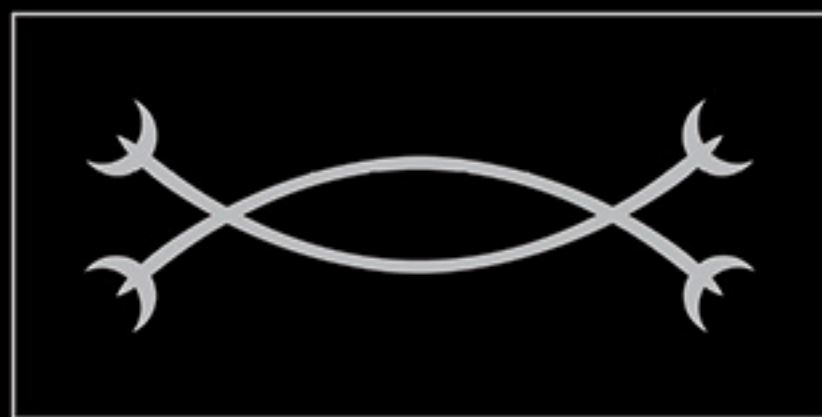


TOGETHER
WE
GROW

TO ACHIEVE
A BETTER
FUTURE



CAHYA MATATM
SARAWAK



INTEGRATED
ANNUAL REPORT

2025

TOGETHER WE GROW



This Integrated
Annual Report
is available at
www.cahyamata.com



Cahya Mata moves forward with clarity of purpose bringing together a diverse portfolio of businesses to create strength that is unified, complementary and built to endure.

With a foundation shaped by discipline and resilience, the Group continues to advance by deepening the connections across its businesses transforming diversification into synergy and capability into sustained value creation.

The dandelion on this year's cover captures this idea with quiet precision. Rooted in a single source, it releases its seeds outward with each one carrying the same essence while remaining connected to a shared foundation. In the same way, Cahya Mata extends its presence across sectors and communities, where each business contributes its strengths within a unified direction, reinforcing the collective whole. Together, these contributions form an interconnected and coordinated network of growth that extends the Group's reach while strengthening its core.

In charting our growth, Cahya Mata aligns its businesses through a shared direction of integrating strategy, operations and stewardship to strengthen long-term resilience. This approach reflects a commitment not only to performance, but to responsible progress, where economic value advances alongside environmental care, social contribution and sound governance.

Growth, in this context takes on greater meaning. It strengthens what is built, extends what is possible and sustains what matters over time.

At Cahya Mata, progress moves through alignment, multiplies through synergy and endures through responsibility.

Together, We Grow toward shaping a future that is resilient, inclusive and sustainable.

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Form of Proxy

ABOUT THIS REPORT

This Integrated Annual Report 2025 ("IAR 2025") provides a comprehensive and balanced account of Cahya Mata Sarawak Berhad's ("Cahya Mata" or the "Group") financial and non-financial performance for the financial year ended 31 December 2025 ("FY2025").

The report enables stakeholders to assess the Group's strategy, performance and prospects and explains how Cahya Mata creates, preserves and strengthens long-term value through the integration of its businesses, resources and relationships.

Cahya Mata presents its performance through an integrated approach that connects strategy, governance, risk management and sustainability. This approach reflects how the Group manages its diversified portfolio in a coordinated and disciplined manner to deliver sustainable outcomes.

The report aligns with globally recognised integrated reporting, sustainability and corporate governance frameworks. It integrates financial and non-financial information to provide a clear and complete view of the Group's operations, while reflecting its commitment to responsible business practices across environmental, social and governance dimensions.

Through this report, Cahya Mata strengthens transparency and accountability, enabling stakeholders including investors, regulators, employees, customers, business partners and the wider community to make informed assessments and decisions.

CAHYA MATA

SARAWAK

ABOUT THIS REPORT

Reporting Boundary and Scope

This Integrated Annual Report presents a holistic view of Cahya Mata's financial and non-financial performance, covering its operational subsidiaries, joint ventures and strategic investments.

The reporting period spans from 1 January 2025 to 31 December 2025. Unless otherwise stated, the scope encompasses all entities within the Group.

Cahya Mata prepares this report in alignment with internationally recognised frameworks, standards and regulatory requirements and is guided by the following:

- International Integrated Reporting Framework (2021)
- Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad
- Malaysian Code on Corporate Governance 2021 ("MCCG 2021")
- Corporate Governance Guide (4th Edition) of Bursa Securities
- Companies Act ("CA") 2016
- International Financial Reporting Standards ("IFRS")
- Malaysian Financial Reporting Standards ("MFRS")
- Bursa Malaysia Sustainability Reporting Guide (3rd edition)
- Global Reporting Initiative ("GRI") Universal Standards 2021
- FTSE4Good Bursa Malaysia Index's Environmental, Social and Governance Indicators
- United Nations Global Compact's ("UNGC") Ten Principles
- United Nations Sustainable Development Goals ("UN SDGs")

Cahya Mata applies these frameworks and standards to enhance the consistency, comparability and reliability of its disclosures, while aligning with evolving expectations in sustainability, corporate governance and integrated reporting.

ABOUT THIS REPORT

ABOUT THIS REPORT

Assurance

At Cahya Mata, we uphold the integrity, transparency and reliability of our financial and non-financial disclosures. We embed disciplined governance, rigorous internal controls and structured oversight across our reporting processes to ensure accuracy, consistency and accountability.

We apply a coordinated assurance approach that integrates management review, Board oversight, internal audit and independent external audit. This enables us to maintain the quality of our disclosures while aligning with regulatory requirements, global standards and evolving stakeholder expectations.

Through this approach, we strengthen confidence in how we communicate performance, manage risks and deliver long-term value. We continue to enhance our assurance practices as our reporting evolves, reinforcing our commitment to responsible and credible disclosure.

Our Reporting Suite for 2025



Integrated Annual Report

Financial Statements

For the 2025 reporting cycle, Cahya Mata presents a focused reporting suite that reflects how the Group creates value as a diversified business, integrating financial and non-financial performance within a single, cohesive narrative.

This suite comprises:

- 1 Integrated Annual Report**
– Provides a comprehensive and connected view of our financial and non-financial performance, strategic priorities and value creation across the six capitals, including sustainability and governance disclosures.
- 2 Financial Statements**
– Presents the Group's audited financial position, performance and cash flows, prepared in accordance with Malaysian Financial Reporting Standards ("MFRS") and International Financial Reporting Standards ("IFRS").

Together, these reports offer a clear and balanced account of how Cahya Mata manages its businesses, strengthens governance and advances sustainable growth.

Feedback

To ensure that we report on issues that matter to our stakeholders, please provide your feedback or email any questions you may have to: investor.relations@cahyamata.com or visit www.cahyamata.com



Navigation Icons

Our Capitals

- | | |
|----------------------|---------------------------------|
| Financial Capital | Social and Relationship Capital |
| Human Capital | Manufactured Capital |
| Intellectual Capital | Natural Capital |

ESG Pillars

- | | |
|-------------------------|--------|
| Economic and Governance | Social |
| Environmental | |

Material Matters

- | | |
|--|--|
| M1 Economic Performance | M9 Effluent and Waste Management |
| M2 Business Ethics and Compliance | M10 Water Management |
| M3 Supply Chain Management | M11 Biodiversity |
| M4 Data Privacy and Cybersecurity | M12 Occupational Health and Safety |
| M5 Sustainable Products and Innovation | M13 Talent Management and Development |
| M6 Customer Relations and Satisfaction | M14 Human Rights |
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| M8 Climate Change and Emissions Management | M16 Diversity and Equal Opportunity |

Stakeholders

- | | | | |
|-------------------------------|---|---------------------------|---|
| S1 Board of Directors | S5 Financiers | S9 Media | S13 Business Partners |
| S2 Senior Management Team | S6 Customers | S10 Local Communities | S14 Non-Governmental Organisations ("NGOs") |
| S3 Employees | S7 Governments and Regulators | S11 Industry Associations | |
| S4 Shareholders and Investors | S8 Suppliers, Vendors & Service Providers | S12 Analysts | |

Related UNSDGs



Forward-Looking Statements

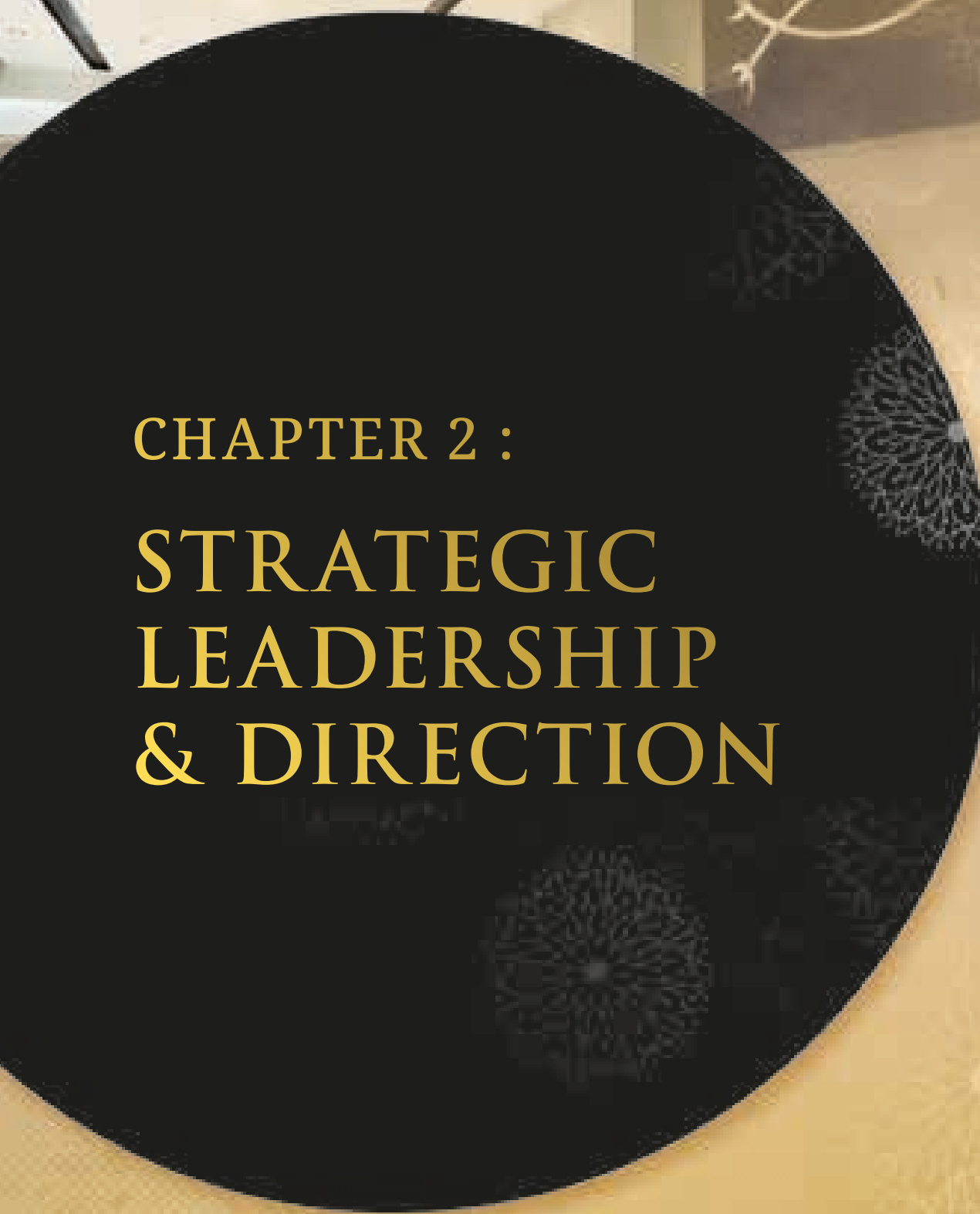
This Integrated Annual Report contains forward-looking statements relating to Cahya Mata Sarawak Berhad's ("Cahya Mata" or the "Group") future plans, strategies, performance and prospects.

These statements are based on current expectations, assumptions and projections regarding future events and are subject to risks, uncertainties and other factors that may cause actual results, performance or achievements to differ materially from those expressed or implied.

Such factors include, but are not limited to, changes in economic conditions, regulatory developments, market dynamics, operational challenges and other circumstances beyond the Group's control.

While every effort has been made to ensure that the information and projections contained herein are accurate and supported by available data, investors and stakeholders are advised to consider this report in conjunction with relevant risk factors and prevailing market conditions.

No undue reliance should be placed on any forward-looking statements. Cahya Mata Sarawak Berhad shall not be liable for any loss of damage whatsoever arising, directly or indirectly, from reliance on the information or statements contained in this report.



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CHAIRMAN'S PERSPECTIVE:

STAYING RESILIENT, BUILDING FOR TOMORROW

YABhg. General
Dato' Seri DiRaja
Tan Sri (Dr.) Mohd Zahidi
bin Haji Zainuddin (R)

Group Chairman



STAYING RESILIENT, BUILDING FOR TOMORROW

KEY MILESTONES AND ACHIEVEMENTS

FY2025 was a year of meaningful progress and disciplined execution. Across our Strategic Business Units ("SBU"), we advanced critical initiatives that strengthen both our current performance and future positioning.

Our Cement business continued to anchor the Group's performance, supported by strong sales volumes, disciplined pricing strategies, and improved cost efficiencies. Progress on the Mambong Clinker Line 2 project remains on schedule, and upon completion in 2027, this investment will significantly enhance our production capacity, eliminate reliance on imported clinker, and support our carbon reduction ambitions.

Our Road Maintenance SBU continued to deliver steady performance, underpinned by ongoing instructed works and the successful completion of projects across Sarawak's extensive road network. More importantly, its role in sustaining connectivity and maintaining essential infrastructure remains central to the Group's value proposition, reinforcing our standing as a trusted partner in Sarawak's infrastructure ecosystem.

Our Property Development business gained further momentum, driven by progress on the Borneo Convention Centre Kuching 2 ("BCKK 2") and Cahya Intan Phase 2 developments, which will continue to underpin growth in the coming years.

DEAR VALUED SHAREHOLDERS,

IT IS MY HONOUR TO PRESENT CAHYA MATA SARAWAK BERHAD'S INTEGRATED ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 ("FY2025").

AS WE ENTER OUR 51ST YEAR OF OPERATIONS, FY2025 STANDS AS A DEFINING PERIOD; ONE THAT TESTED OUR RESOLVE, YET REAFFIRMED THE STRENGTH OF OUR DIRECTION.

The operating environment remained demanding. Global macroeconomic pressures, geopolitical uncertainties, and currency volatility shaped the landscape in which we operated. Performance across our Strategic Business Units was therefore uneven—some delivered strong growth and record results, while others faced more challenging conditions.

Where outcomes did not meet expectations, we take accountability. We review with clarity, act with discipline, and move forward with purpose.

Yet, as a Group, we remained steady because in uncertain times, discipline is not optional; it is decisive.

We did not pause. We continued to invest with intent, because the future is not waited for; it is built with clarity and conviction. Our focus remained on executing long-term strategic priorities and advancing the investments that will define Cahya Mata's next phase of growth.

The underlying fundamentals of our core businesses remain sound. More importantly, our purpose remains clear; to deliver sustainable, long-term value while contributing meaningfully to Sarawak's development.

Our Phosphates business reached a pivotal turning point with the successful reconnection of electricity supply to our Bintulu plant. The resumption of testing and commissioning activities marks a critical inflection point—one that we believe will contribute meaningfully to the Group's future earnings profile as we move towards full commercialisation.

Our Oiltools business faced headwinds amid softer market activity. We acknowledge these challenges candidly. At the same time, we are taking proactive steps to strengthen its resilience; broadening its market reach and enhancing its service offerings to position the business for recovery.

These are not isolated outcomes. They are the result of disciplined execution; consistent, deliberate, and sustained.



OUR ROAD MAINTENANCE SBU CONTINUED TO DELIVER STEADY PERFORMANCE, UNDERPINNED BY ONGOING INSTRUCTED WORKS AND THE SUCCESSFUL COMPLETION OF PROJECTS ACROSS SARAWAK'S EXTENSIVE ROAD NETWORK.

STAYING RESILIENT, BUILDING FOR TOMORROW

SUSTAINABILITY AS A CORE DRIVER

Sustainability is not a parallel agenda. It is embedded in how we operate, how we invest, and how we grow.

In FY2025, we strengthened our governance structures and advanced our sustainability agenda in a structured and disciplined manner. Our Group Sustainability Committee continues to provide strategic oversight, ensuring alignment with global frameworks including IFRS S2, GRI Standards, the United Nations Sustainable Development Goals and Bursa Malaysia's requirements. Cahya Mata Sarawak is also a proud participant in the United Nations Global Compact ("UNGC"), the world's largest corporate sustainability initiative, reflecting our dedication to advancing the UN SDG's and creating long-term value not just for our business, but for our people, our communities and the planet.

We continue to make tangible progress in our decarbonisation journey. The Clinker Line 2 project incorporates waste heat recovery systems, supporting both operational efficiency and emissions reduction. Our low-carbon cement solutions remain recognised benchmarks within the industry, while our Scope 1, 2, and 3 assessments are progressing as we establish clear pathways towards our long-term targets.

The Phosphates SBU meanwhile remains on track to commence hydro-powered phosphate production, aligning with our goal of minimising fossil fuel dependence.

At the same time, we remain committed to our people: Warga Cahya Mata. With over 2,000 employees across the Group, we continue to invest in talent development, inclusivity, and workforce readiness, ensuring our organisation is equipped to meet the demands of a rapidly evolving industrial landscape.

This includes operating with transparency in how we measure impact and report our progress.



OUR LOW-CARBON CEMENT SOLUTIONS REMAIN RECOGNISED BENCHMARKS WITHIN THE INDUSTRY, WHILE OUR SCOPE 1, 2, AND 3 ASSESSMENTS ARE PROGRESSING AS WE ESTABLISH CLEAR PATHWAYS TOWARDS OUR LONG-TERM TARGETS.

GOVERNANCE — THE FOUNDATION OF TRUST

At Cahya Mata, governance is not merely an obligation. It is the foundation upon which trust is built and sustained.

We continue to strengthen our governance framework, guided by best practices and independent assessments. Our focus remains on maintaining rigorous internal controls, upholding strong ethical standards, and ensuring transparency across all levels of the organisation.

Integrity is not confined to policy, it is reflected in how decisions are made, how risks are managed, and how we respond when challenged.

STAYING RESILIENT, BUILDING FOR TOMORROW

We continue to manage ongoing legal and arbitration matters with discipline and care, including proceedings relating to the Power Purchase Agreement for our Phosphates operations, and remain confident in our positions. Importantly, these matters do not affect the Group's operational progress, particularly the advancement of our Phosphates business towards commercialisation. We will continue to keep shareholders appropriately informed of any material developments.

Trust is not assumed, it is earned through consistency, tested in adversity, and sustained through discipline.

LOOKING AHEAD: OUR STRATEGIC PRIORITIES FOR 2026 AND BEYOND

The environment ahead will remain complex. However, Cahya Mata is well-positioned.

Our diversified business model, strong balance sheet and deep regional expertise provide us with the resilience to navigate volatility and the capacity to capture emerging opportunities.

This resilience is underpinned by the strength of our balance sheet, with total equity of RM3.6 billion and net assets per share attributable to owners of the company of RM3.16. This provides us with the financial discipline and flexibility to sustain our investments, navigate volatility, and support long-term growth.



OUR DIVERSIFIED BUSINESS MODEL, STRONG BALANCE SHEET AND DEEP REGIONAL EXPERTISE PROVIDE US WITH THE RESILIENCE TO NAVIGATE VOLATILITY AND THE CAPACITY TO CAPTURE EMERGING OPPORTUNITIES.

Sarawak's development agenda, supported by initiatives such as SCORE, NIMP 2030 and continued infrastructure investment, presents a compelling growth landscape. Our presence across cement, construction materials, property development, infrastructure, and industrial services positions us as a natural partner in this transformation.

Our priorities remain clear:

We will anchor three core pillars; strengthen operational excellence, execute disciplined capital investments, and deepen the integration of sustainability across all our businesses. At the same time, we will pursue opportunities beyond domestic markets, expand our export footprint and build strategic partnerships to diversify our revenue base.

Key developments including the progress of BCKK 2, the anticipated commercialisation of our Phosphates operations, and the completion of Clinker Line 2 - will further shape our growth trajectory in the years ahead.

We are moving from building foundations to delivering momentum and we will do so with discipline, clarity, and purpose.

Our direction is clear. Our conviction is firm. And our focus remains forward.

STAYING RESILIENT,
BUILDING FOR TOMORROW

A NOTE OF APPRECIATION

None of our achievements would have been possible without the dedication and professionalism of our Warga Cahya Mata.

I extend my sincere appreciation to our Board, management team, employees, partners, and shareholders for their continued support.

During the year, we welcomed YBhg. Dato' Mat Hassan bin Esa and YBhg. CP (R) Dato' Mohd Azman bin Ahmad Sapri as Independent Non-Executive Directors in January 2025, followed by the appointment of YBhg. Tan Sri Dato' Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir to the Board in March 2026. Their collective experience and perspectives will further strengthen our governance and strategic direction. We also record our appreciation to Dr. Khor Jaw Huei, who retired as an Independent Non-Executive Director in November 2025, for his dedication and valuable contributions during his tenure.



STAYING RESILIENT,
BUILDING FOR TOMORROW

To our shareholders; your confidence remains our greatest responsibility. We do not take it lightly, and we remain committed to earning it through disciplined execution and sustainable value creation.

As Group Chairman, I remain committed to upholding the standards of accountability and stewardship expected of this role, and to ensuring that the Group continues to operate with discipline and integrity. We are not simply preparing for the future - we are building it.

Yours sincerely,

YABhg. General Dato' Seri DiRaja Tan Sri (Dr.) Mohd Zahidi bin Haji Zainuddin (R)

Group Chairman

Cahya Mata Sarawak Berhad



GROUP MANAGING DIRECTOR'S STRATEGIC INSIGHTS:

ACCELERATING PERFORMANCE, GROWING IMPACT



YBhg. Dato Sri Sulaiman
Abdul Rahman b
Abdul Taib

Group Managing
Director

ACCELERATING PERFORMANCE, GROWING IMPACT

While the Group revenue and profit before tax moderated to RM1.1 billion and RM108.8 million respectively, our core units remained resilient. Our Cement Strategic Business Unit ("SBU") delivered a revenue of RM665.1 million and profit before tax of RM160.6 million. Our Road Maintenance SBU sustained stable contributions, and the Property Development SBU advanced meaningfully with the commencement of construction for the Borneo Convention Centre Kuching 2 ("BCKK 2"). This performance reflects the strength of our diversified portfolio, where contributions from our core businesses continue to provide stability, even as certain segments move through more challenging or transitional phases.

At the same time, we encountered headwinds, most notably the sharp contraction in Oiltools SBU's rig activity, higher pre-commissioning costs at Phosphates and unrealised foreign exchange losses arising from USD/MYR movements of RM36.3 million. These unrealised forex losses were mainly attributable to intercompany loans and is merely accounting driven in nature and does not impact the Group's underlying cash flow or operational performance. Excluding these unrealised forex losses, the adjusted Group PBT would have been approximately RM145.1 million. Following an internal streamlining of business operation, the functional currency of the said subsidiary was replaced with MYR in October 2025. As a result of this change, revaluation movements from the intercompany loan will no longer arise going forward.

Importantly, Cahya Mata enters the next financial year with a strong liquidity position, a low-gearing ratio, strong balance sheet and clearer catalysts for earnings recovery, particularly the acceleration of BCKK 2, the commissioning completion pathway for Phosphates, and the continued progress of Mambong Clinker Line 2 ("Clinker Line 2"), targeted for completion in 2027. As we move into our 51st year of operations, we are shifting gear from stabilisation to acceleration. With a strong balance sheet, we are positioning Cahya Mata to convert today's investments into tomorrow's earnings, while growing our economic, social, and environmental impact across Sarawak and beyond.

Our Integrated Annual Report this year is anchored by the theme "Together We Grow", a reflection of the collective spirit that defines how Cahya Mata and its people build, collaborate, and progress alongside Sarawak and our stakeholders. Within that broader narrative, my statement as Group Managing Director is guided by the strategic focus of "Accelerating Performance, Growing Impact", which reflects a deliberate shift: from building readiness to driving outcomes, and from delivering results to expanding the positive impact of our operations and stakeholders. I am pleased to present our Integrated Annual Report and Audited Financial Statements for the Financial Year Ended 31 December 2025.

DEAR VALUED SHAREHOLDERS,

2025 WAS A YEAR THAT TESTED OUR AGILITY AND REAFFIRMED OUR LONG-TERM CONVICTION. THE OPERATING LANDSCAPE REMAINED COMPLEX MARKED BY SOFTER GLOBAL UPSTREAM ACTIVITY, FOREIGN EXCHANGE VOLATILITY, AND THE CONTINUED COMMISSIONING JOURNEY OF OUR PHOSPHATES PLANT. AGAINST THIS BACKDROP, THE GROUP FOCUSED ON WHAT WE CAN CONTROL: STRENGTHENING EXECUTION DISCIPLINE, PROTECTING BALANCE SHEET RESILIENCE, AND PROGRESSING THE STRATEGIC PROJECTS THAT WILL DEFINE OUR NEXT PHASE OF GROWTH.

STRATEGIC BUSINESS HIGHLIGHTS

Key Financial Highlights

KPI	FY2024	FY2025
Revenue	RM1,196.3 million	RM1,109.4 million
Profit Before Tax (PBT)	RM190.1 million	RM108.8 million
Basic EPS*	11.93 sen	6.11 sen
Net Assets per Share*	RM3.16	RM3.16
Cash & Bank Balances	RM647.5 million	RM750.8 million
Total Assets	RM4,548.8 million	RM4,643.6 million
Total Equity	RM3,636.6 million	RM3,600.0 million
Proposed Dividend	3.0 sen per share	3.0 sen per share

* attributable to owners of the company

ACCELERATING PERFORMANCE, GROWING IMPACT

Q What does “Accelerating Performance, Growing Impact” mean in practical terms for FY2025?

A It means we are sharpening the organisation’s focus on execution quality and measurable outcomes while ensuring our growth translates into broader stakeholder value. In FY2025, this took three practical forms. First, we prioritised performance acceleration in our core earnings engines, particularly the Cement and Road Maintenance SBUs through operational discipline and cost optimisation.

Second, we advanced the projects that will expand our earnings base such as BCKK 2, Phosphates commissioning, and Clinker Line 2 because impact is not only about today’s results, but about building tomorrow’s capacity. Third, we strengthened the way we embed sustainability, safety, and governance into daily decision-making so that growth is responsible, resilient, and aligned with Sarawak’s long-term development agenda.

Q What were the most significant financial and operational milestones achieved in FY2025?

A FY2025 milestones were defined by resilience and progress under pressure. The Cement SBU achieved an improved revenue of RM665.1 million and record profit before tax of RM160.6 million driven by strategic pricing discipline, higher Portland Limestone Cement (“PLC”) sales volumes, and lower imported clinker costs demonstrating the strength of our integrated position in Sarawak’s construction ecosystem. The Property Development SBU recorded a significant 49.8% revenue increase to RM109.5 million, driven by progressive revenue recognition from BCKK 2, with further acceleration expected in FY2026. The Road Maintenance SBU grew revenue 7% to RM152.5 million, sustaining strong completion momentum.

At the Group level, we preserved a strong liquidity position with cash balances rising to RM750.8 million exceeding total borrowings of RM310.2 million, resulting in a net cash position. Total equity stood at RM3.6 billion, providing a solid financial base to support ongoing strategic capital commitments, most notably for Clinker Line 2.

Despite a challenging year for the Oiltools SBU due to project deferrals and softer drilling waste management activity across key markets, the SBU retains strong technical capabilities and established client relationships. The recommencement of commissioning activities at our Phosphates plant, following the restoration of electricity supply in September 2025, marks a pivotal turning point for the Group’s long-term earnings profile.

Cash Balances

RM 750.8
million

Total Equity

RM 3.6
billion

ACCELERATING PERFORMANCE, GROWING IMPACT

Q How is Cahya Mata strengthening operational performance and accountability across the Group?

A We manage performance through a structured cadence of reviews and clear accountability at both SBU and Group levels. Each SBU operates with tailored operational KPIs aligned to its business model, while Group-wide KPIs ensure consistency in critical areas such as financial discipline, risk management, talent development, and safety. Core financial metrics such as revenue, PBT, EBITDA, and earnings per share remain central to our performance evaluation framework, complemented by non-financial KPIs across safety, environmental stewardship, customer satisfaction, and workforce development.

FY2025 reinforced the importance of rapid issue identification and decisive execution, particularly in managing cost pressures, supply chain variability, and foreign exchange exposure. I lead weekly operational review sessions that ensure key challenges are identified in real time, enabling swift decision-making and corrective action. We continue to institutionalise lessons learned through

annual strategic planning and budget challenge sessions, ensuring that improvements are embedded into operating rhythm rather than treated as one-off responses. A key milestone in FY2025 was the deeper integration of ESG performance indicators into our strategic scorecard. This was driven by the Group ESG team, who led the development of the ESG Scorecard and successfully obtained the Board approval for its incorporation into the Corporate Scorecard. In parallel, with the support and guidance from KPMG as our ESG advisor, we accelerated the development of our Group-wide Sustainability Framework and Roadmap, strengthening the foundation for a more structured and forward looking sustainability journey.

ACCELERATING PERFORMANCE, GROWING IMPACT

OPERATIONAL PERFORMANCE & SYNERGIES

Q What actions were taken to improve cost efficiency and unlock synergies across SBUs?

- A** Our approach is to drive efficiency through scale, standardisation, and integration. We continued strengthening cross-Group procurement discipline and operational coordination to improve cost visibility and efficiency. In FY2025, this approach contributed meaningfully to maintaining Group gross profit margins at a stable 27.9%, broadly in line with FY2024 despite a challenging revenue environment.
- In Cement SBU, efficiency gains were supported by a strategic shift towards higher Portland Limestone Cement (“PLC”) production, which reduced reliance on imported clinker and improved cost structures. The Construction Materials & Trading SBU was designated as the trading arm of the Group, acting as a centralised hub for international trading activities. Looking ahead, the completion of Clinker Line 2 in 2027 will be the single most significant operational synergy driver for the Group, eliminating imported clinker dependency, unlocking new cement product types, and enabling cost advantages that will strengthen the Group’s competitive positioning across the cement value chain.

Q How is Cahya Mata managing the Phosphates commissioning pathway and its associated risks?

- A** Phosphates remains a transformational long-term value driver, and FY2025 represented a pivotal turning point with the restoration of electricity supply to the plant in September 2025, enabling the resumption of testing and commissioning activities. FY2025 was undeniably challenging for the Phosphates SBU, which recorded a pre-tax loss of RM145.9 million due to plant preservation costs, interest costs, unrealised foreign exchanges losses and elevated pre-commissioning costs.
- We recognise the key risks:
- 1 Commissioning timeline execution**
 - 2 Cost control during readiness**
 - 3 The ongoing arbitration proceedings related to the Power Purchase Agreement dispute**
- To mitigate these, we maintain dedicated project governance, structured commissioning plans, and active oversight of technical readiness and regulatory compliance.
- Our focus is clear: complete commissioning safely and effectively, transition into initial commercial production, and progressively convert the segment from a loss position into a meaningful earnings contributor. As Malaysia’s only Yellow Phosphorus producer, upon full ramp-up post-Q3 2026, this asset is expected to become one of the Group’s largest earnings contributors, while supporting global food security and industrial value chains.

ACCELERATING PERFORMANCE, GROWING IMPACT

Q How is Cahya Mata positioning Cement to accelerate performance while reducing carbon intensity?

- A** Cement remains our cornerstone business and a key platform for both performance and impact. We are accelerating performance through three levers:
- 1** strengthening PLC penetration toward an 80% sales target to reduce clinker factor and carbon intensity;
 - 2** improving production efficiency and cost structure; and
 - 3** investing in structural capacity and resilience through Mambong Clinker Line 2. Clinker Line 2 is not only a capacity expansion, it is a strategic move to reduce reliance on imported clinker, lower foreign exchange exposure, and improve cost efficiency.
- In parallel, we continue advancing Alternative Fuels and Resources (“AFR”) initiatives and operational enhancements that support decarbonisation while maintaining product quality and reliability. The Cement SBU’s attainment of the Singapore Green Label for our cement products, a rigorous, internationally recognised sustainability certification exemplifies our commitment to competitive differentiation through quality and environmental standards.

Q What is the strategic role of BCCK 2 in the Group’s near-term performance acceleration?

- A** BCCK 2 is a major near-term catalyst because it provides multi-year revenue visibility and supports stronger utilisation across related capabilities. This prestigious RM550 million convention centre development is accelerating through FY2026 and provides the Property Development SBU with a strong and visible orderbook pipeline. In FY2025, we began recognising revenue from the project, and activity is expected to accelerate meaningfully as construction milestones progress.
- Beyond financial contributions, BCCK 2 is a project aligned with Sarawak’s development agenda, supporting tourism, business events, and broader economic growth, while strategically unlocking the potential of our strategic landbank. Our focus is to execute delivery with strong project governance, cost discipline, and quality assurance to translate workload into sustainable earnings and reputational strength. BCCK 2 also generates local employment and supply chain activity, reinforcing our commitment to growing impact within the communities we serve.

ACCELERATING PERFORMANCE, GROWING IMPACT

Q How is Cahya Mata Oiltools strategically positioning itself to mitigate the impacts of prevailing global geopolitical volatility?

A In FY2025, the global oil and gas sector faced significant headwinds from oversupply, stagnant demand growth, and depressed pricing driven by production surpluses. Consequently, the Oiltools SBU experienced a decline in performance, consistent with the widespread reduction in rig activity across our primary markets. Our strategic response focuses on ensuring immediate resilience while enhancing long-term adaptability. To this end, we are prioritising geographic diversification, securing multi-year service contracts, and advancing our competitive position through R&D and product differentiation within our drilling fluids, brine filtration, and waste management portfolios.

Q How does Cahya Mata integrate customer feedback into its operational strategies?

A Listening to our customers is fundamental to our strategy. Through structured engagement programmes across our SBUs, including product quality surveys, site visits, and regular client dialogue, we systematically identify service gaps and respond to evolving market needs. This feedback loop is particularly active within our Cement, Oiltools, and Road Maintenance businesses, where product consistency, technical responsiveness, and service reliability are critical differentiators.

In the Cement SBU, customer feedback has directly influenced our PLC product development roadmap and our investment in quality assurance capabilities. In Oiltools SBU, client engagement on service capabilities has shaped our strategy to diversify service offerings and geographic exposure, a priority as we prepare to rebuild momentum in the recovery phase of the rig market cycle.

ACCELERATING PERFORMANCE, GROWING IMPACT

STRATEGIC INVESTMENTS: BUILDING TOMORROW'S CAPACITY

Q What strategic investments were undertaken to enhance operational efficiency and drive the organisation's growth?

A In FY2025, Cahya Mata continued to invest decisively in the long-term growth infrastructure of the Group. Approved and contracted capital commitments in property, plant and equipment stood at RM649.6 million, reflecting the Board's conviction in the Group's growth trajectory.

Clinker Line 2, currently under construction at our facility in Kuching, represents our most transformative capacity investment to date. This state-of-the-art 6,000 MT/day clinker production line incorporates a waste heat recovery system capable of generating up to 6MW of power, an advanced dust filtration system designed to reduce emissions to 50% below current regulatory limits, and the capability to produce multiple cement types. Completion is targeted for 2027. Beyond eliminating imported clinker dependency, the facility will significantly expand our production capacity and open up cement export opportunities in nearby markets, a strategic imperative as Sarawak's infrastructure pipeline continues to grow.

Our Human Capital Transformation Programme, initiated under the Training Needs Identification framework, continues to strengthen technical competencies, leadership capabilities, and operational adaptability across the Group. Targeted training programmes under this framework, supported by virtual learning platforms, have been expanded across key disciplines including Engineering, Operations, and Safety. We also continued to invest in technology platforms that streamline operations, enhance data-driven decision-making, and reduce our environmental footprint, recognising that digital transformation and sustainability innovation are twin pillars of long-term competitive advantage.



ACCELERATING PERFORMANCE,
GROWING IMPACT

ACCELERATING PERFORMANCE,
GROWING IMPACT

ADVANCING ESG AND SUSTAINABILITY

Q How is Cahya Mata ensuring that “growing impact” is embedded into sustainability and governance?

A Growing impact requires structure, measurement, and accountability. Sustainability is now fully embedded as a performance lever rather than a parallel agenda. The Group Sustainability Committee (“GSC”), established in April 2024, provides Board-level oversight of our ESG agenda, ensuring that all major strategic initiatives are evaluated through a sustainability lens. ESG factors are embedded in our capital allocation decisions. The Clinker Line 2 investment, for example was designed from the outset to incorporate waste heat recovery and advanced emissions reduction technology, delivering both operational efficiency and environmental impact.

In FY2025, we made meaningful progress in strengthening our sustainability journey by accelerating the development of a comprehensive Sustainability Framework and Roadmap. This effort ensures that our strategy remains aligned with internationally recognised standards, including IFRS S2, the GRI Standards, the UN Sustainable Development Goals (“UN SDGs”) and Bursa Securities’ sustainability reporting requirements.

We track and report our sustainability performance through a set of indicators across our economic and governance, environmental and social pillars. This enables us to remain accountable to our stakeholders while continuously improving the way we create long-term sustainable value.

From the social pillar, Cahya Mata employs over 2,000 Warga Cahya Mata across its various SBUs. The Group continues to prioritise structured talent development, diversity and inclusion and targeted upskilling initiatives to support operational requirements and long-term workforce sustainability.

SUSTAINABILITY IS NOT
A DESTINATION BUT A
CONTINUOUS JOURNEY,
ONE THAT DEMANDS
DISCIPLINE, INNOVATION
AND A LONG-TERM
PERSPECTIVE.

Q How do Cahya Mata’s key strategic initiatives align with its value-creation objectives and the UN SDGs?

A Cahya Mata is deeply committed to integrating sustainability into the core of our business strategy. Our UN SDGs in focus are as follows:

UN SDG	Cahya Mata’s Strategic Alignment
 Goal 4: Quality Education	Through our scholarship programme, we provide inclusive learning opportunities that empower communities with knowledge and skills, fostering sustainable socio-economic progress.
 Goal 5: Gender Equality	We champion gender equality by empowering women across all organisational levels, from the Board to non-executive staff. Our focus on leadership diversity and inclusivity reinforces our commitment to equal opportunities and sustainable growth.
 Goal 7: Affordable and Clean Energy	Clinker Line 2 incorporates a waste heat recovery system generating up to 6MW of power. The Phosphates plant’s hydro-powered operations further align with our goal of minimising fossil fuel dependency and advancing clean energy use.
 Goal 8: Decent Work and Economic Growth	Alongside our commitment to workplace safety and the enforcement of strict Personal Protective Equipment (“PPE”) protocols, the expansion of Clinker Line 2 will boost production capacity, reduce reliance on imports, and enhance supply chain resilience, supporting sustainable economic growth.
 Goal 9: Industry, Innovation, and Infrastructure	Clinker Line 2’s advanced dust filtration system is designed to reduce emissions to 50% below current regulatory limits. BCKK 2 (RM550 million) drives Property Development SBU’s growth and supports Sarawak’s convention and Meetings, Incentives, Conferences, and Exhibitions (“MICE”) economy.
 Goal 12: Responsible Consumption and Production	Our Singapore Green Label-certified cement products, water recycling systems, and ESG training reinforce our commitment to responsible production.

ACCELERATING PERFORMANCE, GROWING IMPACT

RISK MANAGEMENT

Q What are the key risks across Cahya Mata's operations and how are these prioritised?

A The Group's risk management framework is built on the principles of proactive identification, structured assessment, and accountable mitigation. All SBUs and corporate functions are required to review and update their risk profiles on a minimum quarterly basis, reassessing risks and controls against key risk indicators ("KRIs") and impact measures.

Among the key risk categories prioritised by the Group are: foreign currency exposure market demand risk in the Oiltools segment given global rig market cyclicality; project execution risk associated with our major capital projects; and ESG and regulatory compliance risks as sustainability reporting requirements continue to evolve. Organisational development, corporate governance, and investment risks are also among those prioritised.

The Group Risk Management Committee ("GRMC"), convening quarterly and comprising the Group Managing Director and all SBU heads, provides the governance structure for risk deliberation and escalation to the Board-level Group Risk Committee. In FY2025, the proactive change of functional currency for one of our subsidiaries from USD to MYR was a direct outcome of this risk management process, a timely decision to reduce the translational impact of forex volatility on reported results.

Q How does Cahya Mata proactively manage dynamic risks such as cybersecurity, climate change, and geopolitical tensions?

A The Group evaluates and mitigates risks using a structured Risk Matrix aligned with internationally recognised standards, including the COSO (Committee of Sponsoring Organisations) of the Treadway Commission framework and ISO 31000:2018 guidelines. These parameters are developed and regularly reviewed by our risk management team.

On climate risk, we are progressively embedding climate-related considerations into our risk and strategic planning processes in alignment with IFRS S2 requirements. Our Clinker Line 2 project, with its waste heat recovery and advanced dust filtration systems, represents a direct capital response to transitional climate risk, reducing our carbon intensity and regulatory exposure as emissions standards tighten.

On cybersecurity, the Group has implemented structured IT governance policies and monitoring protocols to safeguard operational technology and data integrity across our manufacturing, construction, and service operations. On geopolitical and macroeconomic risks, the Group's geographic and business diversification spanning multiple countries and industry sectors provides a natural buffer against concentrated exposure. Our cash position further equips us to absorb external shocks and act decisively on strategic opportunities.

ACCELERATING PERFORMANCE, GROWING IMPACT

OUTLOOK FOR FY2026 AND BEYOND

Our outlook is anchored on execution and delivery. As we look ahead to FY2026, Cahya Mata enters the year with cautious optimism, underpinned by clear and tangible growth catalysts, barring the impact of the ongoing conflict in the Middle East. Sarawak's ambitious GDP target of RM282 billion by 2030, supported by the SCORE initiative and RM5.9 billion in Budget 2025 development allocations, provides a compelling growth backdrop for our core businesses. We are committed to advancing three strategic priorities:

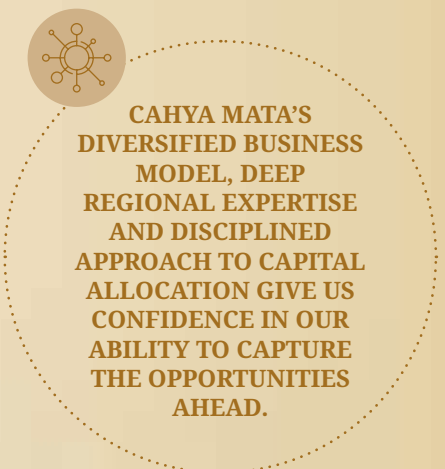
1 Accelerating the delivery of our major capital projects: BCKK 2 construction is expected to accelerate materially through FY2026, and Phosphates is targeted to reach full commercial operations by Q3 2026, which we believe will mark a significant inflection in the Group's earnings profile. Clinker Line 2 continues to advance toward targeted completion in 2027.

2 Driving operational excellence and cost discipline across the SBU portfolio: We will sustain Cement performance and progress Clinker Line 2, stabilise Oiltools through geographic diversification and contract discipline, and ensure Road Maintenance continues its consistent contribution. The Group will continue to expand trading functions internationally throughout the business. We remain focused on working capital efficiency, disciplined capital allocation, and embedding sustainability into operational decision-making.

3 Deepening ESG integration and translating sustainability into long term value: In FY2025, we continued to strengthen the integration of ESG considerations across the Group. With the support of KPMG, we advanced the development of our Sustainability Framework and Roadmap, providing clearer direction for our sustainability journey. In parallel, our Group ESG team led the development of the ESG Scorecard and the drafting of Group-wide ESG Policies and Procedures, enforcing a more structured and consistent approach to sustainability across the organisation.

As we move forward, we are working closely with our ESG consultant to further enhance our sustainability related policies and develop a practical decarbonisation roadmap. We will also continue to explore circular economy initiatives and expand our PLC footprint to reduce carbon intensity, while improving operational efficiency and maintaining cost competitiveness.

Our strategic focus remains clear: sustain and grow the performance of our core SBUs, deliver our capital projects on time and on budget, and leverage our strong balance sheet to selectively pursue new regional and sectoral opportunities that can compound value for the next decade.



Accelerating performance is about sharper execution and stronger delivery. Growing impact is about ensuring that our progress strengthens Sarawak's development ecosystem, supports our people and communities across Malaysia and the region, and creates durable value for shareholders over the long term.

As we forge ahead into 2026, I am confident that Cahya Mata will continue to be a pillar of economic progress and sustainability leadership in Sarawak and beyond.

Thank you for your continued trust and support.

Yours sincerely,

**YBhg. Dato Sri Sulaiman Abdul Rahman
B Abdul Taib**

Group Managing Director

Cahya Mata Sarawak Berhad

MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL YEAR ENDED 31 DECEMBER 2025

OVERVIEW

Cahaya Mata Sarawak Berhad (“Cahaya Mata” or “the Group”) is Sarawak’s leading homegrown conglomerate with diversified interests spanning Cement, Construction Materials & Trading, Road Maintenance, Property Development, Oiltools, Phosphates, Environmental Technology, and strategic investments in telecommunications and financial services. The Group’s operations are anchored in Sarawak and extend across nine countries, supporting the State’s long-term development agenda under the Post COVID-19 Development Strategy 2030 (“PCDS 2030”), particularly in infrastructure development, industrialisation, and resource-based downstream activities.

Financial Year 2025 (“FY2025”) was characterised by a mixed and evolving operating landscape, with the Group demonstrating measured resilience across its core businesses amid sector-specific challenges. Demand for construction materials and infrastructure-related services remained supported by ongoing public and private sector projects in Sarawak, underpinning steady performance in Cement and Road Maintenance. Property Development activity was also sustained, driven by progressive construction from ongoing projects, including Borneo Convention Centre Kuching 2 (“BCK 2”).

Cash Balances

RM 750.8
million

Dividend

3.0
sen per share

Overall earnings were impacted by a combination of cyclical and transitional factors. As a result, the Oiltools Strategic Business Unit (“SBU”) experienced a sharp contraction in rig activities, reflecting lower upstream oil and gas activity levels during the year. The Phosphates SBU continued to record pre-commercialisation losses, primarily due to ongoing commissioning costs and unrealised foreign exchange losses arising from intercompany loan. In addition, Property Development earnings were lower compared with FY2024 due to the absence of a one-off high-margin land disposal transaction that had contributed significantly in the prior year.

Notwithstanding these challenges, several core businesses delivered resilient performances. The Cement SBU recorded one of its highest-ever revenues and profit before tax, supported by stable demand and operational efficiencies. Road Maintenance reported improved contributions in line with higher work orders and execution progress, while the Property Development SBU registered stronger revenue driven by construction progress.

Despite the year-on-year subdued earnings, the Group preserved its financial strength and liquidity position. Cash and bank balances remained robust at RM750.8 million, supported by disciplined capital management and steady operating cash flows, while the balance sheet remained minimally geared. The Board has proposed to maintain a dividend of 3.0 sen per share (subject to shareholders’ approval), reflecting confidence in the Group’s financial resilience and its ability to navigate short-term earnings volatility.

MANAGEMENT DISCUSSION & ANALYSIS

Revenue

RM1,109.4
million

Profit Before Tax

RM108.8
million

PATNCI

RM65.7
million

Basic EPS

6.11
sen

Net Assets/Share

RM3.16

During the year, Cahya Mata continued to advance its long-term strategic investments. These include the new 6,000 MT/day Mambong Clinker Line 2 (“Clinker Line 2”) targeted for completion in 2027 to enhance cement production capacity and eliminate the need for imported clinker as well as the resumption of commissioning activities at the Phosphates plant following the restoration of electricity supply in September 2025, marking a key milestone towards commercialisation.

The Group enters FY2026 with a strengthened operational and financial base, alongside clearer visibility on near- to medium-term growth drivers. These include the ramp-up towards commercial phosphate production, accelerating construction from the BCK 2 project, and continued execution of the Clinker Line 2 expansion. While external uncertainties particularly in geopolitics, global commodity markets and foreign exchange movements may continue to influence performance, the Group remains focused on operational execution, cost discipline, and unlocking value from its strategic investments.

These factors collectively position Cahya Mata to continue supporting Sarawak’s economic transformation while progressively enhancing earnings contribution across its diversified portfolio.

MACROECONOMIC AND OPERATING ENVIRONMENT

Malaysia — Solid Fundamentals, Selective Headwinds

Malaysia’s economy demonstrated resilience in 2025, buoyed by sustained domestic demand, continued public infrastructure investment, and a measured recovery in manufacturing output. The construction sector was a notable outperformer, expanding by an estimated 12.5% to reach RM178.6 billion in total construction work done, with the fourth quarter maintaining positive momentum at RM46.4 billion, a 10.3% year-on-year increase. This robust activity reflected the progressive delivery of large-scale national infrastructure projects, including Mass Rapid Transit 3 (MRT3), the East Coast Rail Link (ECRL), and the growing data centre development ecosystem in the Klang Valley and beyond.

Consumer price inflation moderated through the year, easing cost-of-living pressures, while Bank Negara Malaysia maintained the Overnight Policy Rate (OPR) at 3.00%, providing a stable monetary backdrop for capital investment decisions. Domestic bank lending to the construction and property sectors remained broadly supportive, underpinning project execution pipelines across the country.

The Malaysian Ringgit also experienced notable appreciation against the US Dollar during 2025. The USD/MYR exchange rate strengthened from approximately 4.47 at end-2024 to around 4.05 at year-end 2025, reflecting improved investor sentiment towards Malaysia’s fiscal consolidation progress and the relative softness of the US Dollar in global markets. However, for Cahya Mata, this currency movement had a material accounting impact: the Group’s Phosphates subsidiary recognised unrealised foreign exchange losses of RM36.3 million on financing activities in FY2025, compared with RM8.9 million in the prior year, an incremental adverse impact of RM27.4 million that compressed reported Group profitability well beyond underlying operational trends.

MANAGEMENT DISCUSSION & ANALYSIS

Sarawak — Development Momentum Sustains

Sarawak's development remained in a strong footing in 2025, underpinned by one of the most ambitious State-level infrastructure programmes in Malaysia. The State Government invested RM21.8 billion across 1,586 infrastructure projects through its alternative financing model, with approximately 71% of projects completed by year-end 2025. Landmark deliverables included extensions to the Coastal Road Network, the Second Trunk Road corridor, and targeted water supply grid interventions across water-stressed regions. JKR Sarawak completed the construction of 1,795 kilometres of new roads during the year, meaningfully extending connectivity from coastal centres into highland areas.

These State investments directly supported demand for Cahya Mata's core products and services from cement, concrete, construction materials, road maintenance, to property development reflecting the Group's close alignment with Sarawak's development priorities. The Government's Post COVID-19 Development Strategy 2030 ("PCDS 2030"), which targets the doubling of Sarawak's GDP by 2030, continues to provide a sustained demand pipeline across the Group's key segments. Notable infrastructure developments contributing to this demand environment include the BCCK 2 project, the new Kuching International Airport, Tanjung Embang and Miri deep-sea ports, and the Phase Two of the Sarawak-Sabah Link Road.

Sarawak's unique energy advantage of access to low-cost hydroelectric power from the Bakun and Murum dams continues to support the strategic case for energy-intensive industries such as Phosphates.

Global Commodity and Energy Markets

Global energy markets remained volatile in 2025, with crude oil prices oscillating in the USD 61-77 per barrel range for Brent crude, reflecting crosscurrents from OPEC+ supply management, moderating global growth forecasts, and geopolitical risk premiums. This environment contributed to a broad-based pullback in Exploration & Production ("E&P") capital spending by oil majors, particularly in the second half of the year.

The consequent reduction in drilling activity across Cahya Mata's key Oiltools market coupled with lower revenue generating activities, were primary drivers of the contraction in Oiltools revenue to RM139.3 million in FY2025, reversing the exceptional performance delivered in FY2024 when the SBU had operated at peak utilisation.

Imported clinker prices, which represent a significant cost input for the Cement SBU, trended moderately lower through 2025, benefiting from weakened US dollar, softer shipping freight rates and reduced demand from key consuming markets. This provided a meaningful tailwind for Cahya Mata's Cement margins and partially cushioned against other cost pressures, including energy and labour.

The global phosphate market continued to exhibit structural demand growth, driven by food security concerns, fertiliser input demand, and the accelerating adoption of lithium iron phosphate ("LFP") battery technology for electric vehicles. As Malaysia's sole manufacturer of Yellow Phosphorus — a critical upstream input for the phosphate processing chain — Cahya Mata's Phosphates plant is positioned to address a regional supply gap once commercial production commences.



THE GLOBAL PHOSPHATE MARKET CONTINUED TO EXHIBIT STRUCTURAL DEMAND GROWTH, DRIVEN BY FOOD SECURITY CONCERNS, FERTILISER INPUT DEMAND, AND THE ACCELERATING ADOPTION OF LITHIUM IRON PHOSPHATE ("LFP") BATTERY TECHNOLOGY FOR ELECTRIC VEHICLES.

MANAGEMENT DISCUSSION & ANALYSIS

Operating Environment Summary

In aggregate, FY2025 reflected two distinct operating dynamics for Cahya Mata.

Sarawak-facing businesses benefited from strong Government-led construction demand, pricing stability, and operational improvement. In contrast, globally-exposed segments such as Oiltools and Phosphates faced a more challenging year driven by external market conditions and the accounting effects of USD/MYR currency movements respectively.

The Group's strategic positioning as a significant materials and infrastructure services supplier for Sarawak's development agenda creates a compelling multi-year growth runway as transformational infrastructure projects gather pace.

The Group recorded consolidated revenue of RM1,109.4 million for FY2025, a reduction of RM86.9 million or 7.3% from RM1,196.3 million in FY2024. This was primarily attributable to differing performance trends between the Group's Sarawak-anchored businesses which collectively grew and its globally-exposed Oiltools operations, which contracted sharply as a result of external forces.

Cement remained the Group's cornerstone revenue contributor at RM665.1 million (60% of total), growing 2.8% on the back of higher sales volumes, greater Portland Limestone Cement ("PLC") penetration and sustained Sarawak construction demand. Property Development posted the strongest growth, up 49.8% to RM109.5 million, driven by progressive revenue recognition from the commencement of the BCCK 2 construction contract and continued progress at Cahya Intan Phase 2. Road Maintenance and Support Services also delivered steady incremental growth.

These gains were offset by the Oiltools SBU, where revenue fell by RM138.1 million or 49.8% to RM139.3 million, reflecting a broad-based reduction in drilling and completions activity across the SBU's eight operating geographies in response to the global Exploration & Production ("E&P") spending cycle.



PROPERTY DEVELOPMENT POSTED THE STRONGEST GROWTH, UP 49.8% TO RM109.5 MILLION, DRIVEN BY PROGRESSIVE REVENUE RECOGNITION FROM THE COMMENCEMENT OF THE BCCK 2 CONSTRUCTION CONTRACT AND CONTINUED PROGRESS AT CAHYA INTAN PHASE 2.

MANAGEMENT DISCUSSION
& ANALYSIS

MANAGEMENT DISCUSSION
& ANALYSIS

Profitability Performance

Gross profit margin held firm at 27.9% (FY2024: 27.8%), demonstrating the underlying resilience of the Group’s operational mix. Margin stability was underpinned by efficiency gains in the Cement SBU through lower clinker costs, PLC volume growth and improved mill utilisation, which offset margin compression in Property Development SBU due to the one-off land sale in 2024.

The Group’s profit before tax was shaped by several significant items below the operating profit line:

- Share of results from associates decreased 31.5% to RM46.7 million (FY2024: RM68.2 million), primarily reflecting lower equity-accounted contributions from Kenanga Investment Bank Berhad, where subdued retail market participation and softer management fee income weighed on performance relative to the exceptionally strong FY2024 base.
- Share of results from joint ventures improved 15.2% to RM24.6 million (FY2024: RM21.4 million), driven by contribution from the quarries and premix related sales and activities.
- Finance costs declined to RM17.7 million (FY2024: RM27.9 million), reflecting disciplined liability management and lower average borrowing costs as legacy debt was progressively retired.
- Foreign exchange loss on financing activities widened to RM36.3 million (FY2024: RM8.9 million). This is an unrealised, non-cash accounting charge — it does not reflect an operational deterioration. Excluding this FX impact, the Group’s adjusted PBT would have been approximately RM145.1 million, more representative of underlying business performance.

In terms of operating profit, inventory write-downs of RM15.1 million accross SBUs. This was primarily attributable to the Cement SBU, where RM9.6 million related to spare parts that are not compatible with Clinker Line 2, as well as the Phosphates SBU, which recognised RM5.5 million in net realisable value adjustments on raw materials and finished goods.

In addition, the Phosphates SBU incurred higher pre-commissioning costs following the restoration of electricity supply.

The combination of lower gross profit, higher administrative costs, lower associate contributions, and the widened FX loss resulted in Profit Before Tax of RM108.8 million, a 42.8% decrease from RM190.1 million in the prior year.

Income tax expense of RM69.1 million (FY2024: RM65.2 million) resulted in an effective tax rate of 63.5% — significantly above the statutory rate of 24%. This elevated rate predominantly from pre-commencement tax losses accumulating within the Phosphates subsidiary are not currently available to offset taxable profits generated by other Group companies. As the Phosphates plant transitions to commercial operations, this effect is expected to normalise in 2026, providing a meaningful improvement to the Group’s effective tax rate and enhancing attributable earnings.

Profit After Tax and Non-Controlling Interests (“PATNCI”) amounted to RM65.7 million (FY2024: RM128.2 million), a decrease of 48.8%. Basic earnings per share declined to 6.11 sen from 11.93 sen. Adjusting for the incremental unrealised FX loss (RM27.4 million), the adjusted PATNCI would be RM94.8 million, providing context for the underlying earnings trajectory.

Profitability Through an Economic Lens

The Group’s reported profitability in FY2025, with PBT reducing 42.8% to RM108.8 million and PATNCI falling 48.8% to RM65.7 million is best understood not as a reflection of operational deterioration, but as the product of three distinct economic forces acting simultaneously on different parts of the business.

The most consequential was currency. The appreciation of the Malaysian Ringgit against the US Dollar through 2025 produced a foreign exchange loss on intercompany loan of RM36.3 million, against RM8.9 million in the prior year — an incremental RM27.4 million charge that is entirely unrealised and non-cash in nature. Stripped of this incremental currency effect, the Group’s adjusted PBT would have been approximately RM145.1 million, a more representative measure of underlying business performance and one that tells a materially different story from the headline numbers.

The second force was the global energy and commodities cycle. Oil prices, while not at distressed levels, moderated sufficiently through 2025 to prompt a broad-based pullback in E&P capital spending by oil majors across the Group’s key Oiltools markets. This translated directly into a 49.8% contraction in Oiltools revenue to RM139.3 million — a swing of RM138.1 million year-on-year and a corresponding decline in Oiltools PBT from RM30.5 million to RM9.6 million. Its FY2025 performance is a function of where the global E&P spending cycle happened to be, not of any loss of competitive position.

The third force was the transitional cost of Phosphates moving towards commercialisation. The restoration of electricity supply to the Phosphates plant in September 2025 triggered a phase of active commissioning that generated significant pre-revenue expenditure: plant testing, workforce costs, and restoration works. These costs, combined with the USD/MYR translation impact on the shareholder loan, produced a pre-tax loss of RM145.9 million within the Phosphates SBU (FY2024: RM96.8 million). This loss, which is entirely transitional in nature, pulled down the Group’s profitability. Upon commercialisation, the operations are expected to become a significant driver to the Group’s earnings, underpinned by rising global demand for phosphates across a broad range of industrial applications.

Overall, the Group’s Sarawak-anchored businesses demonstrated the value of operating in an economy with a structurally supportive policy backdrop. The Cement SBU considerably insulated from external competition by geography and benefiting directly from Sarawak’s construction pipeline, delivered its highest-ever revenue and PBT, with margins expanding even as group-level earnings compressed. The effective tax rate of 63.5%, elevated well above the statutory 24%, compounds the earnings impact further: it reflects the current tax treatment of pre-commencement losses in Phosphates, which cannot be offset against taxable profits generated elsewhere in the Group under prevailing rules — a position that will naturally unwind as Phosphates transitions to profitability.

Reported earnings were substantially impacted by non-operational and transitional costs; barring these impacts, the core business remains intact.



MANAGEMENT DISCUSSION & ANALYSIS

MANAGEMENT DISCUSSION & ANALYSIS

Financial Position and Cash Flow

The Group's balance sheet remained robust and well-capitalised as at 31 December 2025. Total assets grew 2.1% year-on-year to RM4.6 billion, primarily attributable to capital expenditure for the clinker expansion. Total equity and net assets per share were maintained at RM3.6 billion and RM3.16 respectively.

The Group's non-current asset base expanded to RM3,257.0 million, with property, plant and equipment rising 6.3% to RM1,490.6 million. This increase principally reflects RM156.3 million in capital expenditure during FY2025 (FY2024: RM32.7 million), directed towards the clinker expansion. The sharp increase in capital expenditure year-on-year signals the transition from planning to active investment — a development the Board views as a measure of strategic confidence in Sarawak's infrastructure growth horizon.

Total capital commitments as at 31 December 2025 stood at RM1,194.7 million (31 December 2024: RM538.5 million), comprising RM653.8 million of approved and contracted commitments (predominantly the new clinker) and RM524.9 million approved but not yet contracted. This forward investment programme represents the most significant capital deployment cycle in Cahya Mata's recent history and is expected to translate into substantially higher earnings-generating capacity from FY2027 onwards as new capacities come on stream.

The decline in investment securities of 15.3% to RM107.0 million reflects fair value movements on the portfolio consistent with broader capital market conditions during FY2025.

Working capital management improved markedly in FY2025. Inventories decreased 15.2% to RM322.1 million, reflecting inventory rationalisation and write-down recognition across the Group. Trade and other receivables declined 18.1% to RM237.8 million. Both movements contributed to a healthier working capital cycle and supported operating cash generation during the year.



TOTAL ASSETS GREW 2.1% YEAR-ON-YEAR TO RM4.6 BILLION, PRIMARILY ATTRIBUTABLE TO CAPITAL EXPENDITURE FOR THE CLINKER EXPANSION.

The quick ratio stood at 1.27 times as at 31 December 2025 (31 December 2024: 1.37 times), remaining comfortably above 1.0x and reflecting adequate near-term liquidity, notwithstanding the increase in current liabilities to RM835.2 million (FY2024: RM713.3 million) partly due to the reclassification of certain borrowing maturities.

This increase was partially offset by dividends paid of RM32.2 million to Company shareholders and RM6.7 million to non-controlling interests. The Group also recorded other comprehensive losses of RM37.7 million, mainly arising from fair value declines on investment securities and adverse currency translation movements.

Net assets per share remained unchanged at RM3.16.

The Group's leverage position remains exceptionally conservative. Total borrowings of RM310.2 million against a cash reserves of RM750.8 million produced a net cash surplus of RM440.60 million.

Gearing on a gross basis stood at 0.09 times (FY2024: 0.07 times) — well within the Group's internal thresholds and providing substantial headroom to fund the ongoing new clinker line and Phosphates investment cycle without financial strain. The Group had successfully secured a RM600 million funding from an external financial institution to fund its investment in Clinker Line 2. The Group's minimally geared balance sheet is a structural competitive advantage that positions it to act decisively on strategic opportunities as they emerge.

OPERATIONS REVIEW — STRATEGIC BUSINESS UNITS

FY2025 was marked by a number of significant operational achievements across the Group. The Cement SBU delivered one of its highest-ever revenue and profit before tax, underpinned by higher average selling prices, lower clinker costs, and continued progress in PLC penetration toward the 80% market share target — a transition that simultaneously advances sustainability objectives and reduces per-unit production costs. Construction of new clinker line, which will more than double the Group's clinker capacity upon its targeted 2027 completion, progressed on schedule, with capital commitments constituting the majority of the Group's RM649.6 million approved-and-contracted programme at year-end. The use of Alternative Fuels and Resources in cement production, in collaboration with Linde EOX, X-FAB Sarawak, and PETRONAS, further reduced the carbon intensity of the Group's largest business. Concrete operations were also scaled rapidly, supported by an aggressive expansion across Sarawak with the latest being the Kota Samarahan wet-mix ready mixed concrete batching plant, which commenced operations in October 2025.

In infrastructure, the Road Maintenance SBU completed the opening of a 126.8 km-section of the Pan Borneo Highway Phase 1 No. 6 ("WPC06") dual carriageway and delivered Sarawak's first cable-stayed bridge — the Bintulu-Jepak Bridge — ahead of schedule, reinforcing the Group's position as a key infrastructure delivery partner for the State. Cold In-Place Recycling ("CIPR") continued to achieve near-100% material recycling rates on rehabilitation works, while Road Maintenance Index scores were sustained above the concession threshold throughout the year.

The Phosphates SBU reached a transformational milestone with the restoration of electricity supply to the Samalaju plant on 9 September 2025, enabling active commissioning to commence. The Department of Environment's approval for the repurposing of phosphate slag as a substitute raw material in cement production opened an incremental circular economy revenue stream, while a functional currency change from USD to MYR at the subsidiary level reduced the Group's sensitivity to future foreign exchange translation volatility.



THE ROAD MAINTENANCE SBU COMPLETED THE OPENING OF A 126.8 KM-SECTION OF THE PAN BORNEO HIGHWAY PHASE 1 NO. 6 ("WPC06") DUAL CARRIAGEWAY AND DELIVERED SARAWAK'S FIRST CABLE-STAYED BRIDGE — THE BINTULU-JEPAK BRIDGE — AHEAD OF SCHEDULE, REINFORCING THE GROUP'S POSITION AS A KEY INFRASTRUCTURE DELIVERY PARTNER FOR THE STATE.

In the Oiltools SBU, two new contracts were secured with Pertamina Hulu Energy ONWJ — a three-year drilling waste management agreement and a brine filtration services contract — deepening the Group's relationship with a key Indonesian client and providing a multi-year earnings foundation. The SBU also completed its assigned scope under the ADNOC drilling waste management contract across 28 rigs in the UAE, and advanced the reactivation of its Global Research & Technology Centre to strengthen product differentiation over the medium term.



MANAGEMENT DISCUSSION & ANALYSIS

Property Development commenced revenue recognition on the convention centre contract during the year, providing a significant and sustained earnings contribution that is expected to accelerate meaningfully through 2026. Workers' accommodation facilities in Samalaju continued to generate steady recurring rental income, contributing to earnings stability while larger development projects progress.

Among the Group's strategic investments, Kenanga Investment Bank's Listed Derivatives, one of its business segments, achieved its highest profit in over a decade on record market volumes of 22.3 million contracts, and the Group maintained its FTSE4Good Bursa Malaysia Index listing with an ESG score in the 94th percentile.

SACOFA advanced a partnership with ZTE Corporation to modernise Sarawak's telecommunications infrastructure and signed a 10-year 5G backhaul agreement with U Mobile, strengthening the Group's exposure to Sarawak's growing digital economy.

The Group delivered a resilient performance in FY2025, supported by strong execution in core businesses, disciplined cost management, and continued alignment with Sarawak's infrastructure and industrial development agenda. While certain segments faced cost pressures and transitional challenges, the Group maintained earnings stability through operational resilience, recurring income streams, and strategic positioning across its key businesses.

Overall, the Group's diversified portfolio continues to provide a balanced earnings profile, combining stable, cash-generating businesses with emerging growth platforms. While certain segments are navigating cost pressures and transitional phases, the Group remains well-positioned to capitalise on infrastructure development, industrial expansion and resource-based opportunities in Sarawak, underpinned by disciplined execution, operational resilience and a strong financial foundation.

Further details on the performance, key developments, and operational outlook of each SBU are set out in Section 5 of the Integrated Annual Report ("IAR"), which provides a more granular review of the Group's segmental activities for FY2025.

DIVIDEND

The Board of Directors has proposed to declare a first and final tax-exempt (single-tier) dividend of 3.0 sen per ordinary share for FY2025 (FY2024: 3.0 sen per share). Subject to shareholders' approval at the forthcoming Annual General Meeting, the total dividend payment will amount to approximately RM32.3 million. The entitlement and payment dates will be announced separately.

Notwithstanding the earnings decline in FY2025, the Board has maintained the dividend at the same level as FY2024, reflecting its confidence in the Group's long-term earnings outlook and the Group's strong balance sheet. The progressive commissioning of the Phosphates plant, acceleration of BCKK 2, and the upcoming benefits from new clinker line are expected to drive meaningful earnings recovery in FY2026 and FY2027.

**PROPERTY
DEVELOPMENT COMMENCED
REVENUE RECOGNITION ON
THE CONVENTION CENTRE
CONTRACT DURING THE YEAR,
PROVIDING A SIGNIFICANT
AND SUSTAINED EARNINGS
CONTRIBUTION THAT IS
EXPECTED TO ACCELERATE
MEANINGFULLY THROUGH
2026.**

MANAGEMENT DISCUSSION & ANALYSIS

SUSTAINABILITY AND ESG HIGHLIGHTS

Sustainability remains a core strategic priority across all of the Group's SBUs. Key highlights from FY2025 include:

- Cement:**
PLC penetration is targeted to increase to 80% of total cement sales by 2025 (FY2024: 40%), significantly reducing the SBU's carbon footprint per tonne. The new clinker line is designed with waste heat recovery systems and high-efficiency dust filtration. Zero fatalities, environmental incidents and property damage were recorded during FY2025.
- Phosphates:**
Regulatory approval obtained from the Department of Environment ("DOE") for repurposing phosphate slag in cement production, advancing circular economy objectives. The fully hydro-powered Yellow Phosphorus plant eliminates fossil fuel dependency, a unique competitive advantage in Southeast Asia.
- Road Maintenance:**
CIPR achieved 99% on-site material recycling. The SBU maintained 6.92 million lost-time injury-free man-hours and holds ISO 14001 and ISO 45001 certifications.
- Construction Materials & Trading:**
Transition to LED lighting delivered measurable energy savings. Dust suppression systems and bag filters minimised operational environmental footprint. Zero-incident safety record maintained.
- Environmental Technology:**
Maintained SIRIM ECO LABEL, TUV, and MYHIJAU certifications. New product lines include sustainable planks and drain covers using recycled rice husk, post-consumer plastics and recycled tyres. Market trials initiated in Malaysia and Singapore.
- Kenanga (associate):**
Retained FTSE4Good Bursa Malaysia Securities Index listing (Top 8% of PLCs); named Best Securities House for ESG in Malaysia at Euromoney Securities Houses Awards; received Top 20 Overall Excellence Award at National Corporate Governance and Sustainability Awards 2024.

MANAGEMENT DISCUSSION
& ANALYSIS

MANAGEMENT DISCUSSION
& ANALYSIS

RISK MANAGEMENT		
Risk	Description	Mitigation
Market / Competition	New cement competitor entrant	Clinker Line 2 expansion; Portland Limestone Cement/ Oil Well Cement differentiation
Phosphates Commissioning	Extended commissioning timeline; SESCO electricity dispute	Dedicated project team; Asian International Arbitration Centre (“AIAC”) arbitration ongoing; electricity restored Sep 2025
Foreign Exchange	USD/MYR fluctuation – Phosphates & Oiltools USD exposures	Natural hedging; foreign currency accounts; Phosphates SBU functional currency changed to MYR in FY2025
Oiltools Demand	Reduced E&P activity; geopolitical uncertainty	Geographic diversification; multi-year contract focus; advancing capability through R&D and product differentiation
Financial / Inflation	Rising input costs (labour, raw materials, energy)	Long-term supply contracts; strategic price management
Regulatory	Evolving ESG and reporting requirements	ISO certifications maintained; dedicated compliance teams; proactive regulator engagement
Legal	Ongoing/potential legal proceedings	Legal advisors engaged

The risks outlined above are primarily operational and specific to the respective SBUs. Group-level strategic risks are addressed separately in the Statement on Risk Management and Internal Control, which provides a comprehensive overview of the principal risks affecting the Group as a whole.

PROSPECTS AND OUTLOOK FOR FY2026	
Strategic Positioning	
The Board views FY2026 with positive conviction. Cahya Mata stands at an earnings inflection point: two major catalysts are converging simultaneously — the progressive commercialisation of the Phosphates plant, and the acceleration of BCCK 2 construction progress. Against this backdrop, FY2025 is best understood as a challenging year in the Group’s earnings cycle, shaped by the dual headwinds of a delayed Phosphates ramp-up and a cyclical Oiltools downturn, rather than a structural deterioration in business quality.	
Near-Term Catalysts	
	Cement: Sustained demand from Sarawak’s PCDS 2030 infrastructure pipeline including the Kuching International Airport, Tanjung Embang deep-sea port, Miri deep-sea port, and Phase Two of the Sarawak-Sabah Link Road is expected to support continued volume growth. The RM550 million convention centre contract will generate meaningful cement and concrete demand as construction activity accelerates through the year. Construction of clinker line will continue to absorb capital through to its targeted 2027 completion, whereafter the doubling of clinker capacity will structurally improve margins, reduce imported clinker dependency, and lower per-unit production costs. This is further reinforced by the strengthening of the concrete business position across Sarawak’s construction value chain.
	Phosphates: Commissioning activities are anticipated to conclude by the second half of 2026, with initial commercial Yellow Phosphorus production expected by the end of Quarter 3, 2026. The transition to commercial operations will progressively reduce the pre-tax loss burden and ultimately transform Phosphates into an earnings contributor. The functional currency change from USD to MYR implemented in FY2025 at the subsidiary level will also structurally reduce the unrealised FX accounting movements that weighed on FY2024 and FY2025 reported earnings.
	Property Development: Construction at the convention centre project are expected to accelerate significantly through FY2026 as the project reaches higher construction intensity milestones, making it the dominant near-term revenue and earnings driver for the SBU. The planned launch of the GreenRE/GBI-certified apartment project in Sungai Maong (Gross Development Value (“GDV”) of RM155 million) and continued land bank monetisation in Kuching and Bintulu will supplement development income.
	Oiltools: The SBU is expected to pursue a gradual recovery through new contract awards across Southeast Asia, the Middle East, Africa and Russia. Multi-year service agreements with Pertamina Hulu Energy and ADNOC provide a baseline of earnings stability, while new product development in drilling fluids, brine filtration and waste management technologies is expected to improve margins over the medium term. A sustained recovery in global E&P spending, while not certain, would provide meaningful upside leverage.

MANAGEMENT DISCUSSION
& ANALYSIS

MANAGEMENT DISCUSSION
& ANALYSIS

Macroeconomic Considerations for FY2026

Sarawak’s infrastructure spending pipeline is expected to remain robust through 2026 and beyond, with the PCDS 2030 programme providing multi-year demand visibility. Global inflationary pressures are expected to rise, with construction input costs including energy, labour, and raw materials remaining elevated, representing a margin management focus for the Group.

The Board and management continue to actively monitor and manage this exposure, and the functional currency realignment completed in FY2025 is expected to partially mitigate the translation sensitivity in future periods.

The global interest rate environment remains broadly stable, though central banks maintain a cautious stance amid geopolitical uncertainties. Financing conditions are expected to remain conducive to supporting the Group’s funding costs and support broader economic activity.

Key Risks

Against this positive backdrop, the Board acknowledges the following key risks and the measures in place to address them.

On the commissioning of the Phosphates plant in Bintulu, any technical setbacks, regulatory delays, or adverse outcomes in the SESCO arbitration proceedings at the AIAC could defer the commencement of commercial production beyond the anticipated timeline. The Group mitigates this through a dedicated commissioning project team, active legal representation in AIAC proceedings, and close monitoring of plant readiness milestones. The restoration of electricity supply in September 2025 has materially de-risked the commissioning programme relative to prior years.

The Oiltools SBU’s revenue base remains sensitive to the global E&P spending cycle, and a prolonged moderation in drilling activity across its key markets could keep revenues subdued. The SBU addresses this through geographic diversification, a deliberate focus on securing multi-year service agreements as demonstrated by the Pertamina Hulu Energy and ADNOC contracts and ongoing investment in product differentiation through the reactivated Global Research & Technology Centre.

Rising costs of energy, clinker, labour, and logistics represent a persistent margin management challenge for the Cement and Construction Materials businesses. The Group’s response centres on long-term supply arrangements, strategic price management, the progressive shift toward PLC which carries a lower input cost profile, and the operational efficiencies expected from the new clinker line upon its completion in 2027.

Finally, the concurrent execution of three major capital programmes, the Clinker Line 2, BCKK 2, and Phosphates commissioning — places meaningful demands on project management capacity and contractor oversight. The Group manages this through dedicated project governance structures for each programme, milestone-based capital disbursement, and the engagement of experienced specialist contractors with established track records in their respective scopes.

Summary Outlook

The Board and management remain confident in the Group’s fundamental trajectory. Cahya Mata’s combination of significant cement supplier role position in Sarawak, a transformational and nearly-operational Phosphates asset, a RM550 million construction contract in the pipeline and a minimally geared balance sheet represents a distinctive and underappreciated investment proposition. The Group’s deep alignment with Sarawak’s development agenda is one of the most ambitious State-level growth programmes in Malaysia that provides long-duration demand certainty for its core businesses that few regional industrial conglomerates can match.

FY2026 is expected to mark the beginning of a sustained multi-year earnings recovery cycle for Cahya Mata, underpinned by operational excellence, disciplined capital allocation, and the progressive delivery of transformational strategic investments.

FIVE-YEAR FINANCIAL HIGHLIGHT

FINANCIAL YEAR ENDED 31 DECEMBER 2025

GROUP FINANCIAL HIGHLIGHTS & SUMMARY

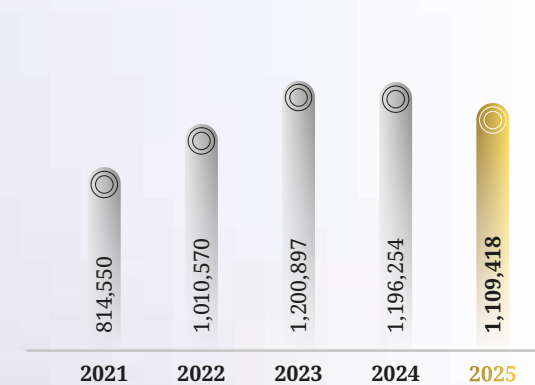
	2025	2024	2023	2022	2021
Revenue (RM'000)	1,109,418	1,196,254	1,200,897	1,010,570	814,550
Profit before taxation (RM'000)	108,801	190,100	128,241	397,997	234,607
Profit after tax (RM'000)	39,716	124,923	81,639	289,926	204,748
EBITDA (RM'000)	192,477	296,268	241,352	494,861	334,332
Profit attributable to owners of the Company (RM'000)	65,688	128,192	114,443	287,134	204,218
Weighted average no. of shares ('000)	1,074,689	1,074,369	1,074,176	1,074,176	1,071,522
Basic earnings per share (sen)	6.11	11.93	10.65	26.73	19.06
Gross dividends per share (sen)	3.00*	3.00	2.00	3.00	2.00
Current assets (RM'000)	1,386,648	1,359,983	1,631,410	2,016,308	1,729,867
Current liabilities (RM'000)	835,203	713,311	807,441	1,004,387	1,208,382
Total assets (RM'000)	4,643,602	4,548,752	4,675,609	4,855,805	4,797,741
Total borrowings (RM'000)	310,168	258,329	379,898	587,934	925,339
Total liabilities (RM'000)	1,043,609	912,120	1,127,894	1,378,572	1,565,351
Total equity (RM'000)	3,599,993	3,636,632	3,547,715	3,477,233	3,232,390
Return on average shareholders' equity (%)	1.93	3.83	3.51	9.20	7.04
Return on total assets (after tax) (%)	1.41	2.82	2.45	5.91	4.26
Current ratio (times)	1.66	1.91	2.02	2.01	1.43
Gearings (times)	0.09	0.07	0.11	0.17	0.29
Net tangible assets per share (RM)*	3.11	3.11	3.00	2.93	2.75
Net assets per share (RM)*	3.16	3.16	3.07	3.00	2.80

* Subject to shareholders' approval at Cahya Mata's forthcoming 51st Annual General Meeting ("AGM")

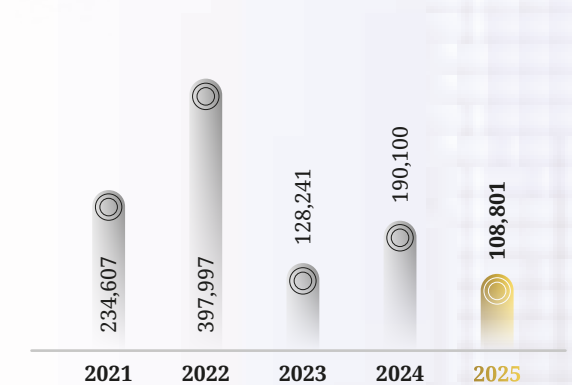
attributable to owners of the company

FIVE-YEAR FINANCIAL HIGHLIGHT

Revenue (RM'000)



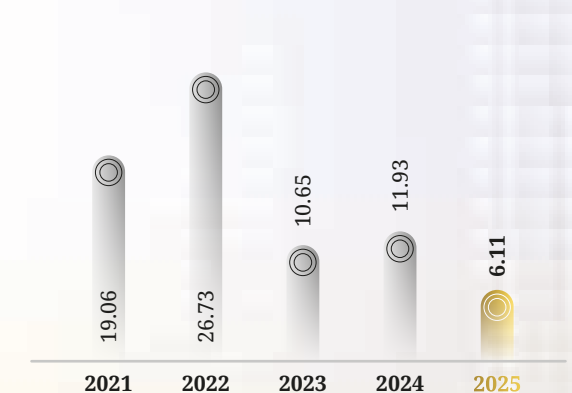
Profit Before Taxation (RM'000)



Profit attributable to owners of the Company (RM'000)



Basic earnings per share (sen)



Net assets per share (RM)



Total equity (RM'000)



CHAPTER 3 : GROUP OVERVIEW

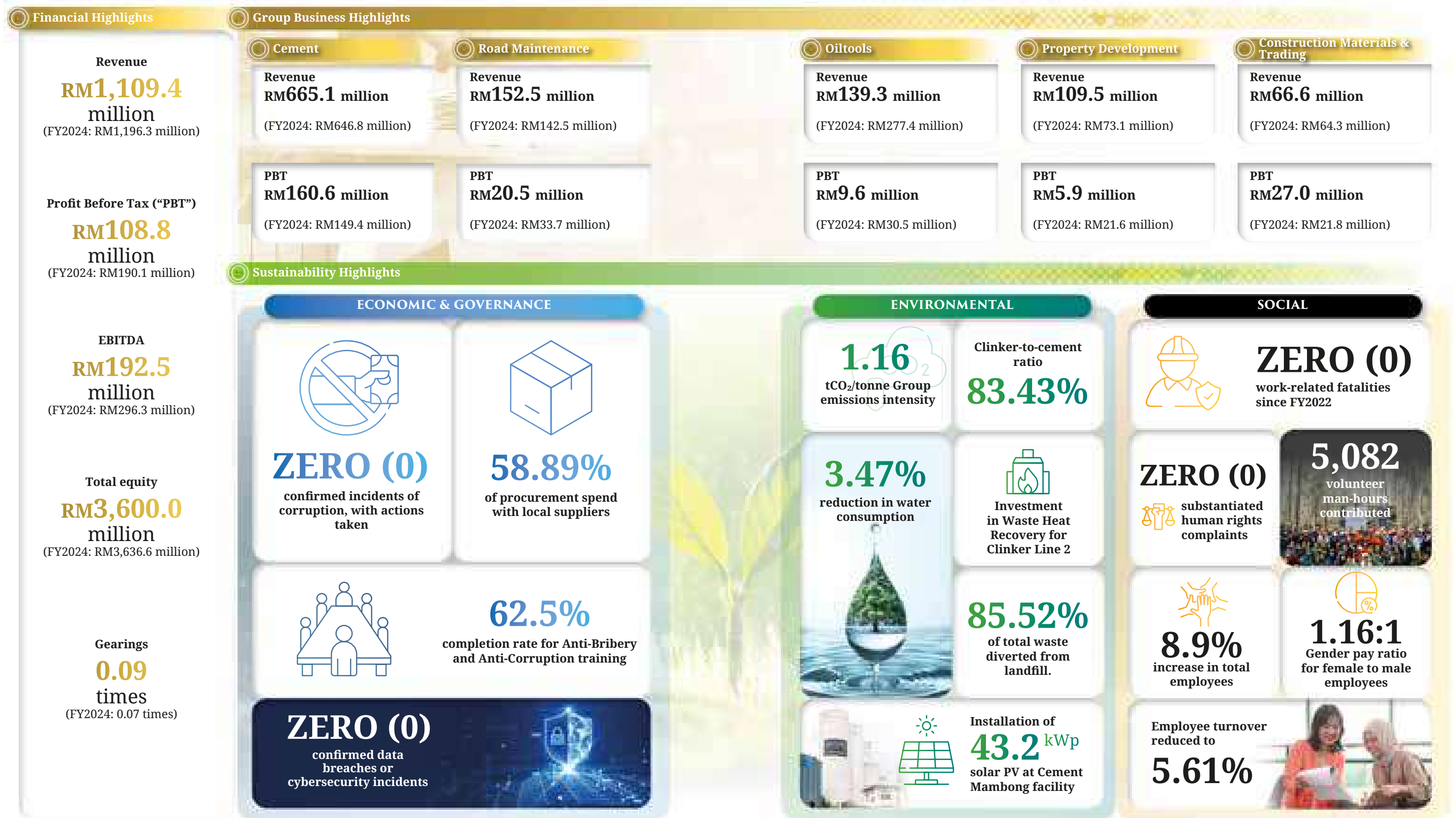
A FOUNDATION BUILT TO GROW

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KEY HIGHLIGHTS

KEY HIGHLIGHTS



WHO WE ARE:

A LEGACY ROOTED IN STRENGTH AND GROWTH

Cahya Mata Sarawak Berhad is a leading corporation listed on the Main Market of the Malaysian stock exchange, Bursa Malaysia, and is a major private-sector player in Sarawak, the largest State in Malaysia.

Today, our portfolio spans cement manufacturing, phosphates manufacturing, oil tools, green technology, construction materials, trading, construction, road maintenance, property development, financial services, telco infrastructure and other services.

We are powered by our people who are determined to deliver excellence at all levels of business. As we grow into a multi-national corporation, our ideals remain the same and our commitment to an ESG compliant business remains unchanged.

Business Overview

Cahya Mata's solid progress has ensured that its emergence as a multinational corporation after 50 years of building communities and helping to form the landscape of Sarawak and Malaysia. Today, our operations encompass 40 active companies and a global workforce of over 2,000 employees.

PLACES OF OPERATION



Sustainability is Key to Our Business

We are committed to fostering a robust culture of sustainability across our businesses. Our goal is to establish an energetic and results-oriented workplace, set an exemplary standard for environmental practices, and be a role model in contributing to our communities. As we progress, our sustainability agenda is poised to gain stronger traction across the Group, with our leaders spearheading initiatives in line with our Sustainability Framework and Roadmap.



Running Our Operations Responsibly

Our performance is assessed by both financial and non financial indicators that are aligned with our strategic objectives. By upholding responsible and transparent operations, we ensure that sound governance practices and rigorous risk control measures are ingrained across the Group at Strategic Business Unit and subsidiary levels.



Strategically Growing Our Diverse Businesses

We are focused on our plans for our core and strategic investments. We are dedicated to enhancing our traditional core businesses' operations and improving their efficiencies to extract greater value. In addition, we aim to further develop and nurture our strategic investments by expanding their market reach beyond Malaysia.

VISION, STAKEHOLDERS & CORE VALUES: GUIDED BY PURPOSE, DRIVEN BY VISION

VISION

TO ACHIEVE A BETTER FUTURE

STAKEHOLDERS

OUR SHAREHOLDERS, STAFF, CUSTOMERS & COMMUNITY



FOR OVER 50 YEARS, CAHYA MATA HAS BEEN A KEY DRIVING FORCE FOR SARAWAK'S ECONOMIC DEVELOPMENT. WE PLAYED A LEADING ROLE IN SARAWAK'S RAPID GROWTH AS THE STATE'S FIRST CEMENT MANUFACTURER, GROWING INTO A BURSA SECURITIES MAIN MARKET LISTED COMPANY.

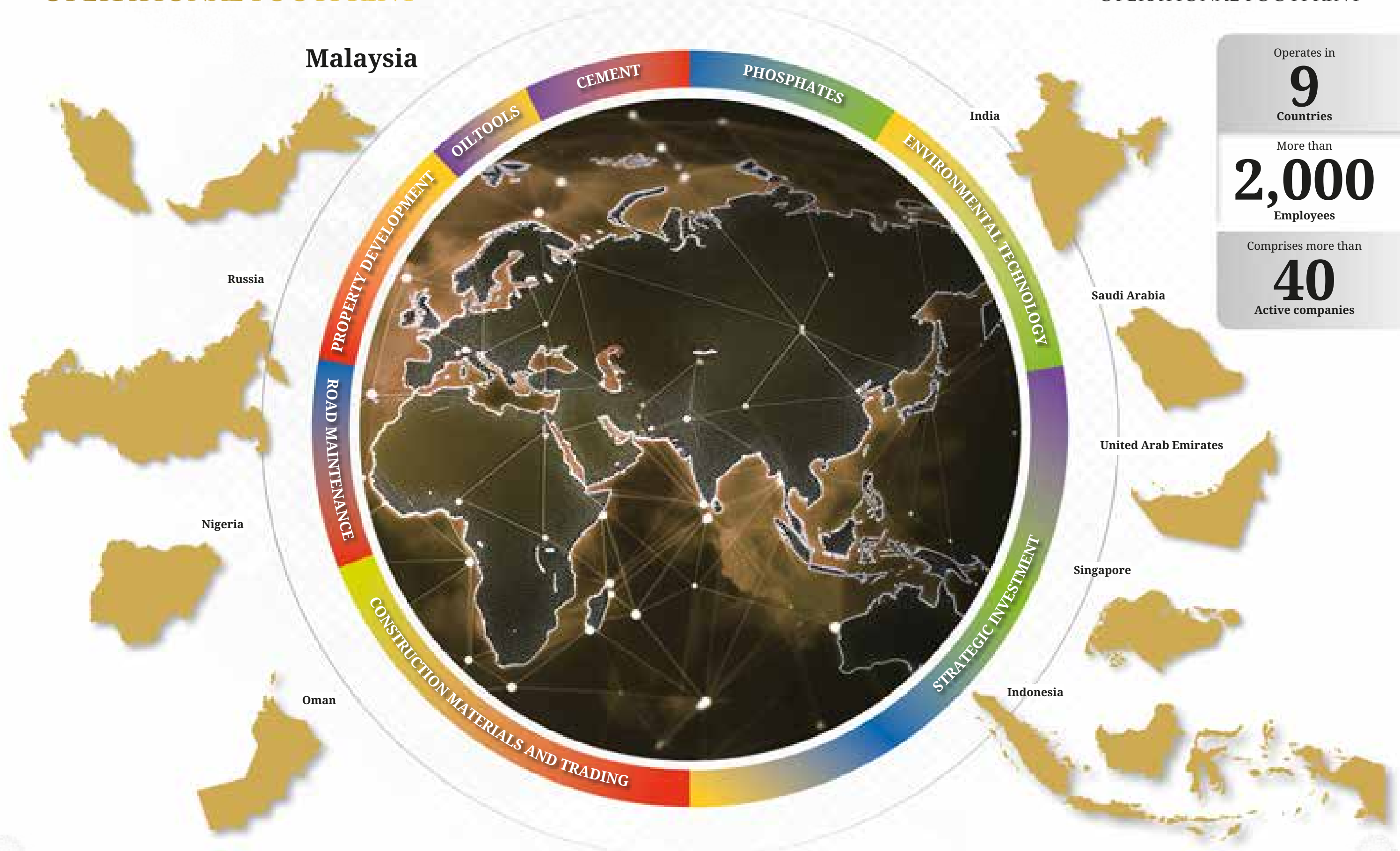
From our humble beginnings where our businesses were focused primarily in Sarawak, the Group has today grown into a multinational corporation with our ideals and our commitment towards becoming a professional ESG-compliant business which is stronger than ever. In this journey, we are powered by our people who are determined to deliver excellence at all levels. Today, our portfolio spans more than 40 companies involved in cement manufacturing, phosphates manufacturing, oiltools, environmental technology, road maintenance, property development, financial services, telecommunication, and other related services.



For more information on Cahya Mata's Group Directory, please scan the QR code or log on to www.cahyamata.com/contact-us/

WHERE WE OPERATE: A GROWING PRESENCE OF OUR OPERATIONAL FOOTPRINT

A GROWING PRESENCE OF OUR OPERATIONAL FOOTPRINT



STRATEGIC BUSINESS UNITS: GROWING STRONGER TOGETHER

Overview

Cahya Mata's diversified portfolio of Strategic Business Units ("SBUs") strengthens the Group's resilience and long-term value creation. Each SBU operates within its respective market with clear accountability, while contributing to a unified Group strategy anchored in disciplined growth.

Our core businesses in cement, construction materials and trading as well as road maintenance provide stable operational foundations and support Sarawak's infrastructure development. Complementing these are our ventures in oiltools and phosphates, which expand our industrial capabilities and diversify earnings streams. Property development and strategic investments further enhance portfolio balance and capital flexibility.

Together, our SBUs mobilise and transform the Group's key capitals (financial, manufactured, human, intellectual, social and natural) into sustainable outcomes. Established businesses reinforce financial strength and operational scale, while growth segments create pathways for innovation and future expansion.

Aligned governance, integrated risk management and coordinated resource allocation ensure that each SBU operates with both autonomy and strategic coherence. This structure enhances adaptability across economic cycles and positions the Group to deliver consistent, long-term value to shareholders and stakeholders.

