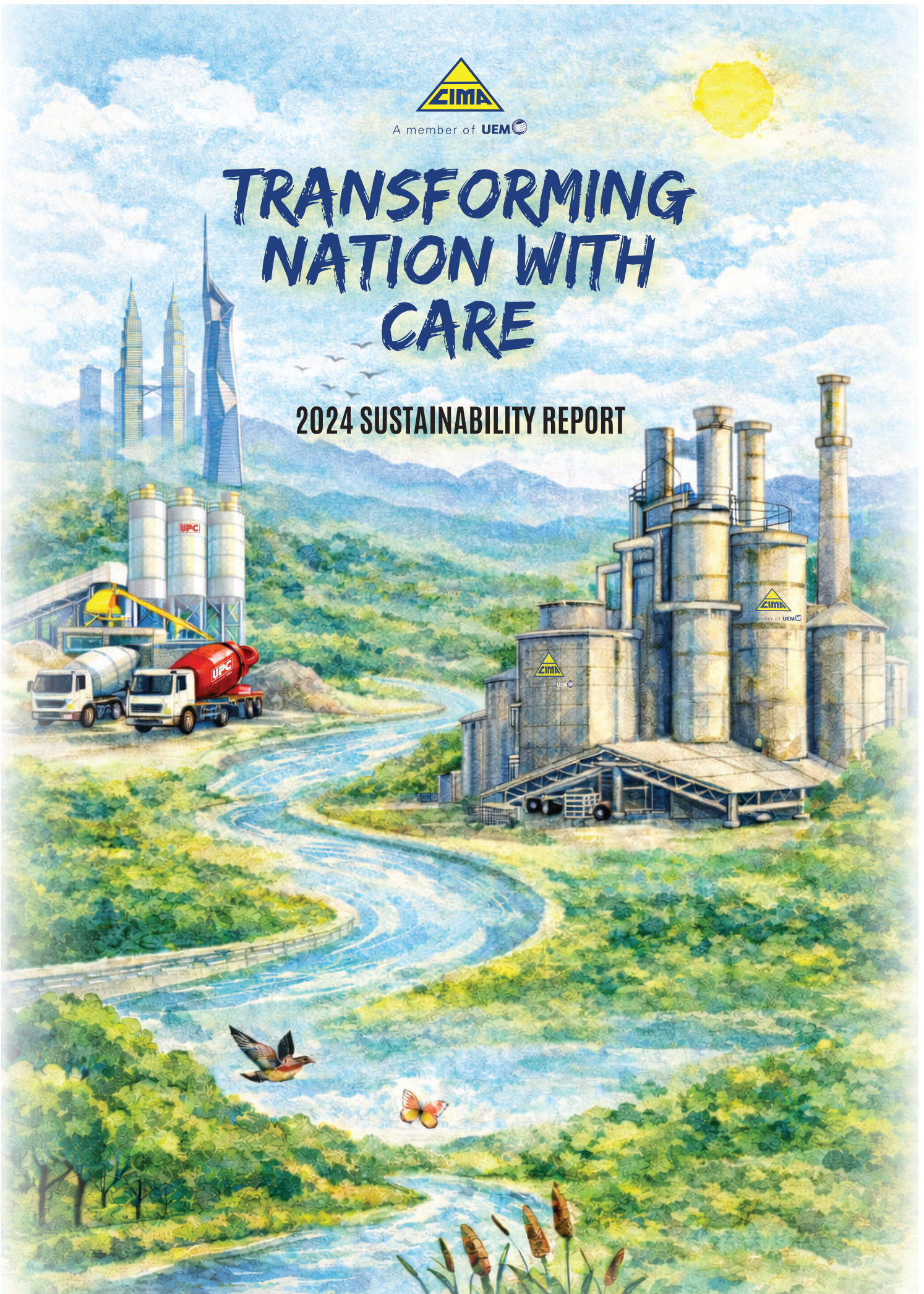




A member of UEM

TRANSFORMING NATION WITH CARE

2024 SUSTAINABILITY REPORT



ABOUT THIS REPORT

Reporting Scope and Boundary

This Report covers the period from 1 January 2024 to 31 December 2024 (“FY2024”). Its scope includes our business operations and activities at our corporate office in Petaling Jaya, Selangor and the following business divisions.

Cement Division
Negeri Sembilan Cement Industries (NSCI) Sdn. Bhd

- Bahau Plant
- Bukit Ketri Plant

Concrete Division
Unipati Concrete Sdn. Bhd

- Selangor - Bangi, Pulau Meranti
- Kuala Lumpur - Sungai Besi, Kiara Bay
- Negeri Sembilan - Sendayan, Labu, Nilai
- Penang - Batu Kawan

Reporting Framework and Guidelines

The Report was prepared in compliance with the Bursa Malaysia Securities Berhad’s Main Market Listing Requirements (“MMLR”) and aligned with the Sustainability Reporting Guide (3rd Edition). Our disclosures were further guided by the Global Reporting Initiative (“GRI”) Standards and the UN SDGs.

- Bursa Malaysia Sustainability Reporting Guide
- Global Reporting Initiative (“GRI”) Universal Standards
- United Nations Sustainable Development Goals

Ensuring Data Accuracy

All disclosed data is sourced directly from the relevant departments and reviewed by designated data owners within the Group to ensure the accuracy and reliability of our sustainability reporting.

Feedback

We welcome constructive feedback to support the continuous improvement of our reporting practices and overall sustainability efforts.

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ABOUT US

CIMA stands as one of the foremost cement manufacturers in Malaysia. Since our inception in 1972, we have supplied building materials for various infrastructure projects in Malaysia, encompassing highways, bridges, railroads and integrated development. We produce and distribute high quality cement and ready-mix concrete through our network of operations, which are located strategically within the country to serve our customers more efficiently and effectively.

Over the years, we have been incorporating innovation and sustainability into our business strategies. Notably, the implementation of our transformation plans, namely TP20 (2018-2020) and Project Singa Biru (2021-2023), have facilitated improvements in our operational and cost efficiencies, enhanced customer satisfaction, expanded market presence and fostered an innovative culture.

As a subsidiary of UEM Group Berhad, the leading engineering-based infrastructure and services conglomerate in Malaysia, we are committed to supporting the country’s infrastructure aspirations and advancing the nation-building agenda.



For Sustainable Growth and Long-Term Success

Cement Industries of Malaysia (“CIMA” or “the Group”) is proud to present our Sustainability Report (“the Report”). It provides an overview of our approach, performance and progress in fulfilling our sustainability aspirations for the financial year ending 2024.

During the reporting period, the Group conducted our first materiality assessment to identify the issues most relevant to our evolving operational landscape, enabling a better understanding of key material sustainability matters. We also adopted 11 United Nations Sustainable Development Goals (“UN SDGs”) to align with to the global sustainability agenda.

Our Memberships & Association

- The Cement & Concrete Association of Malaysia (C&CA)
- National Ready-Mixed Concrete Association of Malaysia (NRMCA)
- Federation of Malaysian Manufacturers (FMM)
- ASEAN Federation of Cement Manufacturers (AFCM)

Our Certifications

- CIDB Malaysia
- SIRIM
- SIRIM Eco-Label
- Singapore Green Label
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- ISO 17025:2017

OUR SUSTAINABILITY HIGHLIGHTS FY2024

Prioritising Economic Prosperity and Responsible Governance

68%
of procurement was allocated to local suppliers

ZERO
substantiated cases of corruption, bribery and whistleblowing

ZERO
substantiated complaints regarding breaches of customer privacy and losses of customer data

Maintaining Environmental Responsibility

705 kgCO2/t
of cementitious product for Scope 1 GHG emissions

330 tCO2e
of Scope 2 GHG emissions avoided from waste heat recovery (“WHR”) system at Bahau Plant

187k mt
of waste was diverted from landfill

Fostering Social Responsibility

84%
customer satisfaction score achieved

RM672k
was invested in Corporate Social Responsibility (“CSR”) programmes

17,334
hours of training provided to employees

ZERO
work-related fatalities over 6.4 Millions of hours worked

ZERO
reported incidents of labour standards breach, human rights violations and discrimination

MANAGING DIRECTOR'S MESSAGE

Dear Valued Stakeholders,

It is my privilege to present CIMA's Sustainability Report 2024, which reflects our journey to embed sustainability at the core of how we create long-term value as a Group. This report highlights our progress and future ambitions, underpinned by strong governance, responsible stewardship and disciplined execution as we navigate change and build a more resilient future for CIMA and for Malaysia.

