



MARKETPLACE

DOING GOOD BUSINESS



OBJECTIVE

The confidence and trust of our customers, suppliers, business partners, investors, bankers, governments and regulatory bodies are of paramount importance to the Group's continued success.



Our Sustainability Roadmap was formed with the valuable input of our stakeholders. In order for its implementation to be successful, a mutual understanding and support have to be nourished.



Shane Guha Thakurta
Investor Relations and Sustainability



HIGHLIGHTS

- Zero confirmed incidences of corruption and monetary losses arising from legal proceedings associated with charges of bribery or corruption across IJM Group
- The Property Division continued to be recognised as a top property developer in Malaysia and received three awards at the StarProperty Awards 2021
- The Property Division received High QCLASSIC Achievement Award at the CIDB QCLASSIC Award 2021 for Taman Austin Duta Phase 6 residential project
- The Industry Division produced its longest ever pretensioned spun high strength concrete piles with a joint length of 90 metres and diameter of 1,000 mm, exceeding previous spun piles of 75 metres length
- IJM implemented a Strategic Innovation Plan to deliver greater value, create sustainable advantages and generate business growth for IJM Group
- The Construction Division introduced *MyIJM*, an in-house developed mobile application, a platform that eases construction updates from project sites
- The Industry Division's SMART IBS manufacturing plant at Bestari Jaya, Selangor commenced operations and has completed two industrial projects
- The Port Division has fully digitalised Kuantan Port's entry procedures by implementing an electronic gate system
- Zero substantiated complaints concerning breaches of customer privacy and zero cases of identified leaks, thefts, or loss of customer data



GRI STANDARDS SPECIFIC TOPICS

- GRI 201: Economic Performance 2016
- GRI 205: Anti-corruption 2016
- GRI 418: Customer Privacy 2016

SDGs



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With the sustainability agenda gaining prominence among our stakeholders, sustainable conduct and alignment to greater business purpose have become essential for us to be differentiated in the marketplace today. We are committed to upholding the values of responsible business practices and strengthen the trust in the IJM brand through our products and services.

GOOD GOVERNANCE AND

ETHICS (GRI 2-9, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27)

We are guided by the Malaysian Code on Corporate Governance (“MCCG”) and are committed to ensuring that our corporate strategy, risk management and business conduct are in line with the principles and best practices of ethical conduct. Our corporate governance framework and practices are elaborated in the Corporate Governance Overview Statement on pages 95 to 105 of the Annual Report. The Board ensures that IJM has the structure, strategy and capability to deliver long-term value to our stakeholders.

IJM’s Code of Conduct and Ethics for Employees, which prescribes the principles, rules, guidelines and ethical behaviour in the Group, is cascaded to all of our employees.

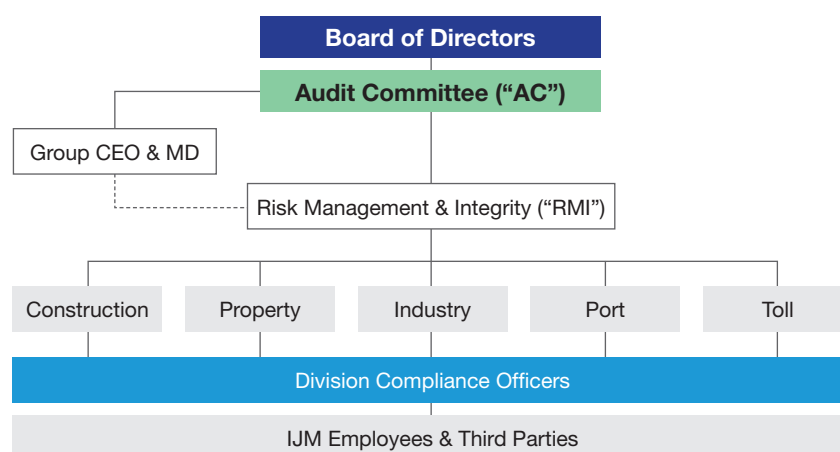
Anti-Bribery and Corruption

System (GRI 205-1, GRI 205-2, GRI 205-3)

IJM has zero-tolerance for all forms of bribery and corruption. We have 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.

The Group has a formal structure for the effective implementation and enforcement of ABCS programmes and measures to achieve a smooth dissemination and escalation process of ABCS-related matters throughout the Group.