Core Business

As the sole cement manufacturer in Sarawak, it manufactures clinker, cement, ready mix and precast concrete. Its end-to-end production, distribution channels and statewide network ensure consistent supply to meet the state's construction and infrastructure needs.

A leading integrated provider of drilling fluids and drilling waste management services to the upstream oil and gas sector, with a presence across domestic and selected international markets. It services onshore and offshore drilling environments, underpinned by research driven solutions as well as operational expertise.

Provision of road construction, maintenance and rehabilitation services covering large scale infrastructure works, design and build, project management and execution, as well as long-term maintenance under concession. Capabilities include pavement rehabilitation and engineering, emergency response, traffic management, and AI-driven road monitoring, enabling efficient performance and reliability of the road network.

A developer with activities spanning the entire property value chain, encompassing development, investment, construction, sales and marketing, facilities management, workers' accommodation and hotel operations. It is the master planner for Isthmus and Bandar Samariang.

GROWING STRONGER TOGETHER

An integrated construction materials provider, with operations spanning quarrying, premix manufacturing, trading and logistics, supplies aggregates, asphalt premix, wire mesh and other related materials across Sarawak.

Represents Malaysia's first integrated phosphate facility, developed to produce high value feedstock for industrial and agricultural applications. Located in Sarawak, the plant is currently in the final stages of commissioning and is expected to transition to commercial operations in 2026. Once operational, the facility will convert rock phosphate into yellow phosphorus phosphate materials and supply essential inputs to fertiliser, food, pharmaceutical, electronics, and advanced materials sectors, serving domestic and regional markets through a bulk distribution model supported by established sourcing and logistics capabilities.

Positioned as the Group's centralised R&D hub focusing on material innovation, product development, laboratory research and intellectual property management, bringing together research capabilities across SBUs to optimise resources and strengthen innovation governance.

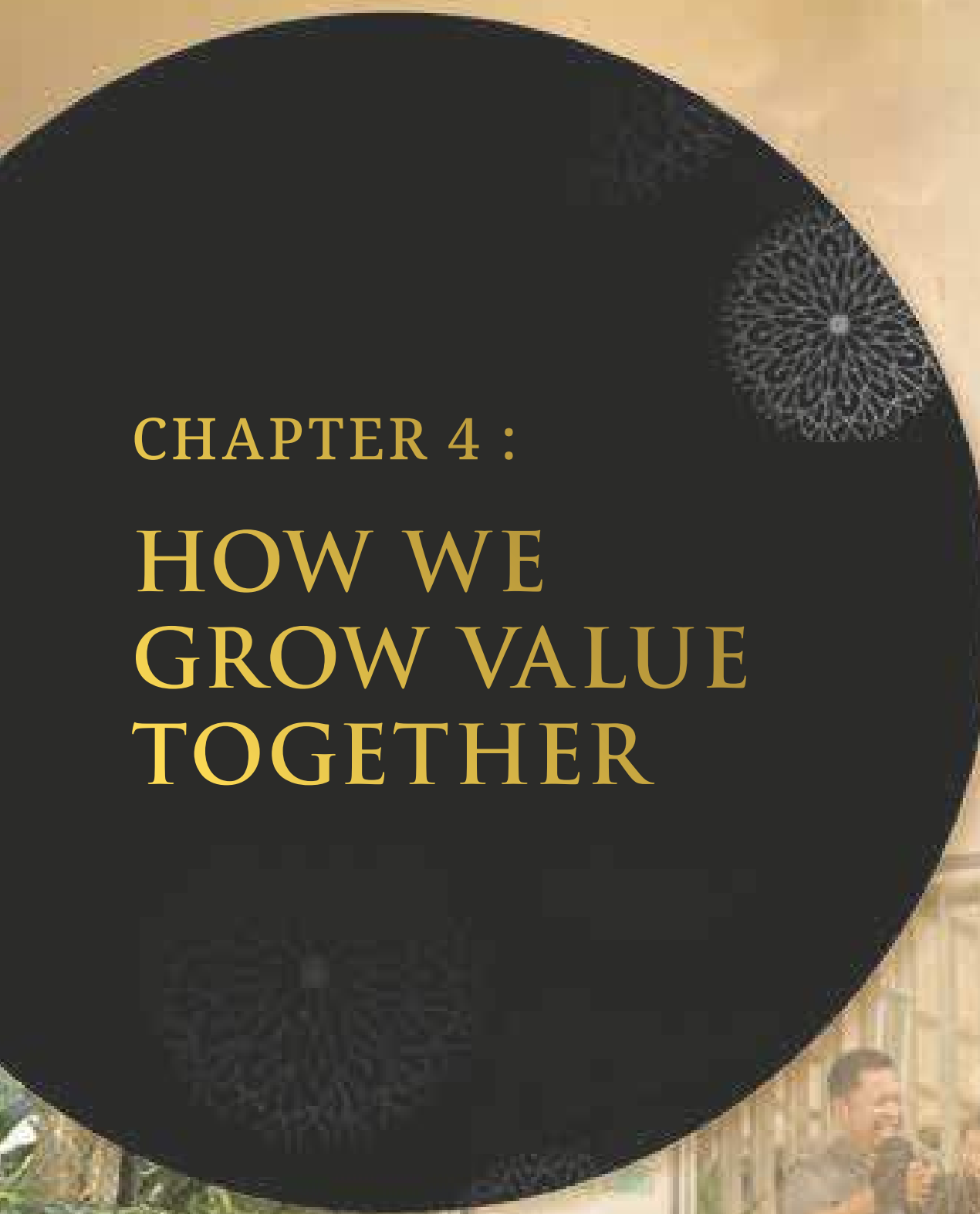
SACOFA Sdn Bhd has evolved from a business unit into a functional enabler within the Group, strengthening the seamless integration of digital infrastructure and connectivity across operations.

The Group's investment in Kenanga Investment Bank Berhad anchors its presence in Malaysia's financial services sector. With extensive capital market expertise spanning equity broking, investment banking, treasury, listed derivatives, asset and wealth management as well as digital solutions, it provides an additional revenue stream and supports the Group's long-term value creation.

BUSINESS MODEL: HOW OUR BUSINESSES CREATE VALUE

HOW OUR BUSINESSES CREATE VALUE





CHAPTER 4 : HOW WE GROW VALUE TOGETHER

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OUR OPERATING CONTEXT: UNDERSTANDING THE LANDSCAPE THAT SHAPES OUR GROWTH

Cahya Mata operates in a macroeconomic environment influenced by domestic infrastructure priorities, global energy cycles and financial market conditions. In FY2025, infrastructure and construction activities in Sarawak continued to underpin demand in core segments such as Cement, while softer global conditions affected internationally exposed businesses, including Oiltools.

Inflationary pressures, currency movements and financing conditions shaped cost structures and investment pacing during the year. While foreign exchange movements affected reported profitability, the Group's underlying cash flow position remained stable.

With steady annual revenue of RM1,109.4 million, strong cash balances and low gearing, the Group maintained the financial capacity to invest in strategic projects that strengthen long-term competitiveness. By aligning capital allocation with macroeconomic realities, the Group safeguards resilience while positioning its diversified portfolio to create sustainable value over time.

WHERE WE COMPETE AND HOW WE WIN

Cahya Mata's diversified portfolio positions the Group across sectors that are closely linked to Sarawak's development trajectory and broader economic transformation. Demand in cement, construction materials and road maintenance continues to be influenced by public infrastructure rollouts, private sector construction cycles and long-term urbanisation trends.

As Sarawak advances large-scale infrastructure and industrial projects, reliable supply, cost discipline and operational efficiency become key differentiators that strengthen the Group's value proposition and market leadership.

In oiltools and energy-related services, performance is shaped by global energy investment cycles and capital expenditure patterns among oil and gas operators. Volatility in this sector reinforces the importance of operational flexibility, technical capability and prudent cost management to protect margins and sustain value through cycles.

Phosphates reflect a structural shift towards industrial diversification and resource-based value addition. The near completion of the commissioning phase signals a transition from project phase to operational value generation.

Across segments, increasing expectations around productivity, safety, digital monitoring and environmental performance are influencing operating models. Continuous process optimisation, asset management discipline and stronger data governance enhance operational resilience while supporting compliance and stakeholder confidence.

These industry dynamics require balanced capital allocation, selective expansion and operational excellence. By strengthening its core positions while investing in higher-growth and strategic segments, Cahya Mata seeks to generate sustainable returns, reinforce competitive advantage and create enduring value across its integrated business ecosystem.

UNDERSTANDING THE LANDSCAPE THAT SHAPES OUR GROWTH

EVOLVING STANDARDS SHAPING OUR ACCOUNTABILITY

The regulatory and sustainability reporting landscape continues to evolve, with increasing expectations for listed issuers to provide clear, decision-useful disclosures on material sustainability matters, governance and risk management.

For Cahya Mata, this includes monitoring relevant developments affecting our operating environment and reporting obligations, including requirements under Bursa Malaysia's sustainability disclosure framework and other applicable regulations across our business units.

Bursa Malaysia's Sustainability Reporting expectations continue to emphasise consistent, comparable and credible disclosures, including governance oversight, materiality, management approach and performance indicators. In parallel, global sustainability disclosure developments, particularly the International Sustainability Standards Board ("ISSB") standards, IFRS S1 (General Requirements for Sustainability-

related Financial Information) and IFRS S2 (Climate-related Disclosures), are shaping the direction of sustainability reporting by strengthening linkages between sustainability matters, enterprise value and financial reporting. These developments reinforce the importance of integrated thinking, robust data governance and transparent explanations of how sustainability-related risks and opportunities are identified, assessed and managed.

In preparing for these evolving expectations, we are strengthening internal coordination across strategic business units and functions to improve data quality, consistency and accountability for sustainability-related information. This includes enhancing governance oversight, refining the articulation of material matters and management approaches, and progressively improving the availability of sustainability related information to support clearer decision-making and reporting.

GROWING VALUE THROUGH SHARED PRIORITIES

Cahya Mata's long-term value creation is closely linked to the trust and confidence of our stakeholders, including customers, employees, regulators, suppliers, communities, investors and strategic partners. Their expectations shape how the Group defines performance, manages risks and allocates resources across its diversified portfolio.

Investors and financiers expect financial discipline, transparent governance and prudent capital management. Customers prioritise product reliability, quality and timely delivery, particularly in sectors critical to infrastructure and industrial development. Regulators and government stakeholders expect compliance, accountability and alignment with national and state development priorities. Communities seek responsible operations, environmental stewardship and meaningful socio-economic contributions. Meanwhile, employees expect a safe workplace, fair opportunities and long-term career development.

These expectations converge around several core themes:

- Economic resilience
- Ethical conduct
- Operational reliability
- Environmental responsibility
- Talent development

By integrating these priorities into strategy, risk management and daily operations, the Group strengthens stakeholder confidence while reinforcing its licence to operate. Understanding what matters to our stakeholders is central to core value. Through disciplined engagement and responsive decision-making, Cahya Mata aligns its growth ambitions with shared outcomes, ensuring that value is created not only for the Group, but together with those who enable its success.

KEY RISKS & OPPORTUNITIES: ANTICIPATING CHALLENGES, ADVANCING OPPORTUNITIES

Cahya Mata operates in a dynamic environment shaped by economic uncertainty, evolving regulations, sustainability risks and changing stakeholder expectations. By proactively identifying and assessing key strategic, operational, financial and sustainability risks, the Group is better positioned to anticipate potential challenges and mitigate their impacts. At the same time, these evolving conditions present opportunities to strengthen operational efficiency, enhance resilience, innovate responsibly and deepen stakeholder trust.

Through disciplined risk management and informed decision-making, the Group seeks to balance risk and opportunity, enabling us to respond effectively to near-term uncertainties while positioning itself for sustainable, long-term growth.

Strategic		Description Changes in infrastructure spending, sector demand and overall economic conditions affecting the Group's core businesses.
Potential Impact	Management Response	
Variability in revenue and project pipeline; potential delays in returns from new investments.	Ongoing review of business strategy, diversified portfolio across sectors, and phased implementation of major projects to support long-term growth.	
Operational		Description Risks relating to asset performance, project execution, cost management and supply chain reliability.
Potential Impact	Management Response	
Disruptions to operations, higher operating costs and impact on margins.	Regular maintenance of assets, operational monitoring, cost control measures and strengthened coordination across business units.	
Financial		Description Exposure to inflation, interest rate movements and foreign exchange fluctuations.
Potential Impact	Management Response	
Impact on financing costs, reported earnings and cash flow management.	Prudent treasury management, maintenance of healthy cash balances, low gearing strategy and careful capital allocation.	
Sustainability		Description Increasing regulatory expectations and environmental considerations affecting operations and resource use.
Potential Impact	Management Response	
Higher compliance costs and operational adjustments; need for improved environmental performance.	Ongoing monitoring of regulatory developments, enhancement of environmental management practices and integration of sustainability considerations into planning and risk management.	

WHAT MATTERS MOST: PRIORITIES THAT SHAPE OUR SUSTAINABLE GROWTH

Our material matters represent the issues that most significantly influence our ability to create and sustain value over the short, medium and long term. These priorities reflect the intersection of our business strategy, stakeholder expectations, operating risks and evolving regulatory and sustainability landscapes.

Economic and governance related priorities, including economic performance, business ethics and compliance, supply chain management, data privacy and cybersecurity, sustainable products and innovation, and customer relations and satisfaction, underpin the Group's financial resilience, operational integrity and stakeholder confidence. These priorities shape the way we invest in our resources, manage risks, uphold strong ethical standards and consistently deliver quality products and services across our diverse operations.

Environmental priorities such as energy management, climate change and emissions management, water management, effluent and waste management and biodiversity are increasingly important in shaping operational continuity and long-term resilience. Managing these areas responsibly supports regulatory compliance, resource efficiency and preparedness for climate- and resource-related risks.

Social priorities, including occupational health and safety, talent management and development, diversity and equal opportunity, human rights and community engagement and development, reinforce our commitment to people, communities and inclusive growth. Together, these priorities guide our decisions across the Group, helping us embed sustainability into our strategy, day-to-day operations and the way we create value, while supporting our long-term ambitions.

More information on our material matters is available in the Sustainability Statement section of this report, on page 144.

OUR STRATEGY & RESOURCE ALLOCATION: ALIGNING RESOURCES TO REALISE OUR GROWTH AMBITIONS

We support our strategy by thoughtfully allocating our financial, operational, human and natural resources across our Economic & Governance, Social and Environmental pillars. This ensures that growth ambitions are pursued responsibly while strengthening long-term resilience and value creation.



Strategic Enablers

Cahya Mata's growth ambitions are supported by a set of strategic enablers that strengthen the Group's ability to execute strategy effectively while managing risks and responsibilities. These enablers underpin decision-making, operational performance and stakeholder engagement across the Group, ensuring that resources are deployed in a disciplined and responsible manner. By reinforcing governance, workforce capability, operational excellence, technology, stakeholder relationships and environmental management, the Group enhances its capacity to navigate a complex operating environment and sustain long-term value creation.

ALIGNING RESOURCES TO REALISE OUR GROWTH AMBITIONS

	Description	How It Enables Growth	Linked ESG Pillar(s)
Governance & Oversight	Clear governance structures, Board and management oversight, and defined accountability mechanisms to support effective decision-making and ethical conduct across the Group.	Strengthens strategic discipline, supports compliance with regulatory expectations, and reinforces stakeholder confidence as Cahya Mata pursues growth opportunities.	
Risk Management & Internal Control	Enterprise-wide processes to identify, assess and manage strategic, operational, financial and sustainability-related risks.	Enables Cahya Mata to anticipate challenges, mitigate potential disruptions and balance risk and opportunity in executing its growth strategy.	
Human Capital and Capacity Building	Focus on workforce capability through training, leadership development, health and safety practices, and inclusive workplace initiatives.	Builds a capable, engaged and future-ready workforce that supports operational excellence, productivity and long-term organisational resilience.	
Operational Excellence	Continuous improvement of operational processes, asset management practices and performance monitoring across business units.	Enhances efficiency, reliability and scalability of operations, supporting sustainable growth across Cahya Mata's diversified portfolio.	
Technology and Data Governance	Use of digital systems, data governance and cybersecurity measures to support operations, reporting and decision-making.	Improves data quality, operational visibility and resilience, enabling informed decisions and supporting evolving regulatory and reporting expectations.	
Stakeholder Engagement & Partnerships	Structured engagement with customers, suppliers, regulators, communities and strategic partners.	Strengthens trust-based relationships, supports continuity of operations and creates opportunities for collaboration and shared value creation.	
Environmental Management	Policies, systems and controls to manage energy, water, emissions, waste and biodiversity impacts in line with regulatory requirements.	Supports responsible resource use, operational continuity and preparedness for environmental and climate-related risks affecting long-term growth.	

OUR VALUE CREATION MODEL

Cahya Mata creates value by deploying its financial, industrial, human and natural resources within a disciplined governance framework to operate a diversified portfolio of businesses. Through prudent capital allocation and risk management, the Group converts these resources into products, infrastructure and services that generate sustainable cash flow.

The value created is distributed to key stakeholders, while a portion is reinvested to strengthen capacity and support future growth. This integrated approach enables the Group to build resilience, maintain stakeholder trust and contribute meaningfully to Sarawak's long-term economic development.

This model illustrates how Cahya Mata leverages its capitals, activities and strategic enablers to deliver sustainable value over the short, medium and long term.

#TEGUH BERSAMA

FY2025 Performance Highlights



Revenue:
RM1,109.4 million



Cash balance:
RM750.8 million



PBT:
RM108.8 million



Gearing:
0.09

Operating Context

Macroeconomic, Industry & Regulatory Landscape

External economic conditions, sector dynamics and evolving regulatory expectations shape demand, cost structures, capital allocation and risk management across the Group.

Our Capital Inputs

Financial Capital

Equity, borrowings and operating cash flows provide funding for operations, expansion and strategic investments.

Manufactured Capital

Cement plants, quarries, phosphates facilities, road assets, logistics networks and other industrial infrastructure support production and service delivery.

Human Capital

Workforce capability, technical expertise and leadership experience across diversified sectors.

Intellectual Capital

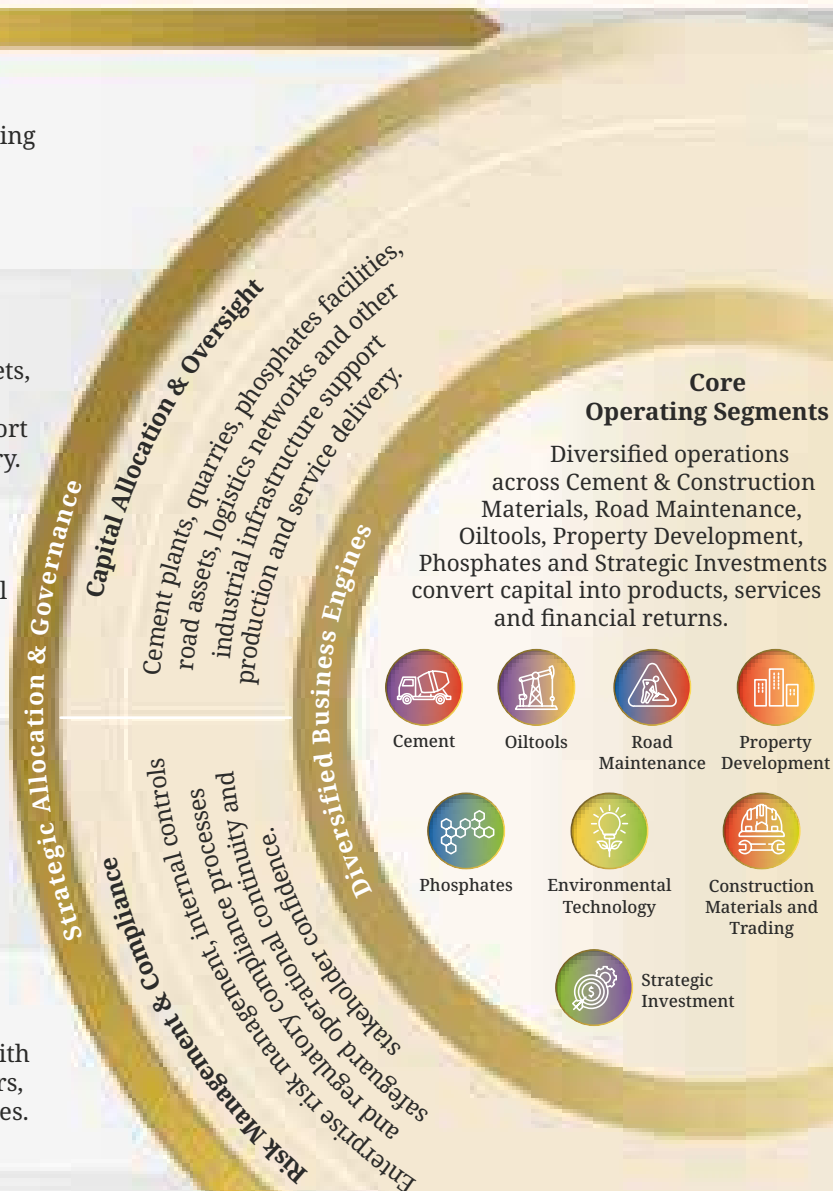
Governance frameworks, systems, operational know-how and risk management processes.

Social & Relationship Capital

Long-standing relationships with customers, regulators, suppliers, investors and local communities.

Natural Capital

Raw materials, land, energy and water resources required for industrial operations.



Outputs



Financial & Operational Performance

Revenue, operating cash flow, production output, infrastructure delivery and asset utilisation generated across business units.



People & Environmental Performance

Employment, training, workplace safety outcomes and responsible management of environmental impacts.

Value Distribution

Economic Value Distributed

Value generated is distributed to stakeholders through income tax (government), wages and benefits (employees), interest (financiers), dividends (shareholders) and reinvestment into the business.

Please refer to the Financial Statements.

Outcomes & Long-Term Value

Sustainable Value Creation

Financial resilience, diversified earnings streams, strengthened industrial capacity, enhanced stakeholder trust and continued contribution to Sarawak's economic development.

CHAPTER 5 : BUSINESS PERFORMANCE & SBU REVIEW

GROWING VALUE ACROSS THE GROUP

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Building Foundations for Tomorrow
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& Drilling Waste Management
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Strengthening Structures with Quality and Innovation
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Pioneering Sustainability-Driven Solutions
- 138 **STRATEGIC INVESTMENTS:**
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Empowering Digital Transformation
- 141 + **Kenanga Investment Bank Berhad:**
Advancing Financial Growth and Stability



CEMENT BUILDING FOUNDATIONS FOR TOMORROW

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CEMENT: BUILDING FOUNDATIONS FOR TOMORROW



As Sarawak's sole cement manufacturer, the Cement SBU continues to solidify its leadership by ensuring a reliable, uninterrupted cement supply to support the state's growth. Within this segment, concrete remains a pivotal growth engine, with market share more than doubling from 3% in 2024 to 7% in 2025, strengthening its position across Sarawak's construction value chain. Our integrated value chain — from quarrying, clinker production to cement and concrete manufacturing and logistics — provides cost stability, supply reliability and quality assurance across the construction ecosystem. To better serve the entire state, the Cement SBU plans to expand beyond its current operations in Pending, Mambong, Sibul, Bintulu, and Miri to reach every corner of Sarawak.

Our focus is on cost optimisation, the delivery of the Mambong Clinker Line 2 ("Clinker Line 2") project and the expansion of our concrete business to improve efficiency and broaden our market reach. Besides the traditional Portland cement, our cement product range such as Deluxe (PLC 52.5N), Eco (PLC32.5N), Eco Plus (PLC42.5N); concrete product range such as high early strength concrete, longer slump retention concrete, self-compacting concrete and multiple types of precast products form the base to provide sustainable innovative products to cater for all construction needs for the state.

Our concrete operations have scaled rapidly, supported by an aggressive expansion across Sarawak. At the forefront is the Kota Samarahan wet-mix ready mixed concrete batching plant, which commenced operations in October 2025 and has been recognised as best-in-class following a successful audit demonstrating full compliance with MS EN 206 and CIS 21 standards. Designed for efficiency and quality, the plant features a fully automated batching system, high-performance wet-mix technology for consistent output, and advanced environmental controls including dust suppression, noise reduction and wastewater management, positioning it to support growing demand in the Kuching region.

Our plan is for all our concrete batching plants to be the best in class and above industry standards to signify our commitment to compliance, environmental management and excellence in quality every time all the time. Beside the basic compliance to MS En standards, all our Cement facilities operate in full compliance with stringent local and international regulatory requirements governing the production and supply of cement. It is notable to add that our Bintulu plant produces API 10A certified oil well cement for the oil and gas industry.

Together with multiple optimisation projects such as kiln and cement mill optimisation and ready-mix trucks utilisation, we are making good strides to improve energy efficiency and reinforcing sustainability throughout our operations.

Through reliable supply, cost discipline and active community engagement, we create shared value that supports Sarawak's development and drives the Group's sustainable growth trajectory.

Financial Performance

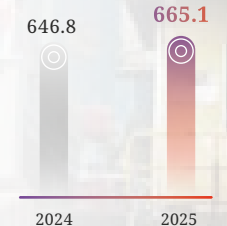
The Cement SBU delivered stronger results in FY2025, with revenue rising to RM665.1 million (FY2024: RM646.8 million) and PBT increasing to RM160.6 million (FY2024: RM149.4 million).

Performance was driven by higher cement and concrete demand from infrastructure and private development projects, improved pricing and lower imported clinker costs. Efficiency gains from mill optimisation, stronger supply chain planning and downstream growth in ready-mix and precast products further supported profitability.

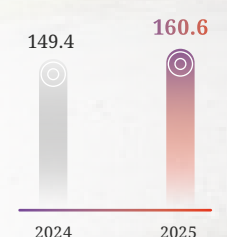
While challenges remain due to high logistics costs, port congestion and ageing plant reliability, the Cement SBU continues to take proactive mitigation and actions including locally sourced coal contracts, limestone quarry readiness for Clinker Line 2 and support sustainable operations, as well as the appointment of a professional maintenance contractor for Mambong plant.

Cement SBU		2025	2024
Revenue	RM million	665.1	646.8
PBT	RM million	160.6	149.4

Revenue (RM'million)



Profit Before Tax (RM'million)

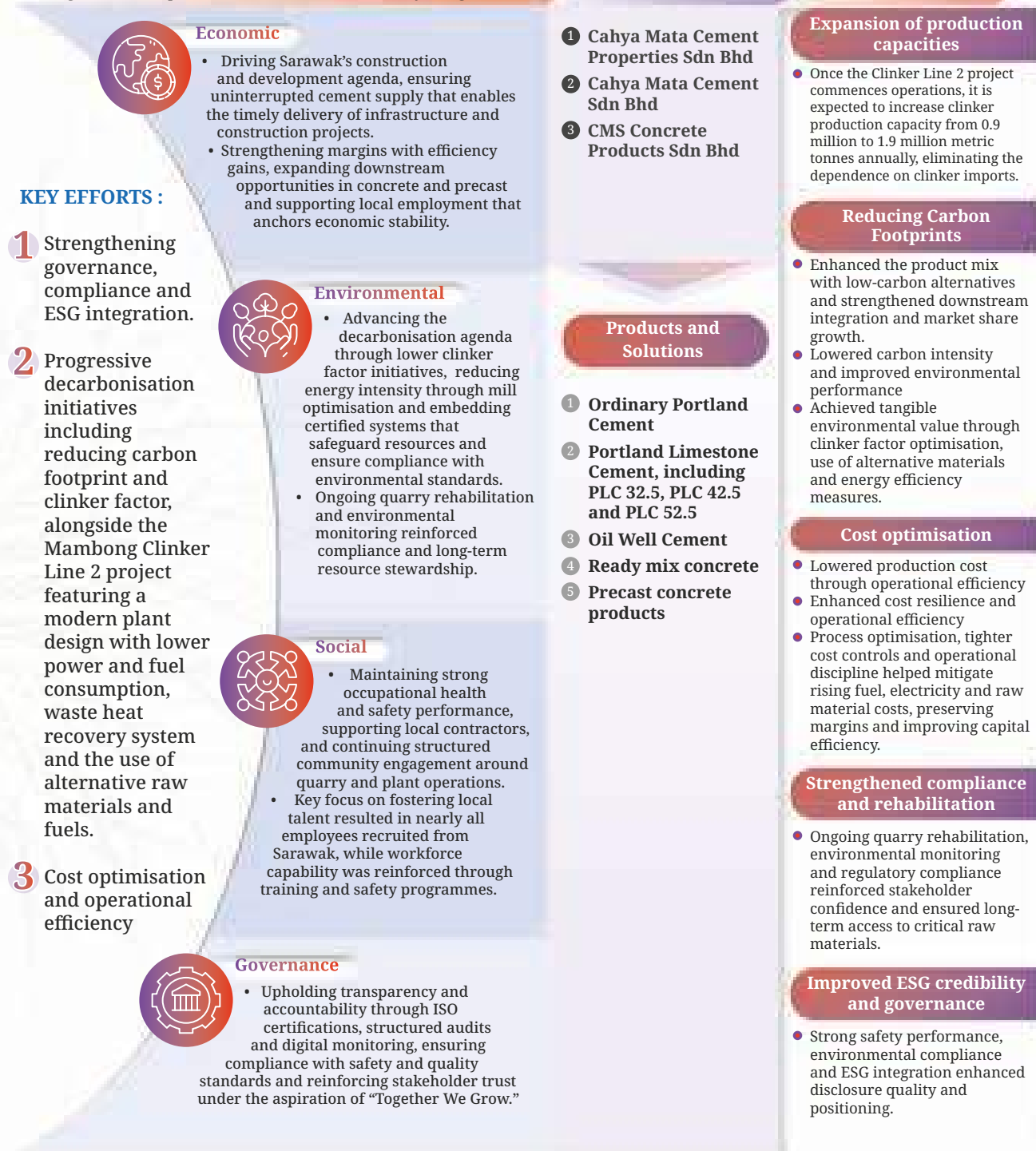


CEMENT BUILDING FOUNDATIONS FOR TOMORROW

INTEGRATED BUSINESS VALUE FRAMEWORK

The Cement SBU's approach to value creation is reflected across the Economic, Environmental, Social and Governance dimensions, striking a balance between operational performance, responsible practices and long-term sustainability priorities.

Creating value with operational excellence, sustainability and governance.



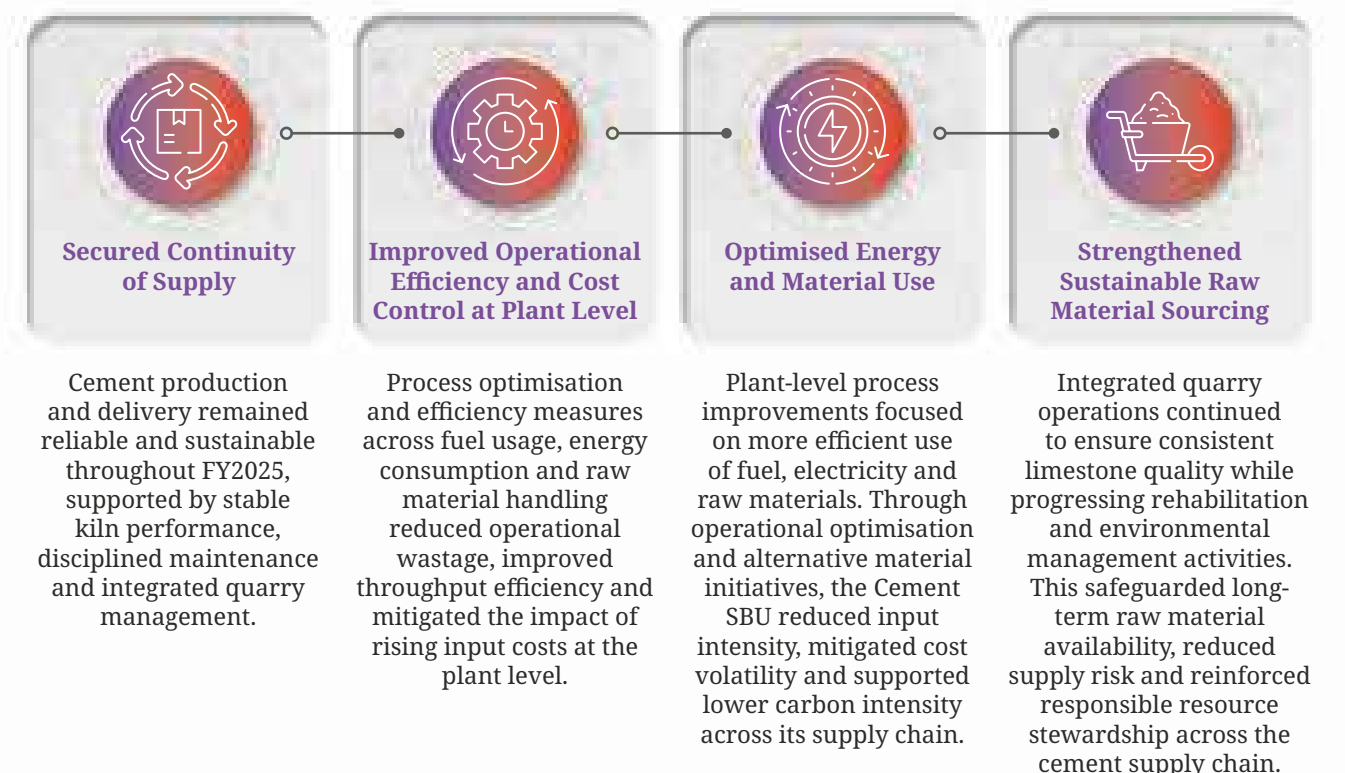
CEMENT BUILDING FOUNDATIONS FOR TOMORROW

PERFORMANCE REVIEW

In 2025, the Cement SBU reinforced its role as Sarawak's sole cement producer through resilient growth, operational efficiency gains, capacity expansion progress and continued product innovation to support sustainable infrastructure development.

Operational Highlights

The SBU sharpened its execution by embedding stronger sales and operational planning, supported from existing point-of-sales at Mambong, Pending, Sibul, Bintulu, Miri and the new warehouse facilities in Sri Aman, Mukah and Lawas that improved delivery reliability across Sarawak. Additional warehouses in Lundu, Serian, Kapit, Kanowit, Sarikei, Batu Niah, Marudi and Limbang are also in the planning stage. Efficiency gains were realised through mill optimisation, reduction in power consumption and lowering production costs. At the same time, long-term reliability was reinforced through repair and maintenance partnerships with industry experts at Mambong, ensuring higher plant reliability and greater dependability of core production assets.



8,517
Training hours

14.95
Average Training
Hour Per Employee

Workforce Training

In FY2025, talent development was treated as a strategic investment to reinforce operational resilience and future capability. Across the Cement SBU, our employees completed 8,517 training hours, averaging 14.95 hours per employee, exceeding the ISO benchmark of 14 hours. Programmes were tightly aligned to operational and administrative needs, with emphasis on renewing and upgrading core competency certifications.

CEMENT BUILDING FOUNDATIONS FOR TOMORROW

Business Highlights

The SBU reinforced its leadership as Sarawak's sole cement producer by ensuring reliable supply, cost stability and operational resilience. Its advantage lies in high-quality limestone reserves, integrated clinker and cement production at Mambong and a robust logistics network that secures uninterrupted coverage across the state's challenging geography.

Strategic investment in Clinker Line 2, scheduled for completion in 2027, will be more than double clinker capacity to 1.9 million metric tonnes annually, eliminating reliance on imports and strengthening long-term supply security.

1 Driving Efficiency, Unlocking Value

Focused cost optimisation, mill upgrades and disciplined sales-and-operations planning lowered production costs, improved reliability and lifted overall operational performance.

2 Powering Growth Downstream

Expansion of the concrete business delivered strong market share gains, +7% in Kuching and +22% statewide, strengthening vertical integration and value capture beyond cement.

3 Securing Supply Across Sarawak

New warehouses in Sri Aman, Lawas and Mukah, strengthened plant maintenance partnerships and robust logistics collaboration enhanced supply chain resilience and on-time delivery statewide.

4 Building Sustainably to Support State-wide development

Low-carbon product innovation (PLC 52.5N), clinker efficiency improvements and the upcoming Clinker Line 2 project ensure supply security, support public infrastructure delivery and sustain nearly 800 local jobs during the construction phase, anchoring Sarawak's development momentum.

CEMENT BUILDING FOUNDATIONS FOR TOMORROW

Sustainability Highlights

In 2025, the Cement SBU strengthened its sustainability foundation by embedding environmental compliance, operational efficiency, and community value into core operations. These efforts enhanced supply reliability, reduced environmental risk, and reinforced the Group's social licence to operate, while supporting long-term cost stability and sustainable growth.

Top 3 Initiatives



Smarter, Lower-Impact Operations

Mill optimisation, clinker factor reduction and energy efficiency initiatives lowered production intensity and emissions, improving cost efficiency while supporting the transition toward lower-carbon cement products.



Strong Environmental & Safety Governance

Robust compliance systems, including ISO-aligned processes, regulatory monitoring (DOE, DOSH) and structured audits, strengthened environmental control, worker safety and ESG risk management across operations.



Community & Talent Development

Local hiring (99% Sarawakians), skills training, and internship programmes strengthened workforce capability, supported local communities around Mambong and ensured long-term operational resilience for the Group

CEMENT

BUILDING FOUNDATIONS FOR TOMORROW

CEMENT

BUILDING FOUNDATIONS FOR TOMORROW

GROWTH DRIVERS

The Cement SBU's growth is driven by sustained infrastructure and state-led development demand in Sarawak, reinforced by its position as the sole local producer, ensuring reliable supply, strengthen supply security and maintain cost stability while supporting downstream concrete market expansion and operational efficiency across the value chain.

KEY FOCUS AREA	KEY RISKS	KEY OPPORTUNITIES	STRATEGIC FOCUS AREA AND ACTION UNDERTAKEN IN FY2025	TARGETED OUTCOMES ACHIEVED / SUPPORTED
 Supply Reliability & Capacity Expansion Ensuring uninterrupted cement supply and progressing the Mambong Clinker Line 2 project	Operating in a dynamic, often volatile environment, the Cement SBU is continually exposed to external pressures, including fluctuations in raw material prices, logistics constraints, regulatory expectations and shifts in construction demand. At the same time, internal challenges around plant reliability, maintenance complexity and quarry development require proactive management. Recognising these realities, the SBU adopts a forward-looking approach that balances risk mitigation with opportunity capture. By strengthening operational efficiency, investing in new clinker capacity, and expanding its downstream concrete business, the SBU positions itself not only to withstand external shocks but also to leverage Sarawak's infrastructure growth and rising demand for sustainable building materials.		In FY2025, the Cement SBU executed a series of deliberate operational and infrastructure-led actions to strengthen performance amid supply chain volatility, rising demand and sustainability expectations. These actions were tightly aligned with clearly defined outcomes that support profitability, resilience and long-term leadership.	
	- Project delays - Capital cost overruns - Interim reliance on imported clinker	- Stronger supply security for Sarawak - Reduced import dependency - Positioning as Sarawak's sole cement producer	Supply Chain Resilience - Actively managed supply chain disruptions caused by port congestion and adverse weather affecting imported clinker and finished goods. - Progressed the upgrade of the Pending Plant jetty into a dedicated import-export terminal, targeted for completion in 2027.	 Improved supply reliability and reduced exposure to external logistics disruptions, ensuring uninterrupted cement availability across Sarawak.
	 Cost Optimisation & Operational Efficiency Mill optimisation, clinker factor reduction, energy efficiency and disciplined cost control	- Rising energy and fuel costs - Operational disruption during optimisation	- Lower unit production costs - Improved operational resilience - Enhanced competitiveness - Cost stability	 Enhanced production self-sufficiency, cost control and long-term supply security to support future demand growth.
	 Downstream Market Expansion Growth in ready-mix concrete and precast segments, expanded warehouse footprint	- Demand volatility - Logistics constraints - Execution risks in new markets - Existing/new competitors	- Higher value capture beyond cement sales - Market share growth - Stronger customer proximity	 Enhanced operational efficiency, reduced unplanned downtime and improved asset reliability, supporting stable production and margin protection.
	 Product Innovation & Sustainability Transition Launch of PLC 52.5N and advancement of lower-carbon cement solutions	- Market acceptance risk - Evolving regulatory requirements - Technical performance expectations	- Reduced carbon intensity - Improved ESG positioning - Rising demand for low-carbon building materials positions PLC 52.5N favourably.	 Improved market reach, faster delivery capability and deeper engagement with government and private-sector customers.
 Partnerships & Supply Chain Resilience Collaboration with plant maintenance specialists, quarry operators and logistics partners	- Dependency on third-party performance - Potential supply chain disruptions	- Improved plant reliability - Consistent raw material quality - More responsive and resilient supply chain	Market Expansion and Customer Proximity Identified new strategic locations and established additional batching plants.	 Expanded sustainable product offerings, strengthened ESG positioning and improved customer adoption of lower-carbon solutions.
CORE OBJECTIVES OF THE CEMENT SBU 1 Ensure reliable cement supply supporting Sarawak's development. 2 Maintain cost competitiveness and operational efficiency. 3 Progressively reduce environmental footprint and carbon intensity. 4 Uphold strong safety, governance and regulatory compliance standards				

CEMENT BUILDING FOUNDATIONS FOR TOMORROW

COMPETITIVE LANDSCAPE ASSESSMENT

Demand was underpinned by state-led infrastructure projects, industrial expansion and residential development, providing steady volumes and supporting plant utilisation. At the same time, external pressures such as port congestion, logistics costs across Sarawak's wide geography and global volatility in raw material prices continued to weigh on the supply chain efficiency.

Internally, ageing clinker capacity at Mambong and quarry development constraints highlighted underlying structural limitations, requiring sustained investment in reliability and long-term resource planning. The reliance of the Pending and Bintulu grinding plants on imported clinker has exposed the business to cost volatility. To address these challenges, Cement SBU is undertaking targeted mitigation measures, including the Clinker Line 2 project and jetty upgrades, expected to enhance supply security and strengthen overall operational resilience.

The operating landscape also reflected shifting customer expectations, with rising demand for low-carbon cement products and sustainable construction solutions. Competitors are responding with product diversification and regional expansion, intensifying the need for differentiation through innovation, downstream integration and stakeholder engagement.

Market Context

The market context highlighted both the resilience of Sarawak's construction ecosystem and the need for continuous innovation, cost optimisation and sustainability leadership to capture emerging opportunities.

Energy and Carbon Cost Pressures

Rising fuel, electricity and carbon-related costs continued to reshape the Cement SBU's cost structure in FY2025. As an energy-intensive business, cement production was directly exposed to input price volatility and tightening environmental expectations, reinforcing the need for operational efficiency, clinker optimisation and proactive decarbonisation measures to protect margins and maintain regulatory compliance.

Infrastructure-Led Demand and Public Sector Dependence

Sarawak's construction sector remained resilient, underpinned by state-led infrastructure projects, public housing programmes and industrial expansion, including long-term initiatives such as the Pan Borneo Highway. These projects provided stable baseline demand for cement and concrete, reinforcing the SBU's role as a critical supplier to state development projects while anchoring volume visibility in a cyclical market.

Sustainability-Driven Market and Regulatory Expectations

Customer procurement decisions increasingly favoured low-carbon, certified and environmentally responsible cement products, reflecting broader sustainability trends across Malaysia. At the same time, regulatory approvals and stakeholder expectations placed greater emphasis on environmental performance, quarry rehabilitation and ESG compliance. This environment elevated sustainability from a compliance requirement to a competitive differentiator, influencing product development, R&D focus and long-term investment priorities.

CEMENT BUILDING FOUNDATIONS FOR TOMORROW

Competitive Positioning

Local market leadership:

Strong demand from Sarawak's government infrastructure projects, industrial developments, and public housing supports utilisation and reinforces market share ambitions.

Integrated downstream growth:

Expansion into ready-mix concrete and precast products strengthens customer relationships and broadens revenue streams.

Resource advantage:

Proximity to high-quality limestone reserves at Mambong and the replacement of the quarry operator helped control raw material costs.

Energy cost efficiency:

Locally sourced coal supply contracts reduced fuel costs compared to competitors reliant on imports.

Operational improvements:

Mill optimisation across all three cement mills delivered higher throughput and lower power consumption, directly reducing production costs.

Maintenance reliability:

Appointment of a specialist maintenance contractor improved preventive maintenance effectiveness, reducing downtime and stabilising clinker and cement output.

STRENGTHS

Scale limitations:

Smaller absolute scale compared to Peninsular Malaysia and ASEAN competitors limits bargaining power on raw materials and export competitiveness.

Logistics burden:

Sarawak's geography and reliance on road, river, and sea transport drive higher distribution costs; port congestion adds further inefficiencies.

Ageing plant constraints:

The Mambong clinker plant, commissioned in 1996 and partially upgraded in 2012, continues to face bottlenecks, low reliability and productivity issues stemming from legacy concerns.

Timing gap to expansion benefits:

Earnings contribution from Clinker Line 2 and the Pending jetty upgrade will only materialise after commissioning in 2027, leaving near-term margins exposed to market cycles.

Imported clinker reliance:

Pending and Bintulu grinding plants remain dependent on imported clinker until Clinker Line 2 is operational, exposing the business to global price volatility.

CHALLENGES

OUTLOOK AND PROSPECTS

Moving into 2026, the Cement SBU's forward strategy is anchored on market growth, product innovation, capacity expansion and cost optimisation. The unit is targeting 5% year-on-year growth in cement and 40% growth in concrete, supported by new market penetration and downstream integration. Product development will focus on greener cement offerings, including PLC 52.5 and PCC 42.5, as well as the introduction of dry-mix mortar and concrete road solutions. Central to the clinker strategy is the construction of Clinker Line 2, which will materially strengthen supply reliability and reduce dependence on imports. Cost reduction initiatives will continue across raw materials, packaging, energy and clinker factor, complemented by capital expenditure programmes such as terminal relocations, new crushing plants and silo/terminal developments in Kuching, Bintulu and Sabah.

To enhance efficiency and resilience, the SBU is building strong process engineering and digital plant capabilities, supported by in-house expertise in kiln, grinding and quarry optimisation. Predictive tools will be deployed to anticipate equipment failures and optimise maintenance, with standardised practices implemented across plants. Capability building in energy management, emission control and environmental compliance will reinforce long-term sustainability.

The capacity expansion programme is anchored by the Mambong Clinker Line 2 project, alongside new regional terminals in Pending, Kuching, and Bintulu and the relocation of Sibu and Miri terminals. These investments will strengthen logistics, improve supply chain reliability and support market growth.

Sarawak's Post COVID-19 Development Strategy 2030 (PCDS 2030) targets an 8% annual GDP growth to achieve High Income Status by 2030, with construction expected to expand in tandem with infrastructure, utilities, and connectivity initiatives. The introduction of carbon tax, currently applied to the oil and gas and energy industries, may be extended to the cement industry, requiring proactive compliance and ESG alignment. Continued demand from government and private sector construction projects will provide a strong market base.

OILTOOLS

STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

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OILTOOLS: STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT



The Oiltools SBU builds on more than four decades of expertise in Drilling Fluid and Drilling Waste Management services, reinforcing our reputation as a trusted partner in the upstream oil and gas sector. Through proven execution across diverse drilling environments and ISO-certified quality, safety and environmental systems, we continue to deliver reliable, compliant and value-driven solutions to national and international operators.

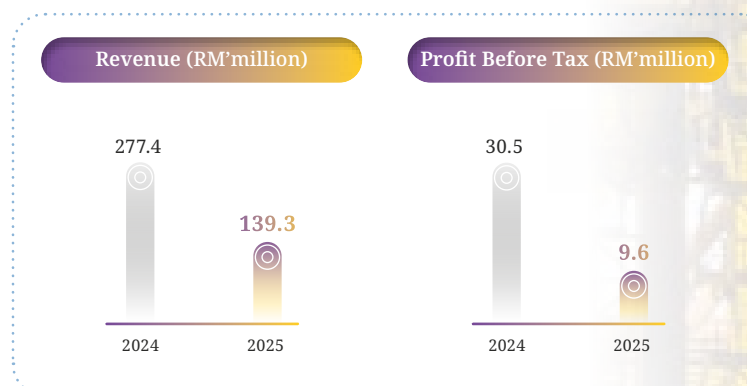
Our presence in global oil and gas markets diversifies Cahya Mata's portfolio, reduces concentration risk, strengthens technical capability and service resilience. In FY2025, we focused on cost discipline, market share protection and operational excellence, supported by selective recruitment and the enhancement of asset management for better asset monitoring and utilisation.

These initiatives, together with workforce upskilling and enhanced crisis preparedness, position us to sustain competitiveness, deepen client trust and contribute to the Group's long-term growth through innovation, efficiency and strengthened stakeholder relationships.

Financial Performance

Oiltools SBU recorded revenue of RM139.3 million in FY2025, reflecting a decline from RM277.4 million in the prior year due to project deferrals and softer drilling activity across key markets. Despite the lower operating scale, disciplined cost management enabled the SBU to preserve margins, delivering a gross profit of RM47.8 million and improving gross profit margin to 34% (FY2024: 28%).

Profit before tax stood at RM9.6 million, broadly reflecting the contraction in revenue. Notwithstanding the lower absolute profit before tax, the gross profit margin remained resilient.



Oiltools SBU		2025	2024
Revenue	RM million	139.3	277.4
PBT	RM million	9.6	30.5

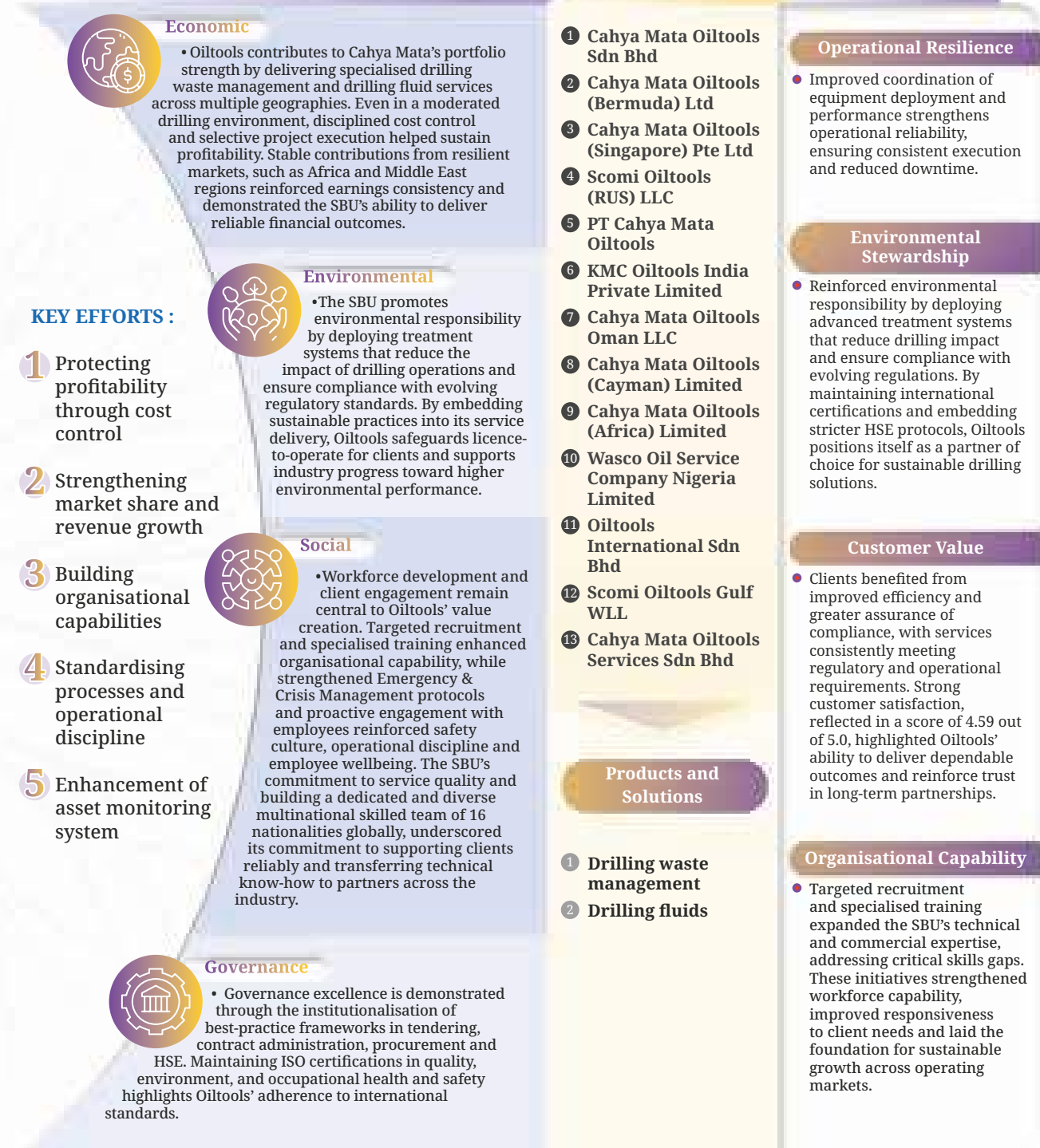
OILTOOLS

STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

INTEGRATED BUSINESS VALUE FRAMEWORK

Value is created by aligning financial performance with responsible environmental management, people development and strong governance practices, allowing the business to respond effectively to operational demands while maintaining accountability and long-term sustainability.

Creating value with operational excellence, sustainability and governance.



KEY EFFORTS :

- 1 Protecting profitability through cost control
- 2 Strengthening market share and revenue growth
- 3 Building organisational capabilities
- 4 Standardising processes and operational discipline
- 5 Enhancement of asset monitoring system

OILTOOLS

STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

PERFORMANCE REVIEW

In FY2025, the Oiltools SBU operated in a more moderated drilling environment, requiring tighter cost management and a more selective approach to project execution. The business responded by strengthening operational coordination, improving asset oversight and enhancing supply chain efficiency, which supported stable performance despite market pressures.

A focused approach to project delivery positioned the SBU to capture opportunities in regional asset mobilisation and adjacent oilfield services as the industry transitions into 2026.

Operational Highlights

The Oiltools SBU strengthened its operational foundation throughwork process improvement, disciplined execution, and unwavering commitment to safety. Despite market contraction, the SBU saw the opportunity to strategically align itself to advance efficiency, reinforce client trust and position itself for sustainable growth across regional markets.



OILTOOLS

STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

Business Highlights

In 2025, the SBU advanced its strategy to strengthen resilience and long-term competitiveness, with the following highlights underscoring its role as a reliable partner to upstream operators:

- 1

Strengthened Regional Diversification
Stable contributions from the Middle East, ASEAN, Africa, and Russia, reinforced Oiltools’ diversified footprint and reduced reliance on any single market.
- 2

Capability Expansion and Talent Development
Targeted recruitment in finance, commercial, and technical domains, coupled with specialised training in emergency and crisis management, enhanced organisational capacity and prepared the workforce for future growth.
- 3

Institutionalised Best Practices
Critical processes in tender management, procurement, and HSE were embedded across the business, driving consistency, efficiency and stronger client confidence in Oiltools’ ability to deliver complex projects.

OILTOOLS

STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

Sustainability Highlights

The SBU remains committed to advancing sustainability, demonstrating environmental responsibility, social resilience and robust governance across its operations, through the following initiatives:

Top 3 Initiatives

		
Environmental Responsibility	Governance and Climate Alignment	Workforce Competency Development
The SBU demonstrated tighter operational oversight over drilling fluids handling and waste streams, achieving 100% safe disposal with zero spills and zero environmental incidents. Initiatives such as the sale of preloved items from office staff such as clothing and books, scrap metal recycling, and safe disposal of hazardous waste reinforced its commitment to reducing environmental impact and promoting reuse.	Oiltools SBU made continuous efforts to reinforce compliance assurance through internal audits, third-party verification, and continuous monitoring. As a result, all operations retained ISO 14001 certification.	Targeted initiatives reinforced specialised oilfield competencies, particularly in drilling fluid management, chemical handling and offshore operational protocols. Structured on-the-job training, supervision by experienced technical personnel and refresher programmes on safety and compliance standards were implemented to maintain skill continuity.

OILTOOLS
STRENGTHENING EFFICIENCY THROUGH
DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

OILTOOLS
STRENGTHENING EFFICIENCY THROUGH
DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

GROWTH DRIVERS

Sustained growth is driven by the SBU’s ability to deliver and meet clients’ expectations, ensuring asset readiness and a competent workforce. Building on this foundation, client trust and service reliability remain central, reinforcing long-term partnerships and strengthening market confidence.

At the same time, a steadfast commitment to environmental and safety compliance safeguards operations and enhances reputation, while regional diversification expands market reach and mitigates concentration risks. Underpinning all of these is a resilient workforce whose capabilities and adaptability enable Oiltools SBU to navigate change, seize opportunities and deliver consistent value across diverse contexts.

KEY FOCUS AREA	KEY RISKS	KEY OPPORTUNITIES	STRATEGIC FOCUS AREA AND ACTION UNDERTAKEN IN FY2025	TARGETED OUTCOMES ACHIEVED / SUPPORTED
Price Volatility & Client Financial Constraints Managing exposure to oil and gas price fluctuations that influence upstream operators’ capital allocation, operating expenditure cycles and project scheduling decisions.	Oiltools SBU’s strengths lie in its deep technical expertise, disciplined asset management, and strong compliance foundation across multiple markets. These capabilities provide a stable base as upstream operators adjust capital and operating expenditure priorities in response to price volatility, regulatory developments, and heightened cost scrutiny. Building on this foundation, the SBU is positioned to navigate current pressures while remaining responsive to emerging opportunities. By sustaining service reliability, cost discipline and asset flexibility, the business continues to balance uncertainty with readiness, supporting recovery and long-term value creation. - Volatility in oil and gas prices may weaken upstream operators’ financial positions. - Uncertainty in capital and operating expenditure cycles may delay rig mobilisation and contract commencement. - Reduced visibility into project execution schedules may affect the predictability of service demand.	- Participation in phased or short-cycle drilling programmes as operators manage capital discipline. - Flexible asset deployment as expenditure cycles stabilise. - Selective focus on contracts with stronger execution certainty and margin quality.	In FY2025, Oiltools SBU advanced a comprehensive agenda designed to safeguard profitability, reinforce organisational capability, and embed operational discipline across its core service lines. Against a backdrop of moderated drilling activity, stricter regulatory requirements and heightened competitive pressures, the SBU focused on cost resilience, market share protection, and workforce readiness. At the same time, investments in digital infrastructure and process institutionalisation strengthened asset visibility, improved service reliability and enhanced compliance assurance. Consolidating Profitability * Implemented rigorous cost control measures and selective project execution to safeguard margins Strengthening Commercial Positioning * Expanded tender participation and pursued workover opportunities to defend market position. Capability Building * Executed targeted recruitment in finance, commercial, asset management, and technical functions. Process Discipline * Institutionalised best-practice frameworks across tender management, contract administration, procurement and HSE protocols. Safety & Crisis Preparedness * Conducted specialised training in revised Emergency & Crisis Management procedures for critical personnel Asset Management * Deployed the Asset Tracker system to provide visibility on equipment utilisation and maintenance planning.	Gross profit margin improved, preserving financial resilience despite revenue contraction. Secured client trust and maintained revenue stability across drilling and workover campaigns. Elevated workforce capability and readiness, supporting sustainable performance improvement. Enhanced efficiency, consistency and compliance discipline across operations. Enhanced crisis preparedness, safety assurance and organisational resilience. Strengthened asset readiness, reduced downtime, and improved service reliability.

CORE OBJECTIVES
OF THE OILTOOLS
SBU

Deliver specialised Drilling Waste Management and Drilling Fluid services with proven technical expertise.

- 1 Uphold disciplined asset management and rapid deployment to ensure service reliability.

- 2 Maintain strong compliance through ISO-certified quality, environmental, and safety systems.
- 3 Strengthen cost resilience and operational efficiency through work process institutionalisation.
- 4 Enhance workforce capability and organisational resilience to deliver sustainable performance across markets.

OILTOOLS STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

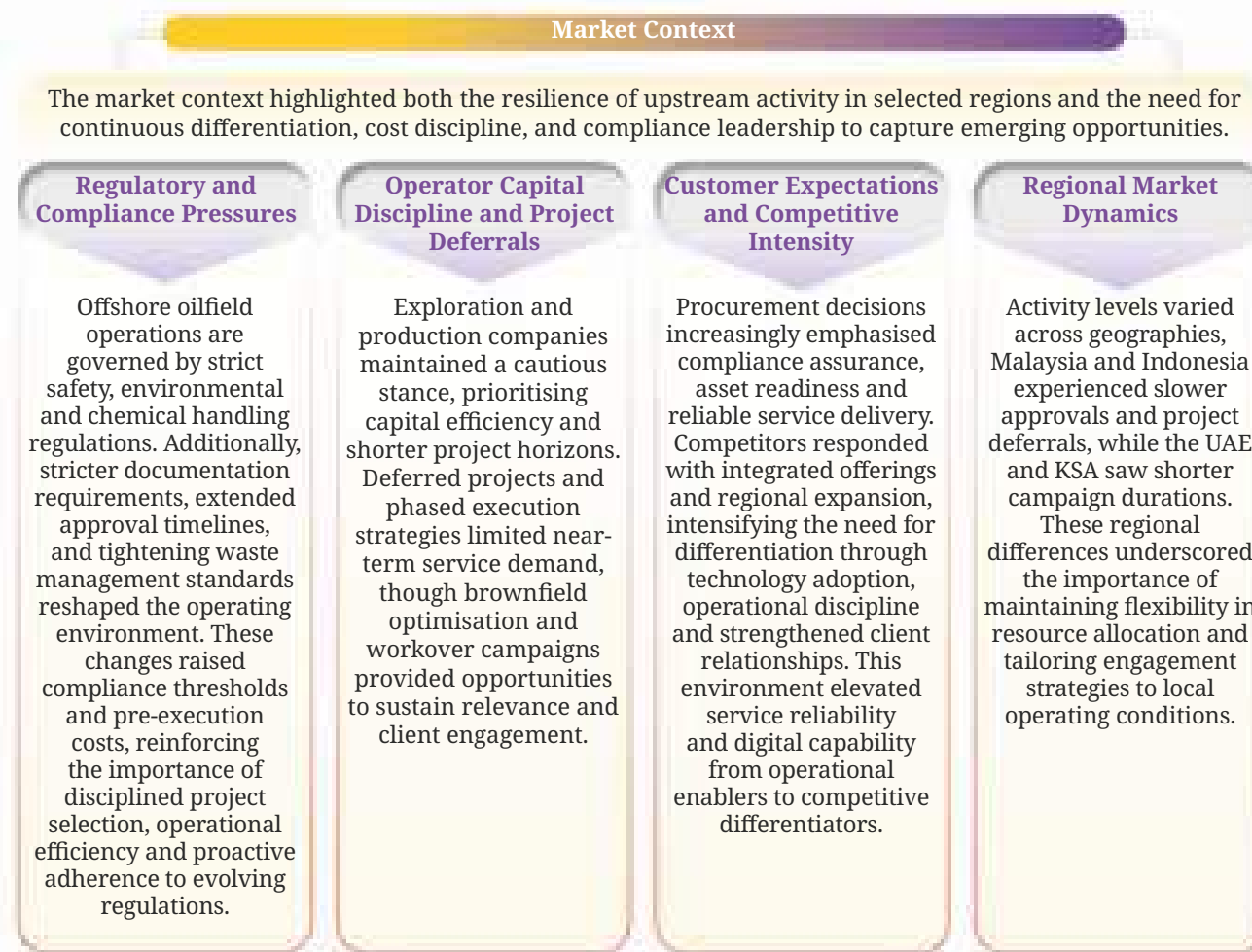
COMPETITIVE LANDSCAPE ASSESSMENT

Oiltools SBU operates in a highly competitive, technically demanding and cyclical upstream oilfield services market, where performance is closely tied to exploration and production (E&P) activity levels. Drilling activity moderated across our operating regions, with lower rig counts, shorter campaign durations, and deferred projects reflecting operators' focus on capital discipline and phased execution. Extended project cycles, driven by rig readiness and funding approvals, further slowed activity and reduced utilisation of drilling support services.

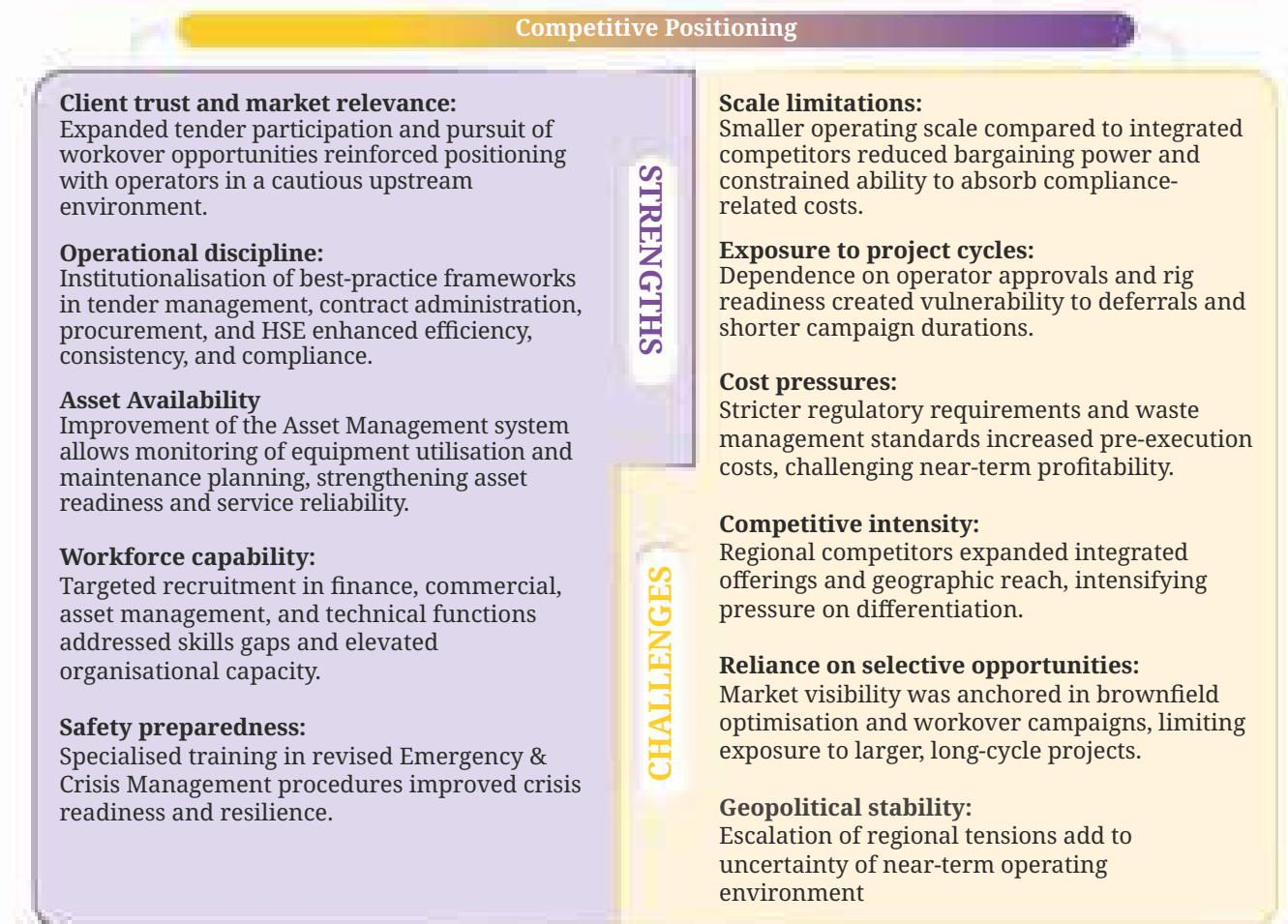
Clients also placed strong emphasis on technical capability, safety performance, and strict regulatory compliance. Regulatory tightening reshaped operating conditions, with stricter adherence to safety, environmental and operational requirements raising compliance thresholds and costs. Established service reliability, operational track record, and adherence to environmental and safety standards are key differentiators in securing and retaining contracts.

Stringent waste management standards, stable energy and commodity markets, increasing technical demands and intensifying competition from local and integrated service providers shaped industry trajectory. Meanwhile, operators prioritised brownfield optimisation and short-cycle projects over large-scale expansions, limiting growth opportunities for oilfield service providers.

Within this environment, Oiltools SBU's competitiveness rests on service reliability, established client relationships, disciplined execution and safety performance rather than scale dominance. Its ability to deliver consistent operational support in a volatile market underpins its sustained positioning.



OILTOOLS STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT



OILTOOLS

STRENGTHENING EFFICIENCY THROUGH DRILLING FLUIDS & DRILLING WASTE MANAGEMENT

OUTLOOK AND PROSPECTS

Looking ahead to FY2026, the SBU anticipates a gradual improvement in activity levels, supported by contract re-entry, improved client engagement and higher rig participation across selected markets. Revenue recovery is expected to be driven primarily by operations in Russia, the Middle East and Indonesia.

The SBU will continue to prioritise its core service offerings in Drilling Waste Management across all country operations, while selectively expanding Drilling Fluids activities in Malaysia, Indonesia and India, where capability depth and tender pipelines support scale-up. Alongside growth initiatives, emphasis will remain on cost discipline, margin protection and asset utilisation to ensure financial resilience as activity levels increase.

Operational focus in FY2026 will centre on strengthening compliance readiness and market access, particularly in the Middle East through in-country regulatory alignment and registration requirements. Planned investments in equipment refurbishment and digital systems are expected to enhance asset reliability, data visibility and execution efficiency, supporting more disciplined deployment and capital planning. Overall, the SBU's prospects are anchored on stabilisation, combined with selective growth, underpinned by asset-led expansion, disciplined cost management and improved operational readiness. Subsequent to the financial year end, geopolitical developments in the Middle East have introduced near-term uncertainty. Nevertheless, the Group continues to monitor the situation closely while maintaining operational readiness to capture recovery opportunities while sustaining service reliability and margin resilience as market conditions stabilise.

ROAD MAINTENANCE

ENSURING CONNECTIVITY AND SAFETY

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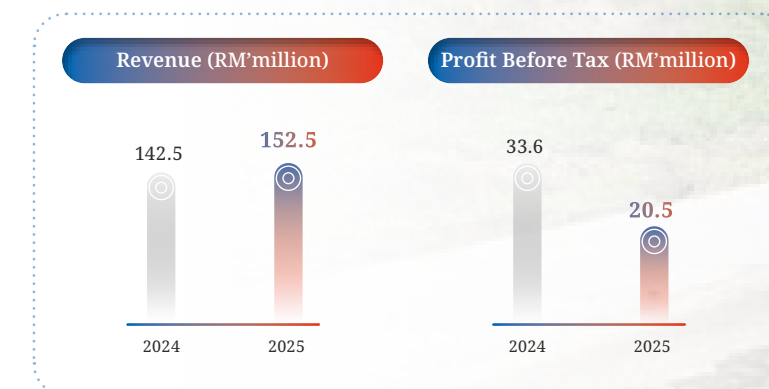
ROAD MAINTENANCE: ENSURING CONNECTIVITY AND SAFETY



Road Maintenance SBU delivered large-scale infrastructure works, notably Pan Borneo WPC06 and the Tun Taib Mahmud Bridge, as well as provided long-term maintenance under concession (LTMM), emergency response and predictive pavement rehabilitation. In FY2025, the SBU completed major milestones (Certificate of Practical Completion/ Certificate of Partial Occupation or “CPC/CPO”), strengthening Cahya Mata’s infrastructure credentials, while sustaining excellent Road Maintenance Index (RMI) score of >80 with AI-enabled response systems. This reinforced Cahya Mata’s infrastructure leadership, recurring concession income and long-term partnership positioning with the state.

Financial Performance

Revenue for the Road Maintenance SBU increased to RM152.5 million in FY2025 (2024: RM142.5 million), reflecting stronger work progress and stable contract flows during the year. Despite higher revenue, profitability moderated. PBT reduced to RM20.5 million from RM33.6 million in the prior year. The contraction is due to one-off gain adjustments in 2024.



Road Maintenance SBU		2025	2024
Revenue	RM million	152.5	142.5
PBT	RM million	20.5	33.6

ROAD MAINTENANCE

ENSURING CONNECTIVITY AND SAFETY

INTEGRATED BUSINESS VALUE FRAMEWORK

Creating value with operational excellence, sustainability and governance.



Economic

- The year was marked by the successful completion of major infrastructure milestones, including the Pan Borneo WPC06 package and the opening of the Tun Taib Mahmud Bridge. These projects enhanced regional connectivity, reduced travel time and strengthened Sarawak's mobility backbone. Meanwhile, the Road Maintenance SBU sustained consistent concession performance, maintaining RMI scores above 80 for 6 consecutive years, reinforcing recurring income stability and long-term state partnership credibility.

KEY EFFORTS :

1

Improved mobility, expanded economic access and helped bridge the urban-rural divide across Sarawak with the completion of WPC06 and the Tun Taib Mahmud Bridge, Sarawak's first cable-stayed bridge.

2

Cold in-place recycling ("CIPR") reuses 100% of existing pavement materials on-site, lowering carbon intensity, reducing waste, and minimising reliance on quarry resources.

3

Safety, governance and workforce discipline



Environmental

- The Road Maintenance SBU advanced circular construction practices through CIPR, reusing 36,586.73 m³ of pavement material, alongside 7,115.14 m³ of Recycled Asphalt Pavement (RAP). This significantly reduced landfill waste, quarry extraction and carbon intensity. The adoption of lower-emission Saraphalt GTL premix in bridge works further demonstrated practical decarbonisation efforts. Fuel consumption and greenhouse gas emissions were monitored, supporting data transparency and alignment with broader ESG tracking.



Social

- The Pan Borneo Highway WPC06 and the Tun Taib Mahmud Bridge in Bintulu strengthen social connectivity by improving road safety, reducing travel time and linking rural communities more efficiently to urban centres, employment and essential services. The SBU upheld a strong safety culture, achieving zero fatalities (Construction) and zero Lost Time Injuries (Road Maintenance). ISO 45001 certification, regular safety briefings and active Safety & Health Committees reinforced workforce protection. Community engagement initiatives, including road safety campaigns and school rebuilding efforts, further underscored the Group's commitment to local development. Importantly, the Road Maintenance SBU workforce remains predominantly Sarawakian, supporting local employment and skills growth.



Governance

- In FY2025, the SBU strengthened governance through tighter systems control, digital transparency and compliance discipline. The SBU reinforced project governance via structured Quality Management Plans, disciplined contract administration and ABAC training, particularly during major project close-outs.
- The Road Maintenance SBU enhanced accountability through upgraded SOPs, AI-enabled defect tracking, real time monitoring and renewed ISO 9001, 14001 and 45001 certifications.
- These measures elevated risk management, operational transparency and institutional credibility across the Group's infrastructure portfolio.

Business Entities

1

Cahaya Mata Roads Sdn Bhd

2

CMS Pavement Tech Sdn Bhd

3

CMS Roads Sdn Bhd

4

PPES Works (Sarawak) Sdn Bhd

5

PPESW BPSB JV Sdn Bhd

6

PPES Works CCCC JV Sdn Bhd

Value Added Outcomes

Structural Infrastructure Delivery Milestone

- Completion of WPC06 and the opening of the Tun Taib Mahmud Bridge enhanced state mobility, reduced travel time and distance/ time and reinforced Cahya Mata's position as a premier infrastructure partner.

AI-Driven Maintenance Transformation

- Deployment of AI pothole detection shortened response cycles to an average 20 hours, improving public trust, safety and KPI adherence.

Carbon & Resource Efficiency through CIPR

- Recycling 100% pavement material reduced landfill disposal, quarry demand and carbon emissions, embedding circular economy principles.

Sustained Safety & Compliance Excellence

- Zero fatalities/LTI and ISO renewals strengthened stakeholder confidence and protected long-term concession credibility.

Products and Solutions

1

Long-Term Road Maintenance

2

Instructed Works

3

Roads/Bridges Construction

ROAD MAINTENANCE

ENSURING CONNECTIVITY AND SAFETY

PERFORMANCE REVIEW

FY2025 marked a transition year with milestone delivery and structural consolidation. The SBU successfully completed major legacy infrastructure packages, strengthening earnings visibility and reducing execution risk exposure. While margins during the year were affected by cost pressures and the need to engage step-in contractors, the completion of high-profile state assets reinforced strategic positioning within Sarawak's infrastructure ecosystem. Concurrently, the Road Maintenance SBU sustained concession stability, upheld KPI performance thresholds and protected recurring revenue streams. The SBU demonstrated resilience under competitive and cost pressures, reinforcing Cahya Mata Sarawak's role as a long-term infrastructure partner to the state.

Operational Highlights

Operationally, Road Maintenance SBU advanced disciplines, systemisation and technical capability, focusing on structured project governance, quality management compliance and coordinated joint venture execution to ensure controlled close-out of complex works, as well as deepening predictive and data-driven asset management through AI-enabled detection systems, structured stakeholder response protocols and preventive diagnostics such as FWD and Laser Profiling. Additionally, safety controls, ISO renewals and process standardisation strengthened operational integrity, reflecting a shift from reactive execution toward integrated, performance-based infrastructure management.



Sustained Concession Performance with RMI Above 80

The SBU maintained an RMI score above 80 for 6 consecutive years, consistently meeting the Public Works Department's (JKR's) KPIs. This performance stability underpins recurring revenue prospects and demonstrates disciplined lifecycle asset management across Sarawak's road network.



Predictive Diagnostics & Life-Cycle Optimisation

Using advanced tools such as Falling Weight Deflectometers (FWD) and Laser Profilers, we detect structural weaknesses early and intervene before surface failure occurs, extending pavement lifespan and reducing long-term reconstruction costs.



ISO Certification Renewals & IMS Maturity

The renewal of ISO 9001, ISO 14001 and ISO 45001 certifications reinforced compliance integrity and operational control. Internal IMS audits and awareness programmes instilled continuous improvement practices, strengthened risk management, and ensured alignment with contractual, environmental and occupational safety standards, critical in sustaining tender competitiveness and stakeholder confidence.

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Cahaya Mata Sarawak Berhad

Integrated Annual Report 2025

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ROAD MAINTENANCE

ENSURING CONNECTIVITY AND SAFETY

Training & Workforce

Training Coverage

- Participation in specialised external programmes

Focus Areas

- Technical & job-specific skills
- Regulatory & industry updates
- Governance & ethical standards

Leadership Pipeline

- Practical, role-based grooming
- Knowledge transfer via strategic collaboration with China Communications Construction Company (M) Sdn Bhd (CCCC)

Training & Development – Road Maintenance SBU

Training & Development Focus

- Safety-centred programmes:** Toolbox Meetings, Safety Briefings, IMS Awareness Day
- Continuous operational upskilling aligned with maintenance needs

Leadership Pipeline

- Structured career development plans
- Clear progression ladder to groom future supervisors and technical leads

Business Highlights

In FY2025, the SBU was focused on structured performance delivery and compliance discipline. Strict adherence to JKR KPIs, particularly maintaining RMI thresholds, shaped operational priorities and AI-powered defect detection to enhance monitoring accuracy. Focus also centred on project governance, quality assurance and ISO-aligned system compliance across major state projects. Talent development and skills enhancement reinforced execution standards, while digital and process improvements strengthened operational consistency. Overall, FY2025 emphasised accountability, innovation and capability strengthening within a performance-monitored environment.

1 Obtained CPC and CPO for Landmark Infrastructure Projects

In FY2025, the SBU took significant steps closer towards successfully closing out the Pan Borneo WPC06 package and the Tun Taib Mahmud Bridge, reducing legacy project exposure, strengthening contractual standing with the state, and reinforcing the Group's credibility as a premier infrastructure delivery partner.

For Pan Borneo WPC06, CPC was obtained for Sarikei Section (15 October 2025). The Defect Liability Period ("DLP") ends for Sebangkoi Section on 1 November 2026, while the DLP for Sarikei Section ends on 14 October 2027.

For the Tun Taib Mahmud Bridge, construction is ongoing on site to meet three Variation Orders from the client and does not affect the use of the bridge. The DLP for completed works ended on 22 March 2026. The CPO for the bridge was dated 22 March 2025.

2 Operational Discipline & Process Standardisation

A major operational driver in FY2025 was the strengthening of structured processes across the SBU. The SBU enhanced project governance through formalised Quality Management Plans and tighter controls, as well as improved SOP-driven stakeholder response systems. This shift toward systemised execution reduced operational leakages, improved traceability, and strengthened overall delivery consistency.

3 Workforce Capability & Skills Development

Operational performance was supported by ongoing workforce competency development. Management teams began transitioning toward more analytical, data-driven reporting, while field teams enhanced response-time efficiency and machinery maintenance skills. With a predominantly Sarawakian workforce in Road Maintenance SBU, local capability-building not only supported execution reliability but also strengthened long-term organisational resilience.

ROAD MAINTENANCE

ENSURING CONNECTIVITY AND SAFETY

Sustainability Highlights

In FY2025, the SBU strengthened its sustainability position by embedding environmental stewardship, safety discipline, and governance maturity into core operations. The focus shifted from compliance-led reporting to operationalised sustainability, integrating resource efficiency, lifecycle thinking and digital transparency into infrastructure delivery and maintenance.

Top 3 Initiatives



Cold In-Place Recycling (CIPR) & Recycled Asphalt Pavement (RAP) Utilisation

The large-scale deployment of CIPR and RAP technologies enabled 100% reuse of existing pavement materials during rehabilitation works. This initiative reduced quarry dependency, waste disposal, and carbon intensity, as well as improved cost efficiency.



AI-Enabled Road Defect Detection & Digital Monitoring

The rollout of AI-powered pothole detection introduced real-time, geotagged defect identification integrated with monitoring dashboards. This reduced response times, enhanced transparency and created traceable audit trails for KPI compliance. The initiative improved public safety while elevating governance standards, signalling a transition toward predictive, data-driven infrastructure maintenance with measurable accountability.



Building Capability from the Ground Up

In FY2025, focus was placed on strengthening project and site management, engineering depth, HSE compliance, and administrative precision. Capability-building was driven largely through hands-on project exposure, cross-functional collaboration and structured knowledge transfer from experienced personnel, ensuring workforce readiness, stronger execution control and sustained delivery excellence across construction operations.



ROAD MAINTENANCE

ENSURING CONNECTIVITY AND SAFETY

ROAD MAINTENANCE

ENSURING CONNECTIVITY AND SAFETY

GROWTH DRIVERS

Growth momentum for the SBU is closely aligned with Sarawak's road maintenance and infrastructure development. At the same time, sustained concession performance and a consistent KPI track record strengthen contract renewal prospects and reinforce positioning as a trusted infrastructure partner. As road networks age and usage intensifies, lifecycle maintenance expertise becomes increasingly valuable.

Climate variability is also reshaping infrastructure priorities. Rising rainfall intensity and slope instability are accelerating the need for drainage upgrades, slope stabilisation and resilience-focused rehabilitation works, areas where Road Maintenance SBU possess proven technical capability.

Finally, the integration of AI-enabled monitoring and digital asset management systems provides operational differentiation. By shifting toward predictive, data-driven maintenance, the SBUs enhance response efficiency, transparency and long-term asset optimisation, strengthening competitiveness in an increasingly performance-based procurement environment.

KEY FOCUS AREA	KEY RISKS	KEY OPPORTUNITIES	STRATEGIC FOCUS AREA AND ACTION UNDERTAKEN IN FY2025	TARGETED OUTCOMES ACHIEVED / SUPPORTED
 Concession KPI Discipline & RMI Performance	- Weather-related degradation - Rising maintenance costs - Intensified competition.	- Strong renewal possibilities - Recurring revenue stability - Enhanced state partnership credibility.	- Secured CPC/CPO for major infrastructure packages - Strengthened variation order governance - Implemented structured Quality Management Plans	 De-risk Legacy Projects & Strengthen Earnings Visibility
 AI-Driven Monitoring	- Technology adoption risk - Data reliability - Integration challenges.	- Predictive maintenance capability - Reduced response cycles - Differentiation in competitive tenders.	- Maintained RMI above KPI threshold - Enhanced SOP-driven complaint management - Strengthened rapid rectification protocols	 Sustain Concession Performance & Protect Recurring Revenue
 Operational Efficiency & Asset Management Discipline	- Unplanned breakdowns due to spare part availability or wear and tear - Cost overruns in fixed-price environments.	- Margin resilience - Faster ramp-up capability - Stronger cost forecasting reliability.	- Enhanced preventive maintenance discipline - Sustained high machine utilisation rate at 85 -100% - Tightened cost & variation management - Deployed CIPR & RAP reuse methodologies - Strengthened IMS reporting systems	 Improve Operational Efficiency & Margin Resilience
 ISO-Driven Governance	- Increased compliance burden - Audit non-conformities - Regulatory tightening.	- Tender competitiveness - Improved stakeholder trust - Stronger risk mitigation framework.	- Renewed ISO 9001, 14001 & 45001 certifications - Adopted low-emission premix solutions - Monitored GHG emissions & fuel consumption - Conducted ABAC training	 Embed Sustainability & ESG Credibility
			- Rolled out AI pothole detection - Implemented geotagged digital audit trails - Deployed FWD, Laser Profiling & drone inspections	 Advance Predictive & Digital Infrastructure Management
CORE OBJECTIVES OF THE ROAD MAINTENANCE SBU 1 Deliver safe, timely and cost-effective roads related infrastructure. 2 Sustain concession performance above contractual KPIs. 3 Strengthen digital and predictive maintenance capability. 4 Improve margin resilience through efficiency and right-sizing. 5 Reinforce governance and sustainability alignment.				

Road Maintenance SBU delivered measurable strategic impact by reducing execution uncertainty and strengthening financial clarity, while preserving revenue stability and public trust. Improved asset utilisation and tighter cost controls enhanced margin predictability. Stronger ESG alignment and faster response systems boosted tender competitiveness, operational differentiation and credibility with key state stakeholders.

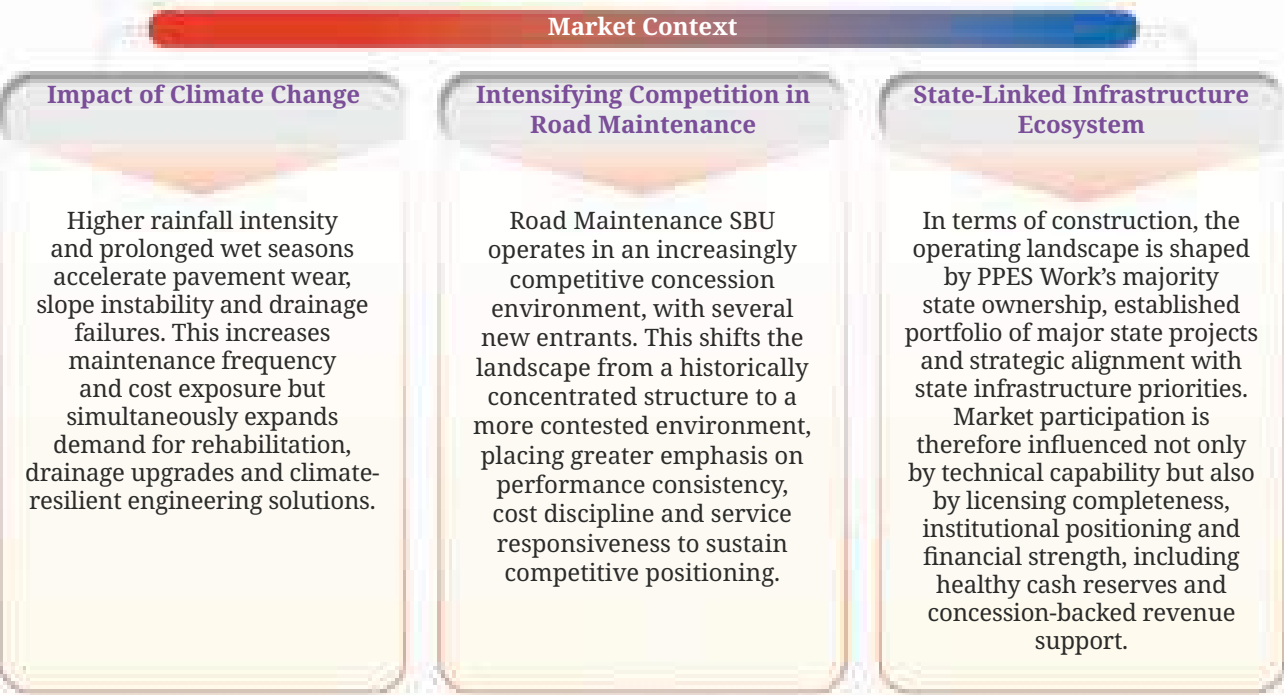
ROAD MAINTENANCE
ENSURING CONNECTIVITY AND SAFETY

ROAD MAINTENANCE
ENSURING CONNECTIVITY AND SAFETY

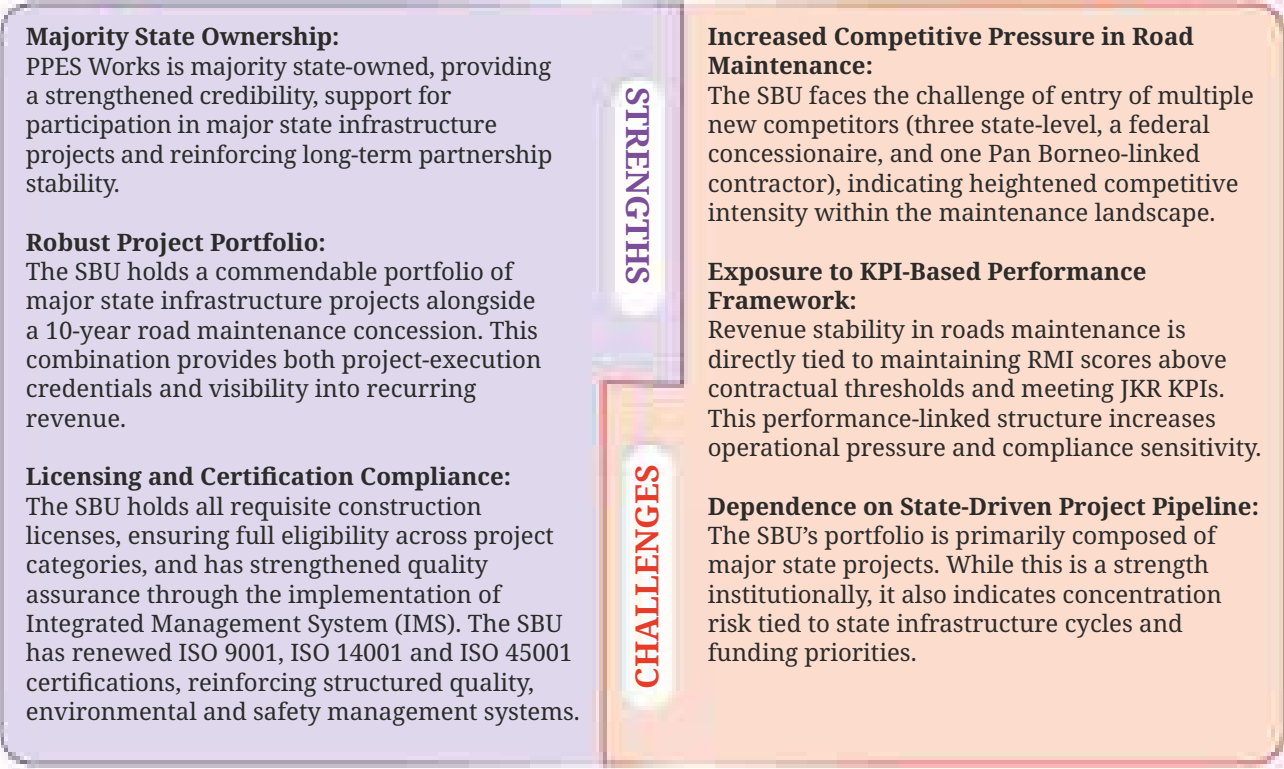
COMPETITIVE LANDSCAPE ASSESSMENT

The competitive environment for the SBU has become progressively more structured and contested. Within road maintenance, the entry of three state-level competitors, a federal concession player, and a Pan Borneo-linked contractor has diluted the historical first-mover advantage previously enjoyed in Sarawak. This has shifted the market from relationship-driven dominance to performance-based differentiation, where KPI adherence, response time efficiency, cost discipline and ESG credentials increasingly determine contract sustainability and renewal prospects.

The SBU's competitive strength in construction is anchored in structural and institutional advantages rather than price competition alone. With PPES Works (Sarawak) Sdn Bhd under the SBU being a majority state-owned entity with a strong portfolio of major state infrastructure projects, it benefits from strategic alignment and long-standing partnership credibility. PPES Works holds all requisite construction licenses, ensuring full regulatory eligibility, and is supported by a healthy cash balance and consistent concession revenue.



Competitive Positioning



The SBU through PPES Works is positioned as an institutionally anchored infrastructure operator within Sarawak, supported by majority state ownership, a strong portfolio of major projects and a long-term road maintenance concession. Their competitiveness is grounded in licensing completeness, structured ISO-certified systems and established state alignment within a performance-monitored operating environment.

OUTLOOK AND PROSPECTS

The outlook for Road Maintenance SBU is closely tied to its structural positioning, concession performance and institutional alignment within Sarawak's infrastructure ecosystem.

Construction-wise, prospects remain anchored to our established portfolio of major state infrastructure projects and majority state ownership. The SBU holds all requisite construction licenses and maintains a healthy cash balance, reinforcing financial capacity and project eligibility. We are poised to excel, supported by consistent concession revenue streams, providing a degree of earnings stability alongside project-based income. Additionally, our robust project portfolio places us in a position of continued relevance in state-led infrastructure delivery.

For road maintenance, outlook visibility is linked to our 10-year concession structure and performance-based operating framework. Maintaining RMI scores above the contractual threshold and meeting the KPI of JKR Road and Civil Engineering Asset (RCEA), remains central to revenue continuity and concession standing. The entry of additional competitors heightens performance expectations, making operational discipline, system integration and structured SOP adherence critical differentiators.

