATERIALITY: IDENTIFYING OUR FOCUS AREAS

Materiality Assessment



IJM Group's FY2024 Materiality Matrix



In our recent sustainability materiality assessment, the 23 material topics identified in FY2023 remain relevant for both the IJM Group and stakeholders.

The top right quadrant highlights the sustainability topics that are most material to our stakeholders and the IJM Group. The outcome of the assessment resulted in Climate Adaptation and Climate Mitigation moving to the top right quadrant as the topics has become more prominent on the Group's agenda.

In the next financial year, the Group will conduct a thorough refresh of its materiality assessment process to gain deeper insights on the interests and concerns of key stakeholders. This initiative aims to prioritise sustainability issues and align strategies accordingly, enhancing stakeholder engagement and addressing their needs effectively.

Material Matter	Description
MARKETPLACE	
Financial Performance	Economic value generated and distributed by IJM. This includes revenues generated and costs incurred by IJM through our operations and activities during the reporting period.
Corporate Governance	Corporate governance represents the framework of rules, practices, and processes by which IJM adheres to. It includes board leadership and effectiveness, effective audit, and risk management, as well as integrity in corporate reporting and meaningful relationship with shareholders.
Anti-Bribery and Corruption	IJM and our subsidiaries are committed to conducting business in a legal and professional manner, with the highest standard of integrity and ethics. The Group practices a zero-tolerance approach against all forms of bribery and corruption and upholds all applicable laws in relation to anti-bribery and corruption.
Compliance	Compliance involves adhering to legal and regulatory requirements pertinent to IJM's operations. It evaluates the alignment of IJM with industry standards, legal frameworks, and internal policies.
Customer Engagement and Satisfaction	Customer engagement and satisfaction involves meaningful interactions across multiple touchpoints, including physical engagements, online platforms, and customer support. This relates to the relationship between IJM and our customers and their satisfaction with our products, services, and overall experiences.
Branding and Reputation	Branding and reputation encompass deliberate efforts to shape IJM's identity, including via our products and services, and our perceived image and standing within the industry and among stakeholders.
Product and Service Quality	Product and service quality assesses the excellence and reliability of IJM's offerings. It determines the extent to which the products and services meet or exceed customer expectations, adhere to industry standards, and demonstrate durability and functionality.
Business Resilience	Business resilience refers to IJM's capacity to adapt and thrive in the face of disruptions, uncertainties, and unforeseen challenges. It encompasses strategic planning, risk management, and the ability to recover swiftly from setbacks.
Digital Transformation and Innovation	Digital transformation strategically integrates digital technologies into IJM's operations, reshaping value delivery, stakeholder engagement, and overall efficiency. Innovation is the introduction of novel ideas, products, or processes that bring significant value to both IJM and our stakeholders.
Supply Chain Management	Supply chain management is the systematic oversight and coordination of all processes involved in the production and distribution of goods or services. It encompasses the entire journey from raw material sourcing to the delivery of the final product to customers.
Security	Security is a critical facet encompassing both physical and cyber aspects, and involve safeguarding IJM's assets, data, and operations. Physical security involves measures to protect facilities, assets, and personnel, ensuring a safe working environment. Cybersecurity focuses on defending digital systems, networks, and sensitive information from unauthorised access, cyber threats, and data breaches.
Government Policies	Government policies address the impact of regulatory frameworks, laws, and governmental initiatives on IJM's strategies and operations. It involves assessing the significance of compliance requirements, understanding potential regulatory changes, and evaluating the company's positioning to navigate the policy landscape.
ENVIRONMENT	
Climate Mitigation	Climate mitigation refers to the reduction of IJM's Scope 1, 2 and 3 GHG emissions through energy optimisation and supply chain decarbonisation efforts.
Climate Adaptation	Climate resilience covers both physical and transition risks and opportunities. Physical risks and opportunities arise as a result of shifts in global weather patterns, rising temperatures, and associated impacts such as extreme weather events and sea-level rise. Transition risks and opportunities are driven by policy, market, regulatory, technology and reputational changes as the economy progresses towards low carbon and net-zero emissions.
Biodiversity	Biodiversity refers to the variety of living organisms in the ecosystems where IJM operates. It involves recognising the impact of IJM's business activities on local flora and fauna, implementing practices to preserve and enhance biodiversity, and considering the dependencies on natural ecosystems.
Pollution control, Resource and Waste Management	Pollution control pertains to IJM's efforts to diminish its environmental impact through the adoption of cleaner technologies and sustainable practices. Resource management focuses on the judicious use of natural resources, optimising energy, water, and raw materials to minimise its ecological footprint. Waste management involves systematic handling and reduction of waste, promoting recycling and ensuring safe disposal.

COMMITMENT TO SUSTAINABILITY

Material Matter	Description
SOCIAL	
Health and Safety	Health and safety in IJM pertains to the measures and protocols in place to ensure the wellbeing and protection of its employees, workers, and stakeholders. This includes initiatives focused on preventing accidents, maintaining a safe working environment, and promoting the physical and mental health of our workforce.
Talent Pipeline and Succession Planning	Talent pipeline refers to a strategic workforce planning approach that ensures a continuous and diverse flow of skilled individuals into key roles within IJM. Succession planning is a systematic process aimed at identifying and developing suitable candidates with the potential to fill key leadership and critical roles.
Foreign Labour Practices	Labour practices and standards refer to IJM’s commitment to the protection of the rights and wellbeing of foreign workers, in line with the relevant legal requirements and regulations. This includes considerations such as fair wages, safe working conditions, adherence to labour laws, and the overall treatment of foreign workers.
Employee Engagement and Development	Employee engagement involves fostering an inclusive and committed culture. Employee development focuses on enhancing the skills and knowledge of the workforce, utilising training programmes and continuous learning to empower employees for current roles and future career progression within IJM.
COMMUNITY	
Community Initiatives	Community investment encompasses strategic efforts by IJM to positively impact and engage with local communities. This includes philanthropic activities, social responsibility programmes, and initiatives that contribute to community development.
Public/Community Engagement	Public or community engagement refers to strategies and activities undertaken by IJM to involve and communicate with external stakeholders, including local communities and the public.

UNGC Forward Faster Sustainability Awards 2023

IJM received the *Recognition for Sustainable Development* award at the UNGCMYB annual event to recognise the continuous efforts of all its participants and to inspire others to make sustainability an integral part of their business strategies.



Celebrating excellence in Sustainability – IJM was honoured with *Pioneer Sustainable Development Action* at the UNGCMYB Forward Faster Sustainability Awards 2023



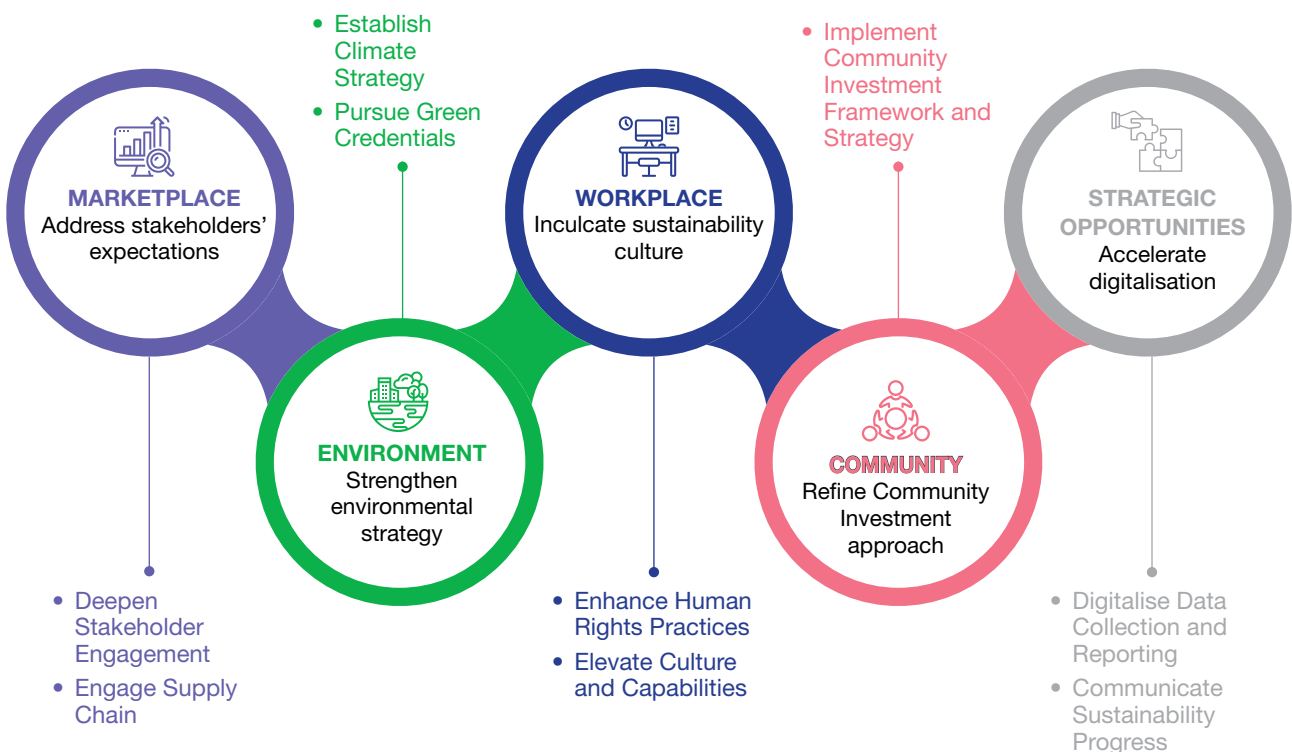
Communicating our progress in sustainability to our internal stakeholders

CREATING VALUE FOR OUR STAKEHOLDERS [GRI 2-29]

We use various reporting guidelines, stakeholder feedback, and perspectives to form the Group’s sustainability performance, strategy and reporting practices. In line with *SDG 17: Partnership for the Goals*, stakeholder engagement helps us deepen dialogue and develop our understanding of critical and emerging societal issues. The interaction also guides us in building our capabilities, facilitating collective action and promoting trust and mutual respect. More information can be found on our corporate website.

Sustainability Roadmap FY2023 - FY2025

Endorsed by the Board of Directors, IJM Group Sustainability Roadmap FY2023 – FY2025 consists of five principal pillars: Marketplace, Environment, Workplace, Community and Strategic Opportunities. The Roadmap is a blueprint for our business divisions, outlining the integration of sustainability goals and strategies throughout the organisation, accompanied by specific internal performance measures. It provides a clear direction on how to align our operations with sustainable practices, enabling us to effectively pursue our sustainability objectives and make a positive impact.



COMMITMENT TO SUSTAINABILITY

The Group's Roadmap milestones aligned to the SDGs:

Pillars	Focus areas and objectives	Milestones achieved
MARKETPLACE Address stakeholders' expectations	Deepen Stakeholder Engagement Engage stakeholders as a key strategy to keep pace with evolving expectations	<ul style="list-style-type: none"> Established FY2024 materiality matrix that ensures we meet evolving stakeholder expectations with informed, strategic decisions Rating improvements by FTSE4GOOD, S&P, CDP and MSCI Formalised Risk Management and Sustainability Committee ("RMSC") to oversee climate change matters across the Group
	Engage Supply Chain Engage the supply chain to achieve meaningful and lasting impacts	<ul style="list-style-type: none"> Developed a Group-wide Supply Chain Framework to ensure sustainability and ethical sourcing of materials and services
ENVIRONMENT Strengthen environmental strategy	Establish Climate Strategy Establish climate strategy with a carbon footprint assessment, carbon reduction strategy and climate risks and opportunities profile	<ul style="list-style-type: none"> Built internal capacity on Group's Climate Strategy to address both adaptation and mitigation in line with long-term targets Formalised integration of physical and transition risk and opportunities assessment in Group Enterprise Risk Management ("ERM") Policy and Framework
	Pursue Green Credentials Integrate green elements into our products and services	<ul style="list-style-type: none"> The Port Division undertook several initiatives in line with Kuantan Port Authority's initiative to transition into a green port by 2030 Obtained eco-label certifications for Industry Division's spun piles, ready-mix concrete and IBS products

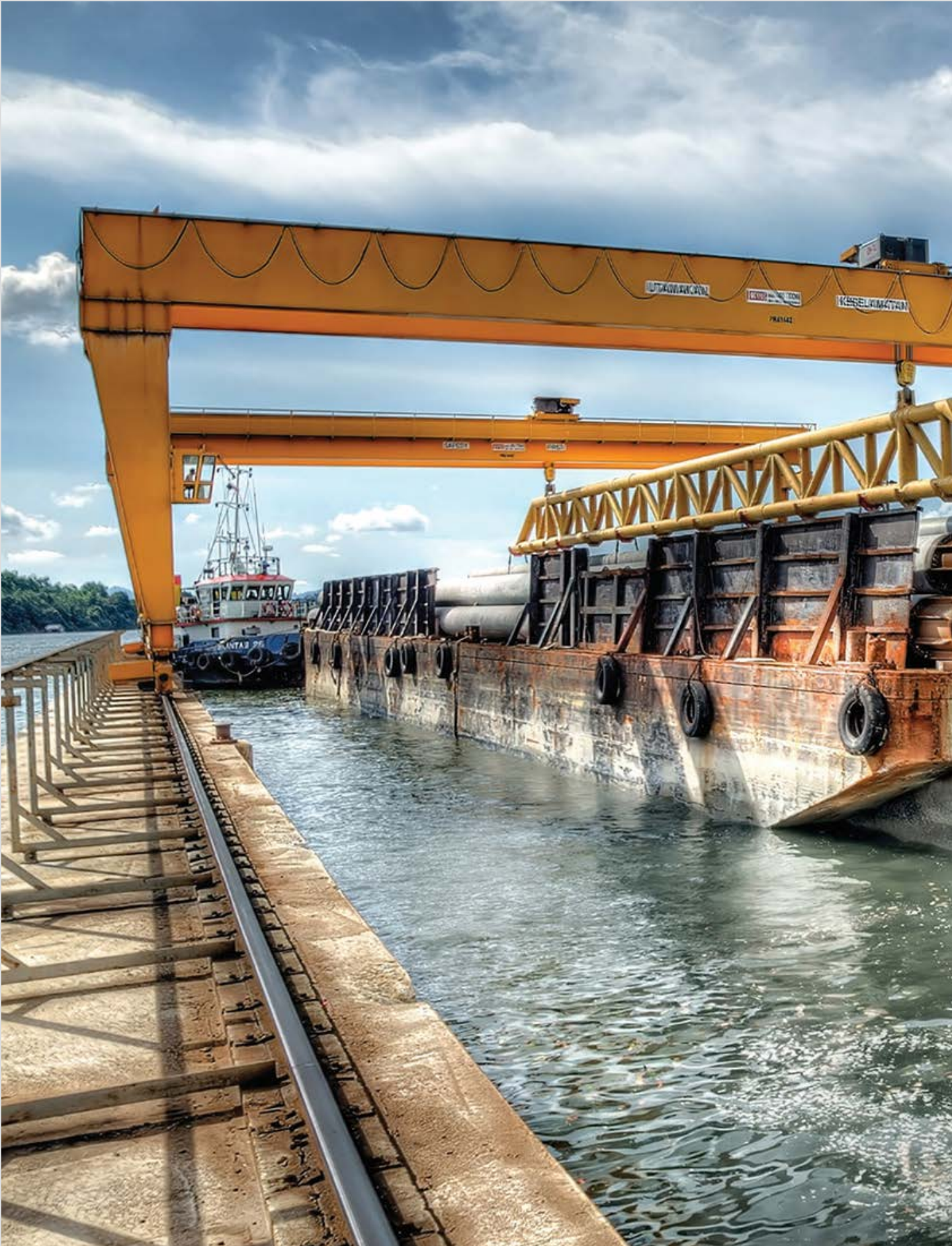
IJM Group's Position	IJM Group's Initiatives
<p> Goal 9: Industry, Innovation and Infrastructure We commit to working with changemakers to incorporating innovative and creative solutions to promote sustainable practices across our business divisions.</p> <p> Goal 11: Sustainable Cities and Communities We actively consider sustainable practices in our development and investment decision across our business divisions.</p> <p> Goal 16: Peace, Justice and Strong Institutions We commit to uphold integrity and compliance with all applicable laws and regulations across our business operations.</p> <p> Goal 17: Partnership For the Goals We actively seek for long-lasting partnerships and collaborations with our stakeholders whether locally or globally.</p>	<ul style="list-style-type: none"> • FY2024 Materiality Matrix In our recent sustainability materiality assessment, the 23 material topics identified in FY2023 remain relevant for both the IJM Group and stakeholders. The top right quadrant highlights the sustainability topics that are most material to our stakeholders and the IJM Group. • ABCS E-learning Module 4.0 In FY2024 IJM Group launched the ABCS E-learning Module 4.0, mandated for all employees. • Setting up of RMSC In FY2024, the RMSC was formalised to provide oversight on matters relating to climate change across the Group. The RMSC reviews the progress of initiatives under the Group's Climate Strategy, R₂O. • Group-wide Supply Chain Framework In FY2024, we developed a Group-wide Supply Chain Framework with a planned roll-out to our divisions in FY2025.
<p> Goal 7: Affordable And Clean Energy We adopt cleaner energy to optimise the use of energy across all business divisions and renewable energy where possible.</p> <p> Goal 13: Climate Action We view the importance of climate change that will impact our businesses in the long run, and we proactively implement climate strategy across businesses to address climate change issues.</p>	<ul style="list-style-type: none"> • Conducted Internal Workshops Workshops for Board of Directors, Management, working committees and employees on carbon accounting, physical and transition climate risks and opportunities. • Enhanced Group ERM Policy and Framework Climate risks are managed under Group's ERM Policy and Framework. • Increased Renewable Energy Generation Capacity Our renewable energy generation capacity expanded to 8,050 kWp as a result of newly commissioned solar photovoltaic (PV) panels at ICP Klang and Kuantan factories under Industry Division, and at Kuantan Port. This contributed to the increase in our energy consumption from renewable sources to 9,032.6 MWh. • Peer-to-Peer Sharing by UNGCMYB IJM participated in UNGC's Peer Learning session, sharing our experience and learning in shaping internal sustainability and climate strategy with UNGC corporate and SME members. • UNGCMYB SBTi Symposium Sponsorship In June 2023, we contributed towards UNGCMYB SBTi Symposium 2023. The event raised awareness among business leaders about the importance of adopting science-based targets, provide practical guidance on implementing net-zero standards to protect the environment and fortify businesses for a successful economy, and encourage networking and partnership opportunities.
<p> Goal 11: Sustainable Cities and Communities We actively consider sustainable practices in our development and investment decisions across our business divisions.</p>	<ul style="list-style-type: none"> • Kuantan Green Port Initiative Installation of electric shore power supply at Kuantan Port has seen a reduction of more than 34,106 litres of diesel usage by tugboats. This translated to an emissions reduction of 92.0 tCO₂e in FY2024 from the previous year. • Low Carbon Emission Products Introduced an advanced concrete formulation through technology and optimised materials to improve the strength and consistency of its concrete products and obtained green certifications such as SIRIM ECO Labelling and Singapore Green Label to promote carbon footprint reduction. • Rainwater harvesting system In FY2024, we harvested 2,904.0 m³ of rainwater for non-potable uses, including cleaning and landscaping. Kuantan Port collaborated with a tenant to enhance water efficiency by reusing treated water. • Water treatment system A flocculation process, as utilised at the TRX Residences site, effectively separates suspended particles, facilitating easier filtration before discharge. In certain instances, treated water is recycled and reused at project sites and factories.

COMMITMENT TO SUSTAINABILITY

The Group's Roadmap milestones aligned to the SDGs:

Pillars	Focus areas and objectives	Milestones achieved thus far
WORKPLACE Inculcate sustainability culture	Enhance Human Rights Practices Improve labour practices to align with local and global standards	<ul style="list-style-type: none"> Implemented policies and procedures to ensure compliance with labour laws and regulations
	Elevate Culture and Capabilities Conduct a series of learning, sharing and awareness programmes along with regular engagements	<ul style="list-style-type: none"> Launched LinkedIn Learning modules in FY2024
COMMUNITY Refine Community Investment approach	Implement Community Investment Framework and Strategy Implement community investment themes, focus areas and metrics used for impact measurement	<ul style="list-style-type: none"> Implement refreshed community investment framework, strategy and standard operating procedures
STRATEGIC OPPORTUNITIES Accelerate digitalisation	Digitalise Data Collection and Reporting Leverage digital technology for effective data collection, performance measurement and reporting	<ul style="list-style-type: none"> Continued digitalisation of sustainability data and developed Group and Divisional dashboards for sustainability performance review, analysis, monitoring and reporting Integrated digital solutions to innovate processes, optimise resource utilisation and enhance efficiency
	Communicate Sustainability Progress Communicate sustainability progress to stakeholders	<ul style="list-style-type: none"> IJM's climate priorities were featured in local publications Recognised for commitment to sustainability that communicates continuous efforts to make sustainability an integral part our business strategies

IJM Group's Position	IJM Group's Initiatives
<p> Goal 5: Gender Equality We treat everyone with respect and uphold gender equality in hiring and employment, striving to provide a workplace where equal opportunities are given regardless of gender.</p> <p> Goal 8: Decent Work and Economic Growth We uphold fair employment practices, both for our people and across our supply chain, providing a decent workplace for our employees.</p> <p> Goal 10: Reduced Inequalities We commit to creating equal opportunity for both our employees and communities.</p>	<ul style="list-style-type: none"> • An Inclusive Culture Our workforce is diverse in terms of age and ethnicity, with employees from various age groups and ethnic backgrounds represented at all levels of the organisation. In FY2024, 2% of our employees were covered by collective bargaining agreements, and our Whistleblower Policy also ensures that employees can report unethical behaviour without fear of retaliation. • Women at Work As of 31 March 2024, women made up 31% of our workforce where 31.2% of our management positions were held by women, ensuring diverse voices are part of our decision-making processes, inspiring other women to pursue advancement opportunities within the Group.
<p> Goal 8: Decent Work and Economic Growth We adopt cleaner energy and optimise the use of renewable energy across all business divisions, where possible.</p>	<ul style="list-style-type: none"> • Learning and Development In collaboration with LinkedIn Learning, over 3,650 learning hours and 3,479 courses of various topics covering sustainability, technical skills, digital competencies, data analytics, artificial intelligence, soft skills, and professional development were completed in FY2024.
<p> Goal 3: Good Health and Wellbeing We view the importance of health and safety of our stakeholders, and we proactively promote health, safety and wellbeing at the workplace and the community.</p> <p> Goal 9: Industry, Innovation and Infrastructure We commit to working with changemakers to incorporating innovative and creative solutions to promote sustainable practices across our business divisions.</p> <p> Goal 10: Reduced Inequalities We commit to creating equal opportunity for both our employees and communities.</p>	<ul style="list-style-type: none"> • Aligned to Refreshed Community Investment Framework and Strategy In FY2024, IJM Group invested RM1,275,104, accounting for 0.8% of the Group's PATMI towards community investment initiatives. Our initiatives were supported by more than 1,567 employees across the Divisions, clocking more than 13,772 hours. • MyHome Rehabilitation Programme Provided access to safe and secure housing to four families across Malaysia, contributing over RM113,500 in FY2024. • Asia Young Designer Award ("AYDA") The Property Division donated RM50,000 to AYDA 2023 that garnered a total of 1,490 entries in the architecture and interior design categories from 52 colleges and universities across Malaysia.
<p> Goal 9: Industry, Innovation and Infrastructure We commit to working with changemakers to incorporating innovative and creative solutions to promote sustainable practices across our business divisions.</p>	<ul style="list-style-type: none"> • Sustainability Data Digitalisation Deployed Microsoft Power Automate and Power BI to automate sustainability data collection and create interactive performance dashboards across the Group. • MyIJM Mobile Application Streamlined site operations and digitalised the permit-to-work processes by eliminating paperwork and enhancing work efficiency. • IJM-Connex Application An end-to-end service provider platform that centralises management of a unit's e-billing progress and statements as well as defect management.
<p> Goal 17: Partnership for the Goals We actively seek for long-lasting partnerships and collaborations with our stakeholders whether locally or globally.</p>	<ul style="list-style-type: none"> • UNGC Communication on Progress ("CoP") Submitted the UNGC CoP to reflect our continuous efforts to align our practices with the Ten Principles encompassing human rights, labour, environment and anti-corruption. • Townhall with Senior Leadership In FY2024, IJM Group and Divisions conducted respective townhall meetings that served as a crucial platform for fostering transparent communication between senior leadership and employees. • Smart & Sustainability Cities Engineering Symposium ("SSCES") Contributed to the SSCES 2023, a knowledge sharing platform that brought together experts from the public and private sectors to discuss urban development issues, challenges, and future trends related to smart and sustainable cities. • UNGCMYB Sustainability Performance Award 2023 IJM received the <i>Recognition for Sustainable Development</i> award at the UN Global Compact Network Malaysia & Brunei ("UNGCMYB") Forward Faster Sustainability Awards 2023.