ABCS Governance Structure



IJM employees are required to comply with our Anti-Bribery and Corruption Policy at all times. This policy covers various types and elements of bribery and corruption to ensure our interactions with government authorities, investors, suppliers, contractors and business partners are conducted by observing high ethical standards. Major investments, including mergers, acquisitions, joint ventures and projects, are reviewed for anti-bribery and corruption risks with appropriate due diligence conducted on the counterparty and owners of the counterparty, where relevant.

Third parties who perform work or services for or on behalf of IJM are also required to acknowledge conformity to the Code of Business Conduct for Third Parties as well as comply with all applicable laws and our ABCS manual.

We have procedures and internal controls in place to address corruption in all our operations through periodic verification and audit processes. For further information on our anti-bribery and corruption measures, please refer to page 117 of the Statement on Risk Management and Internal Control.



Port Division received the Silver Award at the Anugerah Integriti, Governans dan Anti Rasuah (“AIGA”) ceremony

The Group continues to promote a culture of integrity through awareness campaigns and regular communications. All employees are expected to read, familiarise and strictly comply with the Anti-Bribery and Corruption Policy when carrying out their duties. Every year, employees are required to attend a compulsory ABCS e-learning programme conducted internally.

As part of the Company's commitment to promote and uphold high ethical and integrity standards, all anti-bribery and corruption related policies are published on the Corporate website. In addition, the dedicated IJM intranet keeps employees updated with new information and disseminates training materials to guide them.

In FY2022, the Risk Management and Integrity Department ("RMI"), which is entrusted to oversee the implementation of ethics and integrity in the Group, carried out the below activities. 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 in FY2022.

ABCS Activities

Culture Building	Ongoing Awareness	Commitment and Compliance	Framework and Guidelines
<ul style="list-style-type: none"> New Employees Induction Programme 	<ul style="list-style-type: none"> ABCS E-Learning Modules for All Employees Periodic Awareness and Communication Board of Directors Training and Integrity Day 	<ul style="list-style-type: none"> Integrity Pledges Third-Party Due Diligence 	<ul style="list-style-type: none"> Review of ABCS Manual

ATTRACTING CAPITAL

Inaugural Sukuk with Sustainability Features

On 18 July 2022, Fairview Valley Sdn Bhd, a wholly-owned subsidiary of IJM, entered into a subscription agreement with CIMB for its proposed RM360 million nominal value Sukuk Murabahah to be issued under an Islamic Medium Term Notes Programme. The proceeds from the issuance will be utilised to refinance the existing borrowings that was used to fund the development of the Group's Menara Prudential.

The programme marks the first time IJM is integrating our sustainability performance with financing metrics as the sukuk incorporates sustainability-linked features with pre-agreed targets set for the building's energy and water efficiency performance and renewable energy composition. Profit rebates will be granted should Fairview Valley achieve these targets, thus lowering the overall cost of borrowing.

Re-inclusion into the Norwegian Pension Fund

On 15 June 2022, IJM was reincluded into Norway's Government Pension Fund Global's investable universe when the executive board of the fund's manager decided to revoke the exclusion of IJM after we exited from the oil palm sector in 2021. The Pension Fund, in 2014, placed IJM in its Exclusion List due to the risk of the Company being responsible for severe environmental damage through the conversion of tropical forest into oil palm plantation.



IJM Group inks RM360 million Sukuk Murabahah subscription with CIMB

MARKETPLACE: DOING GOOD BUSINESS

EXCELLENCE THROUGH QUALITY

We take pride in achieving “*Excellence through Quality*” and continue to improve the products and services we deliver. We are guided by our Quality Policy and Quality Management System framework to enhance our skills, processes and quality management system. All Divisions are certified with the ISO 9001:2015 Quality Management System (“QMS”), demonstrating our adherence to the relevant local and international benchmarks and standards.

We implement a systematic approach through our management systems and practice the Plan-Do-Check-Act approach in our work processes to attract and retain customers by optimising opportunities while improving results.

The Construction Division ensures the quality of its projects through a self-regulated assessment system, the IJM Quality and Standard Assessment System (“IQSAS”). IQSAS sets out the standards for various quality aspects, with assessments conducted during construction. All projects are assessed and scored based on four components for building works: structural works, architectural works, mechanical and electrical works, including compliance with IJM Quality System. The implementation and performance of this system is reviewed annually by our Quality Management Committee for continuous improvements.