Across the SBU, renewed ISO 9001, ISO 14001 and ISO 45001 certifications, integrated management systems and digital monitoring enhancements strengthen governance and compliance credibility. Collectively, the documents reflect the SBU is structurally embedded within the state infrastructure framework, financially supported by concession-linked revenue and operationally guided by performance-based accountability.

PROPERTY DEVELOPMENT SHAPING COMMUNITIES WITH PURPOSE

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PROPERTY DEVELOPMENT: SHAPING COMMUNITIES WITH PURPOSE

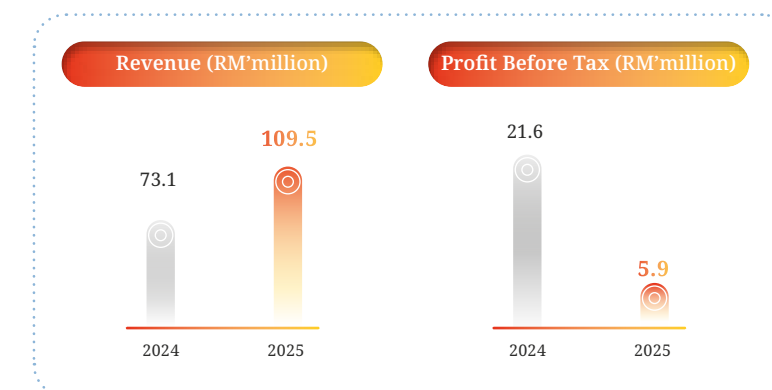


The Property Development SBU is a fully integrated developer with a portfolio spanning property development, investment, construction, sales and marketing, facilities management, workers' accommodation, and hotel operations. Anchored in township master planning, it focuses on Ithmus, Samalaju and Bandar Samariang to deliver a self-sustaining pipeline that supports phased growth and asset enhancement. To strengthen earnings resilience, the SBU has begun developing investment properties to build recurring income, while pursuing expansion beyond Sarawak to mitigate geographic concentration risk. These strategies complement its established presence in the state and contribute to Cahya Mata Sarawak Berhad's diversified ecosystem. The SBU continues to be one of the preferred turnkey partner to the Sarawak State Government, supporting the state's urban development agenda and reinforcing its strategic relevance within the Group.

Financial Performance

The SBU achieved revenue of RM109.5 million, up from RM73.1 million in FY2024, driven by construction progress from the Borneo Convention Centre Kuching 2 (BCKK 2) contract awarded in April 2025 and clearance of remaining properties in Kuching and Bintulu. Profit before tax was lower at RM5.9 million compared to RM21.6 million in 2024 due to a one-off high margin land disposal in 2024. Revenue visibility remained supported by ongoing projects, steady construction progress and sales momentum, underscoring portfolio resilience despite margin pressures.

Sales were led by Cahya Intan Phase 2, which achieved 81% take-up and over 80% construction progress. Samalaju Lodges contributed stable income with 79% occupancy and stronger margins from prudent cost management. Performance was tempered by delays in project approvals, weak demand for strata units in Samalaju and competitive pricing pressures for landed homes in Kuching. Operational challenges such as high construction costs, contractor performance issues and stringent regulatory requirements further constrained results. Nonetheless, cost efficiency initiatives yielded tangible benefits, with procurement optimisation at Samalaju Lodges generating RM1.5 million in savings, underscoring the SBU's ability to manage costs effectively despite a challenging operating environment.

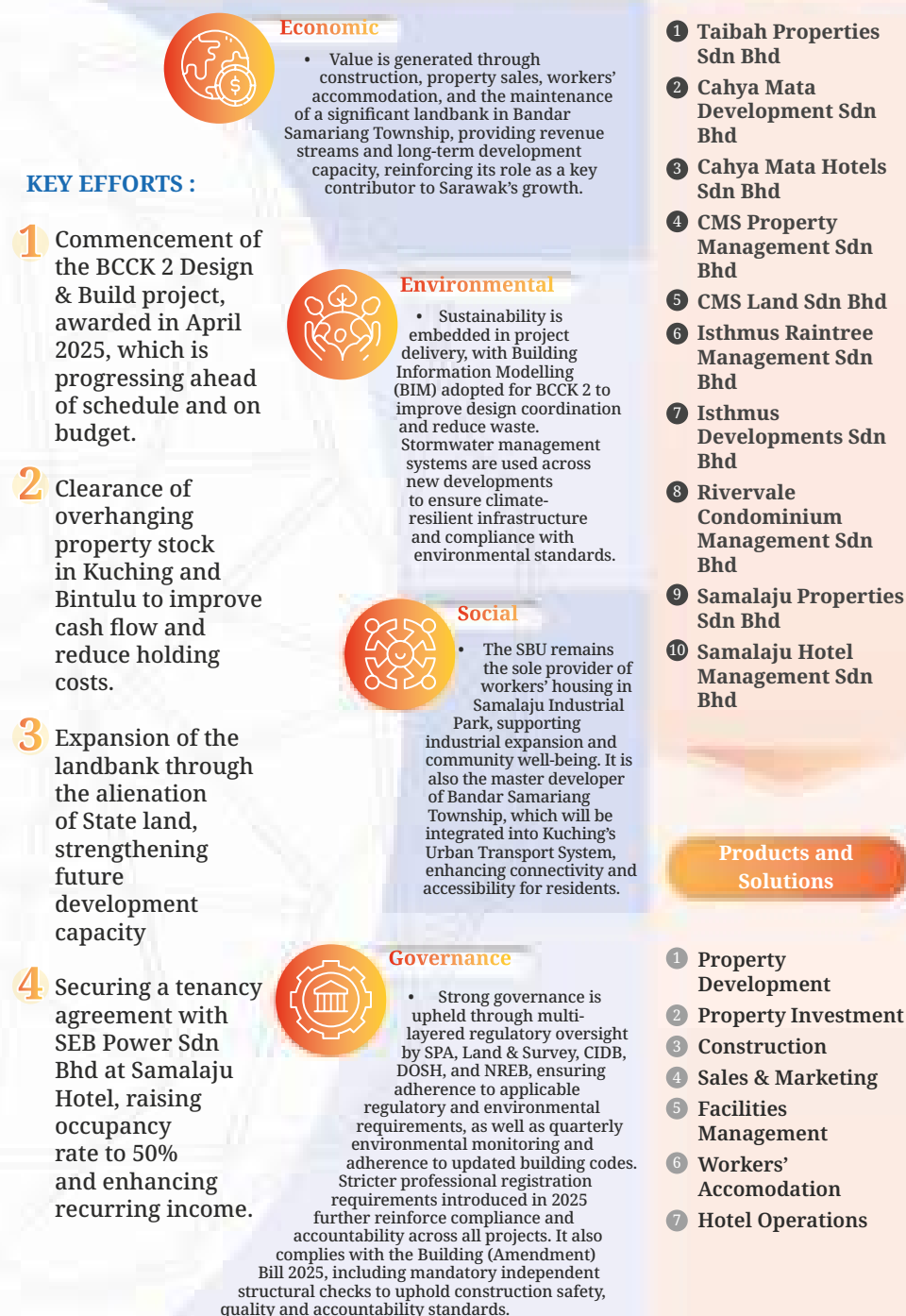


Property Development SBU		2025	2024
Revenue	RM million	109.5	73.1
PBT	RM million	5.9	21.6

PROPERTY DEVELOPMENT: SHAPING COMMUNITIES WITH PURPOSE

INTEGRATED BUSINESS VALUE FRAMEWORK

Creating value with operational excellence, sustainability and governance.



KEY EFFORTS :

- 1 Commencement of the BCKK 2 Design & Build project, awarded in April 2025, which is progressing ahead of schedule and on budget.
- 2 Clearance of overhanging property stock in Kuching and Bintulu to improve cash flow and reduce holding costs.
- 3 Expansion of the landbank through the alienation of State land, strengthening future development capacity
- 4 Securing a tenancy agreement with SEB Power Sdn Bhd at Samalaju Hotel, raising occupancy rate to 50% and enhancing recurring income.

PROPERTY DEVELOPMENT: SHAPING COMMUNITIES WITH PURPOSE

PERFORMANCE REVIEW

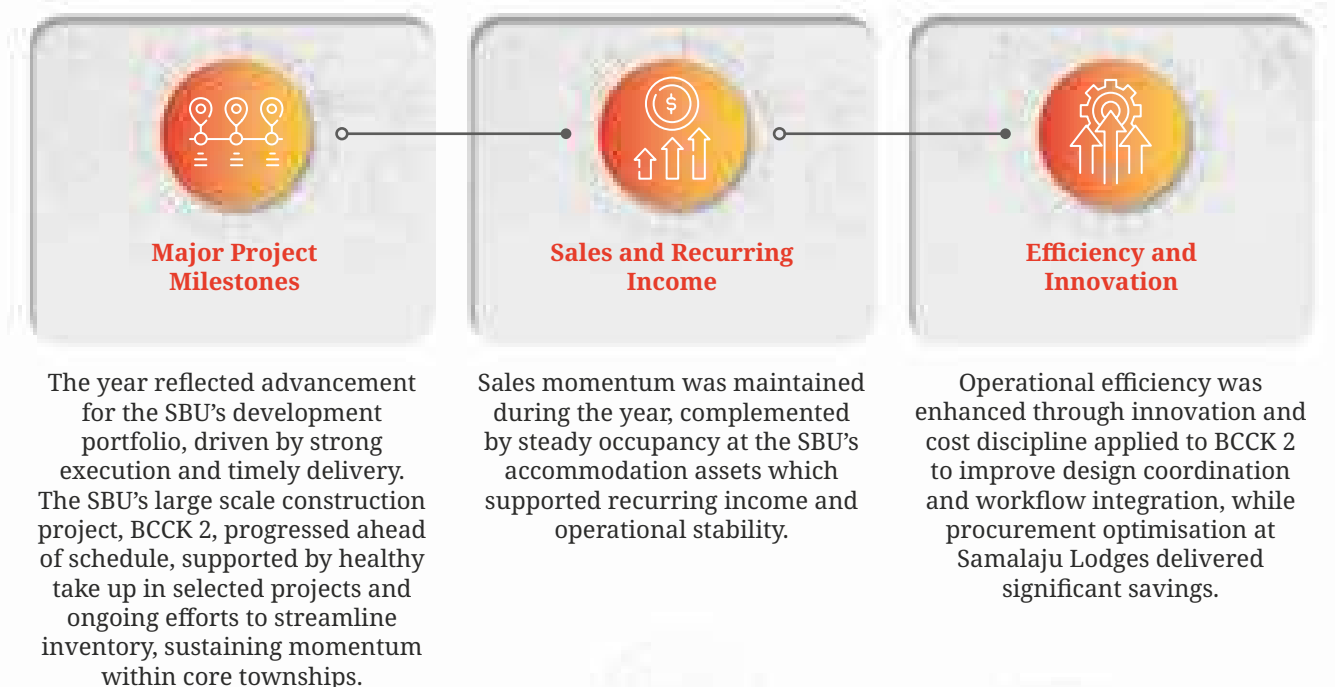
FY2025 showcased the SBU's progress in advancing major developments and sustaining recurring operations. The commencement of construction of BCKK 2 and the clearance of overhang properties in Kuching and Bintulu were notable milestones, complemented by steady township development activity.

Revenue was also driven by Cahya Intan Phase 2, which achieved 81% take-up and surpassed 80% construction progress, while Samalaju Lodges maintained consistent occupancy at 79%, providing reliable income streams.

Slower project approvals, limited demand for strata units in Samalaju and pricing competition from landed homes in Kuching moderated performance. Rising construction costs, contractor performance gaps and stricter regulatory requirements further complicated operations.

Operational Highlights

The SBU advanced its operational performance through project delivery, strong sales activity, and efficiency initiatives. Key milestones across property development and recurring income streams reflected resilience and positioned the business for sustained growth. Operations were shaped by slow planning approvals, contractor performance risks, high material costs and flood disruptions in Bintulu. Strategic emphasis shifted toward long-term masterplanning of Isthmus and Bandar Samariang to ensure sustainable pipeline continuity.



PROPERTY DEVELOPMENT:
SHAPING COMMUNITIES WITH PURPOSE

Business Highlights

During the year, the business continued to strengthen its market presence and financial resilience, reflecting its role as a reliable contributor to Sarawak’s development agenda:

- 1

Strengthened positioning as a Trusted Delivery Partner

Enhanced its role in state-led infrastructure projects, demonstrating capacity to manage complex developments and building confidence among stakeholders.
- 2

Expanded Development Pipeline and Landbank

Multiple projects progressed toward planning approval, broadening the pipeline and ensuring visibility of future growth opportunities across residential and industrial segments. Secured 218 acres of land alienation in Samalaju Industrial Park for future development.
- 3

Stable Financial Footing

Healthy cash reserves and low gearing provided a strong foundation, enabling flexibility to pursue new projects, support growth initiatives and sustain investor confidence.

PROPERTY DEVELOPMENT:
SHAPING COMMUNITIES WITH PURPOSE

Sustainability Highlights

The SBU continues to advance its sustainability agenda, embedding environmental responsibility, social resilience and strong governance practices, with the following initiatives:

Top 3 Initiatives

 Adoption of BIM for Design Coordination and Efficiency To enhance design coordination and construction efficiency, BIM was adopted, enhancing interdisciplinary coordination and minimising material rework. This lowered construction waste, improved efficiency and enhanced quality.	 Climate Responsive Design Integration Future projects are being prepared to achieve Green RE, Green Building Index or equivalent certification, incorporating sustainability elements such as stormwater management, rainwater harvesting systems, low Volatile Organic Compound (“VOC”) materials and solar-ready infrastructure provisions.	 Structured Regulatory Compliance Compliance was reinforced through structured inspections and reporting, ensuring transparency, accountability and alignment with regulatory requirements maintaining oversight under SPA, Land and Survey, CIDB, DOSH and NREB frameworks. This enhances governance discipline and stakeholder confidence in project delivery standards.
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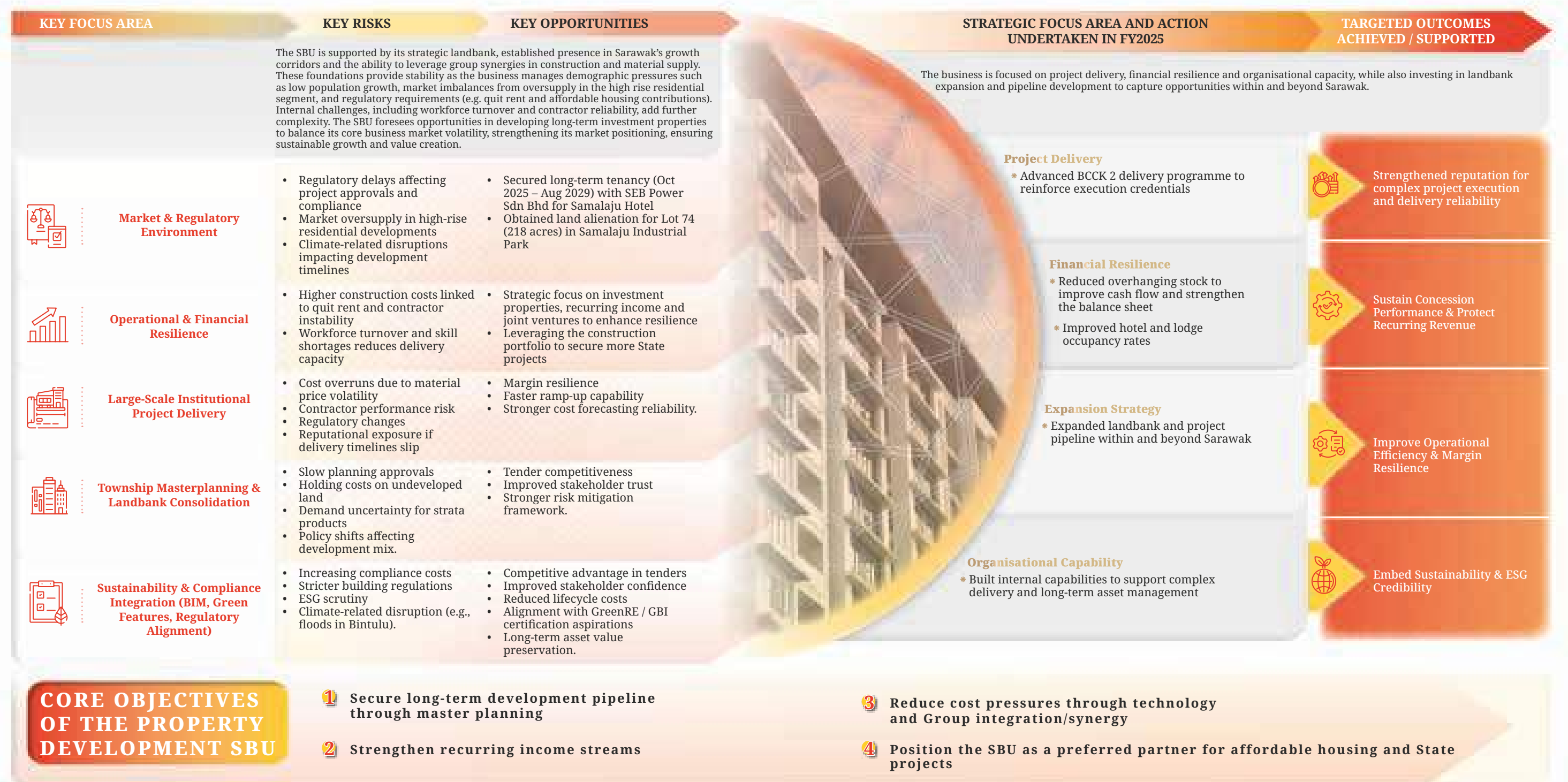
PROPERTY DEVELOPMENT: SHAPING COMMUNITIES WITH PURPOSE

PROPERTY DEVELOPMENT: SHAPING COMMUNITIES WITH PURPOSE

GROWTH DRIVERS

Growth is anchored in the SBU's large strategic landbank across Kuching, Bintulu, and Samalaju, providing a strong foundation for future developments. This advantage is reinforced by strong alignment with Sarawak's infrastructure and urban development agenda, ensuring relevance and long-term opportunity.

Group synergies in construction and material supply enhance delivery capability, creating efficiency and reliability across projects. Demand from industrial and infrastructure-led developments continues to drive momentum, positioning the SBU to capture growth and strengthen its role in the state's development landscape.



PROPERTY DEVELOPMENT: SHAPING COMMUNITIES WITH PURPOSE

COMPETITIVE LANDSCAPE ASSESSMENT

The Property Development SBU operates within a highly competitive and policy-sensitive market shaped by regulatory oversight, cost volatility and evolving buyer expectations.

Competitive pressures are evident across several fronts. In strata and residential segments, demand softness has intensified price-based competition, compressing margins and extending sales cycles. Meanwhile, industrial-linked accommodation and mixed-use projects face competition tied closely to broader industrial expansion dynamics in Samalaju and Kuching growth corridors.

Digital integration and alternative delivery models are reshaping competition. Heightened regulatory, safety and environmental standards are raising compliance costs, making proven technical capability and execution track record key differentiators, as operators explore brownfield development opportunities and shorter-cycle projects.



PROPERTY DEVELOPMENT: SHAPING COMMUNITIES WITH PURPOSE

Competitive Positioning

Landbank:

Established landbank resources support pipeline opportunities and provide flexibility in project development.

Government partnerships:

Close working relationship with State authorities and agencies reinforces delivery credibility

Integrated capability

Coordinated township and industrial development execution strengthens delivery consistency.

Infrastructure alignment:

Ability to capture demand linked to infrastructure investment in selected locations.

Financial resilience:

A strong balance sheet with a low debt ratio supports the sustainability of operations.

Group expertise:

Advantage from Group construction capability and material supply enhances delivery efficiency.

Brand trust:

Trusted brand with an established track record in Sarawak strengthens market positioning.

STRENGTHS

Geographic concentration:

Heavy reliance on Sarawak limits diversification into faster-growing regions.

Cost escalation:

Higher operating and construction costs due to SST expansion pressure and geopolitical impact, affecting project economics.

Policy exposure:

Affordable housing contribution requirements affect feasibility and reduce margins.

Demand moderation:

Slower population growth and cautious buyer sentiment dampen transaction activity.

Competitive pressure:

Intensifying rivalry for landbank and pipeline opportunities beyond Sarawak

CHALLENGES

OUTLOOK AND PROSPECTS

The Property SBU is sharpening its focus in FY2026, centred on completing master plans for Bandar Samariang and Isthmus to secure a self-sustaining pipeline, pursuing opportunities outside Sarawak and delivering build-own-operate properties, such as industrial assets and pod hotels. Team expansion will support business growth, while positioning the SBU as the State's preferred delivery partner and premier provider of affordable housing.

Efficiency and resilience will be advanced through the incorporation of green building standards to improve energy and water performance, the adoption of BIM to reduce design errors and rework and a shift toward prefabrication and modular construction to accelerate timelines and improve quality control. Improvements to customer experience and processes will be strengthened by

modernising systems, leveraging AI and cloud capabilities through an intelligent ERP suite, as well as implementing online sales and settlement platforms such as IFCA or MHUB.

External influences will shape FY2026 performance. The doubling of stamp duty to 8% for foreign residential property purchases is expected to redirect developer focus toward local demand. Continued reliance on imported construction materials and high logistical costs will sustain margin pressures, while infrastructure projects under the Sarawak Gas Road Map, including Samalaju Pipeline developments, are driving demand in industrial areas. The State government's commitment to deliver 20,000 affordable housing units between 2026 and 2030 provides a significant opportunity for the SBU to reinforce its role in meeting social priorities.

CONSTRUCTION MATERIALS & TRADING STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

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CONSTRUCTION MATERIALS & TRADING: STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

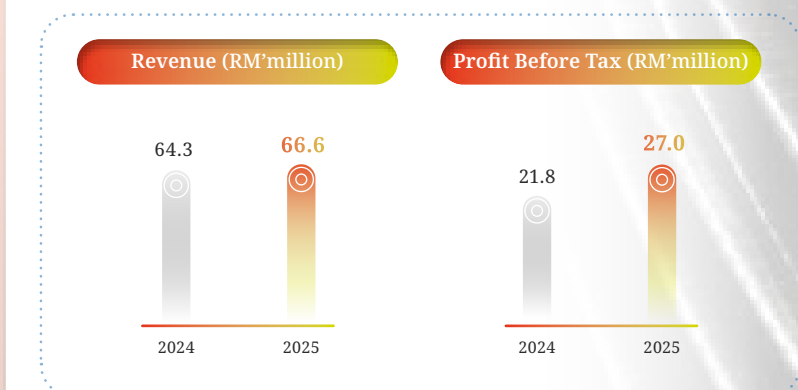


In FY2025, the Construction Materials & Trading SBU navigated a transitional infrastructure cycle marked by the completion of major Pan Borneo packages and a temporary project “vacuum” before new coastal road works commenced. Despite weather disruptions and cost volatility, the SBU strengthened plant reliability, improved batching precision and secured new Public Works Department (“JKR”) road contracts pending commencement. In essence, the SBU operates as an integrated construction materials backbone, combining resource ownership (quarries), manufacturing (premix, wire mesh), trading, logistics and infrastructure execution under one coordinated platform. Operational discipline, preventive maintenance enforcement and quality enhancements enabled the SBU to sustain strong financial growth while maintaining zero fatalities and minimal product rejection rates.

Financial Performance

In FY2025, the SBU’s revenue rose 3.6% to RM66.6 million, driven primarily by higher contract services activity and increased sales of crushed aggregates, premix, and construction building materials. The completion of Pan Borneo Highway Phase 1 No. 6 (“WPC06”) and the Tun Taib Mahmud Bridge, two high-value projects, was a significant milestone in our financial performance this year.

Profit before tax rose 24% to RM27.0 million, reflecting stronger operating leverage, disciplined cost management, and sustained demand across infrastructure and construction segments.



Construction Materials and Trading SBU		2025	2024
Revenue	RM million	66.6	64.3
PBT	RM million	27.0	21.8

CONSTRUCTION MATERIALS & TRADING:
STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

INTEGRATED BUSINESS VALUE FRAMEWORK

Creating value with operational excellence, sustainability and governance.



Economic

- The SBU's most significant economic effort in FY2025 was operational optimisation during a transitional infrastructure cycle. With Pan Borneo completion creating a demand gap, the SBU focused on protecting margins through plant reliability improvements, enforcement of preventive maintenance, precision batching calibration to reduce high-cost bitumen waste and asset redeployment rather than new capex.



Environmental

- Environmental progress centred on resource efficiency and compliance discipline. Rainwater harvesting reduced freshwater dependency, while Eco Light Fuel Oil (ELFO) in premix operations supported lower-emission fuel use. Preventive maintenance and strict machinery idling policies improved fuel efficiency. Importantly, zero environmental non-compliances were recorded, with emissions and discharges kept within regulatory limits, demonstrating operational control in a high-impact quarrying and asphalt production environment.



Social

- Core social priorities focused on operational safety and strengthening workforce capability strengthening. The SBU achieved zero fatalities and no major incidents, supported by implementation, monthly OSH audits and peer-reporting culture. Structured technical training, leadership development, and succession planning reinforced long-term skills continuity. Local hiring for site roles and infrastructure delivery further supported community economic participation while strengthening stakeholder trust in project execution.



Governance

- Governance improvements focused on system integrity, compliance robustness and data accountability. Weighbridge digital modernisation reduced revenue leakage and human interference risks. The certified Integrated Management System (ISO 9001, 14001, 45001) was maintained, while QC labs were upgraded toward ISO 17025 standards. Sustainability data reporting enhanced transparency and alignment with Group ESG oversight, strengthening regulatory readiness amid tightening environmental scrutiny.

KEY EFFORTS :

- Operational Efficiency and Cost Resilience
- Environmental Compliance and Risk Management
- Safety, Governance and Workforce Discipline

Business Entities

- CMS Infra Trading Sdn Bhd
- Cahya Mata Trading International Pte Ltd
- Cahya Mata Wires Sdn Bhd
- SEDC Resources Sdn Bhd
- SEDC Concrete Product Sdn Bhd
- Borneo Granite Sdn Bhd
- SEDC Premix Sdn Bhd
- SEDC Premix (Betong) Sdn Bhd
- SEDC Premix (Miri) Sdn Bhd
- SEDC Quarries Sdn Bhd

Value Added Outcomes

Margin Expansion Through Operational Discipline

Improved batching calibration reduced bitumen wastage, identified as the most expensive input in premix production, while strict idling controls lowered fuel consumption. This protected margins during a transitional project cycle.

Revenue Protection via Weighbridge Modernisation

Upgrading legacy weighbridge systems improved billing accuracy and reduced the risk of system manipulation. This safeguarded revenue integrity, reduced leakage and strengthened financial governance at the operational gate level.

Asset Optimisation Over New Capex

Instead of aggressive expansion, the SBU revitalised mothballed assets (e.g., Betong Premix Plant) and redeployed manpower from completed projects. This improved return on existing infrastructure and preserved capital efficiency.

Integrated Supply Chain Advantage

Ownership of quarries, premix plants and logistics assets enabled internal supply security, stable pricing for Group projects and efficient mobilisation across Sarawak. This reduced external dependency and improved delivery reliability.

Strengthened Contract Pipeline Positioning

Securing new JKR projects and aligning with state infrastructure priorities positioned the SBU for the next growth phase, ensuring continuity of revenue streams beyond the Pan Borneo transition.

Products and Solutions

- Aggregates (Quarry Products)
- Premix (Asphalt Products)
- Wire Mesh & Industrial Fabrication
- Construction Building Materials (Trading)
- Sale of Yellow Phosphorus and purchase of phosphates raw materials (Trading)

CONSTRUCTION MATERIALS & TRADING:
STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

PERFORMANCE REVIEW

The Construction Materials & Trading SBU delivered sustained financial performance despite navigating a project transition period following the completion of major Pan Borneo packages and delays in new infrastructure rollouts. Supported by disciplined cost control, improved plant utilisation and execution of contract services in the second half of the year, we achieved healthy revenue gains. Even amid project timing gaps and input cost volatility, the SBU preserved margins and strengthened operational resilience, demonstrating the advantages of the integrated materials and logistics model.

Operational Highlights

FY2025 was defined by consolidation and efficiency enhancement rather than expansion. The SBU focused on preventive maintenance, precision batching, quality improvements and asset redeployment. Plant reliability improved, rejection rates were minimised, and safety performance remained strong with zero fatalities and no major incidents recorded.



Preventive Maintenance & Asset Reliability

The strict enforcement of a Preventive Maintenance regime shifted operations from reactive breakdown repairs to scheduled component management. This improved plant reliability, increased utilisation by 7.08% and reduced costly downtime, directly enhancing output efficiency.



Strengthen Workforce Capability

Workforce competencies were strengthened by investing in structured upskilling programmes and by encouraging the completion of certified courses to close identified competency gaps. Workforce utilisation was further optimised through cross-division secondments, enabling knowledge transfer, broader exposure and deeper technical strength across operations



Integrated Supply Chain & Logistics Control

Ownership of quarries, premix plants and transportation assets enabled seamless coordination from extraction to delivery. This reduced reliance on third parties, stabilised internal pricing and ensured reliable fulfilment during supply volatility and project timing shifts.



CONSTRUCTION MATERIALS & TRADING: STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

Business Highlights

FY2025 was defined by strategic consolidation and commercial positioning for the Construction Materials & Trading SBU. Amid a transitional infrastructure cycle, the SBU strengthened its contract pipeline with new JKR awards, enhanced revenue integrity through weighbridge digitalisation, and reinforced quality credentials via laboratory upgrades. Supply chain planning was tightened to manage bitumen volatility, while asset redeployment improved productivity without heavy capex. The year's achievements reflect disciplined execution, stronger governance and improved operational leverage ahead of the next infrastructure growth phase.

1 Strengthened positioning as a Trusted Delivery Partner

The SBU works closely with government stakeholders, including JKR, major local and international contractors, specialised professionals, and key suppliers, to deliver integrated infrastructure solutions.

2 Preventive Maintenance & Plant Reliability Improvement

Strict plant maintenance enforcement and departmental restructuring improved plant reliability and utilisation, reducing downtime and enhancing output efficiency without major new capital deployment.

3 Stable Financial Footing

Improved calibration of premix batching systems reduced high-cost bitumen wastage, strengthening material yield and protecting margins during a period of input price volatility.

Sustainability Highlights

During the year, the SBU focused on practical, operations-led sustainability improvements. Efforts centred on resource efficiency, regulatory compliance and safety discipline. Water conservation through rainwater harvesting, adoption of Eco Light Fuel Oil ("ELFO") in premix production, strict preventive maintenance and zero major HSE incidents demonstrated measurable progress, while ESG data tracking via the Zuno platform strengthened governance and transparency.

Top 3 Initiatives



Adoption of Eco Light Fuel Oil (ELFO)

The use of ELFO—derived from recovered spent lubricating oil—supported lower-emission premix production while promoting circular resource recovery within industrial supply chains.



Water Conservation via Rainwater Harvesting

Rainwater harvesting systems reduced reliance on freshwater sources in quarry operations, strengthening environmental stewardship and operational resilience.



Zero Major HSE Incidents & Strengthened Safety Controls

Through Hazard Identification and Risk Assessment ("HIRA") implementation, monthly OSH audits and strict SOP enforcement, the SBU recorded zero fatalities and no major incidents, reinforcing its licence to operate and safeguarding workforce wellbeing.

CONSTRUCTION MATERIALS & TRADING: STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

GROWTH DRIVERS

The SBU's growth in FY2025 was driven primarily by stronger contract execution in the second half of the year, improved plant utilisation and tighter cost discipline. Revenue uplift was supported by contract services, aggregates and premix sales, alongside integrated supply advantages. Operational efficiency was achieved through strict preventive maintenance, improvements in batching calibration to reduce bitumen wastage and fleet rationalisation.

KEY FOCUS AREA	KEY RISKS	KEY OPPORTUNITIES
 Implementation of Contract Services in 2H FY2025	- Dependence on government project timing and funding disbursement. - Tender delays may disrupt cash flow visibility.	- Stronger pipeline positioning with JKR - Enhanced credibility for future state and federal infrastructure awards.
 Preventive Maintenance Enforcement & Plant Reliability Improvement	- Aging equipment still poses reliability and maintenance cost risks. - Underinvestment may erode gains.	Higher asset productivity, improved cost structure and extended asset life supporting margin expansion.
 Batching Calibration & Bitumen Cost Optimisation	Continued bitumen price escalation could compress margins despite efficiency gains.	Scalable material efficiency improvements and stronger pricing resilience in competitive tenders.
 Weighbridge Digital Modernisation	Technology transition risks such as implementation errors and system reliance.	Enhanced revenue integrity, improved audit trail and stronger internal control environment.
 New JKR Road Project Awards	Delays in approvals, land acquisition and site possession may defer revenue recognition.	Sustained infrastructure demand and long-term recurring contract potential.
 Sustainability Measures (ELFO, Rainwater Harvesting, ESG Data Reporting)	Tightening environmental regulations may increase compliance and capex costs.	- Competitive advantage under green procurement trends - Cost savings from fuel and water efficiency.
 Asset Redeployment & Betong Premix Plant Revitalisation Planning	Demand recovery uncertainty may delay asset reactivation ROI.	Improved return on assets and readiness for the next infrastructure upcycle.

Through focused contract execution, operational reliability improvements and cost discipline, Construction Materials & Trading SBU successfully strengthened margins and resilience, despite heavy exposure to cyclical demand, input volatility and regulatory tightening risks.

CONSTRUCTION MATERIALS & TRADING: STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

Strategically, new JKR road project awards strengthened pipeline visibility, while laboratory upgrades toward ISO 17025 and weighbridge digitalisation enhanced quality assurance and revenue integrity. Planned capital investment positioned the SBU for quarry expansion, which is essential for growth and sustainability efforts, such as ELFO adoption, rainwater harvesting, and fuel optimisation, and reinforced compliance readiness and operational resilience. Regional demand shifts toward Northern and Coastal projects also signalled emerging geographic growth pockets

STRATEGIC FOCUS AREA AND ACTION UNDERTAKEN IN FY2025	TARGETED OUTCOMES ACHIEVED / SUPPORTED
- Tightened cost control across operations - Improved batching calibration to reduce bitumen wastage - Enforced strict machinery idling and fuel policies - Shifted to preventive maintenance model	 Maintain margins during a transitional project cycle
- Preventive Maintenance enforcement "Tiered Responsibility" restructuring of production - Reactivation planning for Betong asset - Redeployment of manpower across regions	 Improve asset productivity without high capex
- Modernisation of weighbridge systems - Reduced manual system intervention - Improved documentation and traceability	 Strengthen Revenue Integrity & Commercial Governance
- Upgraded QC labs toward ISO 17025 - Improved inspection walkabouts - SOP strengthening and reporting enhancements	 Reinforce Quality Leadership & Client Trust
- Secured new JKR road projects - Maintained strong collaboration with state agencies - Positioned for Northern & Coastal infrastructure growth	 Secure Revenue Pipeline
- Maintained ISO 9001, 14001, 45001 compliance - Monthly OSH audits and HIRA implementation - ESG data tracking via Zuno platform - Rainwater harvesting and ELFO adoption	 Preserve Licence to Operate & Regulatory Standing
- Improved bitumen inventory planning - Supply chain optimisation - Integrated quarry-to-site logistics coordination	 Enhance Operational Resilience Amid Input Volatility

The SBU's intended outcomes were not centred on rapid expansion, but on structural strengthening, focusing on protecting profitability, tightening governance, improving asset productivity and safeguarding compliance. FY2025 was therefore a year of operational fortification, ensuring the business emerges leaner, more disciplined and better positioned for the next infrastructure growth cycle.

CORE OBJECTIVES OF THE CONSTRUCTION MATERIALS & TRADING SBU

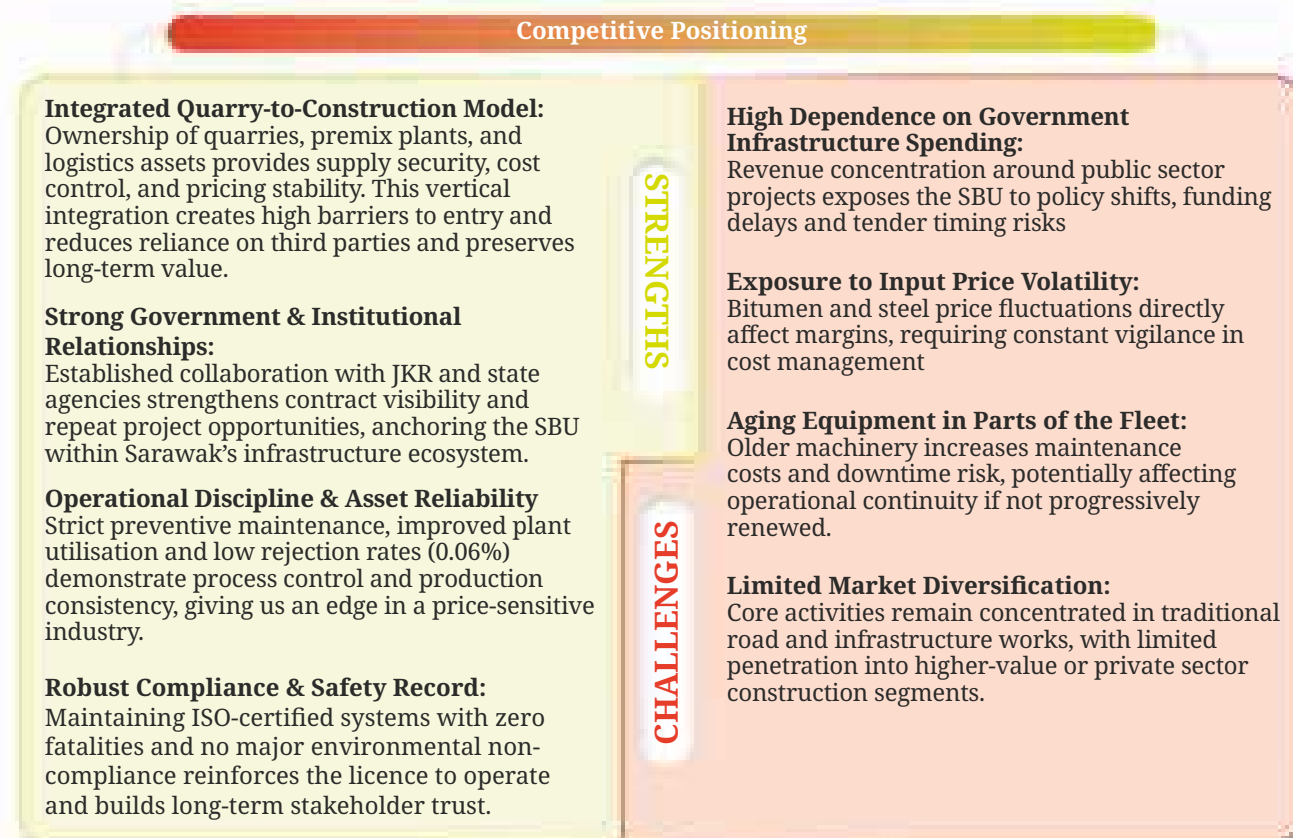
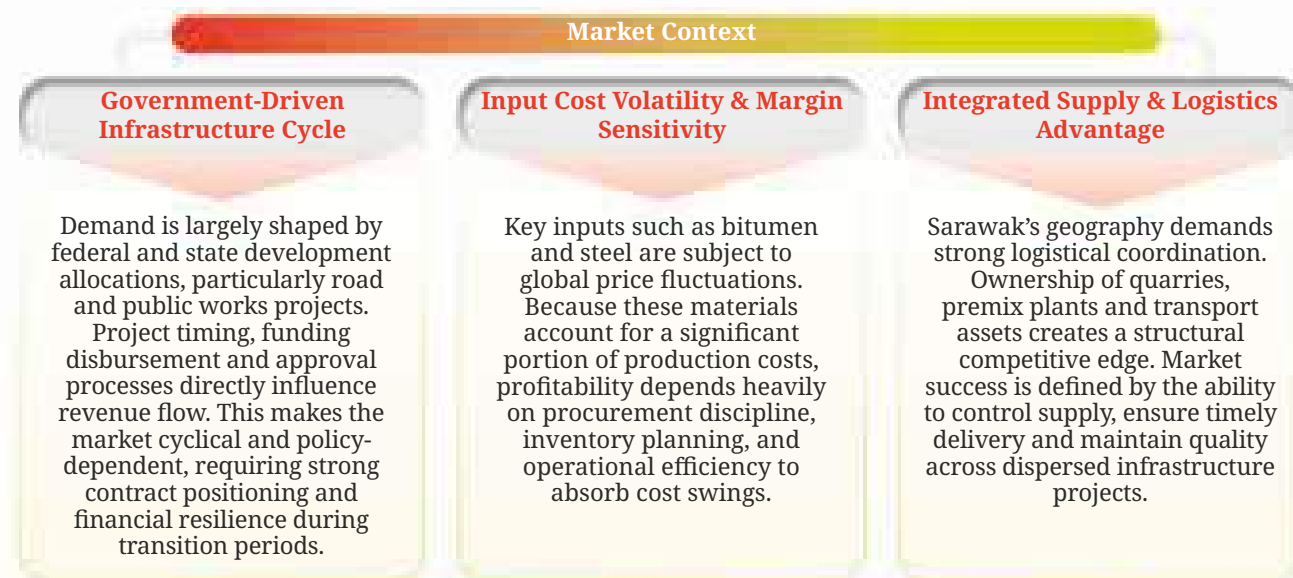
- 1 Strengthen Operational Efficiency & Cost Control
- 2 Enhance Asset Utilisation & Rationalisation

- 3 Maintain Quality & Compliance Leadership
- 4 Preserve Safety Excellence
- 5 Forward Contract Pipeline

CONSTRUCTION MATERIALS & TRADING: STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

COMPETITIVE LANDSCAPE ASSESSMENT

We operate within a transitional, policy-driven infrastructure landscape with high barriers to entry. The completion of major Pan Borneo packages created a temporary demand gap, while new coastal and Northern corridor projects were still progressing through approvals and funding cycles. Input cost volatility, particularly bitumen and steel, added margin pressure. Simultaneously, regulatory scrutiny from environmental authorities intensified. In this environment, competitiveness depended less on expansion and more on cost discipline, asset reliability, compliance strength and integrated supply chain control



CONSTRUCTION MATERIALS & TRADING: STRENGTHENING STRUCTURES WITH QUALITY AND INNOVATION

OUTLOOK AND PROSPECTS

The Construction Materials and Trading SBU moves into FY2026 with measured confidence, on a foundation that has been structurally strengthened. The past year reinforced the resilience of its integrated quarry-to-construction model, demonstrating its ability to navigate project timing shifts and cost pressures without compromising operational integrity.

A new wave of infrastructure initiative, including the Northern Corridor and coastal road developments are beginning to gather pace. Backed by renewed state and federal commitments, these projects signal a more sustained funding environment. Having secured early positioning through JKR contract awards and established relationship capital, the SBU is well placed to integrate swiftly into these corridors and capture revenue momentum as mobilisation accelerates.

Competitive advantage in Sarawak's construction landscape increasingly hinges on supply certainty and control over logistics. Construction Materials & Trading's ownership of quarries, premix facilities and transport assets ensures tighter cost management, margin protection and delivery reliability, a decisive differentiator as procurement frameworks grow more stringent and sustainability-linked.

Operational discipline will remain central to performance. Preventive maintenance, asset optimisation and digitalised controls have strengthened plant availability and cost visibility, enabling faster ramp-up capability as project pipelines expand. At the same time, ESG alignment comprising weighbridge digitalisation, environmental initiatives such as ELFO usage and rainwater harvesting positions the SBU favourably under evolving green procurement standards.

While risks persist particularly from material price volatility and tender timing variability, mitigation strategies are now embedded within procurement planning, inventory management and maintenance protocols. This enhances earnings stability and forecast reliability.

Looking ahead, the Construction Materials & Trading SBU is positioned to convert Sarawak's infrastructure momentum into sustained performance. Anchored by integration, governance strength and operational readiness, the business enters FY2026 with constructive prospects and a clear mandate: to translate strengthened foundations into durable, long-term value creation.



PHOSPHATES

HARNESSING THE POWER OF VERSATILE MATERIALS

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PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS



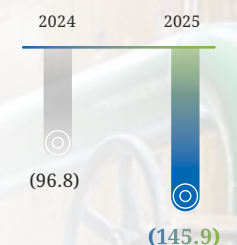
During FY2025, the Phosphates SBU focused on stabilising operations through operational optimisation, cost discipline, and sustaining production reliability amid elevated input costs and logistical challenges, while concurrently undertaking plant maintenance activities, asset upkeep, and operational stabilisation measures to support safe and reliable operations. All efforts were executed in strict adherence to applicable regulatory requirements and compliance standards, ensuring continued operational integrity, with initiatives undertaken in alignment with the Group's sustainability priorities.

Financial Performance

The SBU remained in pre-commercial phase during the year, with limited sales of products from testing and commissioning activities. Revenue contribution is expected to commence in FY2026 following the start of full commercial production. FY2025, therefore, served as a restoration and investment phase that positions the SBU for improved financial outcomes going forward.

Loss was higher in 2025 driven by unrealised forex losses from shareholder loans and preparation cost during the year in anticipation of commercialisation in 2026.

Loss Before Tax (RM'million)



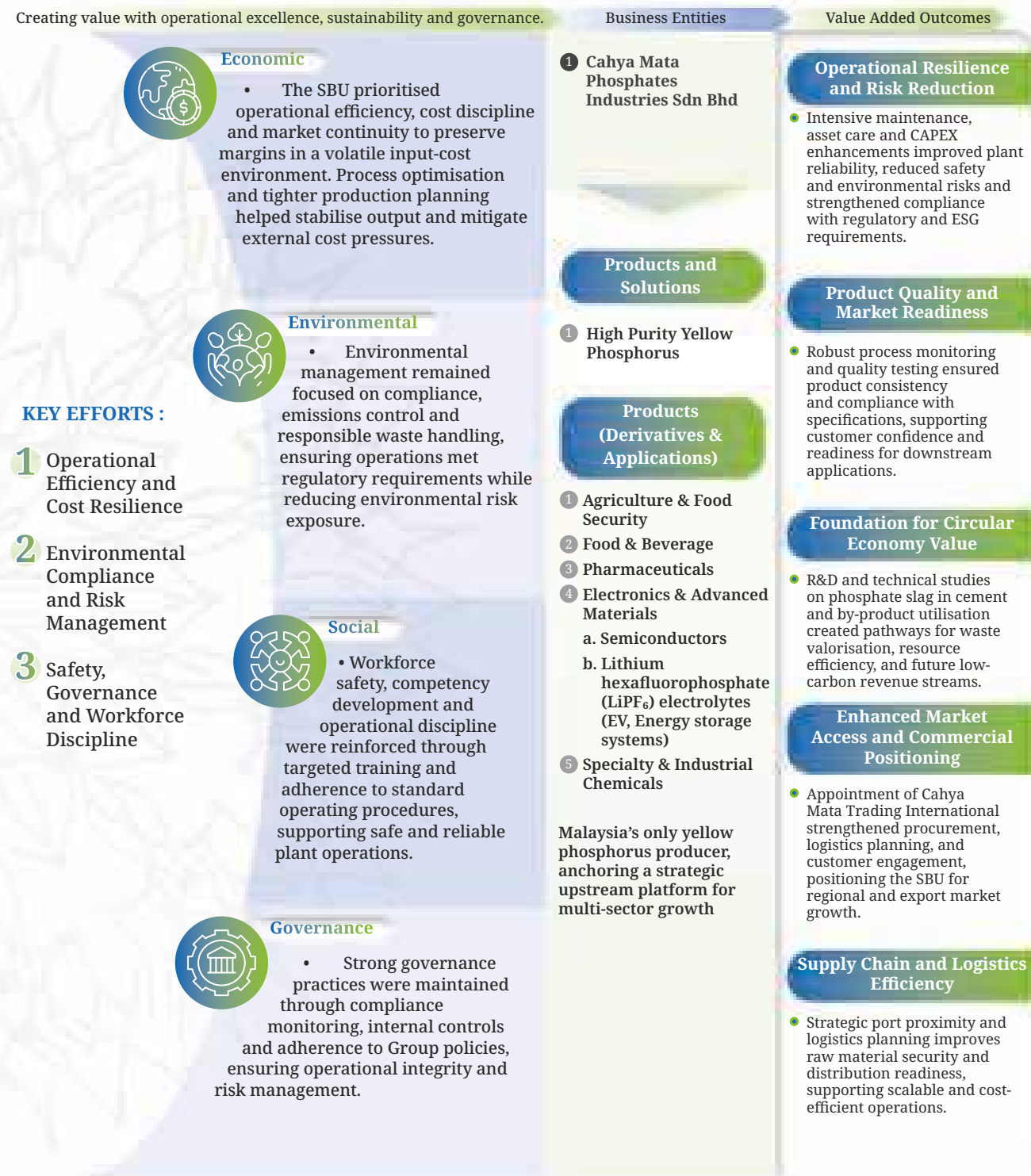
Phosphates SBU

		2025	2024
Revenue	RM million	-	-
LBT	RM million	(145.9)	(96.8)

PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS

INTEGRATED BUSINESS VALUE FRAMEWORK

Creating value with operational excellence, sustainability and governance.



KEY EFFORTS :

- 1 Operational Efficiency and Cost Resilience
- 2 Environmental Compliance and Risk Management
- 3 Safety, Governance and Workforce Discipline

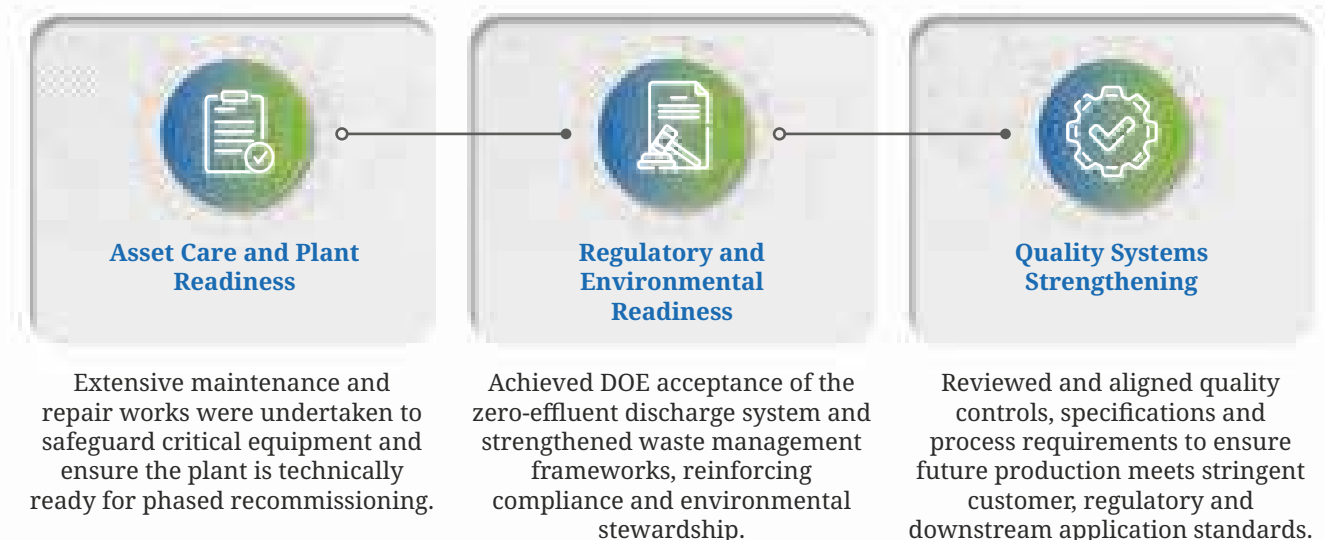
PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS

PERFORMANCE REVIEW

During the year, the Phosphates SBU focused on restoring operational readiness and strengthening its strategic foundations following a prolonged shutdown. Key efforts centred on asset care, regulatory compliance and environmental readiness. While commercial production has yet to commence, the SBU made meaningful progress in positioning itself for a stable restart and long-term export-oriented growth.

Operational Highlights

FY2025 was a year of consolidation for the Phosphates SBU, marked by disciplined operations, cost control and reliability. While production has not yet resumed, the year marked steady progress in strengthening systems, approvals and capabilities required for a safe and sustainable restart.



PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS

Business Highlights

The SBU operated in a non-production phase, with activities focused on strengthening long-term competitiveness and restart readiness. Management priorities extended beyond asset preservation to include strategic positioning, energy efficiency, capability building and partnership development, ensuring the business is structurally prepared for sustainable operations and future growth.

Key Priorities:

1 Strategic Market Positioning and Partnerships

The SBU reinforced its role as Malaysia's sole yellow phosphorus producer, engaging potential downstream users and strategic partners to support future export-oriented, high-value chemical markets.

2 Operational Readiness, Energy Efficiency and CAPEX Enhancement

Asset care and maintenance were complemented by planning for targeted CAPEX upgrades, including energy-efficient systems leveraging Sarawak's hydroelectric power, to improve cost competitiveness and emissions performance.

3 Local Workforce Capability and Knowledge Transfer

Focus was placed on developing local technical skills, strengthening operational competencies and ensuring knowledge transfer to support safe, high-quality and resilient long-term operations.



• Rock phosphates inspection by Cahya Mata's staff •

PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS

Sustainability Highlights

Given the critical and highly regulated nature of yellow phosphorus manufacturing, priority was placed on strict environmental management, including emissions control, waste handling and continuous regulatory compliance, to protect surrounding ecosystems and ensure uninterrupted operations. At the same time, process optimisation and energy-efficiency initiatives were implemented to reduce resource intensity and stabilise operating costs. Robust safety systems, workforce training and governance controls further strengthened operational discipline, safeguarding employees while reinforcing the SBU's licence to operate and readiness for future downstream value creation.

Top 4 Initiatives



Compliance in a High-Risk Operating Environment

Through disciplined emissions management, waste handling and regulatory monitoring, the SBU maintained full environmental compliance despite the inherently hazardous nature of yellow phosphorus production. This safeguarded operational continuity, reduced regulatory exposure and strengthened stakeholder confidence.



Improved Resource and Energy Efficiency

Targeted process optimisation initiatives enhanced production stability while lowering energy intensity per unit of output. These improvements directly reduced cost pressures, improved environmental performance and supported more resilient margins in a volatile input-cost environment.



Strengthened Safety Culture and Workforce Discipline

Enhanced safety protocols, rigorous SOP enforcement and continuous workforce training resulted in safer operations and reduced incident risks. This was critical in protecting employees, preserving operational reliability and upholding governance standards in a highly regulated industrial setting.



Governance and Risk Control Reinforcement

Tightened internal controls and compliance oversight ensured consistent adherence to regulatory, safety and operational requirements. This reinforced the SBU's reputation as a responsible producer and positioned it credibly for future downstream expansion into more regulated end-use markets.

PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS

PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS

GROWTH DRIVERS

Growth at the SBU is driven by rising global demand for high-purity phosphorus and its derivatives across the food, pharmaceutical, electronics, and advanced materials sectors, alongside Malaysia's strategic positioning as a secure upstream producer. Access to low-carbon hydroelectric power enhances long-term cost competitiveness, while planned CAPEX enhancements strengthen operational efficiency and product quality.

KEY FOCUS AREA	KEY RISKS	KEY OPPORTUNITIES	STRATEGIC FOCUS AREA AND ACTION UNDERTAKEN IN FY2025	TARGETED OUTCOMES ACHIEVED / SUPPORTED
The SBU advanced a focused agenda to reinforce execution capability, strengthen financial resilience and pursue its future growth strategy. The business concentrated on project delivery (full furnace operation), financial resilience and organisational capacity.				
 Supply Chain Security	- Commodity price volatility. - Export controls and trade policies in sourcing countries. - Supply disruption from regional producers.	- Supplier diversification. - Strengthened procurement via Cahya Mata Trading International. - Buffer stock strategies improving supply resilience.	- Prioritised process reliability - Tightened cost controls - Enhanced production planning amid volatile input and energy costs.	 Stable production performance and controlled operating costs despite a challenging cost environment.
 Energy & Cost Management	- Rising electricity tariffs. - Seasonal power constraints. - Delays in plant energisation due to utility or regulatory matters.	- Stable hydroelectric supply under PPA. - Year-round production capability. - Process optimisation to improve energy efficiency and cost stability.	Strengthened emissions control, waste handling practices and regulatory monitoring across operations.	 Full compliance with environmental and safety regulations with no major incidents or disruptions.
 Plant Operational Readiness	- Process instability during recommissioning. - Unplanned downtime. - Delayed ramp-up.	- Successful furnace energisation. - Phased start-up approach. - Preventive maintenance focus strengthening long-term reliability.	- Implemented incremental process improvements - Enhanced efficiency measures to reduce resource intensity.	 Reduced cost pressures in an energy-intensive operation while supporting sustainability objectives.
 Regulatory Compliance & ESG Performance	- Stricter emissions, waste and ESG requirements. - Risk of permit delays or operational disruption.	- Strong engagement with DOE and DOSH. - Structured compliance processes. - Improved ESG readiness, supporting licence to operate.	- Reinforced SOP adherence and safety protocols - Conducted targeted workforce training.	 Safer operating environment and improved operational discipline.
 Technical Capability	- Skills gaps. - Loss of institutional knowledge. - Dependence on a small pool of experienced operators.	- On-the-job training and structured knowledge transfer by experienced personnel. - Digital library to improve document control and knowledge retention.	Evaluated potential downstream applications for yellow phosphorus across agriculture, food, pharmaceutical and advanced materials sectors.	 Positioned the SBU for phased downstream expansion and long-term value creation.
 Market Expansion	- Demand uncertainty. - Trade barriers. - Logistics readiness for export execution.	- Export potential. - Proximity to Samalaju and Bintulu Ports supporting regional market access.	Maintained oversight over sourcing, handling and logistics processes for raw materials and finished products with the appointment of Cahya Mata Trading International.	 Focus on manufacturing and operational excellence.
 Downstream & High-Value Applications	- Premature capital deployment. - Regulatory hurdles for high-spec derivatives.	Long-term participation in electronics, energy storage and advanced materials value chains.		
 Circular Economy & By-Product Utilisation	- Environmental acceptance risk. - Regulatory approvals pending technical validation.	- Construction-sector applications (roads, concrete, cement clinker). - SIRIM leaching studies supporting circular economy adoption.		

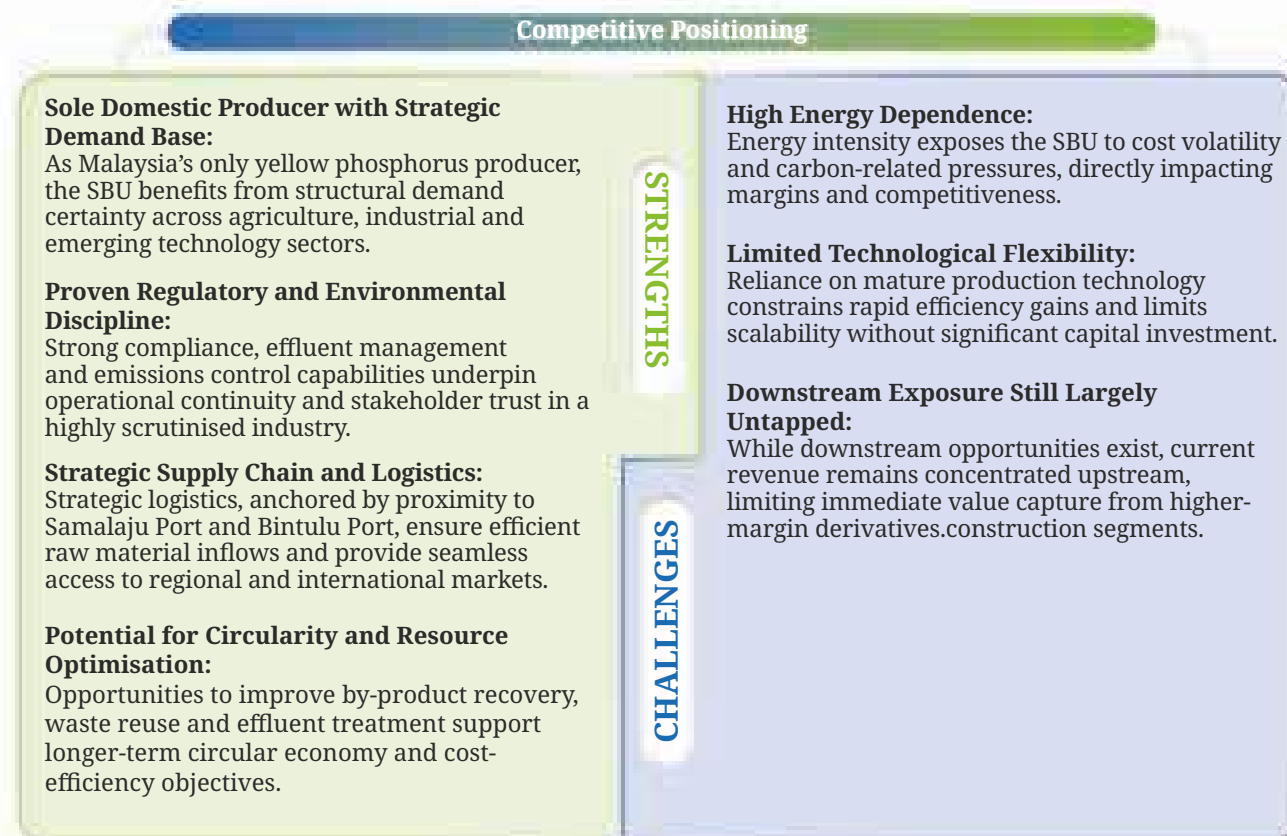
CORE OBJECTIVES OF THE PHOSPHATES SBU

- Maintain safe, compliant and reliable operations**
- Strengthen cost efficiency and margin resilience**
- Support market expansion for global presence, building the export market and brand visibility**
- Enhance sustainability performance and risk management**

PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS

COMPETITIVE LANDSCAPE ASSESSMENT

The SBU operates within a highly specialised, capital-intensive and tightly regulated global yellow phosphorus industry, where market participation is limited by stringent safety, environmental and energy requirements. As Malaysia's sole producer, the SBU is positioned to compete not on volume, but on operational reliability, regulatory discipline and strategic positioning within regional and global supply chains.



PHOSPHATES: HARNESSING THE POWER OF VERSATILE MATERIALS

OUTLOOK AND PROSPECTS

The global phosphorus industry continues to benefit from structurally resilient demand, driven by its critical role in food security, pharmaceuticals, specialty chemicals and advanced materials. Yellow phosphorus, in particular, remains a strategically important upstream chemical with limited global producers, high barriers to entry and increasing relevance in high-value applications such as electronics, lithium-ion batteries and specialty additives. As supply chains become more regionalised and customers prioritise reliability, traceability and environmental performance, producers with stable operations and strong ESG credentials are well positioned for long-term growth.

Our industrial ecosystem, supported by access to competitively priced hydroelectric power and established export infrastructure, presents a favourable environment for energy-intensive chemical manufacturing. This positions the Phosphates SBU to compete effectively on both cost and sustainability, while supporting regional downstream industrial development and export diversification.

Against this backdrop, the SBU's immediate priority is to transition from restoration into stable and reliable operations. In FY2026, the SBU will focus on controlled furnace ramp-up, process discipline and consistent product quality to establish a strong operational foundation. This stability is critical to unlocking market expansion opportunities and building customer confidence in Cahya Mata as a dependable supplier of high-purity yellow phosphorus.

As production stabilises, the SBU will progressively strengthen its market presence, targeting export-oriented customers across agriculture, food and pharmaceuticals, electronics and specialty chemicals. These sectors offer attractive long-term demand fundamentals and opportunities for higher value realisation, particularly as global customers seek diversified and resilient supply sources.

Capital investments scheduled for FY2026–2027 will strengthen operational resilience, safety and resource efficiency, while supporting compliance with increasingly stringent regulatory and ESG expectations. These initiatives also lay the groundwork for future certifications and potential entry into more demanding, higher-margin market segments.

Looking ahead, the SBU's strategy is deliberately phased. Near-term efforts focus on operational stability, quality assurance and disciplined cost management. Medium-term priorities include market expansion, sustainability enhancements and capability building, supported by targeted CAPEX and management systems certifications. Capacity expansion beyond Phase 1 will be considered only after steady-state operations and consistent performance are achieved.

Overall, the outlook for the Phosphates SBU is underpinned by favourable industry fundamentals, strategic asset positioning and a measured, execution-focused growth strategy. This positions the business as a resilient upstream platform with long-term potential to support Cahya Mata's earnings diversification, export growth and sustainable industrial development.



ENVIRONMENTAL TECHNOLOGY

PIONEERING SUSTAINABILITY-DRIVEN SOLUTIONS

* INTEGRATED BUSINESS VALUE FRAMEWORK	132
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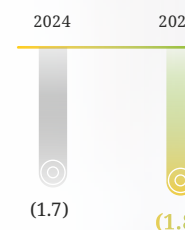
ENVIRONMENTAL TECHNOLOGY: PIONEERING SUSTAINABILITY-DRIVEN SOLUTIONS



The Environmental Technology SBU operated at a reduced pace, with minimal commercial activity. Efforts during this period focused on upholding governance standards, maintaining certification compliance and ensuring strategic preparedness. The SBU is set to embark on a strategic transformation into a centralised Group R & D hub to drive research, innovation and technology development across all SBUs, guided by circular economy principles and commitment to sustainable value creation.

Financial Performance

Loss Before Tax (RM'million)



Environmental Technology SBU

LBT

RM million

2025

(1.8)

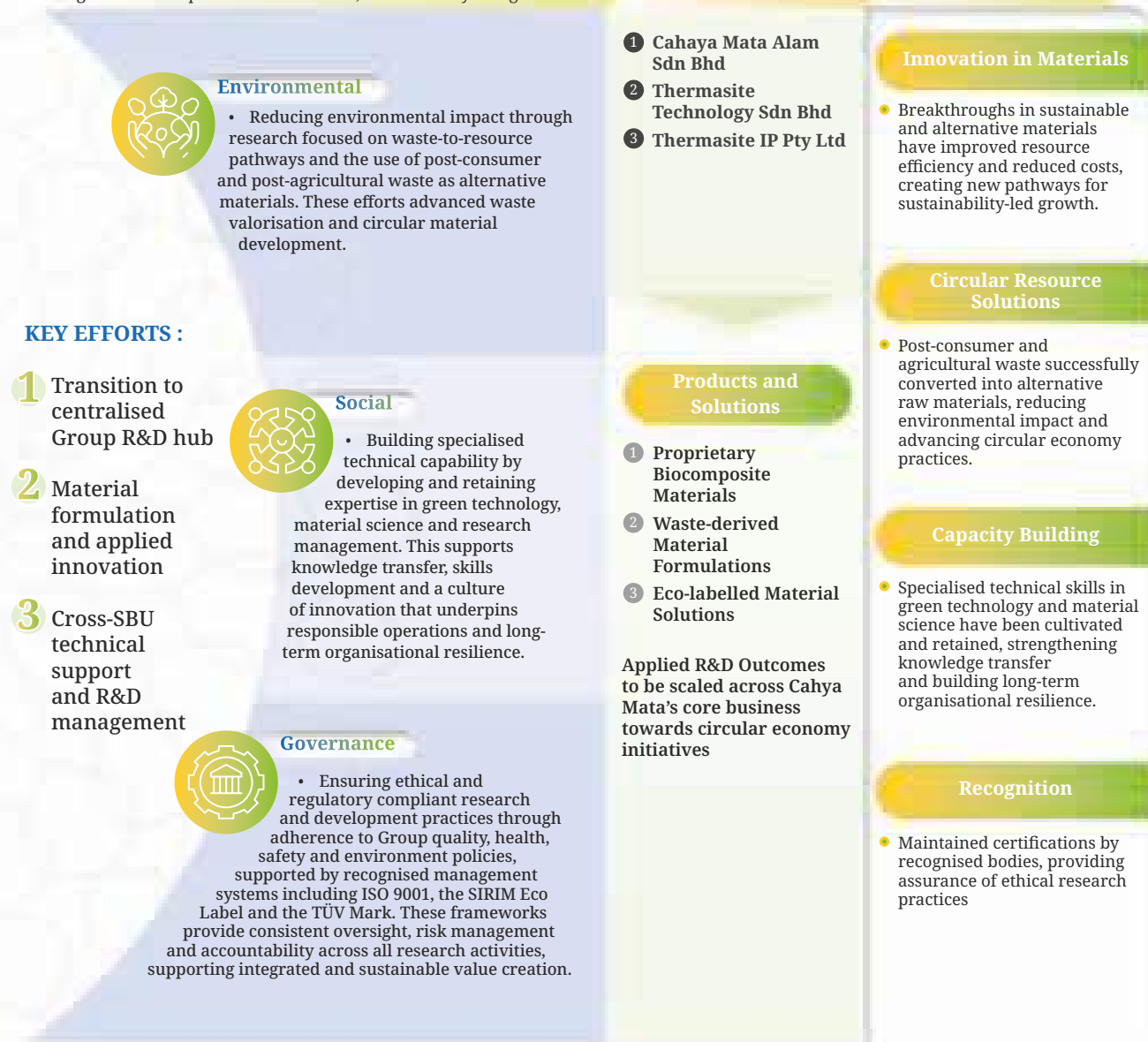
2024

(1.7)

ENVIRONMENTAL TECHNOLOGY: PIONEERING SUSTAINABILITY-DRIVEN SOLUTIONS

INTEGRATED BUSINESS VALUE FRAMEWORK

Creating value with operational excellence, sustainability and governance.



ENVIRONMENTAL TECHNOLOGY: PIONEERING SUSTAINABILITY-DRIVEN SOLUTIONS

PERFORMANCE REVIEW

In FY2025, Environmental Technology experienced a period of low activity, with limited commercial activities during a transition phase ahead of its planned role as a centralised Group research and development hub in FY2026. During the year, activities were primarily directed towards maintaining governance standards, certification compliance and strategic readiness, while operating under a lean structure supported by the parent company.

Operational Highlights

During the year, the SBU operated with limited activities pending its transition. Efforts were centred on sustaining core operational activities, with priorities on maintaining certification recognition, strengthening internal technical capabilities as well as ensuring governance and compliance frameworks remained in place, providing a stable operational baseline ahead of the next development phase.

Business Highlights

Limited business activities were recorded during the year, pending its transition.

- Maintained full certification compliance with zero audit findings**
 Successfully upheld all key management system certifications, completing external audits without non-conformities and ensuring continued compliance, credibility and governance readiness during a low-activity year.
- Operational Readiness, Energy Efficiency and CAPEX Enhancement**
 Reinforcing technical expertise and foundational R&D capabilities, protecting intellectual capital and avoiding long-term capability erosion, positioning for future innovation-led deployment.
- Local Workforce Capability and Knowledge Transfer**
 Established a strategic direction, transitioning into a Groupwide R&D hub, aligning with circular economy priorities and cross-SBU innovation needs.

Sustainability Highlights

In line with operational growth, the SBU is committed to responsible business practices as reflected in the following:

Top 3 Initiatives

Enhanced Governance	Safety and responsible operations	Driving circular economy
Reinforces sustainability through recognised certifications, annual audits and compliance to established procedures, underscoring its commitment to long-term integrity	No safety incidents were reported during the year, with continued alignment to Group QHSE policies and governance standards.	Strategic repositioning towards a circular-economy-driven material innovation, strengthening Cahya Mata's long-term sustainability narrative.

ENVIRONMENTAL TECHNOLOGY: PIONEERING SUSTAINABILITY-DRIVEN SOLUTIONS

ENVIRONMENTAL TECHNOLOGY: PIONEERING SUSTAINABILITY-DRIVEN SOLUTIONS

GROWTH DRIVERS

The SBU's key strengths are centred on capability building, innovation readiness and strategic integration. Backed by professional expertise in green technology and materials science and reinforced by recognised quality and environmental certifications, it provides a dependable foundation for research and technical assurance.

As the SBU progresses towards a centralised research and development role, these strengths position it to support cross-SBU innovation and advance circular material solutions. Through structured research governance and closer collaboration within the Group, Environmental Technology contributes to future growth by strengthening technical depth and supporting Sarawak's industrial development needs.

KEY FOCUS AREA	KEY RISKS	KEY OPPORTUNITIES	STRATEGIC FOCUS AREA AND ACTION UNDERTAKEN IN FY2025	TARGETED OUTCOMES ACHIEVED / SUPPORTED
 Regulatory & Climate	Regulatory and climate-related risks were monitored during FY2025, although there was no direct impact on operations	Continued monitoring strengthens regulatory awareness and preparedness for future scaling.	Regulatory and Climate-Related Monitoring - Continue monitoring relevant regulatory and climate-related developments - Maintain internal awareness and reporting to Group-level governance to support decision-making	Regulatory and Climate Readiness Maintain regulatory awareness and climate-related preparedness to ensure the SBU remains informed and responsive to evolving sustainability and environmental requirements
 Technical Capability & Resources	- Limited manpower may constrain research capacity and delivery - Gaps in advanced materials expertise may affect the pace of innovation. - Limited access to current machine technology	- Strengthening technical capability supports the development of advanced material solutions. - Targeted capability building enhances long-term research effectiveness.	Strengthen R&D Capability and Technical Expertise - Develop and implement a business plan to strengthen research and development capability - Address manpower constraints and build expertise in advanced materials - Invest and improve access to appropriate machine technology to enhance research activities	Enhanced R&D Capability Strengthen research readiness and technical depth by addressing capability gaps, laboratory upgrades and pilot-scale capabilities
 Circular Economy Innovation	Early-stage material innovation may require extended development and validation cycles.	Circular economy-driven material innovation presents opportunities for waste valorisation and sustainable material development.	Advance Circular Economy-Driven Material Innovation Focus research efforts on circular economy-driven material innovation	Circular Economy Innovation Outcomes Enable the development of circular-economy concepts that support waste valorisation and longer-term sustainable material solutions
 Governance & Compliance Readiness	Ongoing certification and compliance requirements require oversight despite limited activity.	Maintaining certifications and compliance readiness supports credibility and future operational readiness.	Maintain Governance and Compliance Readiness - Maintain recognised certifications and compliance readiness through ongoing audits - Ensure continued compliance with established procedures and governance requirements	Sustained Governance and Compliance Preserve certification status and governance integrity, supporting continued regulatory confidence and alignment with Group ESG commitments
 Strategic Repositioning	Transitioning roles may delay commercial outcomes.	FY2025 risk and opportunity assessment informed the decision to reposition the SBU as a centralised Group R&D hub, supporting research and innovation across SBUs	Reposition as a Centralised Group R&D Hub - Repositioned as centralised Group R&D hub - Strengthening collaboration across SBUs to support research and innovation initiatives	Well-defined Groupwide R&D Role Establish a defined role as a centralised Group research and development hub, strengthening cross-SBU collaboration and innovation.
CORE OBJECTIVES OF THE ENVIRONMENTAL TECHNOLOGY SBU 1 Strengthen innovation and research Capability 2 Drive Sustainable Growth 3 Build Organisational Resilience				

In addressing prevailing risks and opportunities, these initiatives prioritise capability building, circular-economy-driven innovation and structural readiness, positioning Environmental Technology to support Groupwide research, innovation, and sustainability objectives.

ENVIRONMENTAL TECHNOLOGY: PIONEERING SUSTAINABILITY-DRIVEN SOLUTIONS

COMPETITIVE LANDSCAPE ASSESSMENT

Circular economy principles and sustainability-driven innovation continue to shape the operating environment, with growing emphasis on resource efficiency and sustainable material development. Within this context, research-led initiatives present opportunities to strengthen internal capabilities and support future innovation across the Group. Enhancing laboratory and pilot-scale capabilities would expand research capacity and facilitate closer collaboration across SBUs, supporting the development of environmentally responsible material solutions. Collectively, these efforts reinforce organisational readiness and strengthen Cahya Mata's ability to respond to emerging sustainability priorities through innovation.

Market Context

Sustainability imperatives and circular economy principles are increasingly shaping the broader market environment, particularly in relation to resource efficiency and responsible material development. Expectations are shifting towards solutions that extend material lifecycles, reduce waste streams and embed sustainability considerations at the design and production stages.

Within this evolving landscape, research-driven initiatives create meaningful scope to deepen internal technical capabilities and lay the groundwork for future innovation across the Group. Strengthening laboratory and pilot-scale infrastructure would enable more robust experimentation, applied research and cross-functional collaboration, supporting the advancement of environmentally responsible material solutions aligned with emerging market expectations.

These developments position Cahya Mata to respond more effectively to rising sustainability priorities, reinforce organisational preparedness, supporting longer-term value creation through innovation-led capability building.



Competitive Positioning

- Specialised focus on sustainable materials and biocomposite innovation
- Proprietary material formulations and retained technical knowledge base
- Certified management systems and strong governance discipline
- Strategic alignment with Groupwide ESG and sustainability priorities

STRENGTHS

CHALLENGES

- Limited scale and absence of active commercial operations
- Gaps in advanced R&D infrastructure and pilot-scale facilities
- Talent constraints in specialised material science
- Dependence on Group support during the transition phase

ENVIRONMENTAL TECHNOLOGY: PIONEERING SUSTAINABILITY-DRIVEN SOLUTIONS

OUTLOOK AND PROSPECTS

Looking ahead, our focus is on building future-ready capabilities that will strengthen Cahya Mata's innovation agenda and resilience. Advanced material R&D, environmental and lifecycle modelling and predictive analytics will be central to enabling waste valorisation and circular economy solutions. To support this development, key investments in laboratory upgrades and pilot-scale R&D facilities will be made.

We recognise emerging risks such as carbon pricing, stricter DOE limits, technology obsolescence and talent gaps in advanced material development and are proactively mitigating these challenges. Recruitment of specialised R&D engineers and leadership and standardising of R & D processes is expected to strengthen capacities as well as cross SBU collaborations.

In FY2026, we will transition to a centralised Group R&D hub, consolidate biocomposite projects and deepen cross-SBU engagement. By FY2027, we will expand our R&D portfolio into new sustainable material initiatives, broaden capabilities, and reinforce circularity-focused innovation. These advancements will strengthen our competitive edge, enabling Cahya Mata to seize new opportunities and drive innovation as a foundation for sustainable growth.



STRATEGIC INVESTMENT

- * SACOFA SDN BHD: 139
Empowering Digital Transformation
- * KENANGA INVESTMENT BANK BERHAD: 141
Advancing Financial Growth and Stability



STRATEGIC INVESTMENT | SACOFA SDN BHD: EMPOWERING DIGITAL TRANSFORMATION



PERFORMANCE REVIEW

SACOFA Sdn Bhd recorded revenue of RM392.9 million in FY2025, representing a 7% decline from RM421.8 million in the previous year.

Tower operations remained stable at RM164.58 million, with a marginal decline due to Mobile Network Operator harmonisation. However, overall performance was impacted by a reduction in the bandwidth segment to RM74.4 million following the implementation of Multi-Service Access Platform (MSAP) 2025, which outweighed gains from new orders and capacity upgrades.

Despite higher operational costs and revenue pressures, SACOFA maintained earnings resilience, recording a net profit after tax of RM80.14 million, slightly lower than RM86.8 million in the previous year.

Looking ahead, SACOFA maintains a positive outlook for 2026, supported by the stable MSAP rate, which is expected to provide a more predictable operating environment.

Operational Highlights

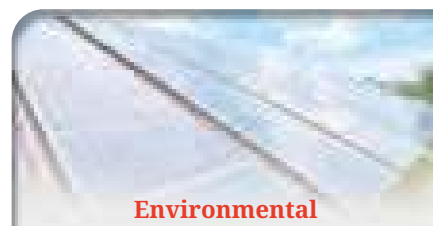
As a leading telecommunications infrastructure provider in Sarawak, SACOFA Sdn Bhd leverages its extensive fibre network and a footprint of more than 1,688 towers to support connectivity across both urban and rural areas. During the year, the Group's equity interest was reduced to 47.44% following the exercise of shareholders' warrants, while SACOFA remains a core associate.

Key strategic developments included a partnership with ZTE Corporation to modernise its statewide network infrastructure, improving capacity, reliability and readiness for next generation technologies in line with Sarawak's Digital Economy Blueprint 2030. In addition, SACOFA entered into a 10 year agreement with U Mobile to provide 5G backhaul infrastructure, reinforcing its role in Malaysia's 5G ecosystem and supporting continued demand for its fibre network.

SACOFA SDN BHD: EMPOWERING DIGITAL TRANSFORMATION

Sustainability Highlights

Top 3 Initiatives



Environmental

- Adopted the ISO 27001 Climate Change Amendment to assess the environmental impact on SACOFA's information assets.
- Installed solar hybrid panels at selected tower sites.



Social

- Continued emphasis on employee well-being and engagement through structured initiatives, including in-house health screenings and fitness programmes such as Juh Sihat & Selamat and regular Zumba sessions.
- Organised sports and recreational activities, including ping pong and pickleball, to promote teamwork, collaboration and work-life balance.
- Strengthened employee engagement through town halls, festive celebrations and regional road trips, enhancing connections between headquarters and regional offices.
- Promoted knowledge-sharing platforms to support continuous learning, professional development and cross-functional collaboration.
- These initiatives contributed to a positive workplace environment, improved morale and stronger organisational cohesion.
- Supported digital innovation and youth engagement through IDECS 2025 Gold and Silver sponsorships as well as university-level robotics competitions.
- Participated in Lan Berambeh 2025 initiative with a booth, collaborating with the Sarawak State Secretary's Office.



Governance

- Established new sub-board committees to strengthen oversight.
- Implemented key governing policies and standard operating procedures across business functions and processes.

OUTLOOK AND PROSPECTS

SACOFA is well positioned to benefit from growing demand for digital connectivity, supported by ongoing network modernisation and its infrastructure sharing model, which is expected to improve utilisation and enable cost efficient service delivery. As a key enabler of digital inclusion, the company will continue to support connectivity across urban and rural areas while expanding its offerings for businesses.

Prospects for FY2026 remain positive, underpinned by continued public and private investment in digital infrastructure, rising adoption of data intensive technologies and SACOFA's role in Sarawak's long term development. Its transformation into a future ready digital infrastructure platform is expected to support resilient performance and long term value for Cahya Mata Sarawak Berhad.

STRATEGIC INVESTMENT | KENANGA INVESTMENT BANK BERHAD: ADVANCING FINANCIAL GROWTH AND STABILITY

Cahya Mata Sarawak Berhad's investment in Kenanga Investment Bank Berhad represents its most significant investment in the financial services sector, strengthening the Group's presence across Malaysia's capital markets. As one of Malaysia's leading independent investment banks with over five decades of capital markets expertise, Kenanga brings established capabilities across equity broking, investment banking, treasury, listed derivatives, asset and wealth management and digital solutions, providing the Group with access to diversified revenue streams and supporting long-term value creation.



Products and Solutions

- 1 Stockbroking & Listed Derivatives
- 2 Corporate Investment Banking
- 3 Asset & Wealth Management
- 4 Treasury & Structured Products
- 5 Digital & Fintech Services
- 6 Kenanga Money e-wallet (via Merchantrade)

PERFORMANCE REVIEW

The business recorded a solid financial performance for the year, with revenue of RM865.3 million and Profit Before Tax of RM73.6 million. Net Profit stood at RM50.0 million, while a dividend of 5.00 sen per share was declared, reflecting its continued commitment to delivering returns to shareholders.

Performance was affected by weaker market activity, particularly a decline in retail participation which impacted brokerage and fee based income. Nevertheless, this was partially offset by improved trading and investment income, as well as higher net interest income and credit recoveries.

At the segment level, Investment Banking recorded improved performance, supported by higher net interest income, stronger bond trading and credit recoveries. The Listed Derivatives segment continued its upward trajectory, achieving record earnings driven by higher trading activity and commissions. Asset and Wealth Management remained stable, with Assets Under Administration rising to RM26.2 billion, supported by sustained net inflows despite market headwinds. Meanwhile, the Stockbroking segment reflected the softer retail environment, although cost discipline and higher interest income supported overall stability. The business continues to demonstrate resilience through its diversified earnings base, enabling it to navigate market volatility while maintaining its role as a key contributor to the Group's long term value creation.

KENANGA INVESTMENT BANK BERHAD: ADVANCING FINANCIAL GROWTH AND STABILITY

Operational Review

During the year under review, Kenanga Investment Bank Berhad focused on strengthening its operational capabilities through digital expansion, capital markets execution and continued growth across its asset and wealth management business. The Group navigated a more challenging operating environment while advancing key initiatives to enhance client access, broaden its product offering and improve operational efficiency.

- 1

Digital and Fintech Expansion

Kenanga advanced its digital initiatives by launching Malaysia’s first tokenised conventional and Islamic money market funds via the Myrra platform, in partnership with Stellar. It also expanded its digital presence through strategic investments in Halogen Capital, a licensed digital asset fund manager and Kinetic DAX, a licensed digital exchange, thereby strengthening its digital capabilities and broadening its investment ecosystem.¹
- 2

Product and Distribution Growth

The Group continued to expand its retail and investment offering through the launch of new fund series and the growth of its flagship products, supported by an expanding distribution network. Integrated insurance and takaful solutions further enhanced its ability to provide more comprehensive wealth management services to clients.
- 3

Technology and Platform Development

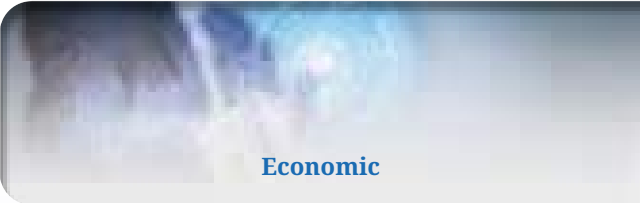
The Bank intensified its digital transformation efforts by rolling out new platforms, including AI-driven advisory tools and tokenisation initiatives, supporting a more technology-enabled operating model. Increasing competition from fintech players continued to drive innovation, while maintaining strong governance, security and regulatory compliance remained a key operational priority.

KENANGA INVESTMENT BANK BERHAD: ADVANCING FINANCIAL GROWTH AND STABILITY

Sustainability Highlights

Sustainability remains embedded in Kenanga’s strategic direction, with continued progress across responsible investing, environmental stewardship and governance practices, alongside efforts to expand access to financial services through digital platforms.

Top 4 Initiatives



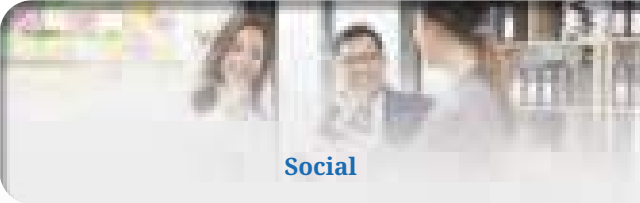
Economic

Kenanga expanded its range of impact and ESG focused products, including the introduction of the world’s first Waqf featured ETF, strengthening its responsible investment offering and broadening access to sustainable investment solutions.



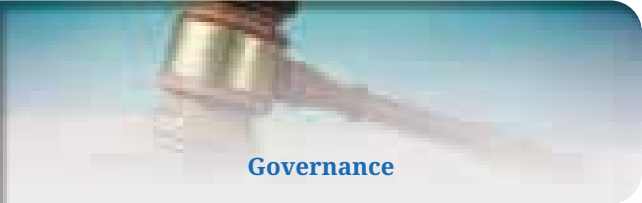
Environmental

The Group progressed its Decarbonisation Roadmap and built on its Scope 3 emissions baseline for investment activities. Renewable energy adoption was further strengthened, with more than 90% of Kenanga Tower’s electricity sourced through the Green Electricity Tariff.



Social

Efforts focused on promoting financial inclusion through digital platforms such as KDi GO, alongside employee engagement initiatives aimed at strengthening sustainability awareness across the organisation.



Governance

Kenanga maintained strong regulatory compliance and governance standards, remained listed on the FTSE4Good Bursa Malaysia Index and continued to receive recognition for its corporate governance practices.

OUTLOOK AND PROSPECTS

Kenanga’s outlook for the coming period reflects a continued emphasis on diversification, digital innovation and strengthening recurring income streams. While equity trading volumes are expected to remain sensitive to global economic conditions and investor sentiment, improving capital markets activity and a stronger pipeline in corporate advisory and debt issuance are expected to support a gradual recovery in fee-generating activities.

The asset and wealth management franchise, supported by growing assets under administration and an expanded distribution network, provides a more stable earnings base. Continued development of digital platforms, alongside the introduction of tokenised and alternative investment solutions, positions the business to capture evolving investor demand.

With strong capital buffers, an established market presence, and a prudent approach to capital management, the business is positioned to navigate market cycles while sustaining its contribution to the Group’s long-term value creation.

CHAPTER 6 : SUSTAINABILITY



“Building What Matters” reflects Cahya Mata’s focus on strengthening the foundations that support long-term value creation. As a Group operating across cement, construction-related services and infrastructure, we recognise that what we build through our operations, systems, relationships and governance has a lasting impact on people, communities and the environment.

This theme underscores our commitment to prioritising sustainability matters that are most material to our business and stakeholders, while embedding responsible practices in the way we plan, operate, and make decisions. By focusing on what truly matters, Cahya Mata aims to deliver resilient growth, manage risks responsibly, and contribute positively to a better future.

BUILDING WHAT MATTERS

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SUSTAINABILITY STATEMENT:

ABOUT THIS SUSTAINABILITY STATEMENT

Cahya Mata Sarawak Berhad and its group of subsidiaries (collectively referred to as “Cahya Mata” or “the Group”) are committed to conducting business responsibly across environmental, social and governance (“ESG”) dimensions. This Sustainability Statement presents the Group’s sustainability approach, performance and progress for the financial year ended 31 December 2025 (“FY2025”), unless stated otherwise.

Cahya Mata recognises that its activities have both direct and indirect impacts on the economy, the environment and society. Accordingly, the Group is in the process of strengthening its Sustainability Framework and Roadmap to support long-term value creation, environmental stewardship, social responsibility and sound governance.

Guided by our vision, “To Achieve a Better Future”, this Statement outlines how sustainability considerations are progressively integrated into our strategy, operations and decision-making processes.

ABOUT THIS SUSTAINABILITY STATEMENT

Scope and Boundaries

This Sustainability Statement applies only to the businesses and operations under the operational control of Cahya Mata Sarawak Berhad’s Board and Management. It covers the Group’s core segments:

- Cement
- Property Development
- Oiltools
- Phosphates
- Road Maintenance
- Environmental Technology
- Diversified Strategic Business Units (CMT and PPES Works)

Unless otherwise stated, the activities of associate companies are excluded from the scope of this Statement.

Reporting Frameworks and Standards



This Sustainability Statement has been prepared in accordance with Bursa Malaysia Securities Berhad’s Main Market Listing Requirements (“MMLR”) on sustainability reporting. Where relevant, it is supplemented by internationally recognised frameworks and standards, including:

- Bursa Malaysia Sustainability Reporting Guide
- Global Reporting Initiative (“GRI”) Universal Standards 2021
- FTSE4Good Bursa Malaysia Index
- Sustainability Accounting Standards Board (“SASB”)
- United Nations Global Compact (UNGC) 10 Principles

Assurance

To support transparency and accountability, we engaged BSI Services Malaysia Sdn Bhd (BSI Malaysia) to perform an independent limited assurance engagement on selected disclosures in this Sustainability Statement for the financial year ended 31 December 2025. The scope and basis of the assurance are set out in the Assurance Statement section of this report.

Reporting Period



1 January 2025 to 31 December 2025

Reporting Cycle



Annual

Restatement

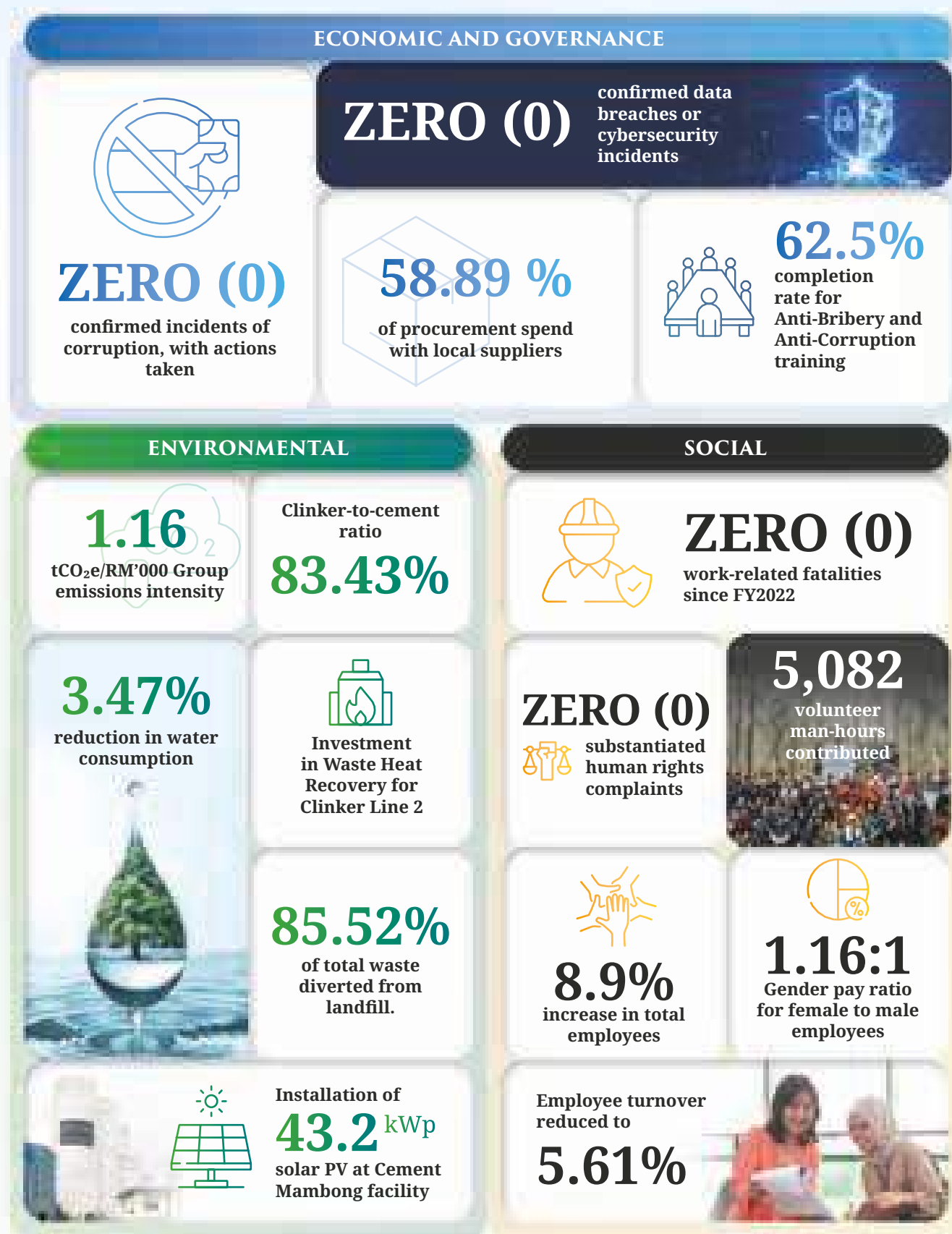
Any restatements of data from previous years are stated in the respective sections.