For over five decades, Cement Industries of Malaysia Berhad (CIMA) has supported Malaysia's economic growth and infrastructure development as a trusted, homegrown cement producer. Through our sustainable cement and concrete solutions, we enable resilient infrastructure, national progress and improved quality of life—guided by our purpose of Transforming the Nation with Care.

CIMA's materials have contributed to some of the nation's most iconic developments, including Menara 118, the Klang Valley MRT and LRT networks, and the Sultan Abdul Halim Mu'adzam Shah Bridge, reflecting our longstanding commitment to quality, safety and reliability in delivering sustainable building solutions.

HAIROL AZIZI BIN TAJUDIN
Managing Director of CIMA



“CIMA Group has the solutions today. Green cement and green concrete with proven performance that can be actively leveraged to accelerate sustainable construction in Malaysia”

Sustainability is embedded in CIMA's strategy and operations. In 2024, we advanced circular economy practices by increasing the use of alternative fuels and incorporating Pulverised Fly Ash (PFA) and Ground Granulated Blast Furnace Slag (GGBS) into greener cement and concrete products, diverting 187,009 metric tonnes of waste from landfill and reducing reliance on virgin materials and embodied carbon.

As we look ahead, CIMA Group remains firmly committed to strengthening our sustainability performance through continuous improvement, innovation and responsible operations. While this report reflects our 2024 performance data, we have progressed further and today offer certified Green Cement and Green Concrete solutions, including Singapore Green Label-certified NS Optimocrete and NS Optimocast (PLC 52.5N)—making CIMA the first in Malaysia to deliver green cement with equivalent strength and performance to OPC 52.5N, alongside our established NS Ecocrete LH. Through our ready mix concrete arm, UPC, and supported by our Waste Heat Recovery systems, we provide practical, lower carbon solutions that enhance energy efficiency and reduce emissions.

Equally important is our responsibility to our people and communities. Safety, health and well being are non negotiable priorities at CIMA, underpinned by continuous capability development, robust management systems and a people first culture. We remain committed to developing local talent, fostering inclusive workplaces and contributing positively to the communities where we operate. Strong governance is equally fundamental to how we conduct our business, supported by enhancing policies, controls and ethical standards to ensure accountability, regulatory compliance and responsible decision making amid increasing sustainability related risks and complexity.

“By putting people first and strengthening governance, CIMA safeguards long term resilience while supporting Malaysia's sustainable and inclusive growth”

Looking ahead, CIMA recognises that sustainability is an ongoing journey that requires innovation, resilience and collective action. We remain focused on strengthening our business, aligning our strategy with national sustainability and energy transition aspirations, and creating long term value responsibly.

We thank our stakeholders for their continued trust and support as we work together to build responsibly—advancing Malaysia's growth today while safeguarding the future for generations to come.



NSCI Bukit Ketri Plant

VISION

Transforming the nation with innovative, sustainable solutions that build beyond structures. We build hope and inspire a better tomorrow.

MISSION

- We advance innovation to deliver sustainable building material solutions;
- We care deeply for the people, uplift communities and safeguard the environment;
- We cultivate strong, lasting relationships with our stakeholders.

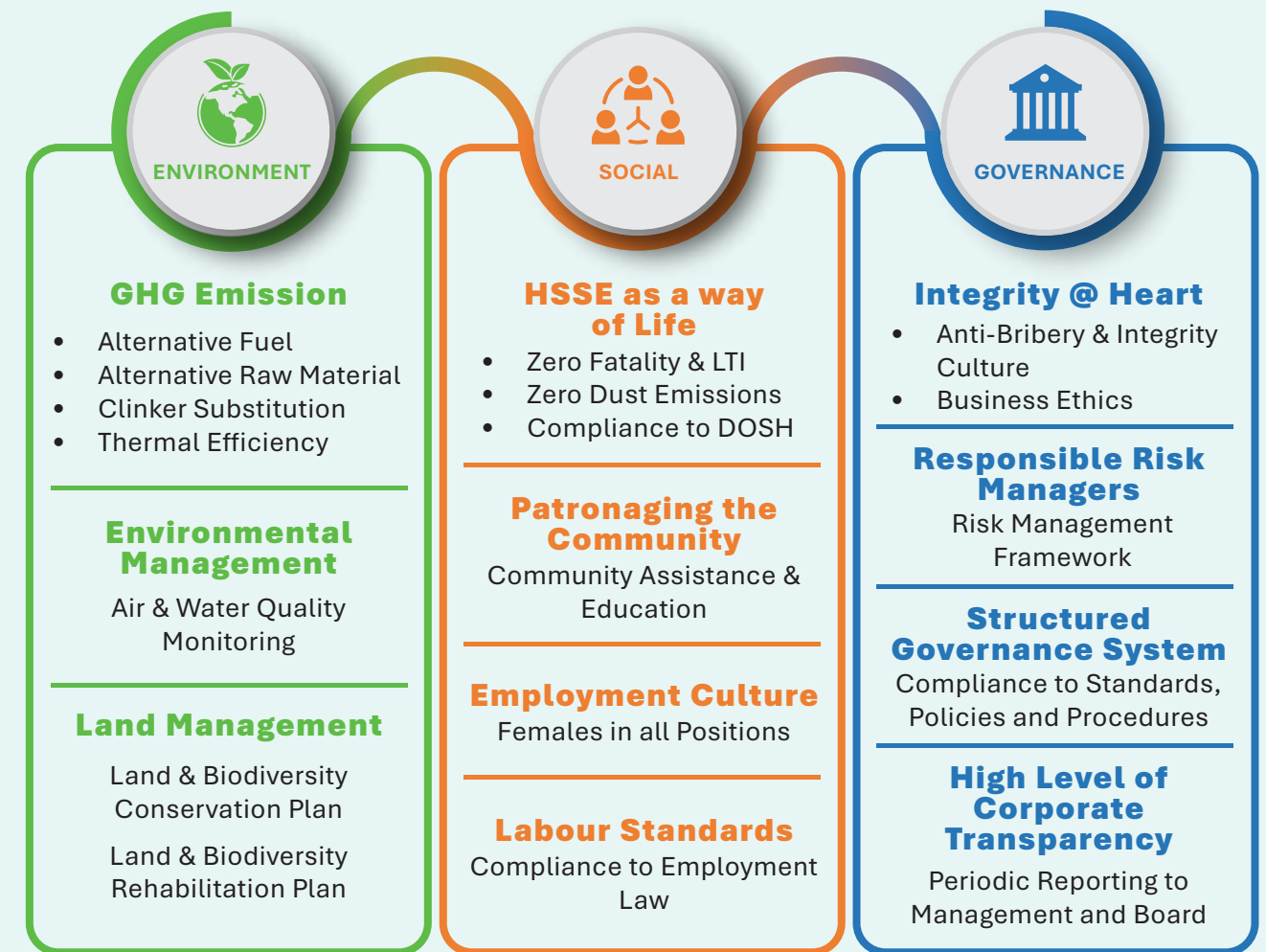
OUR CORE VALUES

At CIMA, our core values underpin our culture and guide how we create long-term value. We conduct our business responsibly, uphold high ethical standards, embrace change, and continuously improve to deliver sustainable outcomes for our stakeholders and the communities we serve.



CIMA SUSTAINABILITY FRAMEWORK

CIMA's sustainability strategy is underpinned by three key sustainability focus areas that guide our approach across our operations. It enables us to focus on material issues that are most relevant to our stakeholders and align our initiatives with our sustainability goals.



ALIGNMENTS TO UN SDGs



KEY STAKEHOLDER GROUPS



CIMA's CONTRIBUTION TOWARDS SUSTAINABLE FUTURE

At CIMA, we recognize the importance of combining sound financial performance with a commitment to environmental stewardship, social responsibility and good governance. We are committed to and invested in sustainability because it is a win for everyone – for our business, employees, customers, stakeholders, communities and the planet.