Furthermore, to ensure the delivery of high-quality products to our customers and meet industry standards and best practices, developments by the Property Division are assessed and benchmarked against the Quality Assessment System in Construction (“QLASSIC”) scoring mechanism. QLASSIC is a system or method used to measure and evaluate the



workmanship quality of a building construction work based on Construction Industry Standard (CIS 7:2021).

All projects under the Property Division are required to achieve a minimum QLASSIC score of 80%. In FY2022, all projects assessed successfully scored above the minimum score, with six projects scoring 85% and above. During the financial year, the Division received the High QLASSIC Achievement Award at the CIDB QLASSIC Award 2021 for its Taman Austin Duta Phase 6, a project that achieved a score of 87%.

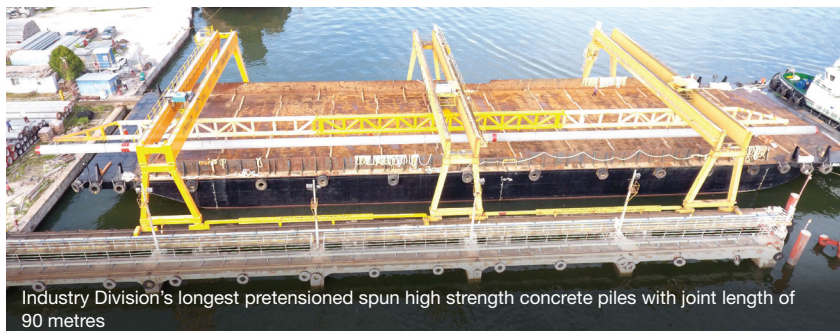
The Industry Division produced its longest ever pretensioned spun high strength concrete piles with a joint length of 90 metres and diameter of 1,000 mm, exceeding previous spun piles of 75 metres length. The piles were cast for a megaproject, the Batang Lupar bridge, Sebuyau, Sarawak. The bridge will be the

longest river-crossing bridge in Malaysia connecting Samarahan to Betong with a two-lane single carriageway. It is scheduled for completion in 2025.

Industry Division's products are certified with the following:

- MS 1314: Part 4:2004 Precast concrete piles
- SS EN 206:2014 Concrete
- MS EN 206:2016 and CIS 21:2018 Ready-mixed concrete
- JIS G 3137:2020 Small diameter steel bars for prestressed concrete
- MS 1138: Part 3:2007 Prestressing steel
- MS 1462 Metal scaffolding

Furthermore, the Division is also certified with the C60 Shoring system, BS 5975 Code of practice for temporary works procedures and the permissible stress design of falsework and BS EN 12812 Falsework.



MEETING OUR CUSTOMERS' NEEDS

We continue to engage with our customers to deliver the best of our services, in line with our core value of Customer Focus. All business divisions conduct surveys for insights on customer satisfaction to better understand their needs.

Customer Satisfaction Survey Results by Division					
	Construction	Property	Industry	Port	Toll
Target	80%	75%	80%	80%	85%
Actual performance	86%	74%	92%	91%	89%

All Divisions achieved above their target score, except for the Property Division. The Property Division's FY2022 customer satisfaction score was below its targeted 75%. The Division's Net Promoter Score ("NPS") also decreased to 14. In both instances, the below target scores were due to circumstances beyond their control; they were primarily due to mobility restrictions arising from the Government's Movement Control Orders ("MCO") during the pandemic. As a result, customers were unable to visit our showrooms and galleries, and engagements were restricted due to the standard operating procedures ("SOPs"). Furthermore, the MCOs hampered the progress of projects, delaying completion and handover dates.

Nonetheless, the Division persisted in taking steps to strengthen customer engagement and improve customer satisfaction by providing support to existing and prospective customers with virtual tours and online sales presentations. Regular customer-centric training was also conducted for continuous enhancement of customer service.

Keeping Our Road Conditions Safe

Several initiatives have been put in place to manage traffic congestions and ensure the safety of our road users. These include lane reconfigurations and installation of signages as well as road safety audits for all our highways. Mitigation measures have been identified and are currently underway.

BRANDING AND REPUTATION

Delivering Inspired Solutions is our brand promise to our stakeholders. For customers, we leverage on our decades of experience and know-how to provide solutions that are as inspiring as they are beneficial. We value the IJM brand and reputation as important key differentiators to stand out and seize new business opportunities and attract talent.