MARKETPLACE

DOING GOOD BUSINESS

MARKETPLACE: DOING GOOD BUSINESS

We remain steadfast in our commitment to good governance and ethics as we aim to build a resilient and sustainable future for all. By maintaining transparency and accountability, we build trust with our stakeholders and secure long-term economic success, achieved through responsible business practices.



Good governance is the cornerstone of our business, ensuring transparency, accountability, and long-term sustainability. Our governance framework is designed to foster a culture of integrity, guiding our decision-making processes, and reinforcing our commitment to ethical business practices.

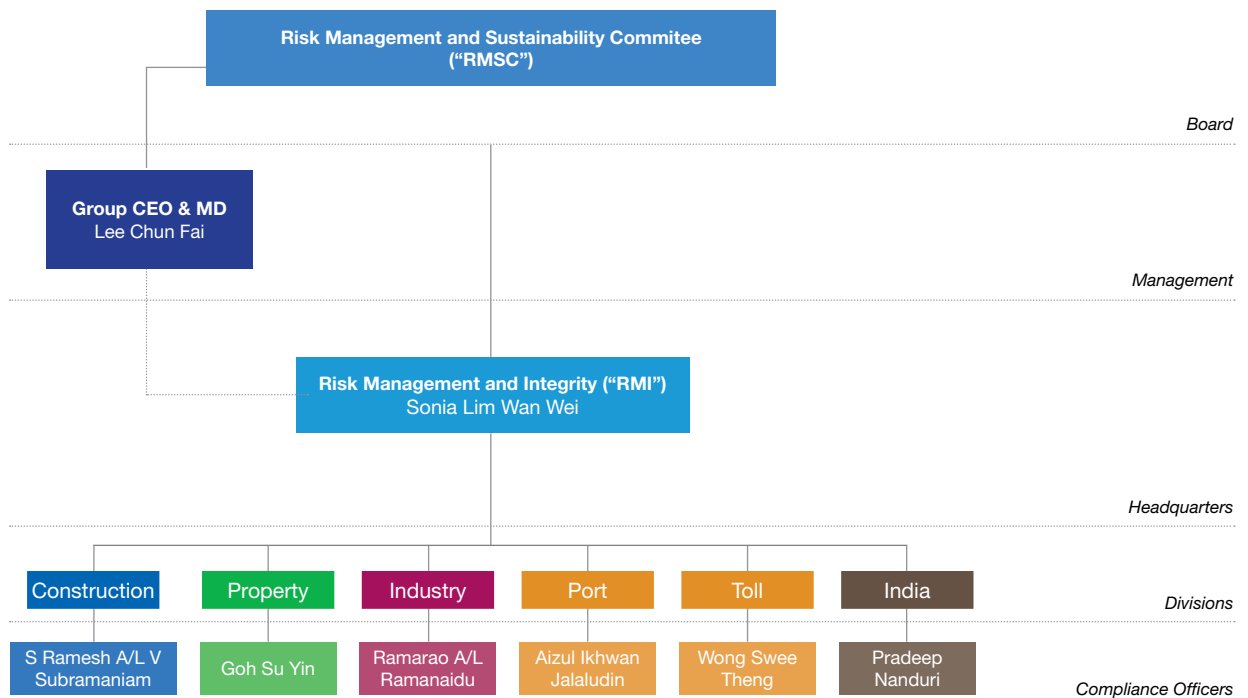
Sonia Lim Wan Wei
Risk Management and Integrity

GOOD GOVERNANCE AND ETHICS [GRI 2-9, GRI 2-24]

We believe that ethical conduct is not only a legal obligation but a fundamental principle that drives trust and confidence among our stakeholders. In line with the Malaysian Code on Corporate Governance (MCCG) and Bursa Malaysia’s sustainability guidelines, the Group integrates robust governance practices across all levels of our organisation. This includes comprehensive risk management protocols, clear and transparent reporting mechanisms, and a strong focus on stakeholder engagement.

Anti-bribery and Corruption Measures [GRI 205-2, GRI 205-3]

ABCS Compliance Organisation Chart



We maintain a zero-tolerance policy towards all forms of bribery and corruption. Our Anti-Bribery and Corruption System (“ABCS”) reinforces our adherence to both local and international laws, including the Malaysian Anti-Corruption Commission (Amendment) Act 2018 and the National Prevention of Corruption Act 1988 for our operations in India.

Our ABCS Governance Structure is designed to ensure effective implementation and enforcement of anti-corruption measures throughout the Group. This structure supports a seamless dissemination and escalation process for ABCS-related matters, ensuring all employees and third-party associates are well-informed and compliant with our stringent standards. Additionally, third parties working with IJM must comply with our Code of Business Conduct for Third Parties, adhering to all applicable laws and our internal policies.

Compliance with our Anti-Bribery and Corruption Policy is mandatory

for all employees and third parties, ensuring ethical interactions with all stakeholders. Due diligence exercises are conducted during major investments to identify and mitigate risks related to bribery and corruption.

We have robust procedures and internal controls, including verification and audit processes, to prevent corruption. Regular communication, training, and awareness campaigns are conducted to foster a culture of integrity. All employees complete annual ABCS e-learning modules and sign an integrity pledge, aligned with Section 17A of the MACC Act. Our Whistleblowing Policy supports the reporting of suspected misconduct by both internal and external stakeholders.

In FY2024, there were zero confirmed incidences of corruption across IJM’s business operations and there were zero monetary losses arising from legal proceedings associated with charges of bribery or corruption.

Refer to our Corporate Governance

Overview Statement on pages 98 to 109 and the Statement of Risk Management and Internal Control on pages 116 to 126 for more information.

BRANDING AND REPUTATION

Our brand promise, *Delivering Inspired Solutions*, encapsulates our commitment to quality products and services, customer engagement and satisfaction and digitalisation and innovation to deliver enduring value to our stakeholders.

We are proud to have received numerous accolades, including top developer recognitions and awards for our innovative projects, both locally and internationally. Apart from highlighting our dedication to excellence, these honours reinforce our position as industry leaders in design, accessibility, and sustainability, further solidifying our brand’s credibility and trustworthiness.

For further details on our awards and accolades, please refer to pages 12 and 13 of the Annual Report.



The Royal Mint Gardens, London, an example of high-quality homes and spaces, received *The Edge Malaysia Outstanding Overseas Project Award*

The Property Division earned multiple prestigious awards, including top developer recognitions at the *Edge Malaysia Property Excellence Awards*, *BCI Asia Awards Malaysia 2023*, *Malaysia Developer Awards*, and *the StarProperty Awards*.

Significant projects like Seremban 2, Sebana Cove, and our Mezzo project at The Light City won individual categories at the *StarProperty Awards*. The division was acknowledged as a leading brand in the Property Development category of the *Putra Brand Awards*. Saujana Duta, S2 Heights was honoured at the *Malaysia Property Award 2023 in the Residential Low-rise* category. These accolades highlight the division’s commitment to innovation, quality, and sustainability, reinforcing its reputation and driving future growth as a trusted and reputable brand.

MARKETPLACE: DOING GOOD BUSINESS

Quality Products and Services



Promoting sustainable construction practices through our innovative BubbleDeck solution

Our Quality Policy and Quality Management System Framework underpins our efforts in delivering excellence through quality in all our products and services, ensuring rigorous management, monitoring, and verification across our operations. All divisions are certified with the ISO 9001:2015 Quality Management System, reflecting our adherence to both local and international standards. Each division is dedicated to maintaining high standards through specific quality monitoring systems and certifications, summarised below:

CONSTRUCTION

- Prioritises achieving the highest quality standards through a two-pronged approach:
 - Internal monitoring: via IJM Quality and Standard Assessment System (“IQSAS”)
 - External assessments: via the Quality Assessment System in Construction (“QLASSIC”) by CIDB
 - Projects like Bandar Rimbayu, Vitrox, and LHDNM Penang achieved QLASSIC scores above 80%, with LHDNM Penang holding the record with a score of 86%
 - Received the *Excellence Award at SHEQ Day 2023*, for Menara AFFIN (86%)

PROPERTY

- Consistently delivers high-quality products that meet industry standards and best practices through the QLASSIC assessment
- Set a target of achieving a minimum QLASSIC score of 80% for every IJM Land residential development
- Received the *High QLASSIC Achievement Award at SHEQ Day 2023*, for Austin Duta Phase 108 (86%) and Nasa City Phase 3 (84%) in Johor Bahru

INDUSTRY

- The division maintains certifications for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, SS EN 206:2014, and MS 1314:Part4:2004, ensuring robust product quality, environmental, and occupational health and safety management systems
- In February 2024, the ICP Kuantan Factory obtained ISO 14001:2015 and ISO 45001:2018 certifications
- In addition to Strong Mixed Concrete factory and IJM IBS, Kuang Rock Product now also holds the ISO 9001:2015 accreditation

PORT

- The division is certified with the ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 37001:2016 for quality environmental, occupational health and safety, and anti-bribery management systems
- Working towards ISO/IEC 27001:2022 certification for information security management systems in FY2025

TOLL

- The division maintains certifications for ISO 9001:2015 and ISO 14001:2015 and acquired the ISO 45001:2018 in FY2024
- Implemented an open payment system for both BESRAYA and NPE highways to enhance toll collection methods, supporting the transition to a multi-lane fast-flow system

Customer Engagement and Satisfaction

Customer satisfaction survey results by division					
	CONSTRUCTION	PROPERTY	INDUSTRY	PORT	TOLL
Type	Customer satisfaction survey	Customer satisfaction index	Customer satisfaction survey	Customer satisfaction survey	Highway user satisfaction survey
Performance target	80%	75%	80%	80%	85%
Actual performance	87%	80%	95%	91%	89%



IJM's footprint in TRX. State-of-the-art projects that reflect our continuous pursuit of customer satisfaction and quality

Aligned to our commitment to *Customer Focus*, we actively connect with our valued customers to provide unparalleled services. Across all our business divisions, we diligently conduct surveys to gain valuable insights into customer satisfaction, enabling us to better comprehend their unique requirements. We actively seek customer feedback, which plays a vital role in measuring our performance and driving continuous improvement. In FY2024, all divisions recorded actual performances that exceeded targets set for their respective customer satisfaction surveys/index.

The Construction Division's customer satisfaction survey for FY2024 has shown an improvement, with an average score of 87%, up from 86% in FY2023. Some of the positive feedback from clients on projects like The Light City Plot A, TRX Residence, TRX Infra, and LHDN Shah Alam highlights the division's professionalism, dedication, and effective communication.

The division is encouraged by the positive feedback and continues to improve towards ensuring higher customer satisfaction and quality products.

MARKETPLACE: DOING GOOD BUSINESS



Sierra Hijauan, Ampang, blends urban sophistication with the tranquility of nature, creating a harmonious environment for residents

In FY2024, the Property Division achieved an improvement in customer satisfaction, with a score rising to 80%, surpassing the prior year's 77% and exceeding the targeted threshold of 75%. Moreover, the division's Net Promoter Score (NPS) demonstrated an increase to +33 from +17 in the previous year, reflecting customer loyalty and advocacy towards our products and services.

The division is diversifying its portfolio into investment properties such as malls, hotels, offices as well as wellness centres that cater to the evolving needs of urban lifestyles. In tandem with the focus on driving commercial developments, the division will launch the first phase of its commercial parcel located at the heart of a 58-acre integrated development of Pantai Sentral Park, Kuala Lumpur, surrounding a 200-acre forest reserve.

The Light City Penang is a 4.1 million sq ft large scale mixed-use landmark development which is a part of the 152-acre The Light Waterfront Penang masterplan. The Light City is developed into two phases with phase one consisting of the Penang Waterfront Convention Centre ("PWCC"), The Waterfront Shoppes with gross floor area ("GFA") of 1 million sqft, residential project named Mezzo, as well as hotels and offices. Phase two will include an additional GFA of 500,000 sqft to The Waterfront Shoppes, Lightwater Residences and other future developments.

The PWCC which is on track for completion in the second quarter of 2025, underscores the division's commitment to enhancing local infrastructure, addressing the region's growing need for large-scale event venues, and contributing significantly to Penang's urban landscape development. Our goal is to continue enriching communities

with thoughtfully designed projects that contribute positively to the urban landscape.

The Industry Division's services also include the BubbleDeck solution, which not only accelerates project timelines but also supports our transition to sustainable construction practices. This innovative approach has enabled us to secure numerous contracts for our SMART IBS solution across a variety of building projects that includes educational institutions, semiconductor facilities, and data centres. Projects such as the Infineon multi-story car park, the Immigration, Custom and Quarantine Complex between Johor Bahru and Singapore, and Hospital Kapar, highlight the transformative impact of our SMART IBS solution in enhancing efficiency and sustainability across different sectors.



Our skilled emergency response teams ensure prompt and professional aid on our highways

In addition to the use of recycled materials for production, the BubbleDeck solution also reduces concrete consumption by up to 30%, compared to conventional concrete casting. Furthermore, BubbleDeck, which is a beamless slab system, enables longer spans by up to 50% further than traditional structures, improving aesthetics and simplifying mechanical and electrical works.

The Port Division elevates customer satisfaction through innovation and operational excellence, ensuring a smooth, efficient, and rewarding client experience. In FY2024, the division focused on enhancing interactions with local authorities to foster strategic partnerships and facilitate seamless export and import activities.

The division also upgraded port facilities that enhance operational efficiency, enabling quicker turnaround times and better service to customers. Dedicated key account

managers regularly engage with key management personnel to address any operational issues or concerns.

In addition, the construction of the East Coast Rail Link (ECRL) spur lines is poised to enhance cargo capacity, reinforcing the division's role as the import and export hub in global trade. The expansion is set to be operational by 2027.

The Toll Division prioritises customer safety and satisfaction through enhancements to infrastructure, focusing on pavement structural overlays, slope rehabilitation, and bridge strengthening. In high-risk areas, we have added anti-skid rumble strips to alert motorists against speeding on curves and upgraded to Stone Mastic Asphalt (SMA) for better skid resistance and faster water run-off. These measures have successfully reduced accidents by up to 37%

in prone areas. Additionally, our high-performance polymer pothole patching method ensures excellent workability and immediate traffic access post-installation.

Despite improvements in public transportation and road networks, traffic congestion in Kuala Lumpur remains a challenge, especially during peak hours. To address this, the division implemented a tidal flow management scheme at BESRAYA between the Mines South Toll Plaza and Seri Kembangan interchange, speeding up evening traffic dispersal. The smart lane at certain stretches at NPE provides temporary relief during the morning rush hour. Recognising the growing demand for public amenities, BESRAYA has refurbished one of our lay-by facilities, while NPE has upgraded facilities at the PJS2 and PJS5 toll plazas.

MARKETPLACE: DOING GOOD BUSINESS

Digital Transformation and Innovation

The Group strives to advance industry standards and sustainability in the built environment. These initiatives are underscored by our dedication to digital transformation, innovation, and sustainability across divisions, driving operational excellence and customer satisfaction while contributing positively to the environment and communities. The table outlines the divisions' digital transformation efforts.

Division	Digitalisation initiatives
GROUP SERVICES	<ul style="list-style-type: none"> • PowerAutomate: Streamlined and automated sustainability data collection with standardised protocols and automated workflows • PowerBI: Transitioned to interactive performance dashboards and integrated data with global sustainability reporting software
CONSTRUCTION	<ul style="list-style-type: none"> • MyIJM Mobile App: Streamlined site operations and digitalised the permit-to-work processes, eliminating paperwork and enhancing work efficiency • Building Information Modelling ("BIM"): Integration of 4D BIM that enhanced project efficiency and 5D BIM that optimised resource utilisation and cost savings • Common Data Environment ("CDE"): Implemented CDE that ensured real-time data access and seamless communication among stakeholders
PROPERTY	<ul style="list-style-type: none"> • IJM-Connex App: An end-to-end service provider platform that centralises management of a unit's e-billing progress and statements as well as defect management • Face Recognition Access: Implemented face recognition technology for secure office access • Field Digitalisation Platform: Digitalised our existing paper checklists with a Field Digitalisation Platform
INDUSTRY	<ul style="list-style-type: none"> • New Grade 100 Concrete Formulation: Introduced an advanced concrete formulation through technology and optimised materials to improve the strength and consistency of concrete products • Low Carbon Emission Products: Integration of digital solutions to develop products with green certifications such as SIRIM ECO Labelling and Singapore Green Label to promote carbon footprint reduction
PORT	<ul style="list-style-type: none"> • Automation and AI Integration: Minimises operational downtime and enhances resource management • Predictive Maintenance: Reduces equipment failure rates and associated costs through advanced predictive maintenance technologies
TOLL	<ul style="list-style-type: none"> • Open Payment Toll Collection System ("OPS"): Launching OPS to enhance traffic flow and reduce congestion by integrating various digital payment methods • Smart Highway Initiative: Enhanced safety through AI-powered traffic management and real-time analytics, paving the way for a digital future in transportation

SECURITY

Security is a material topic for the Group and we have been enhancing our cybersecurity measures and reporting practices. Our cybersecurity strategies emphasise employee training and education that not only strengthens defences

against online threats but also equips employees with the knowledge to identify and mitigate risks effectively. Regular assessments and mandatory cybersecurity training sessions are integral in raising awareness about the evolving threat landscape and emphasising the importance of robust cybersecurity practices.

In FY2024, all employees completed the Cyber Security Training 3.0 e-learning module launched by our Information Systems department. Additionally, we conducted two phishing assessment exercises in April and July 2023 for all employees to proactively identify vulnerabilities and enhance the protection of sensitive information.

Data Privacy and Protection
[GRI 418-1]

We hold certifications for ISO/IEC 27001:2013 Information Security Management System (“ISMS”) and ISO/IEC 20000-1:2018 Information Technology Service Management System (ITSMS), which are integral to our commitment to data security. All Information System Policies and Procedures were updated in the reporting year to align with the ISO/IEC 27001:2013 and ISO/IEC 20000-1:2018 requirements. Additionally, we are currently working on refining our ISMS policies as we work on transitioning from ISO/IEC 27001:2013 to ISO/IEC 27001:2022.

In FY2024, we were targeted by a ransomware. Our control measures in place were successful in preventing data loss and minimised disruptions to our operations. IJM has been continuously investing in both preventive and detective measures. This includes investments in technology, process improvements, audits, and comprehensive cybersecurity training for all personnel.

Our Privacy Policy follows the Personal Data Protection Act 2010 (PDPA). This policy, which is available in both English and Bahasa Malaysia on our corporate website, outlines our guidelines for collecting,

recording, and storing customers’ personal data.

SUPPLY CHAIN MANAGEMENT
[GRI 2-6]

We aim to extend the Group’s values and principles to our suppliers, service providers and contractors in order to foster trust and long-term benefit to all stakeholders in our supply chain. This is underpinned by good ethics, a healthy and safe workplace, minimising the risk of human and social rights violation, maintaining good environmental practices and ensuring strict compliance to local laws and regulations.



ENVIRONMENT

Environmental compliance

We expect our suppliers, service providers and contractors to be respectful in their interactions with the environment by adhering to all applicable environmental legislation, preventing pollution and adopting best practices in accordance with the Group’s Environmental Management System.



SOCIAL

Health and safety

We expect our suppliers, service providers and contractors to have the necessary health and safety measures in place to minimise workplace risks and hazards.

Human rights and labour

We expect our suppliers, service providers and contractors to demonstrate their commitment to human rights standards and laws.



GOVERNANCE

Ethics and governance

We expect our suppliers, service providers and contractors to adhere to integrity and ethical business practices as outlined in the Group’s Code of Conduct and Ethics.

Given the nature of our businesses, we rely on diverse suppliers, service providers and contractors, both locally and globally, for materials and services.

The implementation of our Responsible Supply Chain Policy ensures alignment with our values and principles across our supply chain. This policy is supported by our Code of Business Conduct for Third Parties, which sets out fundamental standards that all third parties conducting business with the Group must adhere to, such as

vendors, suppliers, contractors, and consultants and other associated representatives. Non-compliance can result in the termination of contracts. Both the Code of Business Conduct for Third Parties and the Responsible Supply Chain Policy can be accessed on our corporate website.

In FY2024, we developed a Group-wide Supply Chain Framework with a planned roll-out to our divisions in FY2025. The framework implements responsible procurement practices to ensure the sustainability and ethical sourcing of materials and services.

This includes supplier screening and evaluation, as well as the promotion and sharing of sustainable and responsible practices among our suppliers.







ENVIRONMENT

OUR ENVIRONMENTAL STEWARDSHIP

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

In April 2023, IJM introduced its Climate Strategy, known as R₂O, containing mitigation and adaptation strategies that are anchored on two underlying findings. Firstly, major IPCC pathways point to a 1.5°C scenario in the early 2030s, thus compelling the need to strengthen climate resilience. Secondly, as the Group's Scope 3 emissions account for 90% of our baseline FY2023, reduction measures must include our supply chain transitioning with us.

We have made encouraging progress in FY2024 on both fronts. Mitigation efforts saw the Industry Division successfully replacing 13% of cement content with non-cementitious material while development of the Group's sustainability dashboard is progressing well. It will enable comprehensive sustainability performance management across the Organisation. The Group has also bolstered our climate adaptation capacity by formalising climate risk assessment into the enterprise risk management framework.

We continue to uphold our commitment to responsible practices when interacting with nature through our Policy Statement on Environment, elevated by the Group's climate commitment to build resilience against climate change. The Environmental Management System ("EMS") ensures that we conduct our business responsibly, use natural resources efficiently and implement innovative ways to reduce our environmental impacts. All divisions operating in Malaysia have obtained ISO 14001:2015 Environmental Management Systems certification.

CLIMATE ACTION COMMITMENT

We recognise the increased importance of ensuring business resilience against the impacts of climate change. The Group is compelled to address both climate mitigation and adaptation to build resilience across our whole value chain through our Climate Strategy, R₂O, which was substantiated from the outcome of the climate assessments conducted from FY2022 to FY2023. Our goal is to reduce carbon emissions and introduce strategic interventions to build greater resilience in the face

of climate change challenges, from extreme weather to diminishing resources and evolving regulations.

We continue to adopt the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") to help us identify, assess and incorporate climate risks and opportunities in our business strategy and operations. By aligning with TCFD

recommendations, we not only enhance our ability to navigate the challenges posed by climate change but also position ourselves to embrace emerging opportunities in the transition to a low-carbon economy. Moreover, this alignment will ensure we are well-prepared for the forthcoming IFRS S1 and S2 disclosure requirements, facilitating a smoother transition and ensuring progressive compliance.