Environmental, social and governance (ESG) principles are embodied in our core values and integrated in our day-to day operations guided by our sustainability pillars.

Sustainable Development Goals

SDG 10.3

Target: Ensure equal opportunities and end discrimination.

- Recorded an average of 24 and 33 training hours for male and female employees respectively.
- Reported zero incidents of non-compliance with labour standards, as well as no complaints related to human rights violations or discrimination.

SDG 11.2, 11.6, 11.7

Target: Provide sustainable transport, reduce cities' environmental impact, and ensure universal access to safe and inclusive public and green spaces.

- Regularly monitor air quality, water quality and noise levels at all operating plants.
- Supported the ECRL, a rail infrastructure project that improves regional connectivity between the East and West Coasts of Peninsular Malaysia.

SDG 12.5

Target: Substantially reduce waste generation through prevention, reduction, recycling and reuse.

- Conducted recycling and 3R (Reduce, Reuse, Recycle) awareness programmes at the Bahau and Perlis Plants.
- Diverted a total of 108,546 tonnes of waste from landfill.

SDG 13.2

Target: Integrate climate change measures into national policies, strategies and planning.

- Disclosed Scope 1 and 2 GHG emissions as part of our environmental transparency efforts
- Initiated climate-related disclosures, outlining relevant risks and our approach to managing them



SDG 16.5

Target: Substantially reduce corruption and bribery in all their forms.

- Maintained adherence to updated policies through regular reviews, aligning with current regulations and industry practices.
- Recorded zero substantiated cases of bribery, corruption or whistleblowing.

SDG 3.8

Target: Achieve universal health coverage.

- Provided healthcare and insurance coverage as part of our employee benefits package.

SDG 5.5

Target: Ensure women's participation and equal opportunities for leadership.

- Women accounted for 60% of Top Management roles.

SDG 6.1

Target: Achieve universal and equitable access to safe and affordable drinking water.

- Supported the Bertam Phase 2 Water Treatment Plant project in Malacca, enabling the supply of 120 megalitres per day ("MLD") of treated water.

SDG 7.3

Target: Double the global rate of improvement in energy efficiency.

- 330 tCO2e of Scope 2 GHG emissions avoided from WHR system at Bahau Plant.

SDG 8.8

Target: Protect labour rights and promote safe working environments.

- Implemented the Emergency Response Plan ("ERP") to enhance workforce safety and protection and planned implementation of the Health, Safety, and Environment ("HSE") Management System as part of HSE digitalization initiatives.
- Provided health and safety training to 627 employees, delivering a total of 5,813 training hours.

SDG 9.4

Target: Infrastructure with increased efficiency and clean technology.

- Installed a WHR System at the Bahau Plant, reducing energy consumption and improving production efficiency

Sustainability Governance Structure

The Group recognises the importance of a robust governance framework to uphold transparency, accountability and effective risk management. Our three-tier Sustainability Governance Structure consists of the Board of Directors (“the Board”), the Leadership Sustainability Committee (“LSC”) and the Programme Management Office (“PMO”). This structure delineates clear roles and responsibilities, provides strategic oversight of the Group’s sustainability agenda and facilitates the systematic implementation of sustainability-related initiatives.



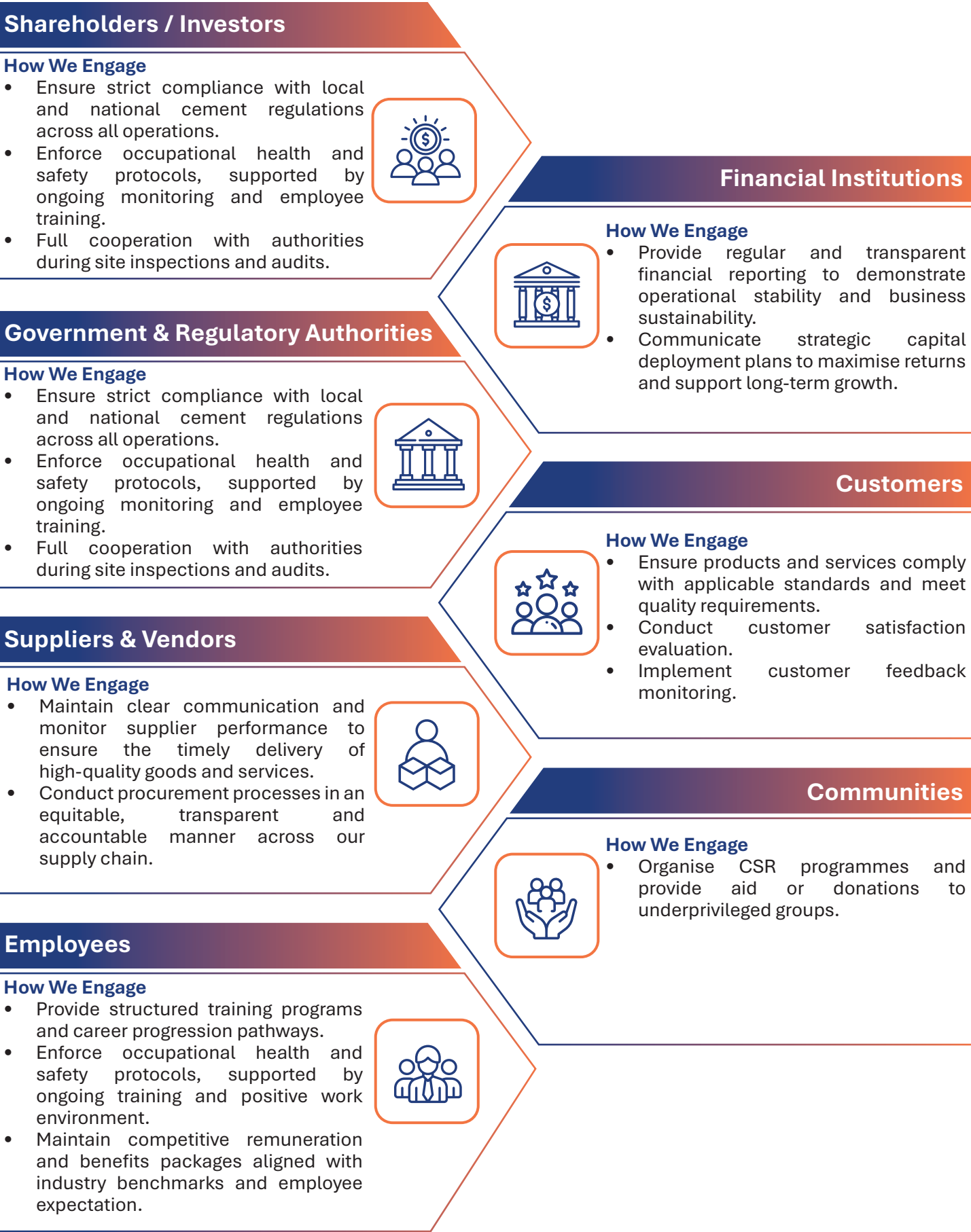
Roles & Responsibilities of LSC

- Advise and recommend sustainability strategies and related policies to the Board for adoption and implementation.
- Oversee the implementation of processes, standards, measures and actions in achieving the Group’s sustainability milestones and goals.
- Track the adequacy of resources allocated to ensure alignment with sustainability strategies, targets, policies and roadmaps.
- Monitor the overall management of stakeholder engagement and its outcomes, including the establishment of mechanisms for sustainability-related grievances.
- Assist the Board in keeping abreast of and understanding sustainability issues relevant to the Group and our business, including climate-related risks and opportunities.
- Assess, review and recommend the Group’s annual Sustainability Report to the Board for approval.



Engaging with Our Stakeholders

Feedback from our valued stakeholders has been instrumental in CIMA’s business growth. Incorporating their expectations enables us to align our business goals with evolving priorities.