IJM Land's brand philosophy focuses on transcending customer satisfaction by creating value through brand loyalty and advocacy.

The primary brand drivers for IJM Land have always been innovation, timeless quality, excellent customer service and responsible sustainable practices.

Customers come first, and we place strong emphasis on ensuring our developments create value, are easily accessible, well-connected and come with convenient amenities. We are recognised for having delivered well in this regard, and won several awards and accolades in FY2022. Please refer to pages 10 to 11 of the Annual Report.



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StarProperty Awards 2021

Our Property Division was recognised for exceptional property developments among top-class developers. We won three awards at the StarProperty Awards 2021, namely:

- StarProperty All-Stars Award - IJM Land
- Excellence in The-Close-To-Home Award - Riana Dutamas, Kuala Lumpur
- Excellence in The Borneo Star Award - Bandar Utama, Sandakan



EMBRACING TECHNOLOGY IN OUR OPERATIONS

Accelerating Strategic Innovation and Digital Transformation

A 3-Year Roadmap encompassing the Strategic Innovation Pillars has been formulated, with clearly defined objectives to be delivered via a wide array of initiatives. These initiatives are strategically planned to leverage on the benefits and advantages of trending technologies. In FY2022, we implemented our Strategic Innovation Plan ("SIP") to deliver greater value, create sustainable advantages and generate business growth for the Group.

Key Pillars of the Strategic Innovation Plan

Pillar 1: Process Automation

- Achieve a synergistic human automated workplace by leveraging on technologies to improve productivity levels, minimise and eventually remove human error, enforce good practices of data control and governance, and foster organisational transparency

Pillar 2: Digital Insights and Analytics

- Establish a centralised data repository for access, as a common source of accurate and trusted data to empower informed decision-making, enable strategic risk mitigation, prepare predictive action plans, and create new innovative products and services

Pillar 3: Competitive Business Innovation

- Redefine IJM's business model to explore new avenues of growth, as well as to gain greater market share in existing businesses by elevating our value proposition, solidifying reputation, providing bespoke customer experience, and ensuring sustainable growth

Digitalising Our Business

Our Divisions are continuing to integrate digital solutions into their business operations.

The Construction Division introduced an in-house developed mobile application, *MyIJM*, a digital platform that eases construction updates from project sites by consolidating data on safety, inspection, site productivity, work log and defect management. The application enables data consolidation among various projects across different geographical sites in real-time, ensuring risks are attended to immediately while improving site operations and management.

The Property Division enhanced its Customer Relationship Management ("CRM") solutions for pre-sales by introducing a cloud-based CRM software, to facilitate a more efficient sales process, digital marketing and data analytics. In addition, the Division is developing an application to provide an all-in-one platform on post-sales project related information such as development progress, key-handover process and resident community updates.

In FY2022, the Property Division continued to engage its customers virtually and hosted a number of online activities. These included virtual sales launches for its development projects where sales were done online. A proprietary electronic system is also used to manage expressions of interest, unit selection and sales bookings for each new property to create a seamless buying experience for our customers. Aside from this, we continued to engage with prospective buyers through virtual tours of developments and show units for the launched projects.

The Industry Division's automation enhancement initiative saw the installation of a double feeding system and a pile vacuum lifting beam, and the launch of a digitalised production system at their Lumut and Kapar factories. As a result, this increased the Lumut factory's output to 35% from a target of 25%, and Kapar factory's output to 34%, exceeding its target of 20%. These efforts helped the Division reduce costs and foreign labour dependency.

The Toll Division digitalised the majority of its documentation tasks and has introduced a highway patrolling system, which utilises the Internet of Things ("IoT") platform. It provides real-time patrolling activities via high-precision Global Positioning System ("GPS") and perimeter surveillance. Meanwhile, the Port Division has launched the e-Gate platform to improve its automated traffic scheduling efficiency.

In addition to our in-house digitalisation efforts, IJM recently invested RM35 million for a 60% equity in Globalcomm Solutions Sdn Bhd ("GlobalComm"). Since its incorporation in 2005, GlobalComm has been involved in providing network architecture development, dedicated network services and telecommunication infrastructure solutions in Malaysia. The investment enables us to harness fully potential synergies within our existing property developments via improved network setups. It can also facilitate the development of customised solutions for our Toll Division's network for grid leasing and building smart highway capabilities.