Recreational park at Rimbun Vista, Seremban 2

Summary of actions taken in FY2024 and priorities for FY2025 based on recommendations of TCFD:

Actions taken in FY2024	Priorities for FY2025	Page reference
Governance		
Board oversight: <ul style="list-style-type: none"> Formed Board Risk Management and Sustainability Committee Discussed carbon reduction initiatives and formulation of near-term targets Reviewed physical and transition climate risks as part of the Group's enterprise risk management Formalised integration of physical and transition risk and opportunities assessment in Group Enterprise Risk Management (ERM) Policy and Framework Assigned climate-related responsibilities to management-level risk committee 	<ul style="list-style-type: none"> Continue to strengthen and improve climate risk governance Endorse the Group's near-term carbon reduction plan and targets up to FY2031 	Sustainability Governance, page 133
Management oversight: <ul style="list-style-type: none"> Reviewed divisional near-term carbon reduction plans and targets Built internal capacity for Board of Directors, Management, working committees and employees on carbon accounting, physical and transition climate risks and opportunities 	<ul style="list-style-type: none"> Incorporate assessment of physical and transition climate risks and opportunities into ERM at Group and division levels 	Statement on Risk Management and Internal Control, page 116
Strategy		
<ul style="list-style-type: none"> Continued climate strategy of addressing both adaptation and mitigation, with long-term target to achieve net-zero carbon emissions by 2050 Assessed transition risks and opportunities using scenario analysis over the near and long-term Assessed direct and systemic physical risks and opportunities using scenario analysis over the near and long-term 	<ul style="list-style-type: none"> Build capacity for IFRS S2 Climate-related Disclosures adoption 	Climate Strategy, page 156
Risk Management		
<ul style="list-style-type: none"> Climate risks are managed under Group's ERM Policy and Framework Established climate risk likelihood and impact parameters to assess risks and opportunities, as part of IJM's ERM Policy and Framework Aligned understanding of climate-related risks and opportunities across the Group Performed qualitative physical climate risks and opportunities assessments covering significant locations in Malaysia and India 	<ul style="list-style-type: none"> Conduct quantitative physical climate risk for assets with higher exposure 	Resilience in a Net-Zero World, page 158
Metrics and Targets		
<ul style="list-style-type: none"> Announced net-zero carbon emissions commitment: <ul style="list-style-type: none"> Net-zero by 2050 for Scope 1 Net-zero by 2035 via 100% renewable energy for Scope 2 emissions Net-zero by 2050 for Operational Scope 3 categories. Embodied Scope 3 emissions addressed via engagement with supply chain by 2027 Established Group carbon inventory based on FY2022 emissions Established FY2023 baseline report, with independent verification Enhanced Scope 3 disclosures with additional two categories compared to FY2022 Expanded organisational boundaries from 126 sites in FY2023 to 130 sites in FY2024, including operations in India 	<ul style="list-style-type: none"> Set near-term 2030 carbon reduction targets for Scope 1, Scope 2 and Operational Scope 3 emissions Establish supply chain engagement strategy with the view to reduce Embodied Scope 3 emissions 	Our Net-Zero Commitment, page 156

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

CLIMATE GOVERNANCE

In FY2024, the Risk Management and Sustainability Committee (“RMSC”) was formalised to provide oversight on matters relating to climate change across IJM. Previously, climate-related matters were deliberated by the Board, where it has endorsed the Group’s long-term climate commitment involving mitigation and adaptation measures in line with the Group Sustainability Roadmap FY2023 – FY2025. The RMSC convened in February 2024 to review the progress of initiatives under the Group’s Climate Strategy, R₂O.

Led by the Group CEO and Managing Director, the Operating Committee (“OpCo”) oversees the assessment and management of climate risks and opportunities, and their incorporation within the business strategy and operations. The OpCo is supported by the Group Sustainability and Group Risk Management departments in providing strategic response and overall direction in managing climate risks and opportunities. Across all businesses, divisional management committees review

and manage the execution of division-level initiatives and monitor the progress of the respective goals in line with R₂O.

The broad theme of climate change is managed as operational risk under the Group Enterprise Risk Management (ERM) Framework. In 2024, the RMSC has endorsed the integration of climate consideration within the ERM Framework, with specific likelihood and impact criteria, given the longer time horizon they are assessed against. This will enable us to manage climate risks and seize opportunities proactively.

CLIMATE STRATEGY

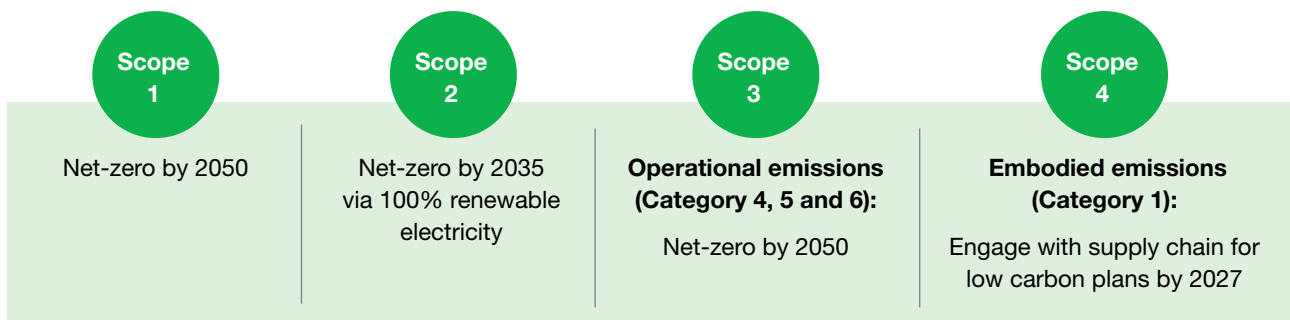
Last year, we announced our Climate Strategy, R₂O, which applies a two-pronged approach in climate action, namely transition to net-zero and adaptation to build climate resilience. The strategy outlines our own low-carbon transition pathway and key approaches to guide our supply chain to transition with us.



Reduce to net-zero Resilience in a net-zero world

As climate change accelerates and intensifies the physical risks caused by extreme weather, the need to act becomes more urgent, impacting the scale and pace of transition risks. Recognising these interdependencies, the Group conducted in-depth climate assessments that spanned one and a half years since FY2022. Our carbon footprint assessment referenced recommendations by the Science Based Target Initiative (“SBTi”) whereas climate risks assessment employed the scenarios published by the IPCC, International Energy Agency (“IEA”) and the Network for Greening the Financial Systems (“NGFS”).

Our Net-Zero Commitment



Our Reduction Targets

Our long-term reduction targets reflect the level of control over each emission Scope. Our ambition is to reduce Scope 1, Scope 2 and Operational Scope 3 emissions to net-zero by 2050, while reduction of Embodied

Scope 3 emissions (Category 1: Purchased Goods and Services) is to be achieved through supplier engagements.

We recognise the imperatives to align our actions with climate science and avoid following a pathway that may not be consistent with addressing

the climate crisis. Hence, our targets were established in line with the criteria and recommendations of the Science Based Targets Initiative (“SBTi”). While we have made great efforts to closely align our targets with SBTi’s cross-sector pathway, we have deviated from the minimum ambitions set by SBTi.

Scope	SBTi’s minimum ambition ²		Our targets (Long-term)
	Near-term ¹	Long-term	
Scope 1	<ul style="list-style-type: none"> 4.2% reduction annually 	<ul style="list-style-type: none"> 90% absolute reduction by 2050 	Net-zero emissions by 2050
Scope 2	<ul style="list-style-type: none"> 4.2% reduction annually 100% renewable electricity by 2030 	<ul style="list-style-type: none"> 90% absolute reduction by 2050 	Net-zero by 2035 via 100% renewable electricity
Scope 3	<ul style="list-style-type: none"> 2.5% reduction annually Suppliers and customers to set targets consistent with well-below 2°C ambition, covering at least 67% of Scope 3 emissions 	<ul style="list-style-type: none"> 90% absolute reduction by 2050 97% physical and economic intensity reduction 	Net-zero by 2050 (Operational emissions – Category 4, 5 and 6) Engage with supply chain (Embodied emissions – Category 1) for low carbon plans by 2027, covering the remainder of the 67% of Scope 3 emissions

*Note:

¹ Up to 2033, following the 10-year timeframe by SBTi to meet near-term target based on FY2023 baseline

² Based on the Science Based Target Initiative Corporate Net-Zero Standard (2023)



IJM’s participation at the UNGCMYB SBTi Symposium 2023

We will continue to assess our position to fully align with SBTi in the future, taking consideration of current cross-sector pathways as well as any sectoral decarbonisation approach relevant to our business. This will also entail introducing suitable and credible near-term interim targets and improving our understanding of construction project carbon s-curve profiles.

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Reduce to Net-Zero

We have established a comprehensive profile of the Group’s GHG emissions baseline for the formulation of R₂O that outlines impactful strategies in line with climate science. These strategies will be carried out in step with marketplace developments, emerging technologies, supporting

infrastructure and regulatory requirements.

In the longer term, we aim to reduce operational emissions by decarbonising our fleet and machinery, optimising energy usage, reducing waste and adopting green transport solutions. Given the bulk of our emissions emanate from Scope 3 Category 1 (Purchased Goods and

Services), and the heavy reliance on supply chain decarbonisation, reducing our Scope 3 Embodied emissions requires a concerted effort within the industry. Hence, our strategy will focus on engaging our supply chain, actively partnering with industry peers and building a portfolio of low carbon products.

Our Reduction Strategy

Energy Optimisation	Supply Chain Advocacy	Industry Engagement	Product Stewardship
<ul style="list-style-type: none"> Explore alternative fuels with higher bio-fuel content Electrification of equipment and vehicle fleets Upgrade to more energy efficient equipment Reduce energy intensity with alternative methods and input materials Increase renewable energy adoption in operations Adopt low carbon transportation in business travels and raw materials delivery 	<ul style="list-style-type: none"> Reduce waste in operations via material and operational efficiency Heighten adoption of circular economy approach Engage supply chain by 2027 for low carbon plans and targets Provide complimentary training to major suppliers on climate change Enhance procurement strategies to include sustainability and climate considerations 	<ul style="list-style-type: none"> Work with industry associations and peers to align decarbonisation goals Advocate whole of industry transition towards low carbon and climate resilience 	<ul style="list-style-type: none"> Incorporate sustainable design principles in developments and construction projects (where we have control) Use of current and emerging technologies such as BIM and IBS to optimise energy and embodied carbon emissions in projects Prioritise low carbon raw materials such as recycled, renewable or industrial by-products in product manufacturing, construction and developments
Scope of emissions addressed			
Scope 1, Scope 2 and Operational Scope 3	Operational and Embodied Scope 3	Embodied Scope 3	Embodied Scope 3

Resilience in a Net-Zero World

R₂O covers adaptation measures to build the Group’s resilience against the risks and impacts from climate change. It aims to address the broad spectrum of climate physical and transition risks and opportunities, guided by the findings

of assessments that we completed in FY2023.

Our strategy focuses on building resilience and increasing capabilities across our value chain. This includes forming partnerships with industry peers, associations and practitioners to advocate for climate resilience

within the supply chain. Continued climate-related assessments and monitoring of the Group’s exposure to climate risks will be undertaken to ensure we capture the evolving climate science projections and emerging market and regulatory trends.

Our Resilience Strategy

Climate Risk Integration into Organisational Matrix	Asset and Business Adaptation	TCFD Alignment
<ul style="list-style-type: none"> Incorporate climate risk into enterprise risk management (“ERM”) policy and framework Build internal capacity and understanding on climate vulnerabilities and adaptive measures Active partnerships with industry associations and likeminded stakeholders, particularly for climate risks that are systemic in nature 	<ul style="list-style-type: none"> Continually assess physical qualitative climate risk assessment, based on available scientific data Conduct quantitative assessment for projects and assets with higher exposure Build supply chain resilience 	<ul style="list-style-type: none"> Perform benchmarking and disclose climate risks and opportunities On-going review, monitoring and reporting

METRICS AND TARGETS – GHG EMISSIONS

[GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-5]

One of the critical steps in establishing an impactful carbon reduction strategy is to develop a robust baseline data. In FY2023, we established our carbon emissions baseline following the completion of a carbon footprint assessment that comprised the screening and profiling of the Group’s emissions, accounting for Scope 1, Scope 2 and eight categories of Scope 3 emissions, covering 126 operational sites and entities. In FY2024, we expanded our coverage to 130 operational sites in Malaysia and India.

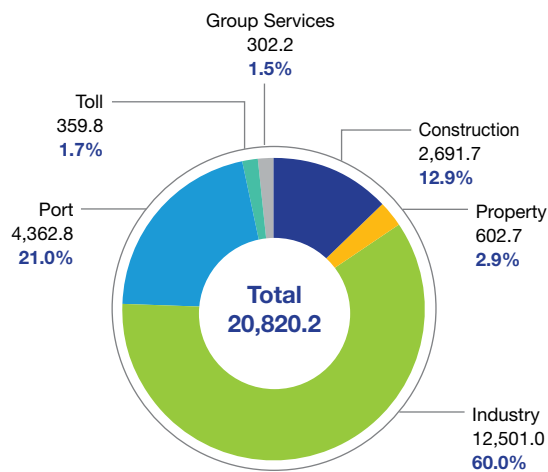
We continually enhance our data collection process and reporting across the Group. This year, we obtained and segregated emissions from construction activities undertaken by our sub-contractors, which is reported under the Group’s Scope 3 Embodied emissions (Category 1: Purchased Goods and Services). In FY2023, these emissions were reported under Scope 1 and Scope 2 emissions.

Scope 1:

Emissions under Scope 1 account for 2.2% of our total carbon footprint. Scope 1 emissions include all emissions released directly by our operations from company-owned vehicles and equipment:

- **Mobile combustion:** Fuel purchased for company-owned vehicles and mobile equipment at project sites, factories and offices.
- **Stationary combustion:** Natural gas-fired boilers at factories (Industry Division only) and diesel-fired stationary equipment at project sites, factories and offices.

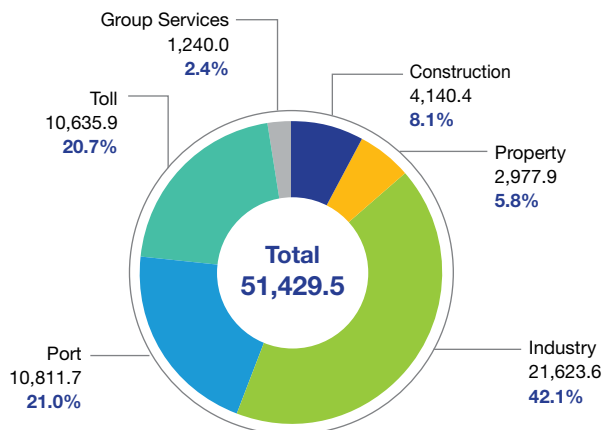
Scope 1 Emissions in FY2024 (tCO₂e)



Scope 2:

Emissions under this scope account for 5.5% of IJM’s total emissions. Scope 2 emissions are associated with electricity purchased (location-based) and consumed by offices, factories, other buildings, street lightings and equipment used in our operations.

Scope 2 Emissions in FY2024 (tCO₂e)



ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Scope 3:

Emissions under this scope include all other indirect emissions generated across our value chain that accounts for 92.3% of IJM’s total emissions. For FY2024, we have collated reliable data for eight out of the 15 categories under Scope 3:

Scope 3	Asset Boundary	Calculation Methodology
Category 1 Purchased goods and services	<ul style="list-style-type: none"> Construction Division Property Division Industry Division 	Average-data method
Category 4 Upstream transportation and distribution	<ul style="list-style-type: none"> Construction Division Property Division Industry Division 	Distance-based method
Category 5 Waste generated	IJM Group	Average-data method
Category 6 Business travel	IJM Group	Distance-based method used where practical. Where data is limited, spend-based method was used
Category 7 Employee commuting	IJM Group	Estimated based on average-data method where the transportation mode and distance from home to the workplace are determined via a survey deployed in FY2022 with employee participation rate of 94%. Emissions intensity for each division was determined and multiplied by the total number of employees in FY2024
Category 11 Use of sold products	Port Division	Distance-based method
Category 13 Downstream leased assets	<ul style="list-style-type: none"> Menara Prudential leased by IJM Corporation The Clubhouse operations in Bandar Rimbayu by Property Division Quarry and sand mining operations in Malaysia, and all quarry and ready-mixed operations in India under Industry Division Tenants at Kuantan Port 	Asset-specific method
Category 15 Investments	<ul style="list-style-type: none"> LEKAS Highway by Toll Division 	Proportional Scope 1 and 2 emissions using the investment-specific method based on the equity share of investment for Associate in LEKAS Highway

Definition:

Average-data method: Estimating emissions for goods and services by collecting data on the mass (e.g., kilograms or pounds), or other relevant units of goods or services purchased and multiplying by the relevant secondary (e.g., industry average) emission factors (e.g., average emissions per unit of good or service).

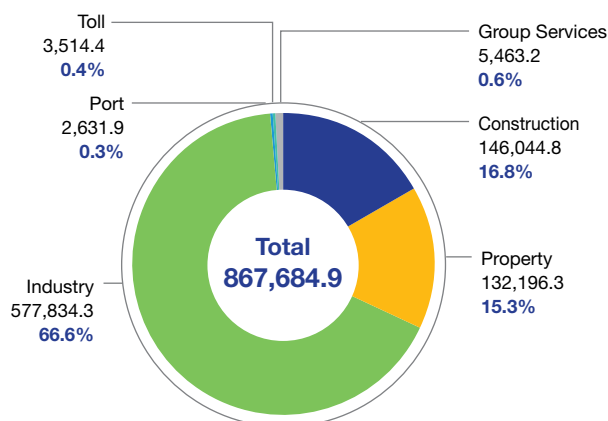
Distance-based method: Determining the distance and mode of business trips, then applying the appropriate emission factor for the mode used.

Spend-based method: Estimating emissions for goods and services by collecting data on the economic value of goods and services purchased and multiplying it by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per monetary value of goods).

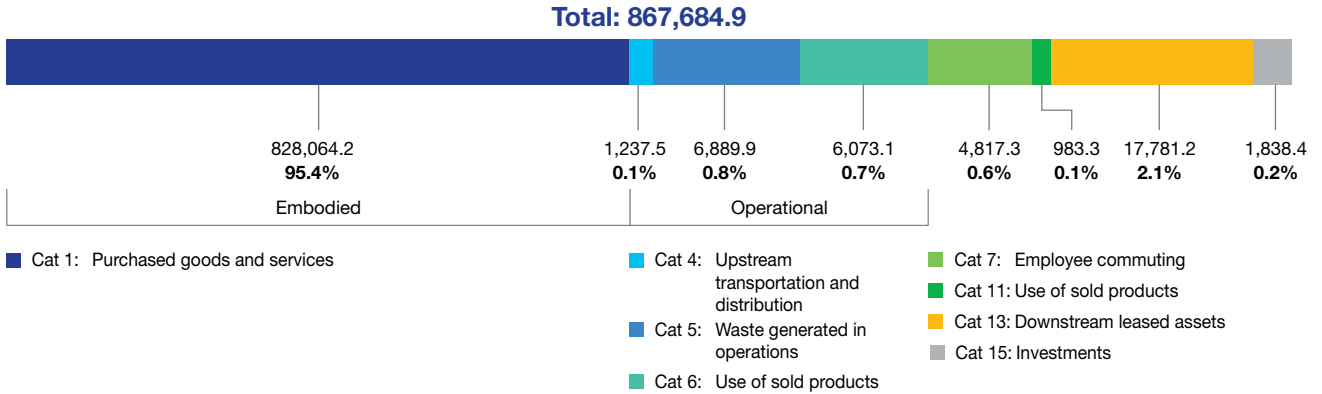
Asset-specific method: Collecting asset-specific (e.g., site-specific) fuel and energy usage data and process and fugitive emissions data or Scope 1 and Scope 2 emissions data from individual leased assets.

Investment-specific method: Collecting Scope 1 and Scope 2 emissions from the investee company and allocating the emissions based upon the share of investment.

Scope 3 Emissions in FY2024 (tCO₂e)

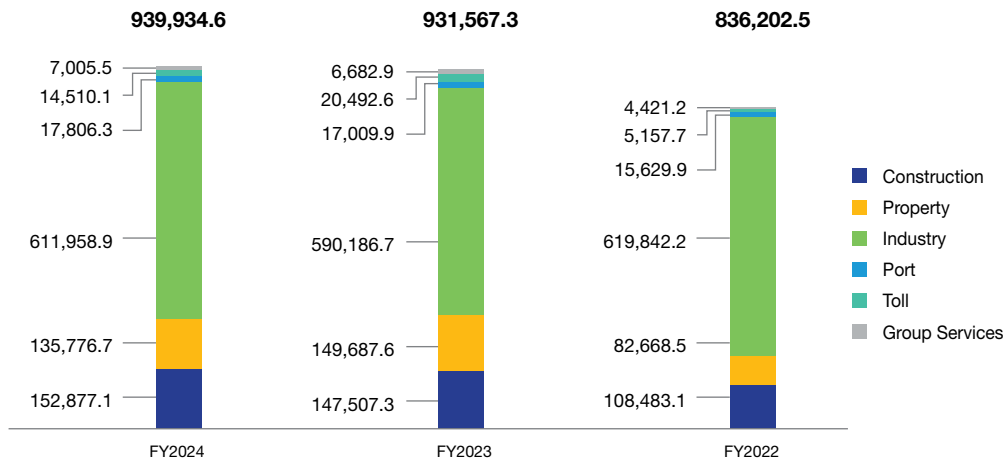


Scope 3 Emissions in FY2024 (tCO₂e)

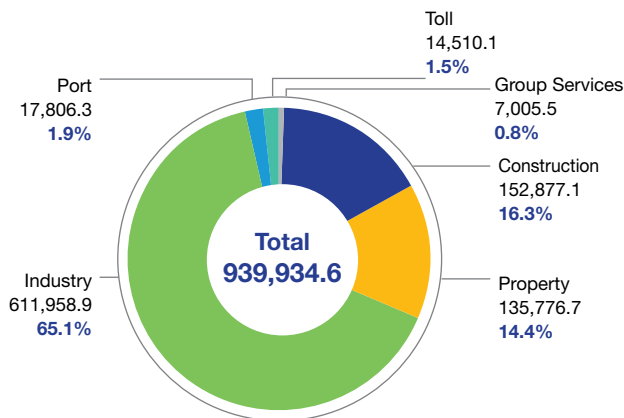


In FY2024, total emissions by the Group was 939,934.6 tCO₂e. The Group’s 3-year carbon footprint profile is depicted below:

Total GHG Emissions by Division (tCO₂e)



Total GHG Emissions by Division in FY2024 (tCO₂e)



Methodology, boundary and assumptions:

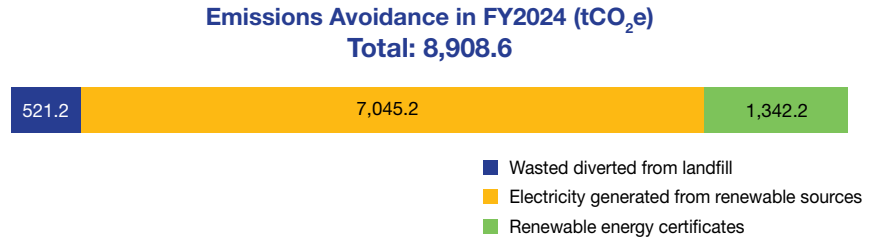
1. Our calculation methodology is based on the *GHG Protocol Corporate Accounting and Reporting Standard* using the operational control consolidation approach.
2. Scope 1 and Scope 3 emissions factors are sourced from the *GHG Conversion Factors for Company Reporting version 2.0 (2022)*, published by the UK Department for Environment, Food & Rural Affairs (“DEFRA”) and *Embodied Carbon: The Inventory of Carbon and Energy version 3.0 (2019)*, published by BSRIA.
3. Scope 2 emissions data adopted the grid emission factors published by the Energy Commission Malaysia (2022) for operations in Malaysia. Scope 2 emission factors in India are sourced from Central Electricity Authority, Ministry of Power India (2022).
4. The GHG emissions disclosures are independently verified according to ISO 14064:2018, in addition to data verification by the Group’s Internal Audit Department as part of the Sustainability Statement review.
5. Inter-divisional carbon emissions under Scope 3 Category 1 (Purchased Goods and Services) between the Group’s Construction, Property and Industry Divisions are eliminated to avoid double counting.

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

This year, our emissions avoidance includes renewable energy generation, waste recycled and the purchase of renewable energy certificates for Menara Prudential. Emissions avoidance accounted for 0.95% of the Group’s total emissions.

Advancing Low Carbon Operations [GRI 302-1, GRI 302-4]

In line with our R₂O commitments, IJM remains committed to implement initiatives to optimise energy usage, improve efficiency and reduce dependency on fossil fuels. We continue to increase our renewable energy generation capacity and explore more efficient processes and materials within our operations.