ASSESSING FOR OUR SUSTAINABILITY FOCUS

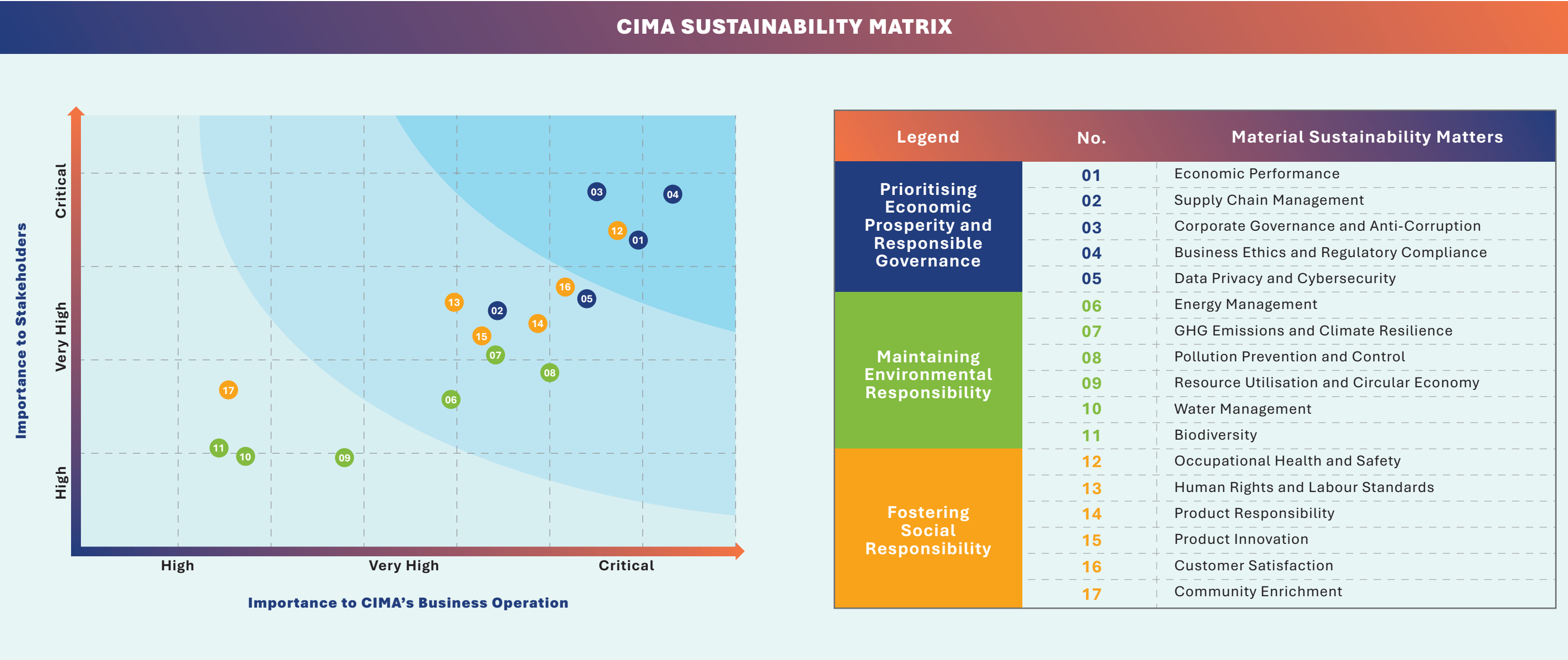
CIMA conducted our first materiality assessment in FY2024 to identify and evaluate sustainability matters that may materially influence our performance, long-term prospects and stakeholders. The assessment provided clearer insight into how these matters intersect with CIMA’s strategic priorities and operations, supporting alignment with business needs and long-term value creation.

The assessment was undertaken using a structured methodology, encompassing the identification of relevant sustainability matters in line with reporting requirements and industry practices, prioritisation based on business and stakeholder impact and consolidation into a materiality matrix. While the Sustainability Framework outlines CIMA’s overarching sustainability focus areas, the materiality matrix presents a more granular prioritisation of material matters to guide disclosures, management focus and performance monitoring.

We will review and update this assessment periodically to ensure it remains relevant and aligned with our business operations and evolving stakeholder expectations.

Visualising the Material Sustainability Priorities

Seventeen material matters were identified, assessed for their significance and mapped onto a materiality matrix to illustrate their relevance to both our operations and stakeholders. Our top five priority matters identified are Business Ethics and Regulatory Compliance, Corporate Governance and Anti-corruption, Occupational Health and Safety, Economic Performance and Data Privacy and Cybersecurity.



PRIORITISING ECONOMIC PROSPERITY AND RESPONSIBLE GOVERNANCE

Robust governance underpins CIMA’s operations and supports our commitment to conducting business ethically and maintaining the trust of our stakeholders. It promotes resource efficiency, operational discipline and accountability across the organisation. We foster a culture of integrity and compliance by adopting relevant industry practices and adhering to applicable regulatory requirements.

Materiality Sustainability Matters

- Economic Performance
 - Supply Chain Management
 - Corporate Governance & Anti-Corruption
- Business Ethics & Regulatory Compliance
 - Data Privacy & Cybersecurity

Key Stakeholders Groups



Alignment to UN’s SDG



Economic Performance

Strong economic performance is essential for CIMA to maintain operational resilience, strengthen supply reliability and support the development of key sectors that depend on our products. We enhance our financial performance through disciplined cost management, ongoing process improvements and strategic investments that improve productivity, efficiency and long-term competitiveness.

The Group recorded revenue of RM1.59 billion in FY2024, reflecting steady demand and the effectiveness of our cost optimisation initiatives.

Economic Value Generated RM1.59 billion	Payment to Government RM36.9 million Community Investment RM672 thousand	Economic Value Retained RM705 million
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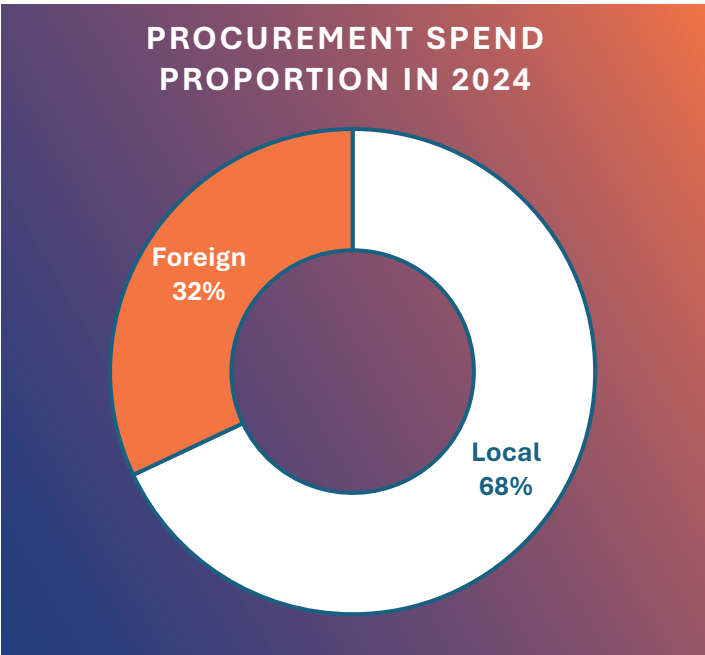
Supply Chain Management

CIMA supports the local economy by prioritising business opportunities with local suppliers and vendors. We engage foreign suppliers only when specific materials are unavailable or not viable domestically.

Vendor Management Procedure

Our supply chain management approach is guided by a structured and transparent procurement framework established under the Procurement Policy and Procedure. The Policy ensures fairness, competitiveness and responsible sourcing, while clearly outlining the standards expected of all vendors engaging with CIMA. It also serves as a key reference for vendors, the procurement team and other stakeholders, supporting consistent and accountable procurement practices across the Group.

Prospective suppliers undergo a formal registration and evaluation process, during which their eligibility, capabilities and compliance are assessed. The process incorporates mandatory documentation, form submissions and a structured scoring mechanism designed to safeguard procurement integrity.



CIMA’s Corporate Policies & Statements

Code of Ethics	Anti-Corruption Policy Statement
Whistle-Blower Policy and Procedure	Code of Conduct for Business Partners
Anti-Bribery and Anti-Corruption (ABAC) Guide	CIMA Group Compliance Framework

Corporate Governance & Anti-Corruption

As a key player in Malaysia’s cement and building materials industry, CIMA upholds robust corporate governance and anti-corruption practices as the foundation of responsible business conduct. Principles of integrity, transparency and accountability guide our decisions and operations, supporting stakeholder confidence and long-term business resilience.