Feedback

We aim to continuously improve our sustainability and reporting efforts. The Group considers feedback and expectations from key stakeholders, including investors, rating agencies, and regulators in enhancing the quality and depth of disclosures.

For suggestions and feedback, please contact:
www.cahyamata.com

KEY SUSTAINABILITY HIGHLIGHTS IN FY2025



OUR SUSTAINABILITY APPROACH

Cahya Mata recognises that sustainability is integral to long-term business resilience and stakeholder trust. Anchored by our vision, the Group is committed to embedding ESG considerations into business planning, risk management and operational execution.

Our approach focuses on progressively strengthening governance structures, improving data quality, and aligning sustainability priorities with business strategy. Through this, Cahya Mata aims to balance economic performance with environmental protection and social responsibility, while responding to evolving regulatory and stakeholder expectations.

Our Sustainability Journey

Cahya Mata's sustainability journey reflects a gradual and deliberate evolution in how the Group understands, manages and integrates environmental, social and governance ("ESG") considerations into its business. As a diversified group operating across infrastructure-related and industrial sectors, our approach to sustainability has continued to mature in line with the scale and complexity of our operations, as well as evolving stakeholder and regulatory expectations.

The Early Years

In the early stages, Cahya Mata's sustainability efforts focused primarily on regulatory compliance, operational efficiency and risk management within individual business units. Over time, these efforts expanded to include broader considerations such as workplace safety, environmental stewardship, community engagement and ethical business practices, supported by internal policies and management systems.

Strengthening Foundations

In recent years, the Group has taken steps to strengthen the structure and governance of its sustainability approach. This includes enhancing oversight at the Board and management levels, formalising sustainability roles and responsibilities, and improving the consistency and quality of sustainability data collection and reporting across the Group. Sustainability considerations are increasingly discussed alongside business risks and opportunities, supporting more informed decision-making.

A key milestone in this journey was the completion of a Group-wide materiality assessment in FY2024, which enabled Cahya Mata to identify and prioritise sustainability matters that are most relevant to the Group's operations and stakeholders. The outcomes of this assessment provide a clearer focus for disclosures and management actions and form the foundation for more structured sustainability planning.

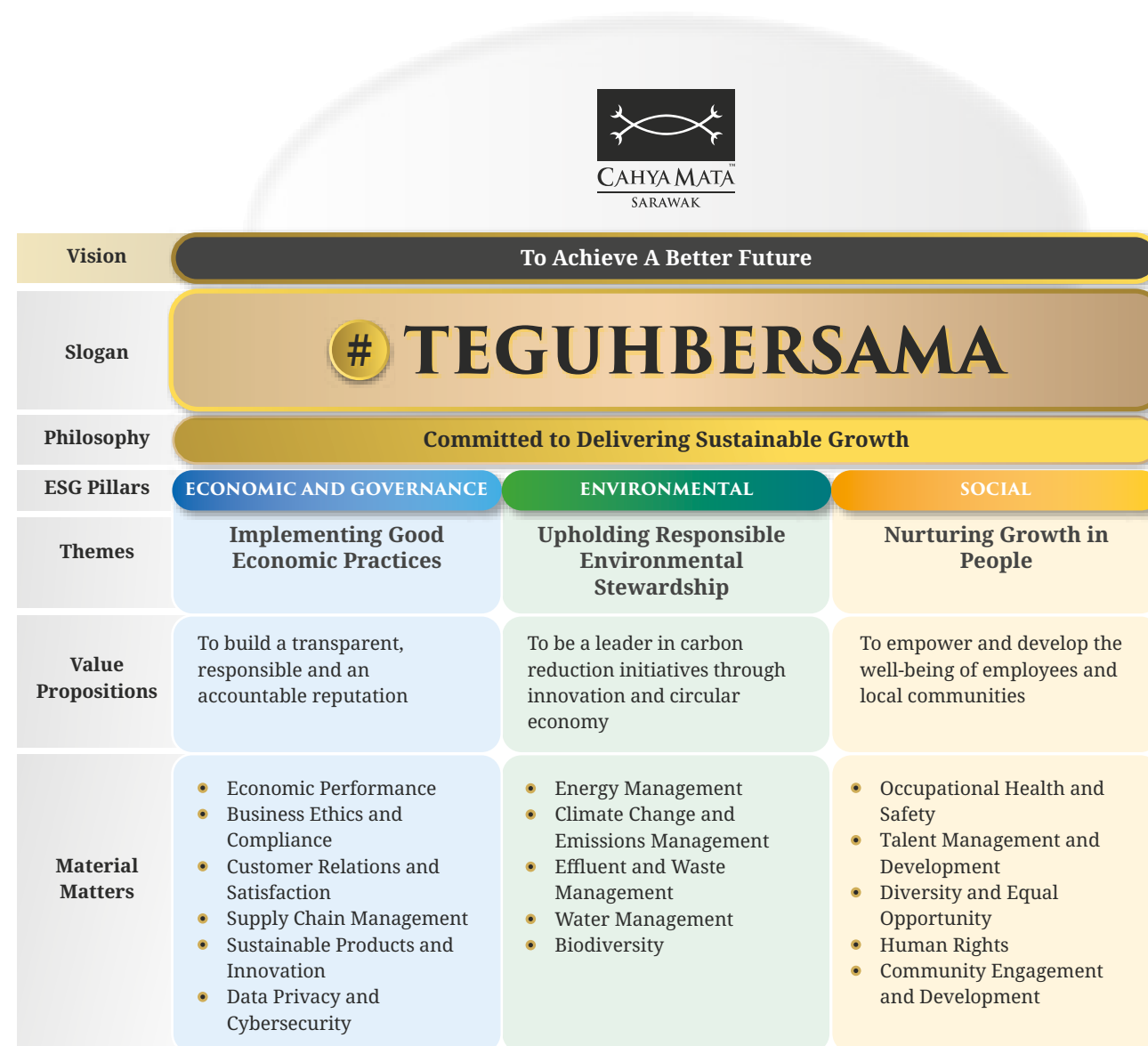
In FY2025, Cahya Mata officially joined the United Nations Global Compact (UNGC), the world's largest corporate sustainability initiative. This membership affirms our commitment to operating responsibly, ethically, and sustainably. Cahya Mata reaffirms its commitment to upholding the ten universally accepted principles of the UNGC across the areas of human rights, labour standards, environment and anti-corruption.

Details of the assessment methodology and process are set out in the Our Material Matters section, while our approach to managing each material topic is disclosed in the relevant sections of this Sustainability Statement (refer to pages 168 to 248).

OUR SUSTAINABILITY APPROACH

Setting Clear Targets

The Group's Sustainability Framework provides a structured approach to managing ESG priorities across the value chain. It is guided by the issues that matter most to our stakeholders and have the greatest impact on our long-term value creation.



Building on the matters identified in the materiality assessment and guided by the Framework, Cahya Mata developed its Sustainability Roadmap in FY2025. The Roadmap outlines the prioritisation and sequencing of our sustainability efforts over the short, medium and long term.

We developed an ESG Scorecard (see page 165) to translate the Roadmap into clear focus areas, sustainability targets, and time horizons. The ESG Scorecard serves as a key tool for tracking progress and will be reviewed and refined over time as data availability and implementation maturity improve.

OUR SUSTAINABILITY APPROACH

Starting on the Path to Decarbonisation

As our sustainability journey continues, Cahya Mata remains focused on strengthening governance, improving data quality, and enhancing transparency in our disclosures.

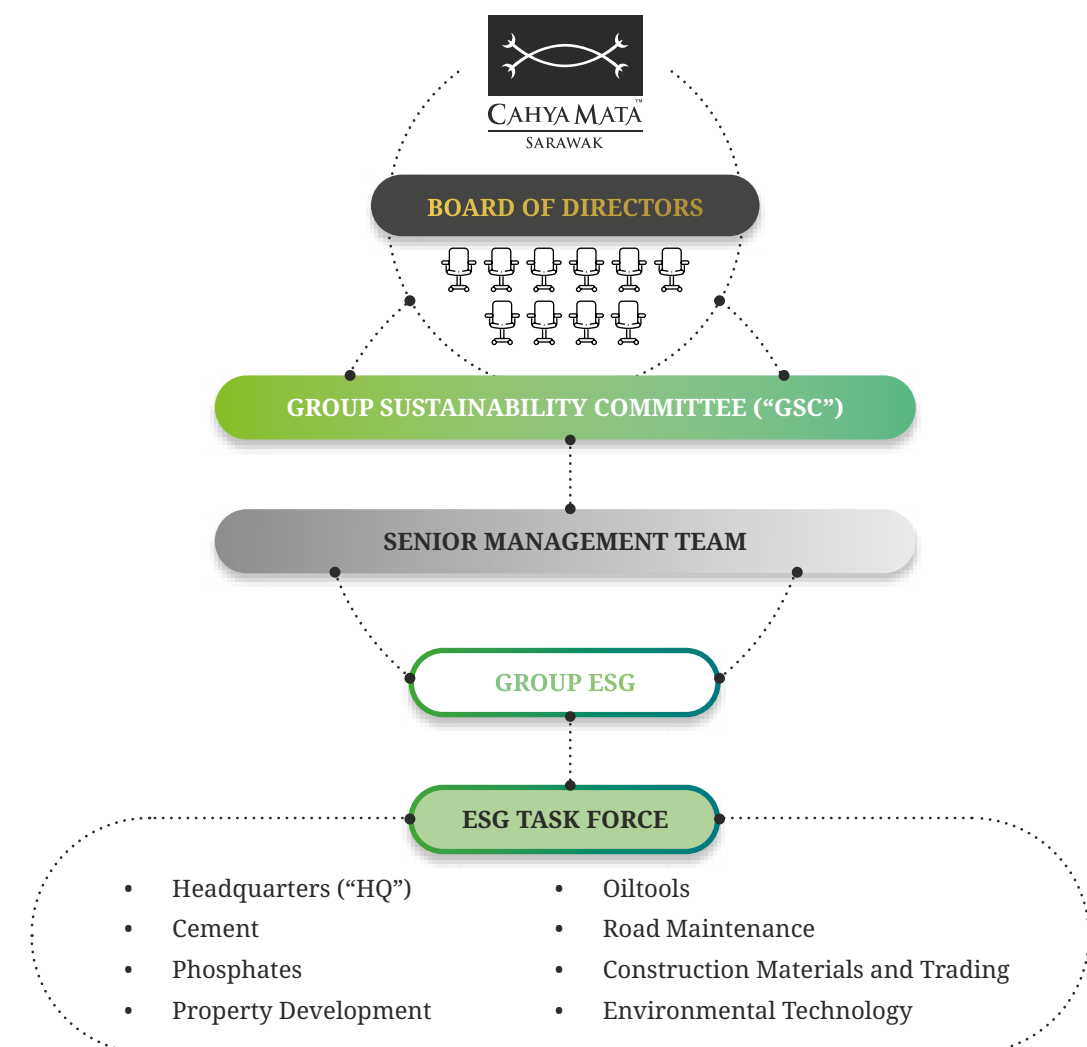
We plan to develop a Decarbonisation Roadmap in FY2026 to further strengthen our approach to managing climate-related risks and emissions. The Decarbonisation Roadmap will incorporate greenhouse gas (GHG) emissions data and climate-related scenario analysis to support more structured planning.

The Group also intends to formalise a Group-wide Sustainability Policy in FY2026. The Policy will provide a consistent reference to guide sustainability practices across business units. Once in place, the Policy will support the Sustainability Framework and help align sustainability governance, management practices and disclosures.

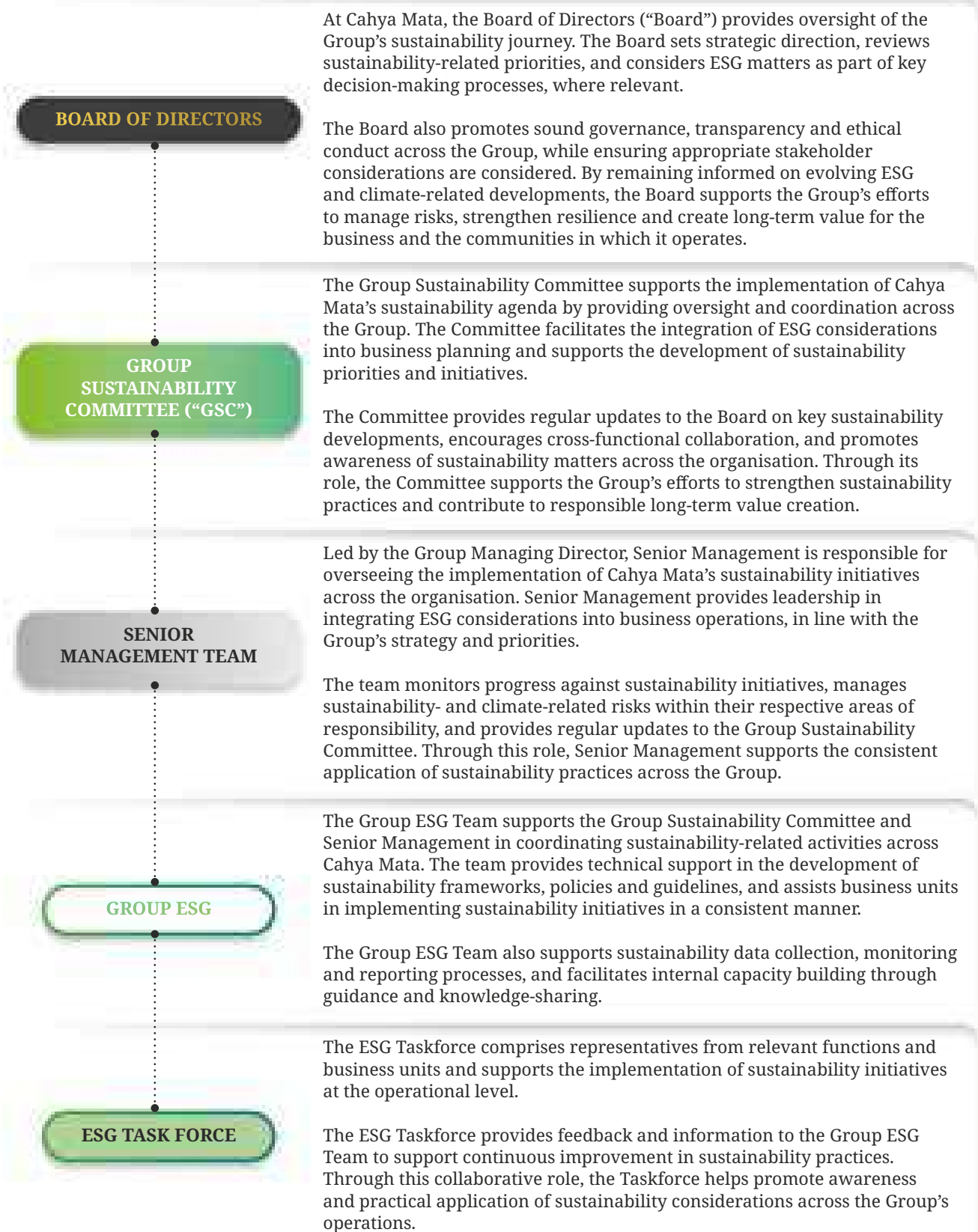
By building on these foundations and milestones, we aim to support long-term business resilience, manage sustainability-related risks responsibly, and contribute positively to the communities and environments in which we operate.

Sustainability Governance

Sustainability Governance Structure



OUR SUSTAINABILITY APPROACH



OUR SUSTAINABILITY APPROACH

Stakeholder Engagement

Cahya Mata recognises the importance of stakeholders and the role they play in shaping our business activities, outcomes and long-term value creation. Engagement with stakeholders enables the Group to better understand their perspectives, concerns and expectations, which in turn informs our decision-making and sustainability priorities.

The Group undertakes regular and structured stakeholder engagement through a range of appropriate channels.



How Stakeholder Feedback Informs Materiality

Insights gathered through stakeholder engagement form an important input into Cahya Mata’s materiality assessment process. Feedback from internal and external stakeholders is considered alongside regulatory requirements, industry trends, and the Group’s risk and opportunity profile to help identify and prioritise sustainability matters that are most relevant to the Group and its stakeholders.

This input supports a balanced assessment of the potential impacts, risks and opportunities associated with sustainability issues and helps ensure that the material matters identified reflect both business priorities and stakeholder perspectives. The outcomes of this process inform the focus of disclosures and guide the Group’s sustainability planning and management approach.

OUR SUSTAINABILITY APPROACH

Key Stakeholder Groups

INTERNAL STAKEHOLDERS

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders' Expectations
S1 Board of Directors	The Board of Directors provides oversight of Cahya Mata's operations and assesses the Group's direction and strategy to ensure long-term value creation.	- Executive Committee meetings - Annual General Meetings ("AGM") - Corporate events - Stakeholder engagement survey	Quarterly Annually Annually Annually	- Value creation for internal and external stakeholders - Corporate governance and regulatory compliance - Corporate strategy - Quality products & services	- Provide transparent disclosure to stakeholders - Review ESG performance during meetings - Review financial and operational performance during meetings
S2 Senior Management Team	The Senior Management Team is responsible for overseeing operations, providing strategic direction, and ensuring the successful delivery of products and services.	- Executive Committee meetings - Quarterly Board meetings	Quarterly Quarterly	- Corporate governance and regulatory compliance - Corporate strategy - Partnerships and collaborations - Business development strategies - Quality products & services	- Provide business growth and enhance sustainability agenda - Provide necessary support to the Senior Management Team to effectively conduct their respective responsibilities which promote the Group's sustainability agenda and drive business growth - Implement Remuneration Policy to assist in the compensation of Directors and Senior Management
S3 Employees	Employees are responsible for performing day-to-day tasks, and seamless provision of high-quality products and services to our customers.	- Marketing and product launches - Employee performance review - Employee satisfaction surveys - Departmental meetings - Cahya Mata intranet - Festive open houses - Employee engagement initiatives	Regularly Annually Biennially Regularly Daily Regularly Biennially	- Business sustainability and growth - Ethical leadership and business practices - Recognition and competitive remuneration - Fair and equitable benefits - Recruitment and retention - Training and development - Health and safety - Work/life integration - Workplace environment - Diversity, inclusivity and gender equality	- Creating a positive workplace culture and a conducive environment, including office renovations, repairs, or remodelling where necessary - Provide adequate training and progressive capability development - Strengthen employee commitment towards the Group's Code of Ethics and Business Conduct - Provide fair and equitable employee benefits and welfare provision that is reflective of current practices and industry standards - Identify risk and opportunities faced by employees - Continuous staff engagement

OUR SUSTAINABILITY APPROACH

EXTERNAL STAKEHOLDERS

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders' Expectations
S4 Shareholders and Investors	As the key providers of financial capital, our shareholders and investors are essential for business growth.	- AGM presentation - Quarterly results briefing - Media statements - Investor presentations - Investor roadshows and conferences - Meetings or telephone calls with shareholders or (potential) investors - Comprehensive investor relations portal	Annually Quarterly Regularly Regularly Regularly Regularly	- Business and operational outlook and risks - Continued growth and financial stability - Cash utilisation and dividends - Shareholder returns - Clear and transparent reporting - Good corporate governance - Business viability and regulatory compliance - Leadership changes	- Present current performance and outlook of Cahya Mata - Consistent, transparent and timely disclosure of financial and non-financial performance - Effective investor relations engagement with investors - Transparent disclosure of corporate responsibility, integrity and accountability as described in the Malaysian Code on Corporate Governance ("MCCG") 2021
S5 Financiers	Financiers help in managing Cahya Mata's financial assets and health to ensure smooth business operations and strategic initiatives.	- Quarterly results briefing - Bursa Malaysia announcements - Credit rating review	Quarterly Regularly Quarterly	- Continued growth and financial stability - Clear and transparent reporting - Good corporate governance - Business viability and regulatory compliance - Leadership changes	- Establish policies and procedures to uphold good governance practices across the organisation - Optimise asset management to enhance financial outcomes
S6 Customers	A strong customer base is key to promoting sustainable business growth. Cahya Mata endeavours to deliver quality products and timely services to meet customer expectations.	- Customers satisfaction surveys - Customer training within the respective SBUs - Code of Ethics and Business Conduct - Communication with customers/dealers - Corporate website and social media - Product brochures or pamphlets	Regularly Quarterly Regularly Regularly Regularly Regularly	- Positive customer experience to build confidence and trust in the Cahya Mata brand - Delivery of quality products and timely services - Competitive product pricing - Respecting the needs and satisfaction levels of customers - Customer data protection	- Ensure efficient delivery of products and services - Maintain quality through continued development and innovation - Implement a Customer Satisfaction Survey system for each SBU which is benchmarked against the previous years' achievement - Provide customers an efficient engagement process - Ensure customers are aware of the Group's policies and guideline

OUR SUSTAINABILITY APPROACH

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders' Expectations
S7 Governments and Regulators	With Cahya Mata's presence in various industrial sectors, it is key to ensure we conform to all Government laws and regulations. The support garnered from the Government will strengthen our reputation as a responsible company, and in return, Cahya Mata's businesses will continue to stimulate the economy, as well as enrich communities.	- Meetings - Progress updates - Compliance reports - Strategic and informal dialogue sessions - Participation in government programmes - License applications - Operational inspections	Regularly	- Compliance with laws and regulations - Ethical business practices - Operational impact - Regulatory reforms - Human capital and social development	- Adhere to regulatory requirements and providing strategic responses to operational queries - Provide transparent, regular and concise business and sustainability updates - Support the Malaysian Government's agenda for nation-building - Support Sarawak's economic transformation projects by empowering communities with self-sustaining skills - Play our role as a nation-building partner in providing advice (as a thought partner) to shape and facilitate the implementation of policies - Provide clear, regular and concise business and sustainability updates - Aim to adhere to global agendas such as the United Nations Sustainable Development Goals ("UN SDGs")
			Regularly		
			Regularly		
			Regularly		
S8 Suppliers, Vendors, Service Providers (including contractors)	Our suppliers play an integral role in providing essential raw materials and value-added products, enabling Cahya Mata to operate efficiently and deliver exceptional results.	- Meetings and site visits - Tenders, bids, quotations and contract negotiations - Product demonstrations and evaluations - Procurement processes - Code of Ethics and Business Conduct	Regularly	- Positive supplier experience to build confidence and trust in the Cahya Mata brand - Compliance with applicable regulatory requirements and quality standards - Availability of products and services and ability to provide continuous support - Fair, ethical and transparent business dealings - Active communications to address critical supply shortages - Health and safety at workplace	- Establish policies and procedures to ensure good governance and practices - Managed supply chain risks responsibly - Upholding effective quality management system and obtained ISO 9001:2015 certification
			Regularly		
			Regularly		
			Regularly		

OUR SUSTAINABILITY APPROACH

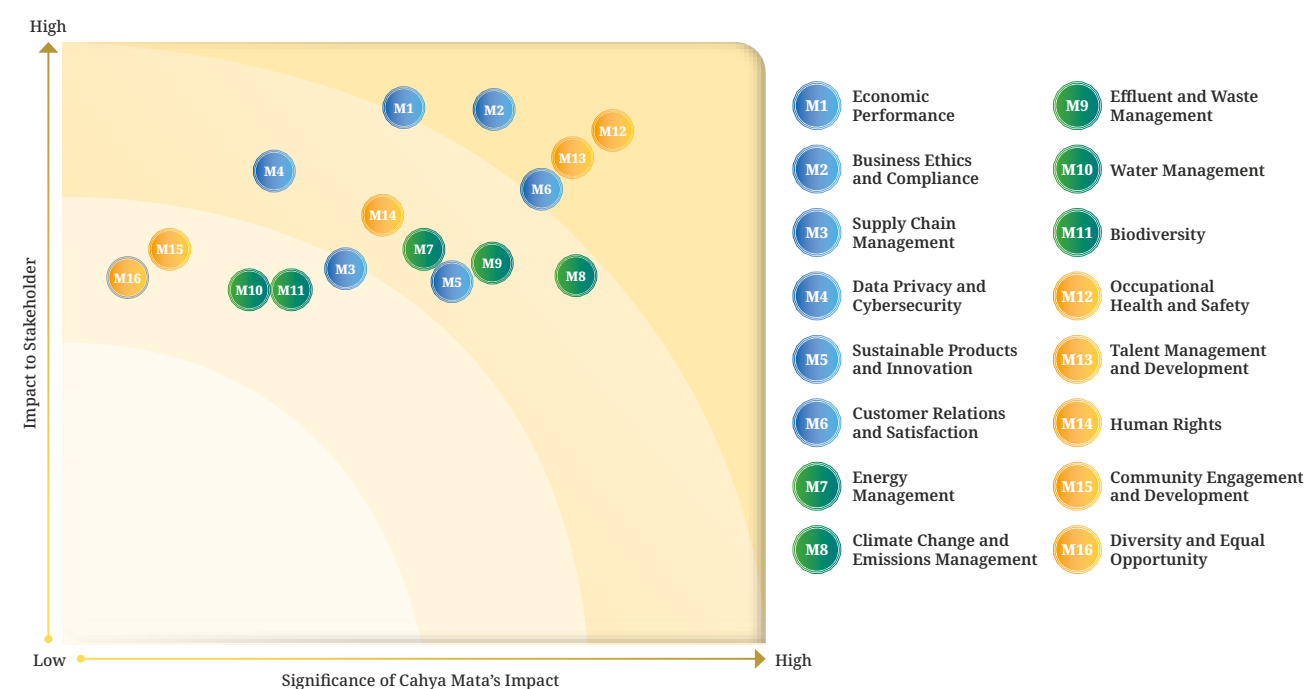
Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders' Expectations
S9 Media	The media helps to strengthen our reputation and credibility by providing a fair and balanced view of our organisation, which helps to amplify our efforts in attaining stakeholder advocacy.	- Press releases - Media get-togethers	Regularly	- Business performance - Sustainability (ESG) impacts - Company reputation - Regulatory development	- Host networking and sharing sessions with the media - Provide press releases or media statements in a timely manner
			Biennially		
S10 Local Communities	Communities have the power to influence the viability and sustainability of Cahya Mata's business operations. As a responsible organisation, we provide opportunities to improve the well-being and livelihood of communities through Corporate Social Responsibility ("CSR") collaboration for the benefit of all.	- Partnerships in CSR activities - Environmental programmes - Donations and Sponsorships - Continuous investments in community engagement programmes - Employee volunteerism - Dialogue sessions	Annually	- Development of communities with solidarity, social welfare, health and safety - Governance and integrity - Community well-being and environmental preservation - Compliance with relevant legislation - Education - Community culture	- Continuous investments in identified community engagement programmes - Contribution of human capital to engagement efforts in communities where needed
			Annually		
			Annually		
			Quarterly		
S11 Industry Associations	Industry associations provide a collective voice for the industry and sharing or best industry practices to ensure continual improvement to our business.	- Meetings - Key Associations	Quarterly	- Strategic collaborations - Quality products & services	Conduct knowledge sharing sessions with industry associations
			Quarterly		
S12 Analysts	Analysts provide continual support to Cahya Mata's business operations through the sharing of up-to-date insights on business trends and development.	- Meetings - Analyst briefings	Quarterly	- Company reputation - Business performance - Regulatory development - Sustainability (ESG) impacts	- Introduce policies and procedures to ensure good governance practices - Present current performance and outlook of Cahya Mata
			Quarterly		

OUR SUSTAINABILITY APPROACH

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders' Expectations
S13 Business Partners	Business partners enable valuable collaboration with Cahya Mata, leveraging mutual strengths and resources to achieve shared objectives and drive growth.	- Site visits - Meetings	Annually Quarterly	- Quality products & services - Strategic collaboration - Open communication	- Consistently provide good products and services to business partners - Foster a good relationship with business partners - Engage in open communication
S14 Non-Governmental Organisation ("NGOs")	Cahya Mata is committed to providing support to NGOs in advocating for causes that create sustainable value for the environment and society.	- Corporate advertisements - Site visits - Roundtable discussions	Quarterly Annually Quarterly	- Environmental practices - Societal contributions	Support good environmental practices that aim to reduce negative environmental impacts caused by activities

Materiality Assessment Process

Cahya Mata uses a structured materiality assessment process to identify and prioritise sustainability matters that are relevant to the Group's business and stakeholders. The outcomes of this process help inform our sustainability focus areas, disclosures and management approach, along with environmental, social and governance ("ESG") considerations. In FY2024, the Group conducted a materiality assessment in line with Bursa Malaysia's Sustainability Toolkit: Materiality Assessment (3rd Edition), through which 16 material matters were identified.



OUR SUSTAINABILITY APPROACH

Material Matters and UN SDGs

Sixteen material matters were identified across Economic & Governance, Environmental and Social pillars through the materiality assessment. These matters guide disclosures, risk management and target-setting.

Cahya Mata is dedicated to creating meaningful, long-term value by aligning our initiatives with the United Nations Sustainable Development Goals (UN SDGs). We have deepened this commitment by making sustainability a shared priority for every employee, weaving responsible and sustainable practices into the way we work, make decisions, and grow as an organisation. Details on the Group's management approach, key initiatives and FY2025 performance for each material matter are disclosed in the Sustainability in Focus: Key Impact Areas section of this Statement on pages 168 to 248.

Material Matters	Description	Mapping to UN SDGs
Economic Performance (M1)	Long-term sustainable financial performance and growth are key drivers underpinning Cahya Mata's commitment to create lasting and enduring value for our stakeholders.	8 DECENT WORK AND ECONOMIC GROWTH
Business Ethics & Compliance (M2)	Dedicated to upholding a high standard of business ethics and integrity throughout the operations, and steadfast in enforcing a zero-tolerance policy against bribery and corruption.	8 DECENT WORK AND ECONOMIC GROWTH, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Supply Chain Management (M3)	Integrating ESG considerations into sourcing and procurement practices to promote a resilient supply chain, responsible sourcing and supplier capacity building.	8 DECENT WORK AND ECONOMIC GROWTH, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Data Privacy & Cybersecurity (M4)	Establishment of a robust and secure digital environment designed to safeguard valuable intellectual property and sensitive personal data from a wide range of potential cybersecurity threats and data breaches, and rigorous protocols to ensure the highest level of protection.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Sustainable Products & Innovation (M5)	Committed to fostering a culture of continuous innovation in product development, promoting the integration of sustainability and resource efficiency to meet the needs of our valued customers, aiming to minimise the environmental impact and maintain our market position.	8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Customer Relations & Satisfaction (M6)	Establish strong, trust-based relationships with customers by delivering high-quality products and services, addressing their needs and expectations, and ensuring a positive overall experience.	8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

OUR SUSTAINABILITY APPROACH

	Material Matters	Description	Mapping to UN SDGs
ENVIRONMENTAL	Energy Management	M7 Proactively managing energy consumption in response to the growing impact of climate change on our business operations, as well as on society and the environment, as part of our overarching commitment to sustainability and environmental stewardship.	7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	Climate Change & Emissions Management	M8 Managing the impact of climate change through a systematic approach of monitoring, controlling and reducing greenhouse gas (“GHG”) emissions and other pollutants released into the atmosphere by quantifying emissions, setting reduction targets and implementing climate adaptation and mitigation strategies.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	Effluent & Waste Management	M9 Committed to environmental protection and natural resources conservation, we actively participate in initiatives to minimise and manage waste effectively, reflecting our dedication to sustainable and responsible business practices.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	Water Management	M10 Dedicated to environmental protection and the responsible use of natural resources, actively engaging in initiatives to reduce water consumption as part of our commitment to sustainable and responsible business practices.	6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	Biodiversity	M11 As Cahya Mata operates in sectors such as resource extraction and manufacturing, prioritising biodiversity is vital to ensure the responsible use of land and resources, while mitigating potential risks to local flora and fauna.	15 LIFE ON LAND

OUR SUSTAINABILITY APPROACH

	Material Matters	Description	Mapping to UN SDGs
SOCIAL	Occupational Health & Safety	M12 Committed to fostering and upholding a safe, healthy, and conducive working environment and culture for our employees, prioritising their well-being, health and safety.	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH
	Talent Management & Development	M13 Committed to attracting, nurturing and retaining employees to enhance their skills, capabilities, and career growth to align with workforce organisational goals. This includes formal training programmes, on-the-job learning, leadership development, and opportunities for continuous education.	4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
	Human Rights	M14 Committed to recognising, respecting and protecting the fundamental rights and freedom of all individuals within Cahya Mata across the operations by ensuring fair labour practices, eliminating child labour and preventing discrimination.	8 DECENT WORK AND ECONOMIC GROWTH 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Community Engagement & Development	M15 Committed to supporting economic development and actively contributing to the creation of positive value within society and the local community through our concerted efforts and meaningful initiatives.	3 GOOD HEALTH AND WELL-BEING 11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS
	Diversity & Equal Opportunity	M16 Fostering an inclusive workplace where individuals of varying backgrounds, genders, ethnicities, abilities, and perspectives are valued and provided with equitable access to opportunities for growth, development, and advancement.	3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

OUR SUSTAINABILITY APPROACH

Sustainability Risk Management

Identifying sustainability risks is integral to Cahya Mata's operations because it enables the Group to anticipate and manage threats that could materially affect its financial performance, reputation, and long-term resilience. By systematically recognising environmental, social and governance (ESG) risks such as climate impacts, resource scarcity, community expectations and ethical conduct, the Group can prioritise mitigation actions, align operational decisions with strategic objectives, and safeguard stakeholder value. This proactive risk identification ensures that sustainability considerations are embedded into business planning, driving more resilient, responsible and future-ready operations.

In FY2025, the Group continued to strengthen its enterprise risk management ("ERM") practices by embedding internationally recognised standards and integrating sustainability risks into its overarching risk framework.

Governance

Cahya Mata's ERM framework is guided by internationally recognised standards, namely ISO 31000 and COSO, which are embedded into the Group's ERM Policy, procedures and operational practices.

Oversight of risk management resides with the Board of Directors, supported by the Group Risk Committee (GRC). The Group Risk Management Committee (GRMC), led by the Chief Risk Officer (CRO) and supported by the Group Risk Management Department and designated Risk Coordinators across SBUs and Corporate Functions, is responsible for implementation, monitoring and continuous improvement of the framework.

The Board reviews the effectiveness of the risk management framework at least once every three years (or earlier if required due to regulatory, strategic or operational changes). Periodic internal audits support assurance, and material risks identified at the operational level are escalated to enterprise level and incorporated into formal Risk Registers for reporting to the GRMC, GRC and Board.

ESG and climate risks are overseen jointly by the Group Sustainability Committee and the Group Risk Committee, ensuring integrated governance.

Integration of ESG and Climate Risks

The ERM framework explicitly incorporates ESG risks under distinct Sustainability and Integrity risk categories, in addition to Strategic, Financial, Operational, Legal/Regulatory and Technology risks.

ESG risk subcategories include:

- 1 Climate Change
- 2 Resource Scarcity
- 3 Pollution
- 4 Biodiversity
- 5 Diversity & Inclusion
- 6 Human Rights
- 7 Product Responsibility
- 8 Local Community
- 9 Corruption & Bribery
- 10 Fraud & Misappropriation
- 11 Misconduct & Unethical Behaviour
- 12 Failure to Report and Conflict of Interest

OUR SUSTAINABILITY APPROACH

ESG materiality assessments are conducted collaboratively between Group ESG, SBUs and Corporate Functions. Identified risks are incorporated into Risk Registers and monitored quarterly. The integration of ESG risk management into the broader ERM framework ensures that sustainability considerations are subject to the same governance, escalation and accountability mechanisms as enterprise risks. Quarterly risk reporting and continuous monitoring by SBUs and Group ESG ensure alignment between sustainability priorities and enterprise risk practices.

The Group plans to enhance ESG risk management by strengthening sustainability impact assessments progressing from qualitative to quantitative approaches, expanding Scope 3 coverage and adopting relevant external frameworks.

Material Matters		Key Risks	Key Opportunities
M1	Economic Performance	Exposure to market volatility, cost inflation, and changes in demand that may affect profitability and cash flow	Strengthening financial discipline and operational efficiency to support resilience and long-term value creation.
M2	Business Ethics & Compliance	Risk of non-compliance with laws, regulations or internal policies, potentially leading to legal, financial or reputational impacts.	Strengthening governance, controls and ethics awareness to reinforce trust with stakeholders and support sustainable operations.
M3	Supply Chain Management	Supply disruptions, cost volatility and dependency on key suppliers, including risks arising from global geopolitical or market conditions.	Improving supply chain resilience, local sourcing and supplier engagement to support continuity and operational efficiency.
M4	Data Privacy & Cybersecurity	Cybersecurity threats, data breaches or system failures that may disrupt operations or compromise sensitive information.	Strengthening digital security and data governance to support operational resilience and stakeholder trust.
M5	Sustainable Products & Innovation	Risk of products becoming less competitive due to evolving market expectations or sustainability requirements.	Developing innovative and more sustainable products to meet customer needs and access new markets.
M6	Customer Relations & Satisfaction	Risk of declining customer confidence due to service disruptions, quality issues or unmet expectations.	Enhancing customer engagement and service quality to strengthen long-term relationships and brand reputation.
M7	Energy Management	Rising energy costs and operational inefficiencies affecting cost competitiveness and environmental footprint.	Improving energy efficiency to manage costs and support environmental performance.
M8	Climate Change & Emissions Management	Physical and transition risks arising from climate change, regulatory developments and evolving stakeholder expectations.	Strengthening climate risk awareness and readiness, including future decarbonisation planning.
M9	Effluent & Waste Management	Environmental compliance risks related to waste handling, treatment and disposal.	Improving waste management practices and exploring opportunities for resource efficiency and circularity.

OUR SUSTAINABILITY APPROACH

Material Matters		Key Risks	Key Opportunities
M10	Water Management	Operational risks related to water availability, usage efficiency and regulatory requirements.	Enhancing water efficiency and stewardship to support long-term operational resilience.
M11	Biodiversity	Potential impacts on land use and ecosystems associated with operations and development activities.	Strengthening biodiversity management and conservation practices to manage environmental risks.
M12	Occupational Health & Safety	Workplace incidents or safety lapses that may result in injuries, operational disruptions or regulatory non-compliance.	Enhancing safety culture and systems to support workforce wellbeing and productivity.
M13	Talent Management & Development	Challenges in attracting, retaining and developing skilled employees, which may affect business continuity and performance.	Building workforce capability and leadership depth through structured development and succession planning.
M14	Human Rights	Potential risks related to labour practices, including non-compliance with employment standards within operations or the supply chain.	Strengthening awareness and management of human rights considerations to support responsible business conduct.
M15	Community Engagement & Development	Community concerns related to operations, environmental impacts or development activities that may affect social licence to operate.	Building constructive community relationships through engagement and development initiatives.
M16	Diversity & Equal Opportunity	Risk of inconsistent employment practices or perceptions of inequity affecting employee morale and reputation.	Promoting inclusive workplace practices to strengthen employee engagement and organisational culture.



OUR SUSTAINABILITY APPROACH

ESG Scorecard

The ESG Scorecard provides a structured overview of Cahya Mata’s key sustainability focus areas, measures and indicative time horizons across economic, environmental and social pillars. It serves as the Group’s primary tool for translating sustainability priorities into measurable focus areas and guiding the setting and tracking of targets over the short, medium and long term.

The ESG Scorecard forms a core component of the Group’s Sustainability Roadmap and supports the implementation of the Sustainability Framework. The insights from the ESG Scorecard will inform the ongoing development of the Roadmap.

Economic & Governance

Material Matter	Goals	Measures	Short Term (2026–2027)	Medium Term (2028–2030)	Long Term (>2030)	Expected Impact
Business Ethics & Compliance	Uphold integrity with zero tolerance for corruption	Number of corruption incidents and actions taken	Zero	Zero	Zero	Strengthens ethical conduct and compliance awareness across the Group, supporting integrity in business practices and reducing exposure to regulatory and reputational risks.
Supply Chain Management	Support community growth while reducing environmental impact and strengthening the local economy	Percentage of total procurement spend with local suppliers	80%	80%	80%	Supports responsible sourcing practices and supply chain resilience, while contributing to continuity of operations and local economic participation.
Data Privacy & Cybersecurity	Ensure robust data protection	Percentage of identified leaks, thefts or losses of customer data	Zero	Zero	Zero	Enhances the Group’s ability to safeguard information assets and personal data, supporting operational continuity, stakeholder trust and regulatory compliance.

OUR SUSTAINABILITY APPROACH

Environmental						
Material Matter	Goals	Measures	Short Term (2026–2027)	Medium Term (2028–2030)	Long Term (>2030)	Expected Impact
Energy Management	Reduce energy consumption to drive efficient and sustainable operations	Percentage reduction in energy intensity from baseline	2026: Decarbonisation Roadmap 2027: TBC	TBC	TBC	Contributes to improved energy efficiency and cost management, while supporting the management of energy-related risks and environmental impacts.
Climate Change & Emissions Management	Reduce carbon footprint and build long-term resilience	Reduction in Scope 1 & 2 GHG emissions intensity (tCO ₂ e per tonne of production) from baseline	2026: Decarbonisation Roadmap 2027: TBC	TBC	TBC	Supports the identification and management of climate-related risks and emissions impacts, contributing to long-term business resilience and regulatory readiness.
Effluent & Waste Management	Reduce waste generation for a circular economy	Reduction in total waste directed to landfill (tonnes) from baseline	2026: Preparation for baseline 2027: Waste management roadmap	TBC	TBC	Improves waste and effluent management practices, supporting regulatory compliance and reducing potential environmental impacts.
Water Management	Reduce water consumption to promote efficient resource use	Reduction in total water consumption (%) from baseline	2026: Preparation for baseline 2027: Water management roadmap	TBC	TBC	Supports more efficient water use and resource management, helping to mitigate operational risks related to water availability and regulation.
Biodiversity	Preserve ecosystems and expand conservation efforts	Number of conservation programmes	1	2	3	Helps manage potential impacts on biodiversity and land use, supporting responsible resource management and reducing environmental and regulatory risks.

OUR SUSTAINABILITY APPROACH

Social						
Material Matter	Goals	Measures	Short Term (2026–2027)	Medium Term (2028–2030)	Long Term (>2030)	Expected Impact
Occupational Health & Safety	Create a safe, inclusive workplace and culture of care	1) Zero fatality 2) Zero total permanent disability	Zero	Zero	Zero	Supports a safer and healthier work environment by strengthening safety practices and risk awareness, contributing to workforce wellbeing and operational continuity.
Talent Management & Development	Sustain talent retention and workforce growth	Talent retention rate (%)	80%	82%	85%	Supports workforce capability, engagement and succession planning, contributing to organisational effectiveness and long-term human capital resilience.
Human Rights	Uphold responsible labour practices	Number of substantiated human rights complaints	Zero	Zero	Zero	Supports fair and responsible labour practices, helping to manage social and compliance risks across the Group's operations.
Community Engagement & Development	Balance profitability with purpose through community empowerment	Number of key initiatives or programmes	5	6	7	Supports constructive relationships with local communities through structured engagement, contributing to social licence and reputational considerations.

SUSTAINABILITY IN FOCUS:
KEY IMPACT AREAS

This section provides a focused overview of how Cahya Mata manages and responds to its material sustainability matters. For each key impact area, the Group outlines the relevance of the issue, the management approach in place, and selected actions or developments during the reporting period.

IMPLEMENTING GOOD ECONOMIC PRACTICES



ECONOMIC
AND
GOVERNANCE

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UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP



ENVIRONMENTAL

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NURTURING GROWTH IN PEOPLE



SOCIAL

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ECONOMIC AND GOVERNANCE:
IMPLEMENTING
GOOD ECONOMIC PRACTICES



M1 ECONOMIC PERFORMANCE

Capitals	Stakeholders	UN SDGs
	S1 S2 S4 S5 S13	

Why it matters?	Our approach
For a diversified group like Cahya Mata, Economic Performance is a foundational enabler of the Group’s resilience, driving long-term value creation. It strengthens investor confidence, supports access to capital, and enables disciplined resource allocation for growth, sustainability, and innovation. The Group’s ability to sustain financial strength underpins operational continuity, reinforces market competitiveness, and builds trust with employees, customers, partners, and communities, strengthening our reputation and social licence to operate. Cahya Mata remains exposed to global and local economic fluctuations, including inflation, currency movements, and supply chain disruptions, particularly where operations rely on imported raw materials such as clinker. As part of its strategy to strengthen business continuity and reduce external dependency, the Group has invested in Clinker Line 2. This development improves cost stability, enhances supply security, and reinforces operational resilience by reducing reliance on imported clinker and the associated supply chain risks.	The Group ensures disciplined and consistent economic growth through robust performance monitoring mechanisms. Financial performance is tracked through systematic monthly reporting from SBU finance teams to Group Finance, enabling timely oversight, early risk identification and informed strategic intervention to sustain growth momentum. During the year, economic challenges emerged that threatened to impact the Group’s operations; however, forward-thinking initiatives were implemented to safeguard performance and continuity. In response to foreign exchange volatility, the Group established a centralised international trading hub, enabling specialist management of forex risk and greater stability in financial outcomes. These actions reinforced financial health, supported consistent returns, and expanded the Group’s capacity for strategic reinvestment, underpinning long-term growth, stakeholder confidence, and enduring value creation.

ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

Our performance in FY2025	
Key Performance Indicator	FY2025 (RM'000)
Economic Value Generated	
Revenue	1,109,418
Economic Value Distributed	
Operating Cost	816,754
Employee Wages and Benefits	223,084
Payments to Providers of Capital	188,695
Payments to the Government	67,089
Community Investments	3,132
Total	1,298,754
Economic Value Retained	(189,336)

Our outlook

Building on the Group's achievements in FY2025, Cahya Mata continues to strengthen its economic foundations through a clear and forward-looking strategy that balances growth, resilience and responsibility. Our economic performance reflects not only financial outcomes, but our commitment to creating long-term, shared value for stakeholders while supporting a sustainable and inclusive transition.

In the short term, the Group is focused on diversifying revenue streams through the recommissioning of the Phosphates plant, targeted for commercialisation in FY2026. This initiative is expected to enhance earnings resilience and reduce reliance on existing core businesses. Additionally, the construction and commissioning of Clinker Line 2, scheduled for completion by 2027, is expected to significantly enhance production efficiency and cost competitiveness, by reducing reliance on imported clinker.

Over the medium term, Cahya Mata is advancing digital transformation through the implementation of an Enterprise Resource Planning (ERP) system to improve operational efficiency, data integration and decision-making. This is complemented by strategic cost management initiatives led by the Group's trading arm, strengthening cost discipline and margin optimisation across SBUs.

In the long term, the Group is investing in innovation through the establishment of a dedicated research and development arm to support future-ready capabilities and sustainable growth. Governance and risk management will continue to be reinforced through clearly defined Dedicated Authority Levels (DAL) and targeted C-suite appointments, ensuring robust oversight, accountability and strategic continuity.

CAHYA MATA IS ADVANCING DIGITAL TRANSFORMATION THROUGH THE IMPLEMENTATION OF AN ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM TO IMPROVE OPERATIONAL EFFICIENCY, DATA INTEGRATION AND DECISION-MAKING.

ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

M2 BUSINESS ETHICS AND COMPLIANCE

Capitals

Stakeholders

S1 S2 S3 S6 S7 S13

UN SDGs

Why it matters?

Governance, integrity and regulatory compliance are foundational to sustaining stakeholder trust, protecting the Group's reputation, and driving long-term business growth. By embedding robust governance practices across all operations, the Group mitigates operational, legal, and reputational risks, including fraud, unethical behaviour and financial penalties, while ensuring that decisions are consistently made in the best interests of both the business and its stakeholders.

Key Focus Areas:

Stakeholder Trust

Transparent reporting and ethical conduct demonstrate responsible management.

Risk Mitigation

Clear roles, risk management, and Whistleblowing mechanisms deter misconduct.

Legal & Regulatory Compliance

Adherence to the applicable laws, Bursa Malaysia Listing Requirements, and governance codes reduces legal exposure and reputational risk.

Transparency & Accountability

Structured governance frameworks support informed oversight and decision-making, enhance Board supervision and promote organisational integrity.

Sustainable Growth

Ethical, social and environmental considerations are integrated into business strategy to ensure long-term value creation and responsible corporate stewardship.

Cahya Mata's commitment to ethical conduct and governance integrity is guided by its core corporate values: Integrity, Accountability, and Sustainability. These principles are embedded in the Group's Code of Ethics/Conduct, Anti-Bribery and Anti-Corruption (ABAC) Policy, and Whistleblowing Policy, and are reinforced through leadership examples, employee awareness programmes, and public disclosures. The Group's zero-tolerance stance on corruption, combined with its proactive sustainability and stakeholder engagement initiatives, exemplifies its commitment to conducting business responsibly, ethically, and for lasting impact.

ECONOMIC IMPLEMENTING GOOD ECONOMIC PRACTICES

Our approach

Governance

Cahya Mata approaches governance with discipline, consistency and a zero-tolerance stance on unethical conduct. Across the Group and its SBUs, ethics, integrity, and anti-bribery and corruption are governed through a structured and well-defined framework that ensures accountability at every level.

Governance Framework

The Group's governance framework follows the Malaysian Code on Corporate Governance ("MCCG") and Bursa Malaysia requirements to maintain ethical standards and accountability underpinned by the Group Anti-Bribery and Anti-Corruption ("ABAC") Policy, Code of Ethics/Conduct and Whistleblowing Policy, which apply consistently across the Group and all SBUs. These policies set clear expectations for ethical conduct and compliance with all applicable laws, regulations and guidelines.

At the Group level, the Group Compliance Department provides centralised oversight, monitoring adherence to applicable policies and reporting directly to the Group Managing Director (GMD) to ensure senior management accountability. At the operational level, SBU Heads are responsible for implementation, monitoring and enforcement within their respective business units, supported by periodic reporting, internal audits and risk assessments.

An established whistleblowing mechanism further strengthens governance by enabling confidential reporting of concerns without fear of retaliation.

Board and Senior Management Involvement

The Board of Directors ("the Board") provides oversight of ethical business conduct through the approval and periodic review of key governance policies. The Board, supported by the Board Audit Committee and Board Risk Committee, receives regular updates on compliance matters, audit findings and reported incidents. Senior management reinforces this framework by setting the tone from the top and ensuring governance expectations are clearly communicated and integrated across the Group.

Reporting and Whistleblowing

The Group maintains a whistleblowing channel that enables confidential reporting of ethical concerns without fear of retaliation. This mechanism supports transparency, early detection of misconduct and continuous strengthening of the Group's governance and internal control environment.

Policies & Procedures

Cahya Mata's policies and procedures govern how the Group conducts its operations and engages with stakeholders across its ecosystem. They are designed to uphold high standards of ethical conduct, operational integrity and accountability, while supporting sustainable long-term value creation.

Policy Framework

The Group has established a structured governance policy framework, anchored by the Code of Ethics/Conduct, Anti-Bribery and Anti-Corruption (ABAC) Policy and Whistleblowing Policy, which apply consistently across the Group and all SBUs. These policies guide employee conduct and interactions with customers, suppliers, contractors and business partners, reinforcing responsible and transparent business practices throughout the value chain.

Regulatory Alignment

Key governance policies are reviewed periodically, in response to changes in legal, regulatory or business requirements, ensuring continued relevance and regulatory alignment.

Oversight and implementation

Oversight is supported by a structured, layered approach. The Group Compliance function oversees adherence to key policies across all entities within the Group, monitors their implementation, provides guidance on ethical and appropriate conduct, and addresses any reported breaches or concerns, while the Group Internal Audit function conducts regular reviews to assess compliance and strengthen internal controls. SBUs are responsible for operational implementation under management supervision, ensuring consistent application across the organisation.

Communication & Stakeholder Engagement:

Governance expectations are clearly communicated to employees through accessible policy disclosures and mandatory awareness programmes. Externally, key policies are publicly available on the Group's website, with ethical and anti-corruption requirements embedded into contractual arrangements with business partners.

ECONOMIC IMPLEMENTING GOOD ECONOMIC PRACTICES

Cahya Mata has established the following policies and procedures to uphold high standards of governance, integrity, and ethical business practices across the Group and our SBUs:

Code of Ethics/Conduct

Cahya Mata has established and published a Code of Ethics/Conduct, which sets clear standards of sincerity, integrity, responsibility, and corporate social responsibility for Directors, employees, and the broader organisation. The Code serves as a cornerstone of the Group's corporate governance framework, reinforcing expectations for ethical behaviour, professional conduct, and responsible decision-making across all SBUs.

The Code of Ethics/Conduct articulates the Group's commitment to ethical, transparent, and accountable business practices. Key elements include compliance with anti-bribery and anti-corruption laws, avoidance of conflicts of interest, respect for labour standards and human rights, responsible use of company assets, and established whistleblowing mechanisms for reporting misconduct. These principles are aligned with Cahya Mata's core corporate values and support a consistent culture of integrity throughout the organisation.

The Code of Ethics/Conduct is accessible to all employees via the Group's intranet and is introduced as part of the employee onboarding process to ensure awareness from the outset of employment.



ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

Compliance, Review, and Effective Communication

The Code sets clear expectations for ethical behaviour and responsible business practices, extending beyond minimum legal and regulatory requirements. Compliance with the Code is a mandatory condition for engagement and continued registration with the Group, reinforcing Cahya Mata’s zero-tolerance stance on unethical conduct and its commitment to responsible procurement and partnership.

The Code is subject to ongoing oversight and enhancement by Group Legal to strengthen governance standards and alignment with applicable laws and best practices. Upon approval by the Board in accordance with the Group’s DAL, the updated Code will be formally communicated to contractors, suppliers, and consultants via official email notifications and the Group’s website.

Compliance with the Code is monitored through document verification, advisory support aligned with the DAL, and compliance assessment reviews conducted under the Group’s compliance programme. Where necessary, remedial actions and enforcement measures may be applied to address breaches and uphold governance integrity.

The Code is publicly accessible via the Group’s website, supporting transparency and accountability across our supply chain.

Anti-Bribery & Anti-Corruption (“ABAC”) policy

Cahya Mata has adopted a comprehensive ABAC Policy that establishes a zero-tolerance approach towards all forms of bribery and corruption. The policy applies across the Group, covering employees, directors and third-party business partners, and serves as a core pillar of the Group’s governance and ethical framework.

The ABAC Policy enforces a zero-tolerance approach to bribery and corruption, prohibiting facilitation payments, political contributions, illegal payments, kickbacks and requiring the mandatory disclosure and management of all conflicts of interest. It sets clear rules on gifts and hospitality, requires due diligence on third parties, and provides confidential whistleblowing channels. Together, these measures embed ethical conduct across the Group’s operations and business relationships.

Governance, Oversight and Enforcement:

Led by Group Compliance, with support from Group Legal and independent assurance is provided through audits conducted by Group Internal Audit. These functions work closely with SBUs to embed ABAC controls into business processes, monitor compliance and ensure consistent enforcement across the Group.

Training, Awareness and Culture:

Cahya Mata places strong emphasis on awareness and prevention. Regular ABAC training and briefings are conducted for directors, senior management and employees, supported by e-learning modules and face-to-face sessions. New employees receive ABAC awareness through structured onboarding programmes, ensuring a consistent understanding of anti-corruption obligations at all levels of the organisation.

Third-Party Risk Management:

Vendors, contractors and third parties are subject to ABAC-related assessments as part of the Group’s supply chain risk management.

This includes:

Due diligence during vendor registration and renewal

Contractual clauses requiring compliance with applicable anti-corruption laws and the Group’s ABAC Policy

Ongoing monitoring and reassessment where heightened risks are identified

These controls provide Cahya Mata with the right to take corrective action, including termination, in cases of non-compliance.

ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

Risk Mitigation, Monitoring and Controls:

Bribery and corruption risks are mitigated through a combination of compliance audits, periodic risk assessments and whistleblowing mechanisms. Gift, entertainment and expense claims are subject to stringent approval processes under the Group’s Dedicated Authority Levels (DAL) framework, ensuring proper escalation, transparency and compliance verification.

Gifts & Hospitality Policy

The Gifts and Hospitality Policy provides clear guidance to all Cahya Mata employees on acceptable standards for giving and receiving gifts and hospitality. It defines what constitutes appropriate and reasonable business practices, while clearly distinguishing improper benefits that may be perceived as bribery or corruption, thereby reinforcing the Group’s commitment to ethical conduct, integrity, and compliance with anti-corruption laws.

FY2025 Status and Ongoing Vigilance:

As at FY2025, no reported cases of bribery or corruption were recorded under the ABAC framework. Regular monitoring and reporting processes remain in place to detect, manage and escalate potential violations to the appropriate designated authority, reinforcing the Group’s proactive and preventive approach.

Sponsorship, Donation & Community Investment Policy

The Policy provides guidance to all Cahya Mata employees on distinguishing between legitimate sponsorships and donations and improper benefits that may be construed as bribery or corruption. Clear understanding of this distinction is essential to ensure ethical decision-making, regulatory compliance, and the integrity of the Group’s business practices.

Whistleblowing Policy

Cahya Mata has established a Whistleblowing Policy and dedicated reporting channels to encourage the reporting of suspected misconduct, fraud, corruption, regulatory breaches, or other unethical behaviour. The policy applies to both employees and external stakeholders, reinforcing the Group’s commitment to transparency, accountability, and ethical conduct.

1 Governance and Oversight:

The Whistleblowing Policy is administered by Group Compliance, with support from Group Internal Audit and Group Legal, and serious cases are escalated to the Audit Committee for independent oversight.

2 Reporting Channels and Protection:

Employees and external stakeholders can report concerns through designated whistleblowing channels, including a dedicated email, with anonymity, strict confidentiality, and protection against retaliation assured.

3 Accessibility and Awareness:

Whistleblowing channels are communicated internally through HR policies, induction, training, and briefings, and externally via the Group’s website.

4 Investigation and Resolution Process:

All reports are reviewed by the Designated Authority and substantiated cases undergo a formal investigation, which may include document reviews, interviews, and the appointment of independent investigators where appropriate. Investigation outcomes are evaluated based on severity, with serious matters escalated to senior management or the Board through the Audit Committee. Corrective actions, disciplinary measures, or legal escalation are taken where necessary to ensure accountability.

5 Training and Awareness:

Employees receive training and awareness on the Whistleblowing Policy as part of the Group’s ABAC compliance programme. Training is delivered through a combination of face-to-face sessions and online learning modules, including onboarding briefings for new employees and refresher sessions to reinforce awareness of reporting rights and protection from retaliation.

ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

Group Procurement Procedures/Third-Party
Corruption Risk Due Diligence Policy

Cahya Mata maintains procurement guidelines and third-party corruption-risk due diligence procedures to ensure that suppliers, contractors, and business partners adhere to the Group's ethical standards and governance expectations.

Conflict of Interest Policy

Directors and employees are required to disclose personal interests in transactions or dealings that could affect impartiality. Related parties must abstain from participating in decisions or voting where a conflict exists, safeguarding fairness and integrity in decision-making.

Corporate Disclosure Policies & Procedures

Cahya Mata's disclosure framework ensures that material information about governance, operations, financial performance, and strategic prospects is communicated to shareholders, stakeholders, and the public in a timely, accurate, and clear manner, in compliance with statutory, regulatory, and Bursa Malaysia listing requirements.

Risk Management

Cahya Mata intends to undertake a comprehensive Corruption Risk Assessment which will be conducted in a more focused approach, with in-depth analysis of specific bribery and corruption vulnerabilities, across all the Corporate Functions and SBUs in FY2026. In the interim, fraud and corruption are recognised as key risk categories within the Group's Enterprise Risk Management Framework, and are systematically identified, assessed, monitored, and reviewed through regular risk assessments conducted with SBUs and Corporate Functions. This initiative will enhance risk visibility, strengthen controls, and reinforce Cahya Mata's commitment to ethical business practices and regulatory compliance.



Oversight by Board & Top Management

The Board Charter ensures that directors are fully aware of their fiduciary duties, regulatory obligations, and the principles of good corporate governance. The Board and Group Management oversee all related policies, affirming the Group's commitment to transparency, accountability, and responsible management.

Anti-Fraud Management Policy

This policy provides a structured framework to prevent, detect, and respond to fraud or financial misconduct, reinforcing the Group's zero-tolerance stance on unethical financial practices.

Business Ethics and Compliance is managed as a material risk area within Cahya Mata's Enterprise Risk Management "ERM" Framework. Bribery and corruption risks are systematically identified, monitored and managed as part of the Group's regular risk assessment cycle conducted across the Group and its SBUs. Where exposures exceed established risk appetite thresholds, structured mitigation plans are developed, implemented and monitored, with formal reporting to the Group Risk Management Committee (GRMC) and Group Risk Committee (GRC) to ensure oversight and accountability.

To further strengthen its governance framework, the Group plans to undertake a comprehensive Corruption Risk Assessment in 2026.

The assessment will be conducted in a more focused approach, with in-depth analysis of specific bribery and corruption vulnerabilities, across all the Corporate Functions and SBUs in FY2026.

This initiative will enhance risk visibility, strengthen controls and reinforce Cahya Mata's commitment to ethical business practices and regulatory compliance.

ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

How we create value

Cahya Mata creates long-term value for its stakeholders by embedding a strong culture of ethics, integrity, and compliance across the Group and its SBUs. All new employees undergo ethics and compliance onboarding, while ongoing reinforcement is provided through mandatory annual ABAC training delivered via online and face-to-face sessions.

In FY2025, approximately 1,425 employees across the Group completed ABAC training, with participation actively monitored. To support transparency and shared responsibility across the value chain, Cahya Mata ensures that key policies are accessible to all stakeholders. The Code of Ethics/Conduct is available on the Group's intranet for employees, while the ABAC Policy and Code of Business Conduct for third parties are published on the Group's website. Policies are periodically reviewed to ensure alignment with evolving regulatory requirements.

Our performance in FY2025

During the year, Cahya Mata undertook a series of structured initiatives to reinforce governance, integrity, and ethical conduct across the Group. These initiatives were aligned with the Malaysian Anti-Corruption Commission (MACC) Act 2009, Section 17A, the Guidelines on Adequate Procedures (GAP) issued by the Prime Minister's Office, and Bursa Malaysia Listing Requirements.

ABAC Awareness Sessions for Executives and Management

Online and face-to-face ABAC awareness sessions were conducted for executives and above across SBUs and Centre Management. These sessions covered the MACC Act 2009, Section 17A, and internal ABAC-related policies, reinforcing legal obligations and ethical expectations in line with Guidelines on Adequate Procedures ("GAP") requirements on training and communication under the TRUST principles issued by the Prime Minister's Office.

Key Performance Indicator	2023	2024	2025
Percentage of employees who have received training on anti-corruption by employee category:			
Management	-	-	84
Executive	-	12.95	62.32
Non-Executive	-	-	73.83
Percentage of operations assessed for corruption-related risks	100	100	100
Confirmed incidents of corruption and actions taken	0	0	0

ABAC Online Self-Learning Programme

As part of the 2025 ABAC Awareness Programme, the Group launched an online self-learning module for all employees with company email access. Developed internally by Group Compliance and endorsed by the Group Managing Director, the programme reinforces compliance with the MACC Act 2009 and aligns with the 5 TRUST principles issued under GAP, particularly Principle 5 on Training and Communication.



ABAC Awareness Sessions for General Workers

To ensure inclusive coverage, face-to-face ABAC awareness sessions were conducted in October 2025 for employees without email access, including general workers from Cement SBU, CMS Concrete Products Sdn Bhd, SEDC Premix Sdn Bhd, Construction Materials and Trading SBU, and Road Maintenance SBU operations, within Kuching and outer Kuching areas only. These sessions reinforced awareness of the Group's ABAC Policy and compliance expectations.



ECONOMIC IMPLEMENTING GOOD ECONOMIC PRACTICES

Our outlook

Cahya Mata remains committed to continuously strengthening governance and ethical standards across the Group and our SBUs to support sustainable value creation and long-term resilience.

Cahya Mata's short-term strategy focuses on strengthening internal controls and elevating governance awareness across the Group and its SBUs. Key priorities include tighter policy enforcement, enhanced procurement and financial authorisation controls, and targeted ABAC and Code of Ethics/Conduct training, particularly for higher-risk functions. These efforts are reinforced through regular compliance reminders and internal monitoring reviews.

Over the medium to long term, the Group aims to enhance its compliance maturity through the adoption of advanced monitoring and reporting tools, strengthened ethical leadership at all management levels, and closer alignment with international best practices such as ISO 37001. Deeper integration of ESG considerations into governance frameworks, continued investment in training and digitalisation of compliance processes will further reinforce a strong tone from the top and sustain a culture of integrity across the organisation.

M3 SUPPLY CHAIN MANAGEMENT

Capitals



Stakeholders



UN SDGs



Why it matters?

A responsible and resilient supply chain is essential to Cahya Mata's long-term sustainability, operational continuity and stakeholder trust. We integrate ESG considerations into our procurement processes to promote fair business practices, uphold global standards, and support sustainable socioeconomic development, particularly within local communities.

Our supply chain practices are anchored on transparency, quality and inclusivity, ensuring responsible and consistent procurement outcomes. We implement structured measures such as demand consolidation, expanded contract coverage, and robust vendor screening and due diligence to strengthen governance and manage supply chain risks. At the same time, we prioritise local suppliers and apply clear, consistent quality specifications to promote equitable participation, accountability and a fair, competitive playing field for all vendors. We maintain strict standards on labour and ethics, including a zero-tolerance policy on child labour embedded in our General Terms and Conditions. Strategic supplier relationships are strengthened through longer-term contracts, structured vendor performance evaluations, and planned vendor development programmes to enhance capability and business continuity. Engagement remains a key pillar. Through Vendor Day programmes, we raise awareness on ESG expectations, safety and labour standards, and encourage the adoption of lower-carbon and greener equipment, reinforcing our commitment to responsible, sustainable supply chain partnerships.



ECONOMIC IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Approach

Governance and Policy Framework

As supply chain pressures intensify, Cahya Mata recognises that effective supply chain management is critical to operational resilience, risk management and long-term value creation. The Group is currently progressing the full implementation of its Group Procurement Policy & Procedures (GPPP), which defines roles, responsibilities and approval authorities across the Group and its SBUs, ensuring consistent and transparent supplier engagement.

Integrating ESG into Supplier Management

Cahya Mata's approach to building a sustainable supply chain centres on embedding ESG principles throughout the vendor lifecycle. All new and existing vendors are required to acknowledge and comply with the Code of Ethics/Conduct & Business Conduct for Contractors, Suppliers and Consultants. Sustainability criteria, particularly labour standards and ethical practices, are integrated into supplier selection and form part of the General Terms and Conditions. Environmental and safety compliance is also enforced across projects, including mining operations.

Vendor Due Diligence and Risk Classification

Supplier due diligence is conducted by the Procurement Excellence Vendor Due Diligence (VDD) team and incorporates ESG considerations such as anti-bribery and corruption controls, labour practices, environmental and safety compliance, legal standing and sanctions screening. Vendors are classified as low, medium or high risk, with assessments reviewed every two years to ensure continued alignment with Group policies and market standards.

Supplier Performance Monitoring and Accountability

Supplier performance is monitored through periodic Vendor Performance Evaluations conducted twice annually, which include minimum Health, Safety and Environment ("HSE") requirements. High and medium risk vendors are subject to enhanced scrutiny, approval by designated authorities and, where necessary, restrictions on contract awards. All penalties and corrective measures are applied in accordance with the GPPP to ensure fairness and transparency.

Supplier assessment in FY2025

In the course of supplier due diligence, a small number of vendors were identified as presenting a higher risk of non-compliance. The issues flagged were primarily related to safety and environmental considerations, areas that remain central to operational integrity and regulatory adherence.

Out of a total supplier base of 1,326, only three were classified as high risk, representing approximately 0.2% of the overall network. While the proportion is minimal, each case is treated with seriousness, reflecting a zero-compromise approach to safety, environmental stewardship and compliance standards.

Engagement, Awareness and Continuous Improvement

To strengthen supplier capability and alignment, the Group plans to roll out a Vendor Day Programme from 2026, focusing on awareness of anti-bribery and corruption, ESG expectations, labour and human rights, biodiversity and environmental management. Environmental and social risk assessments will also be incorporated into vendor questionnaires to reinforce responsible sourcing and drive continuous improvement across the supply chain.



ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Performance in FY2025

For the reporting year, a significant proportion of our suppliers are based in Malaysia. Accordingly, our significant areas of operation for procurement reporting are located within Malaysia. During the reporting period, 58.89% of total procurement spending was allocated to local suppliers, while 41.11% was spent on foreign suppliers. The higher proportion of foreign procurement reflects targeted cost-efficiency initiatives undertaken, leveraging foreign suppliers offering competitive pricing and value propositions for specific inputs. These decisions were made to optimise operational costs while continuing to prioritise local sourcing wherever commercially viable, in line with Cahya Mata's commitment to supporting domestic suppliers.

To further enhance local supplier participation and capability, Cahya Mata plans to introduce a Vendor Development Programme in 2026. This initiative is intended to build supplier capacity, improve performance and sustainability standards, and deepen long-term partnerships with local vendors.

Proportion of spending on local and foreign suppliers:

Key Performance Indicator	2023	2024	2025
Cahya Mata Group			
Proportion of spending on local suppliers	81.95%	83.00%	58.89%
Proportion of spending on foreign suppliers	18.05%	17.00%	41.11%
Total training programmes offered to suppliers	0	0	0

Our Outlook

Cahya Mata adopts a phased approach to strengthen responsible and resilient supply chain management by progressively integrating ESG considerations into procurement processes.

Short-Term (2026–2027)

The Group will embed Environmental and Social criteria into core procurement activities, building on existing Governance controls such as ABAC requirements, the Supplier Code of Ethics/Conduct, vendor registration, due diligence processes, and General Terms and Conditions. ESG questionnaires will be incorporated into vendor onboarding and assessments, covering emissions and waste management, occupational health and safety, working conditions, human rights and child labour, business ethics, regulatory compliance, whistleblowing mechanisms, and data privacy. ESG considerations will be applied across sourcing, contracting, and vendor performance evaluation. Supplier ESG awareness will be enhanced through Vendor Awareness Day sessions, while procurement personnel will receive targeted ESG training. Data quality will be strengthened through risk-based vendor prioritisation and pilot ESG data collection focusing on emissions management, occupational health and safety, and business ethics and compliance.

Mid-Term (2028–2029)

The Group plans to implement structured ESG and Scope 3 data collection from suppliers, subject to readiness and management direction, and to identify high-impact spend categories and high-risk or high-impact vendors for targeted ESG interventions and continuous improvement.

This approach supports stronger supply chain governance, mitigates ESG risks, enhances transparency, and contributes to long-term value creation and sustainable business practices.

ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

M4 DATA PRIVACY AND CYBERSECURITY

Capitals



Stakeholders



UN SDGs



Why it matters?

Data privacy and cybersecurity are critical to Cahya Mata's ability to safeguard sensitive data, ensure regulatory compliance, maintain business continuity and preserve stakeholder trust amid rising cyber and AI-driven threats. Cybersecurity is a key risk under the Group's ERM framework and is monitored through quarterly risk assessments, regular security posture assessments, penetration testing and vulnerability audits.

Risks are managed through Group IT Policies and the Group Cloud Security Policy, aligned with ISO/IEC 27001 and the NIST Cybersecurity Framework. Priority areas include real-time threat monitoring, rapid data recovery and early detection. Cybersecurity awareness is reinforced through mandatory annual training and vendor requirements, supported by investments in network upgrades, next-generation firewalls, multi-factor authentication and data encryption.

Our Approach

DATA PRIVACY AND CYBERSECURITY GOVERNANCE



Cahya Mata manages data privacy and cybersecurity through a centralised governance framework led by the IT Department, supported by dedicated cybersecurity personnel and working closely with Group Legal and Group Risk. Oversight is provided by Management and the Board Digital Transformation Committee, which monitor cybersecurity strategy and emerging risks.

CYBERSECURITY RISK MANAGEMENT



Cybersecurity risks are managed through a centralised governance model, with policies and controls consistently applied across all SBUs. This approach ensures the protection of digital assets, standardised risk mitigation practices, and coordinated incident response across the Group.

POLICIES, STANDARDS AND REGULATORY ALIGNMENT



The Group complies with the Personal Data Protection Act (PDPA) 2010 through regular audits, risk assessments, and standardised data handling practices. Data protection and cybersecurity are governed by the Group IT Policies and Procedures (GITPP) and the Group Cloud Security Policy (GCSP), both of which are reviewed and updated annually. These frameworks are aligned with ISO/IEC 27001 principles and applicable regulatory requirements.

AWARENESS AND COMMUNICATION



Data security commitments and policy requirements are communicated through internal circulars, mandatory induction programmes, and targeted employee training, ensuring consistent understanding and accountability at all levels of the organisation.

ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

How We Create Value

Our unwavering focus on data privacy and cybersecurity safeguards business continuity, protects stakeholder trust, and enables secure digital operations across the Group.

1 Security Infrastructure & Controls

To safeguard our systems and sensitive data, IT perimeter firewalls provide a first line of defense, complemented by next-generation endpoint protection across all devices. Data integrity and confidentiality are ensured through encrypted backups, while AI-enhanced threat detection continuously monitors and responds to emerging security risks, reinforcing a proactive and resilient cybersecurity posture.

2 Risk Assessment & Monitoring

Half-yearly independent Security Posture Assessments (“SPA”) and quarterly vulnerability risk assessments to proactively identify and mitigate emerging cyber risks.

3 Cyber Resilience & Disaster Recovery

Comprehensive disaster recovery framework, including off-site data backups, documented restoration procedures, and regular stress tests and simulation exercises to ensure operational continuity.

4 Independent Assurance

External third-party SPA audits to validate the robustness and effectiveness of cybersecurity controls.

5 Training & Awareness

Mandatory annual IT and cybersecurity training for all employees, with additional sessions following major system changes, covering phishing, social engineering, and secure remote working practices.

Our Performance in FY2025

Key Performance Indicator	2023	2024	2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0	0

During the year, based on the Group’s IT assessments, Cahya Mata did not record any breaches of customer privacy or incidents involving the loss of customer data. There were also no reported cases of data theft or data leaks during the reporting period.

Our Outlook

Cahya Mata’s data security strategy is guided by a phased, forward-looking approach to strengthen resilience, reduce risk exposure, and support secure digital growth across the Group.

Short-Term

The focus is on reinforcing baseline controls through timely security patch updates and targeted employee awareness workshops to address immediate vulnerabilities and human-factor risks.

Medium-Term

Craft plans to upgrade network infrastructure and deploy advanced threat-hunting capabilities, alongside the implementation of a Zero Trust security architecture to enhance access control, monitoring, and threat containment across all systems.

Long-term

Invest in emerging cybersecurity technologies to achieve a predictive and mature IT security posture. This includes fully automated incident response, proactive threat intelligence, and continuous security optimisation to support a resilient, future-ready digital environment.

ECONOMIC
IMPLEMENTING GOOD ECONOMIC PRACTICES

M5 SUSTAINABLE PRODUCTS AND INNOVATION

Capitals



Stakeholders



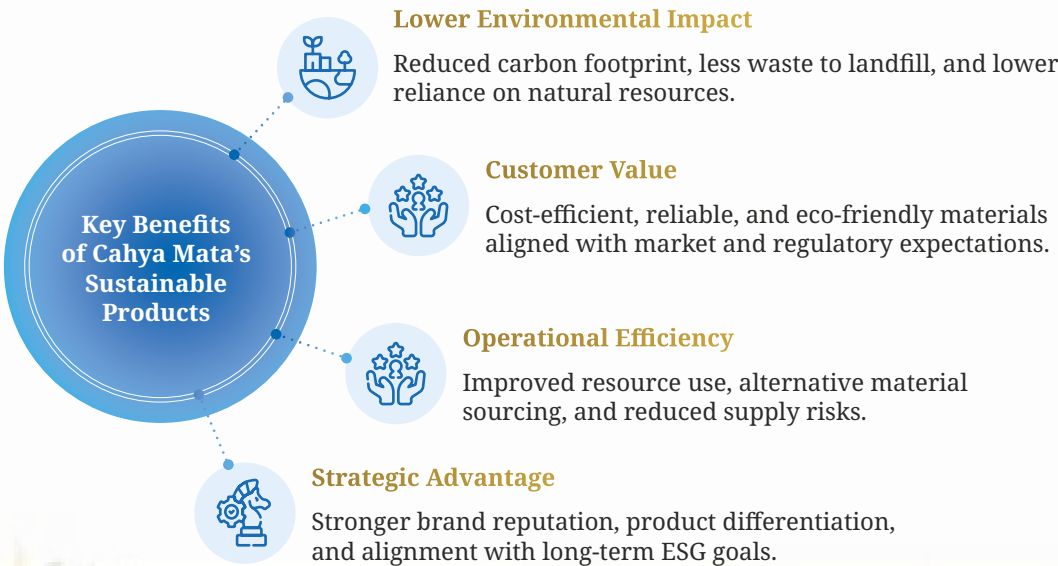
UN SDGs



Why it matters?

Cahya Mata’s sustainable products and innovation strategy is guided by a commitment to create long-term value through a continuous capability building and meaningful environmental impact. The Group embeds circular economy principles into our operations by leveraging R&D expertise, utilising industrial by-products, and strengthening strategic partnerships to improve resource use efficiency and minimise waste. Through ongoing investments in cleaner technologies and cross-functional collaboration across our SBUs, Cahya Mata advances the development of low-carbon, resource-efficient construction solutions that support sustainable growth and responsible industry practices.

During FY2025, this strategy translated into tangible initiatives, including the use of treated granulated phosphate slag as a natural sand replacement, the development of low-carbon concrete solutions, and the conversion of scheduled waste into high-value construction materials. These initiatives expand the Group’s green product portfolio while reducing reliance on virgin raw materials.



ECONOMIC IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Approach

Cahya Mata's approach to sustainable products and innovation is anchored on strong governance, quality assurance and responsible innovation. The Group integrates sustainability considerations across product design, production and commercialisation to deliver long-term value while managing environmental and social impacts.

Governance and Accountability

The Innovation & Commercialisation Department leads sustainable product development and innovation across the Group. It works closely with Group QHSE and the Group ESG to ensure product quality, regulatory compliance and ESG alignment. This is supported by innovation representatives within each SBU, enabling consistent execution at the operational level.

Product Quality Management

Product quality is upheld through a comprehensive approach that ensures alignment with internal standards, regulatory requirements, and customer specifications. Each SBU maintains ISO certifications or their equivalent, reinforcing a consistent commitment to excellence across operations. Quality is continuously monitored through audits, corrective actions, and ongoing improvement initiatives, while integration with QHSE systems provides an additional layer of consistency, accountability, and systematic oversight.

Sustainable Product Development

Sustainability is a cornerstone of our product innovation strategy, ensuring that environmental and social considerations are integrated from concept through design. All innovation initiatives are rigorously aligned with ESG priorities, including circular economy principles and waste valorisation, to deliver solutions that are both responsible and future-ready. Through systematic sustainability assessments of green and low-impact products, we embed long-term value creation for communities, stakeholders, and the environment at the heart of our innovation agenda.

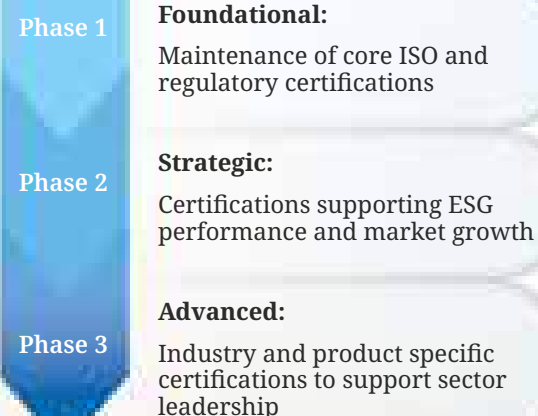
Innovation and Research and Development

The Group drives innovation through a strategic focus on research and development, including the pilot testing of alternative materials and by-products. Continuous process improvements are implemented to enhance product performance while minimising environmental impact. Innovation is further strengthened through collaborative partnerships with universities, regulators, and technical institutions such as SIRIM, CIDB, and the Department of Environment, ensuring that the Group remains at the forefront of sustainable and technically robust solutions.

Policies, Certifications and Continuous Improvement

Cahya Mata's efforts are guided by ISO-aligned quality, environmental and safety management systems, supported by Group-wide ESG commitments. To strengthen oversight, the Group is establishing a Group Certification Task Force (GCTF) to coordinate certification strategies across SBUs.

The Group's certification roadmap is structured in three phases:

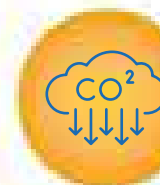


Future plans include exploring certifications such as ISO 14064 (GHG verification), ISO 20400 (Sustainable Procurement) and additional green or low-carbon product certifications.

ECONOMIC IMPLEMENTING GOOD ECONOMIC PRACTICES

How We Create Value

Advancing Low-Carbon and Circular Products



We drive sustainability and innovation into our core industrial and construction materials businesses through a focus on resource efficiency, product performance, and environmental responsibility.

Beyond Portland Limestone Cement and Thermasite, the Group has introduced Green Concrete incorporating 30% treated granulated phosphate slag. In FY2025, we achieved full-scale application of treated phosphate slag in concrete, with a targeted utilisation of up to 500,000 tonnes annually as a replacement for virgin raw materials.

Driving Innovation Through Partnerships and Research and Development



Sustainable product innovation is supported by active collaboration with universities, research institutions and government agencies to validate materials, strengthen technical performance and accelerate adoption. Pilot projects, customer technical engagements and continuous R&D into waste-derived materials reinforce the Group's green cement and concrete initiatives.

Assuring Quality and Compliance



Value creation is underpinned by strong quality governance. The Group maintains ISO 9001-aligned quality systems, conducts regular internal audits and product testing, and complies with SIRIM and relevant national and industry standards. Continuous improvement is driven through process optimisation, equipment upgrades and strengthened supplier qualification.

Improving Resource Efficiency



Cahya Mata integrates environmentally friendly materials across cement and concrete operations, particularly through phosphate slag substitution, delivering lower emissions, reduced resource depletion and improved material circularity. From FY2026, the Group plans to enhance material tracking systems to further strengthen resource efficiency and performance monitoring.

Our Performance in FY2025

Cahya Mata's sustainable products and innovation initiatives have strengthened the Group's market positioning by reinforcing customer confidence, supporting compliance with evolving ESG expectations, and aligning the business with future industry and regulatory trends. These innovations reflect the Group's readiness to transition towards lower-carbon and more resource-efficient construction materials.

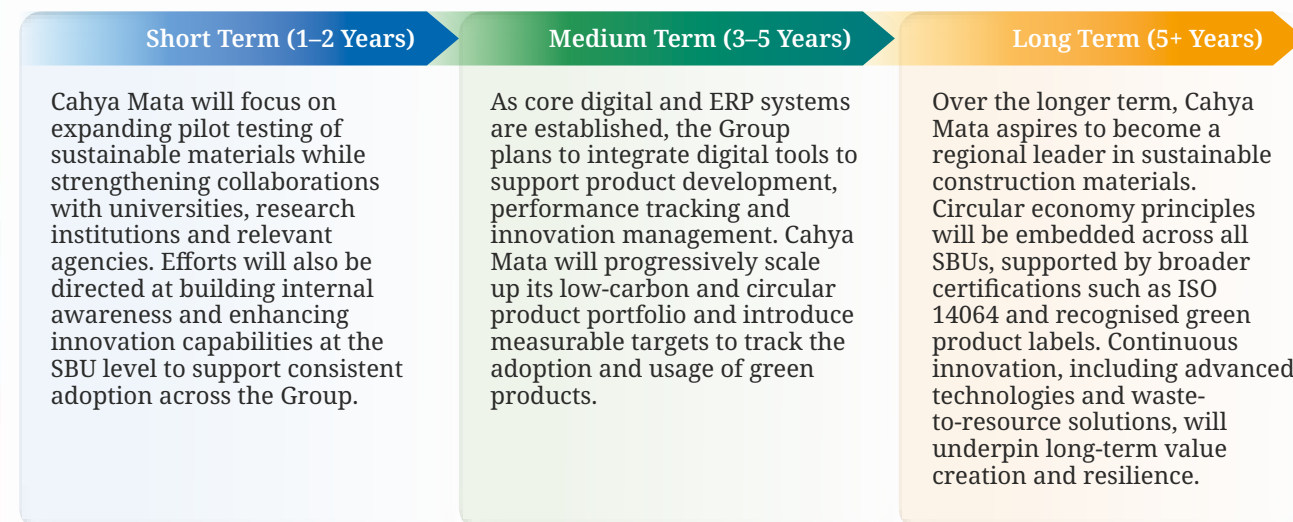
Currently, sustainable products such as those incorporating granulated phosphate slag are primarily deployed for internal use, with broader commercialisation still at an early stage. As a result, external customer feedback remains limited but is expected to grow as market adoption expands.

The use of waste-derived materials has delivered measurable cost savings, particularly through the substitution of natural sand with granulated phosphate slag. This demonstrates the commercial viability of sustainable innovation while laying the foundation for longer-term value creation.

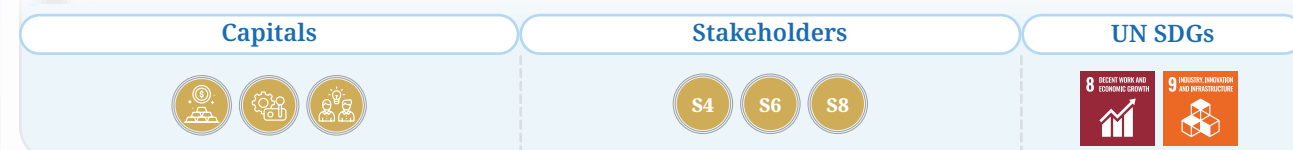
ECONOMIC IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Outlook

We take a balanced approach to product development that integrates sustainability and social responsibility from concept to market, where practical. Our strategy will be carried out in three phases.



M6 CUSTOMER RELATIONS AND SATISFACTION



Why it matters?

Maintaining strong customer relationships and satisfaction is key to staying competitive and reinforcing market share across our diverse businesses. In industries where pricing pressures are significant and regulatory expectations are high, strong customer relationships reinforce the Group's long-term sustainability, competitiveness and brand positioning. Trust in product quality, safety and regulatory compliance underpins customer confidence, while timely support and clear communication strengthen operational reliability and enhance brand credibility.

Sustained customer loyalty and repeat business provide stable demand, support revenue resilience and contribute to market share growth. In price-competitive markets, trusted relationships serve as a key differentiator beyond cost considerations, strengthening the Group's reputation through positive referrals and reinforcing broader stakeholder trust.

Across its Strategic Business Units, customer satisfaction directly supports strategic outcomes, including customer retention, continuous improvement in service quality, increased profitability and long-term business continuity.

For specialised and strategic operations, such as Phosphates, strong customer relationships are essential to securing market position and stakeholder confidence in a limited-supply regional market.



ECONOMIC IMPLEMENTING GOOD ECONOMIC PRACTICES

Our approach

Driving Customer Satisfaction through Product Quality

Product quality is maintained through established quality management systems, disciplined operational controls, and continuous monitoring of customer feedback. SBUs are expected to align product specifications, production processes, and delivery performance with customer requirements, regulatory standards, and market expectations. Customer feedback and quality data are reviewed regularly to identify issues early, support corrective actions, and drive continuous improvement. This integrated approach helps mitigate risks such as non-compliance, reputational damage, and loss of market share.

At the Cement SBU, customer satisfaction is driven by ISO 9001:2015-guided quality management, reliable logistics, and effective inventory controls, ensuring consistent product performance and timely, cost-efficient supply. Quality and customer feedback are integrated through a single platform and supported by cross-functional collaboration, with evolving customer needs addressed through low-carbon cement offerings and transparent environmental performance.

At the Property Development SBU, quality is demonstrated through products and services that meet customer and community expectations. Ongoing stakeholder engagement, structured feedback, and oversight by the Customer Experience and Quality Assurance team support responsive service, continuous improvement, and strong, long-term customer and community relationships.

REGULATORY COMPLIANCE AND CONTINUOUS IMPROVEMENT

Compliance with applicable health and safety laws, regulations and industry standards is embedded within the Group's QHSE framework. SBUs monitor compliance through regular inspections, internal and external audits (including ISO certification audits), management reviews and corrective action processes. Employee training and competency programmes ensure understanding of regulatory obligations and safe operating practices. Where relevant, SBUs also align with recognised voluntary standards and client requirements, supported by proactive regulatory monitoring, continuous improvement initiatives and transparent engagement with stakeholders.

MANAGEMENT OF HEALTH AND SAFETY IMPACTS ACROSS PRODUCTS AND SERVICES

Cahya Mata manages the health and safety impacts of its products and services through a risk-based approach applied across the full life cycle, from raw material handling and production to storage, transportation, use and, where relevant, asset retirement.

Across SBUs, hazard identification and risk assessments underpin safe work procedures, operational controls and emergency response measures. Product- and service-related health and safety requirements are communicated through standard operating procedures, technical documentation and customer engagement to ensure safe handling, installation and use throughout the value chain.

At the SBU level, practices are tailored to operational risk profiles of each sector. In Phosphates SBU, chemical handling and transport risks are managed through structured risk assessments and controlled operating environments to ensure safe and compliant operations.

Oiltools SBU implements client-mandated HSE requirements, conducts rig-specific assessments and inspections, and enforces warehouse safety controls, including material verification and certification reviews. Meanwhile, in Cement SBU, periodic Chemical Health Risk Assessments (CHRA) are performed to proactively identify and mitigate chemical-related hazards and the Road Maintenance SBU applies Hazard Identification, Risk Assessment, and Risk Control (HIRARC), develops traffic management plans, and conducts continuous site inspections to safeguard workers and road users.

The PPES Works integrates safety considerations throughout the project lifecycle, from design to asset operation, ensuring long-term protection of users and surrounding communities. Finally, Construction Materials & Trading SBU ensures compliance with all relevant regulations, including government standards such as SIRIM and DOSH, while maintaining the ability to meet market demand efficiently.

ECONOMIC

IMPLEMENTING GOOD ECONOMIC PRACTICES

How we create value

Across all SBUs, Cahya Mata integrates feedback-driven improvements, rigorous quality control, and proactive service delivery, fostering trust, strengthening long-term relationships, and reinforcing the Group’s reputation for reliability, innovation, and customer-centricity.

The Group ensures products meet customer specifications, operational standards, and evolving market demands, while initiatives are tailored to each SBU’s business context.

Construction Materials & Trading SBU ensure consistent quality, timely supply, and robust after-sales support, while Oiltools SBU integrates lessons learned from client projects to refine operations. The Property Development SBU actively engages communities and stakeholders to align products and services with expectations, and the Road Maintenance SBU prioritises early defect detection and prompt resolution.

Digital tools for Customer Satisfaction

Cahya Mata’s SBUs are at an early stage of digital adoption, using practical tools to streamline selected customer and operational processes. Across the Group, digital tools are mainly used for administrative, communication and basic technical functions, forming a foundation for future digitalisation.

Training for Customer Service

Cahya Mata leverages targeted training across its SBUs to enhance customer service, operational competence, and safety compliance. Road Maintenance and Construction Materials & Trading SBUs focus on safety, Integrated Management System (IMS) compliance, and product knowledge to ensure reliable, high-quality service delivery. Property Development SBU receives training in communication, presentation, and marketing skills to strengthen customer engagement. Phosphates and Oiltools SBUs combine foundational HSE, operational, and quality management training with specialised technical and industry certifications, including on-the-job and external courses, to equip employees with the skills necessary for safe, efficient, and customer-focused operations.

Across the Group, training initiatives are increasingly aligned with operational excellence, digital adoption, and customer experience objectives, supporting consistent service quality and continuous improvement.

Our performance in FY2025

CEMENT SBU SCORES FOR CUSTOMER SATISFACTION SURVEY

Key Performance Indicator	2023	2024	2025
Customer Satisfaction Survey Score	81%	81%	78%



Our outlook

Cahya Mata’s SBUs are strengthening customer satisfaction through a phased, relationship-driven approach. In the near term, SBUs prioritise direct engagement, prompt feedback response and day-to-day customer interaction to address immediate needs. Over the medium term, efforts focus on structured feedback mechanisms, staff capability building, improved service processes and more consistent communication, including greater use of digital and social platforms.

Looking ahead, SBUs are investing in digital solutions, strategic partnerships, industry participation and long-term relationship management to enhance service reliability, deepen customer trust and sustain satisfaction across their respective markets.

ENVIRONMENTAL:

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP



M7 ENERGY MANAGEMENT

Capitals	Stakeholders	UN SDGs
	S3 S7 S8	7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION

Why it matters?

Cahya Mata and our SBUs recognise energy consumption as a critical operational input with direct implications for cost efficiency, operational reliability, and environmental performance. The Group is committed to improving energy efficiency, optimising consumption, and reducing environmental impact through responsible energy management practices. Energy management is embedded as a strategic priority, with approaches tailored to the operational needs of each business while remaining aligned with the Group’s broader sustainability objectives.