Virtual tour of Property Division's Mezzo development at the Light City, Penang

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Working in the New Normal

Managing cybersecurity

With extended periods of work from home and the adoption of more digital collaboration tools as a business necessity in FY2022, we were focused in providing a secure and seamless employee experience across company computers and personal devices. This has been further intensified following global reports on the increase in cybersecurity risks at the beginning of 2022. We will continue to invest in a multi-layered cyber defence strategy with increased attention to education, and training our employees in identifying and mitigating online risks and to strengthen our people firewall. This year, a security posture assessment ("SPA") was conducted by the Information Systems Department that included a series of activities to raise awareness on potential phishing scams.

In FY2022, employees were required to complete mandatory cybersecurity training. For our efforts on managing cybersecurity risks, please refer to pages 121 and 122 of the Statement on Risk Management and Internal Control.

BUILDING BETTER AND SMARTER

IJM is constantly looking at new methods to promote efficiency and achieve business excellence. We strive to accelerate the adoption of progressive technologies such as digitalisation, automation as well as intelligent delivery system in order to anticipate or even initiate technological disruptions in the industry.

Building Information Modelling ("BIM")

We utilise BIM during the pre-construction phase. It enables early visualisation and planning using 3D model-based simulation

to promote better coordination between trades and eases work for renovation and facilities management upon project completion.

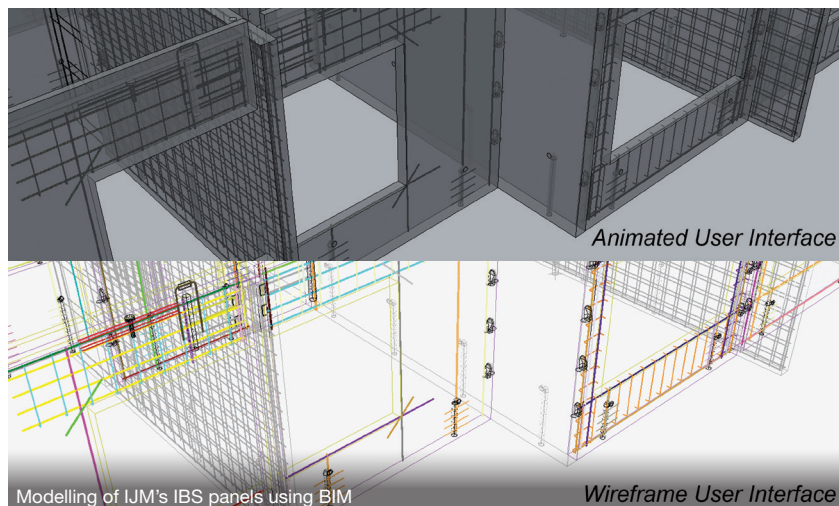
We undertook two industrial projects with BIM implementation in Batu Kawan, Penang. These industrial infrastructures were fast-paced projects, taking between six months to two years, where coordination before construction is vital to ensure the seamless delivery of the projects. Clash-free BIM models can be produced in the early stage to reduce the probability of expensive mistakes at the later stage of the projects.

In addition, the success of BIM implementation is also reliant on the use of the Common Data Environment ("CDE"), especially during the pandemic when remote working was necessary. The CDE plays an important role in the implementation of BIM Level 2. This is a digital platform that stores relevant project progress updates and information that can be accessed by the BIM team, construction personnel and subcontractors. The CDE enables project members to access the latest information from a single source and facilitates BIM collaboration via virtual meetings. The implementation of BIM and CDE minimises the impact of disruptions arising from the pandemic. It facilitated project coordination during this

unpredictable period.

BIM also plays an integral role in the entire operation of our SMART precast manufacturing system which enables engineers to design and breakdown the entire building into individual precast components. The digitalisation of precast components is also used as the base to power the robotic assisted manufacturing system. The digitalisation of our manufacturing and construction processes has propelled IJM to be at the forefront of embracing Industrial Revolution 4.0.

In collaboration with the Institute of Engineers Malaysia ("IEM") and University of Nottingham Malaysia, we shared our experience and knowledge on the application and utilisation of BIM in actual practices during the construction process under the theme *Building Information Modelling: The Catalyst for the Construction Industry*. The collaboration was also part of our aim to ensure sustainable development in the construction industry is achieved by embedding and developing BIM knowledge, intellectual aspects and practical skills. Our goal is also to share and transfer our technology skills with students.