The Group maintains consistent governance across our operations through a comprehensive suite of corporate policies. These policies undergo periodic review to ensure continued adherence to ethical business practices and compliance with prevailing regulatory standards.



Anti-Corruption

CIMA upholds a strict zero-tolerance approach to all forms of bribery and corruption. To reinforce this commitment, the Group has established an Anti-Corruption Policy Statement, supported by the Anti-Bribery and Anti-Corruption (ABAC) guide, Code of Conduct for Business Partners and Code of Ethics. These frameworks collectively strengthen our governance practices and support compliance with the Malaysian Anti-Corruption Commission (“MACC”) Act 2009 and other applicable anti-bribery laws.

To enhance awareness and further reinforce the culture of integrity, compliance and anti-corruption practices, we implemented the following initiatives.



Established the Anti-Corruption Policy Statement



Conducted an Integrity Roadshow at Bukit Ketri Plant



Organised Integrity Induction session for all new hires



MACC (Amendment) Act 2018 Briefing for Senior Management



Installed Integrity-related posters & visual reminders for all employees



Implemented competency development for IGU.



100% of employees received anti-corruption training in FY2024

Corruption Risk Assessment

CIMA has conducted Corruption Risk Assessments (“CRAs”) across key functional areas since 2020, supported by regular reviews and monitoring activities. We carry out these assessments in accordance with CIMA’s Group Risk Management Framework. In line with the Group’s roadmap to achieve ISO 37001 ABMS certification in 2025, the CRA scope was expanded to include all departments and business functions. Following the successful attainment of the ISO 37001 ABMS certification, the CRA will be reviewed annually to support continued compliance with the standard’s requirements.

FY2024	Total number of operations assessed for anti-corruption risk	Total number of operations across the Group	Percentage of operations assessed for anti-corruption risk
	51	51	*100%

Note: *Anti-corruption risk assessment completed in January 2025.



The Integrity Roadshow was conducted at CIMA’s Bukit Ketri Plant on 5 June 2024 to reinforce awareness on integrity and ethical values among employees.

Business Ethics and Regulatory Compliance

We maintain a strong culture of integrity and responsible business behaviour across the organisation, ensuring that ethical expectations apply to the Board, employees and relevant stakeholder. Ethics and integrity-related policies, including the Code of Conduct and the Code of Ethics, are communicated through multiple channels to ensure broad accessibility and understanding.

Physical Session

- Integrity talks
- Induction session
- Safety briefings
- Training
- Roadshows



Digital Platform

- Email circulation
- Corporate website
- Corporate intranet
- Social media platforms



Physical Media

- Posters
- Notice board materials
- Banners and bunting



ZERO number of whistleblowing incidents in FY2024

Regulatory Compliance

CIMA complies with applicable laws, environmental regulations and industry requirements. To support continued compliance, we regularly review and update our internal policies to reflect relevant legal and regulatory developments.

Key Laws & Regulations	- Companies Act 2016 - Competition Act 2010 - Competition Commission Act 2010 - MACC Act 2009 - Environmental Quality Act 1974 - Clean Air Regulations 2014	- Occupational Safety and Health Act (“OSHA”) 1994 - Factories & Machinery Act 1967 - Employment Act 1955 - Minimum Wages Order - CIDB Act 1994 - Income Tax Act 1967

Data Privacy and Cybersecurity

CIMA maintains a data protection and cybersecurity framework to safeguard the confidentiality, integrity, and availability of corporate, employee, and customer information. This framework comprises policies, procedures, and control principles guiding information security, cyber risk management, incident handling, and business continuity.

In FY2024, CIMA sustained baseline security and data protection controls across its IT environment. Group ICT & Digital, together with Governance, Risk & Audit (“GRA”), reviewed cybersecurity governance and risk management to ensure alignment with regulatory requirements and industry standards, including obligations under Malaysia’s Cybersecurity Act.

Key Policies

- IT Security Policy
- IT Operations Policy
- IT General Policy
- Cybersecurity Breach & Response Procedure
- Malware & Threat Protection & Prevention Procedure
- IT Disaster Recovery Plan (DRP)

For FY2025, CIMA plans to refresh and formally implement IT security and data protection policies, launch cybersecurity awareness and training programmes for employees, enhance monitoring and alerting for critical IT systems, and strengthen incident response and recovery protocols with continuous testing of backup processes. An annual review by ICT & Digital and GRA will ensure policies remain effective and aligned with evolving regulatory requirements.

MAINTAINING ENVIRONMENTAL RESPONSIBILITY

CIMA aims to achieve net-zero carbon emissions by 2050 and implements environmental initiatives that optimise energy use, manage water consumption and reduce GHG emissions while strengthening climate resilience. Additional measures to minimise environmental impact include preventing and controlling pollution, promoting resource efficiency through circular economy principles and safeguarding biodiversity.

Materiality Sustainability Matters

- Energy Management
 - GHG Emissions and Climate Resilience
 - Pollution Prevention and Control
- Resource Utilisation and Circular Economy
 - Water Management
 - Biodiversity

Key Stakeholders Groups



Alignment to UN's SDG



Environmental Performance

Scope 1 GHG Emissions Intensity 705 kgCO2 per tonne cementitious	Water Consumption 1,212 megalitre WHR Net Power Saved 427 MWh	187,009 metric tonne Waste Diverted from Landfill
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Energy Management, GHG Emissions and Climate Resilience

CIMA's Journey Towards Achieving Net Zero Carbon by 2050

CIMA is committed to advancing Malaysia's National Energy Transition Roadmap ("NETR") by continuously pushing the boundaries of innovation and operational excellence. Our journey began more than a decade ago, guided by three core priority areas: sustainable production, the development of greener products and technologies and strict adherence to environmental compliance.

Focus Area	Initiatives
Sustainable Production	• Utilisation of various waste materials (e.g. rice husk, fly ash, palm kernel shell, empty fruit bunch, carbon granule, rubber) as alternative fuel since 2014. • Use of alternative raw material (SW421 and SW207 sludge and mud cake) to reduce waste directed to landfill. • Installation of WHR to improve energy efficiency.
Development of Greener Products and Technologies	• Advance product innovation and manufacturing process to deliver greener cement and high-performance, sustainable concrete. • Progressively reduce the clinker-to-cement factor to produce low-carbon cement products (NS OptimoCrete and NS OptimoCast).
Environmental Compliance	• Utilisation of various waste materials (e.g. rice husk, fly ash, palm kernel shell, empty fruit bunch, carbon granule, rubber) as alternative fuel since 2014. • Use of alternative raw material (SW421 and SW207 sludge and mud cake) to reduce waste directed to landfill. • Installation of WHR to improve energy efficiency.

Metrics and Targets

We disclose the following climate-related metrics, which are integral to our business operations, to evaluate and monitor climate-related risks and opportunities. Our GHG emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.

Metrics	Units	Descriptions
GHG Emissions	tCO2e	Quantifies Scope 1 and 2 GHG emissions
Energy Usage	GJ	Tracks total fuel and electricity consumption
Waste	MT	Measures total amount of waste generated
Water Usage	ML	Measures total water consumption

Utilising Alternative Sources for Cement Manufacturing

CIMA incorporates alternative raw materials (“ARMs”) into the cement manufacturing process to reduce clinker dependency and support circular economy practices. The use of ARMs also contributes to lowering emissions per tonne of cement produced.

To strengthen waste-management practices across our operations, the Group aims to increase the use of alternative fuels, such as biomass and selected industrial by-products, for kiln operations. We also intend to expand the application of ARMs, including SW421 and SW207 sludge and mud cake, within our production process.

In addition, the integration of supplementary cementitious materials (“SCMs”), such as fly ash and GGBS, enables clinker-factor reduction in cement products.



WHR System at the Bahau Plant



CIMA introduced a WHR system at the Bahau Plant to recover heat from the production process, which help reduce overall energy consumption and carbon emissions. The system captures excess heat generated during the clinker production process, particularly from the preheater and clinker cooler exhaust gases. It converts the recovered heat into electricity, thereby reducing the plant’s energy demand and contributing to a reduction in carbon emissions.

Recovered heat is channelled through a heat exchanger and boiler system to produce steam, which drives a turbine to generate electricity. The power generated is supplied directly to the plant’s operational load. The WHR system has a total installed capacity of 16 MW.