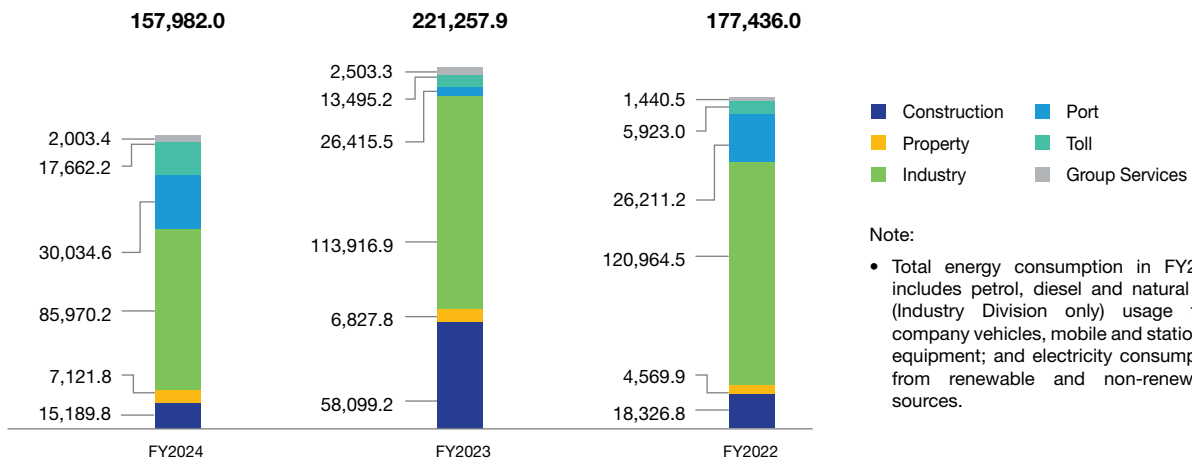


In FY2024, the Group’s total energy consumption was 157,982.0 MWh. The significant decrease in energy consumption from FY2023 is due to the reclassification of energy usage by subcontractors at project sites, as a result of enhanced data collection process in FY2024. This year, we were able to better manage the energy performance of subcontractors at our projects and

establish an effective plan to reduce Scope 3 Embodied emissions in line with our carbon reduction strategy.

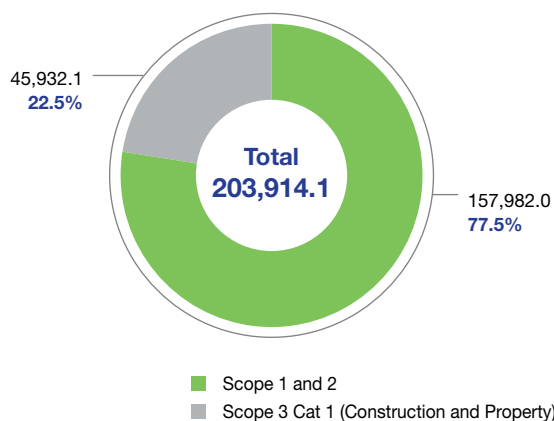
A total of 45,932.1 MWh that was consumed by subcontractors at our projects has been categorised under Scope 3 Category 1 (Purchased Goods and Services) in FY2024.

Total Energy Consumption by Division (MWh)



Note:
 • Total energy consumption in FY2024 includes petrol, diesel and natural gas (Industry Division only) usage from company vehicles, mobile and stationary equipment; and electricity consumption from renewable and non-renewable sources.

Energy Consumption (Direct Operations vs Subcontractors) MWh



Our renewable energy generation capacity expanded to 8,050 kWp as a result of newly commissioned solar photovoltaic (PV) panels at ICP Klang and Kuantan factories under Industry Division, and at Kuantan Port. This contributed to the increase in our energy consumption from renewable sources to 9,032.6 MWh.

We are actively expanding our renewable energy mix in line with our R₂O commitment to achieve 100% renewable electricity by 2035. While our efforts will focus on on-site generation, we are also exploring other mechanisms such as green tariffs and virtual power producing agreements, among others.



Solar PV panels installed at Kuantan Port

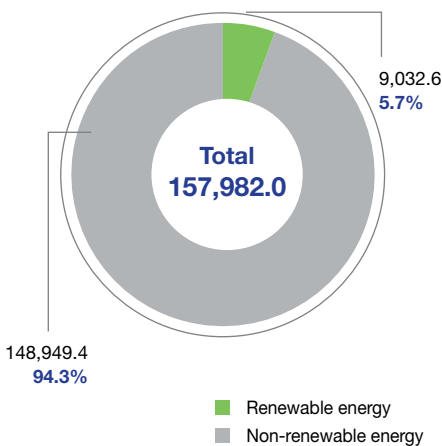
We continue to procure renewable energy certificates (“RECs”) for Menara Prudential. The RECs were acquired via regulated Tradable Instrument for Global Renewable registry from a reputable local power producer.

The Group has implemented effective approaches to reduce its direct emissions by adopting more efficient processes and phasing out high carbon fuels. In certain projects, the Construction Division leverages advanced BIM, including 4D simulations for detailed construction sequencing and 5D modelling for precise cost estimation. By optimising construction sequencing with 4D BIM, we minimise unnecessary transportation and on-site resource handling, thereby reducing fuel consumption and carbon emissions. Additionally, 5D BIM enhances logistics planning by accurately forecasting material needs and procurement schedules, further supporting our commitment to sustainable practices. Furthermore, the division is exploring the use of diesel with higher biofuel content at project sites while also exploring greener equipment and machinery.

feedwater into the boiler. To date, boiler economisers in ICP Nilai and ICP Klang factories have improved fuel efficiency for steam generation. Additionally, we completed the installation of solar thermal preheating system at ICP Senai factory in FY2024. The system uses solar energy to preheat incoming feedwater in boiler operations, which reduces the use of diesel.

The Port Division continues to optimise energy performance in line with the Kuantan Green Port Initiative. The division established an internal procedure to prioritise the use of energy-efficient electrical equipment requiring that any procurement, such as air conditioners, electric fans, and televisions, must have an Energy Efficiency Label of 4 stars and above. Additionally, the installation of electric shore power supply at Kuantan Port has seen a reduction of more than 34,106 litres of diesel usage by tugboats. This translated to an emissions reduction of 92.0 tCO₂e in FY2024 from the previous year.

Total Energy Mix in FY2024 (MWh)



Note:

- Renewable energy: Energy consumption from renewable sources generated from solar PV panels.
- Non-renewable energy: Petrol, diesel and natural gas (Industry Division only) usage from company vehicles, mobile and stationary equipment.
- Energy consumption only for direct operations (Scope 1 and Scope 2).

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Facilitating Sustainable Buildings and Infrastructure

We are dedicated to embedding sustainable building and construction principles as a catalyst to fostering sustainable communities and mitigating the environmental impact of our products.

The Construction Division is steadfast in advancing the use of alternative materials and innovative methods to minimise environmental impacts. We consistently seek opportunities to collaborate with clients, integrating sustainable design solutions in materials, construction methods, and utility designs to address operational and embodied emissions.

The Property Division has implemented a Green Building Design Framework for residential landed and high-rise developments in Malaysia. This framework serves as a guideline to achieve GreenRE certification, with a minimum benchmark of a ‘Bronze’ certification for all new residential projects. This initiative requires the integration of energy-efficient and passive design strategies, water efficiency features, indoor environmental quality considerations, and various environmental protection elements, among others.

IJM Group’s investment property, Menara Prudential, is a LEED gold-certified building featuring several resource saving measures. The building incorporates efficient lighting and cooling systems which are monitored via a building management system. Smart meters and sensors are placed to maintain a favourable indoor environmental quality. Low emissivity glass and materials were used in its design to reduce building heat while captured rainwater and treated wastewater are used for non-potable purposes. Other sustainable features include its convenient location via a network of public transport amenities such as the MRT, and accessible facilities to cater for the disabled.



Menara Prudential, a LEED gold-certified and MSC-status green building, owned by IJM

Completed and ongoing green building projects

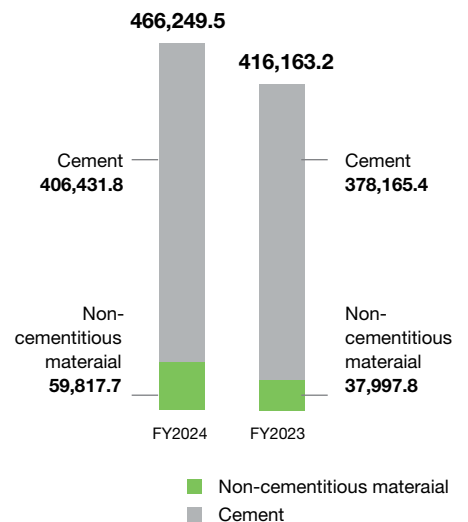


In addition to green certifications, the Industry Division has progressively reduced the cement ratio of products by mixing cement alternatives and admixtures in the composition of concrete spun piles. Industrial by-products such as fly ash, ground granulated blast furnace slag (“GGBS”) along with quarry products such as limestone (“CCP”) have lower carbon footprint, while admixtures are used to quicken the concrete curing time. These cement replacers allow low carbon concrete production, aligning with the Group’s commitment under R₂O to tackle Scope 1 and Scope 3 emissions by expanding our low carbon products portfolio.

In FY2024, the emissions from cement constituted 43.3% of the Group’s total emissions. The Industry Division made notable progress by replacing 12.8% of cement with non-cementitious alternatives, thereby reducing Scope 3 Category 1 (Purchased Goods and Services) by

53,436.7 tCO₂e, which is equivalent to 5.7% of the Group’s total GHG emissions. This compares against a 9.1% replacement of cement achieved in baseline FY2023, which amounted to 33,773.9 tCO₂e.

Cement Consumption by Industry Division (Tonnes)



The Port Division undertook several initiatives in line with Kuantan Port Authority’s initiative to transition into a green port by 2030. The Kuantan Port Green Initiative involves five strategic thrusts to reduce the level of air pollution and carbon footprint, control marine pollution, implement energy and water resource efficiency initiatives, adopt digitalisation in decarbonising port operations, and establish systematic waste management control.

Similarly, the Toll Division prioritises sustainability in all aspects of their operations, from reducing their carbon footprint to promoting environmentally friendly practices. Our highways are also assessed against the Malaysia Green Highway Index (“MyGHI”) where both BESRAYA and NPE have received ‘Gold’ certifications.

Furthermore, the Toll Division is exploring and identifying suitable locations along the highways to install DC Fast Charger stations. This

is in line with the Government’s target to install 10,000 charging stations by 2025 to accelerate EV adoption with 452 DC Fast Charger stations along the highways. The Division is exploring potential collaborations with the EV Charge Point Operators to leverage their expertise in green technology solutions, from the EV charging infrastructure to the mobile applications. This collaboration aims to provide a seamless and comprehensive EV charging network across our highways.

COLLECTIVE CLIMATE ACTION IN FY2024

Climate advocacy and collective action form a large part of R₂O. IJM is an official supporter of TCFD, reinforcing our commitment to taking a phased approach to implement its recommendations. As a signatory of British Malaysian Chamber of Commerce Climate Action Pledge, we also continue our support through the annual communication of our climate action progress.

In FY2024, we participated in several forums and industry engagements to share our findings and approach in building credible climate actions and sustainable practices:

- **UNGCMYB SBTi Symposium 2023**
IJM was part of the “Scaling Up Decarbonisation in the Value Chain” panel.
- **UNGCMYB Peer-to-Peer Sharing**
IJM participated in UNGC’s Peer Learning session sharing our experience and learning in shaping internal sustainability and climate strategy with UNGC corporate and SME members.
- **BSI Sharing**
IJM shared insights at *The Future of ESG: Trends, Regulations, and Best Practices*.
- **MASSA Webinar**
IJM shared its best practices and pitfalls to avoid in its ESG adoption journey in a webinar co-organised by MASSA, CILT and MAPAN.
- **ESG Malaysia Expert Series**
IJM was invited as a speaker in ESG Malaysia’s Expert Series to share experiences and insights on its data-driven approach to climate action.
- **US Green Building Council (USGBC)**
Our Construction Division participated in two seminars organised by MBAM as a speaker/moderator, sharing insights on sustainable and digital construction.
- **Climate Governance Malaysia Summit**
Our Industry Division participated as a panel speaker, sharing insights on sustainable construction.
- **Universiti Teknologi Malaysia (“UTM”) Collaboration**
Our Industry Division initiated a collaboration with UTM to explore sustainable concrete technology.
- **UNGCMYB Port Industry Roundtable**
Our Port Division participated in the roundtable and shared the sustainability-related initiatives conducted.



ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

MANAGING CLIMATE RISKS AND OPPORTUNITIES [GRI 201-2]

Climate-related risks are managed in line with the framework established in the Group’s ERM Policy. Specific parameters were established to assess the likelihood and impact of climate risks, given the longer time horizon.

Following the climate risks and opportunities assessment, we have identified relevant climate risks that will likely impact IJM. We conducted a data-driven scenario analysis and a qualitative screening of the Group’s businesses and assets utilising two scenarios by the IPCC that were selected to assess physical risks. Transition risks were assessed against scenarios developed by the International Energy Agency (“IEA”) and Network for Greening the Financial System (“NGFS”).

Climate Scenarios Considered

Type	Goal	Warming level by 2100	Time horizon
Transition	Announced Pledges Scenario ¹	- 1.7°C	Near-term: 2030
	Divergent Net-Zero Scenario ²	1.5°C	Long-term: 2050
Physical ³	SSP2 - 4.5 (RCP4.5)	- 2°C - 3°C	Near-term: 2030
	SSP5 - 8.5 (RCP8.5)	-4°C	Long-term: 2070

¹ World Energy Outlook 2022, IEA

² Scenarios for Central Banks and Supervisors, NGFS

³ IPCC Sixth Assessment Report, Working Group I

Types of Risks and Opportunities Assessed

Physical Risks	Transition Risks	Opportunities
<ul style="list-style-type: none"> Acute (flooding, storminess, heat waves) Chronic (temperature rise, sea level rise, precipitation change) 	<ul style="list-style-type: none"> Regulatory Legal Market Technology Reputation 	<ul style="list-style-type: none"> Products and services Energy source Resource efficiency Markets

Transition Risks and Opportunities

Transition risks are driven by changes in policies, market dynamics, regulatory changes, and technological advancements as the economy advances towards low carbon and net-zero emissions. Potential risks include increased operational costs due to higher raw material and fossil fuel prices, carbon taxes, and emissions trading schemes. Considerations also include policy restrictions on emissions, market perceptions, shifts in customer preferences, and the availability and demand of services.

The Group’s assessment of transition risks and opportunities has incorporated the Divergent Net-Zero (1.5°C warming) and Announced Pledges (2°C warming) scenarios, using assumptions developed by the

IEA and the NGFS, respectively. We have evaluated transition risks within a near-term horizon up to 2030 and a long-term horizon up to 2050, in alignment with global pledges and national commitments.

We evaluated the level of exposure and impact of transition risks and opportunities on the Group’s current and future operations in Malaysia and India. This assessment involved interviews and discussions with various management levels who influence the strategic direction of the Group’s businesses.

Announced Pledges Scenario (“APS”)

The APS scenario assumes that the Group’s position aligns with current global climate pledges and commitments, including nationally determined contributions (NDCs)

and long-term net-zero targets, being fully achieved within the specified timeframe. This scenario projects a global temperature increases of 1.7°C by 2100, resulting in moderate to severe physical risks and relatively low transition risks.

Divergent Net-Zero Scenario (“DNZ”)

This scenario incorporates the most ambitious policies while taking into account for potential delays in the implementation of necessary actions.

The DNZ scenario achieves net-zero emissions by 2050 and aligns with a climate goal that provides at least a 50% chance of limiting global warming to below 1.5°C by 2100. However, this scenario assumes higher costs compared to the Net-Zero 2050 (NZE) scenario due to the implementation of divergent

policies across sectors and a more rapid phase-out of fossil fuels. Consequently, the DNZ scenario presents significantly higher transition risks and lower physical risks than the NZE scenario, owing to delayed or varied policy adoption across countries and sectors.

Our Findings

Our operations in Malaysia have been identified as having higher risk impacts compared to those in India, primarily due to stricter policies and regulations. The assessment indicates that regulatory and market risks are the foremost concerns likely to significantly affect our business. Under both the DNZ and APS scenarios, the Group's exposure to regulatory risks in all divisions is heightened under both the DNZ and APS scenarios, spanning the near and long term. This primarily involves increased obligations for emissions reporting, carbon pricing initiatives, and regulatory mandates affecting our products and services.

In the long-term, the Property and Industry Divisions face significant long-term market risks under the DNZ scenario, while the Port Division experiences heightened exposure to these risks under both DNZ and APS scenarios. These market risks originate from escalating material costs and the evolving shift in customer preferences towards green or low-carbon developments, products, and services.

Physical Risks and Opportunities

Physical risks are influenced by both acute and chronic climate patterns that could lead to infrastructure damage. Extreme weather could potentially cause temporary work stoppages and reduce productivity, which may lead to delays in the delivery of products and services.

Our assessment referenced projections and data provided by the IPCC and the World Bank's Climate Change Knowledge Portal. The Group evaluated scenarios including worst-case (above 4°C warming) and current trajectory (2°C to 3°C warming). Parameters such as temperature variations, precipitation patterns, flood risks, and sea level rise across various regions and timeframes were analysed. We considered both near-term projections up to 2030 and long-term projections up to 2070 to align with the duration of the Group's concession assets.

A review was undertaken of the physical risks pertinent to major projects across nine locations, specifically Selangor, Kuala Lumpur, Penang, Pahang, Johor, and Perak in Malaysia, as well as Karnataka, Maharashtra, and Madhya Pradesh in India. The assessment involved examining existing risk registers and past climate-related incidents to evaluate the vulnerability of each asset. Location-specific climate projections were employed to gauge the probability and impact of climate stressors specific to each area.

SSP2 – 4.5 (comparable to RCP4.5): 2°C-3°C warming

This scenario represents the 'most likely' trajectory based on the current scale and pace of climate commitments. This scenario is employed to evaluate the most probable disruptions.

Referred to as the "middle-of-the-road" scenario, emissions remain stable near current levels before gradually declining by mid-century but do not achieve net-zero by 2100. Under this scenario, temperatures are projected to increase by approximately 2.7°C by the end of the century. Socioeconomic factors continue along historical trends without significant deviations.

Progress toward sustainability is sluggish, with uneven growth in development and income.

SSP5 – 8.5 (comparable to RCP8.5): above 4°C warming

This scenario represents the 'business-as-usual' trajectory resulting from global inaction, enabling the Group to evaluate potential disruptions in a worst-case scenario.

Referred to as the "fossil-fuel development" scenario, emissions continue to increase, doubling by 2050. Under this scenario, temperatures are projected to rise by approximately 4.4°C by the end of the century. The global economy experiences rapid growth, driven by the exploitation of fossil fuels and energy-intensive lifestyles.

Our Findings

Our organisation is expected to experience the effects of both acute and chronic physical climate events, as these impacts are anticipated to become increasingly severe and significant over time. Based on our assessment, certain assets, particularly those situated in Klang Valley and Pahang, have been identified as inherently vulnerable to pluvial flooding caused by heavy rainfall in the near term under both scenarios, reflecting their historical exposure to such events.

Over the long term, our analysis has identified a heightened probability of coastal flooding due to sea level rise affecting assets and operations in coastal areas like Penang and Johor under the SSP5-8.5 scenario, whereas the SSP2-4.5 scenario indicates a slower onset. Moreover, the risk of heat stress is expected to escalate in both scenarios as temperatures chronically rise over time, potentially impacting the Group's operations and productivity.

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Limitations to Our Assessment

We recognise that climate risks are complex and evolving. The assessments conducted accounted for the direct impacts on the Group’s assets and operations, excluding systemic risks like food and water insecurity and public wellbeing. Addressing these broader implications requires a deeper understanding of the accumulation of different climate events on businesses and society. In this regard, a key initiative in our climate strategy is to form active partnerships with local governments, industry associations and likeminded stakeholders to address systemic climate risks.

Importantly, each of the climate scenarios also present opportunities across various time horizons. These include asset and operational efficiencies through improved design and planning, adoption of innovative technology, the use of low carbon materials, and leveraging on government incentives. We will continue to explore the significance of these opportunities to drive longer-term positive change and strengthen our business and value chain resilience.

SAFEGUARDING PLANETARY HEALTH FOR A LIVEABLE FUTURE

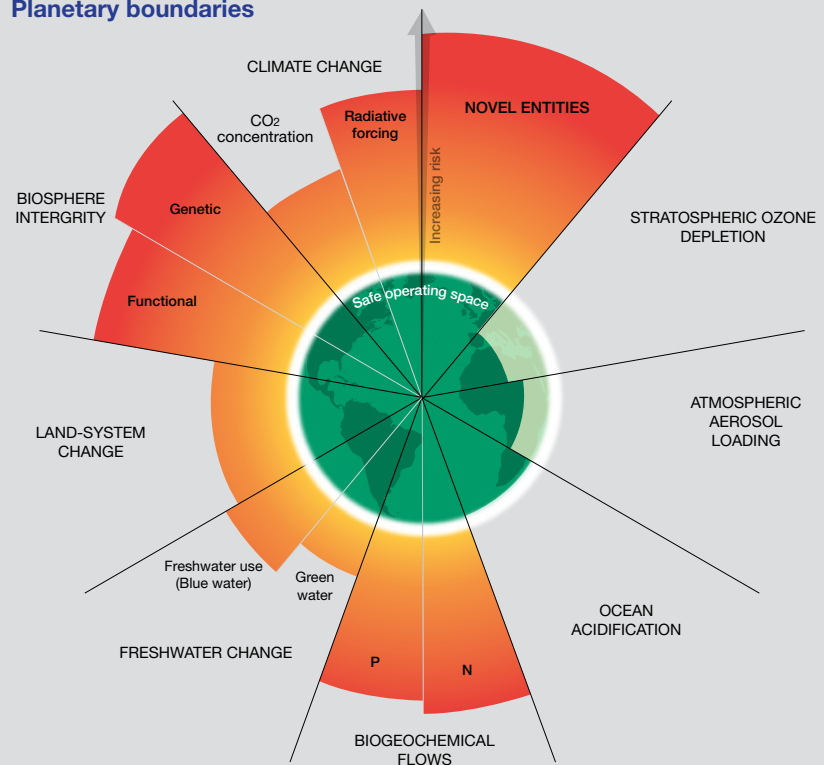
Planetary health, the state of Earth’s natural systems and their capacity to sustain life, is intricately connected to our ability to mitigate climate change. Scientific evidence highlights that six out of nine Planetary Boundaries have already been transgressed. Understanding and addressing these systemic risks is essential for achieving net-zero emissions by 2050. According to the research, the likely remaining pathways to achieving a 1.5-degree scenario, which will involve overshoot and subsequent reduction, will be preconditioned upon a healthy planetary ecosystem.

The Planetary Boundaries framework identifies nine critical processes that regulate Earth’s stability and resilience. These include climate change, biodiversity loss, biogeochemical flows (nitrogen and phosphorus cycles), ocean acidification, land-system change, freshwater use, atmospheric aerosol loading, and novel entities (such as chemical pollution). Crossing these boundaries increases the risk of triggering large-scale, abrupt, or irreversible environmental changes.

The increasing frequency and severity of extreme weather events are a direct consequence of overshooting the 1.5°C global warming limit. This limit represents a biophysical threshold beyond which the risk of triggering multiple tipping points in the Earth system becomes significantly higher. These tipping points can initiate tipping cascades, where the activation of one tipping point increases

the likelihood of others being triggered. For example, the loss of polar ice represents a positive feedback loop where ice-free seas absorb more solar radiation, further warming the water. This warming accelerates the release of methane trapped in the thawing permafrost, which in turn exacerbates global warming in a self-reinforcing cycle.

Planetary boundaries



Source: Stockholm Resilience Centre (2023) <https://www.stockholmresilience.org/research/planetary-boundaries.html>

CLIMATE TIPPING POINTS



The IPCC and climate models provide compelling evidence that the health of our planet is inextricably linked to our climate goals. Corporates and governments must take bold, science-based actions to address the systemic risks posed by transgressing planetary boundaries.

Achieving a net-zero future is an ambitious but necessary goal, one that requires a holistic approach that integrates planetary health into every facet of corporate strategies and government agenda. Failing to address these systemic risks could undermine efforts to achieve net-zero, with dire consequences for both businesses and society.