Industrialised Building System (“IBS”) – The Smarter Way to Build

We embrace the National Construction 4.0 Strategic Plan (2021-2025) by the Ministry of Works and the global call for sustainable construction through our investment in robotic assisted smart precast manufacturing system, or better known as SMART IBS.

SMART IBS represents a paradigm shift in the way we approach construction. In FY2022, the Industry Division's SMART IBS manufacturing plant in Bestari Jaya commenced operations with the aim of delivering an end-to-end digital IBS solution to the construction industry. This fully digital-driven factory enables works such as designing, modelling, manufacturing, storage, delivery and panel installation to be digitalised and connected via CDE. With an annual output capacity of 500,000m² equivalent to 2,500 homes, our SMART IBS factory has the highest construction productivity rate in Malaysia. The digitalisation of processes across the entire value chain empowers us to have a digital preview of the manufacturing process, delivery arrangement, sequencing of installation and the finished product.

Our SMART IBS factory operates on an automated carousel precast manufacturing system that utilises robotic-assisted plotting and shuttering process, automated customisable mesh production and concrete feeding process. The robotic-assisted and advanced shuttering system of the smart manufacturing process delivers both accuracy and design flexibility that is not possible with conventional methods. The panel jointing system speeds up the installation process and eliminates wet works, resulting in a quieter, neater and cleaner construction site. This simplifies

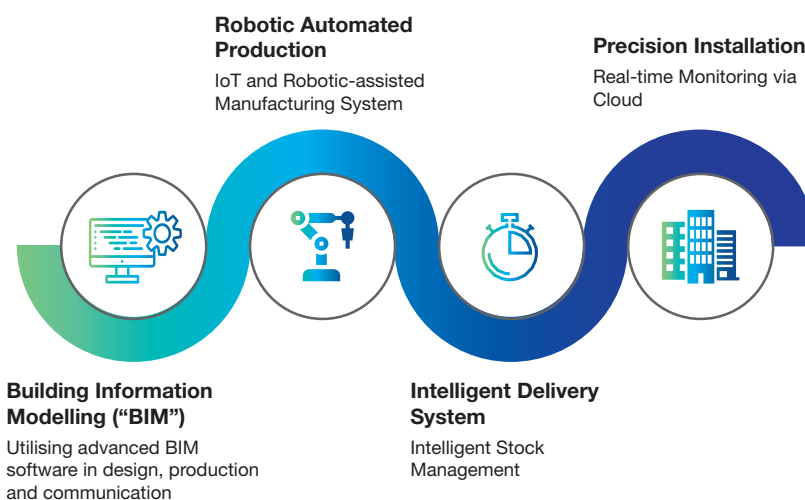
onsite work processes and reduces the complexity of managing manpower, requiring fewer workers and lowering health and safety risks at construction sites.

The IBS manufacturing system requires significant capital investment, including the upskilling of our workforce. The internally developed capability for our IBS precast system enables IJM to spearhead the transformation of Malaysia's construction industry, and drive a smarter, safer and more affordable way to build. The adoption of SMART IBS will also help us to lower our carbon footprint in line with our Sustainability Roadmap. We have several measures in place

to reduce wastage of raw materials by reclaiming and recycling of water and aggregates. Moving forward, we intend to install solar panels to power our SMART IBS plant.

Projects such as affordable housing, low and high-rise residential and public projects including schools and government quarters will benefit greatly from our SMART IBS technology. The Property Division's upcoming project in Shah Alam 2 will be among the first residential developments to adopt our SMART IBS solution. Since our commencement, our SMART IBS has completed two industrial projects.

Key Components of SMART IBS



Industry Division's SMART IBS factory at Bestari Jaya, Selangor

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Speedier and Better Quality Construction for Hotayi Electronic, Batu Kawan, Penang

One of the projects utilising the SMART IBS system was the construction of an industrial building for Hotayi Electronic at Batu Kawan, Penang. Precast wall panels were used to construct four wall sections of the building, replacing the use of conventional methods, such as the installation of brick walls which require plastering and skim coating. The adoption of the precast panels allowed for faster construction time and lesser onsite works, resulting in reduced labour cost as well as a more consistent quality in the finished product. With the use of the SMART IBS system, the project was completed within 45 days, from manufacturing to construction, which is eight times faster compared to the conventional method of construction.