Across energy-intensive manufacturing SBUs, effective energy use underpins productivity and competitiveness. In the Phosphates SBU, electricity is essential for furnace operations and continuous production, while diesel and petrol support boilers, heavy machinery, and logistics. Energy availability and efficiency directly influence output stability, product quality, and operating costs. Similarly, Construction Materials and Trading SBU, including SEDC Quarries, SEDC Premix, and Cahya Mata Wires, depend heavily on fuel and electricity for drilling, crushing, heating of aggregates, and plant machinery. Energy efficiency in these operations is critical to controlling production costs and maintaining market competitiveness.

Oiltools SBU and PPES Works also rely on diesel and electricity for machinery, generators, and transport fleets, making energy management central to timely project delivery and cost control. For infrastructure, Property Development and Road Maintenance SBUs operations, energy use primarily affects operating expenditure, asset performance, and service quality. Road Maintenance SBU activities are fuel-intensive, with energy costs directly impacting overall project economics. In the Property SBU, energy consumption influences operating costs, tenant comfort, and long-term asset value, while CMS Infra Trading has relatively low energy intensity, limited mainly to office electricity use.

Cahya Mata also recognises the environmental implications of energy use, particularly greenhouse gas emissions and reliance on non-renewable resources. Energy-intensive SBUs such as Phosphates SBU, SEDC Quarries, SEDC Premix, and Construction works contribute to Scope 1 and Scope 2 emissions through fossil fuel combustion and grid electricity. In response, the Group is strengthening energy management and decarbonisation efforts, including plans to increase recycled fuel use, adopt EV and lower-emission machinery, improve equipment maintenance, and optimise site logistics to reduce idle time and fuel burn, particularly in environmentally sensitive areas.

Overall, Cahya Mata links energy management directly to operational resilience, cost discipline, and environmental responsibility, positioning energy efficiency as a key lever for sustainable business performance across the Group.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Our Approach

Energy Management Policies and Procedures

Cahya Mata currently manages energy consumption primarily through existing operational, environmental and HSE frameworks, with varying levels of formalisation across our SBUs. While the Group does not yet have a standalone energy management policy, energy considerations are embedded within broader governance, operational discipline and asset management practices. At the Oiltools SBU, energy management is addressed within the HSE Policy, which includes expectations on responsible resource and energy use as part of day-to-day operations.



Overall, as the Group progresses along its sustainability journey, policies specific to each industry will be introduced.

Reducing Energy Usage Across Our Businesses

Cahya Mata adopts a practical, operations-led approach to reducing energy consumption and improving energy efficiency across the Group. Initiatives are tailored to the operational realities of each SBU, with near-term actions focused on efficiency, discipline and awareness, and medium to long term plans aligned with the Group's sustainability and decarbonisation agenda.

Key initiatives by our SBUs



Oiltools

Energy efficiency is driven through behavioural change and awareness programmes under its ESG initiatives. Regular energy-saving reminders encourage responsible electricity use in office operations. Transition to renewable energy is not a current priority due to the nature and scale of operations.



Phosphates

In FY2025, the Phosphates SBU prioritised asset care, maintenance and repair works to prepare for plant resumption, limiting the scope for active energy efficiency initiatives. Looking ahead, energy efficiency remains a strategic priority. Preliminary reviews of major energy-consuming equipment are currently underway, and structured energy efficiency measures are planned for development in FY2026 once baseline data has been established. A Carbon Monoxide waste heat recovery system is scheduled for implementation by FY2027, designed to capture furnace heat for steam generation, thereby improving operational efficiency and reducing diesel consumption.



RENEWABLE ENERGY USAGE IS ALREADY SUBSTANTIAL, WITH GRID ELECTRICITY AT SAMALAJU PREDOMINANTLY SOURCED FROM HYDRO POWER AND A 200 KW SOLAR PHOTOVOLTAIC SYSTEM IS PLANNED FOR DEPLOYMENT AT THE MUD PHOSPHORUS PLANT IN FY2026, FURTHER SUPPORTING THE SBU'S SUSTAINABILITY OBJECTIVES.



ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP



Road Maintenance

Energy consumption is managed through operational controls, including limits on diesel and petrol card usage and basic energy-saving practices such as switching off lights during lunch hours.



Property Development

Energy efficiency is systematically integrated into both building design and operational practices. Future developments are being planned to achieve Green Building Index or GreenRE certification, with Borneo Convention Centre Kuching 2 specifically designed to target GreenRE Bronze. At the office level, initiatives such as motion sensors, energy-saving modes for equipment, and controlled lighting usage further reinforce the Group's commitment to reducing energy consumption and promoting sustainable building operations.



Construction Materials & Trading

Energy efficiency and decarbonisation are being actively pursued across operations. SEDC Quarries plans to implement autonomous solar-powered perimeter lighting from FY2026, while SEDC Premix is adopting solar energy and LED lighting in its offices. Cahya Mata Wires is undertaking a full replacement of plant and office lighting with LED systems, and CMS Infra Trading is utilising energy-efficient LED lighting for office operations. Looking ahead, the broader FY2026 strategy will further support decarbonisation through the use of recycled fuels and electric vehicle machinery, reflecting a sustained commitment to sustainable and energy-conscious practices.



PPES Works

Energy efficiency is embedded in construction practices throughout construction practices, beginning with the use of solar-powered lighting for worksites and temporary traffic management. Operational discipline ensures alignment with national energy policies, while the progressive adoption of green energy initiatives is pursued in accordance with management approval and project feasibility. Together, these measures reflect a strategic commitment to reducing energy consumption and promoting sustainable construction operations.



Cement

Energy efficiency is important for the Cement SBU as it is an energy intensive industry, mainly from clinker pyro-processing and cement grinding. At the Mambong Plant, ISO 50001:2018 certification provides a structured framework for energy governance, continuous monitoring, and ongoing improvement. Cahya Mata will continue to pursue initiatives to improve energy efficiency and reduce environmental impact, including the progressive adoption of alternative fuels to partially replace coal and the implementation of a Waste Heat Recovery System under the Clinker Line 2 project. Additionally, continuous process and mill optimisation across all plants enhances electricity efficiency and reduces overall energy consumption, reinforcing the SBU's commitment to sustainable and responsible operations.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

How We Create Value

Managing Energy for a Lower-Carbon Future

Cahaya Mata balances its energy obligations by aligning operational reliability with disciplined energy management and sustainability considerations. Across the Group, energy efficiency is embedded into operational planning, asset management, and day-to-day practices, recognising energy as both a critical production input and a key environmental consideration.



Phosphates SBU

Energy-intensive operations are managed through continuous optimisation of production processes. Efficiency measures include improving furnace and boiler performance, maintaining heavy equipment to reduce fuel consumption, and monitoring energy use.



Oiltools SBU

Focuses on demand-side management for office-based operations, reinforcing energy-saving behaviour through regular staff reminders and responsible usage practices.



Road Maintenance SBU

Energy management efforts prioritise process optimisation and the gradual integration of renewable energy solutions to manage fuel and electricity consumption.



Property Development SBU

Energy obligations are balanced through energy-efficient building design, sustainable construction practices, and alignment with green building certifications to reduce lifecycle energy demand and operating costs.



Construction Materials and Trading SBU

SEDC Quarries is adopting autonomous solar solutions for plant perimeter lighting from FY2026, while SEDC Premix, Cahya Mata Wires and CMS Infra Trading have transitioned office and plant lighting to energy-efficient LED systems and solar where feasible.



PPES Works

Energy use is managed through strong operational discipline, including enforced idle-time limits, preventive maintenance, optimised site logistics, and training for supervisors and operators on fuel-efficient practices.



Cement SBU

The Cement SBU is preparing to introduce alternative fuels, including biomass and calorific waste, to partially replace coal in clinker production, reducing fossil fuel reliance and CO₂ emissions while supporting waste co-processing. In parallel, ongoing mill optimisation and process efficiency initiatives across plants continue to lower electricity consumption in cement grinding and production.

Collectively, these measures enable Cahya Mata to meet operational energy needs while progressively improving efficiency, managing costs, and reducing environmental impact across its diverse operations.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Our Performance in FY2025

Key Performance Indicator	Unit	2023	2024	2025
Total Energy Consumption	MWh	200,574.70345	144,603.83683	148,332.7011

In FY2025, consumption increased to 148,332 MWh, a result of higher operational activity levels, while remaining below FY2023 levels, in line with the Group's efforts to preserve sustained efficiency gains despite increased production.

Our Outlook

Cahaya Mata's approach to energy efficiency is pragmatic and phased, recognising the diverse operating profiles and maturity levels of our SBUs. The Group's near-term focus is on operational discipline, awareness and foundational improvements, while medium to long term strategies prioritise structured energy management systems, renewable energy adoption and capital investments to reduce energy intensity and consumption as operations stabilise.

Group-Wide Direction

Energy efficiency initiatives are aligned with the Group's sustainability framework and evolving ESG governance. Immediate actions focus on low-cost efficiency gains, behavioural change and asset readiness. Medium-term plans (2026 onwards) include baseline establishment, system integration and measurable targets, particularly for energy-intensive operations. Capital allocation for energy initiatives will scale progressively, subject to operational readiness and management endorsement.

Strategies and Action Plans by SBU

Energy efficiency across the Group is tailored to the operational characteristics and strategic priorities of each business unit.

Oiltools:

Energy efficiency is primarily driven through awareness and behavioural initiatives, such as regular reminders on responsible electricity usage, reflecting the limited energy intensity of its operations.

Property Development:

Energy efficiency efforts focus on operational improvements, including the ongoing replacement of conventional lighting with energy-efficient LED systems across offices, hotels, and lodges. The exploration of renewable energy opportunities is also underway, including a potential joint venture for solar projects at Samalaju Industrial Park.

Phosphates:

Represents the Group's most structured and forward-looking energy efficiency roadmap. In FY2025, the focus was on plant restoration, asset care, and maintenance following a prolonged shutdown, which limited the scope for active energy-saving measures. From FY2026 onwards, the SBU will concentrate on establishing a comprehensive energy baseline once operations stabilise, integrating management systems through the planned implementation of ISO 50001 Energy Management System by 2027, building on Integrated Management System (IMS) certifications scheduled for 2026. Good housekeeping practices will be promoted to embed basic energy-saving behaviours. Renewable energy adoption is also a key priority, with a 200 kW solar photovoltaic system planned for the Mud Phosphorus Plant by 2026. In addition, a Carbon Monoxide waste heat recovery system is targeted for implementation by 2027 to enhance thermal efficiency and reduce fuel consumption. Quantitative energy efficiency targets will be established following baseline data collection in 2026.

Construction Materials & Trading:

Energy efficiency initiatives are practical and site-specific. SEDC Premix is transitioning towards renewable and recycled fuel sources, while autonomous solar-powered LED perimeter lighting is being implemented. SEDC Quarries is installing solar spotlights to reduce dependency on grid electricity and Cahya Mata Wires is completing a full upgrade of plant and office lighting to energy-efficient LED systems. CMS Infra Trading continues to utilise energy-efficient office lighting, with future reviews planned as operations expand.

PPES Works:

PPES Works is developing a comprehensive energy efficiency action plan encompassing equipment modernisation, renewable energy integration, operational optimisation, and workforce and cultural transformation. Budget allocation and quantitative targets will be determined in line with management approval and specific project requirements, ensuring that energy efficiency is embedded as a strategic operational priority.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

M8 CLIMATE CHANGE AND EMISSIONS MANAGEMENT

Capitals

Stakeholders

UN SDGs

Why it matters?Our Approach

Cahya Mata recognises that our climate and environmental impacts primarily arise from energy consumption, fuel use in both stationary and mobile combustion, material consumption, land-use changes, and operational activities across our SBUs. The Group is committed to reducing and avoiding these impacts by improving energy and resource efficiency, minimising greenhouse gas (GHG) emissions, controlling air emissions, and embedding sustainable practices throughout all operations. Through these measures, Cahya Mata is committed to protecting the environment, enhancing operational sustainability, and strengthening long-term climate resilience.

The Oiltools SBU's activities also contribute towards waste generation, while the Property Development SBU contributes mainly during the construction phase through high energy demand, use of carbon-intensive construction materials (e.g. cement, steel, and aggregates). Land clearing that reduces natural carbon sinks and construction waste generation are also key areas inherent to the nature of the property development industry. Once operational, buildings may contribute further emissions if not designed or managed for energy efficiency.

Indirect climate impacts may also arise from water use linked to energy-intensive supply systems. Currently, climate considerations are addressed through Environmental Impact Assessment, Environmental Monitoring Report, and Environmental Management Plan processes, with no standalone emissions measurement in place.

Overall, Cahya Mata's climate change contributions are largely linked to Scope 1 and Scope 2 emissions from fuel and electricity use, and Scope 3 emissions from materials, transportation, and land-use change linked to construction- and infrastructure-related activities.

Cahya Mata and its SBUs implement structured environmental controls and monitoring programmes to ensure compliance with applicable national regulations and recognised international standards, consistent with the Group's environmental stewardship commitments.

Across operations, environmental monitoring forms the core compliance mechanism. This includes regular assessment of noise, air quality, and operational impacts in accordance with Department of Environment (DOE) guidelines, Occupational Safety and Health (OSH) regulations, and relevant ISO standards.

For noise management, Phosphates SBU conducts quarterly monitoring in line with ISO 1996-1 and ISO 1996-2, benchmarking results against DOE permissible limits. The Cement SBU complies with OSH (Noise Exposure) Regulations 2019 and Factories and Machinery (Noise Exposure) Regulations 1989, ensuring employee exposure thresholds are not exceeded, supported by periodic reviews by the Health, Safety and Security Department. PPES Works undertakes periodic noise measurements in accordance with DOE requirements, while other SBUs assess applicability based on operational risk.

In relation to air quality, Phosphates SBU operates multiple ambient air monitoring stations measuring key pollutants (e.g. PM₁₀, PM_{2.5}, SO₂, NO₂, CO, HF), with quarterly monitoring overseen by the HSE Department. Results are consistently below regulatory limits, supported by mitigation measures such as dust collectors, bag filters, and water-sprinkling systems. Cement SBU operations monitor emissions quarterly against the Environmental Quality (Clean Air) Regulations 2014 and Malaysian Ambient Air Quality Guidelines. PPES Works applies site-based particulate monitoring and dust control measures in line with DOE standards.

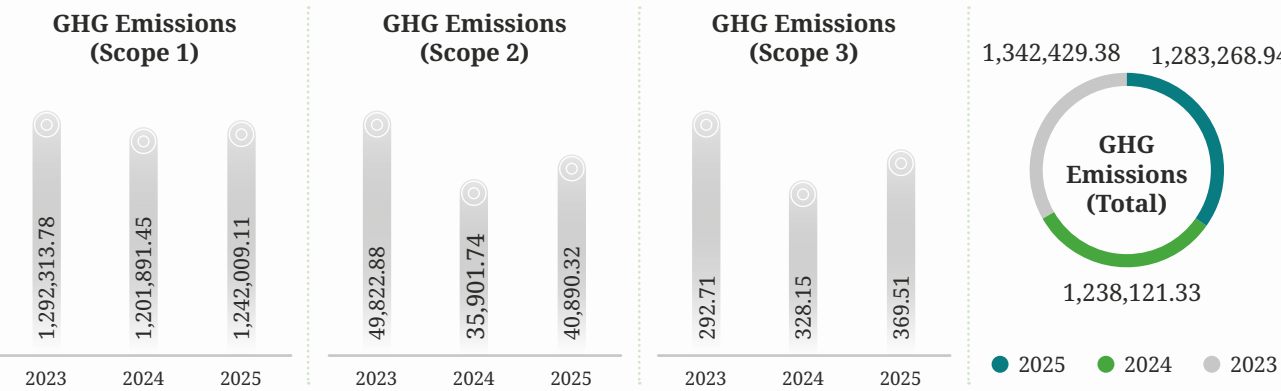
Vibration and blasting activities are managed on a risk-based basis. Where applicable, such as in PPES Works, blasting is carried out by licensed contractors, with controlled blasting zones and competent personnel to ensure regulatory compliance and minimise environmental and community impacts.

Overall, Cahya Mata's approach emphasises regulatory adherence, periodic monitoring, engineering controls, and competent oversight, ensuring operations remain aligned with prescribed national requirements and relevant international best practices.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Our Performance in FY2025				
Key Performance Indicator	Unit	2023	2024	2025
GHG Emissions (Scope 1)	tCO ₂ e	1,292,313.78	1,201,891.45	1,242,009.11
GHG Emissions (Scope 2)	tCO ₂ e	49,822.88	35,901.74	40,890.32
GHG Emissions (Scope 3 - Business Travel)	tCO ₂ e	292.71	328.15	369.51
GHG Emissions (Total)	tCO ₂ e	1,342,429.38	1,238,121.33	1,283,268.94
Carbon Intensity - GHG Emissions (Scope 1 and 2) emitted per RM'000 revenue	tCO ₂ e/RM'000	1.12	1.03	1.16

- Note:
- i. The data for Scope 1, Scope 2 and Scope 3 has been restated to reflect enhancements in the GHG calculation methodology and updated Grid Emissions Factor (GEF) as published by Sarawak Energy Berhad and The Energy Commission. These updates are in accordance with the DEFRA Emission Factors.
 - ii. The data disclosed above covers the Head Office and operating SBUs, including Cement, Phosphates, Road Maintenance, Oiltools, Property Development, Environmental Technology, and Diversified Strategic Business Units (CMT and PPES Works).
 - iii. For Cement, Scope 1 and Scope 2 greenhouse gas emissions were measured using the Global Cement and Concrete Association.
 - iv. For Scope 2 greenhouse gas emissions disclosed, disclose its location-based Scope 2 greenhouse gas emissions.
 - v. Scope 3 greenhouse gas emissions data only covers Category 6 – Business travel.



Our Outlook

Looking ahead, Cahya Mata will progressively strengthen its climate governance and emissions management framework to reflect the evolving expectations of regulators, investors, and other stakeholders. Building on our existing environmental monitoring and regulatory compliance practices, the Group aims to transition from compliance-driven controls towards a more data-led and disclosure-focused approach to climate change management.

The Group will step up alignment with IFRS S2 Climate-related Disclosures, enhancing the identification, measurement, and reporting of climate-related risks and opportunities across its SBUs. This includes advancing methodologies to quantify Scope 1 and Scope 2 emissions, while progressively expanding visibility over material Scope 3 emissions.

Cahya Mata intends to integrate emissions considerations more systematically into project planning, operational decision-making, and supplier engagement, supported by improved internal data collection and monitoring processes. These efforts are expected to strengthen transparency, support informed transition planning, and position the Group to respond effectively to increasing climate-related regulatory and market requirements.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

M9 EFFLUENT AND WASTE MANAGEMENT

Capitals	Stakeholders	UN SDGs
	S3 S7	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION

Why it matters? Our Approach

Cahya Mata recognises that effective effluent and waste management is fundamental to maintaining regulatory compliance, mitigating environmental risks, and advancing long-term sustainability across the Group. The Group is committed to reducing waste generation at source, improving resource efficiency, and strengthening responsible disposal practices through consistent operational controls and continuous improvement initiatives. By embedding sustainable waste management practices into daily operations, Cahya Mata minimises environmental impact, reduces disposal costs, strengthens stakeholder confidence, and reinforces its position as a responsible and accountable operator.

Across the SBUs, initiatives in FY2025 focused on strengthening governance, enhancing employee awareness, improving waste management systems, and implementing practical measures that support waste reduction and more sustainable operational outcomes.

The Cement SBU applied the waste hierarchy and circular economy practices by using industrial by-products as alternative raw materials, fuels, and aggregates, reducing resource use, emissions, and costs while maintaining ISO-aligned compliance. The Phosphates SBU, although non-operational, focused on environmental readiness by establishing a regulator-accepted zero-liquid-discharge system, planning 3R-based waste segregation, reducing single-use plastics, and advancing studies to reuse phosphate slag. Other SBUs reinforced responsible practices through site-specific actions, including 3R awareness initiatives, waste segregation at project sites, recycling programmes, and contractor-managed waste controls.

Effluent and waste management across Cahya Mata is guided by a combination of Group policies, SBU-level management systems, and compliance with applicable environmental and safety regulations. Oversight is anchored on internationally recognised management systems, regulatory requirements, and operational controls, with implementation tailored to the nature and scale of each SBU's activities.

Across operational SBUs such as Road Maintenance, Cement, PPES Works, Oiltools, and parts of Construction Materials & Trading, effluent and waste management is generally governed by ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Health and Safety Management System). These systems provide structured controls for waste handling, scheduled waste management, contractor oversight, and risk mitigation, supported by internal monitoring and audits.

Oiltools SBU also integrates ISO 9001 for quality management at selected sites. Compliance is aligned with key Malaysian and Sarawak regulations, including the Environmental Quality Act 1974, Environmental Quality (Scheduled Wastes) Regulations 2005, Environmental Quality (Industrial Effluent) Regulations 2009 (where applicable), Natural Resources and Environment Ordinance (Sarawak), Control of Industrial Major Accident Hazards (CIMAHA) Regulations for major hazard installations, and requirements set by the Department of Environment (DOE), DOSH, and relevant local authorities or clients (e.g. JKR).

For SBUs with lower environmental risk profiles or project-based operations (such as Property Development SBU, CMS Infra Trading, and certain Construction Materials & Trading SBU entities), waste management is managed through basic operational controls, contractor requirements, and compliance with applicable laws, although formal standalone systems or targets are still evolving.

In FY2026, structured systems to monitor or establish specific quantitative targets for effluent or waste reduction will be implemented, in line with our ESG Scorecard targets to establish FY2026 as our baseline year.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Implementation, Monitoring and Enforcement Review and Continuous Improvement

Policies are implemented through induction programmes, toolbox talks, awareness briefings and on-the-job controls for employees and contractors. Compliance is monitored via routine inspections, internal audits, third-party or consultant monitoring, and periodic reporting to regulators. Operational accountability sits with designated personnel such as Environmental Officers, site Persons in Charge (PICs) and HSSE Committees. Non-compliance is addressed through corrective actions, enhanced supervision and, where required, engagement with regulators.

Policies and procedures are reviewed periodically as part of management review processes, internal audits and in response to regulatory updates. Continuous improvement is driven through monitoring outcomes, stakeholder or regulator feedback, benchmarking against industry practices, and targeted enhancements to systems, equipment management and waste-to-value initiatives.

Implementation by SBUs

Cahya Mata adopts a structured approach to waste management across its Group operations, focusing on clear waste categorisation, regulatory compliance and progressive waste reduction aligned with operational realities of each SBU.

Across most SBUs, waste is broadly categorised into scheduled (hazardous) waste and non-scheduled or domestic waste, including office, construction and operational waste streams. Scheduled waste management is overseen by appointed competent persons (e.g. SHO or CePSWaM-certified personnel), supported by Environmental or HSE officers, in line with Department of Environment (DOE) requirements.

Core waste management practices across SBUs include:

Proper identification, segregation, storage and disposal of scheduled and non-scheduled waste

Awareness programmes through inductions, toolbox talks, visual communication and internal campaigns

Use of licensed contractors for waste collection, treatment and disposal where applicable

Cement SBU applies a formal waste hierarchy framework (prevention, reuse, recycling, recovery, disposal) and circular economy practices, including the use of industrial by-products as alternative raw materials, fuels and aggregates.

Phosphates SBU focuses on environmental readiness and waste-to-value initiatives, with granulated phosphate slag approved by regulators for reuse and ongoing studies to convert it into construction and cement inputs. Planned domestic waste segregation and 3R practices will be implemented upon operational resumption.

Oiltools SBU promotes 3R practices through employee engagement initiatives such as preloved sales, recycling drives and scrap metal recovery.

REDUCE

REUSE

RECYCLE

PPES Works and Property Development SBUs implement site-based waste segregation, recycling programmes and contractor-managed disposal to support compliance and minimise landfill waste.

Other SBUs, including Road Maintenance and Construction Materials & Trading, focus primarily on compliance-driven waste management with awareness programmes and controlled disposal practices, with limited waste reduction initiatives in FY2025.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Managing Waste Through Circular Solutions

Cahya Mata integrates circular economy principles selectively across its operations, with Cement and Phosphates SBUs leading Group-wide initiatives focused on waste-to-value, resource efficiency, and internal reuse.

The Cement SBU is the primary driver, adopting Alternative Fuel and Resources (AFR) practices by reusing industrial by-products as alternative raw materials, supplementary cementitious materials, and aggregate replacements in clinker, cement and concrete production. It collaborates with both internal and external partners to divert scheduled waste from disposal and has implemented internal reuse initiatives, such as repurposing waste oil from cement plants for concrete operations.

The Phosphates SBU advances circularity through the reuse and commercialisation of granulated phosphate slag, supported by R&D studies with external institutions to enable its application in construction materials and cement production. Planned investments in waste heat recovery, solar energy, and full slag utilisation further support resource efficiency and emissions reduction.

Across other SBUs, circular economy adoption remains limited and primarily compliance-based, with waste managed through licensed contractors and small-scale recycling where feasible. Cahya Mata continues to explore cross-SBU synergies to progressively expand circular practices in line with operational readiness and regulatory requirements.



THE CEMENT SBU IS THE PRIMARY DRIVER, ADOPTING ALTERNATIVE FUEL AND RESOURCES (AFR) PRACTICES BY REUSING INDUSTRIAL BY-PRODUCTS AS ALTERNATIVE RAW MATERIALS, SUPPLEMENTARY CEMENTITIOUS MATERIALS, AND AGGREGATE REPLACEMENTS IN CLINKER, CEMENT AND CONCRETE PRODUCTION.

Effluent Management and Compliance

Cahya Mata manages effluent across its SBUs with a focus on preventing pollution and ensuring regulatory compliance. At PPES Works, effluent arises from project-based activities such as unsuitable earth materials, with streams segregated and parameters including pH, BOD, COD, suspended solids and oil/grease monitored. No on-site treatment or recycling is implemented and disposal is managed on a project-specific basis.

The Oiltools SBU generates effluent mainly from equipment cleaning. This is controlled through washing basins with sump pits and any traces of lube oil are removed using vacuum trucks. While there is no on-site treatment plant, effluent management complies with regulatory standards through proper collection and disposal procedures.

Across the Group, effluent management integrates segregation, containment, or closed-loop recycling depending on the SBU, ensuring that all operations minimise environmental impact and maintain compliance, supporting Cahya Mata’s commitment to sustainable and responsible operations.



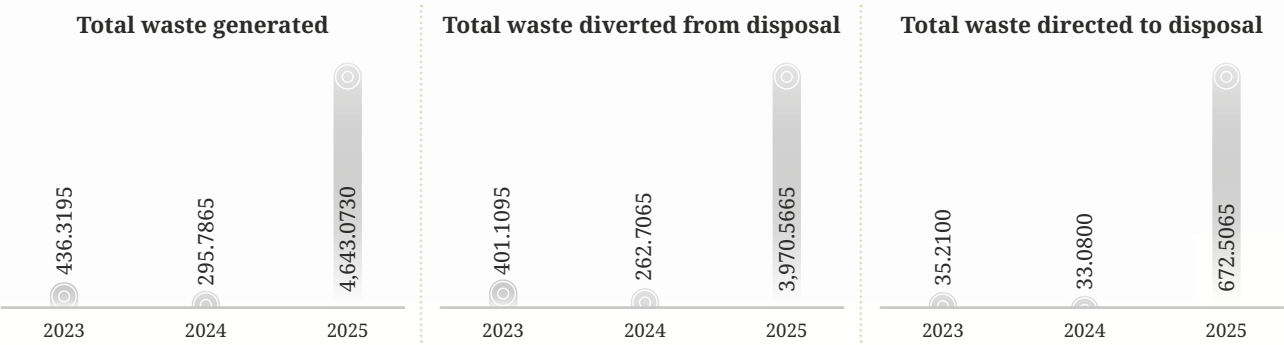
ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Our Performance in FY2025

Cahya Mata recorded zero fines or penalties for waste and environmental non compliance across all SBUs.

Key Performance Indicator	Unit	2023	2024	2025
Total waste generated	Metric Tonnes (MT)	436.3195	295.7865	4,643.0730
Total waste diverted from disposal	Metric Tonnes (MT)	401.1095	262.7065	3,970.5665
Total waste directed to disposal	Metric Tonnes (MT)	35.2100	33.0800	672.5065
Hazardous Waste				
Total hazardous waste generated	Metric Tonnes (MT)	57.6450	58.2120	3,366.9030
Total hazardous waste diverted from disposal	Metric Tonnes (MT)	39.7250	50.4920	3,350.2565
Total hazardous waste directed to disposal	Metric Tonnes (MT)	17.9200	7.7200	16.6465
Non-Hazardous Waste				
Total non-hazardous waste generated	Metric Tonnes (MT)	378.6745	237.5745	1,276.1700
Total non-hazardous waste diverted from disposal	Metric Tonnes (MT)	361.3845	212.2145	620.3100
Total non-hazardous waste directed to disposal	Metric Tonnes (MT)	17.2900	25.3600	655.8600

- Note:
- (i) The data disclosed above covers the Head Office and operating SBUs, including Cement, Phosphates, Road Maintenance, Oiltools, Property Development, and Diversified Strategic Business Units (CMT and PPES Works)
 - (ii) No effluent discharge was recorded during the year.
 - (iii) The variance in FY2025 reflects the commencement of structured data collection, which improved measurement accuracy and resulted in higher reported figures compared to prior years. FY2026 will formalise monitoring systems and quantitative reduction targets, establishing a robust baseline aligned with the ESG Scorecard.



Our Outlook

Cahya Mata and our SBUs are progressively enhancing waste and effluent management to align with corporate sustainability objectives, regulatory requirements, and circular economy principles. The Cement SBU leads with its Alternative Fuel and Resources (AFR) plan (2026–2028), focused on internal waste reuse and exploring alternative fuels such as biomass, shredded tyres, and industrial sludges to reduce reliance on coal once Clinker Line 2 becomes operational in 2027.

Phosphates SBU is developing baseline operational data in 2026 to establish measurable targets for waste reduction, effluent management and resource efficiency, including the commercialisation of granulated phosphate slag.

Other SBUs, including Oiltools, PPES Works and Construction Materials & Trading, are integrating waste reduction considerations into ESG and ISO 14001 frameworks, with plans to formalise commitments and targets in the near term. Monitoring and evaluation are ensured through Group-wide KPIs, monthly reporting via the Zuno Veridis platform, periodic audits and annual sustainability disclosures. Stakeholder engagement, including public sessions and regulatory coordination, strengthens transparency, compliance and continuous improvement in waste and effluent management across the Group.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

M10 WATER MANAGEMENT

Capitals	Stakeholders	UN SDGs
	 S1 S2 S3 S7	

Why it matters?

Cahya Mata and our SBUs recognise water as a vital operational input and an essential environmental resource. The Group is committed to strengthening water stewardship through structured, efficient and responsible management practices across its operations.

Water management efforts focus on optimising consumption across core production activities, routine operational activities and employee welfare facilities, while maintaining full compliance with all applicable regulatory requirements. Water is primarily utilised for industrial processing, dust suppression, equipment cleaning, concrete production, landscape irrigation and workforce amenities.

To enhance performance, the Group continuously implements efficiency measures, monitors usage patterns and identifies opportunities to reduce wastage.

The Cement and Construction Materials SBUs operate closed-loop systems and implement proactive measures to reduce consumption, while the Property Development SBU monitors water use throughout construction and operational phases. Emerging operations, such as Phosphates SBU, currently use water for plant restoration, maintenance, and employee facilities, with plans to systematically manage full production water usage once operations resume.

Across all SBUs, water management practices support operational efficiency, environmental stewardship, and the mitigation of potential water-related impacts, even in areas of low water stress.

Water Stewardship and Operational Impact

The Group maintains a structured approach to water stewardship, recognising both the operational and environmental implications of water use across the Group.

In Oiltools SBU, operations have no direct water-related impacts, as activities neither affect communities nor the environment. Similarly, the Property Development SBU currently reports no significant water-related impacts.

In the Road Maintenance SBU, water withdrawal is substantial and increases proportionally with project activity, highlighting the need for careful monitoring and management of water resources during operations.

Within the Construction Materials & Trading SBU, water management is a core operational priority. SEDC Quarries Sdn Bhd acknowledges the inherent risks of sediment runoff during quarrying, particularly during periods of heavy rainfall, which could impact surface water quality. To mitigate these risks, water quality is rigorously tested every quarter to ensure compliance with regulatory standards. SEDC Premix Sdn Bhd has invested in rainwater harvesting systems, capturing rainfall for reuse in sprinkler systems to suppress dust, thereby reducing dependence on treated potable water. At Cahya Mata Wires Sdn Bhd, cooling water from production processes is captured and stored in a dedicated concrete tank, then reused and recirculated in a closed-loop system. This practice minimises freshwater intake, reduces discharge volumes, and enhances thermal stability within manufacturing operations.

The Phosphates SBU has limited water use during FY2025, primarily associated with plant restoration and resumption activities. The main consumption arises from equipment cleaning, system flushing, and domestic requirements, with no wastewater discharge, contamination, or depletion of local water resources observed during the period.

ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Mitigating Water-Related Impacts Across Operations

Cahya Mata and our SBUs implement a range of measures to mitigate water-related impacts, ensuring regulatory compliance and responsible water management. In Oiltools SBU, dedicated washing basins and sump pits are installed at supply bases to prevent sludge or effluent from entering stormwater drains. The Road Maintenance SBU prioritises the use of available water from streams and rivers, reducing reliance on municipal supply and optimising resource efficiency.

The Property Development SBU is adopting a forward-looking approach to stormwater management by securing approval from the Department of Irrigation and Drainage (DID) Sarawak for Stormwater Management (SUSToM) Planning Submissions for all proposed developments. This aligns with the State's mandated development control standards and integrates stormwater management directly into project design, reducing environmental degradation while enhancing urban liveability and landscape quality. SUSToM reflects a shift away from conventional rapid-discharge drainage systems toward a sustainable, control-at-source framework that manages both stormwater quantity and quality at source, implements erosion and sediment controls, utilises detention and retention systems to temporarily store runoff, encourages infiltration techniques to reduce peak discharge and incorporates natural purification mechanisms before water reaches river systems.

Within the Construction Materials & Trading SBU, SEDC Quarries and SEDC Premix channel discharged water through sedimentation ponds before release into public waterways, mitigating sedimentation and contamination risks. At Cahya Mata Wires, a closed-loop water system recirculates water for plant machinery, minimising consumption, while CMS Infra Trading enforces operational practices such as promptly turning off taps to limit wastage.

Collectively, these initiatives demonstrate Cahya Mata's strategic commitment to water stewardship, integrating operational efficiency, environmental protection and regulatory compliance across all SBUs, while supporting sustainable growth and long-term resource resilience.

Operations in Water Stressed Areas

Cahya Mata's operations are generally not located in water-stressed areas. Based on the World Resources Institute (WRI) Aqueduct Water Risk Atlas, Sarawak is classified as having a low baseline level of water stress. This favourable water availability supports the continuity and resilience of operations across most SBUs, with no significant water stress mitigation or adaptation measures currently required.

Water use is managed according to operational needs and regulatory requirements, with systems in place for recycling and responsible management to ensure sustainability and minimal environmental impact.

At certain project sites, such as the Pan Borneo Highway WPC06 and Bintulu Jepak Bridge, Cahya Mata integrates environmental safeguards, including continuous river quality monitoring, monthly verification reports, and over-water construction using non-disruptive techniques. These measures ensure the protection of freshwater resources, maintain natural flow dynamics and demonstrate our commitment to balancing infrastructure development with hydrological and marine ecosystem conservation.

ENVIRONMENTAL

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Our Approach

1 Water Use Compliance

Cahya Mata's water management is primarily guided by internal policies, operational requirements, and national regulations. The Cement SBU monitors and reports water quality at Sungai Simboh in compliance with the Department of Environment's National Water Quality Standard, while other SBUs, including Oiltools, Construction Materials and Trading and Phosphates, manage water responsibly but do not currently participate in formal local or global water stewardship initiatives.



2 Policies, Stakeholder Engagement, and Water Sources

Cahya Mata manages water use across our SBUs primarily through existing environmental policies and operational practices rather than dedicated water management frameworks.

Cement SBU's broader Environmental Policy guides responsible water use by focusing on minimising environmental impacts, reducing waste through the 4Rs (Reduce, Reuse, Recycle, Recover) and lowering the carbon footprint. No formal water-specific policy is planned.

Oiltools SBU relies on municipal water supply for its operations and does not currently engage stakeholders on water-related issues. Cement SBU sources its water from the Sarawak Water Authority and rainwater harvesting, with periodic engagement with the DOE, Sarawak, the Natural Resources and Environmental Board, and nearby communities to ensure transparency on water quality monitoring.

Phosphates SBU uses municipal water primarily for plant resumption, equipment maintenance, and domestic needs.

The Group intends to complete and implement a formal water management policy by FY2026. Overall, Cahya Mata's approach ensures regulatory compliance, responsible water use, and engagement where relevant, guided by operational needs and existing environmental policies.

3 Water-Related Risk Identification and Assessment

Cahya Mata and its SBUs have systematically reviewed operational activities to identify potential water-related risks. Among the SBUs, only Oiltools has formally recognised a water-related aspect, limited to equipment cleaning under its Environment Aspect & Impact register. Cement, Construction Materials & Trading, Property Development, PPES Works and Phosphates SBUs have not identified operational water risks, as current water use is low, primarily for domestic or preparatory activities.

Consequently, no potential financial costs or R&D investments have been quantified for mitigating water-related risks, with existing practices sufficient to ensure safe, responsible, and compliant water management.

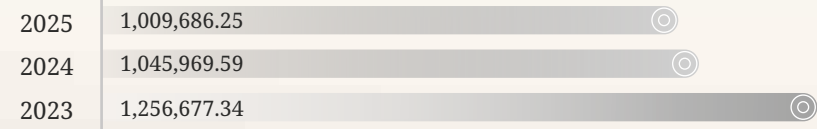
Our Performance in FY2025

CAHYA MATA
RECORDED ZERO FINES
OR PENALTIES FOR
NON-COMPLIANCE
OF WATER RELATED
LAWS & REGULATIONS
ACROSS ALL SBUS.

Key Performance Indicator	Unit	2023	2024	2025
Total water withdrawal	m3	1,256,677.34	1,045,969.59	1,009,686.25

Note:

(i) Water withdrawal for operations consumption is sourced from the local municipal council only.



ENVIRONMENTAL

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

M11 BIODIVERSITY

Capitals	Stakeholders	UN SDGs
	S3 S7	15 LIFE ON LAND

Why it matters?

Impact on Biodiversity

Cahya Mata is cognisant that the biodiversity impacts of our operations vary depending on the nature of each business activity. Resource and land-intensive SBUs such as Cement, Construction Materials and Trading and Property Development pose the most direct risks to ecosystems through habitat disturbance, soil degradation, dust, noise emissions and landscape alteration associated with extraction, manufacturing and construction activities. The Group is committed to reducing and avoiding these impacts, protecting local ecosystems and restoring biodiversity through responsible operational practices and sustainable land use management.

Offshore Drilling Waste Management by Oiltools may affect marine ecosystems but discharges are conducted in accordance with contractual and regulatory requirements to minimise harm. In contrast, SBUs such as Phosphates had no material biodiversity impacts in 2025, as activities were limited to plant maintenance with no land-use change and operations are not located near sensitive or protected areas.

Our Approach

Overall, biodiversity impacts are managed through regulatory compliance and environmental controls with risk levels varying by operational footprint.

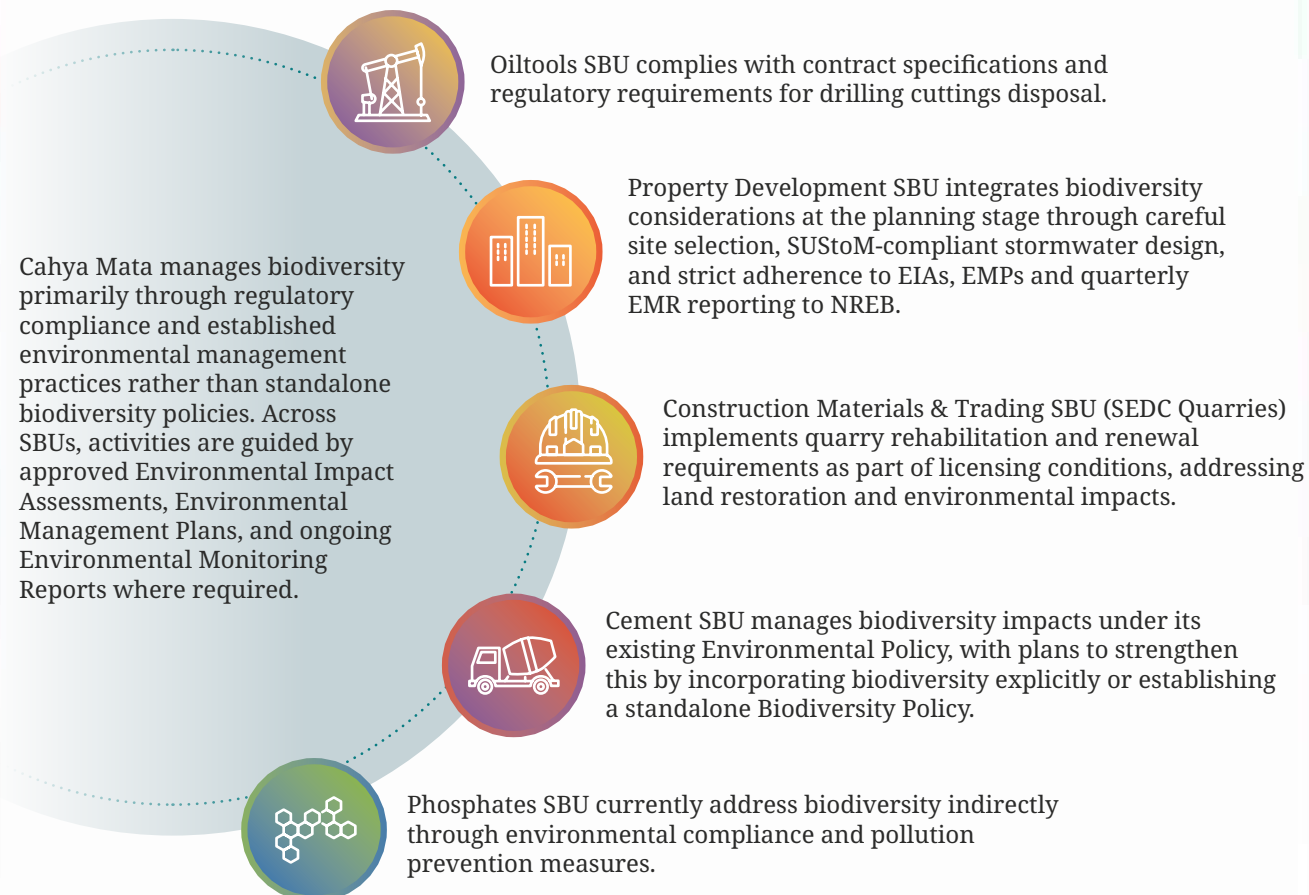
Biodiversity matters across Cahya Mata are overseen through regulatory compliance, site-level accountability, and Group-level governance. SBUs with higher environmental footprints, such as Property Development, Construction Materials & Trading, and Oiltools, operate in accordance with approved Environmental Impact Assessments and Environmental Management Plans, with ongoing monitoring and reporting to regulators such as Natural Resources and Environment Board Sarawak (NREB) and Department of Environment (DOE).

Cement SBU will further strengthen oversight through the establishment of a dedicated Biodiversity Task Force in 2026. For Phosphates SBU, biodiversity risks are managed through the SBU risk register and reviewed under the Group Risk and Sustainability governance framework. Overall oversight is supported by periodic monitoring, regulatory reporting, and annual ESG disclosures to Group Headquarters.



ENVIRONMENTAL UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Policies and Procedures on Biodiversity Conservation



Overall, biodiversity conservation is embedded through compliance-based controls, monitoring, and rehabilitation practices, with further policy development planned where risk profiles increase.

Biodiversity Risk Assessments

Biodiversity risks at Cahya Mata are assessed primarily through project-specific environmental and risk management processes where such risks are material. The Property Development SBU conducts formal EIAs for major developments, such as Bandar Samariang and Samalaju New Township, to identify and mitigate potential impacts on ecosystems before project approval. The Cement SBU assesses biodiversity risks within its operational risk framework, focusing on land use planning and deforestation risks that could lead to environmental degradation and reputational impacts.

Other SBUs, including Oiltools, Construction Materials & Trading, and Phosphates, have not undertaken specific biodiversity risk assessments, as their current operations are either service-based, regulated under client-led EIAs, or not located near ecologically sensitive areas and were not identified as posing material biodiversity risks during the reporting period.

ENVIRONMENTAL UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

How We Create Value

Conservation and Restoration Initiatives

Cahya Mata recognises that quarrying, construction and industrial activities inevitably exert pressure on surrounding habitats. Rather than treating biodiversity as a compliance obligation, the Group approaches it as a long-term ecological investment, restoring degraded landscapes, rebuilding ecosystem integrity and strengthening natural capital resilience.

The Cahya Mata Tree Planting Programme serves both as remediation for historical land degradation and as a preventive buffer against future environmental loss. By restoring degraded land and reconnecting fragmented habitats, the programme actively creates biodiversity corridors, stabilises soil systems and enhances watershed protection. This approach supports ecological reversibility, transforming previously disturbed land into regenerating forest systems with measurable carbon sequestration and habitat value.



The programme is located at Sabal Forest Reserve, a gazetted reserve since 1927 with a history of logging and shifting cultivation. Restoration efforts therefore contribute directly to rehabilitating historically impacted forest landscapes. In FY2025, the programmes comprise planting of 58 native species, representing a broad ecosystem diversity.

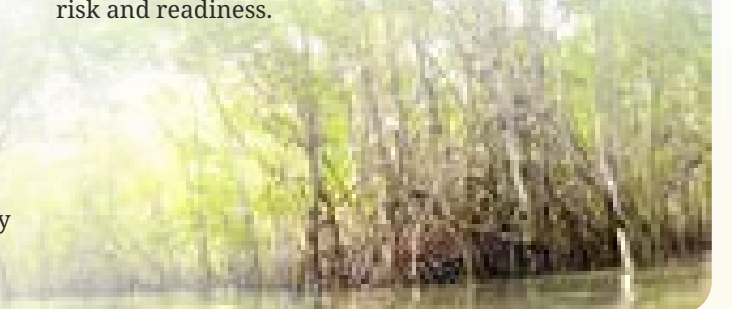
Additionally, our Cement SBU, which has established a structured three-year Biodiversity Plan for 2026–2028. This plan focuses on identifying disturbed areas, strengthening governance through a dedicated Biodiversity Task Force, engaging regulators on quarry rehabilitation, implementing phased tree-planting programmes, raising employee awareness, and progressively integrating biodiversity considerations into environmental policies.

The Property Development SBU's proposed Samariang Township Development at Jalan Sultan Tengah, Kuching spans approximately 5,242 acres within a saline mangrove ecosystem of high ecological value. To date, about 1,850 acres have been developed, with 3,392 acres remaining for future phases. The site is situated within a natural mangrove system dominated by Rhizophora, Avicennia and Sonneratia species, habitats that are critical for coastal stabilisation, carbon sequestration and aquatic breeding cycles.

This ecosystem supports notable and protected wildlife, including the endangered Proboscis Monkey (Nasalis larvatus), the vulnerable Lesser Adjutant Stork (Leptoptilos javanicus), estuarine crocodiles (Crocodylus porosus) and other mangrove-dependent fauna. The mangroves also function as essential nursery grounds for fish, prawns and crabs that sustain local fisheries.

Development within this landscape presents clear biodiversity impacts, including habitat disturbance, potential fragmentation of wildlife corridors and alteration of natural hydrology that sustains mangrove regeneration and aquatic life cycles. At present, there are no formal biodiversity quantification tools in place to measure flora and fauna impact, nor specific restoration programmes implemented for the site. As development progresses, biodiversity management will become a critical consideration to mitigate long-term ecological degradation and preserve the environmental integrity of the remaining undeveloped land.

Most of our SBUs are at preliminary stages of conducting conservation programmes, while Phosphates is exploring a future initiative to develop a native-species arboretum as both a biodiversity enhancement and carbon sink, subject to feasibility and approval. These efforts reflect a gradual, phased approach to biodiversity conservation across the Group, with targeted initiatives aligned to operational risk and readiness.



ENVIRONMENTAL
UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Our Approach

2025 Tree Planting Programme – Sabal Forest Reserve

In 2025, the programme expanded to 58 native species, significantly enhancing ecosystem diversity and structural resilience.

Species Group	Composition	Strategic Ecological Value
Shorea spp.	34.7%	Rapid growth, high carbon sequestration, dominant canopy regeneration
Craizylum & Calophyllum	26.2%	Adaptive species with strong carbon storage capacity
Nyatoh	11.8%	Mid-canopy formation supporting layered biodiversity
Legumes, Rattans & Understory	13.8%	Soil enrichment, structural diversity, ecological niches
Threatened & High-Value Species	4.6%	Supports conservation of IUCN-listed and endemic species
Hopea & Dipterocarpus	5.8%	Keystone species critical for long-term forest integrity

This species mix reflects a deliberate ecological strategy, combining fast-growing carbon sinks with keystone and conservation-priority species to ensure both short-term regeneration and long-term forest stability.

Tree Planting Scale & Commitment



Our Outlook

Future Habitat Conservation and Restoration Plans

In line with IFRS S2, Cahya Mata’s approach to habitat conservation is integrated into its strategy, risk management, and forward-looking planning, with actions defined across short, medium, and long term horizons based on operational risk exposure.

At the Group level, biodiversity and habitat considerations are incorporated into sustainability governance and risk oversight, ensuring that material nature-related risks and opportunities are identified and managed where relevant.

The Cement SBU, which has the highest exposure to land-use impacts, has established a time-bound three-year biodiversity action plan (2026–2028). This includes identifying disturbed land areas, formalising accountability through a Biodiversity Task Force, engaging regulators on quarry rehabilitation, and implementing restoration measures such as native tree planting and site rehabilitation. These actions are designed to mitigate long-term environmental and reputational risks associated with resource extraction and land disturbance.

The Property Development SBU also applies a phased risk mitigation approach. Short-term actions focus on site screening, buffer zones, and impact avoidance; medium-term actions include habitat restoration and monitoring; and long-term actions integrate conservation considerations into land-use planning and asset lifecycle management to reduce cumulative biodiversity impacts.

For Construction Materials and Trading SBU, future quarry rehabilitation and tree-planting programmes address post-extraction land restoration risks and regulatory obligations.

SBUs with limited direct biodiversity exposure, such as Oiltools and Phosphates, do not currently require site-specific habitat restoration plans. However, Oiltools supports Group-level conservation initiatives, while Phosphates will reassess the need for habitat-related actions should its operational risk profile change.

Overall, Cahya Mata’s habitat conservation plans are risk-based, time-bound, and proportionate, supporting the identification, management, and mitigation of nature-related risks in line with IFRS S2 expectations.

SOCIAL:
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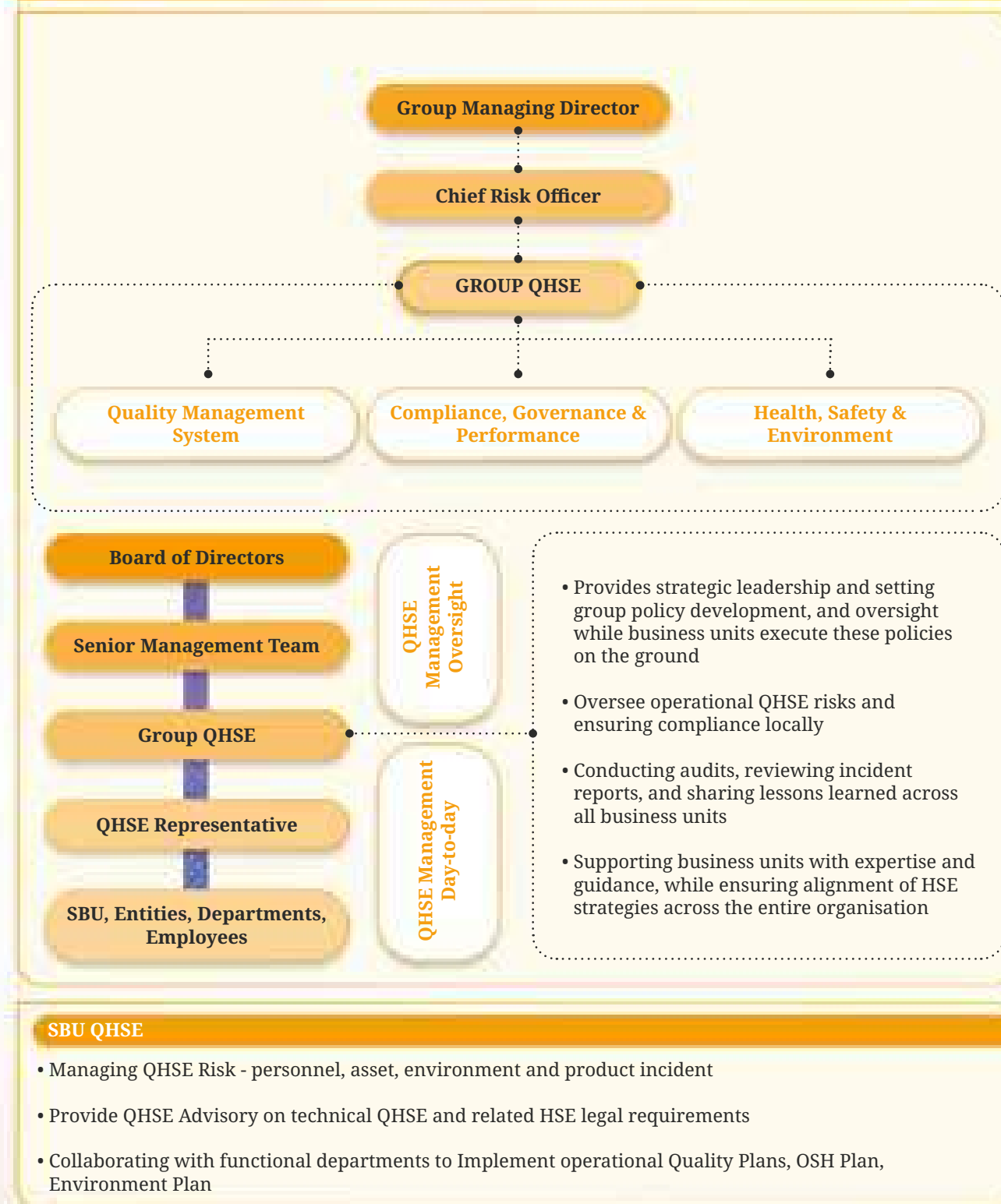
M12 OCCUPATIONAL HEALTH AND SAFETY

Capitals	Stakeholders	UN SDGs
	S3 S8	

Why it matters?	Our approach
Occupational Health and Safety (OHS) is central to Cahya Mata’s commitment to operational excellence, business resilience and stakeholder trust. We recognise that safety responsibilities are essential not only for uninterrupted operations across the Group but also for protecting everyone connected to our activities, including contractors and external stakeholders. The Group enforces consistent OHS standards particularly in long-term and high-risk projects, through mandatory safety inductions, strict adherence to site safety regulations, continuous monitoring of health and safety performance, and the integration of OHS requirements into contractual obligations. Cahya Mata is committed to the continuous improvement of health and safety practices, actively reducing potential impacts on employees, contractors and other external stakeholders. By embedding OHS into daily operations and project governance, the Group strengthens accountability, mitigates operational risks, and builds confidence among employees, partners, and the communities it serves.	Cahya Mata’s governance of occupational health and safety risks is anchored by the Group Quality, Health, Safety and Environment (QHSE) function, which provides centralised leadership, oversight and assurance across the Group. Key areas of focus include quality management, worker health & safety protection, and environmental conservation. Group QHSE sets the strategic direction by developing Group-wide policies, frameworks, manuals and standards, while SBUs are accountable for day-to-day implementation and risk management at the operational level. At the Group level, QHSE oversees key health and safety risks, monitors regulatory compliance, conducts audits, reviews incidents and drives continuous improvement through the sharing of lessons learned across SBUs. At the SBU level, QHSE works closely with management teams to provide technical guidance, build capabilities and ensure consistent application of health and safety practices, enabling a disciplined and aligned approach to risk management across the organisation.

SOCIAL NURTURING GROWTH IN PEOPLE

Cahya Mata's QHSE reporting structure:



SOCIAL NURTURING GROWTH IN PEOPLE

Joint Management-Worker Health and Safety Committee

Cahya Mata's Joint Management-Worker Health and Safety Committees are established at all worksites and chaired by the highest site authority, with balanced employer and employee representation.

Meeting at least quarterly, the committees identify hazards, review incidents and policies, monitor safety programmes, and are empowered to escalate OHS issues to senior management and the Board. Beyond advisory roles, the committees are empowered with decision-making authority on OHS matters, including the escalation of significant issues to senior management and the Board where necessary.

This structure ensures shared accountability, proactive risk management and a strong safety culture across the Group.

Policies and Continuous Improvement Framework

Cahya Mata's health and safety policies are developed under a structured Group-wide QHSE framework, led by the Group QHSE function with oversight from senior management.

The Group's core policy instruments establish the principles and standards guiding operations across all business units. These include the Group Occupational Health and Safety (OHS) Statement, which sets the expectations for safeguarding the health and wellbeing of employees; the Group Quality Statement, which reinforces commitment to maintaining product and service excellence; and the Group Environmental Statement, which articulates the Group's responsibilities in environmental stewardship and sustainable operational practices. Together, they set out Cahya Mata's commitments to occupational safety and health, total quality management and environmental stewardship across all operations.

These policies apply to all employees and extend to contractors, vendors and other affiliated parties operating within Cahya Mata's worksites. They establish clear expectations for legal compliance, hazard identification and risk mitigation, provision of appropriate training, information and supervision, and the promotion of safe and healthy work practices.

Continuous improvement is embedded within the framework through regular reviews, audits and feedback from operations. The policies emphasise proactive risk management, anticipation of emerging health, safety and environmental risks, and the integration of QHSE considerations into daily operations.



SOCIAL NURTURING GROWTH IN PEOPLE

Policies & Procedures: Safe and Healthy Work environment

QHSE Manual Framework

Cahya Mata maintains a Group-wide QHSE Manual framework, approved and to be implemented from January 2026, to support a safe and healthy work environment across all operations. The framework standardised occupational safety, health, environmental, emergency response and quality practices, ensures compliance with Malaysian regulations and relevant ISO standards, and drives continual improvement.

It is governed through clear leadership accountability, defined employee responsibilities, annual reviews, and structured communication and training, including group-wide safety campaigns and train-the-trainer programmes. The framework is being rolled out in phases, with additional policies to be implemented from 2026.

Policies and Procedures on Hazard Reporting and Worker Protection

Cahya Mata has established clear policies and procedures across the Group and its SBUs to ensure workplace hazards are promptly reported, investigated and resolved, while safeguarding workers from harm. These policies are anchored in the Group Safety & Health Policy.

Hazard Reporting Mechanisms

Workers are encouraged and empowered to report hazards or unsafe conditions through multiple channels, which include formal incident and hazard reporting systems covering unsafe acts, unsafe conditions, and near misses, as well as hazard identification forms to document and communicate observed risks in a structured manner.

Employees may also escalate concerns directly to their immediate supervisors or designated safety officers to ensure timely intervention. In addition, safety suggestion channels such as the UCUX (You See, You Act!) initiative and, within certain SBUs, anonymous suggestion boxes or digital reporting platforms, provide further avenues for feedback and proactive risk identification.

Collectively, these mechanisms are designed to be accessible and non-punitive, reinforcing a strong culture of early reporting, shared accountability, and preventive action across the Group.

Investigation and Corrective Actions

All reported hazards are investigated by the Safety Department through structured reviews, including inspections, interviews and root cause analysis. Corrective and preventive actions are implemented, tracked and reported to management and safety committees to support effective risk control and continual improvement.

Communication and Worker Awareness

Awareness of hazard reporting rights and worker protections is reinforced through training, communications and ongoing safety initiatives, ensuring workers know how to raise concerns and are supported by consistent follow-up and management action.

SOCIAL NURTURING GROWTH IN PEOPLE

ISO Certification on Occupational Health and Safety Management

Cahya Mata has institutionalised robust occupational health and safety practices through the adoption of the ISO 45001:2018 Occupational Health and Safety Management System across its operations. To date, 10 companies within the Group have achieved ISO 45001 certification reflecting a sustained commitment to systematic risk management and workforce protection.

Certification covers key operational areas within the Cement, Construction Materials and Trading, Road Maintenance, and Oiltools SBUs, ensuring a structured and internationally recognised framework for identifying, assessing, and mitigating workplace health and safety risks across operations. It strengthens regulatory compliance, enhances incident prevention, and reinforces employee protection within diverse and often high-risk operating environments. Importantly, the certification embeds clear health and safety accountability at both the Group and SBU levels, ensuring consistent governance, oversight, and continuous improvement in occupational health and safety performance.

Cahya Mata Phosphates Industries is targeted to obtain ISO 45001 certification in 2026, further extending the Group's safety management standards. Ongoing compliance and continual improvement are supported through regular internal audits, management reviews, targeted training programmes and workshops, as well as periodic assessments to ensure alignment with evolving operational risks and best practices under ISO 45001.

The Group and our SBUs have obtained the following certifications:

List of Certifications

ISO 9001:2015

Quality Management System

ISO 45001:2018

Occupational Health and Safety Management System

ISO 14001:2015

Environmental Management System

ISO 17025:2017

Testing and Calibration Laboratories

ISO 50001:2018

Energy Management System

SOCIAL NURTURING GROWTH IN PEOPLE

Worker Participation & Scope of Activities

Cahya Mata places strong emphasis on worker participation and consultation as a core pillar of its OHS management system. Employees are actively engaged in the development, implementation and continuous review of OHS practices through established platforms such as the Safety & Health Committees and regular QHSE Dialogues conducted across the Group.

At the operational level, worker feedback is further integrated through Management Review Meetings and periodic toolbox meetings at worksites, ensuring that safety concerns, hazards and improvement opportunities are identified early and addressed promptly.

This structured, two-way engagement has strengthened safety awareness, reinforced shared accountability and contributed to measurable improvements in workplace HSE performance, including a sustained reduction in incidents.

Scope of Workers Covered

Cahya Mata employs more than 2,000 employees across 40 operating companies, all of whom are fully covered under the Group's OHS system. The Group adopts an inclusive and comprehensive approach to its OHS framework, ensuring that everyone who may be exposed to workplace risks is protected under the same safety expectations, standards, and control measures.

Coverage extends beyond full-time employees to include contract workers and temporary staff, site-based personnel across operational locations, and visitors present within Cahya Mata's operational premises. This inclusive scope reinforces the Group's commitment to safeguarding all individuals within its sphere of operations.

The application of the OHS system spans all Cahya Mata operations, ensuring consistent safety standards across manufacturing sites, construction areas, quarries, offices, and other operational environments. At the same time, the framework allows for the implementation of site-specific risk controls where necessary, enabling tailored risk management while maintaining Group-wide governance and oversight.



CAHYA MATA EMPLOYS MORE THAN 2,000 EMPLOYEES ACROSS 40 OPERATING COMPANIES, ALL OF WHOM ARE FULLY COVERED UNDER THE GROUP'S OHS SYSTEM.



SOCIAL NURTURING GROWTH IN PEOPLE

Contractors, Communication and Enforcement

Cahya Mata's Occupational Health and Safety (OHS) system extends beyond employees to include contractors, vendors, and other external parties operating on the Group's premises. Engagement with these stakeholders is formalised through contractual obligations, site-specific safety inductions, and regular safety meetings, ensuring alignment with the Group's safety expectations.

Compliance is monitored through audits, on-site inspections, and continuous oversight, with OHS clauses in contracts incorporating penalties where necessary to enforce adherence. To reinforce accountability and maintain a safe working environment for all, Cahya Mata retains the authority to suspend work activities in cases of non-compliance, demonstrating a zero-tolerance approach to safety breaches and a commitment to proactive risk management.

OHS Coverage by SBU

OHS coverage across Cahya Mata's key SBUs is comprehensive, consistently applied, and extends to all relevant personnel. In the Cement SBU, coverage includes full-time employees, contractors, and transporters. The Road Maintenance SBU encompasses full-time employees and contractors, while the Construction Materials and Trading SBU and Phosphates SBU similarly include full-time employees and contractors within their OHS framework. This uniform coverage reinforces consistent safety standards across all operations, regardless of operational complexity or geographic location.

While no material gaps in OHS coverage have been identified, Cahya Mata remains committed to the ongoing completeness and effectiveness of our system. Measures to maintain and enhance OHS performance include regular risk assessments across SBUs to proactively identify hazards, mandatory onboarding and safety training for contractors, harmonisation of policies across subsidiaries to ensure consistent practices, and continuous monitoring and reporting to management. These initiatives collectively underpin a strong culture of safety, accountability, and continuous improvement across the Group.

Audit and Certification of Cahya Mata's OHS System

Cahya Mata's OHS system is supported by a structured audit and certification framework that strengthens governance, ensures regulatory compliance, and drives continuous improvement across the Group.

1 INTERNAL AUDIT FRAMEWORK

Conducted by trained and certified auditors to maintain objectivity and technical competence. Audits are performed according to a risk-based plan, which is reviewed and approved annually to reflect evolving operational risks, regulatory requirements, and business activities. The audit scope encompasses compliance with internal OHS controls and procedures, alignment with statutory and regulatory requirements, effectiveness of risk mitigation measures, OHS performance indicators, and workforce coverage. Audits also identify gaps, non-conformities, and areas for improvement. Findings are reported to management, with corrective and preventive actions systematically tracked to closure as part of the Group's continuous improvement process.

2 EXTERNAL CERTIFICATION AND STANDARDS ALIGNMENT

Cahya Mata has progressively aligned its OHS practices with ISO 45001:2018 across operations, following a phased implementation approach. Certification status varies by SBU. The Cement SBU at Mambong and Bintulu is pending certification with SIRIM, while the Concrete operations have achieved certification under LRQA. SEDC Premix, SEDC Quarries, Road Maintenance SBU, and PPES Works operations are certified under Intertek, Cahya Mata Wires is certified under Det Norske Veritas (DNV), and Oiltools holds certifications from both DNV and Intertek.

This combination of rigorous internal assurance and independent third-party certification ensures that Cahya Mata's OHS system is robust, consistently applied, and aligned with international best practices, while providing the flexibility to continuously enhance the system as operations expand and mature.

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Scope of Risk Assessments

Cahya Mata conducts health and safety risk assessments using a structured, risk-based framework that applies to both new and existing operations, ensuring hazards are identified, evaluated and controlled in a systematic manner.

For new operations, health and safety risks are assessed during the planning and approval stages. These assessments are integrated into statutory requirements, including Environmental Impact Assessments (EIA) under the EIA Order and Control of Industrial Major Accident Hazards (CIMAH) Regulations. Where applicable, Quantitative Risk Assessments (QRA) are undertaken to evaluate major accident scenarios and potential impacts before operations commence, supporting informed decision-making and proactive mitigation.

In existing operations, risk assessments are conducted across all operations and tailored to the specific nature and level of risk. Key assessments include process safety evaluations such as QRA and Hazard and Operability Studies (HAZOP), occupational

safety assessments through Hazard Identification, Risk Assessment and Risk Control (HIRARC), and occupational health assessments including Chemical Health Risk Assessment (CHRA), Ergonomic Risk Assessment (ERA), and Noise Risk Assessment (NRA).

Legally required assessments, including EIA, QRA, CIMAH, CHRA, ERA, and NRA, are performed by consultants registered with the relevant authorities. HIRARC assessments are led by operational risk owners, supported and facilitated by HSE personnel to ensure consistency and technical robustness.

All risk assessments comply with methodologies and risk matrices prescribed under applicable laws, regulations, guidelines, and codes of practice, including OSH legislation. In addition, a Group-wide internal QHSE risk matrix, approved in December 2025, standardises risk evaluation and prioritisation across all Cahya Mata operations, reinforcing a consistent and proactive approach to health and safety management.

Use of Risk Assessment Outcomes

Key findings and identified controls from health and safety risk assessments are actively communicated to workers and contractors through toolbox briefings and job-specific safety discussions, ensuring that personnel are aware of potential hazards and the measures in place to mitigate them.

The recommendations generated from these assessments are systematically used to develop and update internal standard operating procedures (SOPs), strengthen operational controls and work practices and support continuous improvement in health and safety performance across the Group. By translating risk assessment outcomes into practical actions, Cahya Mata reinforces a proactive safety culture and ensures that lessons learned are embedded across all operations.

How we identify Work-related hazards

Cahya Mata identifies work-related hazards and assesses associated risks through a structured and practical approach. This ensures hazards are recognised early and risks are controlled before they result in harm.



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Hazard Identification Methods

Hazard identification is conducted through multiple complementary processes. HSE walkabouts allow direct observation of work conditions and behaviours on site, while internal audits and inspections verify compliance and uncover systemic risks. The Unsafe Condition & Unsafe Act (UCUA) programme further encourages proactive reporting, enabling immediate rectification of unsafe practices or environments.

Hazard identification and risk assessments are conducted at key points, including before the construction or operational phase of any new activity, prior to routine and non-routine work, and whenever there are changes to processes, equipment, materials, or work methods.

Once risks are identified, associated control measures are communicated to relevant workers and contractors through toolbox briefings and job-specific safety discussions. Broader organisational awareness is reinforced via QHSE lessons-learned sessions, targeted workshops and training programmes, and intranet platforms, ensuring that risk information is widely shared and embedded across the Group.

How We Create Value

OHS Initiatives and Actions in FY2025

Cahya Mata implemented coordinated OHS initiatives across all operations to strengthen safety performance, enhance workforce capability, and reinforce regulatory compliance throughout the Group.

Key OHS Initiatives & Actions

A key focus area was safety enhancement programmes, with HSE assessments conducted across 35 business units spanning six SBUs, excluding Environmental Technology SBU. These assessments were designed to identify safety gaps early, strengthen risk controls, and improve compliance and operational resilience.

Training and capability building were also prioritised, with in-house programmes delivered by the Group QHSE team. Training focused on critical areas including emergency preparedness and response plans, as well as chemical management for operations handling hazardous substances.

To reinforce awareness and embed a proactive safety culture, the Group implemented Safety Campaign 2025 throughout the year, involving all seven SBUs. The campaign aimed to reinforce safe behaviours, strengthen shared responsibility for health and safety, and foster a culture of proactive risk management.



THE GROUP IMPLEMENTED SAFETY CAMPAIGN 2025 THROUGHOUT THE YEAR, INVOLVING ALL SEVEN SBUS. THE CAMPAIGN AIMED TO REINFORCE SAFE BEHAVIOURS, STRENGTHEN SHARED RESPONSIBILITY FOR HEALTH AND SAFETY, AND FOSTER A CULTURE OF PROACTIVE RISK MANAGEMENT.

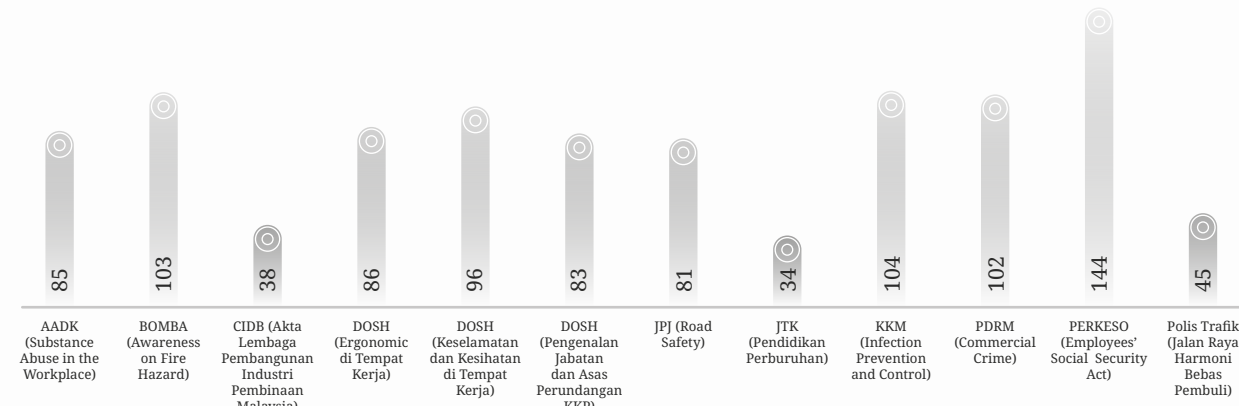
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External Stakeholder Engagement

External stakeholder engagement complemented internal initiatives, with collaboration with local authorities conducted in conjunction with Safety Campaign 2025. These engagements focused on educating stakeholders on legal and regulatory health and safety requirements, supporting both compliance and community awareness of safe practices.

Talk By Local Authority Programme

Topics for Local by Local Authority & Webinar by Group QHSE



Health & Safety Training Initiatives in FY2025

In FY2025, Cahya Mata and its Strategic Business Units (SBUs) delivered a comprehensive suite of health and safety training programmes at both Group and SBU levels. These initiatives were designed to strengthen workplace safety culture, enhance regulatory compliance, and build a proactive approach to risk management across operations.

Training Scope and Delivery

A total of 23 training sessions were conducted during the year, involving both employees and contractors. Training covered key occupational health and safety topics, including chemical safety, emergency response plans, road safety, and ergonomics, addressing the most material risks across Cahya Mata's operations.

OHS training is delivered through a structured, multi-level approach that combines practical learning with leadership development. Training is conducted via in-person workshops and on-site demonstrations, while monthly safety talks maintain continuous awareness among employees. Quarterly workshops focus on higher-risk topics to address critical operational hazards, and annual leadership programmes are designed to reinforce accountability and cultivate strong safety leadership.

The objectives of these programmes are to enhance hazard identification and risk awareness, strengthen emergency preparedness and response capabilities, ensure compliance with DOSH requirements, and foster a proactive and consistent safety culture across all Strategic Business Units (SBUs). This integrated methodology ensures that safety knowledge is both applied effectively on the ground and reinforced at leadership levels, supporting a sustainable culture of risk prevention and operational excellence.

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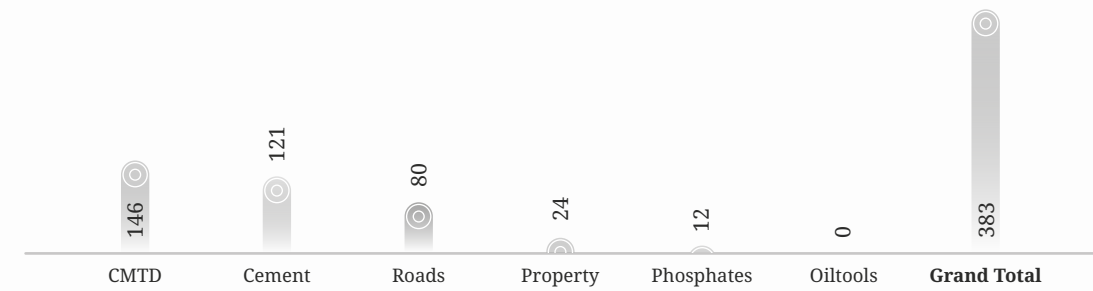
Outcomes and Effectiveness

The training initiatives resulted in enhanced safety awareness, improved compliance, reduced incident rates, and higher participation levels. Effectiveness was monitored through post-training assessments, feedback surveys, and incident trend analysis, enabling continuous improvement.

Health & Safety Risk Assessment Results and Follow-Up Actions

Across all health and safety assessments conducted by Cahya Mata in FY2025, a total of 383 findings were identified. The main areas of concern included health and safety signage, chemical management, emergency equipment, and the use and availability of personal protective equipment (PPE). These findings provide critical insights into areas requiring attention and serve as the basis for corrective actions, operational improvements, and the strengthening of safety controls across six of our SBUs, except for Environmental Technology SBU where assessments have not yet been carried out.

HSE Assesments FY2025



Communication of Results and Corrective Actions

Assessment findings are communicated promptly to auditees and SBU representatives immediately following each evaluation. Any gaps in compliance, along with the required corrective and preventive actions, are clearly explained, and a shared understanding is established regarding timelines and responsibilities for implementation.

For example, one finding identified that fire extinguishers were not easily visible due to dust accumulation. Corrective actions included

identifying all affected fire extinguishers, installing transparent protective covers, and reviewing and enhancing maintenance schedules to ensure ongoing visibility.

To ensure sustained improvement, periodic follow-up assessments are conducted to verify the effectiveness of corrective actions, while continuous monitoring reinforces compliance and supports ongoing risk reduction across all operations.

Work-Related Injuries

During the year, Cahya Mata recorded several types of work-related injuries across its operations. The most common categories included slips, trips, and falls; struck-by or caught-in incidents; cuts, lacerations, and abrasions; hand and finger injuries; and eye and face injuries. Additionally, animal-related incidents were noted, including dog bites with suspected rabies exposure. These findings provide critical insights for targeted preventive measures and the ongoing enhancement of workplace safety protocols.

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SBUs and Activities Most Affected

Injuries were primarily associated with the following activities and operating environments:

- 1 Manufacturing and Production**
compressor units, furnace operations, derusting and painting works, pallet handling
- 3 Maintenance Works**
use of grinder cutters, wrench and socket tools

- 2 Logistics and Transport**
mixer truck operations, loading and unloading activities
- 4 General site operations**
slips in common facilities (e.g. toilets) and animal encounters

Monitoring and Injury Trend Analysis

Injury data is systematically tracked through incident reporting systems, supported by root cause analysis and quarterly safety performance reviews. This approach enables the Group to identify recurring patterns, emerging risks and high-risk activities, forming the basis for targeted safety interventions.

Corrective and Preventive Measures

Based on comprehensive incident analyses, Cahya Mata has implemented a range of corrective and preventive measures to strengthen workplace safety. Key actions include reinforcing personal protective equipment (PPE) requirements, delivering targeted safety training and focused toolbox talks, introducing engineering controls such as safer equipment and improved flooring, and implementing process redesigns alongside regular health surveillance programmes.

Emerging Injury Trends in FY2025

Two notable emerging risk areas were identified in FY2025. The first involves animal-related injuries, particularly dog bites at worksites, and the second concerns an increase in hand, finger, and ergonomic injuries linked to manual handling and tool usage. Mitigation measures have been introduced, including awareness campaigns, refresher training, and updates to relevant safety procedures, to proactively address these risks.

Communication of Lessons Learned

Lessons learned from incidents are consistently communicated across the Group through internal safety alerts, toolbox meetings, refresher training sessions, and updates to safety procedures and work instructions. This structured approach ensures continuous learning, reinforces safety awareness, and supports ongoing improvement in workplace health and safety performance.



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Targets and Timeframe

Cahya Mata Group's FY2026 health and safety targets are anchored on three core priorities:

- achieving zero fatalities
- continuing the reduction of the Lost Time Injury Frequency Rate (LTIFR)
- ensuring full compliance with mandatory safety training requirements

These targets are underpinned by five strategic QHSE initiatives:

- 1 robust documentation and governance to ensure policies and procedures are current and consistently applied
- 2 fostering a proactive safety culture through strengthened leadership accountability and frontline ownership
- 3 competency development via regular safety training programmes, including "train-the-trainer" initiatives
- 4 digital enablement through platforms for incident reporting, compliance tracking, and performance monitoring
- 5 integrated risk management, embedding systematic risk assessments into operational planning and execution.

Performance monitoring was instituted in 2025, establishing FY2025 as the baseline year. Key indicators, which include incident rates and training completion, are tracked against this baseline, with progress assessed through structured quarterly and annual reviews. While the Group has already achieved improvements, including a reduction in LTIFR in FY2024, ongoing challenges such as workforce turnover and contractor compliance are being addressed through stronger engagement and digital solutions.

Comparison of Health and Safety Performance Against Targets

During FY2025, Cahya Mata Group set clear health and safety targets focused on zero fatalities, reduced incident rates, and improved compliance, with performance benchmarked against national statistics from DOSH, DOSM and the DOSH OSHMP 2025.

The Group recorded an occupational injury rate of 5.33 per 1,000 workers, above the national average of 2.49. This gap highlighted the need for strengthened safety measures and more targeted improvements.

In response, the Group advanced several key initiatives to further strengthen health and safety performance across its operations. These included enhancing QHSE documentation to ensure consistent compliance, promoting a proactive safety culture through targeted campaigns and life-saving rules, and strengthening workforce competency through regular training programmes. Integrated risk assessments were applied to identify and control hazards at an early stage, while digital platforms were leveraged to improve incident reporting, investigations, and accountability.

Together, these efforts support a more structured, data-driven approach to improving health and safety performance.

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Our Performance

Key Performance Indicators	Unit	FY2023	FY2024	FY2025
Employees				
Total number of hours worked	Number	2,590,450.65	2,493,400.90	6,074,638.35
Recordable work-related injuries	Number	5	24	9
Rate of recordable work-related injuries	Rate	1.93	9.63	3.57
Number of Lost Time Injuries (LTI)	Number	3	6	5
Lost Time Incident Rate (LTIR)	Rate	0.23	0.48	0.16
Lost Time Injury Frequency Rate (LTIFR)	Rate	1.16	2.41	0.82
Employees trained on health and safety standards	Number	1,742	3,051	1,203
Contractors				
Metric		FY2023	FY2024	FY2025
Total Hours Worked	Number	961,136	1,174,645	2,188,559
Number of LTI	Number	2	1	1
LTIR	Rate	0.42	0.17	0.09
LTIFR	Rate	2.08	0.85	0.46

Note:

i. Scope and boundaries: The data disclosed above covers the Head Office and operating SBUs, including Cement, Phosphates, Road Maintenance, Oiltools, Property Development, and Diversified Strategic Business Units (CMT and PPES Works)

ii. Lost Time Incident Rate (LTIR) is calculated as follows:
 $(A/B) \times 200,000$
A: Number of lost time injuries in the reporting period
B: Total number of hours worked in the reporting period

iii. Lost Time Injury Frequency Rate (LTIFR) is calculated as follows:
 $(\text{Number of LTI} \times 1,000,000) / \text{Total number of hours worked}$

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Our Outlook

Cahya Mata aspires to position safety excellence as a strategic enabler of sustainable growth. As the Group operates across diverse, asset-intensive environments, its approach to OHS continues to evolve, from compliance-driven foundations to data-enabled, forward-looking risk management.

Short-Term	Medium-Term	Long-Term
We will focus on reinforcing consistency, discipline and compliance across all SBUs and Business Units (BUs). Key priorities include aligning OHS practices and implementation with Group-wide directives, ensuring fundamental compliance with legal evaluation programmes, and strengthening communication channels for incident, emergency and hazard reporting.	Cahya Mata will advance our risk assessment framework to ensure more robust, systematic and forward-looking identification of hazards. This will be complemented by increased HSE digitalisation, enhancing reporting efficiency, communication effectiveness and risk assessment accuracy across the Group.	Cahya Mata aims to leverage Quality, Health, Safety and Environment (QHSE) data in conjunction with AI to drive continual improvement. By transforming historical and real-time safety data into predictive insights, the Group seeks to strengthen hazard anticipation, enhance decision-making, and embed proactive risk prevention across operations Cahya Mata aligns its OHS practices with national regulatory frameworks through the development of a Group legal register platform, ensuring consistent implementation and monitoring of HSE requirements across all operations. Safety ownership is reinforced through active engagement of employees, contractors and stakeholders via structured committees, campaigns, Life Saving Rules and hazard identification programmes. To strengthen governance, the Group is institutionalising OHS through a formal Group QHSE Policy, supported by standardised manuals, technical documents and clearly defined non-negotiable safety behaviours.

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M13 TALENT MANAGEMENT AND DEVELOPMENT

Capitals	Stakeholders	UN SDGs
		

Why it matters?

Talent management is fundamental to Cahya Mata’s ability to deliver its strategy and sustain long-term value. By building a skilled, engaged and future-ready workforce, the Group ensures that the right capabilities are in place to support operational excellence, innovation and growth. A structured approach to leadership development, succession planning and career progression strengthens continuity and organisational resilience, while a values-led culture rooted in learning, accountability and merit reinforces performance, engagement and retention across the Group.

Our Approach

Cahya Mata adopts a holistic approach to employee attraction and retention, recognising that people are central to long-term business performance and continuity.

Key initiatives to retain skilled employees:

Cahya Mata implements a comprehensive approach to retaining skilled employees, anchored on leadership development programmes, structured career frameworks, and performance-based rewards and recognition mechanisms. Structured onboarding and engagement programmes further ensure that employees are integrated effectively and supported throughout their tenure, fostering commitment and long-term retention.

Alignment with market conditions:

To remain competitive, the Group aligns its compensation and benefits with prevailing market conditions through regular benchmarking exercises. Engagement and retention strategies are reviewed periodically to ensure they continue to meet workforce needs and support the Group’s objectives of attracting, developing, and retaining high-calibre talent.

Outcomes:

These combined efforts have contributed to improved employee retention, stronger internal mobility, higher engagement levels, and sustained leadership continuity, supporting Cahya Mata’s ability to attract and retain talent in a competitive labour market.

How Cahya Mata approaches capacity building

Capacity building is driven by a structured Behavioural Competency Framework developed with Mercer, supported by technical and functional training, leadership and soft-skills programmes, and digital and future-skills development.

Identification of needs:

Development needs are identified through performance reviews, training needs analyses, competency assessments, and Individual Development Plans to ensure alignment with business and employee priorities.

Measuring effectiveness:

Development needs are identified through performance reviews, training needs analyses, competency assessments, and Individual Development Plans to ensure alignment with business and employee priorities.

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Policies and Procedures

Cahya Mata’s talent management approach is guided by a structured set of Group-wide policies and frameworks that support employee development, engagement and leadership continuity.

The Group’s talent and people practices are anchored by a structured framework that ensures workforce development, capability building, and organisational alignment. The Talent Management Policy provides guidance on workforce development, performance management, and succession planning. The Learning & Development Framework supports capability building and continuous learning across all levels of the organisation. Meanwhile, the Employee Engagement Guidelines foster effective communication, engagement, and alignment with the Group’s strategic objectives, reinforcing a high-performance and motivated workforce.

These policies are reviewed periodically to ensure relevance and alignment with business needs.

Implementation and Communication

Policies and updates are communicated effectively through internal communications and circulars and HR briefings and workshops. Meanwhile, management cascade sessions at Group and SBU levels are also implemented to ensure consistent understanding and adoption across the organisation.

Key Enhancements During the Year

During FY2025, management focused on strengthening structured development pathways and enhancing performance management and employee engagement processes.

Competency and Succession Planning Framework

In April 2025, the Board approved the Competency and Succession Planning Framework, which is being implemented in two phases:

PHASE 1

COMPETENCY FRAMEWORK (COMPLETED)

Between May and October 2025, the Group implemented a structured competency framework to strengthen workforce capability and leadership effectiveness. Six core competencies encompassing adaptability, accountability, collaboration, communication, customer focus, and problem solving were introduced to guide performance expectations across all employees. For leadership roles, four competencies were established: visionary leadership, business acumen, capability development, and strategic planning.

Group-wide competency assessments were conducted to evaluate current capabilities, and the results are being used to inform targeted development plans and gap-closing initiatives scheduled for 2026. This systematic approach ensures that talent development is aligned with organisational objectives and prepares employees and leaders to meet evolving business challenges.

PHASE 2

SUCCESSION PLANNING FRAMEWORK (IN PROGRESS)

The following phase focuses on identifying and addressing critical skill gaps that align with both immediate operational requirements and long-term strategic objectives. Building on the outcomes of the recent competency assessments, a separate exercise will be conducted to identify high-potential talent, ensuring a pipeline of capable leaders for key roles. The formal succession plan, based on these assessments and talent reviews, is targeted for rollout in 2027, providing a structured approach to leadership continuity and long-term organisational resilience.

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Governance Structure for Talent Succession and Development

Cahya Mata's talent succession and development agenda is overseen through a structured governance framework to ensure accountability, alignment and long-term leadership continuity.

The Board and Board Committees provide strategic oversight, set direction and review progress on talent and succession planning, while Group Human Resources (HR) is responsible for designing and implementing talent development and succession frameworks across the Group. The Senior Management actively participates in reviews, providing input on critical roles, leadership readiness and capability gaps at Group and SBU levels.

Monitoring and Reporting

In 2025, Cahya Mata established a structured Talent Management and Succession Planning Framework as part of its commitment to strengthening leadership continuity and organisational resilience. As this framework represents a foundational step in the Group's long-term talent strategy, the initial phase focused on establishing baseline indicators to support systematic monitoring and reporting.

Two key data points were identified to support the early stages of succession planning and workforce risk assessment. These include employees demonstrating consistently high performance across the Group, as well as employees in managerial positions and above who are aged 50 and above. These indicators provide an important baseline for assessing leadership pipeline readiness, identifying potential succession risks related to retirement exposure, and supporting forward workforce planning.

Moving forward, these baseline indicators will be progressively integrated with competency assessment outcomes, talent review exercises and leadership development programmes. This will enable Cahya Mata to strengthen succession planning processes, enhance leadership readiness assessments and build a sustainable pipeline of capable leaders across the Group.

Communication and Cascade of Talent Programmes

Talent development and succession initiatives are communicated through a structured cascade process to ensure clarity, relevance, and full organisational engagement. The Group HR led the corporate rollout of the new competency framework, while SBU HR representatives facilitated site-specific and operational briefings to ensure relevance and clarity. Between June and August 2025, a series of hybrid briefings combining online and face-to-face sessions were conducted, effectively reaching employees across all business units and embedding awareness of the Group's talent and competency priorities.

How We Create Value

Building a Sustainable Talent Pipeline

Cahya Mata adopts a structured and deliberate approach to building a sustainable talent pipeline, beginning with career conversations and talent calibration to identify high-potential employees. This is reinforced through targeted leadership development, graduate and continuous learning programmes tailored across career stages, from entry-level to senior leadership, with succession planning embedded at the top.

SOCIAL NURTURING GROWTH IN PEOPLE

Employee Development and Training

Cahya Mata fosters continuous learning and career growth across all employee groups, governed by HR policies. Key commitments include skills enhancement, leadership development, and career progression aligned with business needs.

Training needs are identified through performance reviews, organisational priorities, and business requirements, with funding supported by 2% of basic salary and the 1% HRD Corp levy. From 2026, the Group will implement structured career conversations and Individual Development Plans (IDPs), with progress tracked and maintained by HR.

Total training hours increased to 16,821 hours, supported by higher investment of RM2.28 million, reflecting deeper and more targeted programmes. Training was delivered across all employee categories, with balanced participation by gender, reinforcing a consistent, inclusive approach to workforce development and long-term capability building.



TOTAL TRAINING HOURS INCREASED TO 16,821 HOURS, SUPPORTED BY HIGHER INVESTMENT OF RM2.28 MILLION, REFLECTING DEEPER AND MORE TARGETED PROGRAMMES.

Employee Wellbeing

Cahya Mata recognises that employee wellbeing is fundamental to sustaining workforce productivity, engagement and long-term organisational performance. The Group adopts a holistic wellbeing framework encompassing mental, physical, financial and social wellbeing, ensuring that employee support initiatives address the diverse needs of its workforce.

Employee benefits and support programmes are guided by the Group HR Policies and Procedures and have been mapped under the four wellbeing dimensions to provide a structured and comprehensive approach to workforce wellbeing. These include employee wellness programmes, healthcare benefits, educational assistance, engagement initiatives and social support mechanisms designed to support employees throughout different stages of their careers.

This structured clustering of benefits provides clearer visibility into the Group's wellbeing initiatives and supports more effective programme monitoring and enhancement. Building on the work undertaken in 2025, Cahya Mata will further strengthen its employee wellbeing ecosystem in 2026 through the expansion of its Employee Assistance Programme (EAP) and the introduction of additional initiatives aimed at promoting mental health awareness, work-life balance, and overall employee wellbeing.

Succession Planning Framework

Cahya Mata's succession planning framework is being developed with an immediate focus on identifying and closing critical competency gaps to meet near-term organisational needs. Insights from Group-wide competency evaluations will be used to identify high-potential talent, forming the foundation of a structured succession plan targeted for rollout in 2027.

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Performance Appraisal Approach

Cahya Mata's performance appraisal framework is designed to align individual and team performance with the Group's strategic objectives through a Balanced Scorecard approach applied consistently across the Group and its SBUs. The process emphasises continuous feedback, regular performance conversations, and a strong development orientation to support capability building and long-term performance.

To strengthen effectiveness, the Group has enhanced the framework with clearer and more measurable performance indicators, SMART² goal setting: Smart & Shared, Measurable & Managed, Achievable & Actionable, Relevant & Resourced and Timely & Time-bound. This presents a more explicit linkage between performance outcomes, learning and development plans, and reward mechanisms.

Compensation and Reward System

Cahya Mata's compensation and reward framework is designed to be competitive, performance-linked, and aligned with the Group's values and business objectives. Rewards are reinforced through recognition programmes and transparent communication by leadership, ensuring employees understand the link between performance, contribution, and outcomes. The system's effectiveness is assessed through engagement metrics, retention data, and employee feedback to ensure fairness, motivation, and long-term workforce sustainability.