Tipping Points

- Global
- Regional

Tipping becomes likely within

- 1.5°C - 2.0°C
- 2.0°C - 3.7°C
- 3.7°C - 6.0°C
- > 6.0°C

of global warming

Source: Potsdam Institute for Climate Impact Research (2023) <https://www.pik-potsdam.de/en/output/infodesk/tipping-elements/tipping-elements>

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

MANAGING ENVIRONMENTAL IMPACTS [GRI 303-1, GRI 303-2, GRI 303-5]

We are committed to safeguarding the environment and reducing our environmental impact. Guided by the Group’s Environmental Policy, we strive to accelerate our efforts in preserving natural capital, preventing environmental pollution, and managing waste responsibly. At the operational level, we have established specific procedures to identify risks, assess potential impacts, and implement control measures, ensuring our operations adhere to responsible practices.

Responsible Water Management

We are dedicated to maximising water efficiency across all our businesses and have implemented measures to reduce water usage in our operations. In FY2024, the Group’s water withdrawal decreased by 16.9% to 1,011,476.0 m³.

To reduce our reliance on ground, surface, and municipal water sources, we collect rainwater across the Property, Industry, Port, and Toll Divisions. In FY2024, we harvested 2,904.0m³ of rainwater for non-potable uses, including

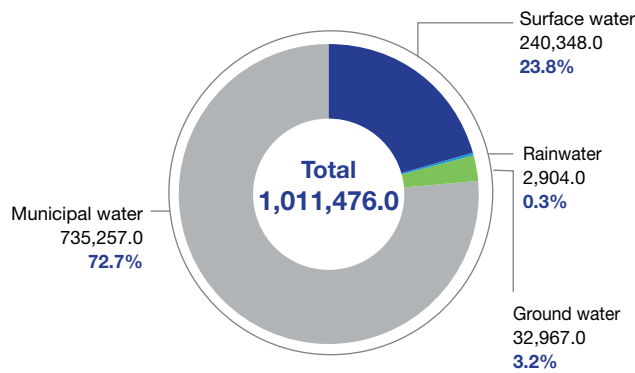
cleaning and landscaping. Kuantan Port collaborated with a tenant to enhance water efficiency by reusing treated water.

We enforce effective control measures to ensure compliance with water quality and quantity permits, standards, and regulations. Notably, in FY2024, there were no recorded instances of non-compliance with water quality standards.

Water treatment facilities are strategically installed at high-discharge sites to manage wastewater and adhere to voluntary

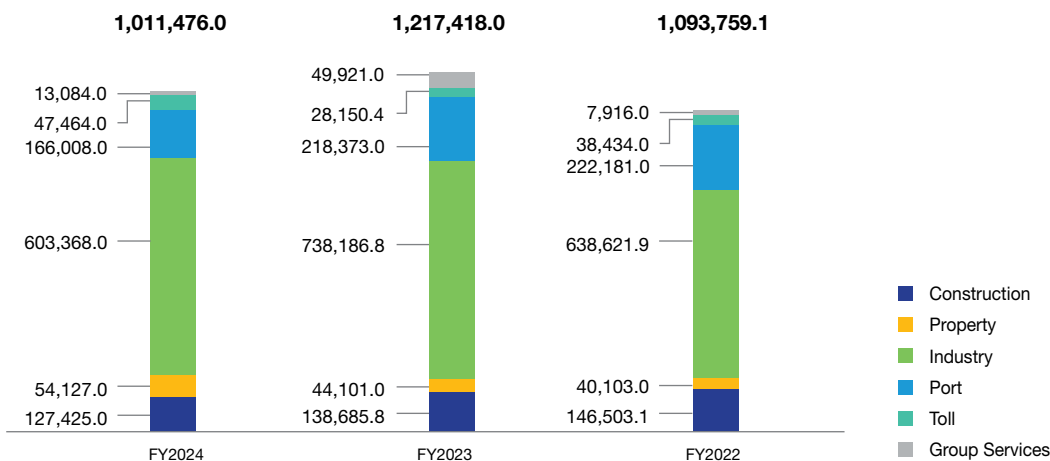
and regulatory environmental standards. These facilities employ chemical agents to reduce suspended solids to below 50 mg/litre before discharging into the public drainage system. Utilising a flocculation process, as seen at the TRX Residences site, these plants effectively separate suspended particles, facilitating easier filtration before discharge. Project sites with lower water discharges employ traditional water treatment methods like silt traps and sedimentation ponds. In certain instances, treated water is recycled and reused at project sites and factories.

Water Consumption by Source in FY2024 (m³)



Water treatment system at TRX Residences site in Kuala Lumpur

Water Consumption by Division in FY2024 (m³)



Environmental Pollution Management

IJM is committed to preventing air, noise, waste, and water pollution across our operations. In FY2024, all divisions achieved ISO 14001:2015 Environmental Management Systems certification, covering 100% of our operations in Malaysia. Aligned with ISO 14001:2015, our Group’s Health, Safety, and Environment (HSE) Management System outlines comprehensive environmental monitoring and pollution management protocols. This system guides the implementation of our Environmental Management Procedures and Operation Specific Plans, enabling us to identify, evaluate, and mitigate pollution risks and minimise the impact of our operations on the environment and surrounding communities.

Across our operations, we adopt suitable practices to manage erosion and sedimentation. Key measures, including groundcover, turfing, vegetation, and hydroseeding, are employed to prevent soil erosion. Additionally, temporary check dams, silt traps, and fences are installed to prevent the pollution of water sources.

To manage noise and vibration pollution from our operations, we have installed meters at our sites for continuous monitoring. Vibration meters at quarries ensure minimal disturbance to surrounding areas, in adherence with the Environmental Quality Act 1974. Air pollution risks are addressed through ongoing monitoring and inspections at project sites. The Port Division has installed dust barriers and fog cannons to mitigate air pollution. Washing bays were provided to clean cargo trucks before they access public roads, and road sweepers and water trucks were deployed to manage dust levels within the port area.

In FY2024, there were no major incidents and penalties due to spillage.

Optimising Material Usage and Reducing Waste

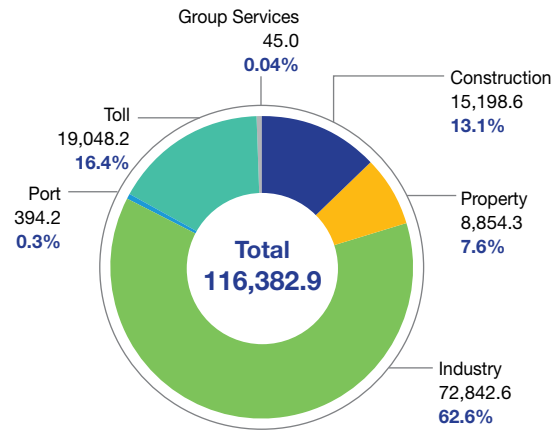
[GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5]

The Group manages waste efficiently and is committed to responsible material usage across all operations. We aim to reduce, reuse, and recycle our waste, whenever feasible. We comply with local waste regulations while continuously working towards managing waste beyond this minimum threshold. Waste reduction is one of the key measures in our climate strategy to achieve Scope 3 emissions reduction. Our target is to reduce wastes generated from

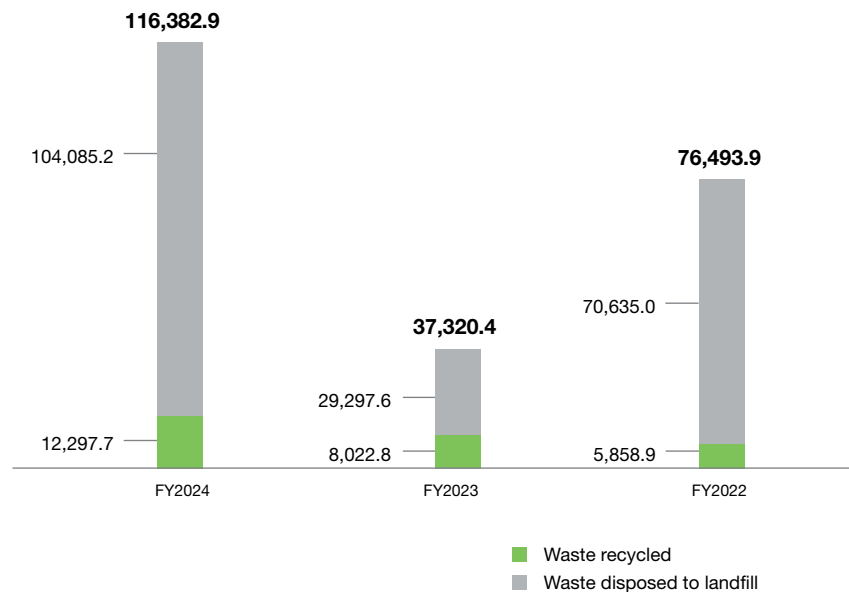
our operations through enhanced process efficiency and increased awareness of circular economy principles.

In FY2024, a total of 116,382.9 tonnes of scheduled and non-scheduled wastes were generated by the Group. 85.5% of waste generated within the Group are categorised as construction waste whereas scheduled waste made up 0.08% of our total waste.

Scheduled and Non-Scheduled Waste Generated by Division in FY2024 (Tonnes)



Total Waste Generated (Tonnes)



ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

We implement proactive measures across all our operations to minimise waste disposed to the landfills by recycling and reusing the waste we generate. In FY2024, 10.6% of our waste was reused or recycled.

Solid or non-scheduled wastes are segregated at the point of generation with designated collection areas. We appoint licensed contractors to dispose and recycle waste at accredited facilities. Recycling and reusing of construction waste are prioritised for practical implementation at sites, for instance, concrete waste is crushed and repurposed to stabilise road access to sites. In FY2024, waste that have been diverted from landfill, which includes recycled waste, and treated waste off-site and on-site, amounted to 12,379.1 tonnes.

The Construction Division established a Waste Reduction Framework in FY2023, in line with the Group’s Sustainability Roadmap FY2023 to FY2025. The framework guides the management and reduction of solid wastes within operations. In FY2024, a few projects were selected as pilot projects to initiate the implementation of the Waste Reduction Framework which include waste segregation, reusing and recycling of construction waste material.

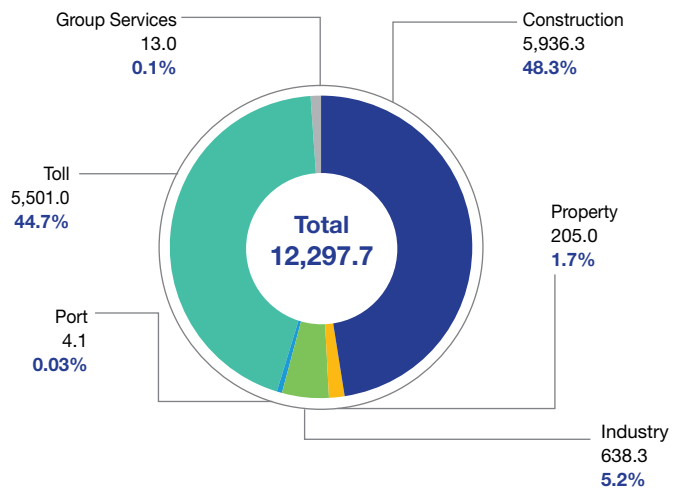
Unused concrete is repurposed at the Industry Division’s IBS factory by segregating sand, aggregates, and slurry effluents through a reclaimer, effectively optimising material usage and enhancing cost

efficiency. Excess water is collected and separated from slurry effluents, then reused for concrete batching, sprinkler systems, and cleaning purposes.

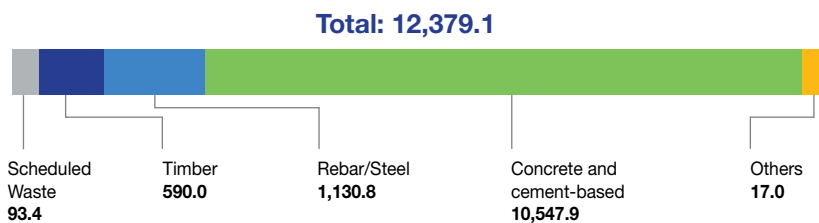
The Toll Division is exploring the use of mill waste from the existing pavement and resurfacing as compaction material to stabilise soil before road overlay works. Reusing milled waste from pavement repair offers several advantages. It reduces

the need for new raw materials, conserving natural resources and lowering project costs. This recycling process decreases landfill waste, promoting environmental sustainability. Reclaimed asphalt pavement (RAP) can enhance the performance of new asphalt mixtures, providing durability and stability. Additionally, utilising RAP minimises the energy consumption and emissions associated with producing

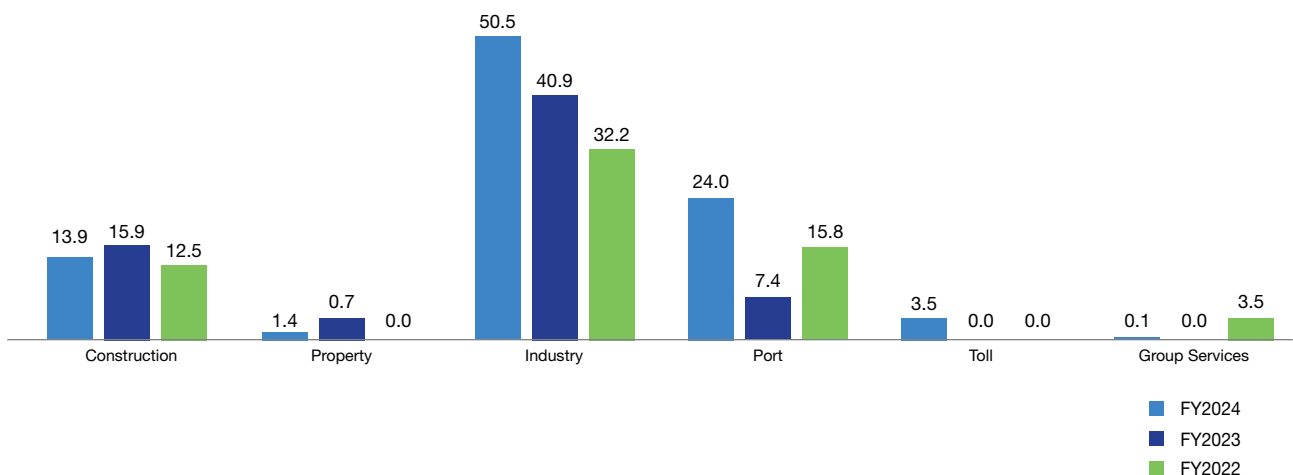
Waste Recycled by Division in FY2024 (Tonnes)



Waste Diverted from Landfill by Type in FY2024 (Tonnes)



Scheduled Waste Generated by Division (Tonnes)



new materials, contributing to a reduction in the carbon footprint of pavement rehabilitation. Reusing milling waste supports eco-friendly practices, cost-efficiency, and the creation of high-quality, sustainable pavements.

Scheduled and hazardous waste are managed and disposed of in adherence to safety and environmental legislations. These wastes are securely stored in designated areas, labelled with precise guidelines and specification. The Group engages licensed contractors to dispose of scheduled waste at approved treatment facilities. In FY2024, there were no fines of non-compliance with environmental laws and regulations relating to handling of scheduled waste.

CONSERVING BIODIVERSITY
[GRI 304-1, 304-3]

We appreciate the value that nature provides and recognise the importance of conserving natural

ecosystems to ensure business resilience. Our commitment includes minimising our impact on the surrounding environment in our operational areas, responsibly managing natural resources, and, when feasible, undertaking initiatives to conserve biodiversity.

Biodiversity loss and ecosystem collapse are recognised as among the fastest-rising global risks in the coming decade. The Group acknowledges the growing significance of integrating nature-related risks into business strategies for long-term viability, safeguarding profitability, and ensuring a sustainable future for both businesses and the environment. We will explore the intricate interdependencies between nature and business using the Taskforce on Nature-related Financial Disclosures (TNFD) framework, evaluating how these connections translate into a wider gamut of financial risks.

All projects exceeding 50 hectares must undergo an Environmental Impact Assessment (EIA) to evaluate biodiversity within their boundaries and propose measures to mitigate disturbances to the natural environment. We strive to incorporate regenerative practices where possible across our operations. The Property Division has established an internal goal to integrate green spaces into their developments that surpass the minimum requirements mandated by local councils.

The Property Division is presently exploring the support of two biodiversity-rich locations that are adjacent to their developments. The support may potentially include allocating development land bank, providing access infrastructure, creating gallery space, conducting biodiversity audits, and collaborating with local academia and non-profit organisations. Further details will be provided as these projects progress.



Sebana Cove, Johor, located next to the biodiversity-rich Sungai Santi forest reserve





WORKPLACE

EMPOWERING OUR PEOPLE

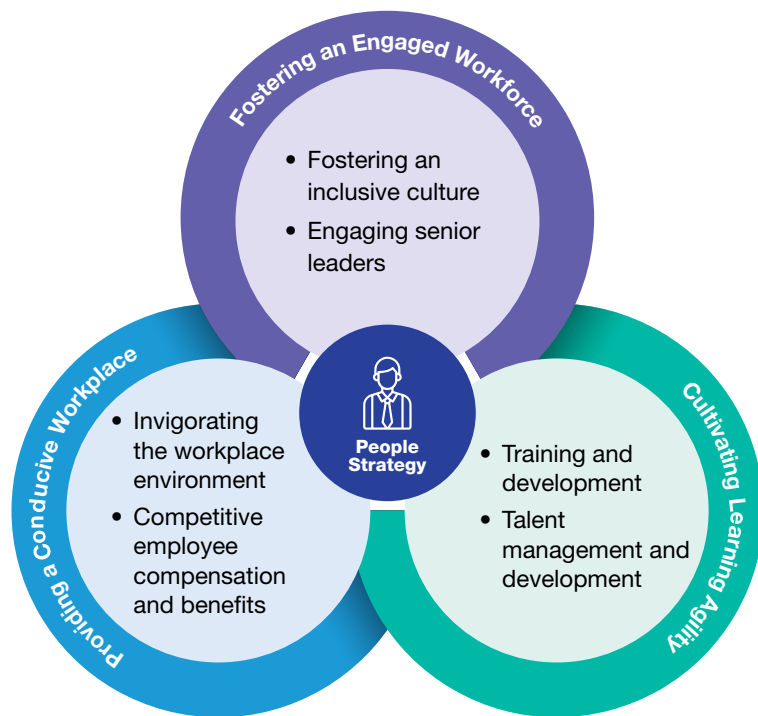
WORKPLACE: EMPOWERING OUR PEOPLE

At IJM, we recognise that our workforce is the cornerstone of our operational success and long-term sustainability. Our commitment to a conducive workplace is demonstrated through our approach that prioritises the professional development, well-being, and safety of our employees. By fostering a supportive and inclusive work environment, we aim to enhance job satisfaction and productivity, thereby contributing to the overall success of our organisation.

PEOPLE STRATEGY AND GOALS [GRI 2-7, GRI 2-8, GRI 401-1, GRI 404-1, GRI 404-2, GRI 405-1]

We strive to create a workplace that not only motivates our employees but also enhances our overall organisational resilience and performance. This approach underpins our People Strategy that focuses on providing a conducive workplace, cultivating learning agility and fostering an engaged workforce. Through these three focus areas, the Group aims to elevate leadership skills, nurture a robust talent pipeline, and build an agile and high-performance organisational culture. By placing the right individuals in the right roles, we build a workplace that promotes productivity and success. This strategy equips our workforce with the necessary resources, skills and capabilities to effectively contribute to the achievement of our business objectives.

This section of the Statement highlights various initiatives covering our People Strategy focus areas. The initiatives ensure that our employees are well prepared to meet the evolving demands of our industry and contribute to the Group’s long-term success.



Fostering an Engaged Workforce

Fostering an engaged workforce is integral to our corporate culture. We are committed to attracting, developing, and retaining top talent to drive our business growth and innovation. In FY2024, we conducted an extensive employee engagement survey, *MyVoice*, the first survey post-COVID that was constructive to understand and address the evolving needs and sentiments of our employees.

The survey identified areas for improvement, including enhancing engagements with senior leaders, revitalising workplace experiences, and reigniting cross-divisional synergy. These insights guide our efforts to create a workplace with strong interpersonal connections, high morale, and a sense of fulfilment among our employees.

Fostering an Inclusive Culture

Diversity and inclusion are key to driving innovation, creativity, and business success. We promote a diverse and inclusive workplace that values and respects the unique contributions of each individual. Our workforce is diverse in terms of age and ethnicity, with employees from various age groups and ethnic backgrounds represented at all levels of the organisation.

Employee Diversity



As at 31 March 2024, IJM Group had **3,502** employees



76% Permanent full-time employees



24% Contract full-time employees

IJM Group Workforce by Ethnicity



54% Bumiputera



24% Chinese



6% Indian

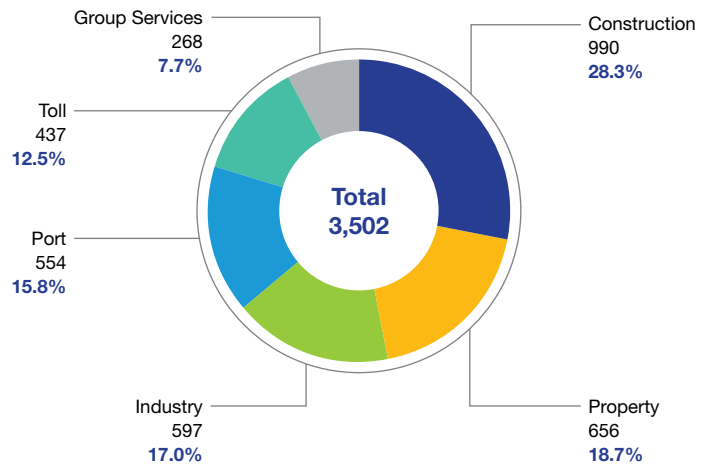


<1% Others

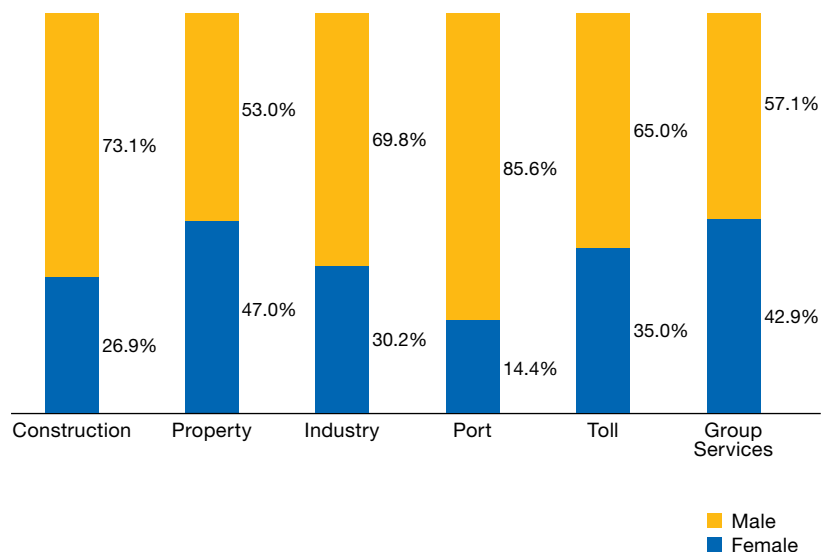


16% Non-Malaysian: Indian and Chinese nationals

IJM Group Employees by Division in FY2024



IJM Group Employees by Gender in FY2024



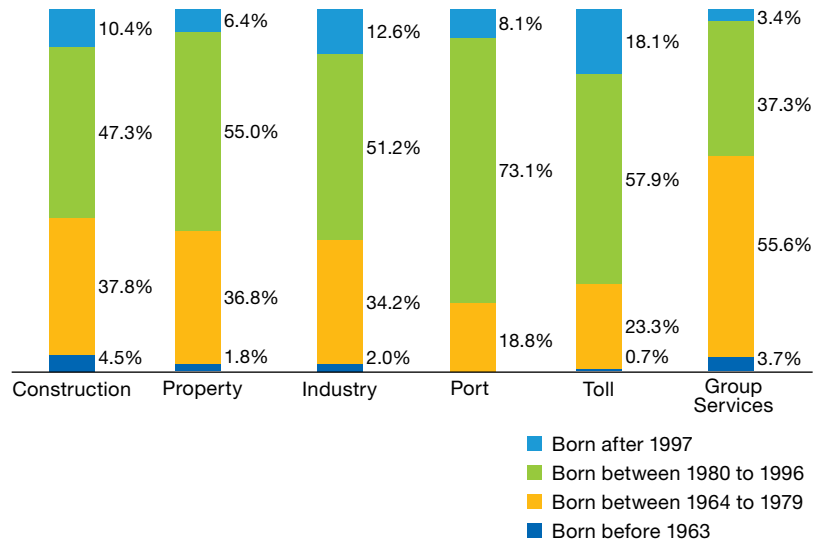
WORKPLACE: EMPOWERING OUR PEOPLE

Our employee satisfaction survey results showed improvement by seven points from the last conducted survey in 2022. Based on the survey, employees across the Group are satisfied with their jobs and would recommend IJM as a great place to work.