8x faster

Completed in 45 days



Only 7 manpower

Needed to complete the job



High precision

No alteration works needed



Smooth surface

Throughout allows for paint to be applied directly onto the panel, eliminates plastering and skim-coat works



Construction of Hotayi Industrial building using SMART IBS system

In addition, the IBS system helps to reduce environmental impacts caused by construction works. Reduced raw materials such as sand, cement and water are consumed as these panels are produced in a factory with high precision while wastage is also considerably lesser as compared to the conventional methods of construction.

SECURITY

Security was a material issue for all our Divisions in FY2022. The Property Division strives to provide secure spaces for communities to thrive. Our townships come equipped with various safety and security precautions. The Division implements an approach known as Crime Prevention by Environmental Design (“CPTED”), which entails a natural form of surveillance on top of other security measures, such as CCTV surveillance, street lighting and round-the-clock guard patrols to reduce criminal opportunities and provide a safer environment for all residents.

At our factories, the Industry Division undertakes various security measures to safeguard the transportation, storage, handling, use and disposal of dangerous and hazardous materials. All workers

are trained with relevant safety procedures in accordance with national regulations. We also abide by regulatory health and safety standards in handling and disposal of various materials including the use and disposal of explosives at our quarry sites. All relevant authorities are pre-informed of any planned use of explosives at quarry sites.

The Port Division adopts the International Ship and Port Facility Security (“ISPS”) code and is also protected under the Protected Areas and Protected Places Act 1959. The Division has fully digitalised the port entry procedures by implementing an electronic gate (“E-Gate”) system to better monitor and control authorised access to port facility areas and ships. The system enables the digitalisation of all procedures at the Kuantan Port’s entrance, prompting better

efficiency and faster turnaround time. In addition, E-Gate allows the tracking of port users, including the entry of staff as well as vehicles and the information is stored online for security purposes. In FY2022, the Division received a five-star rating in its security audit from the Malaysia Chief Government Security Officer’s Office, reflecting its high standards of security procedures and measures.

The Toll Division has implemented several security measures along highways. CCTV cameras are installed at toll plaza areas to monitor highway movements as well as at gated walkways assigned to our toll collectors and operational staff for their safety. Additionally, security guards are positioned around the toll plaza areas to ensure that only employees are allowed to enter authorised areas.



Kuantan Port's Marine Traffic Control Tower equipped with the new Vessel Traffic Management & Information System

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DATA PRIVACY AND PROTECTION (GRI 418-1)