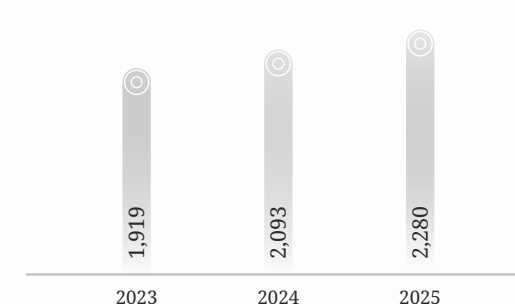
SOCIAL NURTURING GROWTH IN PEOPLE

Our Performance

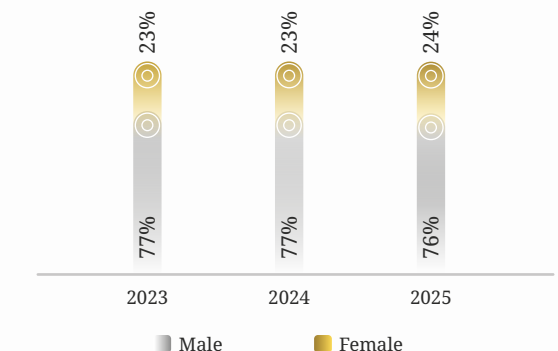
Total Employees and Employees By Gender

Key Performance Indicator	Unit	2023	2024	2025
Total number of talent pool	Number	1,919	2,093	2,280
Talent Pool by Gender (Male : Female)	%	77% : 23%	77% : 23%	76% : 24%

Total Number of Talent Pool



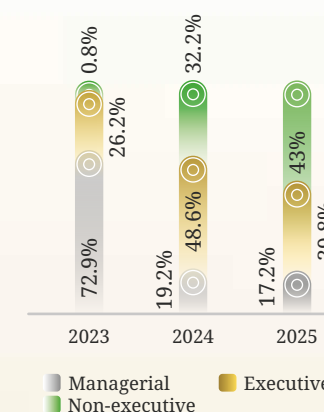
Talent Pool by Gender (Male : Female)



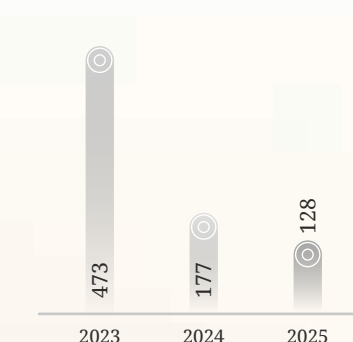
Turnover Rate and Turnover By Employee Category

Key Performance Indicator	Unit	2023	2024	2025
Turnover rate by employee category (Managerial : Executive : Non-executive)	%	72.9% : 26.2% : 0.8%	19.2% : 48.6% : 32.2%	17.2% : 39.8% : 43%
Total number of employee turnover	Number	473	177	128
Percentage of turnover over total workforce	%	24.65%	8.46%	5.61%

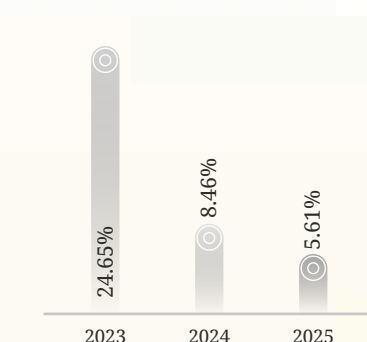
Turnover rate by employee category



Total number of employee turnover



Percentage of turnover over total workforce

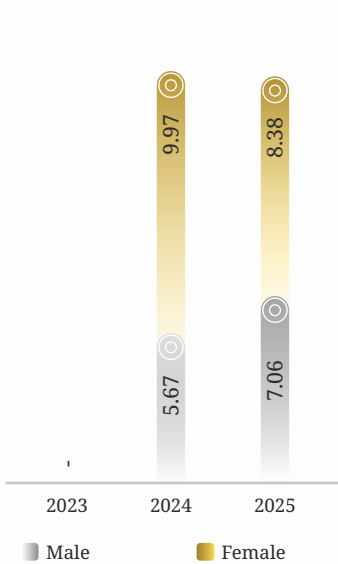


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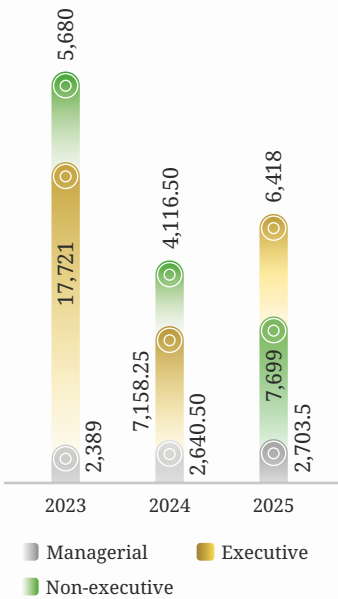
Employee Training

Key Performance Indicator	Unit	2023	2024	2025
Average training hours per employee	Hours	13	7	7
Average training hours by gender (Male : Female)	Hours	0 : 0	5.67 : 9.97	7.06 : 8.38
Total training hours by employee category (Managerial : Executive : Non-executive)	Hours	2,389 : 17,721 : 5,680	2,640.50 : 7,158.25 : 4,116.50	2,703.5 : 7,699 : 6,418
Total Employee Training Hours	Hours	25,790	13,916	16,821
Investment on Training	RM' million	1.27	1.53	2.28

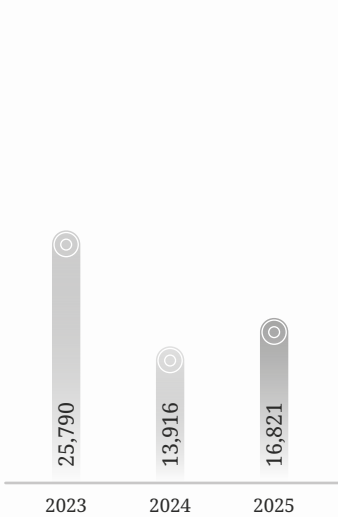
Average training hours by gender



Total training hours by employee category



Total Employee Training Hours



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Our Outlook

Cahya Mata’s strategy for continuous improvement in talent development and employee engagement focuses on strengthening leadership and capability building, expanding learning and engagement initiatives, and embedding diversity, inclusion and wellbeing into core HR practices. This will be supported by HR digitalisation through SAP SuccessFactors to enable data-driven talent management.

Progress is measured through engagement, learning and retention metrics, leadership performance and succession outcomes, and the phased implementation of SAP SuccessProfiles. Over the next three to five years, the Group aims to leverage advanced learning technologies, 113 deepen leadership pipelines, and integrate recognition and reward frameworks to sustain a high-performing and resilient workforce.

During the year under review, Cahya Mata continued to strengthen employee engagement and organisational culture through a series of structured initiatives aimed at fostering a high-performing, inclusive and values-driven workplace.

These efforts culminated in the launch of the Teguh Bersama Survey 2026, the Group’s first comprehensive employee engagement and culture survey. Conducted on 10 March 2026, the survey provides valuable insights into employee sentiment, organisational culture, leadership effectiveness and the overall workplace experience across the Group.

The results of the survey will establish the Group’s Employee Engagement Index, providing a baseline measure to monitor employee engagement and cultural alignment across all business units. Insights derived from the survey will enable management to identify key improvement areas, strengthen leadership accountability and design targeted initiatives to enhance employee experience.

Moving forward, the Teguh Bersama Survey will serve as an important diagnostic tool in guiding Cahya Mata’s culture transformation journey, ensuring that the organisation continues to build a workplace environment that supports employee engagement, capability development and long-term organisational success.

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M14 HUMAN RIGHTS

Capitals	Stakeholders	UN SDGs
		

Why it matters?

Cahya Mata’s human rights strategy is anchored on managing people-related risks, safeguarding stakeholder interests and reinforcing sustainable long-term value across the Group.

For employees, this translates into fair labour practices, safe and healthy workplaces, non-discriminatory employment, and access to effective grievance and whistleblowing mechanisms. For customers, responsible labour practices underpin ethical conduct, operational reliability and service continuity. For communities, lawful employment practices, safety standards and constructive engagement help build social trust and stability around our operations.

During the reporting period, these practices contributed to stable labour relations, uninterrupted workforce continuity, the absence of reported human rights violations through formal channels, and stronger confidence in the Group’s governance and ethical framework.

Stakeholder Engagement and External Alignment

Human rights considerations are embedded within HR governance, compliance processes and operational oversight. Stakeholder expectations are assessed through employee engagement channels, grievance mechanisms, internal reviews and, where relevant, community interactions.

To strengthen alignment with recognised labour standards, Cahya Mata leverages its membership in the Malaysian Employers Federation (MEF), which engages with the International Organisation of Employers and the International Labour Organisation (ILO). Through these platforms, the Group stays aligned with evolving international labour, responsible business conduct and ESG expectations, while remaining open to deeper multi-stakeholder collaboration in the future.

The Group’s commitment to human rights is embedded in its Code of Ethics/Conduct, HR policies and governance framework, with oversight by management and the Board. Ongoing training and MEF engagement reinforce alignment with internationally recognised standards and support continuous review under ESG governance processes.



THE GROUP STAYS
ALIGNED WITH EVOLVING
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COLLABORATION IN THE
FUTURE.

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Monitoring Human Rights

Cahya Mata monitors human rights through an integrated governance and oversight framework embedded within its core management processes.

Effectiveness is assessed through regular Human Resources and internal audit reviews, ongoing occupational safety and health (OSH) monitoring, and the use of formal grievance and whistleblowing mechanisms to surface and address concerns.

Key indicators tracked include grievance resolution outcomes and timelines, safety performance metrics, and compliance with employment laws and internal policies. These indicators provide early signals of potential risks and areas requiring intervention.

Monitoring is conducted periodically by Group Human Resources, audit functions, and operational management, with significant issues escalated to relevant governance committees. Insights from these reviews are used to strengthen policies, controls, and management practices, supporting continuous improvement in human rights protection across the Group.

Policies and Procedures

Cahya Mata’s approach to human rights is governed by a coherent set of Group-wide policies that establish clear standards of conduct and accountability across all Strategic Business Units. These include the Code of Ethics/Conduct, the Whistleblowing Policy, Occupational Safety and Health policies, and comprehensive Group Human Resources policies and procedures.

Together, these frameworks define expectations on fair employment practices, workplace safety, ethical behaviour, and the protection of employee rights. Implementation is embedded into daily operations through structured onboarding, internal communications, management accountability, and ongoing compliance oversight.

Policies are reviewed periodically to ensure continued relevance, taking into account regulatory developments, operational changes, and evolving stakeholder expectations. Cahya Mata’s approach is aligned with Malaysian employment laws and reflects internationally recognised labour and human rights principles, including the International Labour Organisation (ILO) Core Conventions, reinforcing a consistent and responsible human rights culture across the Group.

Indigenous Rights Policy

Cahya Mata manages indigenous rights and community protection through a compliance-based and engagement-driven approach. While there is no standalone Indigenous Rights Policy, the Group adheres to all applicable laws and regulatory approval processes, conducts project-specific assessments where required, and maintains ongoing engagement with local communities at its operational sites. These practices help identify and manage potential impacts on indigenous and local communities. As ESG governance matures, Cahya Mata will continue to assess the need for a more formalised indigenous rights framework.

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Our Approach

Human Rights Assessments on Stakeholders

Cahya Mata does not currently conduct standalone human rights impact assessments. Instead, human rights considerations are embedded within labour and OSH compliance processes, project planning and operational reviews, as well as grievance and whistleblowing mechanisms. These processes provide ongoing visibility over human rights risks affecting employees, contractors, and communities. As ESG governance matures, the Group is evaluating the introduction of more structured human rights risk assessments.

Cahya Mata engages stakeholders on human rights through employee feedback mechanisms, community engagement where relevant, and industry platforms. Feedback is reviewed by HR to strengthen policies and controls, with plans to further formalise engagement as ESG governance matures.

Monitoring Effectiveness of Human Rights
Actions and Initiatives

The effectiveness of human rights actions is monitored through internal audits, OSH performance indicators, grievance resolution outcomes, and workforce data analysis. Monitoring is conducted on a periodic and risk-based basis by Group HR and Risk functions, with findings used to strengthen policies, guide targeted interventions, and enhance overall governance.

Communication of Human Rights Policies

The Group communicates its human rights policy and expectations through employee onboarding, HR policies and handbooks, and internal communication platforms. Where needed, communications are further localised to ensure clear understanding across all operating locations.

Channel for Reporting Human Rights Concerns

Employees can raise human rights concerns through confidential channels, including the whistleblowing platform, HR grievance mechanisms, or escalation to management, HR or Compliance. All reports are handled in line with non-retaliation principles and addressed through established governance and investigation processes.

Human Rights Training

In FY2025, Cahya Mata began structured leadership-level capacity building on human rights and labour standards, anchored on the Chief Human Resources Officer’s (CHRO’s) participation in an MEF programme titled “Introduction to International Labour Standards, Responsible Business Conduct and ESG”. The programme covered ILO Fundamental Principles and Rights at Work, the labour dimension of responsible business conduct, HR’s role in advancing the social pillar of ESG, and leadership accountability.

Building on this foundation, the CHRO led the rollout of the programme to Group participants in Kuching in January 2026, supporting broader capability development and consistent leadership understanding across the organisation.

How We Create Value

Identification of Key Human Rights Issues at the Workplace

Cahya Mata’s salient human rights priorities include labour rights and fair employment, workplace safety and health, non-discrimination and respectful conduct, privacy and employee dignity, and community impacts from operations. These issues are identified through risk-based assessments, audits, workforce data, and stakeholder feedback, and are reviewed periodically to reflect operational or regulatory changes.

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Working Hours

The Group adheres to labour regulations, implementing a 45-hour work week and monitoring working hours and overtime through operational controls to manage fatigue, wellbeing, and productivity risks.

Minimum Wage

Cahya Mata introduced a RM1,700 minimum wage Group-wide from 1 January 2025, ahead of regulatory requirements. Compliance is ensured via payroll controls and periodic reviews, with remuneration benchmarked to maintain fair and competitive pay.

Freedom of Association & Collective Bargaining

While operating in a non-union environment, the Group respects employees’ legal rights, promoting open communication through HR engagement, grievance mechanisms, and management dialogue under non-retaliation principles. HR monitors potential risks through periodic reviews, with no significant issues identified. At present, employees at the Group and our SBUs are not unionised.

Bullying and Harassment

The Group complies with national laws and guidelines, including the Employment Act 1955, Anti-Sexual Harassment Act 2022, and the 1991 Code of Practice. Proactive policies and grievance mechanisms are in place, with structured manager training under consideration for future capability development.

Child Labour and Forced Labour

No significant risks have been identified. The Group enforces zero tolerance through HR policies, recruitment controls, compliance audits, payroll governance, and grievance mechanisms. Preventive measures are regularly reviewed, and corrective actions are promptly implemented if incidents arise.

Security Personnel

Cahya Mata manages security exclusively through in-house Auxiliary Police, with no third-party providers. In FY2025, 83 personnel completed a nine-week training programme at PULAPOL Kuching (Sept–Nov), with effectiveness monitored via supervision, incident reporting, and disciplinary governance.

Indicator	FY2023	FY2024	FY2025
Incidents of labour standards or human rights non-compliance	0	0	0
Incidents involving violation of indigenous peoples’ rights	0	0	0
Child labour cases	0	0	0
Forced labour cases	0	0	0

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NURTURING GROWTH IN PEOPLE

M15 COMMUNITY ENGAGEMENT AND DEVELOPMENT

Capitals	Stakeholders	UN SDGs
		

Why it matters?

In FY2025, Cahya Mata and its SBUs adopted a structured, needs-driven approach to community engagement, guided by stakeholder input, policy alignment and a focus on shared value creation. More than 100 initiatives were delivered across Sarawak through donations, sponsorships and in-kind contributions, with emphasis on community well-being, education, youth and sports, and environmental priorities.

These initiatives support the Group’s long-term objective of building inclusive and sustainable communities by strengthening social outcomes, advancing local socio-economic development, reinforcing its social licence to operate, and contributing to national priorities and relevant UN SDGs.

Community feedback during the year was constructive and operational in nature, and is addressed through direct engagement and incorporated into future programme planning. Cahya Mata has initiated ongoing engagement mechanisms to inform continuous improvement and future programme planning.

MORE THAN 100 INITIATIVES WERE DELIVERED ACROSS SARAWAK THROUGH DONATIONS, SPONSORSHIPS AND IN-KIND CONTRIBUTIONS, WITH EMPHASIS ON COMMUNITY WELL-BEING, EDUCATION, YOUTH AND SPORTS, AND ENVIRONMENTAL PRIORITIES.

Our Approach

Community Engagement Governance & Consultation

Cahya Mata adopts a decentralised and proportionate approach to community engagement, anchored on operational relevance, social impact and sound governance. While the Group does not maintain a standalone Group-level community council, oversight is provided through the Group Corporate Social Responsibility (CSR) function, supported by designated CSR representatives within each SBU and site-level management teams.

At operationally significant sites, such as Cement SBU, site-based community consultation committees facilitate structured dialogue with local communities to manage operational impacts and expectations.

Community Feedback & Grievance Handling

The Group does not operate a single formalised Group-wide community grievance channel. Community feedback and grievances are managed through existing operational pathways, including:

- Site and SBU management teams
- Site-based community consultation committees (where applicable)
- Designated CSR representatives
- Engagement with community partners and beneficiary organisations

Feedback and grievances are reviewed case-by-case, addressed in coordination with relevant operational teams, and escalated through management structures where required. The Group continues to enhance consistency in documentation and monitoring as part of continuous improvement. Current processes are assessed as proportionate to the Group’s risk profile and CSR scope.

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Community Engagement Governance & Consultation

We are committed to creating meaningful and lasting value within the communities in which we operate. Our Employee Volunteerism Initiatives (“EVI”) are structured around five key pillars:

EMPLOYEE VOLUNTEERISM INITIATIVES (“EVI”)



Beyond our structured initiatives, we provide financial support to initiatives that advance community development across sports, health, education and cultural enrichment. Our philosophy is anchored in creating shared value by integrating community investment into our core business strategy, we aim to stimulate sustainable economic growth, strengthen local resilience and deliver long-term impact. This integrated model reinforces our commitment to building stronger communities within our operating ecosystem.

Cahya Mata adopts a targeted, needs-driven approach in determining beneficiary communities, with priority given to areas within or adjacent to our operational footprint. Through ongoing engagement and open dialogue, we identify pressing social, economic and environmental priorities, enabling us to design initiatives that are relevant, responsive and impactful. Employees from these communities play an active role in programme planning and execution, ensuring cultural sensitivity, local ownership and meaningful participation. This approach ensures alignment with our broader business strategy, with each SBU addressing community priorities within its respective operational scope.

Community Investment Focus (FY2025)

FY2025 community investments were strategically focused, with more than half the total contribution directed toward Community Well-Being & Development. Hybrid initiatives comprised 33.2%, while Youth & Sports received 6.2%, Education 3.1%, Environment 3.1%, and Official or State functions 0.2%.

Community Participation & Inclusion

Community engagement with communities and vulnerable groups is primarily facilitated through partnerships with NGOs, welfare institutions, and community-based organisations, as well as through schools, religious institutions, and local authorities. This structured engagement ensures that initiatives are responsive to community needs, inclusive, and aligned with the Group’s social investment objectives.

Participation occurs through consultation during planning, coordination during implementation, and post-programme feedback via partners and beneficiaries to ensure relevance and inclusivity.

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Policies and Frameworks

Cahya Mata's community engagement and development activities are governed by the Sponsorship, Donation & Community Investment Policy.

The Policy defines priority focus areas, ethical safeguards, and approval and documentation requirements for all community investments across the Group.

Oversight and Implementation

The Policy is Board-approved and overseen by Group Corporate Communications (GCC), with support from Group Legal and Group Internal Audit. Execution is led by designated SBU CSR representatives and approvals are made in accordance with the Dedicated Authority Levels (DAL). All initiatives are documented, tracked, and periodically reported to ensure consistency, transparency, and compliance.

Communication and Engagement

Community engagement policies and practices are communicated through direct engagement with partners and beneficiaries, programme-level communication, and corporate disclosures, including annual and sustainability reports. This approach enables effective outreach to vulnerable groups while keeping initiatives needs-based and responsive.

The Group continues to strengthen engagement through deeper partnerships and more structured community-based initiatives where appropriate.

How We Create Value

Partnerships and Collaboration

In FY2025, Cahya Mata and our SBUs collaborated with a broad range of partners, spanning government agencies, educational institutions, community organisations, and non-profit bodies. Government-linked collaborations included SEDC Sarawak and various local authorities. Under Education & Youth Development, the Group partnered with 14 institutions, including Universiti Malaysia Sarawak (UNIMAS), the Kuching Autism Association, and local public schools.

Through its Welfare & Social Care initiatives, Cahya Mata worked with more than 23 welfare institutions, including seven institutions under Jabatan Kebajikan Malaysia ("JKM"), Sarawak, the IJN Foundation, and Yayasan Sultan Idris Shah II. Additionally, under Religious & Community Well-Being, the Group partnered with over 54 religious centres across Sarawak through its 'Adopt A Mosque Programme'.

Meanwhile, Environmental Stewardship & Employee Volunteerism efforts were undertaken in collaboration with the Forest Department Sarawak and local recycling centres. Collectively, these partnerships reflect the Group's structured and community-focused approach to social investment and stakeholder engagement across Sarawak.

These collaborations enabled effective delivery of community initiatives by leveraging partners' local knowledge, existing networks and technical expertise.

For example, partnerships with schools and universities supported education and skills-development programmes, while collaboration with community and welfare organisations facilitated targeted assistance to low-income and vulnerable groups. Engagement with local authorities helped align initiatives with regional development priorities and ensured appropriate coordination at the community level.



CAHYA MATA WORKED WITH MORE THAN 23 WELFARE INSTITUTIONS, INCLUDING SEVEN INSTITUTIONS UNDER JKMSARAWAK, THE IJN FOUNDATION, AND YAYASAN SULTAN IDRIS SHAH II. ADDITIONALLY, UNDER RELIGIOUS & COMMUNITY WELL-BEING, THE GROUP PARTNERED WITH OVER 54 RELIGIOUS CENTRES ACROSS SARAWAK THROUGH ITS 'ADOPT A MOSQUE PROGRAMME'.

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Monitoring Programme Effectiveness

The effectiveness of community engagement initiatives is monitored through a combination of quantitative and qualitative measures. These include internal tracking of approved and disbursed CSR contributions, participation levels and beneficiary reach (e.g. number of students supported, community members engaged, or organisations reached), and feedback from delivery partners and beneficiaries.

For example, post-programme feedback from schools and NGOs is used to assess relevance, uptake, and outcomes, while participation data helps evaluate reach and cost-effectiveness.

Insights from this monitoring are used to refine programme selection, improve collaboration approaches, and enhance the design and impact of future community investments.

Social Impact Assessments

Cahya Mata does not conduct formal standalone social impact assessments for all CSR initiatives. Instead, social impact considerations are integrated into existing CSR processes, including programme planning and evaluation, governance reviews, and post-implementation feedback.

Key assessment criteria include relevance to community needs, potential social benefits and risks, and alignment with CSR focus areas and policy. Inputs are informed by community partners, beneficiary organisations, and SBUs.

Mechanisms for Engagement and Partnerships

In FY2025, engagement to the targeted community groups were delivered via donations, sponsorships, and jointly implemented initiatives, all guided by the Sponsorship, Donation & Community Investment Policy, which sets eligibility, alignment, and governance standards.

Designated Group CSR functions and SBU CSR representatives coordinated partner engagement, documentation, and programme execution.

Community initiatives are supported by Group-level oversight and SBU-based implementation teams. Programme effectiveness is ensured through:

- Structured tracking of contributions and programme implementation
- Monitoring of scope, participation, and beneficiary reach
- Collection of partner and beneficiary feedback

Insights from monitoring are systematically used to refine programme planning, strengthen partnerships, and enhance the impact of future community investments.

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Impact from Initiatives

In FY2025, Cahya Mata focused on optimising and strengthening existing community programmes, rather than launching new initiatives. The year’s initiatives reached an estimated 2,000 individuals, including beneficiaries of direct support, educational programmes, volunteer engagement, and empowerment initiatives.

Collaborations involved 79 NGOs and charitable organisations, including orphanages, religious centres, and a partnership with Universiti Malaysia Sarawak (UNIMAS) supporting marginalised families. Four community development projects improved access to essential facilities and services, enhancing the physical infrastructure of local communities.

Positive indirect impacts included strengthened local institutions, improved access to education and welfare services, and indirect economic support to local suppliers and service providers. No significant negative social or environmental impacts were identified, as all initiatives were implemented within existing community settings.

All initiatives were aligned with national development priorities and relevant UN Sustainable Development Goals, particularly Quality Education (SDG 4), Reduced Inequalities (SDG 10), and Sustainable Cities and Communities (SDG 11). This approach reinforces stakeholder expectations by prioritising inclusive development, strengthening community resilience, and maintaining Cahya Mata’s social licence to operate.

FY2025 CSR Initiatives and Impacts

Focus Area	Activities / Programmes	Beneficiaries / Partners	Key Impacts
Education & Youth Development	School and higher education support, skills and empowerment programmes	Students, schools, 1 partnership with UNIMAS	Improved access to learning, youth empowerment
Community Well-Being & Social Support	Welfare programmes, support for religious and community centres	24 orphanages, 54 religious centres	Strengthened social resilience, improved access to welfare
Environmental Awareness	Environmental campaigns, hybrid social-environment programmes	Local communities	Increased awareness and responsible practices
Community Infrastructure	Renovation/upgrading of community facilities	Local community members	Improved access to essential facilities and services
Stakeholder Engagement	Partnerships with NGOs, charities, community groups	79 organisations	Strengthened local institutions and networks

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Infrastructure Investments and Services

In FY2025, Cahya Mata and its SBUs supported five community infrastructure upgrading projects, focusing on existing religious institutions, welfare facilities, and community access infrastructure. Projects were completed within 1–3 months, with scope and costs tailored to facility needs, and no new construction or land acquisition was involved.

Community and Economic Impacts:

- Improved access, safety, and functionality of essential community facilities
- Enhanced support for daily services, community activities, and social well-being
- Indirect local economic benefits through engagement of local contractors, suppliers, and service providers

No significant negative impacts were recorded, as works were confined to existing facilities and environmental disturbance was minimal and managed.

Delivery Approach:

- Implemented as non-commercial CSR initiatives
- Primarily in-kind contributions, including materials, technical services, and internal project management support

Our Performance

FY2025 Key Social Impact Outcomes

Key Performance Indicators	Unit	FY2023	FY2024	FY2025
Number of individuals positively affected through CSR Events	Number	>7,000	>12,000	2,000
Number of outreach programmes	Number	10	13	30
Collaboration with NGOs and charities to provide essential services and support	Number	4	4	60
Operations with significant actual and potential negative impacts on local communities	Number	4	2	2
Number of operations with implemented local community engagement, impact assessments, and/or development programmes	Number	4	4	4

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Our Outlook

Cahya Mata takes a consistent, governance-driven, and needs-based approach to community engagement, focusing on sustained impact rather than frequent introduction of new initiatives.

Short-Term

Efforts will focus on standardising CSR processes across SBUs, reinforcing compliance with the Sponsorship, Donation & Community Investment Policy, and strengthening tracking of approvals, disbursements, and programme scope.

Medium-Term

Cahya Mata aims to deepen programme effectiveness, concentrate resources on core focus areas, build repeat partnerships with trusted community organisations, and enhance outcome assessment through structured feedback from partners and beneficiaries.

Long-Term

The Group aims to move progressively towards more structured and outcome-oriented community development, maintaining strong governance and ensuring alignment with broader business sustainability priorities.

Cahya Mata’s community engagement efforts concentrate on three core areas. Community Well-Being & Social Development supports vulnerable groups and enhances community resilience through welfare programmes, essential services, and facility improvements. Education, Youth & Skills Development improves access to learning and development opportunities via schools, educational institutions, and youth programmes, while Environmental Stewardship champions environmental awareness and responsible practices delivered through environmental and hybrid initiatives that integrate social and environmental objectives. These focus areas reflect the Group’s commitment to creating sustainable, inclusive, and long-term positive impact in the communities we serve.

Focus areas are delivered via donations, sponsorships, in-kind contributions, and collaborations with NGOs, educational institutions, community organisations, and local authorities. Engagement prioritises communities near operational sites and others identified through needs-based assessments.

While no new focus areas were formally introduced in FY2025, the Group remains responsive to emerging community needs and stakeholder expectations, ensuring programmes evolve to maximise long-term social impact.



SOCIAL

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M16 DIVERSITY AND EQUAL OPPORTUNITY

Capitals



Stakeholders



UN SDGs



Why it matters?

Diversity and inclusivity are fundamental to Cahya Mata’s identity, strategy, and long-term success. They reflect the multicultural and multi-ethnic fabric of Sarawak and are critical to building a resilient, high-performing, and socially responsible organisation.

By embracing diversity, Cahya Mata strengthens its ability to engage communities, foster innovation, and maintain relevance across its operational footprint.

Diversity and inclusivity are fundamental to the Group’s organisational ethos, enabling Cahya Mata to ensure fairness and equal opportunity by embedding merit-based, non-discriminatory practices across recruitment, promotion, and career development.

By harnessing diverse perspectives, the Group enhances collaboration, decision-making, and problem-solving, driving more innovative and effective solutions. These principles also strengthen organisational adaptability, equipping teams to respond proactively to complex challenges. Furthermore, by fostering a workplace culture that reflects Sarawak’s values of inclusiveness and belonging, the Group is able to attract and retain talent while promoting a sense of shared purpose and engagement across its workforce.

A diverse, multiracial workforce is a strategic asset, enhancing creativity, strengthening employee engagement, and improving the Group’s ability to serve a wide range of stakeholders.

Cahya Mata promotes diversity and inclusivity through inclusive recruitment and promotion processes across SBUs, merit-based performance management and career progression and leadership accountability for respectful and inclusive behaviours. Workforce practices reflect local community representation, particularly at operational sites.

CAHYA MATA PROMOTES DIVERSITY AND INCLUSIVITY THROUGH INCLUSIVE RECRUITMENT AND PROMOTION PROCESSES ACROSS SBUS, MERIT-BASED PERFORMANCE MANAGEMENT AND CAREER PROGRESSION AND LEADERSHIP ACCOUNTABILITY FOR RESPECTFUL AND INCLUSIVE BEHAVIOURS.

SOCIAL
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Our Approach

Oversight of Diversity and Inclusivity

Cahya Mata integrates diversity and inclusivity oversight within its broader people governance framework, managed by Group Human Resources. While there is no standalone DEI department, current oversight ensures that inclusive practices are embedded across the organisation through:

HR policies and procedures that uphold non-discrimination, fairness, and equal opportunity ensuring that all employment decisions, from recruitment to promotion and career development are merit-based and consistently applied. Leadership accountability is central to this framework, with managers at both Group and SBU levels responsible for fostering inclusive behaviours, modelling equity, and promoting a culture where all employees feel respected and empowered to contribute.

Inclusivity is further embedded across key HR processes, including recruitment, performance management, learning, and talent development, ensuring that diverse perspectives are valued and supported throughout the employee lifecycle. This integrated approach reinforces a workplace culture that prioritises fairness, engagement, and equitable opportunities for all.

As part of the new HR Operating Model, diversity, equity, and inclusion (DEI) initiatives will be formally aligned under the Head of Culture, Engagement & Change Enablement, enhancing governance, coordination, and consistency as the Group's DEI maturity progresses.

Integrating Diversity into the Workforce

Cahya Mata's approach to inclusive employment is grounded in merit, fairness, and access to opportunity, embedded across recruitment, development, and remuneration practices throughout the Group and its SBUs.

Inclusive Employment Practices

The Group adopts inclusive recruitment and promotion practices grounded in merit, capability and performance, reinforced by clear leadership expectations on respect, inclusion and ethical conduct.

Inclusive behaviours are reinforced through day-to-day people management, leadership accountability, and consistent application of HR and ethical standards.

Progress is monitored through workforce analytics, demographic data, employee engagement surveys, and periodic HR and management reviews. Insights from these reviews inform continuous improvements to people practices across the Group.

Inclusive Employment Opportunities

Cahya Mata actively supports employment opportunities for individuals from B40 and lower-income communities, particularly in Sarawak, where many of the Group's operations are located. In addition to direct employment, the Group provides internships and management trainee programs for fresh university graduates and local youth. In FY2025, Cahya Mata provided internship opportunities to 28 university students and 23 fresh graduates and local youths into its management trainee programme. Through these initiatives, the Group promotes social inclusion, economic empowerment, and sustainable livelihoods while nurturing the next generation of talent within the communities it serves.

This is carried out through community-based recruitment at operational sites, targeted scholarship programmes, and planned skills-based initiatives.

Starting from 2026, the Group plans to introduce Sijil Kemahiran Malaysia (SKM) programmes in collaboration with Jabatan Pembangunan Kemahiran (JPK), Ministry of Human Resources. These initiatives will support skills training and employability for B40 communities at the Samalaju Phosphates Plant in Bintulu and enhance technical capabilities for mixed truck drivers within the Cement SBU, strengthening long-term workforce sustainability.

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Fair Remuneration and Non-Discrimination

Inclusive employment at Cahya Mata is supported by an established Remuneration Framework that promotes fair and competitive compensation, internal equity, and alignment with market benchmarks and job responsibilities. The Group is committed to the principle of equal pay for equal work, ensuring that employees are rewarded fairly and consistently regardless of gender and background while upholding equitable treatment across the organisation.

Principles of non-discrimination and equal opportunity are embedded within Group HR policies and the Code of Ethics/Conduct. These commitments are reinforced through structured job grading, transparent performance and promotion processes, and periodic reviews that strengthen accountability, fairness, and consistency across the Group.

How We Create Value

Enhancing Diversity and Inclusion Performance

In 2025, Cahya Mata advanced an inclusive and equitable workforce by integrating diversity and inclusion into recruitment, leadership practices, and employee engagement, with a strong focus on local representation, respectful leadership, and fostering collaboration and belonging across all SBUs.

Progress and outcomes are tracked through key indicators, including workforce demographic data, employee engagement feedback, retention rates, and internal mobility trends. These metrics provide insight into the effectiveness of diversity and inclusion practices and inform ongoing improvements.

Communications and Feedback

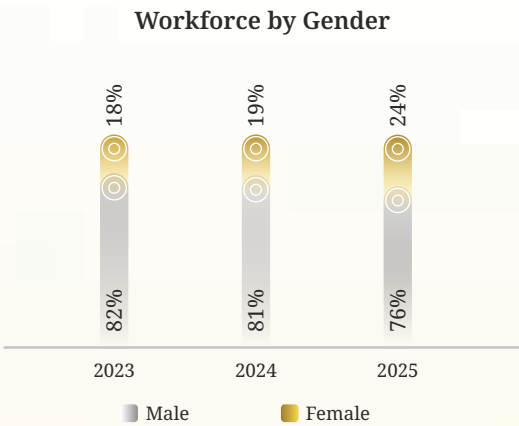
To ensure accountability and address concerns, employees may raise issues through whistleblowing mechanisms, HR grievance channels, or direct communication with managers and HR representatives. These channels are designed to be accessible, confidential, and free from retaliation, in line with the Group's HR policies. Feedback collected via surveys, town halls, and dialogue platforms is reviewed by Group HR and used to continuously refine people practices, further strengthening Cahya Mata's inclusive culture.

Our Performance

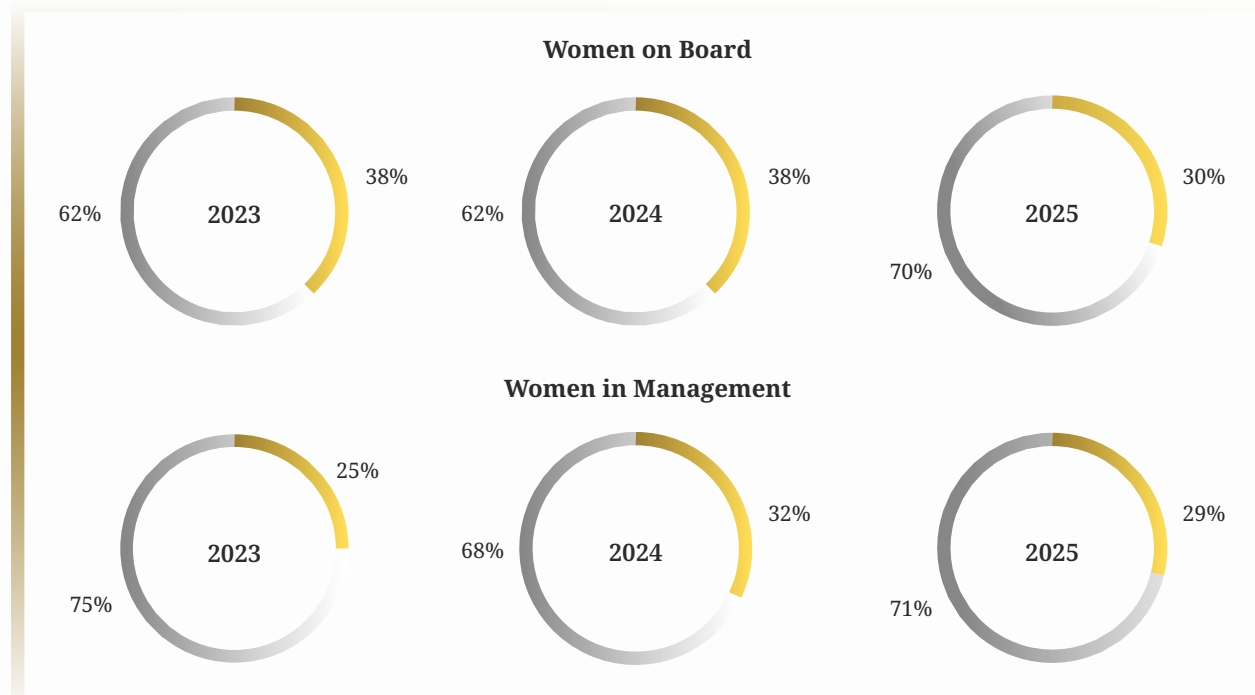
Labour Practices and Workforce Diversity

Cahya Mata upholds robust labour practices, including prevention of child and forced labour, compliance with legal working hours, adherence to minimum and fair wage standards, and structured employee engagement mechanisms.

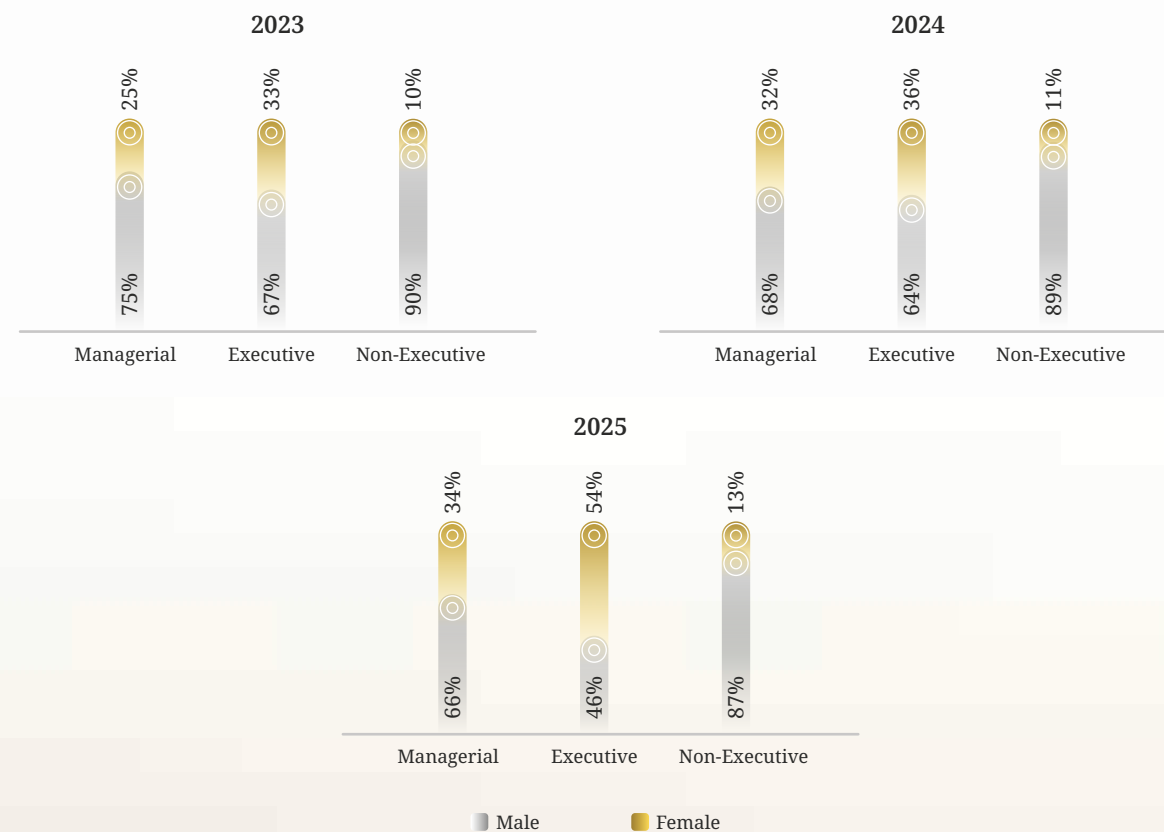
Workforce diversity is promoted through inclusive recruitment, merit-based development, and respectful workplace practices. Cahya Mata upholds a workplace free from discrimination, ensuring fair and equal opportunities for all employees regardless of race, religion, gender, age, disabilities and nationality.



SOCIAL NURTURING GROWTH IN PEOPLE

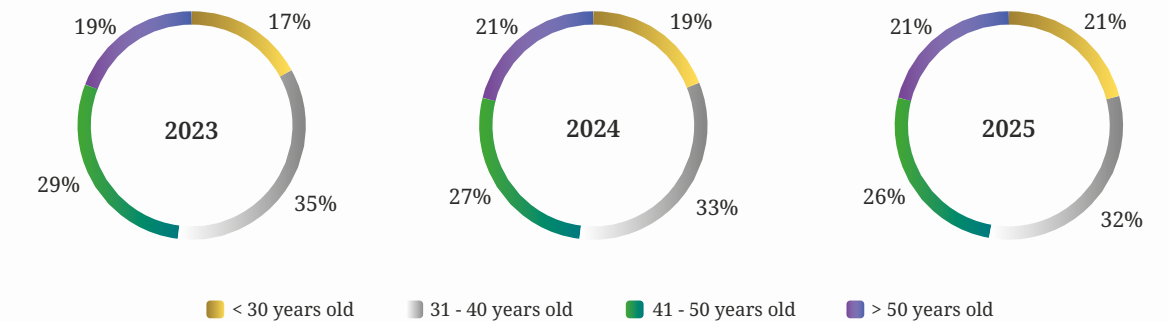


Workforce By Gender and Employment Category

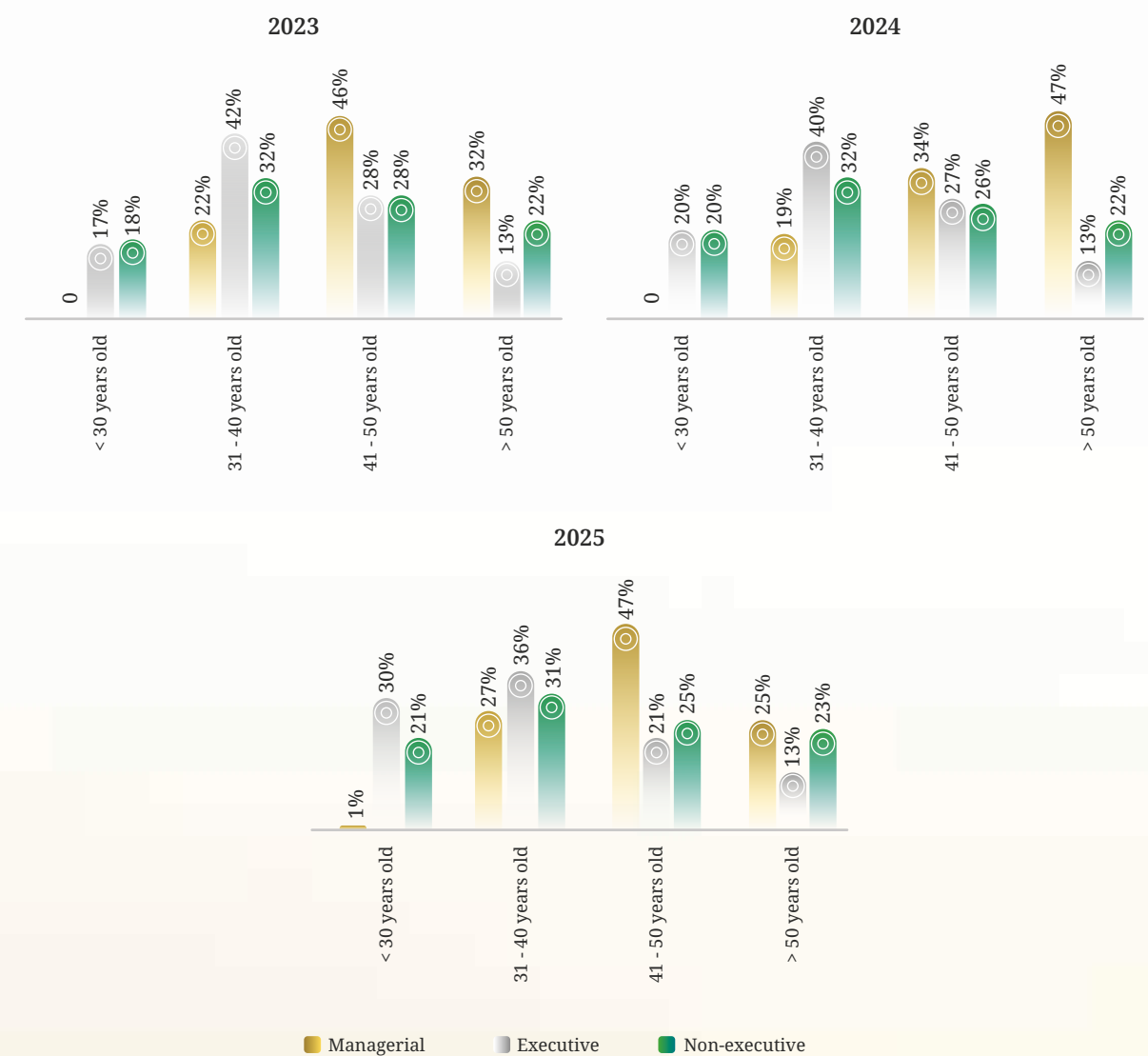


SOCIAL NURTURING GROWTH IN PEOPLE

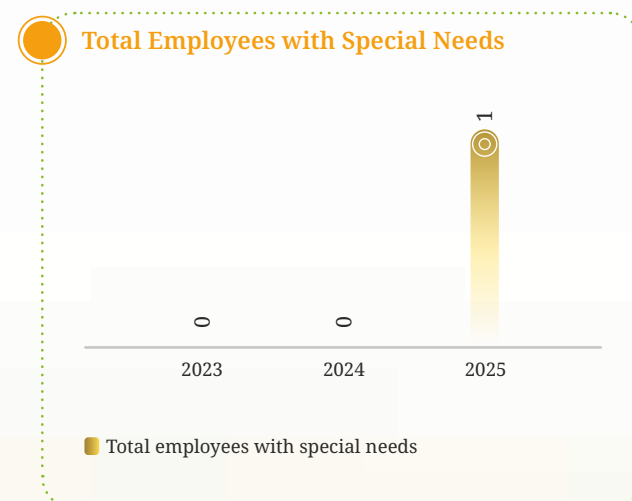
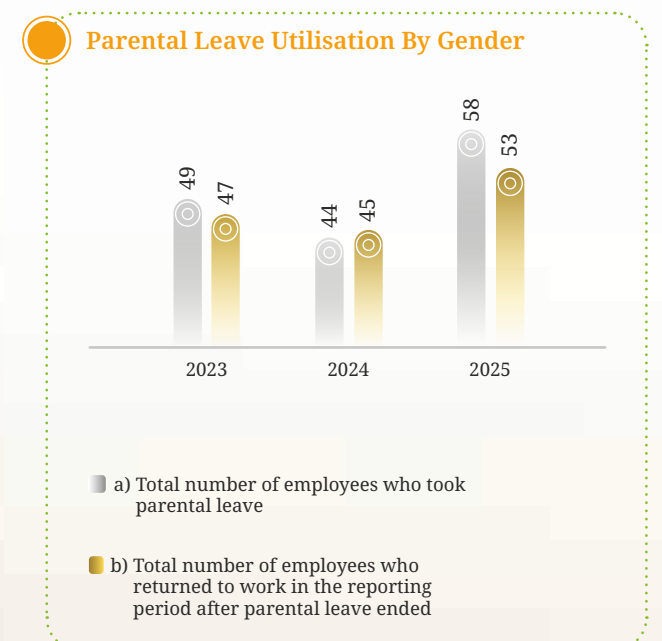
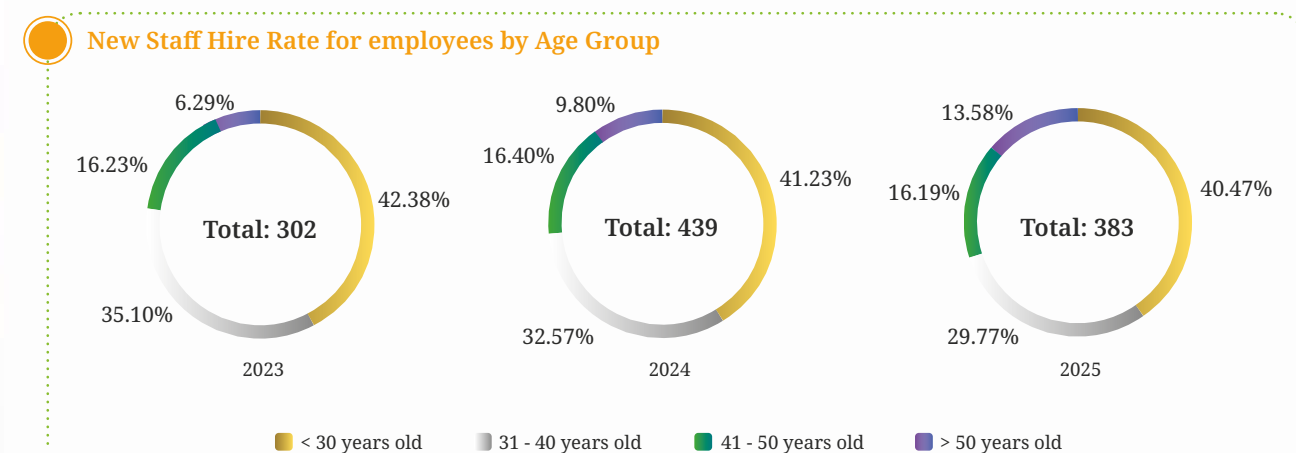
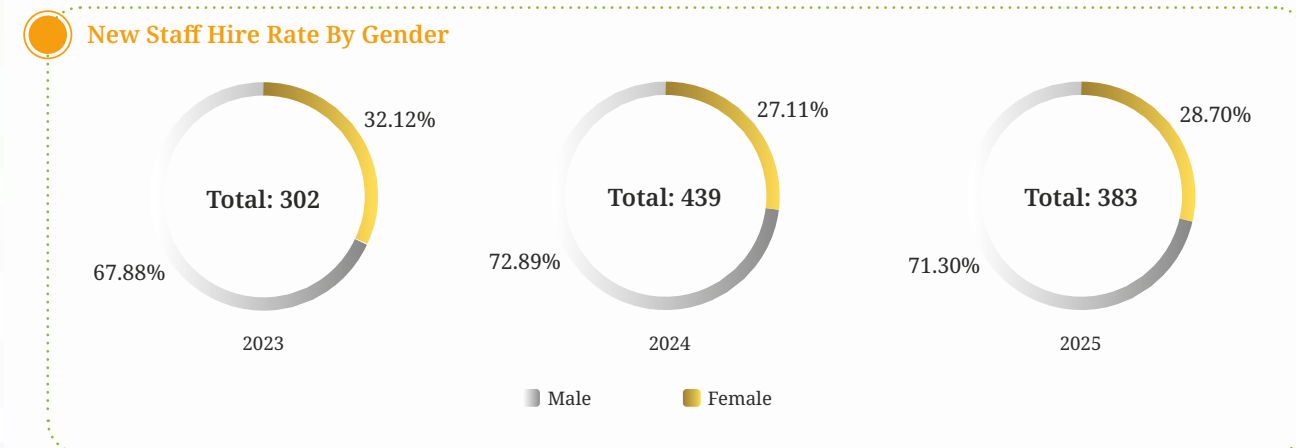
Workforce by Age Group



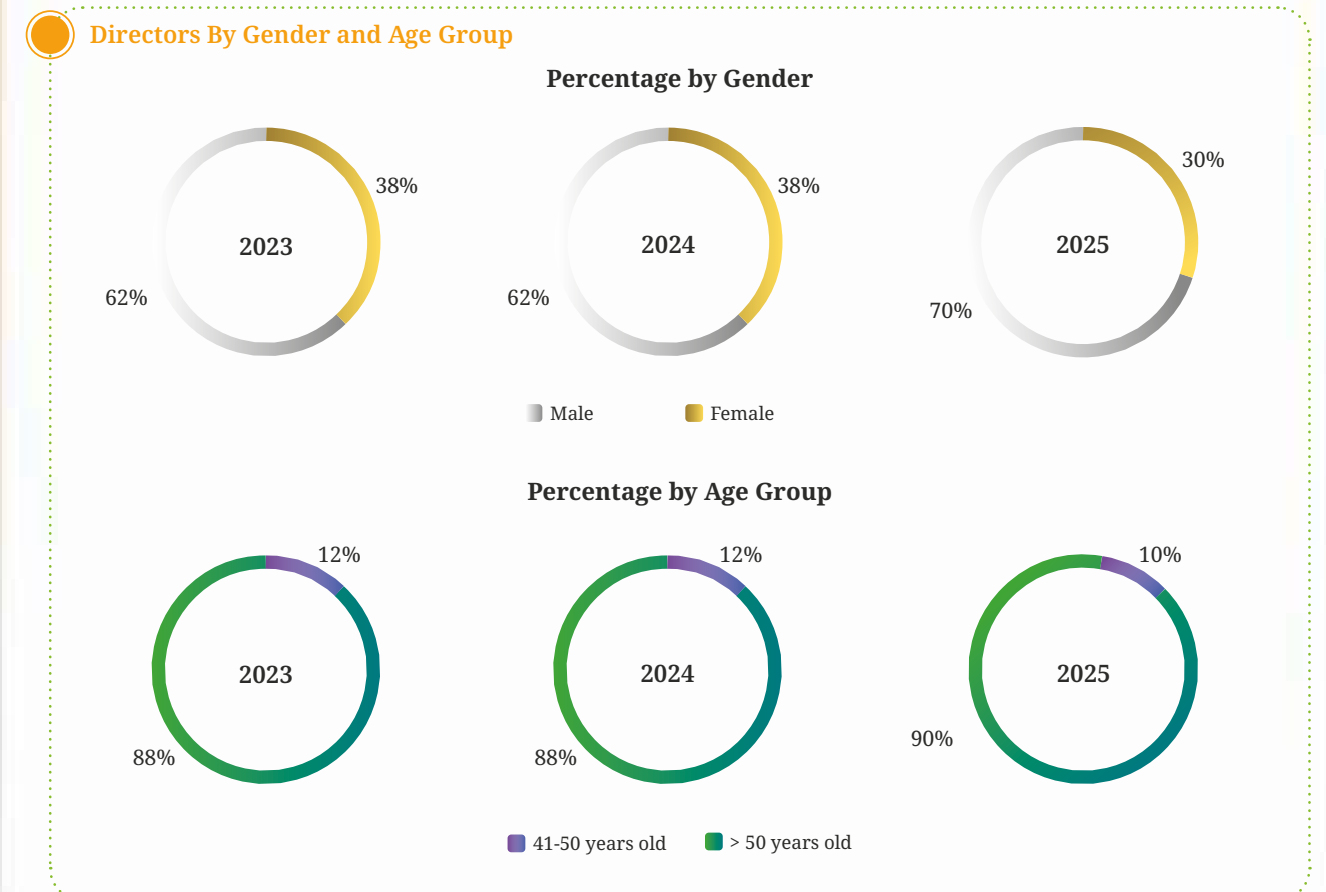
Workforce by Age Group and Employment Category



SOCIAL NURTURING GROWTH IN PEOPLE



SOCIAL NURTURING GROWTH IN PEOPLE



SOCIAL
NURTURING GROWTH IN PEOPLE

Our Outlook

Cahya Mata is committed to strengthening diversity and inclusivity through structured personal and professional development programmes. Training encompasses leadership and management development, communication and soft skills, technical competencies, and safety, compliance, and wellbeing, ensuring employees at all levels are equipped to contribute in an inclusive workplace.

Training needs are identified via performance evaluations, manager recommendations, and strategic business priorities, while delivery is coordinated by Group HR, line managers, and external trainers. Programmes are offered periodically and participation is actively encouraged through integration with performance management and career development planning.

Effectiveness is measured through post-training evaluations, participant feedback, observable performance improvements, and documented attendance and training records maintained by HR. Training is supported by a dedicated budget, including 2% of basic salary and HRD Corp levy contributions.

Looking forward, Cahya Mata aims to expand targeted development programmes that reinforce inclusive leadership, equitable career progression, and workforce engagement, ensuring that diversity and inclusivity remain central to organisational culture and business strategy.

PRESCRIBED TABLE

Cahaya Mata Sarawak Berhad

BMLR Transition Period

Date & Time: 2026-04-16 18:48:42

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Anti-Corruption)	Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	84	—	External (Limited)
Bursa (Anti-Corruption)	Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	62.32	—	External (Limited)
Bursa (Anti-Corruption)	Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage	73.83	—	External (Limited)
Bursa (Anti-Corruption)	Percentage of operations assessed for corruption-related risks	Percentage	100	—	External (Limited)
Bursa (Anti-Corruption)	Confirmed incidents of corruption and actions taken	Number	0	—	External (Limited)
Bursa (Community Engagement and Development)	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	3132,037	—	No assurance
Bursa (Community Engagement and Development)	Total number of beneficiaries of the investment in communities	Number	2,000	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - managerial below 30	Percentage	1	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - managerial between 31 - 40	Percentage	27	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - managerial between 41 - 50	Percentage	47	—	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-16 18:48:42

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PRESCRIBED TABLE

Cahaya Mata Sarawak Berhad

BMLR Transition Period

Date & Time: 2026-04-16 18:48:42
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - managerial above 50	Percentage	25	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - executive below 30	Percentage	30	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - executive between 31 - 40	Percentage	36	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - executive between 41 - 50	Percentage	21	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - executive above 50	Percentage	13	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - non-executive below 30	Percentage	21	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - non-executive between 31 - 40	Percentage	31	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - non-executive between 41 - 50	Percentage	25	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by age group by employee category - non-executive above 50	Percentage	23	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by gender group by employee category - managerial male	Percentage	66	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by gender group by employee category - managerial female	Percentage	34	—	No assurance

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PRESCRIBED TABLE

Cahaya Mata Sarawak Berhad

BMLR Transition Period

Date & Time: 2026-04-16 18:48:42
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by gender group by employee category - executive male	Percentage	46	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by gender group by employee category - executive female	Percentage	54	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by gender group by employee category - non-executive male	Percentage	87	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of employees by gender group by employee category - non-executive female	Percentage	13	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of directors by gender group - male	Percentage	70	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of directors by gender group - female	Percentage	30	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of directors by age group - between 41 - 50	Percentage	10	—	No assurance
Bursa (Diversity and Inclusivity)	Percentage of directors by age group - above 50	Percentage	90	—	No assurance
Bursa (Energy Consumption Management)	Total energy consumption	Megawatt	148,332.70	—	External (Limited)
Bursa (Occupational Health and Safety)	Number of work-related fatalities	Number	0	—	External (Limited)
Bursa (Occupational Health and Safety)	Lost time incident rate ("LTIR")	Rate	0.16	—	External (Limited)
Bursa (Occupational Health and Safety)	Number of employees trained on health and safety standards	Number	1,203	—	External (Limited)

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PRESCRIBED TABLE

Cahaya Mata Sarawak Berhad
BMLR Transition Period

Date & Time: 2026-04-16 18:48:42
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Talent Management and Development)	Total hours of training by employee category - managerial	Hours	2,703.5	—	External (Limited)
Bursa (Talent Management and Development)	Total hours of training by employee category - executive	Hours	7,699	—	External (Limited)
Bursa (Talent Management and Development)	Total hours of training by employee category - non-executive	Hours	6,418	—	External (Limited)
Bursa (Diversity and Inclusivity)	Percentage of employees that are contractors or temporary staff	Percentage	-	—	No assurance
Bursa (Talent Management and Development)	Total number of employee turnover by category - managerial	Number	22	—	External (Limited)
Bursa (Talent Management and Development)	Total number of employee turnover by category - executive	Number	51	—	External (Limited)
Bursa (Talent Management and Development)	Total number of employee turnover by category - non-executive	Number	55	—	External (Limited)
Bursa (Human Rights)	Number of substantiated complaints concerning human rights violations	Number	0	—	No assurance
Bursa (Supply Chain Management)	Proportion of spending on local suppliers	Percentage	58.89	—	External (Limited)
Bursa (Data Privacy and Cybersecurity)	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	No assurance
Bursa (Water Management)	Total volume of water used	Megalitres	1,009.69	—	No assurance
Bursa (Effluent and waste management)	Total waste generated	Metric tonnes	4,643.07	—	No assurance
Bursa (Effluent and waste management)	Total waste diverted from disposal	Metric tonnes	3,970.57	—	No assurance

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Cahaya Mata Sarawak Berhad
BMLR Transition Period

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FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Effluent and waste management)	Total waste directed to disposal	Metric tonnes	672.51	—	No assurance
Bursa (Climate change and emissions management)	Scope 1 emissions in tonnes of CO2e	tonnes of CO2e	1,242,009.11	—	External (Limited)
Bursa (Climate change and emissions management)	Scope 2 emissions in tonnes of CO2e	tonnes of CO2e	40,890.32	—	External (Limited)
Bursa (Climate change and emissions management)	Scope 3 emissions in tonnes of CO2e	tonnes of CO2e	369.51	—	No assurance

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ASSURANCE STATEMENT



INDEPENDENT ASSURANCE OPINION STATEMENT



To the Directors of Cahya Mata Sarawak Berhad,

Holds Statement No.: SRA 840201

The British Standards Institution (BSI) has conducted a **limited assurance** engagement on the sustainability information (described in the "Scope") in the Sustainability Statement 2025 of Cahya Mata Sarawak Berhad.

Scope

The scope of engagement agreed upon with Cahya Mata Sarawak Berhad covers the information on the following subject matters in the Cahya Mata Sarawak Berhad Sustainability Statement for the year 2025:

1. Anti-corruption
2. Energy Consumption Management
3. Occupational Health and Safety
4. Talent Management and Development
5. GHG Emission Management (Scope 1 & Scope 2)
6. Supply Chain Management

Opinion Statement

We have conducted a **limited assurance** engagement on the sustainability information described in the "Scope" above (Sustainability Information). Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the accompanying Sustainability Information is not prepared, in all material respects, in accordance with the GRI Standards and Bursa Malaysia Sustainability Reporting Guide (3rd edition).

Methodology

Our assurance engagements were carried out in accordance with ISAE3000 (Revised) and ISO 14064-3:2019 for GHG statement. Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- A top-level review of issues raised by external parties that could be relevant to Cahya Mata Sarawak Berhad policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staff on Cahya Mata Sarawak Berhad approach to stakeholder engagement. However, we had no direct contact with external stakeholders.



INDEPENDENT ASSURANCE OPINION STATEMENT



- Interviews with staff involved in sustainability management, report preparation and provision of report information were carried out.
- Document review of relevant systems, policies, and procedures where available
- Review of the findings of internal assurances.
- Review of supporting evidence for claims made in the Sustainability Statement
- Visit of the Headquarters of Cahya Mata Sarawak Berhad to confirm the data collection processes, record management and practices

Responsibility

Cahya Mata Sarawak Berhad is responsible for the preparation and fair presentation of the sustainability information and reports in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Independence, Quality Control and Competence

BSI is independent of Cahya Mata Sarawak Berhad and has no financial interest in the operation of Cahya Mata Sarawak Berhad other than for the assurance of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of Cahya Mata Sarawak Berhad only for the purposes of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the Scope above.

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by Cahya Mata Sarawak Berhad. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by Cahya Mata Sarawak Berhad is true, accurate, and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting assurance over environmental, social and governance (ESG), and GHG inventory and management systems and processes.



ASSURANCE STATEMENT



INDEPENDENT ASSURANCE OPINION STATEMENT



Issue Date: 18th March 2026

For and on Behalf of BSI:

Shaiful Rahman
Lead Assurer

Evelyn Chye
Managing Director BSI Malaysia

BSI Malaysia Suite 29.01, Level 29, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia



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GRI Standard	Code	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-1	Organisational details	Corporate Structure Corporate Information	340 - 341 342
	2-2	Entities included in the organisation's sustainability reporting	Corporate Structure Corporate Information Reporting Boundary and Scope	340 - 341 342 5, 147
	2-3	Reporting period, frequency and contact point	About This Report About This Sustainability Statement	4 - 7 146-147
	2-4	Restatements of information	Restatement	147
	2-5	External assurance	Assurance Assurance Statement	147 254 - 256
	2-6	Activities, value chain and other business relationships	Who We Are: A Legacy Rooted in Strength and Growth	48
			Vision, Stakeholders & Core Values: Guided by Purpose, Driven by Vision	49
			Strategic Business Units: Growing Stronger Together	52 - 53
			Business Model: How Our Businesses Create Value	54 - 55
	2-7	Employees	Diversity & Equal Opportunity	241 - 248
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	2-11	Chair of the highest governance body	Corporate Governance Overview Statement	346 - 367
	2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement	346 - 367
	2-13	Delegation of responsibility for managing impacts	Corporate Governance Overview Statement	346 - 367
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	151 - 152
	2-15	Conflicts of interest	Corporate Governance Overview Statement	346 - 367
			Additional Compliance Information Analysis of Shareholdings	288 382 - 385
	2-16	Commitment of critical concerns	Corporate Governance Overview Statement	346 - 367
	2-17	Collective knowledge of the highest governance body	Board of Directors' Profile	296 - 315
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement	346 - 367

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GRI 2: General Disclosures 2021	2-19	Remuneration policies	Nomination and Remuneration Committee	353 - 357
	2-20	Process to determine remuneration	Nomination and Remuneration Committee	353 - 357
	2-22	Statement on sustainable development strategy	Strategic Leadership & Direction	8 - 43
	2-23	Policy commitments	Chairman's Perspective Our Sustainability Approach	10 - 15 149 - 167
	2-24	Embedding policy commitments	Our Sustainability Approach	149 - 167
	2-25	Processes to remediate negative impacts	Our Sustainability Approach Business Ethics and Compliance Diversity and Equal Opportunity Human Rights	149 - 167 171 - 178 241 - 248 230 - 233
	2-26	Mechanisms for seeking advice and raising concerns	Business Ethics and Compliance Diversity and Equal Opportunity Human Rights	171 - 178 241 - 248 230 - 233
	2-27	Compliance with laws and regulations	Business Ethics and Compliance	171 - 178
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GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain Management	178 - 180
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Business Ethics and Compliance	171 - 178
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	302-4	Reduction of energy consumption	Energy Management	189 - 193
	302-5	Reductions in energy requirements of products and services	Energy Management	189 - 193
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water Management	200 - 202
	303-5	Water consumption	Water Management	200 - 202
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	203 - 206
	304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity	203 - 206
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Change and Emissions Management	194 - 195
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Change and Emissions Management	194 - 195
	305-3	Other indirect (Scope 3) GHG emissions	Climate Change and Emissions Management	194 - 195
	305-4	GHG emissions intensity	Climate Change and Emissions Management	194 - 195
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GRI 306: Waste 2020	306-1	Waste generation and significant waste related impacts	Effluent and Waste Management	196 - 199
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GRI 308: Supplier Environmental Awareness 2016	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management	178 - 180
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	178 - 180
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Talent Management and Development	222 - 229
	401-2	Benefits provided to full time employees that are not provided to temporary or part-time employees	Talent Management and Development	222 - 229
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety	207- 221
	403-2	Hazard identification, risk assessment, and incident investigations	Occupational Health and Safety	207- 221
	403-3	Occupational health services	Occupational Health and Safety	207- 221
	403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	207- 221
	403-5	Worker training on occupational health and safety	Occupational Health and Safety	207- 221
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	403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	207- 221
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	403-10	Work related ill health	Occupational Health and Safety	207- 221
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Talent Management and Development	222 - 229
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Talent Management and Development	222 - 229
	404-3	Percentage of employees receiving regular performance and career development reviews	Talent Management and Development	222 - 229

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GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity	241 - 248
	405-2	Ratio of basic salary and remuneration of women to men	Diversity and Equal Opportunity	241 - 248
GRI 406: Nondiscrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Human Rights	230 - 233
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights	230 - 233
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights	230 - 233
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights	230 - 233
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Human Rights	230 - 233
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	Human Rights	230 - 233
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	Community Engagement Governance & Consultation	234 - 240
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity	181 - 182

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Table 1. Sustainability Disclosure Topics & Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Disclosure	Page
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions limiting regulations	Quantitative	Metric tonnes (t) CO ₂ -e, Percentage (%)	EM-CM-110a.1	Climate Change and Emissions Management	194 - 195
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	EM-CM-110a.2	ESG Scorecard	165 - 167
Air Quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) particulate matter (PM ₁₀), (4) dioxins/ furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals	Quantitative	Metric tonnes (t)	EM-CM-120a.1	-	
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative (4) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	Energy Management	189 - 193
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic metres (m ³), Percentage (%)	EM-CM-130a.1	Water Management	200 - 202
Waste Management	Amount of waste generated, percentage hazardous and percentage recycled	Quantitative	Metric tonnes (t), Percentage (%)	EM-CM-140a.1	Effluent and Waste Management	196 - 199
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	n/a	EM-CM-160a.1	Biodiversity	203 - 206
	Terrestrial land area disturbed, percentage of impacted area restored	Quantitative	Hectares (ha), Percentage (%)	EM-CM-160a.2	-	
Workforce Health & Safety	1) Total recordable incident rate (TRIR) (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Quantitative	Rate	EM-CM-320a.1	Occupational Health and Safety	207 - 221
	Number of reported cases of silicosis 1	Quantitative	Number	EM-CM-320a.2	-	

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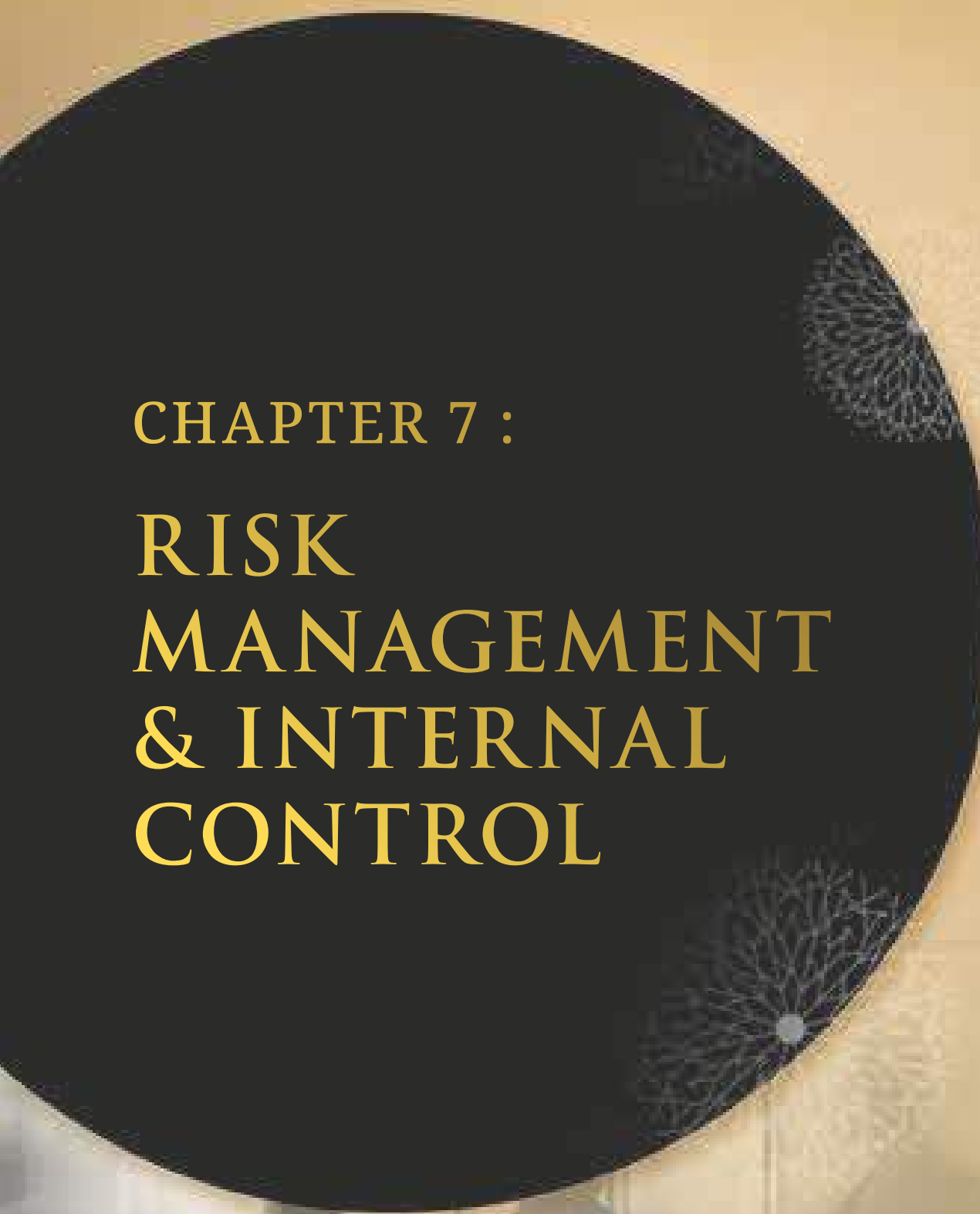
Topic	Accounting Metric	Category	Unit of Measure	Code	Disclosure	Page
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	-	
	Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production	Quantitative	Presentation currency, Percentage (%)	EM-CM-410a.2	-	
Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities 2	Quantitative	Presentation currency	EM-CM-520a.1	Nil	

1 Note to EM-CM-320a.2 – The disclosure shall include a discussion of efforts to minimise workers’ exposure to crystalline silica.
2 Note to EM-CM-520a.1 – The entity shall briefly describe the nature, context and any corrective actions taken because of monetary losses.

Table 2. Activity Metrics

Activity Metric	Category	Unit of Measure	Code	Disclosure	Page
Production by major product line3	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	-	

3 Note to EM-CM-000.A - The determination of major product line (for example, cement and aggregates, composites, roofing materials, fibreglass, brick, tile and others) should be based on revenue generation and may include a category of ‘other’ construction materials products that combines multiple smaller revenue streams.



CHAPTER 7 : RISK MANAGEMENT & INTERNAL CONTROL

266	Enterprise Risk Management (“ERM”) Framework
274	Statement on Risk Management and Internal Control
282	Group Audit Committee
288	Additional Compliance Information
291	Statement of Directors’ Responsibility

ENTERPRISE RISK MANAGEMENT FRAMEWORK

ENTERPRISE RISK MANAGEMENT FRAMEWORK

OVERVIEW

CAHYA MATA SARAWAK BERHAD (“CAHYA MATA” OR “THE GROUP”) RECOGNISES THAT EFFECTIVE RISK MANAGEMENT IS FUNDAMENTAL TO ACHIEVING ITS STRATEGIC OBJECTIVES AND SUSTAINING LONG-TERM VALUE CREATION FOR ALL STAKEHOLDERS. THE GROUP IS COMMITTED TO A STRUCTURED, SYSTEMATIC AND CONSISTENT APPROACH TO MANAGING RISK ACROSS ALL ITS STRATEGIC BUSINESS UNITS (“SBUs”) AND CORPORATE FUNCTIONS.

The Group’s Enterprise Risk Management (“ERM”) Policy & Framework provides the foundation for identifying, assessing, mitigating and monitoring risks that could affect the achievement of its strategic objectives. It enables the Group to identify, assess, mitigate and monitor risks in a structured manner, while fostering a culture of risk awareness throughout the organisation that supports informed decision-making and enhances the Group’s ability to capitalise on opportunities while managing potential threats.

The Group’s ERM Policy & Framework was reviewed and updated during the financial year under review to reflect revisions to the Risk Matrix & Parameters, the incorporation of the Group Risk Management Committee (“GRMC”) into the governance structure, the expansion of risk categories to include Sustainability and Integrity as distinct risk categories, and alignment with current industry best practices, including the ISO 31000:2018 and the Institute of Internal Auditors Guidelines. The revised framework was approved by the Board of Directors on 24 February 2026.

OBJECTIVES OF ENTERPRISE RISK MANAGEMENT

The Group implements ERM to achieve four principal objectives:



Enhance Corporate Governance - by embedding risk considerations into governance structures, decision-making and accountability frameworks in a manner consistent with the Board’s responsibilities under the Malaysian Code on Corporate Governance and Bursa Malaysia’s Main Market Listing Requirements. The ERM process strengthens corporate governance by aligning risk-taking with the Board-approved risk appetite and establishing clear accountabilities.



Increase Confidence in Risk-Taking - by providing assurance that key risks are systematically managed through robust internal controls, enabling the Group to pursue growth and value creation opportunities with greater confidence. This supports business growth and innovation while maintaining disciplined risk oversight.



Reduce Surprises and Improve Preparedness - by building early warning mechanisms, contingency plans and response strategies so the Group is not caught off-guard when risks materialise. While not all risks can be fully mitigated, the Group maintains contingency plans to respond effectively when risks eventuate.



Heighten Risk Awareness - by fostering a strong, sustainable risk culture where all employees understand risk management concepts, apply them in their day-to-day work, and contribute proactively to risk mitigation. ERM ensures employees understand the impact of risks, recognise how risk management applies to their roles, and are familiar with basic risk concepts and terminology.

RISK GOVERNANCE STRUCTURE

The Group’s Risk Governance Structure provides clear delineation of oversight, management and operational responsibilities across all levels of the organisation. The structure ensures that risk management activities are coordinated, escalated and reported in a timely and structured manner.



Board of Directors

Provides ultimate oversight and accountability for the Group’s risk management, setting the tone at the top on risk culture and governance.



Group Risk Committee (“GRC”)

Board-level committee comprising a majority of Independent Directors that oversees the ERM framework, reviews material risk exposures, deliberates quarterly risk reports, approves risk management structures and policies, provides oversight on due diligence for corporate proposals and strategic transactions, and reviews the Statement on Risk Management and Internal Control for inclusion in the Annual Report. The GRC meets at least quarterly and has full authority to review matters within its terms of reference.

Group Risk Management Committee (“GRMC”)

Management-level committee chaired by the Group Managing Director, comprising key SBU and Corporate Function heads. Ensures effective identification, assessment, monitoring and management of operational, business, project and corporate risks across all SBUs and Corporate Functions; reviews quarterly risk reports and action plans; ensures adequate resourcing for risk management; and recommends significant matters to the GRC for deliberation and approval. Meets at least quarterly.

Group Risk Department

Secretariat to the GRMC. Led by the Chief Risk Officer, maintains and reviews the Group ERM Policy & Framework, develops tools and templates to facilitate risk management practices, coordinates group-wide risk assessments, guides Risk Owners in analysing and reporting risks, and prepares consolidated quarterly risk reports.



Risk Owners & Risk Coordinators

Embedded within each SBU and Corporate Function. Risk Owners (typically Heads of SBUs or Corporate Functions) are responsible for reviewing and highlighting changes in risks, analysing risks, identifying control gaps, proposing treatment plans, and performing quarterly risk reporting. Risk Coordinators support Risk Owners by maintaining Risk Registers, facilitating updates and ensuring adequate risk management knowledge within their units.



Group Internal Audit

Provides independent assurance on the adequacy and effectiveness of risk controls and management practices; incorporates Risk Registers into the annual audit plan, forming the third line of defence.

ENTERPRISE RISK
MANAGEMENT FRAMEWORK

ENTERPRISE RISK
MANAGEMENT FRAMEWORK

OPERATIONS OF THE RISK GOVERNANCE STRUCTURE

Risk Coordinators compile Risk Registers for their respective SBUs and Corporate Functions on a quarterly basis and submit them to Group Risk. Group Risk consolidates these into a Group-wide Quarterly Risk Report, which is reviewed by the GRMC before escalation to the GRC. Material risks and significant changes to risk profiles are reported to the Board. Any new risks or significant changes in risk ratings are reported on a timely basis to ensure prompt management attention. The GRMC and GRC each meet at least once every quarter, with additional meetings convened as circumstances require.

RISK MANAGEMENT PROCESS

The Group’s risk management process is benchmarked against the ISO 31000:2018 Risk Management — Guidelines and is embedded across the Group’s planning, operational and reporting cycles.



RISK CATEGORIES

The Group manages risks across seven major enterprise risk categories:

Risk Category	Scope and Key Sub-Categories
Strategic Risk	Managing risk arising from external factors and strategic direction, including geopolitical factors, government policy, economic conditions, competition, reputation, investment portfolio management, mergers and acquisitions, market acceptance, strategic planning, corporate governance, organisational development and human capital.
Financial Risk	Covering financial market movements, financial performance, liquidity management, credit risk, insurance adequacy, associate financial management, capital structure and asset management.
Legal & Regulatory Risk	Addressing risk related to statutory and regulatory requirements, contractual obligations and licensing requirements across all business operations to prevent fines, sanctions or legal action.
Operational Risk	Encompassing sales and marketing, product/work planning, supply chain management, manufacturing and service provision, quality control, inventory management, fleet management, customer relationship management, HR operations, health and safety management, security management and project execution.
Technology Risk	Managing risk pertaining to cybersecurity, operating technology, information technology, product and service development, artificial intelligence adoption and intellectual property protection.
Sustainability Risk	Addressing risk related to climate change (both transition and physical risks), resource scarcity, pollution, biodiversity, diversity and inclusion, human rights, product responsibility and local community relations, aligned with the Group’s commitment to Environmental, Social and Governance principles.
Integrity Risk	Preventing and detecting corruption and bribery, fraud and misappropriation, misconduct and unethical behaviour, failure to report wrongdoing and conflicts of interest, supported by the Group’s Anti-Bribery and Anti-Corruption Policy.

ENTERPRISE RISK
MANAGEMENT FRAMEWORK

KEY RISKS AND MITIGATION MEASURES FOR FY2025

The following table presents the three key risks identified by the Board for FY2025, as disclosed in the Statement on Risk Management and Internal Control. These represent the most significant risks that could affect the Group’s strategic objectives and financial performance process.

Risk	Category	
Information Security and Cyber Threat	Technology	
Description & Key Controls In response to evolving technological demands and the persistent risk of cyber threats, the Group is proactively strengthening its information technology infrastructure and cybersecurity posture to safeguard information and data, and ensuring business continuity. A revised Group Information Technology Policy and Procedures has been implemented in alignment with best practices to enhance governance and standardize practices. Efforts include migration to cloud-based solutions and continuously upgrading endpoint security measures with enhanced protocols to ensure the highest standards of data protection.		
Risk	Category	
Capital Investment and Project Execution	Strategic	
Description & Key Controls To maximise the potential of the Group’s investments, capital is allocated with focus on return on investment. The phosphate plant is approaching completion, and the Cement SBU has commenced construction of its Clinker Line 2. The project is currently in full force with the objective to boost cement self-sufficiency in support of the State’s development agenda. Risk management is embedded throughout the project lifecycle to address cost, schedule, quality and safety risks.		
Risk	Category	
Human Capital and Organisational Capability	Strategic	
Description & Key Controls The Group is fully committed to the ongoing development of its human capital as a core strategy for achieving sustainable growth. Several initiatives have been launched including streamlining organisational structure, enhancing core and leadership competencies through a targeted framework, and implementing a human resource operating model that revolves around employee centricity and best practices. These efforts strengthen the Group’s capabilities by ensuring leadership and employees are sufficiently trained, skilled and empowered to achieve the Group’s objectives.		

ENTERPRISE RISK
MANAGEMENT FRAMEWORK

OTHER MATERIAL RISKS

In addition to the three key risks above, the Group monitors other material risks through its ERM process, including geopolitical risks affecting supply chains and costs; regulatory and compliance risks; financial market risks; climate change and environmental risks; and reputational risks. These are assessed and managed at SBU and Corporate Function level with escalation to the GRMC and GRC as appropriate.

Risk Trend	Relevant Category	Monitoring Approach
Geopolitical developments	Strategic/Operational	Integrated into supply chain planning and project risk assessments
Artificial Intelligence adoption	Technology	Evaluation of governance frameworks for responsible AI use
Low-carbon economy transition	Sustainability	Assessment of regulatory and market pressures on capital allocation

RISK MANAGEMENT CULTURE AND TRAINING

Building and sustaining a strong risk culture is fundamental to the effectiveness of the Group’s ERM framework. The Group promotes risk awareness through:

Regular risk management programmes for employees at all levels, including risk awareness sessions during onboarding of new employees.

Risk-focused communications from senior management setting the “tone from the top” on risk culture and governance.

Integration of risk management performance into employee appraisals and performance management processes.

Case study presentations and knowledge sharing on key risk incidents and lessons learned, conducted across SBUs and Corporate Functions.

Proactive risk identification and management behaviours to reinforce positive risk culture.

Open communication channels for reporting concerns and near-misses, ensuring timely escalation of risk information.

The Group emphasises that risk management is everyone’s responsibility — from the Board to individual employees — and that effective risk management enables rather than constrains business performance.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

RISK MANAGEMENT ACTIVITIES IN FY2025

Key ERM activities undertaken during FY2025 include:

- 1 **Comprehensive review and update of the Group ERM Policy & Framework** (version 2.0), incorporating a revised Risk Matrix & Parameters, the establishment of the GRMC, the expansion of risk categories to include Sustainability and Integrity, and alignment with the ISO 31000:2018 and the Institute of Internal Auditors Guidelines. The revised framework was approved by the Board on 24 February 2026.
- 2 **Review and update of risk registers** at SBU and functional levels to reflect changes in the operating environment, including supply chain volatility, evolving regulatory requirements, and sustainability demands.
- 3 **Quarterly risk review sessions** conducted across all SBUs and Corporate Functions, with Risk Registers updated and submitted to Group Risk.
- 4 **Four GRMC meetings** held to review group-wide risk profiles and the status of risk mitigation plans.
- 5 **Five GRC meetings** held at Board level to deliberate on material risks, emerging threats, risk management effectiveness, and SORMIC reporting.
- 6 **Risk management training and awareness activities** conducted to strengthen the risk culture across the Group, including onboarding programmes and case study presentations.
- 7 **Project and specialised risk assessments** performed for key strategic transactions and major capital projects in accordance with the Group's Dedicated Authority Level.
- 8 **Enhanced integration of risk considerations** into strategic planning and investment decision-making processes.

CONTINUOUS IMPROVEMENT AND FRAMEWORK REVIEW

The Group is committed to continuously enhancing its risk management practices. The Group ERM Policy & Framework is formally reviewed at least once every three years or more frequently when necessary, to ensure ongoing relevance to the Group's operating environment and strategic objectives.

Triggers for framework review include:

- ☐ Changes in operating environment or competitive landscape;
- ☐ Changes in strategies, business model or organisational structure;
- ☐ Introduction of new best practices, standards or frameworks;
- ☐ Introduction of new laws and regulations; and
- ☐ Feedback from the Board, management or external assessments.

The Group Risk Department maintains responsibility for incorporating approved revisions and communicating changes throughout the organisation.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

CONCLUSION

The Board of Directors, through the GRC, remains committed to maintaining a robust and adaptive ERM framework that supports the Group's strategic ambitions while safeguarding the interests of all stakeholders. Risk management is a continuous journey, and the Group will continue to invest in strengthening its risk culture, governance structures and management capabilities to navigate an increasingly complex and uncertain operating environment.

As Cahya Mata Sarawak Berhad continues to pursue its strategic objectives in an increasingly complex and dynamic business environment, the ERM framework will continue to evolve to address emerging risks including technological disruption, climate change impacts, evolving stakeholder expectations and global economic uncertainties. By embedding risk management into strategic decision-making, maintaining strong governance oversight, and fostering a culture of risk awareness throughout the organisation, the Group is well-positioned to navigate challenges, seize opportunities and deliver sustainable value for all stakeholders.

This ERM framework provides the methodology, governance structure and processes for identifying, assessing, mitigating and monitoring risks across the Group. It operates in conjunction with the Statement on Risk Management and Internal Control (SORMIC), which represents the Board's formal disclosure to shareholders in accordance with Bursa Malaysia's Main Market Listing Requirements.

This Enterprise Risk Management Framework should be read in conjunction with the Statement on Risk Management and Internal Control (SORMIC) included in the Annual Report 2025. Where any inconsistency exists between this Framework and the SORMIC, the SORMIC prevails as it represents the Board's formal disclosure to shareholders in accordance with Bursa Malaysia's Main Market Listing Requirements.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

THE BOARD OF DIRECTORS (THE “BOARD”) OF CAHYA MATA SARAWAK BERHAD (“CAHYA MATA” OR THE “COMPANY”) IS FULLY COMMITTED TO MAINTAINING A ROBUST SYSTEM OF RISK MANAGEMENT AND INTERNAL CONTROL. WE ARE PLEASED TO PRESENT THIS STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (THE “STATEMENT”), WHICH CLEARLY OUTLINES THE COMPREHENSIVE APPROACH AND MEASURES TAKEN TO MANAGE RISKS AND UPHOLD STRONG INTERNAL CONTROLS WITHIN CAHYA MATA GROUP (THE “GROUP”) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025.

The Statement has been prepared in accordance with Paragraph 15.26(b) of Bursa Malaysia’s Main Market Listing Requirements, in alignment with Principle B of the Malaysian Code on Corporate Governance, and is guided by the Statement on Risk Management and Internal Control (SORMIC): Guidelines for Directors of Listed Companies (“SORMIC Guide 2025”) as issued by the Institute of Internal Auditors Malaysia.

BOARD’S RESPONSIBILITY

The Board understands the importance of having a robust risk management and internal control system, and it is fully committed to fostering a strong culture of oversight from the top. The Board continuously reviews the adequacy and effectiveness of this system to ensure it aligns with the Group’s objectives.

To support this, the Board has put in place a clear governance structure, with the Group Risk Committee (“GRC”) and the Group Audit Committee (“GAC”) providing independent and effective oversight of the risk management and internal control system. These committees play a vital role in advising the Board. The GRC is primarily responsible for overseeing the Group’s risk management framework and defining its risk appetite, while the GAC focuses on ensuring the adequacy and effectiveness of internal controls. The Board regularly reviews the terms of references for these committees, with the recent revision being approved during the year under review, to further enhance risk and control governance, and integrity oversight.

As part of its ongoing commitment to good governance, the Board has established a comprehensive risk management and internal control system. This system integrates risk management into the Group’s structure and processes, providing an ongoing approach to identifying, assessing, and managing potential risks that could impact the achievement of its strategic and business goals. The intention is to cultivate a long-term culture that is vigilant and proactive about risk.

As governance practices evolve, it is important to recognise the limitations that have surfaced through the practical application of the risk management and internal control system. While the system has strengthened corporate governance practices, certain limitations remain. Hence, the Group strives to manage material risks within the Group’s defined risk appetite to provide reasonable assurance, rather than absolute certainty, against significant issues such as misstatements, operational failures, unforeseen events, fraud, or losses.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

MANAGEMENT’S RESPONSIBILITY

Management takes full responsibility for ensuring the effective implementation of risk management policies and procedures. They are committed to maintaining the effectiveness of the internal control system and taking prompt action when needed.

In this regard, the senior management team at Cahya Mata, along with the heads of strategic business units and functional departments, are dedicated to identifying and assessing risks, both existing and emerging, that could impact the achievement of the Group’s strategic and business objectives. They ensure that internal controls are designed, with policies and procedures in place, to manage these risks within the Group’s defined risk appetite.

To promote a risk-aware culture, Management prioritises clear communication of rules and regulations from leadership, effective employee development programs to ensure they are understood and applied, and ongoing monitoring to address any non-compliance or issues as they arise.

As a result, Management assures the Board that the Group’s risk management and internal control system is adequate and effective, based on the Risk Management Framework and Internal Control System that have been adopted.

RISK MANAGEMENT FRAMEWORK

To achieve these objectives, the Group has established the Group Risk Management Committee (“GRMC”), which reports directly to the Group Risk Committee. The GRMC is supported by the group risk function to ensure the effective implementation and ongoing maintenance of the Risk Management Framework.

As a fundamental component of the Group’s governance, strategic planning, and daily operations, the Group’s Risk Management Framework is principally aligned with internationally recognised frameworks or standards such as COSO (Committee of Sponsoring Organisations of the Treadway Commission), ISO 31000:2018, and the Three Lines Model by the Institute of Internal Auditors. The goal is to strike a balance between managing risks and seizing opportunities, all in support of achieving the Group’s strategic and business objectives.

During the year under review, Group Risk led by the Chief Risk Officer (“CRO”) has undertaken a review of the Group’s Risk Management Framework. While the framework is being finalised, a Specialised Risk Management framework was introduced to enhance risk oversight on investment decisions and key business activities.

The key components of the Risk Management Framework are outlined below:



Enterprise Risk Management (“ERM”)

The ERM framework is designed to identify, evaluate, and manage risks that could hinder the achievement of Cahya Mata’s strategic and business goals. It empowers the Board and Management to focus on managing and minimising the most critical risks that matter most to the company and its stakeholders.

Recognizing the growing importance of sustainability elements in long-term resilience and value creation, the ERM framework has been enhanced during the year to incorporate Sustainability Risk Assessment which ensures that groupwide sustainability considerations are analysed and addressed. This initiative is in collaboration with the Group ESG Department which falls under the oversight of the Group Sustainability Committee.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL



Project Risk Management (“PRM”)

The PRM framework is focused on identifying, analysing, and addressing risks throughout the lifecycle of a project, with the goal of achieving the project’s objectives. It also ensures that risks affecting scope, cost, time, and quality of projects are identified and mitigated. The project risk management process begins from the very start of a project and continues until its completion and successful handover.



Operational Risk Management (“ORM”)

The ORM framework addresses risks at the process level within the strategic business units and support functions. This “bottom-up process” involves decentralised risk assessments conducted by the respective strategic business units and operational departments, using a risk and control self-assessment approach. The process encourages business divisions and operational departments to evaluate their own risks, as well as those that could impact their specific departmental goals.



