



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.

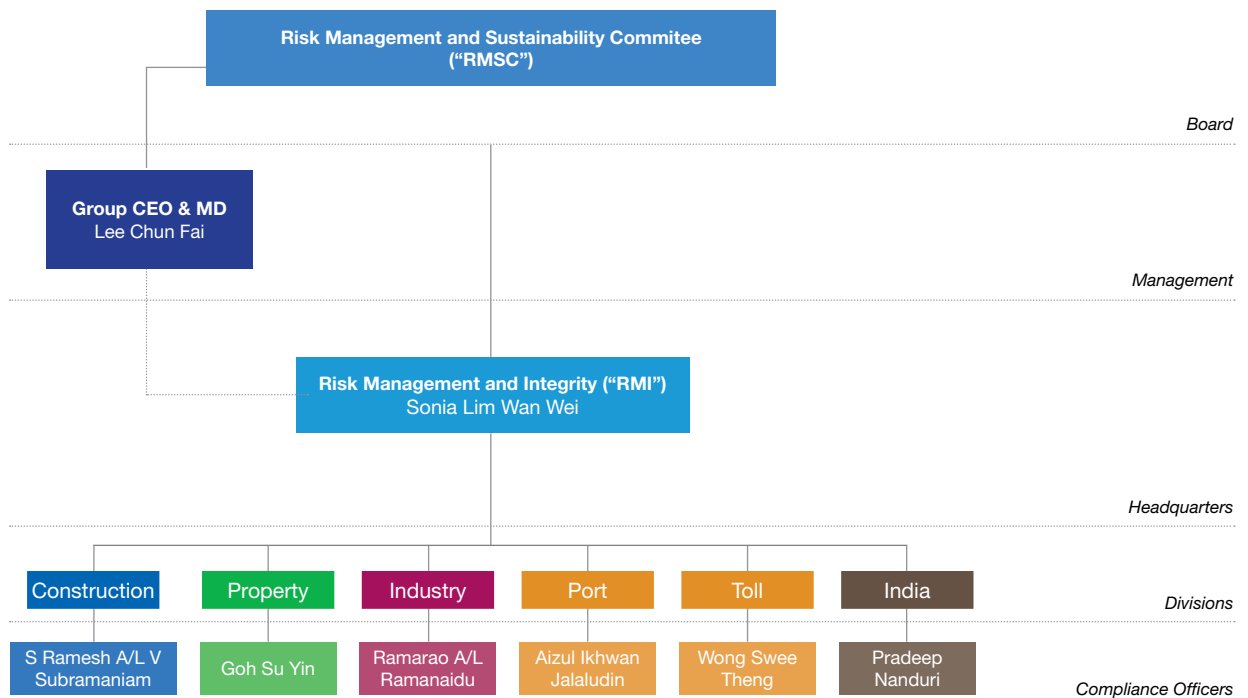
Sonia Lim Wan Wei
Risk Management and Integrity

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.

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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.

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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.

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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.