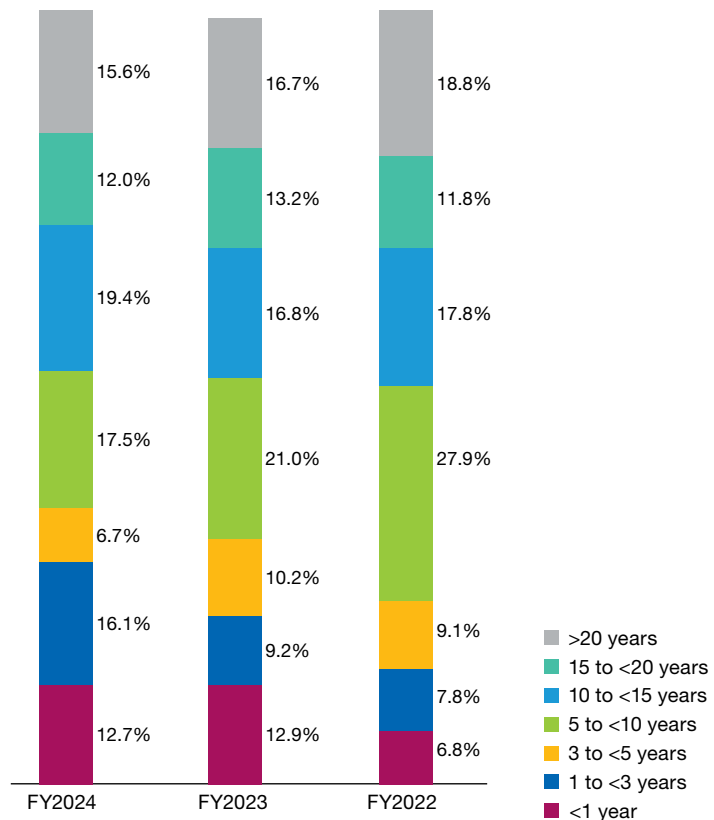


Building success through diversity

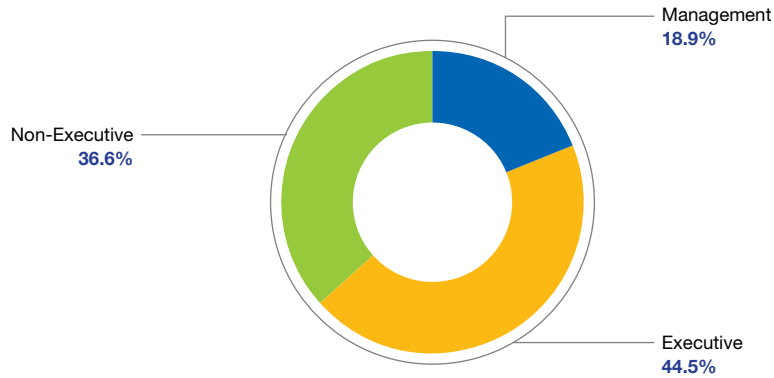
IJM Group Employees by Generation as at 31 March 2024



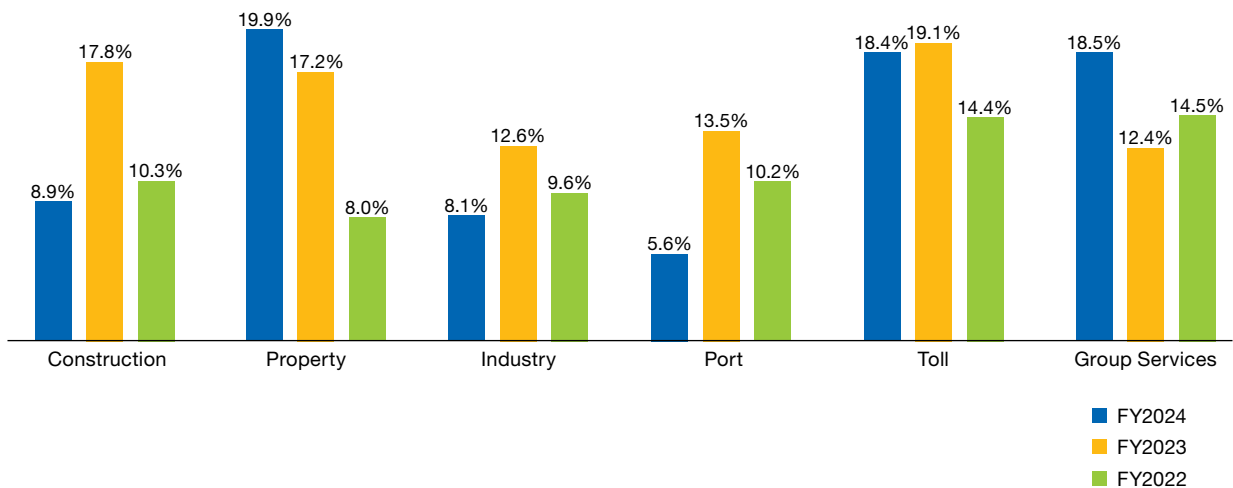
IJM Group Workforce by Length of Service



IJM Group New Employee Hires by Employment Category in FY2024



IJM Group Turnover Rate by Division

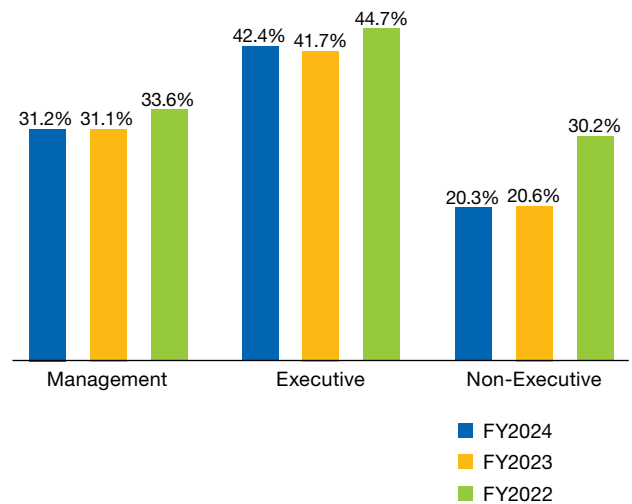


Women at work

By recognising and valuing the unique strengths and perspectives women bring, we invest in their professional growth and development to enhance retention and career progression, in line with *SDG 5: Gender Equality*. Our flexible work arrangements help women balance work and personal responsibilities, increasing job satisfaction.

As of 31 March 2024, women made up 31% of our workforce where 31.2% of our management positions were held by women, ensuring diverse voices are part of our decision-making processes, inspiring other women to pursue advancement opportunities within the Group.

IJM Group Women Representation by Employment Category



WORKPLACE: EMPOWERING OUR PEOPLE

Engaging Senior Leaders

Townhall with Senior Leadership



Townhall meetings collectively contribute to a motivated and well-informed workforce, ready to drive the Company towards achieving its strategic goals

In FY2024, IJM Group and business divisions conducted respective townhall meetings that served as a crucial platform for fostering transparent communication between senior leadership and employees. The primary purpose of these townhalls is to ensure that every employee is well-informed about the Company's strategic direction and the steps necessary to achieve organisational goals.

While providing employees with direct access to senior leaders, the townhall meetings also allowed for an open exchange of ideas, concerns, and feedback. Several key points were highlighted during the townhall meetings, showcasing the effectiveness of these engagements. Senior leaders have taken the initiative to clearly articulate how the Group and business divisions plan to execute their various strategies,

ensuring that all employees understand their role in this journey.

Such interactions not only provide clarity on the Company's strategy but also align everyone's efforts towards common objectives, enhancing overall organisational cohesion and morale.

Expanding Leadership Horizons



Fostering synergy and growth through leadership and collaboration

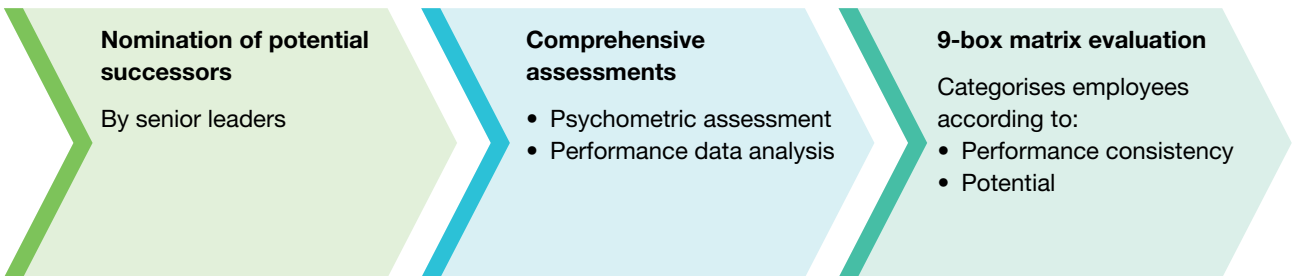
Our senior leaders immersed themselves in a dynamic leadership workshop that also served as an integrative platform to explore ideas and foster alignment with the Group's strategy. Emphasising crucial frameworks and concepts, the workshop further broadened their perspectives, envisioning new possibilities and innovative solutions for the Group. The engagement that shared best practices and successful business models created potential synergies within the Group crucial for the sustained growth of the Company and our diverse businesses.

Succession Planning

We focus on attracting and retaining top talent by ensuring that our future leaders are well prepared to take on executive roles. Aligned with the overall strategic goals of the Company, our succession planning framework is purposefully designed to ensure the seamless transition of leadership and the ongoing development of high-potential employees.

Our approach identifies and nurtures future leaders, ensuring business continuity and sustained growth. We maintain our competitive edge by systematically preparing for future leadership needs, mitigating risks associated with leadership gaps. The process typically involves identifying potential employees within the organisation and providing them with the necessary training and development to manage and lead the Company effectively in the future.

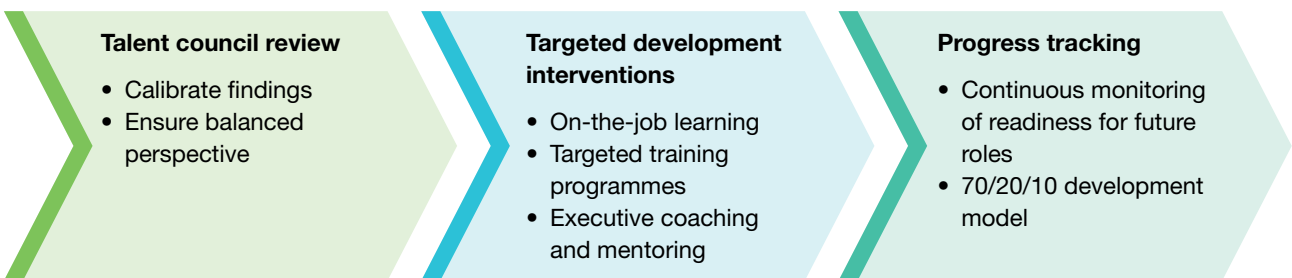
The process begins with the nomination of potential successors by senior leaders, followed by comprehensive assessments that include tools like the Psychometrics Assessment and Performance Data Analysis. These assessments are plotted into a 9-box matrix, evaluating both performance and potential of nominated successors. The matrix helps in categorising employees into various levels to facilitate targeted development plans.



Post-assessment, the Group's elected Talent Council reviews and calibrates the findings, ensuring a balanced perspective on each candidate. Identified talents undergo development interventions tailored to

their specific needs, which includes on-the-job learning, targeted training programmes, and executive coaching and mentoring. Progress is continuously tracked to ensure readiness for future roles.

Our approach emphasises the 70/20/10 development model, where 70% of learning is on-the-job, 20% from interactions with others, and 10% through formal education, ensuring a holistic growth environment.



By investing in our employees' growth and aligning our practices with best-in-class standards, the Group ensures a robust pipeline of leaders ready to drive our future success.

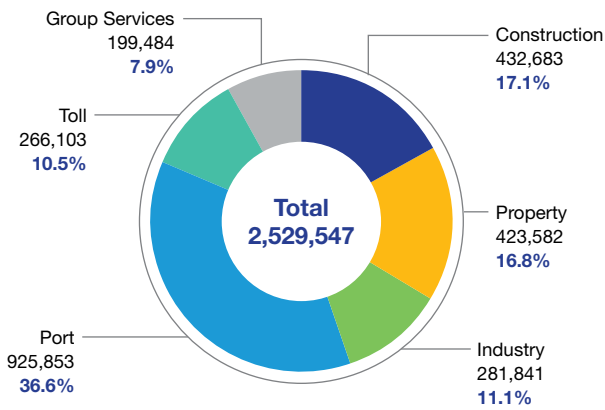
Ho Mei Seah
Human Resources

WORKPLACE: EMPOWERING OUR PEOPLE

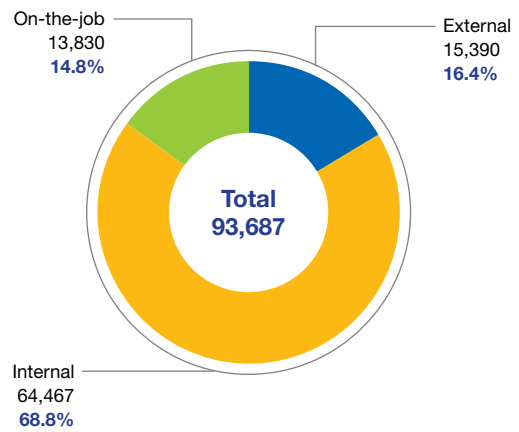
Cultivating Learning Agility

Training and Development

Learning and Development Spending by Division in FY2024 (RM)



IJM Group Training Hours by Type in FY2024



All our employees receive feedback through our annual performance reviews to help them identify areas for growth and development. Our training and development programmes not only help employees navigate but also thrive amidst change and ensure that they have the necessary skills and knowledge to continue excelling in their roles.

In FY2024, the Group’s Learning and Development team streamlined internal training standards across the Group, introducing a minimum of 16 learning hours for each employee. Our collaboration with LinkedIn Learning further facilitated employee training and development, garnering interest from our workforce since its introduction in 2023.

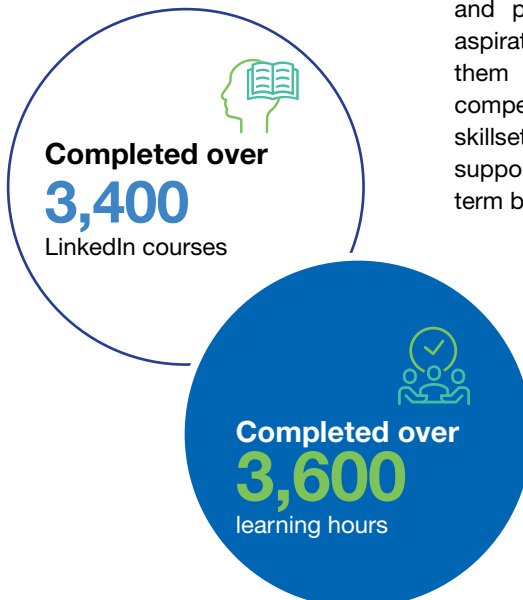
Our employees gained the flexibility to develop their skills and expand their knowledge base at their own pace. Over 3,650 learning hours

and 3,479 courses of various topics covering sustainability, technical skills, digital competencies, data analytics, artificial intelligence, soft skills, and professional development were completed in FY2024. By fostering a future-ready mindset and approach in employees, the Group ensures our resilience and adaptability to drive sustainable growth and success.

Talent Management and Development

In FY2024, in line with our Individual Development Plan (IDP), we implemented a series of targeted talent management initiatives, namely LEAD, Managerial Curriculum and Graduate Associate Programme (“GAP”).

These tailored programmes are designed to help identify gaps and provide clarity to the career aspirations of employees, equip them with necessary skills, competencies, relevant business skillsets and exposure needed to support the Group’s short and long-term business goals and strategies.



Leadership Development Programmes

LEAD	Managerial Curriculum	Graduate Associate Programme
<p>The LEAD programme aims to cultivate people management skills essential for building and managing internal teams and external partners. The programme facilitates the transfer of industry experience and knowledge through mentorship from across divisions, industries and countries, ensuring a well-rounded leadership pipeline. A blended approach focusing on leadership helps identify and retain potential future leaders.</p>	<p>The Managerial Curriculum is specifically designed to develop and strengthen the competencies of people managers at every level, empowering them with the tools and knowledge to drive results, build effective teams, and navigate managerial responsibilities.</p>	<p>The GAP provides scholarship recipients with the opportunity to gain familiarity with key functions within IJM through departmental rotations, offering diverse and comprehensive exposure. By experiencing different roles and departments, GAP participants develop a holistic understanding of IJM's operations, fostering their growth and preparing them for future roles within the company.</p>

Providing a Conducive Workplace [GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7]

Invigorating the Workplace Environment



Creating a positive and inspiring work environment that fosters innovation and collaboration and promotes employee wellbeing

In October 2023, the IJM head office - Wisma IJM and Annexe underwent a major renovation, creating a shared space that nurtures collaboration, diversity and inclusion, and improves interpersonal connections and communication. In addition, we are dedicated to supporting the mental and physical wellbeing of our employees through various wellness programmes and initiatives.

WORKPLACE: EMPOWERING OUR PEOPLE

Competitive Employee Compensation and Benefits

We offer competitive compensation packages designed to attract and retain top talent. Our benefits include health insurance, retirement plans, and parental leave policies. Additionally, we provide flexible working arrangements to support work-life balance.

Types of leave	
Annual Leave, Blocked Leave, Marriage Leave, Parental Leave, Family Care Leave, Bereavement Leave, Sick or Hospitalisation Leave, Prolonged Illness Leave, Study and Examination Leave, Compassionate Leave and Replacement Leave	
Employee wellness	Work arrangement
Outpatient Medical Coverage, Annual Medical Check-up, Dental and Optical	Flexi working hours, Flexi lunch hours (based at office), Two Saturdays off (For on-site employees), Overtime and Flexible work arrangement
Allowance and subsidies	Insurance coverage
Business travel reimbursements and business claims	Hospitalisation and Surgical Insurance, Group Term Assurance, Group Personal Accident
Others	
Car park facility, Retirement benefits, Long Service Award, IJM Scholarship Award, IJM Academic Excellence Award	

Launch of MiCare application



Introducing seamless access to medical care through MiCare to employees

In January 2024, IJM adopted a cashless and paperless outpatient facility to provide convenience and easy accessibility to medical care to our employees. Facilitated by the MiCare, our employees can access their wide arrays of medical clinics across the country in ensuring that they can obtain the best medical care when the need arise.

UPHOLDING HUMAN RIGHTS

[GRI 412-2]

The Group is committed to protecting the rights of its people and treating them with dignity, in line with the UNGC Ten Principles and other relevant legal requirements and regulations.

We comply with all applicable labour laws, including working hours and overtime, in the jurisdictions where we operate. We have also integrated all other provisions of the amended Employment Act into our employee

Schemes and Conditions to ensure conformance with the gazetted Minimum Wages Order 2022, which came into effect on 1 September 2022.

At IJM, we uphold human rights and fair labour practices in all aspects of our business operations. We have implemented policies and procedures to ensure compliance with labour laws and regulations, which includes child labour that prohibits the employment of anyone under the age of 18; forced labour that prohibits

the use of forced or compulsory labour; and a grievance mechanism that allows our employees to report any concerns or violations related to human rights or labour practices.

In FY2024, 2% of our employees were covered by collective bargaining agreements, and our Whistleblower Policy also ensures that employees can report unethical behaviour without fear of retaliation. The Group has not received grievances related to human rights or labour practices in the past three years.

WORKPLACE HEALTH AND SAFETY

[GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9]

Ensuring the safety and wellbeing of our employees and contractors is our top priority. We have implemented a comprehensive Occupational Safety and Health (“OSH”) management system that aligns with international standards and best practices. We implement our safety policy and conduct regular training programmes to minimise risks and create a secure working environment.

Occupational Safety and Health

At IJM, we place significant importance on our occupational health and safety standards. In FY2024, all active projects at the Construction Division, ICP factories of the Industry Division and Port Division continued to be ISO 45001:2018 certified, and their safety and health data were audited and verified by Standard and Industrial Research Institute of Malaysia (“SIRIM”), except for Port Division that was verified by TUV Nord. We achieved zero non-conformity in the independent audit conducted by SIRIM. In addition, our Toll Division was awarded with the ISO 45001: 2018 certification. The certification recognises the highways operator’s efforts and initiatives on safeguarding the workforce and other stakeholders’ health and safety.

Our initiatives aim to promote a strong safety culture. Our proactive approach includes regular audits, risk assessments, and continuous improvement processes. Additionally, our joint management-employee health and safety committees at project sites ensure the involvement from employees of all levels and the management in discussing and addressing OSH issues. Health, Safety, and Environment (“HSE”) Committees are also present in all divisions and locations to oversee HSE matters.

In FY2024, we enhanced the HSE Management System by developing the IJM HSE Minimum Requirement Handbook. This guide covers the pre-commencement processes, high-risk activities, and operational requirements, all aimed at elevating the minimum standards for operational practices. Additionally,

we integrated the Safe Work Method Statement into our Hazard Identification, Risk Assessment, and Determining Control (HIRADC) procedures, further improving our risk management processes. We conducted several workshop sessions with internal stakeholders across the Construction Division to ensure thorough understanding and implementation of our updated safety processes, ensuring a cohesive and informed approach to HSE practices.

The Construction, Industry, and Port Divisions comply with the OSH (Use and Standard of Exposure of Chemicals Hazardous to Health) Regulation 2000 through Chemical Health Risk Assessments (CHRA) for both ongoing and new project sites, quarries, and port facilities.



Promoting a strong safety culture through health and safety initiatives and certifications

WORKPLACE: EMPOWERING OUR PEOPLE



The new HSE handbook guides safe operations

The Organisational Context, Risk, and Opportunities process is executed to facilitate strategic planning and ensure full compliance and high level of performance across all workplaces. By managing OSH hazards, environmental aspects, and operational risks and opportunities throughout the project lifecycle, especially during the design and pre-construction stages, we effectively minimise the potential for accidents and environmental pollution.

The Toll Division conducts a comprehensive Road Safety Audit (Stage 5) every three years and follows through with improvement and enhancement works based on the findings and assessments of traffic experts to ensure road users' safety along our highways. Extensive periodical inspection such as the Lumen test for street lighting system and reflectivity test for road signages and road line marking were executed to monitor system effectiveness and ensure road visibility and driving safety.

In FY2024, the division proposed a road widening upgrade at our BESRAYA highway, which aims to mitigate traffic weaving issues and improve mainline traffic capacity. This is targeted for completion by October 2024. In addition, four new motorcycle shelters were constructed along our highways. These shelters provide protection for motorcyclists during adverse weather conditions, ensuring they have a safe place to stop during bad weather.