Specialised Risk Management (“SRM”)

The SRM framework is introduced to ensure exposures associated with key company decisions such as strategic investments, credit grantings, and material direct revenue activities are identified, analysed, and addressed with tailored methodologies.

This structured approach ensures that the Group can effectively manage risks across all levels, supporting its long-term success and strategic objectives.

RISK APPETITE

As part of the decision-making framework, a risk appetite statement has been established for the Group to set boundaries for risk-taking activities and ensure alignment with strategic objectives. The risk appetite statement outlines the level of risks that we are prepared to accept in key areas of risks, guiding the Group decision making process, which includes strategy formulation, investments, planning, and etc., within the risk tolerance thresholds.

The Group acknowledges that certain risk-takings are necessary if they are coupled with proper risk mitigation plans to achieve sustainable business growth. At the same time, it takes a risk-averse approach on risks involving governance, legal/regulatory and the well-being of its people, reflecting its commitment to integrity and responsible business practices.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT PROCESS

A robust and comprehensive process has also been put in place, led by the Group Risk Department, to consistently identify, assess, mitigate, and report on strategic, project, and operational risks in a timely manner.

Throughout the year, strategic business units and functional departments are required to regularly review and update their risk profiles. This includes reassessing risks and controls, as well as closely monitoring the progress of mitigation plans. Key risk indicators and impact measures are applied to ensure that risks are effectively managed within the established risk appetite.

Group Risk Department, along with the heads of strategic business units and functional departments, meets at least quarterly to review the Group’s strategic, project, and operational risks. Additionally, regular discussions are held with the senior management team to evaluate significant risks, taking into account both internal and external factors, as well as emerging challenges that may impact the business and its operating environment.

On a quarterly basis, strategic business units present detailed risk management reports to the Group Risk Management Committee for review. These reports outline the status of key risks and the progress of mitigation plans. A similar report is also presented for the functional departments and overall Group.

Following these reviews, Group Risk Department, along with the heads of strategic business units and functional departments, briefs the Group Risk Committee on significant risks, including any material changes to risk information and emerging risks.

To further enhance risk awareness, Group Risk Department regularly conducts awareness and coaching sessions for Cahya Mata employees. This initiative ensures that all staff have a deeper understanding of risk management principles, reinforcing the Group’s commitment to fostering a strong risk-aware culture at every level as part of its ongoing risk management transformation process.

PRINCIPAL RISK PROFILE

The Board has reviewed the principal risks that may affect the achievement of the Group’s strategic objectives. These risks are monitored regularly and managed within the approved risk appetite, with mitigation plans in place at Board and Management levels.

1 Information Security and Cyber Risk

The increasing digitalisation of operations exposes the Group to cybersecurity threats, including data breaches and system disruptions, which may result in operational, financial and reputational impact. Mitigation measures include strengthened IT governance policies, enhanced endpoint and cloud security controls, regular vulnerability assessments and employee awareness programmes.

2 Capital Investment and Project Execution Risk

Ongoing capital investments and major projects expose the Group to risks relating to cost overruns, delays, contractor performance and market volatility, which may affect returns and cash flow.

These risks are managed through structured project governance, milestone monitoring, independent evaluations and oversight under the Specialised Risk Management framework.

3 Human Capital and Organisational Capability Risk

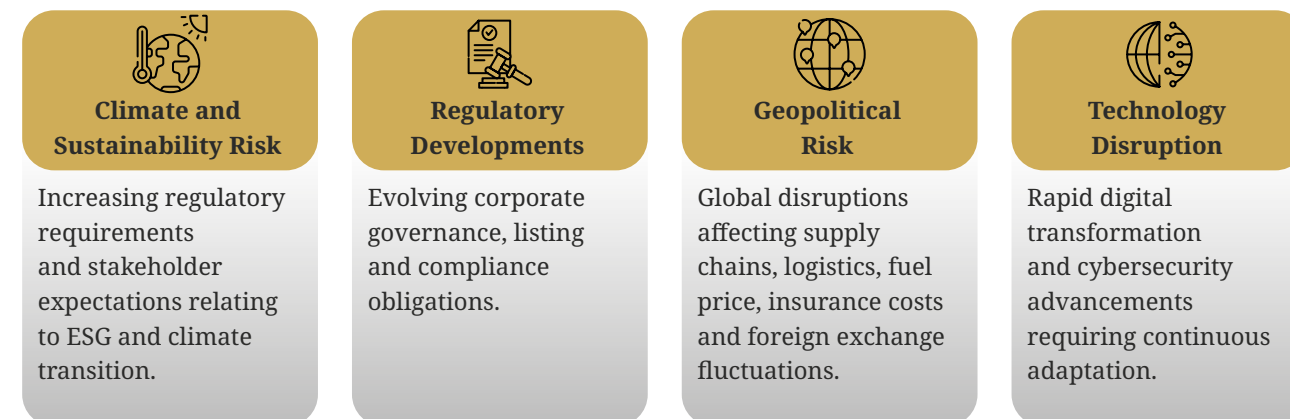
The Group’s performance depends on the availability of competent talent and effective succession planning. Talent gaps or capability constraints may impact operational execution and growth initiatives. Mitigation includes leadership development frameworks, succession planning, organisational optimisation and targeted training programmes.

The Board is satisfied that these principal risks are being actively managed and remain within the Group’s risk appetite.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

EMERGING RISKS

The Board and Management continue to monitor emerging risks that may affect the Group's long-term resilience, including:



Emerging risks are assessed through periodic reviews, and escalated to the Group Risk Committee and Board where necessary.

INTERNAL CONTROL SYSTEM

The Group's Internal Control System is carefully designed to provide assurance regarding the achievement of key objectives, including the effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations, and ultimately protect the interests of all stakeholders.

INTERNAL CONTROL ENVIRONMENT

The key elements of the Group's internal control environment below ensure strong governance and accountability throughout our operations:

- 1 Organisational Structure**
 The Group has clearly defined delegation of responsibilities across Committees of the Board and Management which facilitates the segregation of roles and responsibilities, lines of accountability and level of authority. The effectiveness and appropriateness of these delegations are continuously reviewed throughout the year to ensure alignment with our objectives.
- 2 Limits of Authority**
 The Group Limits of Authority which outlines matters reserved for the Board's approvals and those delegated to Management, including well-established authorisation levels for all business areas to promote an effective and independent stewardship. During the year under review, the limits of authority (hereinafter referred to as the Group Dedicated Authority Levels) have been revised to enhance governance, strengthen financial oversight, and ensure alignment with best practices.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- 3 Code of Business Conduct, Ethics, and Integrity**
 The Group maintains a zero-tolerance policy toward bribery and corruption. In line with our commitment to ethical business practices and the government's anti-corruption efforts, we have implemented an Anti-Bribery & Anti-Corruption Policy, alongside three supporting policies: (1) the Gifts & Hospitality Policy, (2) the Sponsorship, Donation & Community Investment Policy, and (3) the Third-Party Corruption Risk Due Diligence Policy. These policies guide all employees on proper conduct and what constitutes an improper benefit, such as what could be construed as bribery or corruption. Regular training sessions on anti-bribery and anti-corruption are held for all levels of employees to foster awareness and compliance across the Group.

 We also have a Whistleblowing Policy in place, with clear outline to ensure protection and confidentiality for whistleblowers.
- 4 Policies and Procedures**
 Group policies and procedures are in place to facilitate consistency, clarity, compliance, and efficiency. They are regularly being reviewed to ensure they remain relevant.

 The Group Finance Policy and Procedures ensures clear and detailed guidance on all finance-related internal procedures. Our Group Procurement Policy and Procedures governs the acquisition of goods and services, including the establishment of a Central Tender Committee that reviews and approves all high-value purchases. The Group Human Resources Policy and Procedures provides comprehensive guidelines on employee engagement, ensuring clarity and consistency across the Group. Other essential policies include the Group Information Technology Policy and Procedures, Group Cloud Security Policy, Group Documents and Records Management Policy, and the Occupational Safety and Health Policy.
- 5 Strategic Planning and Budgeting**
 Our strategic planning and budgeting process involves detailed business plans and comprehensive capital and operating budgets. These are rigorously reviewed by Management before being submitted to the Board for approval, ensuring alignment with long-term objectives.
- 6 Enterprise Resource Planning System**
 During the year under review, the Group embarked on the upgrade of the enterprise resource planning system to drive growth by integrating the systems that support the various strategic business operations, and managing the core business processes, data, and operations across various departments into a single and centralised platform.
- 7 Management Reviews**
 Senior management holds regular meetings to review operational performance, project progress, and compliance with policies and procedures. This collaborative approach ensures that we stay on track and address any challenges in a timely manner.
- 8 Performance Management**
 Our performance management system tracks the performance of key executives against agreed-upon targets, reinforcing accountability, and fostering a strong performance-driven culture across the Group.

STATEMENT ON RISK MANAGEMENT
AND INTERNAL CONTROL

- 9 **Training and Development**
We actively encourage employees to enhance their skills through continuous education, training and development programs, ensuring that they are well-equipped to contribute to the Group's success.
- 10 **Certification and Compliance**
Several of our operations have received certifications for their products and processes. We are committed to maintaining quality and standards through strict adherence to these certification requirements, which include regular reviews by certification bodies to ensure ongoing compliance.
- 11 **Corporate Assurance**
With the aim to strengthen oversight, and in accordance with the Dedicated Authority Levels, effective this year, all processes of approvals require verification and clearance by the Group Compliance Department. Alongside this, our Group Legal Department and Group Contract & Project Governance Department thoroughly vets all major contracts and legally binding agreements, providing an additional layer of protection and assurance.
- 12 **Joint Ventures and Associate Companies**
While the Group does not have direct control over, hence not regularly reviewing the operations of its joint ventures and associate companies, the Board maintains oversight through regular reporting and the appointment of representatives to their respective boards. These representatives provide valuable information, enabling the Board to assess the performance of these investments and ensure alignment with the Group's objectives.

The above controls provide the Board with reasonable assurance that our Internal Control System is sound and appropriate for the Group's diverse operations. While no system can completely eliminate the risk of human error or deliberate circumvention, we continue to strengthen our internal controls to minimise risks and safeguard the interests of all stakeholders.

MONITORING AND REVIEW

The Board and Management are fully committed to continuously enhancing the Internal Control System to ensure robust governance, effective risk management, and strong internal control processes. Through ongoing monitoring and regular reviews, we proactively identify emerging risks and areas for improvement, ensuring that our efforts remain aligned with the Group's strategic objectives and long-term success.

In this regard, the Group Compliance Department, established as an essential component of the Group's Internal Control System, ensures adherence to laws, regulations and internal policies through regular assessments and reviews. The department enables the proactive, risk-aware approach to compliance, emphasising continuous monitoring, reporting and improvement. Through these efforts, the Group upholds its commitment to regulatory compliance and ethical business practices.

Further, the Group Internal Audit Department, established by the Board, plays a crucial role in offering independent and objective assurance on the adequacy and effectiveness of the Internal Control System and promoting continuous improvement. This is achieved through the execution of risk-based audits, guided by an annual plan developed using a comprehensive risk assessment methodology, which is approved by the Group Audit Committee ("GAC"). In addition to scheduled audits, Group Internal Audit Department also conducts ad-hoc reviews, often in collaboration with Management, or at the request of the Board, to identify opportunities for improvement in specific areas. Internal audit reports are submitted to the GAC quarterly, highlighting key observations, root causes, action plans, and timelines for implementation. We also provide regular updates on audit progress and resolution of any previous audit findings.

STATEMENT ON RISK MANAGEMENT
AND INTERNAL CONTROL

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of Bursa Malaysia's Main Market Listing Requirements, the external auditors have reviewed the Statement for inclusion in the Annual Report of the Group for the year ended 31 December 2025, and reported to the Board that nothing has come to their attention that causes them to believe that the Statement is not prepared, in all material respects, in accordance with the disclosures required to be set out by Section 7 of the SORMIC Guide 2025, nor it is factually inaccurate.

The external auditors' review was performed in accordance with the Audit and Assurance Practice Guide 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report ("AAPG 3"). AAPG 3 does not require the external auditors to consider whether the Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Directors and Management thereon.

CONCLUSION

The Board is of the view that the risk management and internal control system in place for the year under review, and up to the date of approval of this Statement, is adequate and effective in safeguarding shareholders' investments and the Group's assets. The Board is not aware of any significant weaknesses in the risk management processes or internal controls, nor of any non-compliance with laws and regulations that resulted in material financial losses during the year.

Additionally, the Board has received assurance from the Group Managing Director and the Group Chief Financial Officer that the Group's risk management and internal control system is functioning effectively and adequately in all material aspects. Moving forward, the Board is committed to ensuring that the risk management and internal control system continue to perform effectively, adapting to meet the challenges of an evolving business environment.

This Statement on Risk Management and Internal Control was approved by the Board on 7 April 2026.

GROUP AUDIT COMMITTEE

THE BOARD OF DIRECTORS (“BOARD”) OF CAHYA MATA SARAWAK BERHAD (“COMPANY” OR “CAHYA MATA”) IS PLEASED TO PRESENT THE GROUP AUDIT COMMITTEE (“GAC” OR “COMMITTEE”) REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (“FY2025”).

Entrusted with delegated oversight responsibilities by the Board, the GAC is committed to ensuring strong corporate governance across the Company and its subsidiaries (“Group”) by providing oversight of the Group’s financial reporting, risk management and internal control systems including ensuring the adequacy and transparency of related disclosures. In addition, the GAC evaluates the performance of both the Internal Audit Function and External Auditors, monitors related party transactions, potential conflicts of interest (“COI”) and compliance with anti-corruption practices in alignment with the Group’s strategic objectives.

This report highlights the key activities and functions carried out by the GAC during FY2025.

COMPOSITION

The GAC is a fundamental element of the Group’s governance framework. Members of the GAC are appointed by the Board following the recommendations by the Nomination and Remuneration Committee (“NRC”), with their membership reviewed annually by the NRC as part of the annual Board evaluation exercise.

Currently, the GAC comprises three (3) members, as follows:

Chairman		Attendance at the GAC Meetings held during FY2025
	Gee Siew Yoong Independent, Non-Executive Director (Appointed on 18 February 2025)	4/4 100%
Member		
	YBhg. CP (R) Dato’ Mohd Azman Bin Ahmad Sapri Independent, Non-Executive Director (Appointed on 18 February 2025)	4/4 100%
	Umang Nangku Jabu Non-Independent, Non-Executive Director	5/5 100%

Mr. Jeyabalan A/L S.K. Parasingam and Dr. Khor Jaw Huei ceased to be the Chairman and a member of the GAC, respectively, on 18 February 2025. Prior to their cessation, both had attended the one GAC meeting held in February 2025.

All three (3) members of the GAC are Non-Executive Directors with a majority of them being Independent Directors. This meets the requirements of Paragraph 15.09(1)(b) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad. None of the GAC members is an Alternate Director, in compliance with the requirement of Paragraph 15.09(2) of the MMLR.

The composition of the GAC also complies with Paragraph 15.09(1)(c)(i) of the MMLR as Miss Gee Siew Yoong, the GAC Chairman is a member of the Malaysian Institute of Certified Public Accountants.

GROUP AUDIT COMMITTEE

All GAC members are qualified individuals with the necessary skills and expertise. Their proficiency in financial reporting standards and information have contributed to meaningful discussions, ensuring the integrity of financial reporting processes and financial statements.

ATTENDANCE AT MEETINGS

During FY2025, five (5) GAC meetings were held, and attended by the GAC members. The attendance of each GAC member is set out in the table above.

In addition, the following individuals were invited to and attended the GAC meetings:

 Management Team	 Internal Audit	 External Auditors
The Group Managing Director and Group Chief Financial Officer provided updates on the Group’s financial performance and corporate matters, including addressing queries raised by the GAC.	The Internal Audit team presented the quarterly internal audit reports, detailing the findings, recommendations, and updates on the current work plan.	The External Auditors attended three (3) GAC meetings to discuss the audit status, the audit plan, and the results of the year-end financial audits.

Attendance of other Senior Management and Management of the respective Strategic Business Units (“SBUs”) at the GAC meetings was upon invitation to address matters highlighted by the GAC including the resolution of audit issues.

Discussions and deliberations at the GAC meetings were recorded in the minutes of meetings by the Group Company Secretary. Following each meeting, the Chairman reported key discussion points, actions and recommendations to the Board.

GAC’S TERMS OF REFERENCE

The GAC’s key role is to assist the Board in discharging its oversight duties and responsibilities through the review of the financial reporting, internal controls, governance and risk management processes, audit functions, related party transactions, COI situations, and compliance with anti-corruption practices.

The GAC is responsible for the scope and results of the external audit work, its cost effectiveness and ensures the independence and objectivity of the External Auditors. The GAC is also responsible for reviewing the Group’s whistle-blowing arrangements as they relate to matters of financial integrity, including ensuring that appropriate arrangements are in place for employees and external parties to be able to raise in confidence, matters of alleged financial and/or other improprieties and ensure that appropriate follow-up actions are taken.

The duties and powers of the GAC are documented in detail in its Terms of Reference (“TOR”). The GAC’s TOR was last reviewed and approved by the Board on 24 November 2025. The updated TOR is available on the website of Cahya Mata at www.cahyamata.com.

GROUP AUDIT COMMITTEE

ACTIVITIES OF GAC

To carry out its duties and responsibilities effectively, GAC follows a structured programme of activities and meetings aligned with the annual financial reporting cycle. This includes items that GAC considers regularly in accordance with its TOR. In addition to its core work, GAC undertakes additional tasks in response to the evolving audit and external reporting landscape.

The GAC relies on information and support from Management across the business units, receiving reports and presentations from business management, where necessary, as well as the Heads of Key Group Functions, Internal Audit and the External Auditors, which it challenges as appropriate.

In discharging its roles and responsibilities, the GAC had performed the following activities during FY2025:

Financial Reporting

In overseeing financial reporting, the GAC:

- Reviewed, with the Group Managing Director and Group Chief Financial Officer the Group's quarterly financial results and cumulative for the year for the Group. The annual audited financial statements of the Company were also reviewed. The review focused particularly on significant changes in or implementation of accounting policies and practices, accounting treatments, significant judgements made by the Management, adjustments arising from the audits, compliance with the accounting standards (Malaysian Financial Reporting Standards) used and disclosure requirements, comments and responses to audit issues and other legal requirements to ensure that the financial statements present a true and fair view of Cahya Mata's financial performance prior to making recommendation to the Board for approval and public release thereof.
- Deliberated on accounting/audit issues and transactions including reasonableness of accounting standards application highlighted by the External Auditors and/or Management and ensured that appropriate actions were taken to support the integrity of the Group's financial statements.

- Assessed the effectiveness of the Group's internal control system over financial reporting by both the Internal and External Auditors, including information security and control for effective and efficient financial reporting.

Internal Audit

During FY2025, the GAC performed the following activities to ensure fulfilment of Internal Audit Function planned activities:

- Reviewed and approved the risk-based audit plan, scope of examination and internal audit reports issued by Group Internal Audit ("GIA") for Cahya Mata and its subsidiaries on the effectiveness and adequacy of governance, risk management, operational and compliance processes.
- Reviewed the adequacy and effectiveness of corrective actions taken by the Management in response to the audit findings and GAC's recommendations through review of the status of implementation reports tabled by GIA at each meeting.
- Reviewed the effectiveness of the Internal Audit Function through the following ways:
 - ensured the Internal Audit Function conforms with The Institute of Internal Auditors' ("IIA") International Professional Practices Framework, which is the Global Internal Audit Standards and Topical Requirements in achieving an acceptable level of auditing performance;
 - reviewed the Key Performance Indicators of the GIA;
 - reviewed the results of assessment performed on the Internal Audit Function through Management's feedback on the quality of internal audit services rendered to ensure quality of internal audit work;
 - reviewed the competency of the internal audit staff and adequacy of resources to achieve the audit scope as outlined in the annual audit plan;

- reviewed and approved the annual training budget to equip the internal audit team with an appropriate level of skills and knowledge to carry out the function effectively; and
- reviewed the on-going training of the internal audit staff to ensure that the Internal Audit Function is effective and committed to continuous improvement for delivery of high-quality and value-added services to the Group.

- Discussed the problems and reservations arising from the internal audits and any other matters, without the presence of the Management and the Executive Directors of Cahya Mata.

In this regard, the GAC held one (1) private session with the GIA on 18 November 2025 to discuss any issues or observations that GIA may have during the course of the GIA's engagement with the Group's officers.

External Audit

In ensuring the credibility and reliability of the Group's financial statements, the GAC:

- Conducted a formal assessment of the External Auditors' performance, independence and objectivity to ensure their suitability prior to recommending their re-appointment to the Board. The assessment covered:
 - Suitability of the firm;
 - Quality process/performance (audit judgement, risks including fraud risk assessment, reporting process, understanding of key issues and transparency in communication);
 - Audit team competency (senior personnel involvement and staff expertise);
 - Independence and objectivity (compliance with the By-Laws on professional independence of Malaysian Institute of Accountants, partner rotation and non-audit services rendered);
 - Audit scope and planning;
 - Fees (compared to organisations of similar size, fees in relation to overall external audit firm's income and limit of non-audit fee size); and
 - Communications (timeliness and transparency).

GROUP AUDIT COMMITTEE

- Recommended the re-appointment of the External Auditors to the Board, subject to shareholders' approval at the annual general meeting, and the audit fee based on the satisfactory assessment of the suitability and quality of services rendered by the External Auditors and the review of the reasonableness of the proposed audit fee (benchmarked against audit fees incurred by other organisations of similar size).

- Ensured strict compliance with the policy whereby the cumulative non-audit fee incurred in excess of 100% of the preceding year's approved audit fee for the Group would require the GAC's prior approval. In this regard, the GAC monitored and ensured the appointments of the affiliates to External Auditors are fully complied with the established policies and procedures, which include among others, the consideration of:
 - the competence and resource capacity;
 - the nature and extent of the non-audit services rendered; and
 - the appropriateness of the level of fees.

- Reviewed the audit engagement letter on the audit scope, timelines and how key risks (e.g. fraud risk) are factored into their plan including written assurance of independence and objectivity to give assurance that the financial statements are free of material misstatement, whether caused by fraud or error.
- Reviewed the audit plan with the External Auditors and their evaluation of the system of internal controls.
- Reviewed and deliberated on the External Auditor's report with regard to the relevant disclosures in the annual financial statements.
- Reviewed and deliberated on the External Auditors' findings arising from audits including key issues highlighted and Management's responses thereto as contained in the management letters.
- Reviewed the assistance given by the Group's officers to the External Auditors.
- Noted new and revised Auditing Standards on External Auditor reporting.
- Held two (2) private meetings with External Auditors without the presence of the Management to discuss any issues and concerns arising from their audit.

GROUP AUDIT COMMITTEE

Risk Management

- Reviewed and recommended the Statement on Risk Management and Internal Control for Board's approval for inclusion in the Annual Report for FY2025.

Related Party Transactions

- Reviewed the Statement of Related Party Transactions and Procedures, taking into consideration any possible conflict of interest transactions, to ensure that all related party transactions were performed in compliance with the MMLR, on arm's length basis, on normal commercial terms and consistent with the Group's procedures.
- Reviewed the estimated recurrent related party transactions ("RRPT") on a quarterly basis. No shareholders' mandate for RRPT was sought as the estimated RRPT for the Group was not expected to reach/exceed the prescribed threshold under the MMLR.

Others

- Reviewed its TOR to ensure all the mandatory requirements under the MMLR (Revised) and other relevant statutory regulations, as well as other corporate governance best practices are met.
- Ensured succession planning for GAC in consultation with the Board and the NRC.
- Reviewed the share option allocations verified by the Internal Audit Function to ensure compliance with the criteria set out in the Employees' Share Option Scheme ("ESOS")'s By-Laws.
- Reviewed disclosure statements on the Corporate Governance Overview Statement and GAC Report for FY2025 for inclusion in the Annual Report 2025 and recommended their adoption by the Board.
- Reviewed the recommendation to the Board on the proposed first and final dividend for FY2025.

Anti-Corruption Practices

As part of its commitment to upholding the highest standards of integrity and governance, the GAC oversees the Group's anti-corruption practices to ensure compliance with applicable laws and regulatory requirements.

Conflict of Interest

In line with its oversight responsibilities, the GAC reviewed, assessed and/or deliberated on relevant disclosed COI and potential COI matters on a quarterly basis at the GAC meeting.

GROUP AUDIT COMMITTEE

INTERNAL AUDIT FUNCTION AND SUMMARY OF INTERNAL AUDIT ACTIVITIES

It is the policy of the Board to maintain an Internal Audit Function that provides independent and objective assurance and consulting activities, guided by a philosophy of adding value to improve the operations of the Group.

The Internal Audit Function has been managed by the GIA, an independent in-house unit. The primary responsibility of the Internal Audit Function is to conduct regular and systematic reviews of the significant operations of the Group based on assessed risks to provide objective, reasonable and independent assurance on the adequacy and effectiveness of the system of internal controls within the Group to the GAC. The Internal Audit Function undertakes its duties based on The IIA's International Professional Practices Framework.

The purpose, authority and responsibility of the Internal Audit Function are defined in the Internal Audit Charter, reviewed and approved by GAC. The risk-based audit plan is developed using a structured risk assessment framework. This allows the plan to be more focused, concentrating limited resources on the areas of higher concerns to ensure optimal utilisation of the resources. The Annual Group Internal Audit Plan is approved by GAC each year in November.

The Internal Audit Function had carried out ten (10) planned audits, one (1) ad-hoc audit and all related audit follow-up activities during FY2025.

Areas reviewed include:

- Group-wide Related Party Transactions Review (4)
- Health, Safety & Environment Review (1)
- Governance & Security Review (1)
- Operational & Maintenance Review (1)
- Project Management Review (1)
- Revenue Recognition Review (1)
- ESOS Review (2)

Reports on the adequacy of controls and extent of compliance with internal governance and financial policies and operational procedures in respect of the areas audited and recommendations to improve the existing system of internal controls and operational efficiency and effectiveness have been provided to both operations Management and the GAC.

For FY2025, the total cost incurred for maintaining the Internal Audit Function amounted to RM 1,779,421 (2024: RM1,335,061).

This GAC Report was approved by the Board on 7 April 2026.

ADDITIONAL COMPLIANCE INFORMATION

1. AUDIT AND NON-AUDIT FEES

The audit and non-audit fees paid/payable to the External Auditors for services rendered to the Company and/or its subsidiaries for the financial year ended 31 December 2025 (“FY2025”) are as follows:

	Company (RM'000)	Group (RM'000)
Fees paid/payable to Messrs. Ernst & Young PLT and its affiliates		
• Statutory Audit	368	1,303
• Non-audit services including tax services	39	356
Fees paid / payable to other firms		
• Statutory Audit	-	607

2. MATERIAL CONTRACTS INVOLVING THE INTEREST OF THE DIRECTORS AND MAJOR SHAREHOLDER

There were no material contracts entered into by the Company and its subsidiaries (“the Group”) involving the interests of the Directors and major shareholders, either still subsisting at the end of FY2025 or entered into since the end of the previous financial year.

3. CONTRACT RELATING TO LOANS

There were no contracts relating to loans entered into by the Group involving the interests of the Directors and major shareholders during FY2025.

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

The Company did not seek any mandate from its shareholders in respect of recurrent related party transactions of revenue or trading nature during FY2025.

Details of recurrent related party transactions conducted during FY2025 are disclosed in Note 39 to the Audited Financial Statements 2025.

5. EMPLOYEES’ SHARE OPTION SCHEME

The Company had obtained its shareholders’ approval for the establishment and implementation of an Employees’ Share Option Scheme (“ESOS”) of up to 7% of its total issued and paid-up share capital (excluding treasury shares) for eligible Executive Directors of the Company and eligible employees of the Group (excluding dormant subsidiaries) at the Extraordinary General Meeting held on 12 November 2020. The ESOS was subsequently implemented on 13 November 2020 and shall be in force for a period of four (4) years commencing from 13 November 2020.

On 27 August 2024, the Board of Directors approved to extend the ESOS period for another four (4) years until 12 November 2028 in accordance with the terms of the ESOS By-Laws. The extension is not subject to any approval from the Company’s shareholders, Bursa Malaysia Securities Berhad and/or any other relevant authorities.

The details of options granted, exercised and lapsed are disclosed in Note 36 to the Audited Financial Statements for FY2025.

6. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSAL

The proposed disposal of the entire 25% equity interests in OM Materials (Sarawak) Sdn Bhd and OM Materials (Samalaju) Sdn Bhd was completed on 22 December 2022 following the full settlement of the disposal consideration by the purchaser, OM Materials (S) Pte Ltd and the gross proceeds raised from this disposal was USD120,000,000 (“Corporate Proposal”).

As at 31 March 2026, the status of utilisation of proceeds raised from the Corporate Proposal is as follows:

Purpose	Proposed Utilisation (RM'000)	Actual Utilisation (RM'000)	Balance Unutilised (RM'000)	Intended timeframe for utilisation from date of completion of the Corporate Proposal	Revised timeframe for utilisation of proceeds
Future acquisition/ investments	119,707	56,303	63,404	Within 36 months ⁽ⁱ⁾	Within 48 months
Capital expenditure	96,805	96,805	-	Fully utilised	Fully utilised
Working capital	243,269	243,269	-	Fully utilised	Fully utilised
Estimated expenses	19,768	19,768	-	Fully utilised	Fully utilised

Note:

⁽ⁱ⁾ The Board has extended the utilisation of proceeds for such purposes to 48 months from date of completion of the Corporate Proposal.

7. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements/ Paragraph 9.41(b) of the MAIN Market Listing Requirements/ Rule 9.25A of the ACE Market Listing Requirements/ Rule 6.13A of the LEAP Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group’s business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2025 (RM'000)	2024 (RM'000)
Total Income		
Revenue	1,109,418	1,196,254
Other income	32,616	38,109
Interest income	11,086	6,477
Share of result of associates	46,696	68,217
Share of result of joint ventures	24,642	21,386
Total	1,224,458	1,330,443
Total Assets	4,643,602	4,548,752

ADDITIONAL COMPLIANCE INFORMATION

(b) Business Activities

	Group	
	2025 (RM'000)	2024 (RM'000)
Shariah Non-Compliant Activities		
Liquor and liquor-related activities	28	40
Total	28	40

(c) Component of Financial Position

(i) Cash Component

	Group	
	2025 (RM'000)	2024 (RM'000)
Islamic Account/Instruments		
Cash at bank	47,994	59,806
Short-term deposits	398,831	204,431
Total	446,825	264,237

	Group	
	2025 (RM'000)	2024 (RM'000)
Conventional Account/Instruments		
Cash at bank	291,948	363,822
Short-term deposits	12,063	19,397
Total	304,011	383,219

(ii) Debt Component

	Group	
	2025 (RM'000)	2024 (RM'000)
Islamic Financing		
Current		
Banker's acceptances	19,489	-
Revolving credit	30,000	10,000
Term financing	83,846	107,426
Non-Current		
Term financing	4,369	95,368
Total	137,704	212,794

	Group	
	2025 (RM'000)	2024 (RM'000)
Conventional Borrowing		
Current		
Revolving credit	10,000	-
Non-Current		
Term loans	80,000	-
Total	90,000	-

STATEMENT OF DIRECTORS' RESPONSIBILITY

The Directors are required by the Companies Act 2016 ("Act") to prepare the financial statements for each financial year that give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and their results and cash flows for the financial year ended 31 December 2025.

As required by the Act and the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad, the financial statements have been prepared in accordance with the applicable Malaysian Financial Reporting Standards, the International Financial Reporting Standards, the provisions of the Act and the MMLR.

The Directors have ensured that in preparing the financial statements for the financial year ended 31 December 2025, the Group has adopted appropriate accounting policies, applied them consistently and supported by reasonable and prudent judgment and estimates.

The Directors have the responsibility for ensuring that the Group and the Company keep accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company, and which will enable them to ensure that the financial statements comply with the Act and the MMLR.

The Directors also have the responsibility for taking all reasonable steps to safeguard the assets of the Group and of the Company, and to prevent and detect fraud and other irregularities.

This Statement was approved by the Board on 7 April 2026.

CHAPTER 8 : LEADERSHIP & ORGANISATIONAL STRUCTURE



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BOARD OF DIRECTORS

BOARD OF DIRECTORS



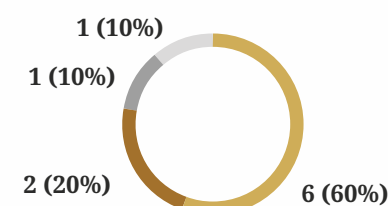
- 1** YABhg. General Dato' Seri DiRaja Tan Sri (Dr.) Mohd Zahidi Bin Haji Zainuddin (R)
Group Chairman / Senior Independent, Non-Executive Director
- 2** YBhg. Dato Sri Sulaiman Abdul Rahman B Abdul Taib
Group Managing Director

- 3** Umang Nangku Jabu
Non-Independent, Non-Executive Director
- 4** YBhg. Dato Sri Mahmud Abu Bekir Taib
Non-Independent, Non-Executive Director
- 5** Jeyabalan A/L S.K. Parasingam
Independent, Non-Executive Director

- 6** YBhg. Dato' Maznah Binti Abdul Jalil
Independent, Non-Executive Director
- 7** Gee Siew Yoong
Independent, Non-Executive Director
- 8** YBhg. Dato' Mat Hassan Bin Esa
Independent, Non-Executive Director

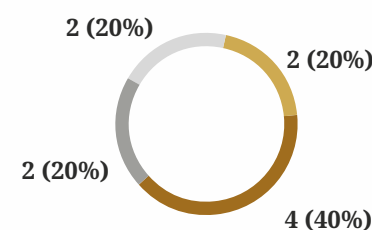
- 9** YBhg. CP (R) Dato' Mohd Azman Bin Ahmad Sapri
Independent, Non-Executive Director
- 10** YBhg. Tan Sri Dato' Sri Haji Syed Zainal Abidin Bin Syed Mohamed Tahir
Independent, Non-Executive Director

BOARD COMPOSITION



- Independent Non-Executive Directors
- Non-Independent Non-Executive Directors
- Senior Independent Non-Executive Director
- Group Managing Director

BOARD AGE



- 46 - 55
- 56 - 65
- 66 - 75
- 76 - 90

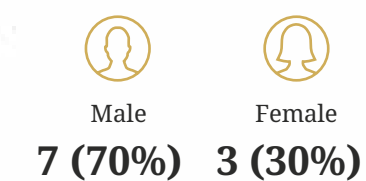
NATIONALITY



ETHNICITY



GENDER DIVERSITY



Save as disclosed in the Board of Directors' Profile, none of the Directors has:

- Any family relationship with any Director and/or major shareholder of the Company.
- Any conflict of interest with the Company.
- Any conviction for any offence other than traffic offences, if any, within the past five (5) years.

BOARD OF DIRECTORS' PROFILE

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BOARD OF DIRECTORS' PROFILE



- ⦿ Sarawak Securities Sdn Bhd
- ⦿ Malaysian Industry-Government Group for High Technology Sdn Bhd (MIGHT)
- ⦿ Utama Banking Group Berhad
- ⦿ K&N Kenanga Holdings Berhad
- ⦿ Bank Utama (Malaysia) Berhad
- ⦿ Utama Merchant Bank Berhad
- ⦿ RHB Islamic Bank Berhad
- ⦿ RHB Sakura Bankers Berhad
- ⦿ RHB Bank Berhad

None

- ⦿ PT Cahya Mata Oiltools – Board of Commissioners
- ⦿ Cahya Mata Oiltools Oman LLC – as Authorised Manager
- ⦿ Director, SACOFA Sdn Bhd (Cahya Mata’s associate company)

- Deputy Minister of Tourism, Malaysia (2008 – 2009)
- Member of Parliament, Malaysia (2008 – 2013)
- Executive Chairman, RHB Capital Berhad (2003 – 2006)
- Multiple board chairmanships in financial institutions and corporate entities

YBhg. Dato Sri Sulaiman is a brother of YBhg. Dato Sri Mahmud Abu Bekir Taib (a Director of Cahya Mata), Jamilah Hamidah Taib and YB Dato Hajjah Hanifah Hajar Taib-Alsree (major shareholders of Cahya Mata). YBhg. Dato Sri Sulaiman is a son of the late Lejla Taib (a major shareholder of Cahya Mata) and a director of Majaharta Sdn Bhd (a major shareholder of Cahya Mata). He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with Cahya Mata Group.

He has not been convicted of any offence within the past 5 years and any public sanction/penalty imposed by the relevant regulatory bodies during the financial year.

 **Chair of
Committee**

A Group Audit Committee Member

NR Nomination & Remuneration Committee Member

S Group Sustainability Committee Member

R Group Risk Committee Member

DT Digital Transformation Committee Member

BOARD OF DIRECTORS' PROFILE

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BOARD OF DIRECTORS' PROFILE

BOARD OF DIRECTORS' PROFILE

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BOARD OF DIRECTORS' PROFILE

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SENIOR MANAGEMENT TEAM



Azhar Bin Othman
Group Chief Financial
Officer



Izzam Ibrahim
Group Chief Corporate
Services Officer



**Mohd Farid Shah
Bin Mohd Basir**
Chief Human
Resources Officer



**Mazlan
Bin Tuhiman**
Chief Information Officer
(Demised on 23 April 2026)



**Idzam Yuhaizi
Bin Mohd Yunos**
Chief Risk Officer



Choong Ju Tang
Head, Cement SBU



**Md. Yusoff
Mohamad Noor**
Head, Oiltools SBU



**Raymond Ugay
Anak Benjamin**
Head, Road Maintenance
SBU



**Shaun
Mok Chek Wei**
Head, Property
Development SBU



**Derek
Chee Huong Xing**
Head, Construction
Materials and Trading
SBU



Ishwinderjit Singh
Interim Chief Operating
Officer, Phosphates SBU

SENIOR MANAGEMENT TEAM

NATIONALITY



Malaysia
11 (100%)

None of the Senior Management Team has:

- Any family relationship with any Director and/or major shareholder of the Company.
- Any conflict of interest with the Company.
- Any conviction for any offences other than traffic offence, if any, within the past five (5) years.

SENIOR MANAGEMENT TEAM’S
PROFILE

AZHAR BIN OTHMAN
Group Chief Financial Officer



Date Appointed to the Key
Senior Management Position :
11 June 2025

MALAYSIAN 58 MALE

Responsibilities and Scope

As the Group Chief Financial Officer, Azhar provides strategic leadership over the Group’s finance function, driving the formulation and execution of robust financial strategies and long-term value creation roadmaps. He plays a central role in steering the Group’s financial direction, ensuring that financial management practices are closely aligned with business priorities and support sustainable growth.

His responsibilities encompass overseeing end-to-end financial operations, including treasury management, cash flow optimisation, capital allocation and cost governance, while ensuring disciplined management of overheads and inventory. He is instrumental in strengthening financial resilience through the implementation of cost optimisation initiatives and the enhancement of financial controls, enabling the Group to operate with greater efficiency and agility.

Azhar also leads the development of comprehensive strategic and financial plans, including long-range planning, annual operating plans and performance management frameworks that drive accountability and informed decision-making across the organisation. He is responsible for the integrity and compliance of statutory reporting and tax matters for the Group and its subsidiaries, ensuring adherence to regulatory requirements and best practices.

In addition, he plays a key role in advancing the Group’s digital finance agenda as a core member of the Enterprise Resource Planning (ERP) system implementation taskforce, supporting the integration of systems, data transparency, and process optimisation. Through his leadership, Azhar strengthens the finance function as a strategic business partner, enabling the Group to enhance performance, optimise resources and deliver long-term stakeholder value.

Key Achievements

Azhar has played a pivotal role in transforming the Finance function into a strategic business partner at both Group and Strategic Business Unit levels, with a strong emphasis on financial analysis and cost efficiency through close collaboration with operations. He successfully restructured the Finance organisation into four core pillars namely Statutory/ERP, Financial Planning and Analysis, Treasury and Performance Management led by dedicated general managers to enhance synergy, efficiency and goal alignment across the Group.

He led the timely completion and Board approval of the Group’s Budget 2026 and five-year strategic plan, while also establishing a centralised treasury function to optimise fund management, reduce cost leakages and improve capital allocation.

Among his notable achievements, Azhar spearheaded the successful securing of a RM600 million loan from Bank of China for the Mambong Clinker Line 2 project at competitive interest rates. He has also strengthened investor relations and engagement with financial institutions and key stakeholders.

In addition, he has driven capability development initiatives to bridge talent and knowledge gaps, enhance succession planning and strengthen competencies across financial reporting, tax, treasury, planning and analysis including performance management. He also worked closely with external auditors to develop strategies to better manage foreign exchange exposure within the Phosphates Strategic Business Unit.

SENIOR MANAGEMENT TEAM’S
PROFILE

Academic/Professional Qualification

- Master of Business Administration, Arizona State University
- Bachelor of Business Administration in Finance and Corporate Investment, University of North Texas
- Member of Chartered Institute of Management Accountants, United Kingdom
- Member of Malaysian Institute of Accountants

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

None

Professional Experience:

Azhar brings over 35 years of extensive experience and leadership across a wide range of industries, including semiconductors, textiles, automotive, property development, real estate and infrastructure, investment holding, technology, energy, oil and gas, as well as IT trade facilitation and consultancy.

Prior to joining Cahya Mata Sarawak Berhad, he held senior leadership roles at Dagang NeXchange Berhad, where he served as Group Chief Financial Officer and Group Chief Operating Officer, contributing significantly to the organisation’s financial and operational transformation.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

SENIOR MANAGEMENT TEAM’S
PROFILE

IZZAM IBRAHIM
Group Chief Corporate
Services Officer



Date Appointed to the Key
Senior Management Position :
1 August 2022

MALAYSIAN

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MALE

Responsibilities and Scope

As the Group Chief Corporate Services Officer, Izzam provides strategic leadership over a broad portfolio encompassing Group Legal, Group Contract and Project Governance Services, Group Corporate Secretarial Services, Group Corporate Communications, Group Procurement, Group Environment, Social & Governance (ESG), as well as the Group Auxiliary Police function. His role is central to strengthening the Group’s governance ecosystem, ensuring that all corporate services are aligned with regulatory requirements, best practices and the Group’s long-term strategic priorities.

He is responsible for safeguarding the Group’s legal and regulatory integrity by overseeing robust compliance frameworks, enhancing contract governance and mitigating legal and operational risks across all business units. In addition, he plays a pivotal role in shaping and protecting the Group’s corporate reputation, driving effective stakeholder communication strategies and reinforcing public confidence in the organisation.

Izzam also leads the advancement of the Group’s ESG agenda, ensuring that sustainability considerations are embedded into business practices and decision-making processes. Through his integrated oversight of governance, compliance, communications and sustainability functions, he strengthens organisational resilience, enhances transparency and supports the Group’s commitment to responsible and sustainable growth.

Key Achievements

Izzam has played a transformative role in strengthening the Group’s governance, compliance and corporate services landscape through a series of high-impact initiatives.

He was instrumental in the establishment and implementation of the Group’s Auxiliary Police operations, significantly enhancing security capabilities while reinforcing governance and control measures across the organisation.

Under his leadership, the Group’s legal risk management framework has been strengthened, ensuring greater alignment with evolving regulatory requirements and improving the robustness of contract negotiation and management practices. He has also driven the implementation of enhanced corporate compliance frameworks, including anti-corruption policies and governance best practices, reinforcing the Group’s commitment to integrity, transparency and ethical business conduct.

In the area of corporate communications, he has successfully forged strategic partnerships with key media organisations, enhancing the Group’s visibility and strengthening the dissemination of information on its achievements and strategic initiatives.

In addition, Izzam has been a key driver in advancing the Group’s ESG agenda, implementing initiatives that have strengthened compliance and improved ESG performance. These efforts have contributed to enhanced ESG ratings and recognition among financial institutions and regulatory stakeholders, further reinforcing the Group’s position as a responsible and sustainable organisation.

SENIOR MANAGEMENT TEAM’S
PROFILE

Academic/Professional Qualification

- LLB (Special) (Hons), University of Hull, United Kingdom
- MAICSA Affiliate Member

Professional Experience:

With over 26 years of extensive experience, Izzam has built a distinguished career providing end-to-end legal and corporate advisory services across public-listed companies, government-linked entities, private enterprises and multinational corporations.

His expertise spans corporate law, mergers and acquisitions, regulatory compliance, anti-corruption enforcement, high-value contract negotiations and corporate services. He has successfully managed complex cross-border transactions, navigated intricate regulatory environments and advised on high-stakes legal and governance matters.

His strategic counsel has consistently supported critical business decisions, strengthened governance frameworks and enhanced the Group’s ability to effectively manage legal, contractual and reputational risks in a dynamic and evolving business landscape.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

Cahya Mata Oiltools:

- Cahya Mata IP Sdn Bhd
- Cahya Mata Oiltools (Cayman) Limited
- Cahya Mata Oiltools (Africa) Limited
- PT Cahya Mata Oiltools (President Director)
- Wasco Oil Service Company Nigeria Ltd
- Cahya Mata Oiltools Oman LLC
- Cahya Mata Oiltools (Singapore) Pte Ltd
- KMC Oiltools India Private Limited
- Scomi Oiltools (RUS) LLC

SENIOR MANAGEMENT TEAM’S PROFILE

**MOHD FARID SHAH
BIN MOHD BASIR**
Chief Human Resources Officer



Date Appointed to the Key Senior Management Position :
17 November 2025

MALAYSIAN 55 MALE

Responsibilities and Scope

As the Chief Human Resources Officer, Farid is responsible for leading and transforming Cahya Mata Sarawak Berhad’s people ecosystem through the design and execution of an integrated, Group-wide human capital strategy, governance framework and operating model. He drives the development of a future-ready workforce by strengthening organisational capability, building robust leadership pipelines, enhancing workforce productivity and cultivating a cohesive, high-performance culture across all Strategic Business Units.

His role encompasses shaping talent strategies that attract, develop and retain high-calibre talent, embedding performance-driven mindsets and advancing succession planning to ensure leadership continuity. He also champions the adoption of progressive HR practices, digital HR solutions and data-driven decision-making to enhance employee experience and organisational effectiveness.

As a strategic advisor to the Group Managing Director and the Board of Directors, Farid plays a pivotal role in aligning people, culture and organisational priorities with the Group’s transformation agenda. He ensures that human capital initiatives are tightly integrated with business strategy, thereby strengthening organisational resilience, driving sustainable growth, and positioning the Group to thrive in an increasingly dynamic and competitive landscape.

Key Achievements

Farid has strengthened the Group’s human capital function through a series of strategic initiatives aimed at enhancing HR effectiveness and organisational capability.

He conducted a Group-wide HR Effectiveness Assessment involving the C-Suite and Management to establish a clear performance baseline and refine HR strategic priorities. Building on this, he introduced an HR Maturity Model and led a Global HR Technical Competency Assessment benchmarked against international standards to identify capability gaps and align transformation goals.

He developed a future-ready HR Vision, Purpose and Mission aligned with the Group’s transformation agenda, alongside implementing a refreshed HR Operating Model comprising Centres of Excellence (COEs), HR Business Partners (HRBPs) and Centres of Scale (COSs) to enable more agile and efficient service delivery.

Farid also modernised talent acquisition and workforce planning by integrating workforce planning with business forecasting, digitalising recruitment processes and enhancing sourcing capabilities through platforms such as LinkedIn Talent Solutions.

In addition, he spearheaded the launch of ‘SPARK’ (Students’ Pathway & Readiness Kick-Start), a flagship early careers programme designed to attract, develop and build a sustainable pipeline of future talent for the Group.

SENIOR MANAGEMENT TEAM’S PROFILE

Academic/Professional Qualification

- Bachelor of Business Administration (Hons) in Human Resource Management, Universiti Teknologi MARA
- Professional Diploma in Training & Development, Universiti Malaya

Executive Education:

- Building on Talent, IMD Business School, Lausanne, Switzerland
- Oxford Executive Leadership Programme, Saïd Business School, University of Oxford, United Kingdom
- Digital Disruption, Cambridge Judge Business School, United Kingdom
- INSEAD Future-Ready Summit, INSEAD Business School, Singapore
- Agile HR, Bologna Business School, Italy

Global Certifications:

- Global HR Professional, HRCI
- HR Management Professional, HRCI
- Senior Certified Professional, SHRM
- Global Remuneration Professional, World at Work
- Fellow, Chartered Management Institute (CMI), United Kingdom
- Chartered Member, Chartered Institute of Islamic Finance Professionals

Professional Experience:

Farid brings over 30 years of extensive human capital leadership experience across diverse sectors including telecommunications, banking, FMCG and insurance. His international exposure spans Switzerland, South Africa, the Philippines, Singapore and Malaysia.

He is an accomplished C-suite leader, having previously served as Chief Human Resources Officer at MBSB Group, Telekom Malaysia Berhad and Bank Rakyat Malaysia. Prior to these roles, he held various HR leadership positions at Nestlé across multiple international markets. His contributions to the human capital field have earned him numerous accolades, recognising his leadership, mentorship and commitment to talent development.

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

None

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

SENIOR MANAGEMENT TEAM’S
PROFILE

MAZLAN BIN TUHIMAN
Chief Information Officer
(Demised on 23 April 2026)



Date Appointed to the Key
Senior Management Position :
22 September 2025

MALAYSIAN

55

MALE

Responsibilities and Scope

As the Chief Information Officer, Mazlan is responsible for spearheading the Group’s digital transformation agenda and providing strategic leadership across all information technology functions. He drives the development and execution of a forward-looking IT strategy that is closely aligned with the Group’s business objectives, ensuring that technology serves as a key enabler of growth, innovation, and competitive advantage.

His role encompasses the modernisation of digital infrastructure, strengthening cybersecurity frameworks, enhancing data governance and accelerating the adoption of digital solutions to improve operational efficiency and decision-making across the organisation. He also plays a critical role in fostering a digitally empowered culture, enabling business units to leverage technology to optimise processes, unlock new opportunities and deliver sustainable value.

Through his leadership, Mazlan ensures that the Group’s IT capabilities remain agile, resilient and future-ready, supporting long-term value creation and reinforcing Cahya Mata Sarawak Berhad’s position in an increasingly digital and technology-driven landscape.

Key Achievements

Mazlan has played a key role in strengthening the Group’s digital and IT capabilities through strategic initiatives aimed at enhancing organisational effectiveness.

He successfully restructured the Group IT organisation to better support Cahya Mata Sarawak Berhad’s vision and mission, ensuring improved alignment between technology and business functions.

He also led the refresh of the Group’s IT strategy, establishing a clear digital direction for the organisation. In addition, he outlined and implemented key IT Strategic Action Plans spanning short-, medium-, and long-term horizons to support sustainable growth and digital transformation.

SENIOR MANAGEMENT TEAM’S
PROFILE

Academic/Professional Qualification

- Diploma in Business Studies, Universiti Teknologi MARA, Malaysia
- Member, Malaysian Association of Accounting Administrators (MAAA)
- Introductory Certificate in Management, NEBS Management, United Kingdom
- Certificate of Book Keeping, Politeknik Sultan Hj Ahmad Shah, Malaysia

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

None

Professional Experience:

Mazlan brings over 25 years of extensive experience across a wide range of industries, including information technology, oil and gas, education, chemicals, FMCG and the public sector, with more than a decade in senior leadership roles.

Prior to joining Cahya Mata Sarawak Berhad, he served as Chief Executive Officer of Innovation Associates Consulting Sdn Bhd, a subsidiary of Dagang NeXchange Berhad.

His previous roles include serving as Project Director for the iGFMAS Transformation Project, Senior Manager at Delaware Consulting where he established and led Offshore Global Delivery Centres across Malaysia, the Philippines, China and Brazil, Head of Group Applications (SAP and non-SAP) at F&N Holdings and Project Manager for PMI rollout projects at BASF IT Asia Pacific.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

SENIOR MANAGEMENT TEAM’S PROFILE

IDZAM YUHAIZI BIN MOHD YUNOS
Chief Risk Officer



Date Appointed to the Key Senior Management Position :
1 July 2025

 MALAYSIAN 53 MALE

Responsibilities and Scope

As the Chief Risk Officer, Idzam provides strategic leadership in shaping and driving the Group’s enterprise-wide risk management agenda, ensuring a proactive, structured and forward-looking approach to identifying, assessing and mitigating risks across all business operations. He plays a critical role in embedding risk management as an integral component of the Group’s strategy, enabling the organisation to anticipate uncertainties, safeguard value and capitalise on emerging opportunities in an increasingly complex operating environment.

His responsibilities include the seamless integration of business and Environmental, Social and Governance (ESG) risks into the Group’s strategic planning and operational frameworks, ensuring that sustainability considerations are embedded into core decisionmaking processes. Through this integrated approach,he strengthens organisational resilience, enhances long-term sustainability and reinforces stakeholder confidence.

Key Achievements

Group Risk Management

Idzam has significantly strengthened the Group’s risk management, business continuity, insurance and QHSE capabilities through a series of strategic initiatives:

He developed a comprehensive Strategic Roadmap to transform risk management from a governance-centric function into a core business driver, embedding risk awareness across the organisation while enhancing risk identification, mitigation and strategic decision-making capabilities.

Idzam oversees the Group’s overall risk governance framework, ensuring robust compliance with regulatory requirements, strengthening internal control systems and elevating risk management standards across all levels of the organisation. He actively promotes a strong risk-aware culture by driving accountability, enhancing risk ownership and fostering disciplined decision-making practices throughout the Group.

Through the establishment of comprehensive reporting, monitoring and oversight mechanisms, he provides timely and insightful risk intelligence to Management and the Board of Directors. His leadership ensures that risk considerations are effectively incorporated into strategic deliberations, positioning risk management to safeguard and as a key enabler of informed decision-making, operational excellence and sustainable value creation for the Group.

He successfully integrated Sustainability Risk Management into the Group Risk Management Framework, elevating ESG considerations into core business strategy and reinforcing the Group’s resilience, long-term value creation and stakeholder confidence.

In addition, he introduced specialised risk management frameworks to address areas beyond traditional enterprise risk management, including strategic investments, credit risk and key revenue-generating activities, ensuring these exposures are managed using tailored and robust methodologies.

SENIOR MANAGEMENT TEAM’S PROFILE

Business Continuity Management (BCM)

He led the establishment and strengthening of the Group’s Business Continuity Management framework, ensuring alignment with enterprise risk principles and regulatory expectations.

He standardised BCM governance across the Group by implementing consistent policies, frameworks and activation protocols, significantly enhancing organisational preparedness to respond to disruptions and crisis scenarios.

He further strengthened recovery readiness through oversight of Group-wide Business Impact Analysis (BIA) and Business Continuity Planning (BCP), including the execution of testing exercises to validate the effectiveness of continuity plans.

Insurance Management

Idzam enhanced the Group’s insurance management practices by ensuring that insurance programmes are competitively structured, efficiently managed and aligned with overall risk management objectives, resulting in cost optimisation and improved coverage.

He also strengthened coordination with insurers and brokers to ensure timely claims processing and settlement, thereby safeguarding employee welfare and reinforcing confidence in the Group’s insurance framework.

Academic/Professional Qualification

- Bachelor of Arts in Economics and Social Studies with Honours (specialising in Accounting and Finance), University of Manchester, United Kingdom

Professional Experience:

Idzam brings over 28 years of extensive experience across multiple industries, including automotive and engineering, energy and utilities, development and commercial finance, oil and gas services and technology research and development.

Prior to joining Cahya Mata Sarawak Berhad, he served as Head of Risk Management and Integrity Department at UMW Corporation Sdn Bhd, and Head of Risk and Process Improvement Division at Malakoff Corporation Berhad, where he played key roles in strengthening Enterprise Risk Management frameworks and governance practices.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

Group Quality, Health, Safety & Environment (QHSE)

He was instrumental in developing the Group QHSE Strategic Plan, establishing a forward-looking roadmap that drives sustainable excellence, regulatory compliance and proactive risk management across all operations.

He spearheaded the establishment of the Group QHSE Manual, creating a standardised and robust framework to elevate QHSE practices and organisational discipline.

He also initiated the implementation of a centralised digital QHSE system featuring real-time dashboards and reporting capabilities, enhancing transparency, compliance tracking and operational standardisation across the Group.

In addition, he led the transformation of the Group’s QHSE assurance programme into a comprehensive and systematic framework, strengthening governance, compliance and risk management in QHSE practices.

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

None

SENIOR MANAGEMENT TEAM’S
PROFILE

CHOONG JU TANG
Head, Cement SBU



Date Appointed to the Key Senior Management Position :
1 April 2022

MALAYSIAN 52 MALE

Responsibilities and Scope

As Head of the Cement Strategic Business Unit, Ju Tang provides strategic and operational leadership in driving the performance, growth and sustainability of the Group’s cement and concrete businesses. He is responsible for translating the Group’s strategic priorities into actionable plans, ensuring effective execution across all operations to deliver strong financial and operational outcomes.

His role encompasses overseeing the entire value chain of the Cement SBU, from production and supply chain management to commercial strategy and customer engagement. He drives operational excellence by optimising plant performance, improving cost efficiency and enhancing productivity, while ensuring consistent delivery of high-quality products that meet market demands.

Ju Tang also plays a key role in advancing sustainability within the SBU by championing environmentally responsible practices, including the development and adoption of greener cement and concrete solutions. In addition, he fosters strong customer relationships and market positioning strategies to enhance competitiveness and expand market share.

Through his leadership, he ensures that the Cement SBU operates with resilience, efficiency and innovation, contributing meaningfully to the Group’s long-term growth and value creation.

Key Achievements

Under Ju Tang’s leadership in FY2025, the Cement SBU achieved significant strategic and operational milestones that strengthened its capacity, efficiency and market position.

He successfully led the commencement of construction for Clinker Line 2 at the Mambong integrated plant, marked by the groundbreaking ceremony on 18 December 2025. Upon completion, this major expansion is expected to more than double the SBU’s annual clinker production capacity from 900,000 metric tonnes to 1.9 million metric tonnes, significantly enhancing the Group’s production capabilities and supporting future growth.

He also spearheaded cost optimisation initiatives across the SBU’s operations, improving operational efficiency and reducing production costs. At the same time, he drove the expansion of the concrete business’ market share, strengthening the SBU’s competitive positioning within the market.

Over the past three years, Ju Tang has consistently delivered improvements in operational performance and financial outcomes, underpinned by a strong focus on efficiency, sustainability and customer engagement. His leadership has been instrumental in advancing the adoption of greener cement and concrete solutions while fostering deeper customer loyalty through innovative and responsive engagement strategies.

Guided by a leadership ethos grounded in honesty, integrity and sincerity, he has cultivated a high-performance culture within the SBU enabling sustained growth and long-term value creation.

SENIOR MANAGEMENT TEAM’S
PROFILE

- Academic/Professional Qualification**

 - Bachelor of Arts in Marketing and Human Resource Management, University of Southern Queensland, Australia
- Other Directorship(s) in Public Companies**

None
- Directorship(s) within Cahya Mata Group**

 - Cahya Mata Cement Sdn Bhd (Managing Director)
 - Cahya Mata Alam Sdn Bhd
 - Thermasite Technology Sdn Bhd

Professional Experience:

Ju Tang brings over 27 years of extensive experience in the cement and concrete industry, with a strong track record across commercial, operational and business development functions.

He has demonstrated deep expertise in driving operational excellence, implementing customer-centric innovations and advancing sustainable practices within the industry. His broad international exposure includes managing business operations and stakeholder relationships across diverse markets such as Indonesia, the Philippines, Vietnam, Thailand, Japan, Korea and China.

This multicultural experience has equipped him with strong cross-cultural leadership capabilities, enabling effective collaboration and relationship management across a wide range of stakeholders and business environments.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

SENIOR MANAGEMENT TEAM’S
PROFILE

**MD. YUSOFF
MOHAMAD NOOR**
Head, Oiltools SBU



Date Appointed to the Key
Senior Management Position :
18 November 2024

MALAYSIAN 57 MALE

Responsibilities and Scope

As Head of the Oiltools Strategic Business Unit, Yusoff provides strategic leadership over the Group’s oilfield services operations across eight countries, driving business growth, operational excellence and sustainable value creation within a highly competitive and technically demanding industry.

He is responsible for shaping and executing the SBU’s strategic direction, ensuring strong financial performance, operational efficiency and alignment with global industry standards. His role encompasses overseeing end-to-end operations across geographically diverse markets, optimising service delivery, enhancing asset utilisation and strengthening client relationships to support long-term business growth.

Yusoff also plays a critical role in embedding robust Quality, Health, Safety and Environment (QHSE) practices across all operations, ensuring compliance with stringent industry and regulatory requirements while fostering a strong safety culture. In addition, he drives Enterprise Risk Management across the Strategic Business Units, proactively identifying and mitigating operational, commercial and geopolitical risks associated with international operations.

A key aspect of his mandate includes developing high-performing, globally capable talent, strengthening leadership pipelines and building organisational capability to support the SBU’s expansion and transformation agenda. Through his leadership he ensures that the Oiltools business remains resilient, competitive and well-positioned to capitalise on opportunities within the evolving global energy landscape.

Key Achievements

Under Yusoff’s leadership, the Oiltools SBU has strengthened its operational integration and global positioning, delivering improvements across governance, performance and stakeholder engagement.

He has enhanced collaboration between regional operations and the Group’s corporate office, fostering a culture of trust, transparency and accountability that has strengthened organisational alignment and execution discipline across all markets.

He has also driven the optimisation of global operations through the streamlining of business processes and the implementation of structured operational frameworks, resulting in improved efficiency, consistency and service delivery across the SBU’s international footprint.

Yusoff has deepened client engagement and reinforced strategic relationships, enhancing customer confidence and positioning the SBU as a trusted partner in delivering high-quality oilfield services.

In addition, he has championed the integration of Environmental, Social and Governance (ESG) principles into core business operations, embedding sustainability considerations into operational practices while strengthening QHSE standards across all regional units.

Through these initiatives, he has elevated internal governance standards, enhanced operational resilience and strengthened the SBU’s market credibility and competitive positioning within the global energy services sector.

SENIOR MANAGEMENT TEAM’S
PROFILE

Academic/Professional Qualification

- Bachelor of Engineering (Hons) in Electrical & Electronic Engineering, Manchester Polytechnic, United Kingdom
- Certified Project Management Professional (PMP), Project Management Institute, USA

Professional Experience:

Yusoff brings over 30 years of extensive leadership and technical experience across the oil and gas, telecommunications and defence industries, with a strong track record in managing complex, large-scale operations across international markets.

He has held senior leadership roles in both Malaysian and multinational organisations, leading mission-critical projects in regions including South Africa and Saudi Arabia and managing culturally diverse teams in highly challenging environments.

His experience spans drilling and completion services, offshore and onshore project execution, technical consultancy and international business development. This breadth of expertise, combined with his global perspective, enables him to effectively drive the Group’s expansion and transformation within the energy services sector.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

Cahya Mata Oiltools:

- Cahya Mata Oiltools Sdn Bhd
- PT Cahya Mata Oiltools
- KMC Oiltools India Pvt. Ltd.
- Cahya Mata Oiltools Services Sdn Bhd
- Oiltools International Sdn Bhd
- Cahya Mata Oiltools Oman LLC
- Cahya Mata Oiltools (Cayman) Limited
- Cahya Mata Oiltools (Africa) Limited
- Scomi Oiltools (RUS) LLC
- Cahya Mata Oiltools (Bermuda) Limited
- Cahya Mata Oiltools (Singapore) Pte. Ltd.

SENIOR MANAGEMENT TEAM’S
PROFILE

RAYMOND UGAY
ANAK BENJAMIN
Head, Road Maintenance SBU



Date Appointed to the Key
Senior Management Position :
18 October 2024

MALAYSIAN 40 MALE

Responsibilities and Scope

As Head of the Road Maintenance Strategic Business Unit, Raymond provides strategic and operational leadership in ensuring the reliability, safety and long-term sustainability of the Group’s road infrastructure across Sarawak. He is responsible for overseeing the execution of comprehensive road maintenance programmes that support the State’s connectivity and economic development.

His role includes managing the State Roads Concession across key divisions, namely Kuching, Samarahan, Serian, Sarikei, Sibü and Kapit, ensuring that maintenance activities are carried out efficiently, proactively and in accordance with stringent quality and safety standards. He drives the adoption of preventive and predictive maintenance strategies to enhance asset longevity, optimise lifecycle costs and minimise disruptions to road users.

Raymond also plays a key role in advancing sustainable infrastructure practices by integrating environmentally responsible solutions into maintenance operations. In addition, he focuses on improving operational efficiency, strengthening contractor and stakeholder coordination and ensuring compliance with regulatory and contractual obligations.

Through his leadership, he ensures that the Road Maintenance SBU delivers high standards of service, operational resilience and continuous improvement, contributing to the Group’s role as a key infrastructure facilitator in Sarawak.

Key Achievements

Under Raymond’s leadership, the Road Maintenance SBU has made significant progress in enhancing operational efficiency, sustainability and innovation in road maintenance practices.

He has been instrumental in exploring and implementing innovative maintenance technologies, enabling more efficient and cost-effective approaches to road upkeep. In parallel, he has championed the adoption of environmentally friendly materials that improve road durability while reducing environmental impact and lifecycle costs.

His leadership has strengthened operational standards across the SBU, reinforcing a culture of excellence, accountability, and continuous improvement. He has also contributed to enhancing governance practices and developing talent within the organisation, ensuring the SBU remains well-equipped to meet evolving infrastructure demands.

These efforts have collectively improved the quality, sustainability and reliability of road maintenance services, while reinforcing the Group’s commitment to delivering resilient and future-ready infrastructure.

SENIOR MANAGEMENT TEAM’S
PROFILE

Academic/Professional Qualification

- Bachelor of Mechanical Engineering, University of Canterbury, New Zealand

Professional Experience:

Raymond brings over 16 years of experience across corporate, property development and operational roles within the electronics manufacturing and construction materials industries.

He has developed strong expertise in project management, operational optimisation and business growth strategies, with a proven ability to drive efficiency improvements and deliver high-impact outcomes. His cross-industry experience provides him with a well-rounded perspective, enabling him to introduce innovative approaches to infrastructure maintenance and sustainability practices.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

- Cahya Mata Education Sdn Bhd
- Cahya Mata Sabah Sdn Bhd
- CMS Roads Sdn Bhd (Managing Director)

Directorship(s) in Joint Venture/Associate Company

- SEDC Premix (Betong) Sdn Bhd

SENIOR MANAGEMENT TEAM’S PROFILE

SHAUN MOK CHEK WEI
Head, Property Development SBU



Date Appointed to the Key Senior Management Position :
1 May 2020

MALAYSIAN 43 MALE

Responsibilities and Scope

As Head of the Property Development Strategic Business Unit, Shaun is responsible for driving long-term value creation through the strategic planning, development and execution of the Group’s property portfolio. He leads the end-to-end lifecycle of property developments, ensuring projects are delivered efficiently, on schedule and in line with the highest standards of quality, safety, and regulatory compliance.

His role encompasses shaping and executing development strategies that align with market demand and the Group’s growth objectives, while optimising asset value and enhancing returns. He oversees project delivery excellence, ensuring that construction quality, customer satisfaction and operational performance are consistently achieved.

In addition, Shaun plays a key role in strengthening the Group’s development pipeline by identifying and securing strategic landbank opportunities that support sustainable, long-term growth. He actively fosters strong relationships with key stakeholders, including regulators, partners, investors and industry players to enhance collaboration and unlock new opportunities.

Through his leadership, he champions sustainable and responsible development practices, ensuring that environmental and community considerations are integrated into project planning and execution, thereby reinforcing the Group’s commitment to sustainable urban development and long-term stakeholder value.

Key Achievements

Under Shaun’s leadership, the Property Development SBU delivered strong operational and commercial performance in FY2025, marked by several key milestones.

He successfully led the SBU in securing a RM550 million contract for the design and construction of the Borneo Convention Centre Kuching Extension (“BCKK 2”) on 30 April 2025, reinforcing the Group’s capabilities in delivering large-scale, high-impact infrastructure projects.

He also drove strong sales performance across key developments, achieving 81% take-up for Cahya Intan Phase 2 Residential Development in Kuching, while fully selling all units at the Samalaju Light Industrial development in Bintulu, reflecting strong market demand and effective project positioning.

In addition, he oversaw the successful execution of a long-term tenancy agreement for the Samalaju Hotel, strengthening the asset’s revenue stability and ensuring its long-term business sustainability.

These achievements underscore Shaun’s ability to deliver commercially successful developments while strengthening the Group’s property portfolio and long-term earnings potential.

SENIOR MANAGEMENT TEAM’S PROFILE

Academic/Professional Qualification

- Bachelor of Engineering in Materials Engineering, University of New South Wales, Australia
- Master’s in Construction Management, University of New South Wales, Australia

Professional Experience:

Shaun brings close to two decades of experience in the property development industry across Australia, Sri Lanka and Malaysia, with a strong track record in delivering diverse and complex developments.

His experience spans a wide range of project types, including healthcare facilities, high-rise residential developments, large-scale master-planned communities, heritage conservation projects and Grade A commercial office developments.

Throughout his career, he has held key leadership roles including Chief Operating Officer consultant, strategic planner and Head of Development, with particular expertise in financial modelling, project structuring and development strategy. His multidisciplinary background enables him to effectively bridge technical, commercial and strategic considerations in delivering high-impact property developments.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

- Cahya Mata Development Sdn Bhd (Managing Director)
- Cahya Mata Education Sdn Bhd
- Cahya Mata Hotels Sdn Bhd
- Cahya Mata Professionals Sdn Bhd
- Cahya Mata Roads Sdn Bhd
- Cahya Mata Wires Sdn Bhd (Chairman)
- CMS Land Sdn Bhd
- CMS Property Management Sdn Bhd
- Isthmus Raintree Management Sdn Bhd
- Rivervale Condominium Management Sdn Bhd
- Samalaju Hotel Management Sdn Bhd
- Samalaju Properties Sdn Bhd
- Taibah Properties Sdn Bhd

Directorship(s) in Joint Venture/Associate Company

- Borneo Granite Sdn Bhd
- PPES Works (Sarawak) Sdn Bhd (Interim Managing Director)
- PPESW BPSB JV Sdn Bhd
- PPES Works CCCC JV Sdn Bhd
- SEDC Concrete Product Sdn Bhd
- SEDC Premix Sdn Bhd
- SEDC Premix (Miri) Sdn Bhd
- SEDC Quarries Sdn Bhd
- SEDC Resources Sdn Bhd
- HELP Ibraco CMS Sdn Bhd
- Isthmus Developments Sdn Bhd

SENIOR MANAGEMENT TEAM’S
PROFILE

**DEREK CHEE
HUONG XING**
Head, Construction Materials
and Trading SBU

MALAYSIAN 38 MALE



Date Appointed to the Key
Senior Management Position :
1 March 2020

Responsibilities and Scope

As Head of the Construction Materials and Trading Strategic Business Unit and Managing Director of SEDC Resources Sdn. Bhd., Derek provides strategic leadership across a diversified portfolio encompassing aggregate quarries, asphaltic premix, steel wire manufacturing and domestic as well as international trading operations.

He is responsible for overseeing the end-to-end value chain of construction materials production and trading, ensuring consistent product quality, operational efficiency and supply chain reliability across all markets. His role includes driving integrated business strategies that align production, logistics and trading activities to meet evolving market demands while optimising cost structures and enhancing competitiveness.

Derek also plays a key role in expanding the Group’s international trading footprint, strengthening cross-border supply chains and fostering strategic partnerships to support business growth. In parallel, he champions the integration of sustainable practices across all operations, ensuring that resource management, production processes and trading activities are conducted responsibly and in alignment with environmental and regulatory standards.

Through his leadership, he ensures that the SBU delivers high-performance outcomes while balancing operational excellence, commercial growth and sustainable value creation.

Key Achievements

Since 2021, Derek has driven a series of strategic initiatives to embed sustainability and operational excellence across the Construction Materials and Trading SBU.

He has successfully integrated environmental responsibility into quarrying, asphaltic premix production and international trading operations by introducing measures aimed at reducing environmental impact, improving resource efficiency and enhancing operational sustainability.

Under his leadership, the SBU has strengthened its cross-border supply chain capabilities, enabling more efficient and reliable international trading operations while expanding market reach. At the same time, he has championed initiatives that promote community well-being and responsible resource management, reinforcing the Group’s commitment to sustainable development.

By 2025, these efforts have culminated in a well-balanced and resilient portfolio that integrates resource extraction, international trade expansion, and environmental stewardship. The SBU continues to deliver high-quality construction materials while advancing sustainability objectives and strengthening its competitive positioning in the market.

SENIOR MANAGEMENT TEAM’S
PROFILE

Academic/Professional Qualification

- Bachelor of Engineering (Mechanical),
Sheffield Hallam University, United Kingdom

Professional Experience:

Derek brings over 14 years of experience in the construction materials, quarrying and international trading industry, with a strong track record in managing complex, large-scale operations.

His expertise spans operational management, cross-border trading, supply chain coordination and the development of sustainable production practices. He has demonstrated the ability to drive operational efficiencies, enhance product quality and implement innovative solutions that support both commercial performance and environmental responsibility.

Through his leadership, he has strengthened the SBU’s operational capabilities while embedding best practices in sustainable resource management and international trade.

Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.

Other Directorship(s) in Public Companies

None

Directorship(s) within Cahya Mata Group

- Cahya Mata Alam Sdn Bhd (Chairman)
- Cahya Mata Sabah Sdn Bhd (Director)
- Cahya Mata Trading International Pte Ltd (Director)
- CMS Infra Trading Sdn Bhd (Chairman)
- Thermasite Technology Sdn Bhd (Chairman)

Directorship(s) in Joint Venture/Associate Company

- SEDC Resources Sdn Bhd (Managing Director)

SENIOR MANAGEMENT TEAM’S PROFILE

ISHWINDERJIT SINGH
Interim Chief Operating
Officer, Phosphates SBU



Date Appointed to the Key
Senior Management Position :
1 December 2021

MALAYSIAN 42 MALE

Responsibilities and Scope	Key Achievements
As Interim Chief Operating Officer of the Phosphates Strategic Business Unit, Ishwinderjit provides strategic and operational leadership for Cahya Mata Phosphates Industries Sdn Bhd, ensuring alignment with the Group’s overall strategic priorities and long-term sustainability objectives. He is responsible for overseeing the full spectrum of plant operations, including asset preservation, commissioning activities and the safe and reliable start-up of production facilities. His role is critical in driving operational excellence, ensuring that complex industrial processes are executed with high standards of safety, efficiency and reliability. In addition, he leads and coordinates key corporate and financial functions within the SBU, including corporate reporting, cash flow management, budgeting and enterprise risk management. Through this integrated oversight, he ensures financial discipline, operational resilience and informed decision-making across the organisation. Ishwinderjit also ensures strict compliance with regulatory requirements, corporate governance standards, and health, safety and environmental (HSE) policies, reinforcing a culture of accountability, risk awareness and operational integrity. Through his leadership, he strengthens the SBU’s ability to operate safely, efficiently and sustainably within a complex industrial environment.	Ishwinderjit has played a pivotal role in stabilising and advancing the Phosphates SBU’s operations, particularly through his leadership in critical recovery and recommissioning efforts. He spearheaded the successful restoration of electricity to the plant following a two-year interruption, a major milestone that enabled the transition from preservation to operational readiness. Building on this, he provided strategic oversight of the plant preservation and structured start-up programme, culminating in the successful start-up of the first furnace on 10 December 2025 after an extended period of inactivity. Through disciplined project management, technical coordination and rigorous risk assessment, he ensured the integrity of critical assets and the safe recommissioning of complex industrial systems. His ability to coordinate across multiple stakeholders and technical functions was instrumental in delivering this high-impact outcome. In parallel, he strengthened the SBU’s financial and governance frameworks by enhancing corporate reporting structures, reinforcing cash flow management and driving disciplined budgeting practices. Leveraging his expertise in forensic accounting and corporate risk management, he improved transparency, strengthened governance and enhanced enterprise risk resilience across the organisation. These achievements have not only restored operational capability but also laid a strong foundation for sustained performance, efficiency and long-term value creation within the Phosphates business.

SENIOR MANAGEMENT TEAM’S PROFILE

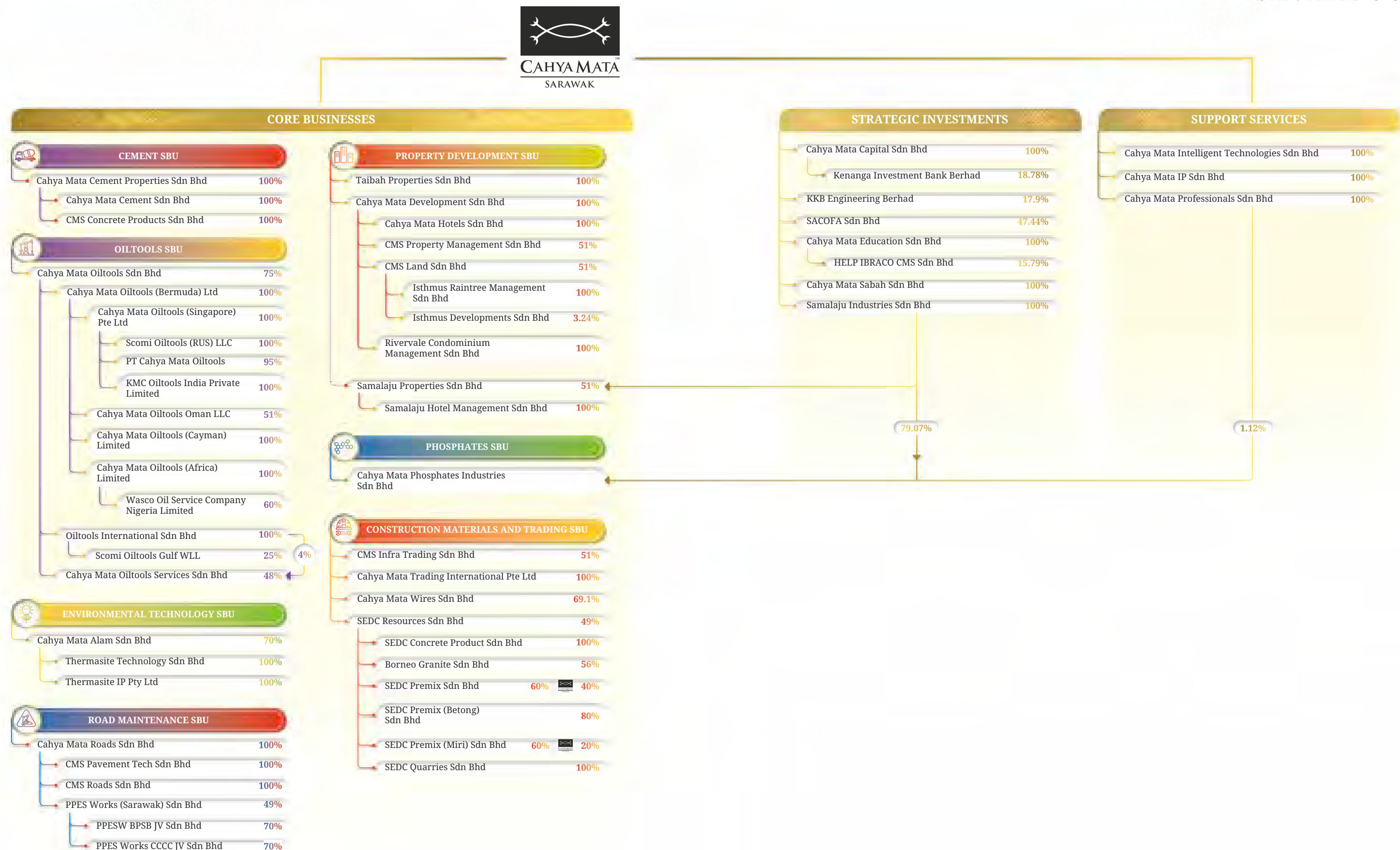
Academic/Professional Qualification	Other Directorship(s) in Public Companies
- Fellow Chartered and Certified Accountant (FCCA) - Member, Malaysian Institute of Accountants (MIA)	None
	Directorship(s) within Cahya Mata Group
	None
Professional Experience:	
Ishwinderjit brings over 18 years of experience in financial management, corporate risk management and forensic accounting with a strong track record in driving strategic initiatives and strengthening organisational governance. He has held key leadership roles across finance and risk functions, where he led initiatives to enhance reporting frameworks, improve operational efficiency and strengthen financial performance. His multidisciplinary expertise enables him to bridge financial, operational, and risk considerations, providing a holistic approach to leadership in complex industrial environments.	
Family Relationship with Other Director(s) and/or Major Shareholder(s) & Declaration	
He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on him by any relevant regulatory body during the financial year.	

CORPORATE STRUCTURE

AS AT 7 APRIL 2026

CORPORATE STRUCTURE

AS AT 7 APRIL 2026



CORPORATE INFORMATION

COMPANY NAME

Cahya Mata Sarawak Berhad

REGISTRATION NUMBER

197401003655 (21076-T)

DIRECTORS

YABhg. General Dato' Seri DiRaja Tan Sri (Dr.) Mohd Zahidi bin Haji Zainuddin (R)

YBhg. Dato Sri Sulaiman Abdul Rahman b Abdul Taib

Madam Umang Nangku Jabu

YBhg. Dato Sri Mahmud Abu Bekir Taib

Mr. Jeyabalan A/L S.K. Parasingam

YBhg. Dato' Maznah binti Abdul Jalil

Ms. Gee Siew Yoong

YBhg. Dato' Mat Hassan bin Esa

YBhg. CP (R) Dato' Mohd Azman bin Ahmad Sapri

YBhg. Tan Sri Dato' Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir

COMPANY SECRETARY

Alex Nip Chee Sien

[MAICSA 7066996]

[SSM Practicing Certificate No. 202008003954]

REGISTERED OFFICE

Level 6, Wisma Mahmud, Jalan Sungai Sarawak
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SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan

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f +60 3 7890 4670

e bsr.helpdesk@boardroomlimited.com

EXTERNAL AUDITORS

Ernst & Young PLT

PRINCIPAL BANKERS

Hong Leong Bank Berhad

CIMB Bank Berhad

Malayan Banking Berhad

Bank of China (Malaysia) Berhad

STOCK EXCHANGE LISTING

Main Market

Bursa Malaysia Securities Berhad

Sector: Industrial Products & Services Sector

Sub-sector: Building Materials

Stock Name: CMSB

Stock Code: 2852





CHAPTER 9 : CORPORATE GOVERNANCE

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CORPORATE GOVERNANCE OVERVIEW STATEMENT



THE BOARD OF DIRECTORS (“BOARD”) AND MANAGEMENT OF CAHYA MATA SARAWAK BERHAD (“COMPANY” OR “CAHYA MATA”) ARE PLEASED TO PRESENT THE CORPORATE GOVERNANCE OVERVIEW STATEMENT (“CGOS”), WHICH OUTLINES KEY HIGHLIGHTS ON HOW THE COMPANY HAS APPLIED THE PRINCIPLES AND PRACTICES OF THE MALAYSIAN CODE ON CORPORATE GOVERNANCE (“MCCG”) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (“FY2025”).

Corporate governance remains an integral component of Cahya Mata’s business operations. The Company believes in a professional and meritocratic culture underpinned by adherence to regulations and global best-practice standards. This, coupled with sound management, transparency, and ethical conduct, fosters accountability throughout the organisation and contributes to sustainable growth. The Board is also of the view that the Group’s business should promote long-term economic, environmental, and social value creation through effective utilisation of its resources.

This CGOS is accompanied by a Corporate Governance Report 2025 (“CG Report 2025”), prepared in accordance with the format prescribed under Paragraph 15.25 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”). The CG Report 2025, which provides a comprehensive explanation of the Company’s application of each MCCG practice during FY2025, is available on the Company’s website at www.cahyamata.com and on the Bursa Securities website. The disclosures in the CG Report 2025 are categorised into the following three (3) principles of the MCCG:

Principle A
Board Leadership
and Effectiveness

Principle B
Effective Audit and
Risk Management

Principle C
Integrity in
Corporate Reporting
and Meaningful
Relationship with
Stakeholders

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Cahya Mata’s governance structure is formulated based on the principles of providing executive management with a clear framework to operate effectively through a delegated instrument of authority, guided by the specific terms of reference (“TOR”) to ensure that the powers vested in the management are exercised with due care to achieve the Group’s strategic objectives. At the same time, the Board continues its responsibility of formulating and reviewing key policies, as well as charting and steering the overall direction of the Group’s business.

The Board’s primary responsibility is to protect and enhance value for its stakeholders. It oversees and controls the general strategic direction by establishing goals and objectives, policies, governance standards, and internal reporting mechanisms. In discharging its fiduciary duties and responsibilities, the Board is guided by a Board Charter, which sets out among others, the Board structure, composition and processes, principal responsibilities of the Board, role of the Chairman, Group Managing Director (“GMD”) and Non-Executive Directors including those functions delegated to the Board Committees and Management.

The Board has delegated the responsibility for implementing the approved strategic plans, investments, policies and decisions adopted by the Board, and overseeing the day-to-day operations of the Group to the GMD, who is supported by a team of executives and executive committees with clearly defined authority, roles, and responsibilities at different levels.

To provide effective oversight of Management’s performance, the Board is currently supported by five (5) Board Committees focused on specific areas,

namely the Group Audit Committee (“GAC”), Group Risk Committee (“GRC”), Nomination & Remuneration Committee (“NRC”), Digital Transformation Committee (“DTC”) and Group Sustainability Committee (“GSC”).

ROLES OF CHAIRMAN, GROUP MANAGING DIRECTOR AND NON-EXECUTIVE DIRECTORS

The Group Chairman and the GMD are two distinct individuals with clearly defined roles within the organisation. This separation of responsibilities ensures an appropriate balance of authority, accountability and oversight at both the Board and Management levels. The Group Chairman leads the Board and has particular responsibility for the effectiveness of the Group’s governance. In promoting a culture of openness, he ensures the effective engagement and contribution of all Executive and Non-Executive Directors. While the GMD is responsible for the implementation of the strategic plans, policies and decisions adopted by the Board to achieve the Group’s objective of creating long term value for its shareholders.

Non-Executive Directors are responsible for ensuring the integrity of financial information as well as the robustness of financial policies and risk management systems. They participate actively in board meetings, providing valuable guidance and counsel on various aspects of business direction, corporate governance, and performance of Management in achieving key objectives. To provide an effective check and balance mechanism, the Independent Non-Executive Directors work closely with external and internal auditors to address matters relating to oversight and governance of the Group’s business and operations.

The roles of the Group Chairman, GMD and Non-Executive Directors are depicted on page 352.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT

CORPORATE GOVERNANCE
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OUR GOVERNANCE FRAMEWORK

The Board serves as the Group’s primary decision-making body and maintains a schedule of matters reserved for its consideration and approval. This schedule is regularly reviewed and updated to ensure its relevance and effectiveness.



Key matters reserved for the Board are outlined on this page and in the Board Charter, which is available on the Company’s website at www.cahyamata.com.

The Board has delegated specific responsibilities to the Board Committees to assist in discharging its oversight duties. Each Committee operates within a clearly defined TOR approved by the Board. Each of the Committees is chaired by a designated Chairperson who reports the Committee’s activities, deliberations

and recommendations thereon to the Board. Currently, the Group Chairman does not sit on any of the Board Committees. Although specific powers are delegated to the Board Committees, the Board retains ultimate responsibility for the decisions on all matters. All Directors (without conflict of interest) have access to the minutes of the Committee meetings. The Board Charter and the Committees’ TOR are reviewed regularly to ensure the delegated authority of each Committee remains appropriate and effective and continues to meet the evolving needs of the Group’s business environment and aligned with the latest regulatory requirements.

MATTERS RESERVED FOR THE BOARD	RISK AND OPPORTUNITY	The Board is responsible for the stewardship of the Company, and for overseeing its conduct and affairs with the aim of creating sustainable value for the benefit of its stakeholders. As at 7 April 2026, the Board comprised ten (10) Directors, consisting of one (1) Executive Director who is the GMD and nine (9) Non-Executive Directors. Of the Non-Executive	Board of Directors		Directors, seven (7) are Independent Non-Executive Directors and the remaining two (2) are Non-Independent Non-Executive Directors. The composition of the Board complies with Paragraph 15.02(a) of the MMLR, which requires at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, to be Independent Directors. Furthermore, as Independent Directors constitute the majority of the Board, the Company adheres to Practice 5.2 of the MCCG.		
			The strong presence of Independent Directors provides an effective check and balance in the functioning of the Board to safeguard the interests of the Group and all stakeholders.				
	CONTROL/ ASSURANCE						

CORPORATE GOVERNANCE
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OUR GOVERNANCE FRAMEWORK

GROUP AUDIT COMMITTEE (“GAC”)	
The GAC supports the Board’s oversight of the Group’s operations by reviewing the financial reporting process and internal control frameworks. Additionally, it evaluates the suitability, objectivity, and independence of both internal and external audit functions.	
Directors	Attendance
Gee Siew Yoong (Chairman, Independent Non-Executive Director) (Appointed as Chairman on 18 February 2025)	4/4
YBhg. CP (R) Dato’ Mohd Azman Bin Ahmad Sapri (Member, Independent Non-Executive Director) (Appointed as Member on 18 February 2025)	4/4
Umang Nangku Jabu (Member, Non-Independent Non-Executive Director)	5/5
Jeyabalan A/L S.K. Parasingam (Chairman, Independent Non-Executive Director) (Ceased as Chairman on 18 February 2025)	1/1
Dr. Khor Jaw Huei (Member, Independent Non-Executive Director) (Ceased as Member on 18 February 2025)	1/1

NOMINATION & REMUNERATION COMMITTEE (“NRC”)	
The NRC assists the Board on matters relating to Director nominations, succession planning for the Board and Senior Management, and the annual evaluation of the performance of the Board, Board Committees, and individual Directors. In addition, the NRC defines the remuneration framework and compensation plan for the Board and employees of the Group.	
Directors	Attendance
YBhg. Dato’ Maznah Binti Abdul Jalil (Chairman, Independent Non-Executive Director)	7/7
YBhg. Dato’ Mat Hassan Bin Esa (Member, Independent Non-Executive Director) (Appointed as member on 18 February 2025)	6/6
YBhg. CP (R) Dato’ Mohd Azman Bin Ahmad Sapri (Member, Independent Non-Executive Director) (Appointed as member on 18 February 2025)	6/6
YBhg. Tan Sri Dato’ Sri Haji Syed Zainal Abidin Bin Syed Mohamed Tahir (Member, Independent Non-Executive Director) (Appointed as member on 9 March 2026)	N/A
YBhg. Dato Sri Mahmud Abu Bekir Taib (Member, Non-Independent Non-Executive Director) (Ceased as member on 9 March 2026)	1/1*
Dr. Khor Jaw Huei (Member, Independent Non-Executive Director) (Ceased as member on 18 February 2025)	1/1
Note: * Due to court injunction.	

GROUP RISK COMMITTEE (“GRC”)	
The GRC assists the Board in overseeing the risk management framework for the Group.	
Directors	Attendance
YBhg. Tan Sri Dato’ Sri Haji Syed Zainal Abidin Bin Syed Mohamed Tahir (Chairman, Independent Non-Executive Director) (Appointed as Chairman on 9 March 2026)	N/A
YBhg. Dato’ Mat Hassan Bin Esa (Member, Independent Non-Executive Director) (Appointed as member on 18 February 2025)	4/4
Jeyabalan A/L S.K. Parasingam (Member, Independent Non-Executive Director) (Appointed as member on 18 February 2025)	4/4
YBhg. Dato Sri Mahmud Abu Bekir Taib (Chairman, Non-Independent Non-Executive Director) (Ceased as Chairman on 9 March 2026)	2/2*
Dr. Khor Jaw Huei (Member, Independent Non-Executive Director) (Ceased as Member on 18 February 2025)	1/1
YBhg. Dato’ Maznah Binti Abdul Jalil (Member, Independent Non-Executive Director) (Ceased as member 18 February 2025)	1/1
Note: * Due to court injunction.	

GROUP SUSTAINABILITY COMMITTEE (“GSC”)	
The GSC assists and supports the Board in overseeing the Group’s sustainability strategy, initiatives and performance, including matters relating to environmental, social and governance (“ESG”) aspects. The Committee provides guidance on integrating sustainability considerations into business operations and ensures alignment with the Group’s long-term value creation objectives.	
Directors	Attendance
YBhg. Dato’ Maznah Binti Abdul Jalil (Chairman, Independent Non-Executive Director)	4/4
Umang Nangku Jabu (Member, Non-Independent Non-Executive Director)	4/4
Gee Siew Yoong (Member, Independent Non-Executive Director)	4/4

DIGITAL TRANSFORMATION COMMITTEE (“DTC”)	
The DTC supports the Board in steering the Group’s digital transformation strategy and initiatives.	
Directors	Attendance
Jeyabalan A/L S.K. Parasingam (Chairman, Independent Non-Executive Director)	6/6
YBhg. Dato’ Maznah Binti Abdul Jalil (Member, Independent Non-Executive Director)	6/6
YBhg. CP (R) Dato’ Mohd Azman Bin Ahmad Sapri (Member, Independent Non-Executive Director) (Appointed as member on 18 February 2025)	5/5
YBhg. Dato Sri Mahmud Abu Bekir Taib (Member, Non-Independent Non-Executive Director) (Ceased as member on 18 February 2025)	1/1

The Employees’ Share Option Scheme Committee (“ESOS Committee”), which was originally established by the Board to administer the Company’s ESOS, was dissolved on 18 February 2025, with its function transferred to the NRC. This consolidation was undertaken to better align the granting of options with the Group’s employees’ rewards system and Key Performance Indicators (“KPIs”), all of which fall under the oversight of the NRC.

Prior to its dissolution, the ESOS Committee held one meeting on 13 February 2025, which was attended by all members.