Low-Carbon Cement Products

CIMA is committed to reducing its environmental footprint by increasing clinker substitution through the greater use of supplementary cementitious materials (SCMs).

A key milestone in this effort was the successful development of Malaysia’s first Portland Limestone Cement (PLC) with a 52.5 N strength class and lower clinker-to-cement ratio. This innovation demonstrates CIMA’s technical capability in producing high-performance, lower-carbon cement solutions. These advancements are embedded in our low-carbon product offerings, NS OptimoCrete and NS OptimoCast, which support our long-term strategy to deliver more sustainable and environmentally responsible cement products.



Reduction of Fossil Fuel Usage



CIMA strives to achieve the net-zero aspiration through reducing reliance on fossil fuels by systematically transitioning its operations towards lower-carbon energy sources and cleaner technologies.

This is supported by the deployment of electric forklifts to replace conventional diesel-powered forklift. In addition, CIMA has also accelerated the adoption of alternative fuels (AF) to substitute fossil fuels in its manufacturing processes, including recycled oil such as Super Light Fuel Oil (SLFO), Empty Fruit Bunch (EFB) pallets, rubber-derived fuels, and tyre-based fuels. These initiatives not only lower greenhouse gas emissions but also support circular economy practices.

Energy Management

Effective energy management remains central to CIMA’s business operations. We continue to optimise energy use across our facilities while advancing the adoption of renewable and low-carbon solutions to minimise environmental impact and enhance operational efficiency.

Total Energy Consumption

Our energy consumption primarily stems from fuel utilisation in the production of cement, followed by electricity usage. Acknowledging our heavy reliance on non-renewable sources, we seek to reduce this dependency and increase CIMA’s usage of alternative fuel sources. During the reporting year, our total energy consumption amounted to 17.7 million GJ. Of this total, 78% was attributed to the usage of coal across our operations.

Energy	FY2024 (in million)
Energy Consumption (GJ)	17.7
Energy Consumption (MWh)	4.90

Fuel Consumption

CIMA’s fuel consumption includes diesel for company-owned vehicles and fuels for cement production, such as coal, waste-derived fuels including super light fuel oil (“SLFO”) and light fuel oil (“LFO”), as well as alternative fuels such as rubber tyres and biomass waste. The total consumption in FY2024 amounted to 0.62 million tonnes.

Fuel Consumption (Tonnes)	FY2024 (in million)
Bahau Plant	0.47
Bukit Ketri Plant	0.15

Electricity Consumption

Throughout the reporting year, our total electricity consumption reached 459 million kWh, primarily from purchased grid-supplied electricity. The WHR system at NSCI Bahau Plant contributed to net savings of 0.43 million kWh.

Electricity Consumption (kWh)	FY2024 (in million)
Purchased Electricity	459
WHR Net Power Saved	0.43

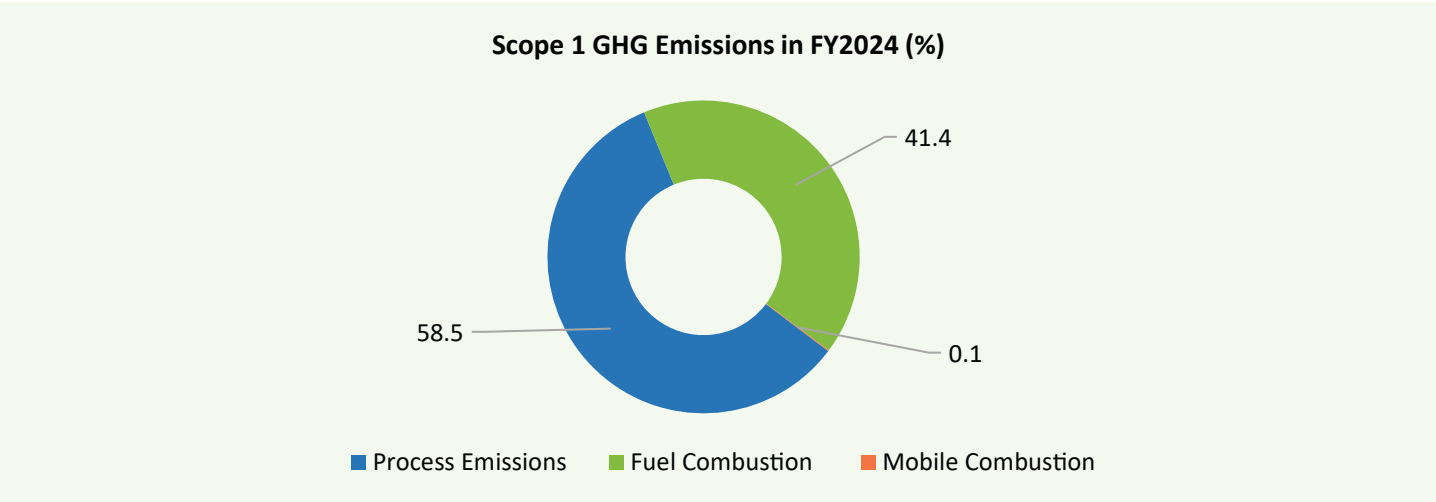
GHG Emissions and Climate Resilience

CIMA recognises that we operate in an environment of increasing scrutiny and accelerating climate risks. As such, our ongoing environmental initiatives support our efforts to decrease our reliance on fossil fuels and promote energy conservation across our operations.

As a key player in the cement industry, one of the most energy- and carbon-intensive industrial sectors, we acknowledge our responsibility to minimise our environmental impact while strengthening the resilience of our operations. To this end, we continue our environmental initiatives aimed at reducing our reliance on fossil fuels, enhancing energy efficiency and lowering the carbon footprint of our products. CIMA’s environmental initiatives, including the use of alternative fuel, the incorporation of alternative raw materials and the introduction of greener products and solutions, are designed to reduce our GHG emissions across our operations.

Scope 1 GHG Emissions

FY2024, the Group’s Scope 1 GHG emissions intensity was 705 kgCO₂ per tonne of cementitious product, primarily arising from calcination process and fuel combustion.



Note:

1. Process emissions and fuel combustion emission factors were sourced from the Intergovernmental Panel on Climate Change (“IPCC”) 2006 Guidelines for National Greenhouse Gas Inventories.

2. Mobile combustion emission factors were sourced from UK Government’s GHG Conversion Factor 2024.

Scope 2 GHG Emissions

The Group’s Scope 2 GHG emissions were mainly attributable to purchased electricity from the national electricity grid, with the cement division accounting for 99.75% of total emissions. Additionally, CIMA avoided 330 tCO₂e of emissions through the implementation of WHR at the Bahau Plant.

Scope 2 GHG Emissions (tCO ₂ e)	FY2024
Scope 2 GHG Emissions Generation	355,567
Scope 2 GHG Emissions Avoidance	*330

Note:

*WHR at the Bahau Plant fully commissioned in September 2024

Resource Utilisation and Circular Economy

CIMA promotes environmentally responsible and efficient operations by reducing waste generation, improving resource efficiency and ensuring proper management of by-products. Through waste segregation, material recovery and appropriate disposal practices, the Group supports responsible waste management and contributes to circular economy principles.

Across our operations, the main waste categories comprise scheduled waste and domestic or industrial waste. Scheduled waste is managed in accordance with the Environmental Quality (Scheduled Wastes) Regulations 2005, with disposal undertaken by DOE-approved contractors. Our plants have also received written approval from the DOE to utilise selected scheduled waste types as raw materials in the production process. Domestic and industrial waste is disposed of by licensed contractors, while recycling activities are conducted during plant programmes such as Environment Day and HSE Week.

To promote responsible waste practices, both NSCI Bahau and Bukit Ketri organised recycling and 3R (Reduce, Reuse, Recycle) awareness activities in FY2024. The plants also introduced a Bring Your Own Container initiative during HSE Week 2024 to encourage employees to use reusable food containers and reduce reliance on single-use plastics.

In FY2024, the Group diverted a total of **187,009 tonnes** of waste from landfill, comprising **108,575 tonnes** of purchased pulverised fly ash, chemical gypsum, GGBS and silica fume utilised in our cement and ready-mix concrete production, as well as **35 tonnes** of internal operational waste.