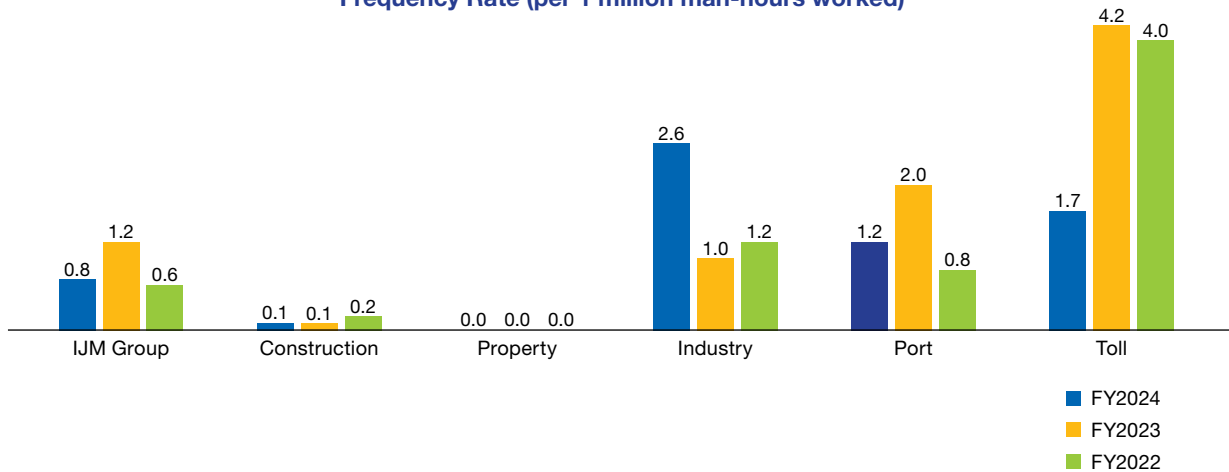
We gradually implemented other road safety measures such as the installation of new W-Beam guardrails, additional guardrail posts, New Jersey Barriers, anti-skid transverse bars, new rumble strips, high performance road line marking and supplementary road signages at key locations. These initiatives highlight our commitment to provide a secure and reliable travel experience through regular assessment and improvement to our highway infrastructure.

Constant monitoring and close collaboration with third-party project owners along the highways are crucial to ensure strict adherence to road safety guidelines and operating procedures, as ongoing project works may adversely affect the highways' traffic flow or be harmful to the safety of road users. In FY2024, several significant development projects progressed well along the corridor of our highways. They include the completion of the Mass Rapid Transit (MRT) Putrajaya Line Phase 2, Sungai Besi-Ulu Kelang Expressway (SUKE), Setiawangsa-Pantai Expressway (SPE), and the Langkat 2 water treatment plant project.

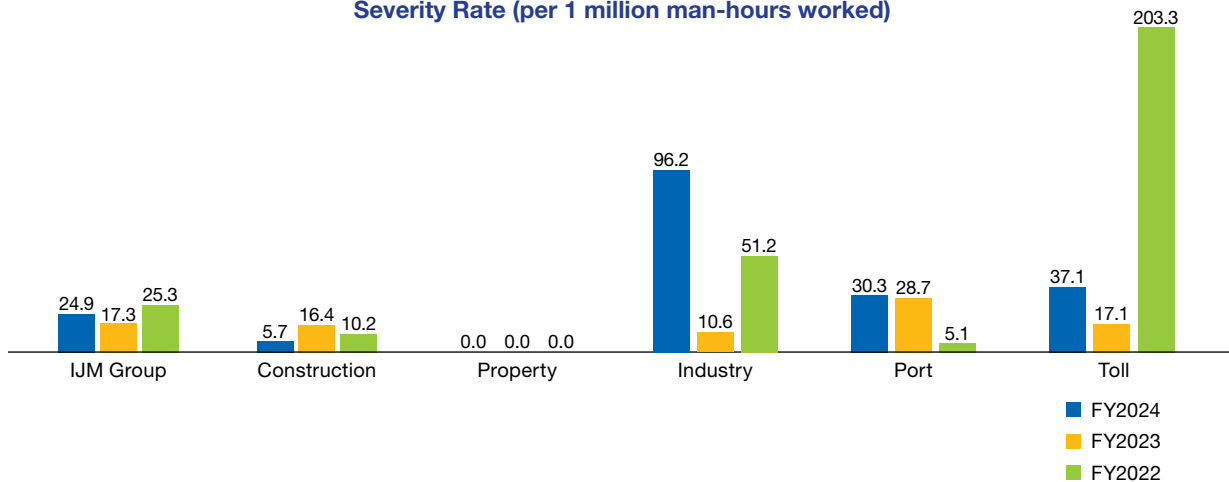
Preventing Workplace Accidents [GRI 403-9]

In FY2024, the Group recorded a Lost Time Injury (“LTI”) frequency rate of 0.80, of which reflects the number of LTI incidents occurring every 1 million working hours. The severity rate, which measures the number of lost workdays due to work-related injuries occurring for every 1 million working hours, was 24.97.

Frequency Rate (per 1 million man-hours worked)



Severity Rate (per 1 million man-hours worked)



The Group is dedicated to achieving zero accidents through continuous monitoring of safety and health standards and implementing necessary corrective actions. Zero fatality and zero accident objectives are critical performance metrics integrated into incentive programmes for all project directors.

In FY2024, there were two fatality cases reported by the Industry and Construction Divisions. In October 2023, an accident occurred at the external stockyard of a factory. A worker was crushed by a stack of piles that gave way during a transfer activity. In response, the division initiated a thorough investigation

to determine the root cause and implemented a corrective action plan to prevent similar incidents in the future. The division implemented a new pile stacking method that incorporates the use of a lock plate for enhanced stability and safety during pile transfer activities.

In December 2023, a worker was electrocuted while performing tack welding works at a project site. The Construction Division conducted a safety stand-down with the work contractor and operation team to assess operational controls and prevent similar incidents. A safe operating procedure was

implemented for welding works involving mobile distribution boards. Additionally, all electrical tools were reinspected to ensure they were in good condition.

Regular site consultation and internal audit programmes are conducted to monitor the effectiveness of the HSE management system, while providing guidance to improve on performance. In FY2024, the Construction Division conducted a total of 44 HSE consultation programmes and 16 internal audits that determined necessary actions to correct non-compliance and tackle issues based on the root cause.





COMMUNITY

BUILDING AND ENABLING
BETTER COMMUNITIES

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

We understand the crucial role that community initiatives play in advancing sustainable development. Our commitment to community initiatives is deeply rooted in our belief that a thriving community is the cornerstone of long-term sustainability. Through our engagements with local communities, we strive to address social, economic, and environmental challenges while fostering positive change.

Our community initiatives are an integral part of our overall sustainability strategy. By actively engaging with communities, we not only fulfill our social responsibility but also contribute to the creation of shared value for all stakeholders.

In this section, we aim to provide insights into our community investment efforts and demonstrate how they contribute to our broader sustainability goals. By working hand in hand with local communities in the areas where we operate, we endeavor to build resilience, promote inclusivity, and drive positive change for a brighter and more sustainable future.

IJM COMMUNITY INVESTMENT FRAMEWORK AND STRATEGY [GRI 413-1]

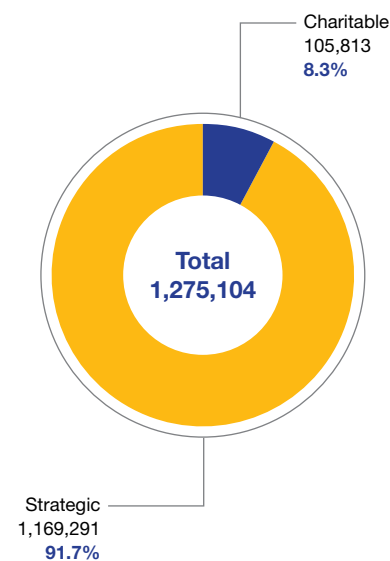
With our Community Investment Framework and Strategy introduced in FY2023, we anticipate our efforts will further strengthen our social contributions to foster sustainable community growth.

The framework emphasises building resilience and strengthening connections, ensuring our approach is responsive to local needs, consistent, and transparent. Our framework and strategy revolves around three key pillars: Community Development, Education, and Built Environment. These pillars not only

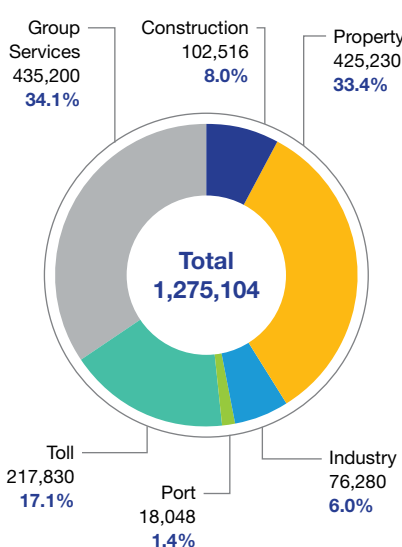
directly benefit our communities but also contribute to the long-term success of our business operations.

In FY2024, IJM Group invested RM1,275,104, accounting for 0.8% of the Group's PATMI towards community investment initiatives, where 92% of our initiatives were strategic, long-term community partnership initiatives and 8% were charitable initiatives aimed at providing short-term relief. Our initiatives were supported by more than 1,567 employees across the Divisions, clocking more than 13,772 hours.

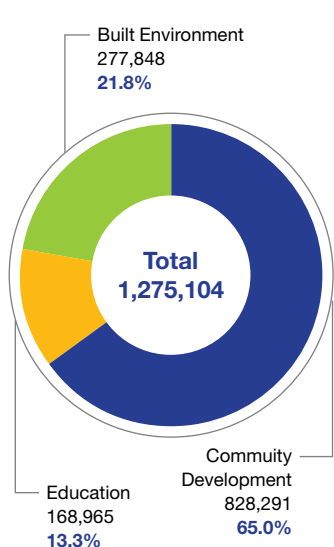
Motive for Contributions in FY2024 (RM)



Expenditure by Division (RM)



Expenditure by Community Investment Pillar (RM)





We aim to serve through impactful initiatives supporting each of our Community Investment pillars. Our efforts ensure mutual benefits that strengthen our societal contributions and foster sustainable community growth.💧

Chai Kian Soon
Central Region, Property Division


COMMUNITY DEVELOPMENT



What Community Development means to us:

With a keen emphasis on building resilience and strengthening connections, our Community Development pillar aims to empower individuals and communities.

We strive to promote social cohesion, economic growth, and an improved quality of life. By investing in initiatives that foster community engagement, entrepreneurship, and social support networks, we enable communities to become more resilient, interconnected and better equipped to face challenges together.

Pillar	Goal	Focus Areas	SDGs	Impacts/Outcomes Through Community Investment, IJM will:
 Community Development	To contribute to the socioeconomic wellbeing of the community by promoting safe and healthy living conditions in the areas where we operate	<ul style="list-style-type: none"> Community resilience Disaster relief Social inclusion Non-mainstream sports development Health and well-being 	   	<ul style="list-style-type: none"> Improve access to economic opportunities of disadvantaged communities Build stronger and healthier communities Reduce vulnerability of communities to stress and shock events Improve access to essential services and infrastructure for the marginalised and vulnerable Leave positive legacies in the communities we work in



RM828,292
contributed



28,627
beneficiaries



5,720
employee volunteering hours

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

Focus Area: Social Inclusion



Spreading festive cheer ensures joyous celebrations for families in need, strengthening our community bonds

Festive Giving

Each year, the Group organises a series of charitable initiatives to illuminate the lives of underprivileged families during significant festive seasons throughout the year. In FY2024, the Property Division contributed more than RM82,000 worth of cash donations, daily essentials, and groceries to low-income households. This not only alleviated their circumstances but also ensured that their festivities were filled with warmth, joy and support.

The Toll and Port Divisions collectively contributed more than RM28,000 for various community service initiatives during the month of Ramadan, such as organising a *Bubur Lambuk* distribution and purchasing livestock for Hari Raya Haji Korban for distribution to the less fortunate. These initiatives help build community solidarity within the communities we operate in, fostering a more inclusive and compassionate community during these significant cultural and religious celebrations.

Fundraising Initiatives

Our Property Division contributed RM50,000 to Dama Asia's fundraising initiative for two of their most acclaimed musicals, *All That Glitz & Glamour* and *In Perfect Harmony, Too*. This collaboration, which supports local talent, is aligned to our focus on social inclusion and community resilience. Our support is aimed at helping Dama Asia and emerging Malaysian performing talents return to the stage, enriching the cultural landscape and nurturing arts in Malaysia. The outcome of our support is visible in the successful staging of these musicals and the funds raised for Dama Asia's future endeavours, ensuring that arts continue to thrive in Malaysia.

In March 2024, we supported the Children's Protection Society's Fundraising Gala 2024. The non-profit organisation provides a safe and nurturing environment for over

30 at-risk and vulnerable children, focusing on their emotional, physical, and educational development. Funds raised will go towards educational programmes, social skill development, and recreational activities, all of which are crucial for the healthy growth and future success of the children.

In September 2023, we took part in the Sarawak Society for Parents of Children with Special Needs' (PIBAKAT) annual fundraising food fair to support children with special needs, ensuring they receive the support and opportunities they deserve to thrive within the community. Funds raised from event will be utilised for more than 400 special needs children in the One-Stop Early Intervention Centre (OSEIC).



Distributing food and groceries in support of the community we operate in

Community Support Initiatives

We aimed to alleviate food insecurity through essential supplies and ensured these resources reached those in need efficiently and effectively. During the month of Ramadan in 2023, we distributed packed food and groceries to the surrounding communities of Tun Razak Exchange (“TRX”).

In May 2023, we contributed to a charity golf event organised by Persatuan Sukan dan Kebajikan Lembaga Lebuhraya Malaysia (PSKLM) to raise funds for the underprivileged. The event gathered golf enthusiasts from

various corporate backgrounds, emphasising the spirit of community and social inclusion.

In February 2024, we welcomed Chinese New Year by contributing to Yayasan Sunbeams Home, along with red packets and goodie bags. The vibrant celebration began with a traditional lion dance blessing at our head office in Wisma IJM that was attended by over 500 employees. The celebration featured a flash mob dance, live band, best-dressed competition, and impromptu performances, creating a joyous atmosphere.

We support efforts that create a safer, more inclusive community, emphasising the importance of gender equity and healthy relationships. In January 2024, the Industry Division contributed to All Women’s Action Society’s (AWAM) White Ribbon Run 2024, themed *Break the Silence, End the Violence*, to contribute to combatting gender-based violence.

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

Focus Area: Non-mainstream Sports Development



Helping build an inclusive sports culture in rugby



Fostering Sports Excellence

IJM recognises the pivotal role the COBRA Rugby Club plays in the sport's history and growth in the country, that is aligned with our community investment strategy of supporting non-mainstream sports.

In November 2023, IJM sponsored RM175,000 to the 50th COBRA 10s Rugby Tournament 2023. The tournament saw a high-level of competition that featured nine teams, who were participating shortly after the rugby world cup. A new women's category with five teams debuted, highlighting the growing inclusion of women in the sport. In addition, the Port Division contributed to a local school to support the rugby team in their school's sport event.



Encouraging sports with dedicated facilities and equipment for local schools

The Industry Division continued to support a local school providing them with the necessary infrastructure and resources to train and excel in softball in 2024. A total contribution of RM9,000 went towards the construction of an in-house softball training centre and purchase of sport equipment. By investing in the development of softball, the division aims to foster athletic skills and encourage holistic development through sports.



IJM Allianz Duo Highway Challenge 2023 has evolved to more than a sporting event, looked forward to by the surrounding communities. Sponsoring and organising such an initiative gives us the opportunity to engage with sports enthusiasts and the local community. 🗨️

Chua Lay Hoon
Toll Division

Focus Area: Health and Wellbeing



Our sponsorship for the IJM Allianz Duo Highway Challenge fosters vibrant, healthy communities

Promoting Active Lifestyles

Renowned as the first duo highway challenge in Asia, RM350,000 was invested into the IJM Allianz Duo Highway Challenge 2023 in FY2024. This unique event involved the complete closure of our BESRAYA and NPE highways to create a safe, traffic-free roadway for more than 10,000 running enthusiasts.

The marathon included a range of categories, from fun runs to half marathons, catering to a diverse group of participants, from families, amateur runners to professional athletes.

In addition, themed *Run Together, Bond Stronger*, IJM Land Half Marathon reinforced the value of building a cohesive society by uniting individuals from diverse backgrounds to engage in a shared activity. Drawing participants from across Malaysia and internationally, this marathon is enthusiastically supported by the local community and runners alike.

Donating blood just once can save up to three lives. The Industry Division aimed to foster community involvement apart from supporting critical healthcare services. In collaboration with Hospital Sultanah Aminah Johor Bahru on a blood

donation campaign, the division contributed RM5,000 and a total of 58 bags, impacting the lives of 174 recipients.

Focusing on health and wellbeing within the communities we serve, we supported our law enforcement by donating to the Rakan Sukan Polis Diraja Malaysia (PDRM). Our contribution helped fund various health and fitness activities, which aimed to promote physical wellbeing among the local police force.

These initiatives align itself with IJM's community development pillar and our goal to create vibrant, healthy communities by promoting physical wellbeing and social interaction.

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

EDUCATION

What Education means to us:

Education plays a pivotal role in building resilience and nurturing strong connections within communities. Our Education pillar, we prioritise initiatives that enhance access to quality education, improve educational infrastructure, and support the holistic development of children and youth.

Through scholarships, educational resources, and strategic partnerships with educational institutions, we aim to equip individuals with the knowledge and skills necessary to thrive and forge meaningful connections within their communities.

Pillar	Goal	Focus Areas	SDGs	Impacts/Outcomes Through Community Investment, IJM will:
 Education	To enhance access to equitable quality education and learning, industry skills development and enhanced livelihood opportunities	<ul style="list-style-type: none"> Scholarships, academic support and training Empowerment Digitalisation and innovation Skills development 	  	<ul style="list-style-type: none"> Improve educational achievement by supporting deserving students to pursue quality tertiary education Improve opportunities to participate in the workforce of the future through industry skills and knowledge development Educate the next generation ensuring future skills and knowledge development Improve access to educational resources and infrastructure to ease transition to a digitalised economy

 RM168,965 contributed	 1,670 beneficiaries	 1,126 employee volunteering hours
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Focus Area: Scholarships, Academic Support, and Training



IJM Scholarship Award recipients recognised for their academic and potential

Investing in Education

Supporting educational engagements fosters growth and career readiness among future professionals, creating a skilled and knowledgeable workforce.

In FY2024, we extended the IJM Scholarship Award to 11 deserving undergraduates, with a total investment of RM442,000. By covering tuition fees and living expenses and offering opportunities for career advancement within IJM Group through the Graduate Associate Programme, the IJM scholarship not only equips scholars to excel in a dynamic and competitive environment but also enriches IJM’s talent pool, ensuring a robust workforce capable of driving



Our partnership with AYDA nurtures local talent and blends education and industry experience

the Company's growth and making a meaningful contribution to society. Since its inception in 1994, the scholarship has positively impacted over 370 students.

During the Institution of Engineers Malaysia's ("IEM") 64th Annual Dinner and Awards Night in July 2023, we launched the IJM-IEM Scholarship with a contribution of RM200,000. Six scholarships will be distributed to deserving students to pursue engineering degrees at local universities and is aligned with our broader strategy of enhancing educational opportunities in the communities we serve. Our support and funding of educational bodies like IEM showcases our dedication

to uplift and empower individuals with access to quality education, fostering the next generation of engineering talent.

We empower the design talent pool by supporting initiatives that blend creative education with practical industry experience. Our partnership with Nippon Paint on Asia Young Designer Award ("AYDA") since 2014 has played an integral role in nurturing local young talent and providing them with the opportunities to realise their aspirations and influence the future of real estate. In FY2024, the Property Division donated RM50,000 to AYDA 2023 that garnered a total of 1,490 entries in the architecture

and interior design categories from 52 colleges and universities across Malaysia.

In April 2023, the Construction Division spent more than four hours to facilitate an industrial visit by the Institution of Civil Engineers, University of Malaya Student Chapter ("ICEUMSC") to provide 21 students with valuable exposure to the construction industry. The visit allowed students to gain insights into real-world applications of their academic knowledge, enhancing their understanding of the industry's demands and opportunities.

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

In FY2024, we allocated resources to refurbish office desktop computers, diverting them from landfills and repurposing them to enhance learning opportunities for students. Our employees volunteered for 96 hours to refurbish 31 desktops donated to two schools and two orphanages, benefitting over 1,000 students.

In addition, the Port Division contributed towards local schools aimed at enhancing their educational resources such as their schools' publication and annual convocation and luncheon programme.



Distributing desktops to local schools in support of academic growth

Focus Area: Digitalisation and Innovation

In FY2024, we contributed towards fostering digitalisation and innovation within the construction sector, aiming to enhance efficiency, sustainability, and overall project quality. The Construction Division supported a seminar focused on new technology in the construction industry where we shared insights on innovative construction methods and cutting-edge technology employed in their Malaysian projects. Through these knowledge-sharing activities, we encourage adopting innovative practices and advance industry practices in construction projects.



Leading a seminar to empower future builders and drive progress and efficiency

Focus Area: Empowerment

Our India operations showcased commitment to empowering the younger generation with the knowledge and skills needed to navigate and contribute to safer road environments.

We conducted a Safety Awareness Drive throughout the months of January and February 2024 that aimed to educate students from schools and colleges along highways on pedestrian safety. Activities such as interactive quizzes, creative slogans, posters, debates, and drawing competitions that focused on the do's and don'ts while driving on highways were introduced. Additionally, we provided safety

guides on using foot over bridges (FOBs), pedestrian underpasses (PUPs), and wayside amenities.

Focus Area: Skills Development

In FY2024, we organised various community engagement programmes to promote skills development and provide practical experiences for students interested in the construction industry. In collaboration with University Malaya, we shared insights on green building design parameters, thermal transfer requirements, and practical experiences from actual construction projects to 19 students of Master of Facilities and Maintenance Management studies.

Additionally, our employees volunteered close to 80 hours at the Career Exposure Visit, offering students comprehensive understanding of the construction process through guided tours, interactive demonstrations, and informative sessions.





These initiatives aimed to equip students with practical insights into various phases of construction, from conceptualisation to completion, and provide opportunities for hands-on experiences with the latest construction methodologies and innovative solutions.

BUILT ENVIRONMENT

What Built Environment means to us:

IJM understands the importance that the physical environment plays in providing resilience and community connections. Our Built Environment pillar is dedicated to creating safe, inclusive, and sustainable spaces.

By collaborating closely with local governments, urban planners, and non-governmental organisations (NGOs), we contribute to infrastructure projects that promote environmental stewardship, enhance public safety, and improve overall quality of life.

Pillar	Goal	Focus Areas	SDGs	Impacts/Outcomes Through Community Investment, IJM will:
 <p>Built Environment</p>	To deliver social value on built environment projects, enhancing environmental, economic and social well-being to improve quality of life	<ul style="list-style-type: none"> Environment and climate change Community spaces Urban regeneration, restoration and rehabilitation Biodiversity and conservation 	  	<ul style="list-style-type: none"> Improve resilience to potential physical impacts of climate change by contributing to community and ecosystem adaptation planning Support the community and business partners to reduce greenhouse gas emissions Protect natural capital over the life cycle of our built environment Ensure environmental and social benefits through water stewardship and climate change mitigation and adaptation

 <p>RM277,484 contributed</p>	 <p>1,844 beneficiaries</p>	 <p>1,475 employee volunteering hours</p>
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Focus Area: Environment and Climate Change



Completing a marathon to raise awareness and advocate for climate action

As part of our climate efforts in mitigating environmental impacts and building community resilience, we actively participate in industry events and conferences that serve as an avenue to synergise decarbonisation efforts.

In October 2023, we contributed RM48,000 to Bursa Malaysia's flagship capital market charity run, *Bursa Bull Charge Charity Run 2023*, that brought together over 1,000 runners from more than 100 organisations. Resuming after a three-year hiatus due to the COVID-19 pandemic, this year's run, themed *Race to Net Zero*, aimed to help raise awareness and funds primarily for eight beneficiaries that advocate for climate action and environmental protection. Our participation in this event exemplifies IJM Group's dedication to creating a bigger impact through climate action champions, NGOs and organisations and contributing positively to society, aligning with *SDG 13, Climate Action*.

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES



IJM was a panelist at the UNGCMYB SBTi Symposium 2023

In June 2023, we contributed towards United Nations Global Compact Malaysia and Brunei’s SBTi Symposium 2023. The event raised awareness among business leaders about the importance of adopting science-based targets, provide practical guidance on implementing net-zero standards to protect the environment and fortify businesses for a successful economy, and encourage networking and partnership opportunities.

The transition to a low-carbon economy involves a commitment from everyone. We collaborate with industry stakeholders, sharing knowledge, and promoting sustainable practices to mitigate the environmental impact of the construction sector.

In September 2023, we supported the Pacific Association of Quantity Surveyors (PAQS) Congress 2023 that focused on *Decarbonising the Future*, the event highlighted how industry professionals can play a role in addressing climate change.