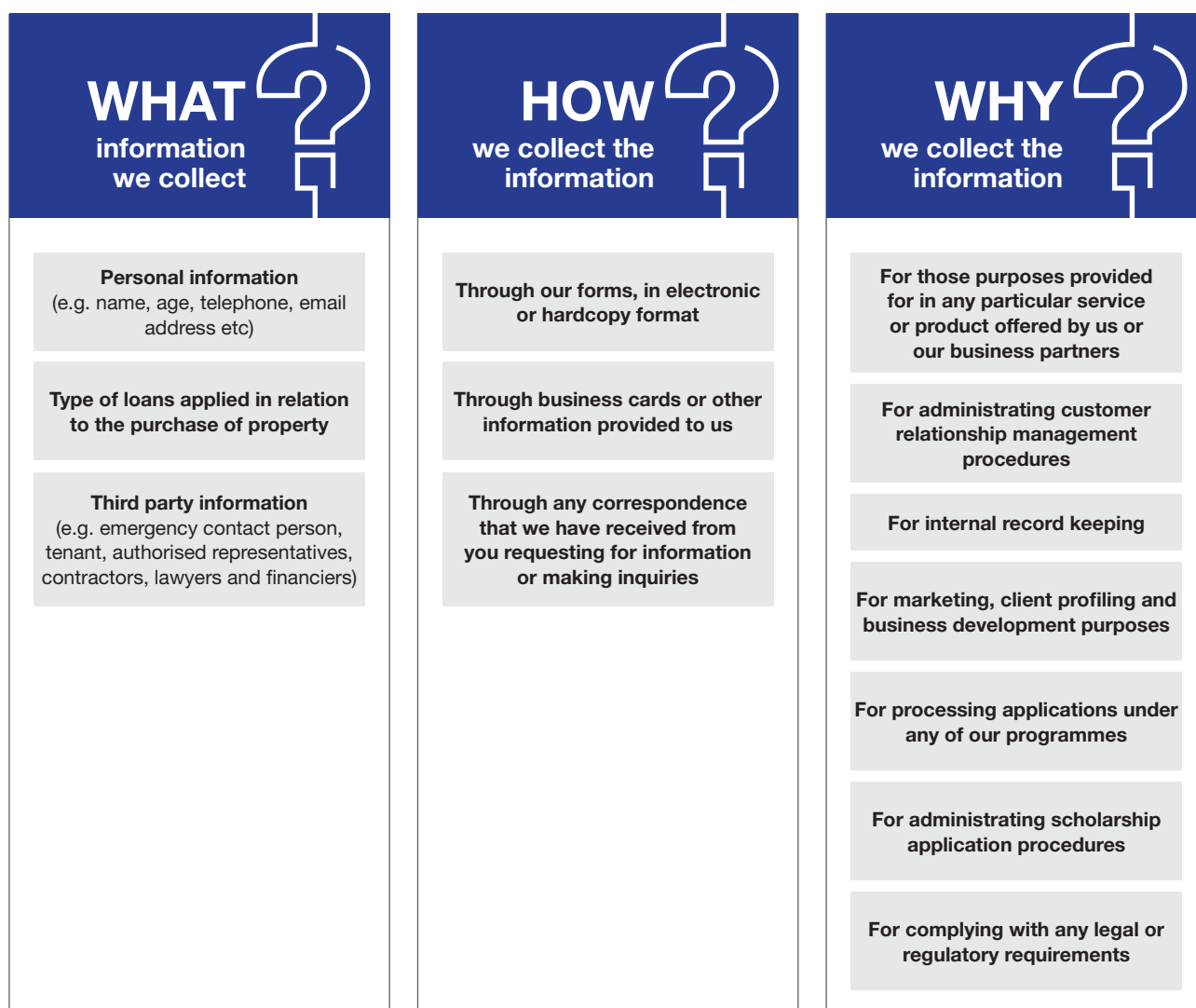
Customer data privacy and protection are of utmost importance to us. Therefore, we ensure our business is conducted in strict adherence to the Personal Data Protection Act 2010 ("PDPA"). We established a Privacy Policy to communicate the processing guidelines for collecting, recording, holding or storing our customers' personal data. We have duly obtained the consent of our customers before processing their

personal data, taking reasonable steps to secure and protect their personal data. We do not retain personal data longer than required for the purpose for which it was to be processed. The Privacy Policy, in both English and Bahasa Malaysia, is available on the Corporate website.

In addition, we are certified with the ISO/IEC 27001:2013 Information Security Management System ("ISMS") and ISO/IEC 20000-1:2011 Information Technology Service Management System ("ITSMS").

We also conducted regular trainings and communications to employees in order to effectively ensure data privacy is appropriately managed in a secure and controlled environment. In FY2022, we recorded zero substantiated complaints concerning breaches of customer privacy and zero cases of identified leaks, thefts, or loss of customer data. We will continue to protect our customer's data privacy across all Divisions. Our Privacy Policy is reviewed regularly in compliance with the PDPA 2010.

Our PDPA Approach



RESPONSIBLE PROCUREMENT PRACTICES

(GRI 2-6)

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

We established a Responsible Supply Chain Policy to ensure alignment and extend the Group's values and principles to foster trust and long-term benefits to all stakeholders across our supply chain. In addition, our Code of Business Conduct for Third Parties sets out fundamental principles and standards that our third parties are required to conform with when conducting business with

the Group. This includes, but is not limited to all vendors, suppliers, service providers, contractors, subcontractors, consultants, agents, representatives and any other persons or entities who provide work, goods or services or act for or on behalf of the Group.

Any violations and/or non-compliance with this Code shall be taken seriously and may result in, among others, the termination of the Group's contract with erring third parties. The Code of Business Conduct for Third Parties and the Responsible Supply Chain Policy are available on our Corporate website.

We have also increased efforts to enhance the screening of our suppliers and vendors. This includes a sustainability assessment to ensure we have a responsible supply chain. We are participating in a pilot Action Centre for Sustainable SMEs ("ACCESS") programme with UNGC Malaysia and Brunei to incentivise our supply chain to embed sustainability into their operations. Selected suppliers and vendors will undergo a 5-month sustainability training and development, following which participants will be certified as sustainability-trained.

Responsible Supply Chain Policy

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, capable of minimising the risk of violating human and social rights, 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