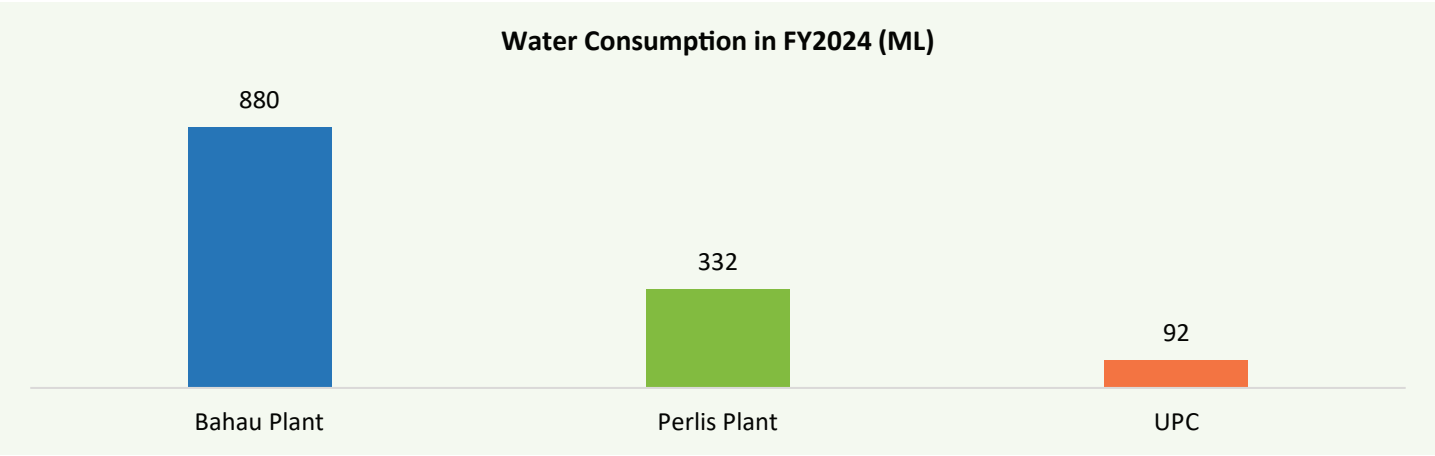


Circular Economy



Water Management

CIMA manages water consumption through efficiency measures and good housekeeping practices, in compliance with applicable water management regulations. In addition, Total water consumption across our administrative operations in FY2024 amounted to 1,303 ML, of which 68% was utilised by the Bahau Plant, 25% by the Bukit Ketri Plant and 7% by UPC.



Note:

Water consumption data for corporate office is not available, as utility charges are included in the building rental with no separate usage data

FOSTERING SOCIAL RESPONSIBILITY

CIMA recognises the importance of our people and the communities in which we operate. Our learning and development initiatives support workforce capability, while our educational and community assistance programmes contribute to local well-being.

Materiality Sustainability Matters

- Occupational Health & Safety
 - Human Rights & Labour Standards
 - Product Responsibility
- Product Innovation
 - Customer Satisfaction
 - Community Enrichment

Key Stakeholders Groups



Government & Regulatory Authorities



Customers



Communities



Employees

Alignment to UN's SDG



Key Indices

Lost Time Injury Rate
("LTIR")

0.78x

from 6.4 million
working hours

ZERO

Number of fatalities due
to work-related injuries

RM1.20million

Total Amount Invested for
Employee Development

Total Training Provided
to Employees

17,334

hours

Proportion of Local
Employment

100%

5,160

people benefits from our
community engagement
programs

Occupational Health & Safety

CIMA places health and safety as a core operational responsibility and extends this commitment to employees, contractors and relevant stakeholders involved in our business activities. We adopt a preventative approach through our HSE Management System, supported by SOPs that we develop with reference to OSHA 1994, ISO 45001 guidelines and relevant industry practices. This framework supports workforce protection and helps us maintain a safe and resilient working environment.

We have established a Safety and Health Committee ("SHC") and an Environmental Performance Monitoring Committee ("EPMC") to enhance communication and support continuous improvements. The SHC convenes quarterly to review performance, monitors action plans and assess the financial, human or organisational resources required.

Health & Safety Policy

CIMA reinforces its commitment to safety through our Health and Safety Policy, which provides a structured framework to ensure a safe and healthy working environment within our operations. The policy and its related SOPs are regularly communicated through various channels such as safety inductions, toolbox briefings, bulletin boards and the internal portal.

Emergency Response Plan

CIMA has implemented an Emergency Response Plan ("ERP") that outlines the responsibilities, response actions and communication protocols for all parties within the organisation during operational hazards, including fires, equipment failures and potential safety incidents.



Health Safety Training

To enhance employee awareness and capability, CIMA conducts regular training sessions tailored to both general safety awareness and role-specific requirements. The training department identifies training requirements based on operational needs and job roles. In FY2024, training modules were focused on raising safety awareness and building job-related competencies across our operational plants.

Health & Safety Training Programmes in 2024

A total of
5,183
training
hours

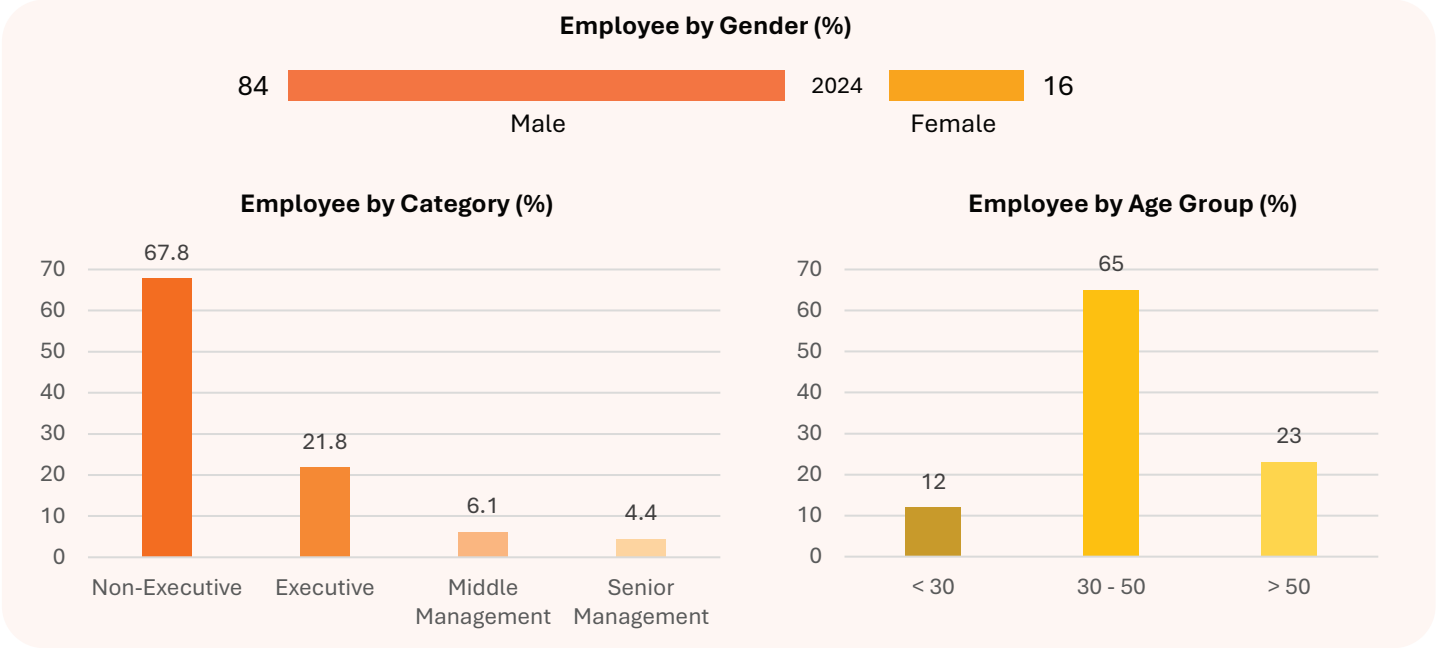
related to Health &
Safety was provided
throughout 2024

- ▶ Authorisd Entrance & Standby Person ("AESP-R")
- ▶ AESP-R for Confined Space
- ▶ Basic Occupational First Aid ("BOFA") Training including CPR and AED use
- ▶ Basic Lifting Training for Supervisors
- ▶ Chemical & Hazardous Material Handling, Storage & Disposal
- ▶ Introduction to Fire Protection System
- ▶ Latihan Asas Keselamatan Kebakaran
- ▶ Industrial Noise & Hearing Conservation Awareness Sessions

Human Rights and Labour Standards

Workforce Diversity and Inclusion

CIMA is committed to fostering a fair and inclusive workplace through structured policies and initiatives that promote equal opportunities and safeguard employees from discrimination. We strive to create an environment where all employees are treated with respect and supported in contributing to the organisation’s success.