Focus Area: Community Spaces

In FY2024, the Property Division invested and launched a recycling hub in the Bandar Utama township. This facility was created to make it easy and convenient for residents to segregate and deposit their recyclable items, with the goal of raising awareness about the importance of recycling and its positive environmental impact. The recycling hub also fostered sustainable practices within

the community by encouraging individuals and businesses to incorporate recycling into their daily routines.

In addition, we contributed towards the infrastructure enhancement of Surau Bilal Ibnu Rabah in Kapar, Selangor. This initiative aimed to improve the functionality and capacity of the community space, enabling the surau to better serve the local residents.



Inspiring green living communities by embracing eco-friendly initiatives

Focus Area: Urban Regeneration, Restoration and Rehabilitation



Improving the life of a recipient family through our MyHome rehabilitation programme

In FY2024, we conducted several collaborative efforts that not only improve the physical condition of the neighbourhood but also foster a sense of community ownership and pride.

Our flagship MyHome Rehabilitation Programme aims to provide access to safe and secure housing for the communities we operate in. In FY2024, we extended our programme to assist four families across Malaysia, contributing over RM113,500. Through home enhancement repairs, we create comfortable and accommodating living spaces tailored to their specific needs.

We focus on vulnerable groups such as senior citizens, single parents with young children, and specially abled individuals and ensure that vulnerable communities have the support they need to thrive and rebuild their lives with dignity and resilience.

In December 2023, the Property Division restored a damaged road on the bicycle lane of the Children’s Protection Society premises. An improved condition of the infrastructure will ensure a safe environment for children to engage in cycling activities.

In addition, more than 35 employees volunteered 227 hours to paint guardhouses and road dividers, clean common areas, drainages, and trim bushes and trees, with the aim of maintaining a cleaner township environment in *gotong-royong* initiatives organised by the Construction Division.

Focus Area: Biodiversity and Conservation

We support initiatives that promote biodiversity and environmental conservation and sustainable practices and minimises the impact of human activities on natural habitats and wildlife.

The Construction Division invested RM34,500 to rehabilitate and maintain the Bukit Jambul hiking trail as part of our Built Environment initiative, aligning our commitment to creating sustainable and safe built environments. A total of 75 employees came together and repaired erosion damage, cleared overgrown vegetation, and installed signages for better safety and navigation by hikers. By dedicating resources to this initiative, we

were not only promoting outdoor recreation but also supporting environmental conservation efforts.

This project was aimed at enhancing safety by maintaining and upgrading the trails, ensuring they remain accessible and well-kept for all users.

During the reporting year, we sponsored the installation of a new signage for the Penang State Forestry Department to help visitors navigate to scenic viewpoints within the forest reserves and raising awareness about the importance of preserving these natural habitats. In addition, we participated in a beach clean-up activity, collecting waste and debris to maintain the cleanliness of coastal ecosystems.



Championing conservational efforts at Bukit Jambul

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2-17	Collective knowledge of the highest governance body	102-107		
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2-20	Process to determine remuneration	106		
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GRI 306: Waste 2020			
3-3 Management of material topics	171		
306-1 Waste generation and significant waste-related impacts	171		
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3-3 Management of material topics	182		
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3-3 Management of material topics	177		
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GRI 413: Local Communities 2016			
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413-1 Operations with local community engagement, impact assessments, and development programs	188-201		
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3-3 Management of material topics	151		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	151		

SASB ENGINEERING AND CONSTRUCTION: SECTOR DISCLOSURE

SASB Sustainability Disclosure Topics	SASB Code	Accounting Metric	Section of Sustainability Statement and Page Reference
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Please refer to <i>Environmental Pollution Management</i> , page 171
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IJM's projects undergo the Environmental Impact Assessment ("EIA") prior to project approval and implementation. Disclosure can be found under <i>Conserving Biodiversity</i> , page 173
Structural Integrity & Safety	IF-EN-250a.1	Amount of defect and safety-related rework costs	Information unavailable
	IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect and safety-related incidents ¹	Information unavailable
Workforce Health & Safety	IF-EN-320a.1	Total recordable incident rate (TRIR) for direct employees	TRIR is disclosed based on total man-hours worked which include direct and contract employees. Please refer to <i>Preventing Workplace Accidents</i> , page 187
		Total recordable incident rate (TRIR) for contract employees	
		Fatality rate for direct employees	There were two fatality cases reported in FY2024. Disclosure can be found under <i>Preventing Workplace Accidents</i> , page 187
		Fatality rate for contract employees	There were two fatality cases reported in FY2024. Disclosure can be found under <i>Preventing Workplace Accidents</i> , page 187
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Number of commissioned projects certified to a third-party multi-attribute sustainability standard	Please refer to <i>Facilitating Sustainable Buildings and Infrastructure</i> , page 164
		Number of projects seeking such certification	11 on-going projects
	IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	The Property Division has implemented a Green Building Design Framework for residential landed and high-rise developments in Malaysia. This framework serves as a guideline to achieve GreenRE certification, with a minimum benchmark of a 'Bronze' certification for all new residential projects. This initiative requires the integration of energy-efficient and passive design strategies, water efficiency features, indoor environmental quality considerations, and various environmental protection elements, among others. Disclosure can be found under <i>Facilitating Sustainable Buildings and Infrastructure</i> , page 164
Climate Impacts of Business Mix	IF-EN-410b.1	Amount of backlog for hydrocarbon-related projects	None
		Amount of backlog for energy projects	None
	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	None
	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	None

¹ Note to IF-EN-250a.2 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.

SASB ENGINEERING AND CONSTRUCTION: SECTOR DISCLOSURE

SASB Sustainability Disclosure Topics	SASB Code	Accounting Metric	Section of Sustainability Statement and Page Reference
Business Ethics	IF-EN-510a.1	Number of active projects	There were 21 active projects during FY2024
		Backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index ²	None
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of bribery or corruption	There were zero monetary losses as a result of legal proceedings associated with charges of bribery or corruption in FY2024. Disclosure can be found under <i>Anti-Bribery and Corruption Measures</i> , page 145
		Total amount of monetary losses as a result of legal proceedings associated with charges of anti-competitive practices ³	None
	IF-EN-510a.3	Description of policies and practices for prevention of bribery and corruption	IJM has in place the Anti-Bribery and Corruption System ("ABCS") that reaffirms our adherence to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) Act 2018, which took effect on 1 June 2020. Disclosure can be found under <i>Ethics & Integrity</i> , page 121 and <i>Anti-Bribery and Corruption Measures</i> , page 145
	Description of policies and practices for prevention of anti-competitive behavior in the project bidding processes	IJM has in place the Anti-Bribery and Corruption System ("ABCS") that reaffirms our adherence to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) Act 2018, which took effect on 1 June 2020. Disclosure can be found under <i>Ethics & Integrity</i> , page 121 and <i>Anti-bribery and Corruption Measures</i> , page 145	

SASB ENGINEERING AND CONSTRUCTION: ACTIVITY METRIC

Activity Metric	SASB Code	FY2024
Number of active projects ⁴	IF-EN-000.A	21 on-going projects
Number of commissioned projects ⁵	IF-EN-000.B	7 projects
Total backlog ⁶	IF-EN-000.C	6.0 billion

² Note to IF-EN-510a.1 – The entity shall provide a brief description of its approach to managing ethical risks specific to the countries with low rankings in the index where the entity has active projects and/or backlog.

³ Note to IF-EN-510a.2 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.

⁴ Note to IF-EN-000.A – Active projects are defined as buildings and infrastructure projects under development that the entity was actively providing services to as of the close of the reporting period, including, but not limited to, both the design and construction stages. Active projects exclude projects that were commissioned during the reporting period.

⁵ Note to IF-EN-000.B – Commissioned projects are defined as projects that were completed and deemed ready for service during the reporting period. The scope of commissioned projects shall only include projects that the entity provided construction services to.

⁶ Note to IF-EN-000.C – Backlog is defined as the value of projects not completed as of the close of the reporting period (i.e., revenue contractually expected in the future but that has not been recognized), or is defined by the entity, consistent with its existing disclosure of backlog. Backlog may also be referred to as revenue backlog or unsatisfied performance obligations. The scope of disclosure is limited to buildings and infrastructure projects where the entity provides engineering, construction, architecture, design, installation, planning, consulting, repair, and/or maintenance services, or other similar services.

UNGC TEN PRINCIPLES

Principle	IJM Commitment Alignment	References that Underscore IJM's Commitment	GRI Standards and SASB Alignment
Human Rights			
Principle 1	<p>The Group supports and respects the protection of internationally proclaimed human rights.</p> <p>We protect the rights of our people and to treat them with dignity in line with all relevant legal requirements and regulations. We had taken a proactive approach to ensure that human rights and workplace standards are upheld across all our operations.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Human Rights Policy Policy Statement for Occupational Safety and Health Code of Conduct and Ethics for Employees Code of Business Conduct for Third Parties Diversity and Inclusion Policy Whistleblowing Policy Privacy Policy Community Investment Policy 	<p>GRI Standards</p> <ul style="list-style-type: none"> GRI 401: Employment 2016 GRI 403: Occupational Health and Safety 2018 GRI 404: Training and Education 2016 GRI 413: Local Communities 2016 <p>SASB</p> <ul style="list-style-type: none"> Workforce Health & Safety: IF-EN-320a.1
Principle 2	<p>The Group ensures that we are not complicit in human rights abuses.</p> <p>We also comply with all applicable labour laws, including working hours and overtime, in the jurisdictions where we operate. We comply with the amendments to the Employment Act that came into effect on 1 September 2022.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Code of Business Conduct for Third Parties Human Rights Policy Responsible Supply Chain Policy Quality Policy 	
Labour			
Principle 3	<p>The Group upholds the freedom of association and the effective recognition of the right to collective bargaining.</p> <p>We respect the rights of our employees' freedom of association and collective bargaining in accordance with national laws. Our labour union represent less than 2% of the Group's workforce, all of whom are in the Port Division.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 	<p>GRI Standards</p> <ul style="list-style-type: none"> GRI 2-30: Collective bargaining agreements GRI 401: Employment 2016 GRI 403: Occupational Health and Safety 2018 GRI 405: Diversity and Equal Opportunity 2016 GRI 406: Non-discrimination 2016 GRI 409: Forced or Compulsory Labor 2016 <p>SASB</p> <ul style="list-style-type: none"> Workforce Health & Safety: IF-EN-320a.1
Principle 4	<p>The Group supports the elimination of all forms of forced and compulsory labour.</p> <p>The nature of our businesses is labour intensive where many foreign workers are hired by our subcontractors. We require our subcontractors to uphold foreign labour rights and ensure that they receive fair treatment with regard to wages, working hours, holidays, terminations, non-discrimination practices, freedom of association, access to complaint mechanisms and other established protection policies. All these requirements are outlined in our Responsible Supply Chain Policy, which can be found on our Corporate website.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Human Rights Policy Policy Statement for Occupational Safety and Health Code of Conduct and Ethics for Employees Code of Business Conduct for Third Parties Diversity and Inclusion Policy Whistleblowing Policy Privacy Policy 	
Principle 5	<p>The Group supports the effective abolition of child labour.</p> <p>We have a zero-tolerance against child labour and any form of forced labour in our direct operations. The legal working age in Malaysia is 18 years.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Human Rights Policy Policy Statement for Occupational Safety and Health Code of Conduct and Ethics for Employees Code of Business Conduct for Third Parties Diversity and Inclusion Policy Whistleblowing Policy Privacy Policy 	
Principle 6	<p>The Group supports the elimination of discrimination in respect of employment and occupation.</p> <p>We recognise the benefits of having a multi-generation perspective that will contribute to the growth of our short and long-term business objectives.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Human Rights Policy Code of Conduct and Ethics for Employees Code of Business Conduct for Third Parties Diversity and Inclusion Policy Whistleblowing Policy Privacy Policy 	

UNGC TEN PRINCIPLES


Principle	IJM Commitment Alignment	References that Underscore IJM's Commitment	GRI Standards and SASB Alignment
Environment			
Principle 7	<p>The Group keeps a precautionary approach to environmental challenges.</p> <p>We have in place an Environmental Management System ("EMS") to integrate environmental best practices across the Group. All divisions operating in Malaysia have obtained ISO 14001:2015 Environmental Management Systems certification.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Policy Statement for Environment Statement on Risk Management and Internal Controls 	<p>GRI Standards</p> <ul style="list-style-type: none"> GRI 302: Energy 2016 GRI 303: Water and Effluents 2018 GRI 304: Biodiversity 2016 GRI 305: Emissions 2016 GRI 306: Waste 2020
Principle 8	<p>The Group undertakes initiatives to promote greater environmental responsibility.</p> <p>We work toward establishing proactive climate-related actions by reducing our carbon emissions and introducing strategic interventions to build greater resilience in the face of increasing climate change challenges, from extreme weather to diminishing resources and evolving regulations. We continuously improve our processes and operations across all our businesses by expanding our share of renewable energy, reducing our waste, utilising resources efficiently and protecting the biodiversity in areas we operate.</p> <p>This year, we formalised our Climate Strategy to drive emissions reduction and build climate resilience, following an extensive climate assessment conducted since FY2022.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Policy Statement for Environment Code of Business Conduct for Third Parties 	<p>SASB</p> <ul style="list-style-type: none"> Environmental Impacts of Project Development: <ul style="list-style-type: none"> IF-EN-160a.1 IF-EN-160a.2 Lifecycle Impacts of Buildings & Infrastructure: <ul style="list-style-type: none"> IF-EN-410a.1 IF-EN-410a.2 Climate Impacts of Business Mix: <ul style="list-style-type: none"> IF-EN-410b.1 IF-EN-410b.2 IF-EN-410b.3
Principle 9	<p>The Group encourages the development and diffusion of environmentally friendly technologies.</p> <p>We continue to embrace technological disruptions that empower us to rethink our processes and yield the benefits of building more efficiently and sustainably. The Group has been in the forefront of advancing sustainable building solutions such as Building Information Modelling ("BIM") and Industrial Building Systems ("IBS").</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Policy Statement for Environment 	
Anti-corruption			
Principle 10	<p>The Group works against all forms of corruption, including extortion and bribery, in our area of influence.</p> <p>IJM has zero-tolerance for all forms of bribery and corruption. Our Anti-Bribery and Corruption System ("ABCS") reaffirms our compliance to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) ("MACC") Act 2018 for operations in Malaysia and the National Prevention of Corruption Act 1988 for operations in India.</p>	<ul style="list-style-type: none"> Sustainability Statement FY2024 Anti-Bribery and Corruption Policy Code of Conduct and Ethics for Employees Code of Business Conduct for Third Parties 	<p>GRI Standards</p> <ul style="list-style-type: none"> GRI 205: Anti-corruption 2016 <p>SASB</p> <ul style="list-style-type: none"> Business Ethics: <ul style="list-style-type: none"> IF-EN-510a.1 IF-EN-510a.2 IF-EN-510a.3

APPENDIX 1: BSI VERIFICATION REPORT



Verification Report

Verification Opinion

Verified as Satisfactory	
Based on the process and procedures conducted, there is no evidence that the GHG statement contained in the following report "IJM Corporation Berhad Greenhouse Gas (GHG) Emissions FY2024 Report Version 3.1 dated 12 June 2024" produced by IJM Corporation Berhad	<ul style="list-style-type: none"> is not materially correct and is not a fair representation of GHG data and information.
	<ul style="list-style-type: none"> has not been prepared in accordance with ISO14064-1 and it's principles.
Lead Verifier	Shaiful Rahman
Verifier	Salmiah Hasbullah
Independent Reviewer	Noemel Macunat
Signed on behalf of BSI	Evelyn Chye - Managing Director, Malaysia 
Issue Date	26 June 2024
BSI Malaysia Suite 29.01, Level 29, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia	
NOTE: BSI Malaysia is independent to and has no financial interest in IJM Corporation Bhd. This 3 rd party Verification Opinion has been prepared for IJM Corporation Bhd only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Malaysia has assumed that all information provided to it by IJM Corporation Bhd is true, accurate and complete. BSI Malaysia accepts no liability to any third party who places reliance on this statement.	

APPENDIX 1: BSI VERIFICATION REPORT



Verification Engagement

Organization	IJM Corporation Bhd
Responsible party	IJM Corporation Bhd
Verification Objectives	<p>To express an opinion on whether the organizational GHG Statement which is historical in nature:</p> <ul style="list-style-type: none"> • Is accurate, materially correct and is a fair representation of GHG data and information • Has been prepared in accordance with ISO14064-1: 2018 the criteria used by BSI to verify the GHG Organizational Statement
Materiality Level	5%
Level of Assurance	Limited
Verification evidence gathering procedures	<ul style="list-style-type: none"> • Evaluation of the monitoring and controls systems through interviewing employees observation & inquiry • Verification of the data through sampling recalculation, retracing, cross checking and reconciliation
The verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance	
Verification Standards	The verification was carried out in accordance with ISO 14064-3: 2019 and ISO 14065: 2020
Note: IJM Corporation Bhd is responsible for the preparation and fair presentation of the GHG statement and report in accordance with the agreed criteria. BSI is responsible for expressing an opinion on the GHG statement based on the verification.	



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Organizational GHG Statement

Organization		IJM Corporation Berhad
Organizations GHG Report containing GHG Statement		GHG Report IJM Corporation Berhad Greenhouse Gas (GHG) Emissions Report FY2024 Version 3.1 dated 12 June 2024
Organizational Boundary		Operational Control
Locations included in the Organizational Boundary		See Appendix A
Scope of activities:		Construction, property development, industry (quarrying and the manufacture of building materials) and infrastructure concessions (management of toll and port).
Reporting Boundary:	Direct GHG Emissions (Category 1 / Scope 1)	<ol style="list-style-type: none"> 1. Stationary combustion: use of natural gas, and diesel-fired boilers at ICP factories, the diesel-fired emergency generators, cranes, cargo handling equipment, harbour vessels and other petrol-based equipment owned or controlled by IJM 2. Mobile combustion: use of fuel for operation of company vehicles, mobile gensets, forklifts, and other machineries used on site. 3. GHG fugitive from facilities: refrigerant leaks from air conditioning system.
	Indirect GHG Emissions from imported energy (Category 2 / Scope 2)	<ol style="list-style-type: none"> 4. Use of purchased electricity
	Indirect GHG emissions from transportation (Category 3)	<ol style="list-style-type: none"> 5. Upstream land transportation & distribution of raw materials from supplier warehouse to individual project sites. 6. Business Travel: includes business air travel and road transportation, covering passenger cars, motorcycle, rail, bus and taxi.

APPENDIX 1: BSI VERIFICATION REPORT



	<p>Indirect GHG emissions from products used by organization (Category 4)</p>	<p>7. Purchased Goods and Services - purchased goods and services that collectively account for at least 80% of the total spend in terms of monetary values from suppliers.</p> <p>7.1. For construction projects and industrial manufacturing: these emissions are A1 to A3 stages of the Embodied Carbon concept, including the emissions caused in the materials production phase of the lifecycle, or "cradle-to-gate".</p> <p>7.2. For infrastructure and road projects, the bulk materials include concrete, steel, aggregates, asphalt and bitumen, which are purchased for new construction projects, as well as major maintenance repair of existing ones.</p> <p>7.3. Use of waste treatment services: wastes Generated in Operations: emissions arise from landfill disposal of non-scheduled waste or solid waste comprising domestic waste, construction waste and e-waste, and scheduled wastes which include hazardous wastes.</p>
	<p>Indirect GHG emissions associated with the use of products from the organization (Category 5)</p>	<p>8. Use of Sold Products - for the Port Division only. The Port Division reports emissions under this category in alignment to the requirements imposed by the Lembaga Pelabuhan Kuantan (LPK) to meet the IMO guidelines in terms of reporting the GHG emissions from the sea-going vessels and other services used by customers at Kuantan Port.</p> <p>9. Downstream Leased Assets: for Group Services, Property, Industry and Port Divisions. Menara Prudential building is leased out by the Group Services; the sand mining operation under Industry Division is leased to a sub-contractor; and there are tenants leasing lands at Kuantan Port. Only Scope 1 and 2 of lessees/ tenants' emissions are reported under this category.</p> <p>10. Investments: for Toll Division for the reporting of emissions for LEKAS Highway. Only the proportional Scope 1 and 2 emissions of the investment in LEKAS Highway is reported as the Scope 3 emissions.</p>



	Indirect GHG emissions from other sources	N/A
Criteria for developing the organizational GHG Inventory:		IJM GHG Procedure/1.1 – ISO 14064-1:2018
Reporting Period		1 April 2023 to 31 March 2024

	tCO ₂ e
Direct Emissions	
Mobile Combustion	8,493.8
Stationary Combustion	12,030.0
Fugitive emission from refrigeration	296.4
Indirect emissions from purchased electricity	51,429.5
Indirect emissions from transportation	
Upstream transportation and distribution	1,237.5
Business travel	6,073.1
Employee commuting	4,817.2
Indirect GHG emissions from products used by organization	
Purchase goods and services	918,618.1
Disposal of waste generated in operations	6,889.9
Indirect GHG emissions associated with the use of products from the organization	
Indirect GHG emissions from downstream leased assets	17,781.2
Indirect GHG emissions from investments	1,838.4
Indirect GHG emissions from use of sold products	983.3
Gross Emission	1,030,488.4
Intra-Group emission overlap	90,553.8
Net Emission	939,934.6

APPENDIX 2: BURSA MALAYSIA ESG PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2024
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Top management	Percentage	100.00
Senior management	Percentage	100.00
Management	Percentage	100.00
Junior management	Percentage	100.00
Executives	Percentage	100.00
Non-executives	Percentage	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	95.07
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	157,982.00
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	1,011.476000
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Top management Born after 1997	Percentage	0.00
Top management Born between 1980 and 1996	Percentage	0.00
Top management Born between 1964 and 1979	Percentage	71.43
Top management Born between 1946 and 1963	Percentage	28.57
Senior management Born after 1997	Percentage	0.00
Senior management Born between 1980 and 1996	Percentage	2.00
Senior management Born between 1964 and 1979	Percentage	94.00
Senior management Born between 1946 and 1963	Percentage	4.00
Management Born after 1997	Percentage	0.00
Management Born between 1980 and 1996	Percentage	28.70
Management Born between 1964 and 1979	Percentage	64.20
Management Born between 1946 and 1963	Percentage	7.10
Junior management Born after 1997	Percentage	0.22
Junior management Born between 1980 and 1996	Percentage	56.05
Junior management Born between 1964 and 1979	Percentage	40.13
Junior management Born between 1946 and 1963	Percentage	3.59
Executive Born after 1997	Percentage	14.05
Executive Born between 1980 and 1996	Percentage	56.29
Executive Born between 1964 and 1979	Percentage	28.19
Executive Born between 1946 and 1963	Percentage	1.47
Non-executive Born after 1997	Percentage	15.43
Non-executive Born between 1980 and 1996	Percentage	61.93
Non-executive Born between 1964 and 1979	Percentage	21.64

Internal assurance External assurance No assurance

(*)Restated

Indicator	Measurement Unit	2024
Bursa (Diversity)		
1979		
Non-executive Born between 1946 and 1963	Percentage	1.00
Gender Group by Employee Category		
Top management Male	Percentage	0.34
Top management Female	Percentage	0.06
Senior management Male	Percentage	1.57
Senior management Female	Percentage	0.46
Management Male	Percentage	8.14
Management Female	Percentage	3.17
Junior management Male	Percentage	9.74
Junior management Female	Percentage	5.28
Executive Male	Percentage	21.02
Executive Female	Percentage	15.45
Non-executive Male	Percentage	27.73
Non-executive Female	Percentage	7.05
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	73.00
Female	Percentage	27.00
Born after 1997	Percentage	0.00
Born between 1980 to 1996	Percentage	0.00
Born between 1964 to 1979	Percentage	40.00
Born between 1946 and 1963	Percentage	60.00
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Top management	Hours	212
Senior management	Hours	1,856
Management	Hours	13,251
Junior management	Hours	15,373
Executives	Hours	41,647
Non-executives	Hours	18,860
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	24.41
Bursa C6(c) Total number of employee turnover by employee category		
Top management	Number	4
Senior management	Number	10
Management	Number	48
Junior management	Number	45
Executive	Number	141
Non-executive	Number	168
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	2
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.80
Bursa C5(c) Number of employees trained on health and safety standards	Number	1,283
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,275,104.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	32,141

Internal assurance

External assurance

No assurance

(*)Restated