Employment Benefits

Our benefits package offers diverse paid leave entitlements, medical coverage and retirement provisions. We aim to create a supportive environment that enables employees to grow personally and professionally.

Insurance such as Group Personal Accident, Term Life Insurance, and Medical Insurance

Medical coverage such as group hospitalisation, outpatient treatment, optical and dental benefits

Leave such as maternity, paternity, annual, medical, marriage and examination

Appreciation and recognition, including long service awards

Flexi Hours

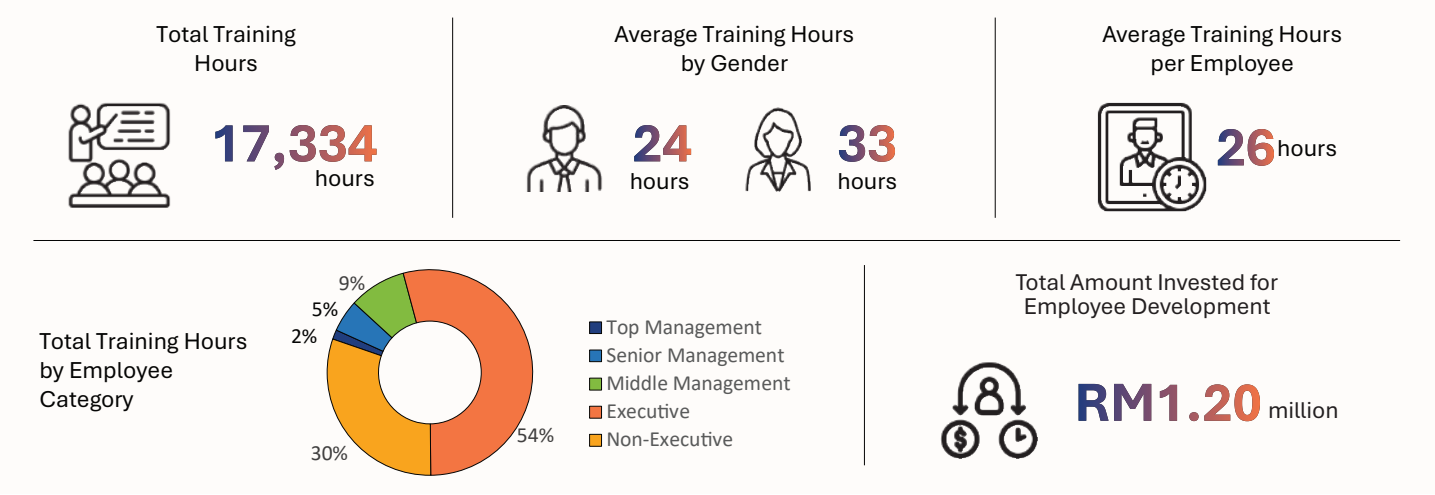
Retirement provision and performance bonuses

In FY2024, 58 employees utilised parental leave. The following table outlines return-to-work rates and 12-month retention outcomes for employees who took parental leave during the year.

FY2024 Parental Leave		
Number of employees who took parental leave	48	10
Number of employees who returned to work after parental leave	48	9
Number of employees who returned to work and remained in employment for 12 months after returning	48	9

Employee Development

CIMA places strong emphasis on employee growth and development, recognising that continuous professional development supports workforce capacity building. Our training approach is guided by a formal Training Needs Analysis (“TNA”) across all operations, identifying competency gaps to inform individual and department-level development plans. In FY2024, CIMA offered a range of in-house and external training programmes focused on leadership development, technical upskilling, digital literacy, safety compliance and operational efficiency. These programmes were delivered through open enrolment, enabling participation across job locations and functions. A total of RM 1,199,844 was invested for employee development during the year.



Employee Engagement

CIMA recognises that employee satisfaction and engagement contribute to organisational performance and stability. We implement a range of initiatives to foster a positive and inclusive work environment, where employees feel supported and connected. Social gatherings, celebrations and sports and wellness activities are organised to promote camaraderie and strengthen workplace relationships.



A friendly badminton tournament organised among teams from Bahau, Bukit Ketri and Central regions.



In conjunction with Hari Raya Aidilfitri, a celebration was organised to promote unity, strengthen workplace relationships and embrace cultural diversity.

Celebrations
Chinese New Year
Aidilfitri Open House
CIMA Merdeka Virtual Run
Deepavali Celebration
World Children’s Day
Sports and Wellness
Netball Championship
Bowling Tournament
Badminton Tournament
Hari Sukan Negara
Talent Attraction Programmes
Onboarding Session
CIMA Young Talent Programme



CIMA Family Day event brought together employees and their families to connect and enhance overall community spirit.

Product Responsibility

CIMA supports sustainable construction by providing high-quality, environmentally conscious products that meet applicable technical specifications and standards. We make key product information available to customers to facilitate informed purchasing decisions.

SIRIM Malaysia / Construction Research Institute of Malaysia (CREAM)

All of our cement and concrete products are certified either by SIRIM or CREAM, providing assurance to our customers and stakeholders that our products meet strict quality, performance, and safety standards.

CIDB Malaysia

Our cement and concrete products are certified under CIDB’s *Perakuan Pemuatan Standard (PPS)*, demonstrating compliance with the relevant Malaysian construction material standards for quality, safety and performance.

SIRIM Eco-Label

Our NS EcoCrete LH are SIRIM Eco-Labeling Scheme certified. Additionally, three of our concrete plants, namely Sungai Besi, Pulau Meranti, and Sendayan, have been certified as SIRIM Eco-Labeled Plants.

GreenLabel Singapore

Our NS Portland-Limestone Cement and NS EcoCrete LH have received the Green Label certification from the Singapore Environment Council for environmentally preferred cement products.

ISO 9001:2015



NSCI Bahau & Bukit Ketri

ISO 14001:2015



ISO 45001:2018

ISO 9001:2015



Unipati Concrete

Product Innovation

We continue to advance materials and manufacturing processes to improve product performance, durability and environmental outcomes. By progressively increasing clinker substitution with GGBS, PFA and limestone, the Group produces low-carbon cement and achieve a lower clinker-to-cement ratio.

In FY2024, 33% of our total cement production comprised low-carbon cement which reflects our ongoing efforts to lower carbon intensity while maintaining product quality and performance.



CIMA’s cement tanker proudly transporting NS OptimoCrete, Malaysia’s first Portland Limestone Cement (PLC) with a strength of 52.5

Customer Satisfaction

Product quality is instrumental for CIMA, as it directly impacts customer satisfaction. We maintain compliance with recognised quality standards, such as ISO 9001:2015 and ISO 14001:2015.

The Group is committed to delivering a positive and consistent customer experience across our operations. Customer satisfaction is actively monitored through structured feedback and direct engagement channels, allowing concerns to be identified in a timely manner. Feedback received from customers is reviewed promptly and necessary improvements are implemented to address gaps and enhance overall experience.

In FY2024, 84% of customers rated 4 or 5 stars, reflecting satisfaction with product quality, pricing, on-time delivery, ordering process, and pre- and post-sales services.

Community Enrichment

CIMA’s community enrichment initiatives are led by the Corporate Affairs and Communications Department, with a focus on education, volunteerism and local outreach. In FY2024, the Group conducted various CSR programmes in Negeri Sembilan and Perlis, involving employees and benefiting more than 5,000 students and local community members.



Program Lonjakan SPM 2024



Be My Mentor (“BMM”) Programme



A member of **UEM** 