CORPORATE GOVERNANCE
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ROLES AND RESPONSIBILITIES

GROUP CHAIRMAN

- Provides leadership for the Board to perform its duties effectively
- Oversees the effective discharge of the Board's fiduciary duties
- Determines the Board agenda and ensures Board members receive complete and accurate information in a timely manner
- Leads Board members in setting corporate values and standards for the Company
- Plays leadership role in establishing and monitoring good corporate governance practices in the Company
- Leads Board meetings and discussions and ensures effective and efficient conduct of Board meetings
- Manages boardroom dynamics by encouraging active participation and promoting open debate. This includes allowing dissenting views to be freely expressed, thus facilitating the effective contribution of all Directors and ensuring robust decision-making
- Oversees effective evaluations of the Board's performance
- Promotes constructive and respectful relations between Board members, as well as between the Board and Senior Management
- Ensures appropriate steps are taken for effective communication with stakeholders and that their views are communicated to the Board

INDEPENDENT NON-EXECUTIVE DIRECTOR

- Operates independently of management and free from any business or other relationships which could materially interfere with the exercise of their independent judgement
- Provides professional, unbiased and independent views in their deliberations
- Provides experienced-based objectivity, independent and balanced views in Board's deliberations

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

- Reviews Management's strategic proposals and provides constructive challenges regarding their benefits and alignment, while taking into consideration the risks involved and the merits of the transactions and/or business arrangements
- Regularly monitors Management's implementation of the approved strategies and the achievements thereof

GROUP MANAGING DIRECTOR

- Implements broad policies and strategic investments approved by the Board and acts as liaison between the Board and Senior Management
- Formulates and oversees the implementation of major corporate policies and strategies adopted by the Board
- Ensures that Cahya Mata is led by an effective management team, underpinned by a robust succession and development plan

The Group Chairman and GMD maintain regular communication with the other Directors to discuss Group matters, and the Board is provided with regular reports and briefings to ensure the Directors are adequately informed to carry out their responsibilities. In the absence of the GMD, the Non-Executive Directors (including the Group Chairman) meet as needed to discuss and evaluate the Board's overall effectiveness as well as the performance of the GMD.

During the financial year under review, the Board met 13 times. The annual calendar of the Board and Board Committee meetings is broadly determined before the start of each year to enable the Directors to plan their schedule and to ensure their meaningful participation in the meetings. Agenda papers are made available electronically to the Directors in advance to provide remote access and adequate time for review, enabling them to discharge their responsibilities effectively.

NRC

Chairman



YBhg. Dato' Maznah Binti Abdul Jalil
Chairman, Independent Non-Executive Director

Member



YBhg. Dato' Mat Hassan Bin Esa
Member, Independent Non-Executive Director
(Appointed as member on 18 February 2025)



YBhg. Dato Sri Mahmud Abu Bekir Taib
Member, Non-Independent Non-Executive Director
(Ceased as member on 9 March 2026)



YBhg. CP (R) Dato' Mohd Azman Bin Ahmad Sapri
Member, Independent Non-Executive Director
(Appointed as member on 18 February 2025)



Dr. Khor Jaw Huei
Member, Independent Non-Executive Director
(Ceased as member on 18 February 2025)



YBhg. Tan Sri Dato' Sri Haji Syed Zainal Abidin Bin Syed Mohamed Tahir
Member, Independent Non-Executive Director
(Appointed as member on 9 March 2026)



Further details of the role and responsibilities of the NRC can be found in its TOR published on the Company's website at www.cahyamata.com.

KEY RESPONSIBILITIES

- Recommends the size, structure and composition of the Board and Board Committees
- Plays a key role in the Board recruitment and selection process and new appointments to the Board
- Responsible for succession planning to ensure that the Board is refreshed progressively and systematically such that the balance of skills and experience available to the Board remains appropriate to the needs of the Group's business
- Responsible for annual evaluation of Board and Board Committees
- Recommends the appointments to the Boards of subsidiary/associate companies in the Group
- Recommends the remuneration for the Non-Executive Directors
- Recommends the appointment and remuneration of key officers
- Recommends guidelines on employees' rewards system including annual salary increment and bonus

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CORPORATE GOVERNANCE
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NRC ACTIVITIES DURING FY2025

Board and Senior Management Appointments & Evaluations

- Proposed changes to the composition of Board Committees and nominated representatives to the Boards of subsidiary/associate companies
- Noted the resignation of Group Chief Financial Officer
- Reviewed and recommended candidates of candidacy for the roles of Chief Human Resources Officer, Chief Risk Officer, Chief Business Dynamics Officer, Chief Internal Auditor and Chief Information Officer
- Reviewed and finalised the Board of the Board Effectiveness Evaluation for 2024 and assessment of the composition of Board Committees
- Considered and recommended the re-election of Directors at the 50th AGM
- Approved the appointment of an interim Managing Director for a subsidiary

Remuneration, Compensation & Incentives

- Reviewed and recommended the Board Remuneration in respect of fees for the Group Chairman/Deputy Group Chairman and Non-Executive Directors, and meeting allowance for the Board and Board Committees
- Considered and recommended the Board Remuneration Review
- Considered and recommended the review of GMD's remuneration
- Considered and recommended the Remuneration and Benefits Review, Competency Framework, Succession Planning Framework Development, Organisation Design Review and Key Principles Recommendation
- Considered and recommended the proposed Final Bonus Pool 2024 and Annual Salary Increment for 2025 (Cost of Living Adjustment only for eligible employees) for the Group
- Considered and recommended the Remuneration Review and 2025 annual salary increment in respect of Oiltools' overseas operations
- Approved the share option allocations under the Company's ESOS

Employment Contracts & Service Agreements

- Approved the new fixed-term contracts of employment for the Managing Directors of a subsidiary and an associate

Human Capital & Talent Management

- Reviewed the 2025 KPIs setting for Senior Management
- Reviewed and recommended the inclusion of the ESG KPIs setting for the Managing Directors of the Strategic Business Units ("SBUs")
- Noted and accepted the first-half 2025 KPIs updates for Senior Management

CORPORATE GOVERNANCE
OVERVIEW STATEMENT

BOARD TIME COMMITMENT

The NRC is satisfied that the Group Chairman and each of the Directors have dedicated sufficient time and effort to attend the Board and/or Board Committee meetings held during the financial year under review. They have also devoted ample time to update their knowledge and enhance their skills by attending various training programmes. Details of training attended by the Directors are set out on the subsequent page of this statement. Their commitment reflects their dedication towards fulfilling their roles and responsibilities diligently, contributing to effective corporate governance practices within the Company.

ANNUAL EVALUATION OF DIRECTORS

Assessing the effectiveness of the Board is fundamental to the Group's success. To this end, the Company conducts an annual Board Effectiveness Evaluation ("BEE") exercise to assess the performance of the Board as a whole, its Board Committee and individual Directors. The results of the BEE are deliberated by NRC, and recommendations for enhancing the Board's effectiveness are presented to the Board.

Pursuant to the Company's policy of conducting an externally facilitated BEE triennially, the Company engaged Asas Advisory Services Sdn Bhd to lead an independent and candid assessment of the overall performance and effectiveness of the Board, Board Committees and individual Directors in discharging their duties and responsibilities during the financial year 2025. This exercise also included an assessment of the independence of the Independent Directors.

The evaluation aims to identify the strengths of the Board, highlight areas for improvement, and support the continuous enhancement of the Board's governance practices, decision-making processes and overall effectiveness in guiding the Company's strategic direction and oversight of Management.

The BEE for the financial year 2025 ("BEE 2025") was conducted via customised questionnaires circulated to all Board members for completion. The BEE focused on the following nine (9) key parameters:

1 Board Responsibilities and Effectiveness

2 Board Composition and Structure

3 Meeting Process

4 Board Committees Effectiveness

5 Chairman Effectiveness

6 Individual Director Performance

7 Board Governance and Support

8 Director Independence

9 Qualitative Assessment

The BEE results and all related comments by Directors were compiled and summarised by the independent consultant and presented to the NRC. Following its review, the NRC submitted its findings to the Board on 7 April 2026. Overall, the results of the BEE 2025 were satisfactory. The evaluation results indicated that the Board and its Committees continued to operate effectively, with all Directors demonstrating a high level of commitment and contribution to the Group's oversight during the financial year under review. These results will serve as a benchmark to continually enhance the Board's future effectiveness.

The Board is satisfied with the performance of itself and its Board Committees, as well as its existing composition, skill sets, and core competencies. It also affirms the continued independence of its Independent Non-Executive Directors. The Board is of the view that its current size and composition are appropriate and remain fit for purpose relative to the Group's operations, reflecting a balanced mix of professional skills, knowledge, and business experience essential to the stewardship of the Group.

The results of the fit and proper assessment formed the basis of the NRC's recommendation to the Board for the re-election of Directors at the forthcoming AGM in 2026.

The Board's key strengths, as demonstrated during the financial year 2025, and the areas for improvement identified through the BEE 2025 exercise are disclosed in Practice 6.1 of the CG Report 2025.

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CORPORATE GOVERNANCE
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ASSESSMENT OF THE INDEPENDENT NON-EXECUTIVE DIRECTORS

The Group Chairman is committed to maintaining a Board composition that includes Independent Non-Executive Directors who can provide unbiased and objective criticism of management. The Independent Non-Executive Directors play a critical role in offering impartial judgement and oversight on matters presented before the Board and its Committees. The Board recognises that all Independent Non-Executive Directors possess considerable expertise and provide strong independent oversight to the Group’s operations.

The Board conducts an annual review to assess the independence of its Non-Executive Directors. For FY2025, this assessment was carried out as an integral part of the externally facilitated BEE exercise.

DIRECTORS’ RE-ELECTION

The NRC ensures that the retirement and re-election of Directors comply with relevant laws, regulations, and the Company’s Constitution. Pursuant to Article 111 of the Company’s Constitution, all Directors must be elected by shareholders at the first AGM after their appointment. At each subsequent AGM, one-third (1/3) of the Directors, or the nearest number to one-third (1/3), with a minimum of one (1), must retire, and are eligible to seek re-election. In any event, every Director shall present themselves for re-election at least once every three (3) years.

Furthermore, pursuant to Article 113 of the Company’s Constitution, any Director appointed by the Board to fill a casual vacancy or as an additional member of the Board shall hold office until the next AGM, at which Director is due to retire, and shall then be eligible for re-election.

The NRC is responsible for recommending Directors who are eligible to stand for re-election based on the rotation schedule. In determining the suitability of candidates, the NRC evaluates competencies, contributions, commitment, tenure, and other relevant attributes. They also consider the results of the BEE and an assessment of the Board’s overall structure, balance and independence criteria. The NRC formalises this process by requesting written consent from the respective Directors regarding their intention to seek re-election.

The NRC’s recommendations are then submitted to the Board and shareholders respectively for approval.

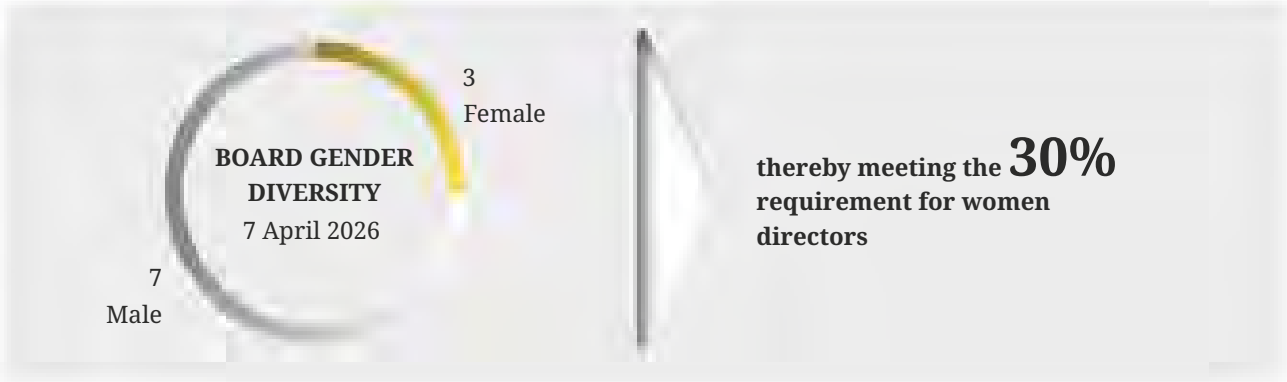
The Board, upon recommendation of the NRC, supports the re-election of the following Directors who are retiring pursuant to Articles 111 and 113 at the forthcoming AGM of the Company. These Directors, being eligible, have offered themselves for re-election:

Directors retiring under Article 111 (By Rotation)	Director retiring under Article 113 (Appointed on 3 March 2026)
1. Umang Nangku Jabu 2. YBhg. Dato Sri Sulaiman Abdul Rahman B Abdul Taib 3. Jeyabalan A/L S.K. Parasingam	1. YBhg. Tan Sri Dato’ Sri Haji Syed Zainal Abidin Bin Syed Mohamed Tahir

The NRC’s recommendation is premised on the satisfactory outcome of the fit and proper assessment, which concluded that the retiring Directors possess the required skill set to contribute to the Board’s performance and effectiveness. They met the criteria prescribed by Paragraph 2.20A of the MMLR of Bursa Securities as well as the fit and proper requirements for re-election as Directors.

BOARD GENDER DIVERSITY

The Board acknowledges the recommendation of MCCG regarding gender diversity. As at the Board meeting on 7 April 2026, the Board comprised three (3) female Directors out of a total of ten (10) Directors, representing 30% of the Board, thereby meeting the 30% requirement for women directors.



The Board recognises and embraces the benefits of having gender diversity in the boardroom as a gender-diverse board offers different viewpoints, ideas, and market insights. This enables better problem solving to gain a competitive advantage in serving an increasingly diverse customer base than a boardroom that is dominated by a single gender.

The Board will focus its efforts to establish a diverse Board with a variety of skills, experiences, ages, cultural backgrounds, and genders.

BOARD REMUNERATION FRAMEWORK

The Group’s Remuneration Policy for Non-Executive Directors is designed to attract and retain experienced, qualified, and high-calibre individuals capable of driving Cahya Mata’s strategy, values, and long-term interests. Non-Executive Directors receive a fixed fee, meeting attendance allowances, and other benefits-in-kind for their Board duties. While additional fees are provided for increased responsibilities, remuneration for the Non-Executive Directors is not linked to individual performance.

To ensure the Company remains competitive, the Company engaged an external consultant, Mercer (Malaysia) Sdn Bhd in December 2024 to conduct an independent Board Remuneration Review (“BRR”) and benchmarking exercise. The study compared Cahya Mata’s Board remuneration against Malaysian public listed companies of similar industry and revenue scale. The analysis revealed the Director remuneration was positioned in the lower quartile relative to its peers.

Consequently, upon the recommendation of the NRC, the Board proposed a comprehensive revision of the remuneration structure to align with market standards. This review resulted in an upward revision of Board and Board Committee fees, and meeting attendance allowance, effective 1 January 2025. These revisions were subsequently approved by shareholders at the 50th AGM held on 30 May 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board Fees

Position	Previous Fee (per annum)	Revised Fee (per annum)
Non-Executive Chairman	RM150,000	RM225,000
Non-Executive Deputy Chairman	RM150,000	RM225,000
Non-Executive Director	RM120,000	RM150,000

Board Committee Fees

Board Committee Fees (per annum)	Chairman		Member/Non-Executive Director	
	Previous Fee	Revised Fee	Previous Fee	Revised Fee
GAC	RM24,000	RM70,000	RM16,000	RM45,000
NRC	RM16,000	RM65,000	RM12,000	RM40,000
GRC	RM16,000	RM65,000	RM12,000	RM40,000
DTC	RM16,000	RM35,000	RM12,000	RM20,000
ESOS Committee*	RM16,000	-	RM12,000	-
GSC*	-	RM35,000	-	RM20,000

* The function of the ESOS Committee was transferred to the NRC on 18 February 2025, while a new GSC was established on 18 April 2024 to drive the Group’s ESG agenda.

Meeting Attendance Allowance

Type of Meeting Attendance Allowance (per meeting)	Chairman		Member/Non-Executive Director	
	Previous Fee	Revised Fee	Previous Fee	Revised Fee
Board/General Meetings	RM2,200	RM3,500	RM2,000	RM3,000
GAC	RM2,000	RM3,500	RM1,800	RM3,000
GSC	-	RM3,500	-	RM3,000
All Other Board Committees	RM1,800	RM3,500	RM1,600	RM3,000

The restructuring of Board and Committee fees reflects the increasing complexity and time commitment required for effective oversight. Attendance allowances were also updated to ensure alignment with market benchmarks for all Board, Committee and general meetings

The BRR exercise also extended to the executive management to ensure remuneration structures for the GMD and Senior Management comprising a fixed basic salary and a variable performance incentive remain fair, reasonable, and market competitive. The remuneration for the GMD and Senior Management is performance-driven, based on achievements and contributions measured against specific KPIs.

This exercise further ensures the Senior Management is appropriately incentivised to drive sustainable growth and maximise shareholder wealth within an increasingly competitive landscape. The GMD’s remuneration is determined by the Board as a whole, taking into account the recommendations of the NRC.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

BOARD DEVELOPMENT

The Board offers formal training courses to Directors to ensure they remain current on their roles and responsibilities. In addition, the Company organises an induction programme and orientation for new Directors joining the Board.

YBhg. Dato’ Mat Hassan Bin Esa and YBhg. CP (R) Dato’ Mohd Azman Bin Ahmad Sapri, who were appointed in FY2025, participated in Management briefings and site visits to Kuching and Bintulu. This allowed them to gain deeper operational insight and understanding of the Group’s business, which in turn enhances governance and promotes effective leadership.

All Directors continue to receive guidance notes, papers, and presentations on changes to laws and regulations as they arise. To deepen their operational insight, Non-Executive Directors are invited to attend internal conferences, where they can learn about new product development and marketing initiatives, engage with business units and functions, and attend investor days. At Board meetings, business presentations are given to provide updates on products and business strategies and facilitate discussions.

Beyond the Mandatory Accreditation Programme required by Bursa Securities, Directors pursue continuing education programmes to enhance their knowledge and skills, enabling them to effectively discharge their duties and remain actively engaged in Board discussions. To ensure ongoing development, the NRC and Board regularly assess the training needs of the Directors and ensure they have access to relevant and timely education programmes.

The training programmes attended by the Directors during FY2025 are as follows:

Name	Topic
YABhg. General Dato’ Seri DiRaja Tan Sri (Dr.) Mohd Zahidi Bin Haji Zainuddin (R)	- E-Invoice Briefing for Directors - MACC: Deep-dive into anti-bribery and corruption measure; a reasonable and proportionate approach - Qualified Risk Director Professional Certification Program: Series 3 - Risk Appetite, Risk Tolerance and Risk Maturity Frameworks - AML Annual Training 2025 for AHAM Group: AML/CFT/CPF & TFS: Driving Compliance Through Innovation & Integration Program 2025 Genting Malaysia Senior Management Conference: Branding Workshop with Elmwood. Theme: “Resorts World Brand Journey: Turning Vision into Reality” 2026 Budget Seminar
YBhg. Dato Sri Sulaiman Abdul Rahman B Abdul Taib	Maximising the Value of Advanced Technology for Governance AI, Blockchain, Crypto & Quantum Computing
Umang Nangku Jabu	- KPMG’s ESG Symposium: Adopting IFRS S1 & S2 - HASiL - MEF Tax Seminar 2025
YBhg. Dato Sri Mahmud Abu Bekir Taib	Future-Ready Boards: Mastering Strategic Leadership in a Disruptive World

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Name	Topic
Jeyabalan A/L S.K. Parasingam	- FIDE Forum Event: AI's New Wave: Chips, Code and Localisation - Strategic Approach to Cyber Resilience and Compliance for Board of Directors
YBhg. Dato' Maznah Binti Abdul Jalil	- Bursa Malaysia–ECKL–CIMB Roundtable Global Headwinds vs Domestic Resilience: Refreshed Outlook 2025 - Investment Psychology: Transforming Your Mindset for Financial Victory - Navigating Conflicts of Interest & Related Party Transactions: Strengthening Governance & Accountability - KPMG ESG Symposium: Adopting IFRS S1 & S2 - Board's Dynamics: Building an Effective, Ethical & High Performing Board - IMD - SIDC Executive Learning Expedition 2025 - The Alumni PTD Roundtable “Transforming the Public Service” - ECKL-TNB Dialogue “Better World, Brighter Lives: Pioneering Malaysia’s Sustainable Energy Future”
Gee Siew Yoong	ASEAN Corporate Governance Conference
YBhg. Dato' Mat Hassan Bin Esa (Appointed on 1 January 2025)	- Mandatory Accreditation Programme Part II: Leading for Impact - ASEAN Corporate Governance Conference - Rethinking Risk: Aligning Uncertainty with Opportunity - Rethinking Compliance Risk - Building Stronger Controls, Smarter Monitoring, Better Decisions
YBhg. CP (R) Dato' Mohd Azman Bin Ahmad Sapri (Appointed on 1 January 2025)	- Mandatory Accreditation Programme - Mandatory Accreditation Programme Part II: Leading for Impact
Dr. Khor Jaw Huei (Resigned on 26 November 2025)	ASEAN Corporate Governance Conference

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PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

GAC

The GAC supports the Board in fulfilling its responsibilities relating to the integrity of financial reporting, the effectiveness of the Group’s risk management and internal control systems, and the oversight of both internal and external audit functions.

The GAC comprises a majority of Independent Non-Executive Directors. The Chairman of the GAC is not the Chairman of the Board, thereby ensuring objectivity and independence in the review of the GAC’s findings and recommendations.

The GAC is governed by its TOR, which outlines its authority, duties, and responsibilities, and is available on the Company’s website at www.cahyamata.com.

The Board, through the GAC, maintains a transparent and professional relationship with both Internal and External Auditors. The GAC is accorded direct access and communication rights with the auditors to ensure effective audit oversight.

The GAC continues to participate in professional development programmes to stay abreast of developments in accounting, auditing, and governance practices.

The GAC is also responsible for reviewing the quarterly results and the annual audited financial statements prior to submission to the Board, ensuring a fair and balanced view of the Group’s financial position and performance.

During the financial year under review, the GAC assessed the performance and independence of the External Auditors, in line with the provisions of Paragraph 15.21 of the MMLR of Bursa Securities and recommended their re-appointment to the Board. The External Auditors have confirmed their independence throughout the audit engagement, and the lead audit partner is subject to rotation to safeguard audit independence.

Further details of the roles, responsibilities, and activities of the GAC during the financial year are provided in the GAC Report of this Integrated Annual Report.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board understands the importance of having a robust risk management and internal control system, and it is fully committed to fostering a strong culture of oversight from the top. The Board continuously reviews the adequacy and effectiveness of this system to ensure it aligns with the Group’s objectives.

The key features of the Group’s risk management framework, control environment, and oversight responsibilities are detailed in the Statement on Risk Management and Internal Control in this Integrated Annual Report. During the financial year under review, risk management activities were embedded within the operations, and the GRC and GAC provided oversight on the adequacy and effectiveness of these processes.

INTERNAL AUDIT FUNCTION

The Group’s Internal Audit Function is managed by the Chief Internal Auditor (“CIA”), which reports functionally to the GAC and administratively to the GMD. This reporting structure ensures that the CIA provides objective, reasonable and independent assurance on the adequacy and effectiveness of the systems of internal control within the Group to the GAC.

The internal audit reviews are carried out in accordance with a risk-based audit plan approved by the GAC, focusing on key risk areas to ensure compliance with established policies and procedures.

The Internal Audit Function remains independent and is free from any relationships or conflicts of interest that may impair its objectivity. Further details regarding the Internal Audit Function and its activities during FY2025 are disclosed in the GAC Report within this Integrated Annual Report.

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PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL
RELATIONSHIP WITH STAKEHOLDERS

ENGAGEMENT WITH STAKEHOLDERS

Cahya Mata recognises the significance of stakeholders who are vital to the Group’s business operations, results, and long-term value creation prospects. Our stakeholders include individuals, interest groups, and organisations that are impacted or influenced, directly or indirectly, by our business activities and presence. Likewise, the Group’s role as a corporate entity, employer, and economic contributor enables it to positively impact stakeholders and the communities in which it operates.

The Group conducts regular and systematic stakeholder engagement activities to gain insight into stakeholder expectations and to better understand their concerns. The feedback obtained from these engagements is integral in shaping the Group’s decision-making processes and management strategies.

To continuously enhance the quality of our stakeholder engagements, the Group is committed to improving its engagement methods and channels. As a responsible and conscientious corporate citizen, Cahya Mata values the perspectives of the communities and stakeholders it serves and strives to uphold a strong reputation for transparency and accountability.

A summary of stakeholder engagement activities carried out in 2025 is outlined below, including the frequency of engagements, platforms used, areas of concern, and the Group’s responses to stakeholder expectations. Key engagement activities held physically in 2025 included the Analyst Briefings, Site Visits, Media Conferences, Festive Gatherings, and the AGM.

SHAREHOLDERS AND FINANCIERS

Stakeholder Relevance	Methods of Engagement/Platforms	Frequency
Being the key providers of financial capital, our shareholders and financiers are essential for business growth.	- AGM presentation by GMD - Quarterly results briefings - Media statements - Investor presentations - Investor roadshows conferences	- Annually - Quarterly - As and when required - As and when required - As and when required
Hence, the Group places emphasis on building trust and confidence with our shareholders and financiers by ensuring a robust, sustainable business with a resilient financial position.	- Meetings or telephone calls with analysts or (potential) investors - Comprehensive investor relations portal - Site visits to our plants - Bursa Malaysia announcements - Credit rating review	- As and when required - Ongoing - As and when required - As and when required - As and when required

Key Areas of Concern for Stakeholder Group

- Business and Operational outlook and risks
 - Continued growth and financial stability
 - Cash utilisation and dividends
 - Shareholder returns
 - Clear and transparent reporting
- Good corporate governance
 - Sustainability matters
 - Business viability and regulatory compliance
 - Leadership changes

Cahya Mata’s Response to Stakeholders’ Expectations

- Consistent, transparent and timely disclosure of financial and non-financial performance
 - Timely reporting of the operational and financial performance
 - Effective investor relations engagement with investors
- Building Management’s credibility and trust to steer investors into the future
 - Transparent disclosure of corporate responsibility, integrity and accountability as enshrined in the MCCG 2021

EMPLOYEES

Stakeholder Relevance	Methods of Engagement/Platforms	Frequency
Employees are advocates in shaping positive perceptions on Cahya Mata, hence the Group continues to focus on promoting a conducive and performance-driven work culture throughout its business operations. Acknowledging that employees form the backbone behind the Group’s success, Cahya Mata ensures open lines of communication with all employees by keeping them engaged and motivated to harness greater productivity	- Marketing and Product Launches - Employee Performance Review - Employee Satisfaction Surveys - Departmental meetings - Cahya Mata Intranet - Festive open house - Employee engagement initiatives	- As and when required - Annually - Annually - Monthly - Ongoing - Annually - Annually

Key Areas of Concern for Stakeholder Group

- Business sustainability and growth
 - Ethical leadership and business practices
 - Recognition and competitive remuneration
 - Fair and equitable benefits
 - Recruitment and retention
- Training and development
 - Health and safety
 - Worklife integration
 - Workplace environment
 - Diversity, inclusivity and gender equality

Cahya Mata’s Response to Stakeholders’ Expectations

- Creating a positive workplace culture and conducive workplace environment which includes renovations, repairs or remodelling of office space if necessary.
 - Providing adequate training and progressive capability development
 - Employee commitment towards the Group’s Code of Ethics and Business Conduct
- Identifying a fair and equitable employee benefits and welfare provision reflective of current practices and industry standards
 - Identifying risk and opportunities faced by employees
 - Continuous staff engagement

CORPORATE GOVERNANCE OVERVIEW STATEMENT

CUSTOMERS

Stakeholder Relevance	Methods of Engagement/Platforms	Frequency
A strong customer base is key to promoting sustainable business growth. Cahya Mata endeavours to deliver quality products and timely services.	- Customer satisfaction surveys - Customer training within the respective Divisions - Code of Ethics and Business Conduct - Communication with customers/dealers - Corporate website and social media - Product brochures or pamphlets	- Annually - Quarterly - As and when required - As and when required - As and when required - Ongoing

Key Areas of Concern for Stakeholder Group

- Positive customer experience to build confidence and trust in the Cahya Mata brand
- Delivery of quality products and timely services
- Competitive product pricing
- Respecting the needs and satisfaction levels of customers
- Customer data protection

Cahya Mata's Response to Stakeholders' Expectations

- Ensuring efficient delivery of products and services
- Quality maintenance with continued development and innovation
- Implementing a Customer Satisfaction Survey system for each Division which is benchmarked against previous years' achievements
- Providing customers with an efficient engagement process
- Ensuring customers are aware of the Group's policies and guidelines

CORPORATE GOVERNANCE OVERVIEW STATEMENT

GOVERNMENT AND REGULATORS

Stakeholder Relevance	Methods of Engagement/Platforms	Frequency
With Cahya Mata's presence in the various industrial sectors, it is key to ensure we conform to all Government laws and regulations. The support garnered from the Government will strengthen our reputation as a responsible company, and in return, Cahya Mata's businesses will continue to stimulate the economy, as well as enrich communities.	- Meetings - Progress updates - Compliance reports - Strategic and Informal Dialogue Sessions - Participation in governmental programmes - Licence applications - Operational inspections	- As and when required - As and when required - As and when required - As and when required - As and when required - As and when required - As and when required

Key Areas of Concern for Stakeholder Group

- Business sustainability and growth
- Ethical leadership and business practices
- Recognition and competitive remuneration
- Fair and equitable benefits
- Recruitment and retention
- Training and development
- Health and safety
- Worklife integration
- Workplace environment
- Diversity, inclusivity and gender equality

Cahya Mata's Response to Stakeholders' Expectations

- Creating a positive workplace culture and conducive workplace environment which includes renovations, repairs or remodelling of office space if necessary.
- Providing adequate training and progressive capability development
- Employee commitment towards the Group's Code of Ethics and Business Conduct
- Identifying a fair and equitable employee benefits and welfare provision reflective of current practices and industry standards
- Identifying risk and opportunities faced by employees
- Continuous staff engagement

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COMMUNITIES

Stakeholder Relevance	Methods of Engagement/Platforms	Frequency
Communities have the power to influence the viability and sustainability of Cahya Mata’s business operations. As a responsible Group, we provide opportunities to improve the well-being and livelihood of communities through Corporate Social Responsibility (“CSR”) collaboration for the benefit of all.	- Partnerships in CSR activities - Environmental programmes - Donations and Sponsorships - Continuous investments in community engagement programmes - Employee volunteerism - Dialogue sessions - Community Engagement Initiatives	- Ongoing - Ongoing - Ongoing - Ongoing - Ongoing - Ongoing - Ongoing

Key Areas of Concern for Stakeholder Group

- Development of communities with solidarity, social welfare, health and safety
- Governance and integrity
- Community well-being and environmental preservation
- Compliance with relevant legislation
- Education
- Community culture

Cahya Mata’s Response to Stakeholders’ Expectations

- Continuous investments in identified community engagement programmes
- Contribution of human capital to engagement efforts in communities where needed

MEDIA

Stakeholder Relevance	Methods of Engagement/Platforms	Frequency
The Media helps to strengthen our reputation and credibility by providing a fair and balanced view of our organisation, which helps to amplify our efforts in attaining stakeholder advocacy.	- Press releases - Media get-togethers	- As and when required - Annually

Key Areas of Concern for Stakeholder Group

- Business performance
- Health and safety
- Sustainability (ESG impacts)
- Company reputation
- Regulatory development

Cahya Mata’s Response to Stakeholders’ Expectations

- Ensuring efficient delivery of products’
- Hosting networking and sharing sessions with the media
- Providing press releases or media statements in a timely manner

CONDUCT OF ANNUAL GENERAL MEETING

The Company’s 50th AGM was held on 30 May 2025 at The Waterfront Hotel, Kuching. Shareholders who were unable to attend were given the option to appoint proxies to attend and vote on their behalf.

The notice of meeting together with the Integrated Annual Report was sent to the shareholders at least 28 days prior to the AGM, so as to maximise their attendance and to provide sufficient time for them to consider the business to be discussed at the meeting. Concurrently, the notice of AGM was advertised in a nationally circulated English daily newspaper. To facilitate an informed decision by the shareholders, notice of meeting was also accompanied by explanatory notes on the items of business to further explain the nature of business of the meeting.

During the 50th AGM, the GMD provided an overview of the Group’s business operations, financial performance and SBUs’ performance for the financial year 2024. All Directors and members of Senior Management were present at the AGM to address shareholders’ queries.

Voting at the 50th AGM was conducted by poll for all resolutions, in accordance with Paragraph 8.29A of the MMLR. Poll results were announced to Bursa Securities on the same day. The minutes of 50th AGM were made available on the Company’s website within thirty (30) business days after the AGM.

Relevant details of the AGM, including outcomes and resolutions, were made available on the Company’s website for public reference.

This Corporate Governance Overview Statement was approved by the Board on 7 April 2026.

GOVERNANCE CULTURE & PRACTICES

AT CAHYA MATA SARAWAK BERHAD (“CAHYA MATA” OR “THE GROUP”), GOVERNANCE IS NOT MERELY A COMPLIANCE OBLIGATION — IT IS A LIVING EXPRESSION OF WHO WE ARE AS AN ORGANISATION. WE RECOGNISE THAT CORPORATE GOVERNANCE AND CORPORATE CULTURE SHARE A SYMBIOTIC RELATIONSHIP: OUR GOVERNANCE FRAMEWORK SHAPES ORGANISATIONAL BEHAVIOUR, WHILE OUR CULTURE, IN TURN, REINFORCES OUR COMMITMENT TO ETHICAL, SUSTAINABLE, AND SUCCESSFUL BUSINESS OPERATIONS. THIS INTERCONNECTEDNESS IS FUNDAMENTAL TO OUR ABILITY TO CREATE LONG-TERM VALUE FOR OUR STAKEHOLDERS AND ACHIEVE OUR STRATEGIC AMBITIONS UNDER THE THEME “TOGETHER WE GROW”, WHICH UNDERScores OUR FOCUS ON SHARED PROGRESS AND INCLUSIVE GROWTH ALONGSIDE OUR STAKEHOLDERS.

○ TONE FROM THE TOP

The Board of Directors sets the tone from the top, championing a culture where integrity, accountability, transparency, and respect for stakeholders are the bedrock of every decision made across the Group.

As we accelerate performance and grow our impact across Sarawak and beyond, this governance culture serves as our anchor — ensuring that the pace of our growth never outstrips the quality of our conduct. Our commitment begins at Board level and cascades through Senior Management to every employee and business partner within our ecosystem, woven into our strategic direction, operational practices, and stakeholder engagements.

○ CODE OF CONDUCT & BUSINESS ETHICS

The Group’s Code of Conduct and Business Ethics (“Code”) articulates the standards of professional behaviour expected of all Directors, employees, and agents acting on behalf of Cahya Mata. The Code addresses, among other matters:

Integrity in dealings	Avoidance of conflicts of interest	Protection of confidential information	Responsible use of Group resources	Fair dealing
All personnel are expected to act honestly and in good faith in every professional interaction, whether with customers, business partners, regulators, or colleagues.	Personnel are required to disclose and manage actual or potential conflicts in a transparent and timely manner; with appropriate refusal from decision-making where warranted	Proprietary, commercially sensitive, and personal data must be handled with the highest degree of care in compliance with applicable laws.	Company assets, information, and relationships are to be used solely for legitimate business purposes.	Cahya Mata upholds fair and ethical practices in all competitive, commercial, and contractual dealings.

All new Directors and employees are required to familiarise themselves with the Code upon onboarding. The Code is reviewed periodically and published on the Company’s corporate website.

GOVERNANCE CULTURE & PRACTICES

○ ANTI-BRIBERY AND CORRUPTION FRAMEWORK

Cahya Mata maintains a zero-tolerance stance towards bribery and corruption in all its forms. In alignment with the Malaysian Anti-Corruption Commission (Amendment) Act 2018, guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A(5), the Group’s Anti-Bribery and Anti-Corruption (“ABAC”) Policy sets out:

- 1 Prohibitions on improper gratifications in any form;
- 2 Restrictions on gifts and entertainment, with mandatory declarations;
- 3 Enhanced due diligence requirements for high-risk third parties; and
- 4 Mandatory ABAC training for all personnel, with completion tracked and reported.

The Group Audit Committee and the Board receive regular updates on ABAC compliance, including outcomes of investigations where applicable.

○ WHISTLEBLOWING POLICY

Cahya Mata’s Whistleblowing Policy establishes a safe, confidential and accessible channel for Directors, employees, business partners and other stakeholders to report concerns regarding suspected misconduct, without fear of retaliation. All reports and complaints may be submitted through a dedicated email address based on the designated reporting channels, depending on the nature and origin of the concern.

Oversight of the whistleblowing framework is vested in the Group Audit Committee, which receives period reports on submissions, investigation outcomes and any remedial actions undertaken. Clear and proportionate consequences are enforced for breaches of policy, reinforcing a culture of integrity, accountability, and responsible conduct across the organization.

○ CONFLICT OF INTEREST MANAGEMENT

Directors are required to declare their directorships, significant shareholdings, and any interests in transactions involving the Group at appointment and on an ongoing basis. Directors with material interests in any matter before the Board are required to abstain from discussion and voting on the relevant resolution, consistent with the Companies Act 2016 and the Company’s Constitution. All related party transactions are subject to rigorous review and disclosed in accordance with Bursa Malaysia’s Main Market Listing Requirements.

○ GOVERNANCE TRAINING & PROFESSIONAL DEVELOPMENT

We recognise that embedding an ethical governance culture requires ongoing effort and investment in people. All Directors are required to complete at minimum one training programme per year covering areas relevant to their directorial responsibilities. During the financial year, Directors participated in programmes covering corporate governance best practices, sustainability reporting, digital transformation, and regulatory developments.

The Group further invests in governance competency across Management and operational levels through mandatory programmes on ABAC, data protection, and occupational safety. Training completion data is tracked and reported to the Board as part of its oversight of governance culture.

GOVERNANCE CULTURE & PRACTICES

BOARD OVERSIGHT OF CULTURE

The Board plays a critical role in overseeing and shaping our corporate culture. We actively monitor a range of indicators to evaluate the health of our organisational culture and ensure alignment with our strategic goals. The table below outlines the primary information sources utilised by the Board to monitor our governance culture:

Information Source	Purpose and Oversight Value
Employee Engagement Surveys	Provides insights into employee satisfaction, morale, and alignment with Company values, helping identify areas for cultural improvement and early warning signals of emerging concerns.
Whistleblowing and Hotline Reports	Highlights potential ethical breaches or compliance issues, allowing the Board and Group Audit Committee to address systemic cultural risks promptly and ensure appropriate remediation.
Attrition and Turnover Rates	Serves as an indicator of organisational health; elevated turnover may signal underlying cultural challenges requiring intervention at the leadership or operational level.
Ethics and Compliance Training Data	Ensures that employees are adequately informed about governance policies and reinforces the importance of ethical conduct through measurable participation and completion rates.
Board and Committee Effectiveness Evaluations	Provides a structured, periodic assessment of governance effectiveness, informing improvements to Board processes, composition, and the quality of strategic oversight.
Diversity, Equity & Inclusion (DEI) Metrics	Tracks progress in fostering an inclusive culture that values diverse perspectives, which is essential for robust decision-making and sustainable organisational growth.

INTEGRATING CULTURE INTO STRATEGY AND PERFORMANCE

We view our corporate culture as a powerful instrument for governance and strategic execution. A positive, well-defined culture aligns employee behaviour with our organisational goals, enabling us to adapt to changes in the business environment more effectively. By fostering a culture of transparency, our employees are encouraged to share information openly, collaborate across our Strategic Business Units, and proactively manage risks before they escalate.

Our governance culture is anchored in a suite of key policies and codes — including the Board Charter, Code of Conduct and Business Ethics, ABAC Policy, Whistleblowing Policy, and Group-wide risk and internal control frameworks — which are regularly reviewed for alignment with the Malaysian Code on Corporate Governance (“MCCG”), Bursa Malaysia Listing Requirements, and other applicable regulations.

Furthermore, we align our incentive structures with our cultural objectives. Performance evaluations and reward systems consider not only financial achievements but also adherence to our core values and ethical standards. This alignment ensures that we recognise and reward behaviours that contribute to our sustainable growth and long-term success

GOVERNANCE CULTURE & PRACTICES

STAKEHOLDER-ORIENTED CULTURE

Beyond compliance, Cahya Mata’s governance culture is fundamentally stakeholder-oriented. The Board and Management weigh not just financial returns but the broader social, environmental, and reputational implications of strategic decisions — for shareholders, employees, customers, the communities of Sarawak, and the wider ecosystem in which we operate.

The Group’s governance culture is reviewed and affirmed annually through the Board Effectiveness Evaluation process, ensuring that our practices remain responsive to our evolving operating context and continue to contribute to long-term, sustainable growth.

We accelerate performance with purpose and grow our impact with integrity — building a governance culture worthy of the trust placed in us by our shareholders, our people, and the communities we serve.

BOARD ACTIVITIES & OVERSIGHT

DURING FY2025, THE BOARD OF DIRECTORS OF CAHYA MATA SARAWAK BERHAD (“CAHYA MATA” OR “THE GROUP”) REMAINED ACTIVELY ENGAGED IN OVERSEEING THE GROUP’S STRATEGIC DIRECTION, PERFORMANCE, GOVERNANCE, AND RISK PROFILE, SUPPORTED BY ITS BOARD COMMITTEES AND GUIDED BY THE GROUP’S PURPOSE AND LONG-TERM VALUE CREATION AMBITIONS. GUIDED BY THE THEME “TOGETHER WE GROW,” THE BOARD’S DELIBERATIONS REFLECTED ITS COMMITMENT TO SOUND DECISION-MAKING, ACCOUNTABILITY, AND SUSTAINABLE VALUE CREATION FOR ALL STAKEHOLDERS. THE BOARD’S AGENDA WAS STRUCTURED TO ENSURE REGULAR AND ROBUST DELIBERATION ACROSS FIVE CORE AREAS: LEADERSHIP AND PEOPLE, FINANCIAL PERFORMANCE, GOVERNANCE, STRATEGY, AND INTERNAL CONTROL AND RISK MANAGEMENT.

BOARD COMMITTEE OVERSIGHT

To support the effective discharge of its responsibilities, the Board is assisted by five standing committees, each with clearly defined Terms of Reference. These committees — the Group Audit Committee (“GAC”), Group Sustainability Committee (“GSC”), Nomination and Remuneration Committee (“NRC”) — Employees’ Share Option Scheme (“ESOS”) Committee, Group Risk Committee (“GRC”), and Digital Transformation Committee (“DTC”) — convened regularly throughout FY2025 and submitted their recommendations to the Board for deliberation and approval. During the year, the Board reviewed and accepted revisions to the Terms of Reference of the NRC, GAC and GRC, reinforcing the Group’s commitment to evolving governance standards.

Note : * Disbanded on 18 February 2025

Key Matters Considered by the Board During FY2025:

Focus Area	Key Matters Considered and Decided
Leadership & People	The Board continued to emphasise leadership development, succession planning and organisational effectiveness to ensure the Group remains well-positioned to support its long-term strategy. In carrying out its oversight responsibilities, the Board considered recommendations from its various Board Committees and monitored talent development initiatives across the Group. Key matters deliberated by the Board included: • Reviewing recommendations from the GAC, GSC, NRC, ESOS, GRC, and DTC on Board composition, succession planning, remuneration, digitalisation and sustainability priorities • Approving the Cahya Mata Organisation Design and Structure 2025 • Implementing of the Competency Framework and succession planning for critical roles across the Group • Approving changes to corporate representatives and noted Directors’ disclosures pursuant to the Companies Act 2016 The Group Chairman and Group Managing Director maintain regular communication with the other Directors to discuss Group matters, and the Board is provided with regular reports and briefings to ensure the Directors are adequately informed to carry out their responsibilities. In the absence of the Group Managing Director, the Non-Executive Directors (including the Group Chairman) meet as needed to discuss and evaluate the Board’s overall effectiveness as well as the performance of the Group Managing Director.

BOARD ACTIVITIES & OVERSIGHT

Focus Area	Key Matters Considered and Decided
Financial Performance	The Board exercised oversight of the Group’s financial performance, capital management and funding arrangements to safeguard the Group’s financial strength and support its strategic objectives. The Board also provided direction on financial planning and capital allocation to ensure sustainable growth and value creation for Shareholders. Key matters deliberated by the Board included: • Reviewing shareholder financing arrangements, utilisation of funds and external financing matters, including capital structure and funding plans • Reviewing quarterly financial performance and approved the audited financial statements • Recommending dividend payments to shareholders • Approving audit fees for Cahya Mata and its subsidiaries, the Budget and Management Plan 2026 for Cahya Mata Group. The Board remains committed to maintaining high standards of corporate governance, transparency and accountability. During the year, the Board oversaw key governance matters including shareholder engagement, regulatory compliance and sustainability initiatives aligned with the Group’s long-term value creation objectives. Key matters deliberated by the Board included: • Reviewing statements and reports for inclusion in the Integrated Annual Report 2024 and approving the convening of the 50th Annual General Meeting (AGM) • Approving the proposal of initiatives to advance the Group’s ESG agenda, including an ESG initiative through sports and the approval of the proposed ESG Scorecard • Reviewing and approving the Sustainability Statement and endorsing the Sustainability Framework and Roadmap • Re-appointing external auditors, reviewing Related Party Transactions and Conflicts of Interest, and conducting the Board and Board Committees Effectiveness Evaluation • Approving revisions to the Terms of Reference of the NRC, GAC and GRC to reflect evolving regulatory expectations and best practices
Governance	

BOARD ACTIVITIES & OVERSIGHT

Focus Area	Key Matters Considered and Decided
Strategy 	The Board provided oversight and strategic direction on initiatives aimed at enhancing operational efficiency, strengthening technological capabilities and supporting the Group’s growth aspirations. The Board also considered initiatives to modernise operational systems and improve business integration across the Group. Key matters deliberated by the Board included: • Approving the proposal for SAP (Systems, Applications and Products in Data Processing) integration for Concrete Operations • Approving the implementation of a unified Enterprise Resource Planning (ERP) system for Cahya Mata, with the intent for future rollouts planned across all Strategic Business Units (SBUs) • Endorsing the designation of an international subsidiary as the trading arm for the phosphate business under a local subsidiary
Internal Control & Risk Management 	The Board maintained oversight of the Group’s risk management and internal control systems to ensure risks are effectively identified, assessed and managed. Through regular reports from the GRC and Management, the Board monitored the effectiveness of the Enterprise Risk Management framework and internal control environment. Key matters deliberated by the Board included: • Reviewing reports and recommendations from the GRC and other relevant committees on Enterprise Risk Management and internal control activities • Evaluating key risk exposures and mitigation measures across the Group • Reviewing the effectiveness of the Group’s risk management and internal control systems, taking into account the Group’s risk appetite and operational complexity



CHAPTER 10 : SHAREHOLDER ENGAGEMENT & INFORMATION

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Form of Proxy

FINANCIAL CALENDAR



FY2025					
RM '000	Q1	Q2	Q3	Q4	2025
Revenue	246,129	246,923	305,365	311,001	1,109,418
Profit before taxation	26,871	(5,862)	48,139	39,653	108,801
Profit attributable to equity holders	25,336	(11,323)	32,117	19,558	65,688
Earnings per share (sen)	2.36	(1.06)	2.99	1.82	6.11
Dividend per share (sen)	0.0	0.0	0.0	3.0	3.0

51ST
ANNUAL
GENERAL
MEETING

NOTICE OF
AGM:
24 APRIL 2026

51ST AGM:
25 MAY 2026

INVESTOR RELATIONS

DEAR VALUED SHAREHOLDERS,

AT CAHYA MATA, WE ARE COMMITTED TO FOSTERING MEANINGFUL RELATIONSHIPS WITH OUR SHAREHOLDERS, ANALYSTS, AND THE BROADER INVESTMENT COMMUNITY.

THROUGH TRANSPARENT COMMUNICATION AND PROACTIVE ENGAGEMENT, WE ENSURE THAT STAKEHOLDERS HAVE ACCESS TO TIMELY, RELEVANT, AND ACCURATE INFORMATION THAT SUPPORTS INFORMED INVESTMENT DECISIONS.

OUR INVESTOR RELATIONS (“IR”) TEAM ACTS AS A KEY LIAISON BETWEEN CAHYA MATA AND FINANCIAL STAKEHOLDERS, FACILITATING ENGAGEMENT THAT ENHANCES TRUST AND UNDERSTANDING. WE CONTINUOUSLY STRIVE TO UPHOLD BEST PRACTICES IN INVESTOR COMMUNICATION, REINFORCING CAHYA MATA AS A SUSTAINABLE AND ATTRACTIVE INVESTMENT PROPOSITION.

INVESTOR ENGAGEMENT & COMMUNICATION

We actively engage investors through various platforms and initiatives, including:

- Quarterly financial briefings led by our senior management team
- Annual General Meetings (“AGMs”) and shareholder dialogues
- Investor meetings
- Bursa Malaysia announcements on key financial and corporate developments
- Corporate presentations and investor conferences



WEBSITE

www.cahyamata.com



FACEBOOK

www.facebook.com/@CahyaMataSwk/



INSTAGRAM

www.instagram.com/cahyamatasarawak/

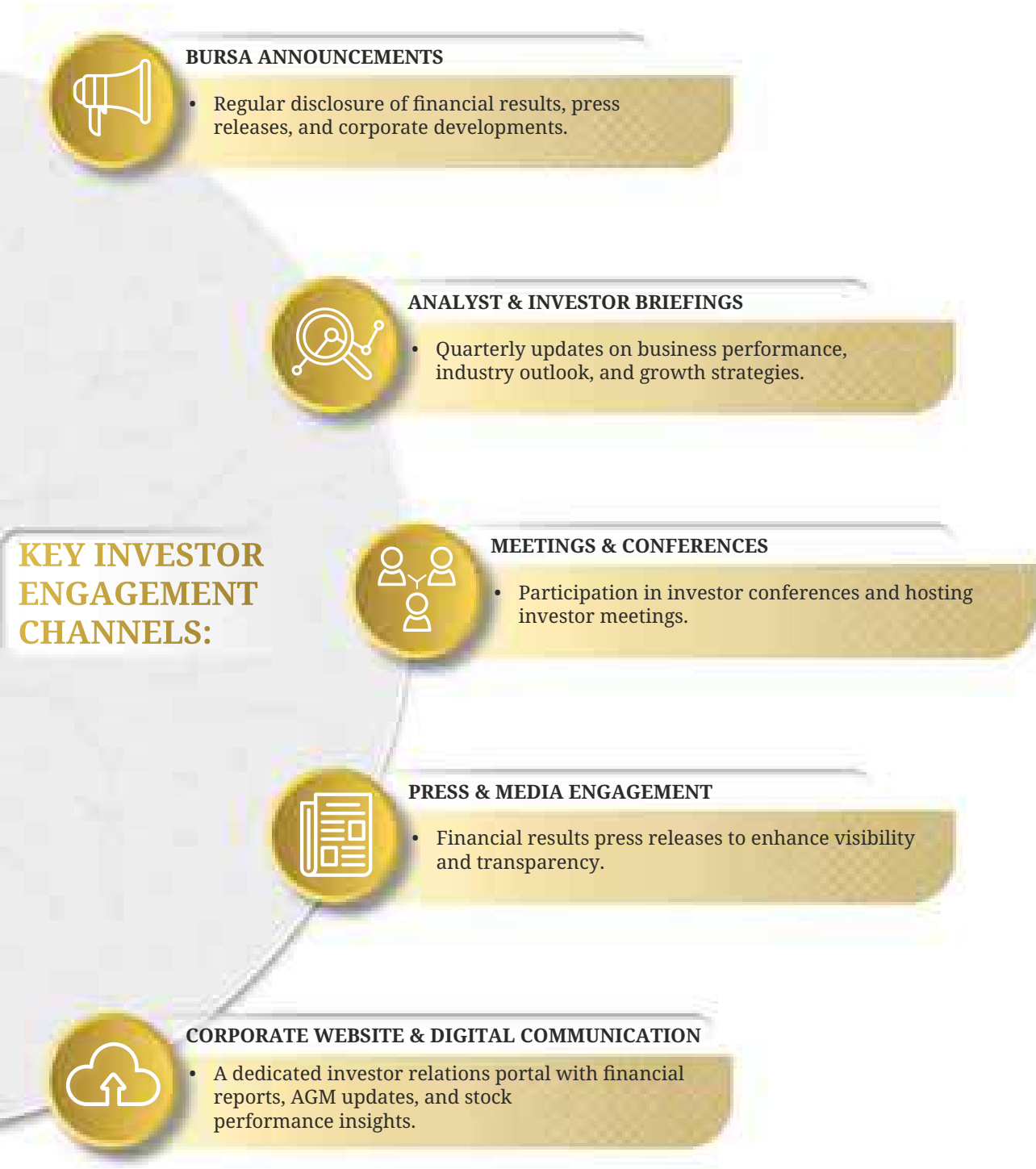


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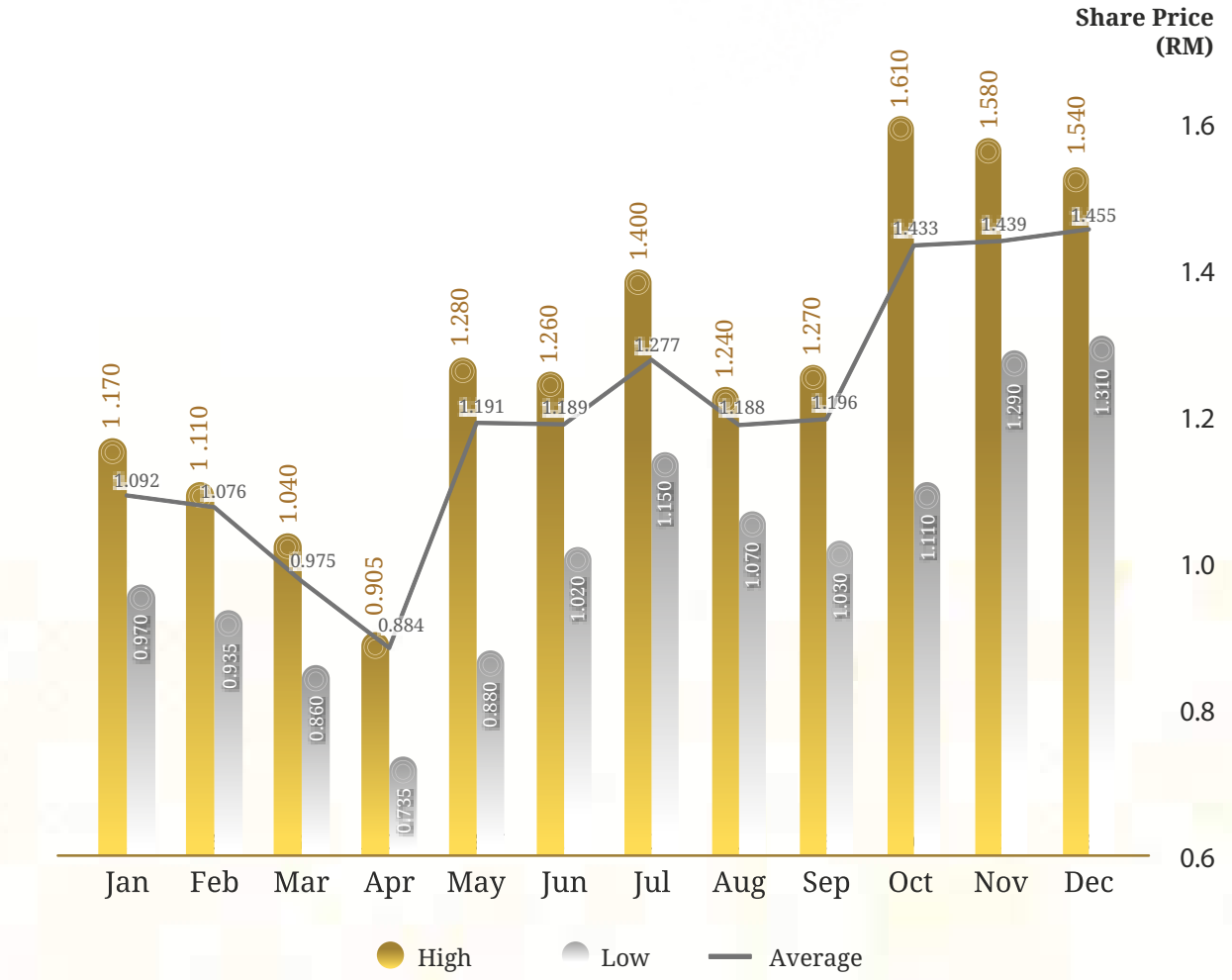
www.linkedin.com/company/cahya-mata-sarawak/

SHAREHOLDER ENGAGEMENT

Maintaining transparency and fostering investor confidence is a priority at Cahya Mata. We implement structured engagement strategies to ensure shareholders, analysts, and other financial stakeholders receive comprehensive insights into our financial and strategic direction.



SHARE PERFORMANCE



Month	High (RM)	Low (RM)	Average Price (RM)
2025			
January	1.170	0.970	1.092
February	1.110	0.935	1.076
March	1.040	0.860	0.975
April	0.905	0.735	0.884
May	1.280	0.880	1.191
June	1.260	1.020	1.189
July	1.400	1.150	1.277
August	1.240	1.070	1.188
September	1.270	1.030	1.196
October	1.610	1.110	1.433
November	1.580	1.290	1.439
December	1.540	1.310	1.455

ANALYSIS OF SHAREHOLDINGS

AS AT 24 MARCH 2026

As at 24 March 2026

Total number of issued shares	1,075,744,720 ordinary shares (including 200,000 Treasury Shares)
Voting Rights	One vote per ordinary share

Shareholdings of Directors

In Cahya Mata Sarawak Berhad

Name of Directors	Number Of Ordinary Shares Held			
	Direct Shareholding	% of Issued Capital *	Indirect Shareholding	% of Issued Capital *
1. YABhg. General Dato’ Seri DiRaja Tan Sri (Dr.) Mohd Zahidi bin Haji Zainuddin (R)	-	-	-	-
2. YBhg. Dato Sri Sulaiman Abdul Rahman b Abdul Taib	6,790,400	0.63	-	-
3. Umang Nangku Jabu	200,000	0.02	-	-
4. YBhg. Dato Sri Mahmud Abu Bekir Taib	1,000,000	0.09	3,407,100 ¹	0.32
5. Jeyabalan A/L S.K. Parasingam	-	-	-	-
6. YBhg. Dato’ Maznah binti Abdul Jalil	-	-	-	-
7. Gee Siew Yoong	-	-	-	-
8. YBhg. Dato’ Mat Hassan bin Esa	-	-	-	-
9. YBhg. CP (R) Dato’ Mohd Azman bin Ahmad Sapri	-	-	-	-
10. YBhg. Tan Sri Dato’ Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir	-	-	-	-

Name of Directors	Number Of Options Held
1. YABhg. General Dato’ Seri DiRaja Tan Sri (Dr.) Mohd Zahidi bin Haji Zainuddin (R)	-
2. YBhg. Dato Sri Sulaiman Abdul Rahman b Abdul Taib	1,500,000
3. Umang Nangku Jabu	-
4. YBhg. Dato Sri Mahmud Abu Bekir Taib	-
5. Jeyabalan A/L S.K. Parasingam	-
6. YBhg. Dato’ Maznah binti Abdul Jalil	-
7. Gee Siew Yoong	-
8. YBhg. Dato’ Mat Hassan bin Esa	-
9. YBhg. CP (R) Dato’ Mohd Azman bin Ahmad Sapri	-
10. YBhg. Tan Sri Dato’ Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir	-

ANALYSIS OF SHAREHOLDINGS

AS AT 24 MARCH 2026

Analysis by Size of Shareholdings

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Ordinary Shares Held *	% of Issued Capital *
Less than 100 shares	99	0.89	2,181	0.00 [#]
100 to 1,000 shares	1,630	14.72	1,068,423	0.10
1,001 to 10,000 shares	5,601	50.58	28,710,935	2.67
10,001 to 100,000 shares	3,105	28.04	103,287,444	9.61
100,001 to less than 5% of issued shares	635	5.73	622,855,731	57.91
5% and above of issued shares	4	0.04	319,620,006	29.71
Total	11,074	100.00	1,075,544,720	100.00

Analysis of Equity Structure

Category of Shareholders	No. of Shareholders	% of Shareholders	No. of Ordinary Shares Held *	% of Issued Capital *
Individual	7,742	69.91	341,792,489	31.78
Body Corporate				
Banks/Finance Companies	15	0.13	83,001,400	7.72
Investment Trusts/Foundation/Charities	2	0.02	35,000	0.00 [#]
Other type of companies	113	1.02	151,633,006	14.10
Government Agencies/Institutions	3	0.03	50,158,000	4.66
Nominees	3,197	28.87	448,909,822	41.74
Others	2	0.02	15,003	0.00 [#]
Total	11,074	100.00	1,075,544,720	100.00

ANALYSIS OF SHAREHOLDINGS
AS AT 24 MARCH 2026

ANALYSIS OF SHAREHOLDINGS
AS AT 24 MARCH 2026

Thirty Largest Securities Account Holders as per Record of Depositors

Name of Shareholders	No. of Ordinary Shares Held	% of Issued Capital *
1. Majaharta Sdn Bhd	134,775,306	12.53
2. Lembaga Tabung Haji	70,390,000	6.55
3. Lejla Taib	61,000,000	5.67
4. Citigroup Nominees (Tempatan) Sdn Bhd Urusharta Jamaah Sdn Bhd (2)	52,002,900	4.84
5. Ragad Kurdi Taib	50,009,000	4.65
6. Sarawak Economic Development Corporation	50,000,000	4.65
7. DB (Malaysia) Nominee (Tempatan) Sendirian Berhad Deutsche Trustees Malaysia Berhad for Hong Leong Dividend Fund	19,500,000	1.81
8. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board	19,158,878	1.78
9. Maybank Nominees (Tempatan) Sdn Bhd Etiga Life Insurance Berhad (Growth)	14,270,400	1.33
10. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	9,724,970	0.90
11. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Emerging Markets Stock Index Fund	9,231,800	0.86
12. Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Areca Equity Trust Fund (211882)	8,629,000	0.80
13. DB (Malaysia) Nominee (Tempatan) Sendirian Berhad Deutsche Trustees Malaysia Berhad for Eastspring Investments Small-Cap Fund	8,278,500	0.77
14. CIMB Group Nominees (Tempatan) Sdn Bhd CIMB Commerce Trustee Berhad - Kenanga Growth Fund	7,700,200	0.72
15. HSBC Nominees (Tempatan) Sdn Bhd BNPP SIN/2S for Pertubuhan Keselamatan Sosial (PKSUOBAM EQ)	7,512,000	0.70
16. Maybank Investment Bank Berhad IVT (16) ECD OTCSP-H	7,336,500	0.68
17. Maybank Nominees (Tempatan) Sdn Bhd Etiga Life Insurance Berhad (Dana EKT Prima)	7,208,500	0.67
18. DB (Malaysia) Nominee (Tempatan) Sendirian Berhad Deutsche Trustees Malaysia Berhad for Hong Leong Value Fund	7,000,000	0.65
19. Maybank Nominees (Tempatan) Sdn Bhd Etiga Life Insurance Berhad (Prem Equity)	6,863,500	0.64
20. Maybank Nominees (Tempatan) Sdn Bhd National Trust Fund (IFM UOBAM) (446560)	6,800,000	0.63
21. Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Sulaiman Abdul Rahman B Abdul Taib	6,790,400	0.63
22. Citigroup Nominees (Tempatan) Sdn Bhd Kumpulan Wang Persaraan (Diperbadankan) (UOB AM SC EQ)	6,250,000	0.58
23. Citigroup Nominees (Asing) Sdn Bhd UBS EUR SE for HAMCO SICAV - Global Value Fund	5,789,300	0.54

Name of Shareholders	No. of Ordinary Shares Held	% of Issued Capital *
24. Maybank Nominees (Tempatan) Sdn Bhd Etiga Life Insurance Berhad (Balance)	5,721,800	0.53
25. HSBC Nominees (Asing) Sdn Bhd Exempt AN for Morgan Stanley & Co International PLC (Client)	5,000,000	0.47
26. HSBC Nominees (Tempatan) Sdn Bhd HSBC (M) Trustee Bhd for Singular Value Fund	5,000,000	0.47
27. Olive Lim Swee Lian	5,000,000	0.47
28. Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Lim Hock Fatt (E-SS2)	5,000,000	0.47
29. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	4,995,100	0.46
30. Cartaban Nominees (Tempatan) Sdn Bhd CN CIMB Commerce Trustee Berhad for Kenanga Growth Fund Series 2	4,991,200	0.46
Total	611,929,254	56.90

Substantial Shareholders as per Register of Substantial Shareholders

Name of Substantial Shareholders	Direct Shareholding	Indirect Shareholding	% of Issued Capital *
1. YB Dato Hajjah Hanifah Hajar Taib-Alsree	2,230,500	134,775,306 ²	12.74
2. Majaharta Sdn Bhd	134,775,306	-	12.53
3. Jamilah Hamidah Taib	-	134,775,306 ²	12.53
4. Lejla Taib @ Datuk Patinggi Dr. Hajjah Lejla Taib (deceased)	111,000,000	-	10.32
5. Lembaga Tabung Haji	71,680,000	-	6.66

* Excludes 200,000 ordinary shares retained as Treasury Shares

[#] negligible

¹ Deem interest pursuant to Section 59 (11) (c) of the Companies Act 2016

² Deem interest pursuant to Section 8(4) of the Companies Act 2016

MATERIAL PROPERTIES

AS AT 31 DECEMBER 2025

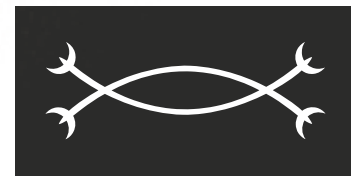
Location	Date of acquisition/ revaluation	Description	Usage	Tenure	Remaining lease period (expiry date)	Land area/ Built up area (hectare/ m2)	Age of buildings	Net book value (RM'000)
Samalaju Industrial Park, Lot 148, Block 1, Kemena Land District, Bintulu.	2015	Land and factory	Integrated Phosphate Complex	Leasehold	48 years (2073)	141.64/ N/A	3 years	667,970
Lot 571, Block 4, Sentah Segu Land District, Kuching.	1992 & 2002	Land & clinker mill	Office & factory	Leasehold	17 years (2042)	18.27/ 58,595	26 years	92,059
Samalaju Industrial Park, Lot 36, Block 54, Kemena Land District, Bintulu.	2015	Mixed zone land	Land held for development	Leasehold	89 years (2114)	311.53/ NA	-	81,135
Lot 8637, Block 9, Salak Land District, Kuching.	1999	Hypermarket	Held for rental income	Leasehold	73 years (2098)	2.60/ NA	9 years	39,922
Lot 3241-3245, 3247 & 3179, Block 7, Muara Tebas Land District, Kuching.	1997	Mixed zone land	Land held for development	Leasehold	71 years (2096)	26.40/ NA	-	37,505
Samalaju Industrial Park, Lot 132, Block 1, Kemena Land District, Bintulu.	2014	Mixed zone land	Hotel	Leasehold	88 years (2113)	9.35/ 14,460	11 years	31,070
Samalaju Industrial Park, Lot 117, Block 1, Kemena Land District, Bintulu.	2013	Industrial land	Vacant land	Leasehold	48 years (2073)	123.02/ N/A		23,605
Lot 9882, Section 64, Kuching Town Land District, Kuching.	2010	Mixed zone land	Vacant land	Leasehold	73 years (2098)	3.19/ NA	-	21,778

MATERIAL PROPERTIES

AS AT 31 DECEMBER 2025

Location	Date of acquisition/ revaluation	Description	Usage	Tenure	Remaining lease period (expiry date)	Land area/ Built up area (hectare/ m2)	Age of buildings	Net book value (RM'000)
Lot 482, Block 4, Miri Concession Land District, Miri.	2018	Land	Vacant land	Leasehold	11 years (2036)	1.94/ N/A	-	21,416
Samalaju Industrial Park, Lot 108 & 109, Block 1, Kemena Land District, Bintulu.	2015	Mixed zone land	Land held for development	Leasehold	89 years (2114)	26.73/ NA	-	21,096
Lot 12307-12318, Block 9, Salak Land District, Kuching.	1999	Mixed zone land	Land held for township development	Leasehold	89 years (2114)	824.28/ NA	-	20,127

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)



CAHYA MATATM

SARAWAK

CAHYA MATA SARAWAK BERHAD

Registration No. 197401003655 (21076-T)

(Incorporated in Malaysia)

NOTICE IS HEREBY GIVEN that the 51st Annual General Meeting (“AGM”) of Cahya Mata Sarawak Berhad (“Cahya Mata” or “the Company”) will be held at the **Grand Ballroom, Lobby Floor, Hilton Kuching Hotel, No. 1, Jalan Tunku Abdul Rahman, 93100 Kuching, Sarawak** on **Monday, 25 May 2026 at 3:00 p.m.** for the following purposes:

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the year ended 31 December 2025 and the Reports of the Directors and Auditors thereon.
2. To declare a first and final tax exempt (single-tier) dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 December 2025.
3. To re-elect the following Directors who retire pursuant to Article 111 of the Company’s Constitution and being eligible offer themselves for re-election:
 - a. Madam Umang Nangku Jabu
 - b. YBhg. Dato Sri Sulaiman Abdul Rahman b Abdul Taib
 - c. Mr Jeyabalan A/L S.K. Parasingam
4. To re-elect YBhg. Tan Sri Dato’ Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir who retires in accordance with Article 113 of the Company’s Constitution and being eligible offers himself for re-election.
5. To approve the payment of Directors’ fees amounting to RM 225,000 per annum for the Non-Executive Chairman, RM 225,000 per annum for the Non-Executive Deputy Chairman and RM 150,000 per annum for each of the Non-Executive Directors for the financial year ended 31 December 2025.
6. To approve the payment of Directors’ remuneration and benefits payable to Non-Executive Chairman and Non-Executive Directors up to an amount of RM 5,000,000 from 26 May 2026 until the next AGM of the Company.
7. To re-appoint Messrs Ernst & Young PLT as Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Board of Directors to determine their remuneration.

Ordinary Resolution 1

Ordinary Resolution 2

Ordinary Resolution 3

Ordinary Resolution 4

Ordinary Resolution 5

Ordinary Resolution 6

Ordinary Resolution 7

Ordinary Resolution 8

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)

AS SPECIAL BUSINESS

To consider and if thought fit, pass the following Resolutions:

8. Ordinary Resolution Authority to Directors to Issue Shares

Ordinary Resolution 9

“THAT subject to the Companies Act, 2016 (“the Act”), the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the Company’s Constitution, subject to the approvals of the relevant governmental/regulatory authorities, if required, the Directors be and are hereby empowered pursuant to Sections 75 and 76 of the Act, to allot shares in the Company, grant rights to subscribe for shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares) at any point in time (“10% General Mandate”); AND THAT the Directors be and are hereby also empowered to obtain approval from the Bursa Securities for the listing and quotation of the additional shares so issued pursuant to the 10% General Mandate on Bursa Securities, if required; AND THAT such authority shall continue to be in force until the conclusion of the next AGM of the Company.”

9. Ordinary Resolution Proposed Renewal of Share Buy-Back Authority

Ordinary Resolution 10

“THAT subject to Section 127 of the Companies Act 2016, provisions of the Company’s Constitution, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and any other relevant authorities, the Company be and is hereby authorised to renew the approval granted by the shareholders of the Company at the 50th Annual General Meeting of the Company held on 30 May 2025, authorising the Directors of the Company to exercise the power of the Company to purchase such amount of ordinary shares in the Company from time to time through Bursa Securities subject further to the following:

- (a) the aggregate number of shares purchased does not exceed 10% of the total number of issued shares of the Company (“Purchased Shares”) at the point of purchase;
- (b) the maximum funds to be allocated by the Company for the purpose of purchasing the Purchased Shares shall not exceed the Company’s audited retained profits as at 31 December 2025 amounted to RM 713,460,389;
- (c) the authority conferred by this resolution will commence immediately upon passing of this resolution and will continue to be in force until:
 - (i) the conclusion of the next Annual General Meeting of the Company;
 - (ii) the expiration of the period within the next Annual General Meeting of the Company subsequent to the date it is required to be held pursuant to Section 340(2) of the Companies Act 2016 (“the Act”) but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act; or
 - (iii) revoked or varied by a resolution passed by the shareholders in general meeting,

whichever occurs first.

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)

- (d) Upon the completion of the purchase(s) of the Purchased Shares, the Directors of the Company be and are hereby authorised to deal with the Purchased Shares in the following manner:
- (i) to cancel the Purchased Shares so purchased; or
 - (ii) to retain the Purchased Shares so purchased as treasury shares for distribution as dividend to the shareholders, resell in accordance with the relevant rules of Bursa Securities, transfer for the purposes of or under an employees’ share scheme, transfer as purchase consideration, cancel the shares and/or sell, transfer or otherwise use the shares for such other purposes as the Minister may by order prescribe; or
 - (iii) to retain part of the Purchased Shares so purchased as treasury shares and cancel the remainder; or
 - (iv) to deal in such other manner as Bursa Securities and such other relevant authorities may allow from time to time.

AND THAT the Directors of the Company be and are hereby authorised to take all such steps as are necessary to implement, finalise and give full effect to the Proposed Renewal of Share Buy-Back Authority with full power to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed by the relevant authorities and with fullest power to do all such acts and things thereafter as the Directors may deem fit and expedient in the best interest of the Company.”

FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a Member who shall be entitled to participate, speak and vote at the 51st AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 77(2) of the Company’s Constitution to issue a General Meeting Record of Depositors (“ROD”) as at 18 May 2026. Only a Depositor whose name appears in the Register of Members/ROD as at 18 May 2026 shall be entitled to participate at the said meeting or appoint a proxy to participate, speak and vote on his/her behalf.

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS ALSO HEREBY GIVEN THAT subject to the approval of the shareholders at the 51st AGM of the Company to be held on 25 May 2026 for the payment of the first and final dividend under single-tier system in respect of the financial year ended 31 December 2025 (“Dividend”) under Ordinary Resolution 1, the Dividend will be paid on 26 June 2026 to Depositors whose names appear in the ROD on 5 June 2026.

Depositors shall be only entitled to the Dividend in respect of:

- (a) securities transferred into the Depositor’s Securities Account before 4:30 p.m. on 5 June 2026 for ordinary transfers; and
- (b) securities bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)

BY ORDER OF THE BOARD

NIP CHEE SIEN

SSM PC No.: 202008003954 (MAICSA 7066996)

Company Secretary

Kuching, Sarawak

24 April 2026

Notes:

1. Audited Financial Statements for the financial year ended 31 December 2025

The audited financial statements are laid before the shareholders pursuant to the provision of Section 340(1)(a) of the Companies Act 2016 (the “Act”) for discussion only. The audited financial statements do not require shareholders’ approval and hence, will not be put forward for voting.

2. Ordinary Resolution 1 – First and final tax exempt (single-tier) dividend

Pursuant to Section 131 of the Act, a company may only make a distribution to the shareholders out of profits of the company available if the company is solvent. On 24 February 2026, the Board had considered the amount of dividend and recommended the same for the shareholders’ approval. The Directors of the Company are satisfied that the Company will be solvent as it will be able to pay its debts as and when the debts become due within twelve (12) months immediately after the distribution is made on 26 June 2026 in accordance with the requirements under Section 132(2) and (3) of the Act.

3. Ordinary Resolutions 2 to 4 – Re-election of Directors who retire by rotation in accordance with Article 111 of the Company’s Constitution

Article 111 of the Company’s Constitution provides that one third (1/3) of the Directors of the Company for the time being shall retire by rotation at the AGM of the Company. Pursuant thereto, three (3) Directors of the Company, namely Madam Umang Nangku Jabu, YBhg. Dato Sri Sulaiman Abdul Rahman b Abdul Taib and Mr Jeyabalan A/L S.K. Parasingam shall retire in accordance with Article 111 of the Company’s Constitution. These three (3) Directors are standing for re-election as Directors of the Company and, being eligible have offered themselves for re-election. Details of the assessment of the directors standing for re-election are on page 356 of the Integrated Annual Report 2025.

4. Ordinary Resolution 5 – Re-election of Director who retires in accordance with Article 113 of the Company’s Constitution

Article 113 of the Company’s Constitution provides that the Directors shall have power at any time and from time to time to appoint any other person to be a Director of the Company either to fill a casual vacancy or as an addition to the existing Directors but so that the total number of Directors shall not at any time exceed the maximum number fixed by the Company’s Constitution. Any Director so appointed shall hold office until the next AGM of the Company and when he/she shall retire, he/she shall be eligible for re-election. Pursuant thereto, YBhg. Tan Sri Dato’ Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir who was appointed on 3 March 2026, is standing for re-election as a Director of the Company in accordance with Article 113 of the Company’s Constitution and, being eligible has offered himself for re-election. Details of the assessment of the director standing for re-election is on page 356 of the Integrated Annual Report 2025.

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)

5. Directors’ Remuneration – Fees and benefits payable to the Non-Executive Director (“NED”)s

5.1 Section 230(1) of the Act provides amongst others, that “the fees” of the directors and “any benefits” payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. In this respect, the Board agreed that the shareholders’ approval shall be sought at the 51st AGM on the Directors’ remuneration in two (2) separate resolutions as below:

- (a) Ordinary Resolution 6 on the payment of Directors’ fees in respect of the financial year ended 31 December 2025; and
- (b) Ordinary Resolution 7 on payment of Directors’ remuneration and benefits from 26 May 2026 to the next AGM in 2027.

5.2 The Board Remuneration Policy for the NEDs as out in the table below:

Directors’ Fee	Approval sought at 50 th AGM for Financial Year (“FY”) 2024	Approval sought for FY2025
Non-Executive Chairman	RM 225,000	RM 225,000
Non-Executive Deputy Chairman	RM 225,000	RM 225,000
Non-Executive Director	RM 150,000	RM 150,000

The payment of the fees to the Non-Executive Chairman, Non-Executive Deputy Chairman and NEDs in respect of the financial year ended 31 December 2025 will only be paid if the proposed Ordinary Resolution 6 is passed at the 51st AGM.

Ordinary Resolution 7: Remuneration and benefits payable to the NEDs

The remuneration and benefits payable to the NEDs comprise the allowances and other emoluments payable to the Chairman and members of the Board, Board of subsidiaries, Board Committees and such other committees as may be established by the Board.

Board Committee Fees Approved at 50 th AGM and approval sought at 51 st AGM	Chairman	NED/Member
Group Audit Committee	RM 70,000	RM 45,000
Nomination & Remuneration Committee	RM 65,000	RM 40,000
Group Risk Committee	RM 65,000	RM 40,000
Digital Transformation Committee	RM 35,000	RM 20,000
Group Sustainability Committee	RM 35,000	RM 20,000

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)

Type of Meeting Attendance Allowance (per meeting) Approved at 50 th AGM and approval sought at 51 st AGM	Chairman	NED/Member
Board of Cahya Mata	RM 3,500	RM 3,000
General meeting of Cahya Mata	RM 3,500	RM 3,000
Group Audit Committee	RM 3,500	RM 3,000
Nomination & Remuneration Committee	RM 3,500	RM 3,000
Group Risk Committee	RM 3,500	RM 3,000
Digital Transformation Committee	RM 3,500	RM 3,000
Group Sustainability Committee	RM 3,500	RM 3,000

The NEDs’ other remuneration and benefits are set out in the table below:

Approved at 50th AGM

Description	Chairman	Deputy Chairman	NED
Monthly Fixed Allowance	RM 50,000	RM 40,000	-
Other Benefits	Driver, motor vehicle, petrol, medical coverage		Medical coverage

Approval sought at 51st AGM

Description	Chairman	NED
Monthly Fixed Allowance	RM 50,000	-
Other Benefits	Driver, motor vehicle, petrol, medical coverage	Medical coverage

The Directors’ fee policy for subsidiary companies in the Group is set out in the table below:

	Chairman	NED
Directors’ fee for subsidiary company which achieves an annual turnover of RM 90.0 million and/or a net assets size of RM 100.0 million and over (per annum)	RM 22,500	RM 15,000
Subsidiary Company Directors’ meeting attendance allowance (per meeting)	RM 2,000	RM 2,000

Payment of the remuneration and benefits to the NEDs will be made by the Company and its subsidiaries on a monthly basis and/or as and when incurred, if the proposed Ordinary Resolution 7 has been passed by shareholders at the 51st AGM. The Board’s view is that it is equitable for the NEDs to be paid Directors’ remuneration and benefits (excluding Directors’ fees) after they have rendered their services to the Company and/or its subsidiaries and discharged their duties and responsibilities.

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)

6. Ordinary Resolution 8 – Re-appointment of Auditors

- 6.1 The Group Audit Committee (“GAC”) at its meeting held on 7 April 2026 undertook an annual assessment of the objectivity, independence and quality of service delivery of the external auditors, Messrs Ernst & Young PLT (“EY”). In its assessment, the GAC considered several factors which include the following:
- (a) Quality of EY’s performance as well as their communication and interaction with GAC and Cahya Mata Group throughout the year, based on the feedback obtained via assessment questionnaires from personnel who had substantial contact with the external audit team and EY;
 - (b) Adequacy of experience and resources provided to the Group by EY, in terms of the firm and the competency of the professional staff assigned to the audit; and
 - (c) Independence and objectivity of EY and the level of non-audit services rendered by EY to the Company for the FY2025.
- 6.2 GAC was satisfied with the suitability of EY based on the quality of audit, performance, competency and sufficiency of resources the external audit team provided to the Group. GAC was also satisfied in its review that the provisions of non-audit services by EY to the Company for the FY2025 did not in any way impair their objectivity and independence as external auditors of the Company.
- 6.3 The Board at its meeting held on 7 April 2026 approved GAC’s recommendation for the shareholders’ approval to be sought at the 51st AGM on the appointment of EY as external auditors of the Company for the FY2026, under Ordinary Resolution 8 in accordance with Section 340(1)(c) and Section 274(1)(a) of the Act.

7. Ordinary Resolution 9 – Authority to Directors to Issue Shares

The proposed Ordinary Resolution 9, if passed, will give a renewed mandate to the Directors of the Company, pursuant to Sections 75 and 76 of the Act (“Renewed Mandate”) for such purposes as the Directors may deem fit and in the interest of the Company. The Renewed Mandate, unless revoked or varied by the Company in a general meeting will expire at the conclusion of next AGM of the Company.

The Directors of the Company, after due consideration, is of the opinion that this Renewed Mandate will enable the Company further flexibility to raise funds expeditiously other than incurring additional interest costs as compared to bank borrowings, thereby allowing the Company to preserve its cash flow and achieve a more optimal capital structure. Any funds raised from this Renewed Mandate is expected be used for the purpose of a possible fund raising exercise including but not limited to placement of shares for the purpose of funding business expansion or future investment project(s), working capital requirements and/or acquisitions, and to avoid any delay and cost in convening general meetings to specifically approve such an issue of shares.

The Directors, having considered the current and prospective financial position, needs and capacity of the Company, is of the opinion that the 10% General Mandate is in the best interest of the Company. As of the date of this Notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the last AGM held on 30 May 2025 and which will lapse at the conclusion of the 51st AGM. The Renewed Mandate will enable the Directors to take swift action in case of, inter alia, a need for corporate exercises, or in the event of business opportunities, or other arising circumstances which involve the issue of new shares, and to avoid delay and cost in convening general meetings to approve such issue of shares.

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)

8. Ordinary Resolution 10 – Proposed Renewal of Share Buy-Back Authority

The proposed Ordinary Resolution 10, if passed, will empower the Directors of the Company to purchase the Company’s shares of an aggregate amount of up to 10% of the total number of issued shares of the Company for the time being. The shareholders’ mandate for the Proposed Renewal of Share Buy-Back Authority is subject to renewal on an annual basis. Further information on the Proposed Renewal of Share Buy-Back Authority is set out in the Share Buy-Back Statement dated 24 April 2026 which is despatched together with the Notice of 51st AGM.

9. Abstention from Voting

All the NEDs who are shareholders of the Company will abstain from voting on Ordinary Resolutions 6 to 7 concerning Directors’ fees and Directors’ remuneration and benefits (excluding Directors’ fees) at the 51st AGM. Any Director referred to in Ordinary Resolutions 2 to 5 who is a shareholder of the Company will abstain from voting on the resolution in respect of his/her re-election as a Director at the 51st AGM.

10. Proxy and Entitlement of Participation

- 10.1 A member entitled to participate and vote at the meeting is entitled to appoint a proxy (or in the case of a corporation, a duly authorised representative) to vote in his stead. If the proxy is not a member, he shall be any person and there shall be no restriction as to the qualification of the proxy. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
- 10.2 Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint a proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- 10.3 Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account (“omnibus account”), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- 10.4 The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing or, if the appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.
- 10.5 The instrument appointing a proxy must be deposited at the Registered Office of the Company at Level 6, Wisma Mahmud, Jalan Sungai Sarawak, 93100 Kuching, Sarawak or at Boardroom Share Registrars Sdn Bhd, 11th Floor, Menara Symphony, No 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan not less than forty-eight (48) hours before the time set for holding the meeting or at any adjournment thereof.
- 10.6 Only members whose names appear in the Record of Depositors as at 18 May 2026 shall be entitled to participate at the meeting.

NOTICE OF 51ST ANNUAL GENERAL MEETING (“AGM”)

11. Poll Voting

Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements, all the Resolutions set out in this Notice will be put to vote by poll. Please refer to the details in the Administrative Guide.

12. Publication of AGM Notice on the Company’s Website

Pursuant to Section 320 of the Act, the Notice of the Company’s 51st AGM is also available on the Company’s website www.cahyamata.com throughout the period beginning from the date of notice until the conclusion of the 51st AGM.

13. Personal Data Privacy

By signing the Attendance List or submitting the instrument appointing a proxy and/or representative to attend, participate and vote at the 51st AGM and/or any adjournment thereof, the Shareholder of the Company has consented to the use of such data for purposes of processing and administration by the Company (or its agents); and to comply with any laws, listing rules, regulations and/or guidelines. The Shareholder agrees that he/she will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the shareholder’s breach of warranty.

ADMINISTRATIVE GUIDE OF
51ST ANNUAL GENERAL MEETING (“AGM”)
OF CAHYA MATA SARAWAK BERHAD

Date	Monday, 25 May 2026
Time	3:00 p.m.
Venue	Grand Ballroom, Lobby Floor, Hilton Kuching Hotel, No. 1, Jalan Tunku Abdul Rahman, 93100 Kuching, Sarawak

Parking

1. You are advised to park your vehicle at the hotel car park. Hotel car park is installed with License Plate Recognition system and payment can be made via e-wallets or payment kiosk. Parking rate is RM 6.00 nett for the first hour and subsequent hour of RM 1.00 nett up to a maximum of RM 10.00 nett.

Registration

2. Registration will start at 2:00 p.m. at the foyer of Grand Ballroom, Lobby Floor, Hilton Kuching Hotel and close before commencement of polling process.
3. Please read the signage to ascertain where you should register yourself for the AGM and join the queue accordingly.
4. Please produce your original National Registration Identity Card (“MyKad”) or passport to the registration clerk for verification. Please make sure you collect your MyKad or passport thereafter.
5. After the verification, you are required to write your name and sign on the Attendance List placed on the registration table.
6. You will also be given a barcoded wristband. No person will be allowed to enter the meeting room (Grand Ballroom) without the barcoded wristband. There will be no replacement in the event that you lose or misplace the barcoded wristband.
7. No person will be allowed to register on behalf of another person even with the original MyKad or passport of that other person.
8. The registration counter will handle only verification of identity and registration. If you have any enquiry, please proceed to the Help Desk. The Help Desk will be located next to the registration counters at the foyer of Grand Ballroom, Lobby Floor, Hilton Kuching Hotel.

Entitlement to Participate and Vote

9. Only a member whose name appears on the Record of Depositors as at 18 May 2026 shall be entitled to participate and vote at the AGM or appoint a proxy to participate and/or vote on his/her behalf.

Proxy

10. A member entitled to attend and vote is entitled to appoint a proxy, to attend and vote instead of him. If you are unable to attend the AGM and wish to appoint a proxy to vote on your behalf, please submit your Form of Proxy in accordance with the notes and instructions printed therein.
11. Shareholders who are unable to attend the AGM are encouraged to appoint the Chairman of the Meeting to vote on their behalf.
12. If you wish to attend the AGM yourself, please do not submit any Form of Proxy for the AGM that you wish to attend. You will not be allowed to attend the AGM together with a proxy appointed by you.
13. If you have submitted your Form of Proxy prior to the AGM and subsequently decided to attend the AGM yourself, please proceed to the Help Desk to revoke the appointment of your proxy.
14. If you wish to submit your Form of Proxy, please ensure that the original Form of Proxy is deposited at the Registered Office of Cahya Mata Sarawak Berhad at Level 6, Wisma Mahmud, Jalan Sungai Sarawak, 93100 Kuching, Sarawak or at Boardroom Share Registrars Sdn Bhd, 11th Floor, Menara Symphony, No 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan not less than forty-eight (48) hours before the time set for holding the AGM, i.e. before 3:00 p.m. on 23 May 2026 or at any adjournment thereof.
15. We do not acknowledge receipt of the Form of Proxy. The submission of Form of Proxy via facsimile transmission or email is not acceptable.

Seating Arrangement for the AGM

16. Free seating. All shareholders/proxies/corporate representatives will be allowed to enter the Grand Ballroom from 2:00 p.m. onwards.
17. All shareholders/proxies/corporate representatives are encouraged to be seated at least ten (10) minutes before the commencement of the AGM.

ADMINISTRATIVE GUIDE

Mobile Devices

18. Please ensure that all mobile devices, i.e. phones/other sound emitting devices are switched off or put on silent mode during the AGM to ensure smooth and uninterrupted proceedings.

Recording or Photography

19. Strictly no recording or photography of the proceedings of the 51st AGM.

No Smoking Policy

20. A no smoking policy is maintained inside Hilton Kuching. Your co-operation is much appreciated.

Surau/Prayer Room

21. The Surau is located at Level 1 of Hilton Kuching Hotel.

Voting Procedure

22. The voting at the 51st AGM will be conducted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed Boardroom Share Registrars Sdn Bhd as Poll Administrator to conduct the polling process and Commercial Quest Sdn Bhd as Independent Scrutineers to verify the results of the poll.
23. Upon the conclusion of the voting session by the Chairman, the Independent scrutineer will verify and announce the poll results followed by the Chairman’s declaration whether the resolutions put to the vote are duly passed.

Personal Belongings

24. Please take care of your personal belongings. The organiser will not be held responsible for any item that has gone missing.

Integrated Annual Report 2025

25. The Integrated Annual Report 2025 is made available online and can be downloaded from the Company’s website at www.cahyamata.com.
26. In our effort of going green and preserving the environment, we urge the shareholders to refer to the soft copies of the documents. However, shareholders may request for the printed copy of Integrated Annual Report 2025 by completing and submitting the Request Form which can be downloaded from the Company’s website at www.cahyamata.com.

Communication Guidance

27. Shareholders are advised to monitor the Company’s website for announcement of changes to the 51st AGM arrangements, if any.

Enquiry

28. If you have any enquiry prior to the AGM, please contact the following persons during office hours:

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No 5, Jalan Prof. Khoo Kay Kim, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan

Telephone Number:	03-7890 4700
(1) Puan Rozleen Monzali	03-7890 4739
(2) Encik Zulkernaen Abdul Samad	03-7890 4741
Facsimile Number:	03-7890 4670
Email:	bsr.helpdesk@boardroomlimited.com

Personal Data Privacy

29. By signing the Attendance List or submitting the instrument appointing a proxy and/or representative to attend, participate and vote at the 51st AGM and/or any adjournment thereof, the Shareholder of the Company has consented to the use of such data for purposes of processing and administration by the Company (or its agents); and to comply with any laws, listing rules, regulations and/or guidelines. The Shareholder agrees that he/she will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the shareholder’s breach of warranty.

STATEMENT ACCOMPANYING NOTICE OF
51ST ANNUAL GENERAL MEETING (“AGM”)

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa
Malaysia Securities Berhad)

- A. The profiles of the Directors who are standing for re-election as per Agenda 3 of the Notice of 51st AGM are stated on pages 300, 298 and 304 of the Company’s Integrated Annual Report 2025.
- B. The profiles of the Directors are stated on pages 296 to 315 of the Company’s Integrated Annual Report 2025. Their shareholdings in the Company are set out on page 382 of the Company’s Integrated Annual Report 2025.
- C. Details on the authority to allot and issue shares in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 are set out in Note 7 of the Notice of 51st AGM.

SHARE BUY-BACK STATEMENT

STATEMENT ACCOMPANYING NOTICE OF 51ST ANNUAL GENERAL MEETING (Pursuant to Paragraph 12.06(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

1. IMPORTANCE

If you are in any doubt as to the course of action to be taken, you should consult your Stockbroker, Bank Manager, Solicitor, Accountant or other Professional Adviser immediately.

Bursa Malaysia Securities Berhad (“Bursa Securities”) has not perused this Share Buy-Back Statement (“Statement”) prior to its issuance as it is an exempt Statement. Bursa Securities takes no responsibility for the contents of this Statement, makes no representation as to its accuracy or completeness and expressly disclaims any liability whatsoever for any loss representation as to its accuracy or completeness and expressly disclaims any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this Statement.

2. DETAILS OF THE PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

2.1 Introduction

At the 50th Annual General Meeting (“AGM”) held on 30 May 2025, Cahya Mata Sarawak Berhad (“Cahya Mata” or “the Company”) obtained shareholders’ approval for the purchase of up to a maximum of ten percent (10%) of the total number of issued shares of the Company on Bursa Securities.

This authority conferred by the shareholders will expire at the conclusion of the forthcoming 51st AGM of the Company.

On 7 April 2026, the Board of Directors of Cahya Mata (“Board”) announced to Bursa Securities that Cahya Mata proposed to seek shareholders’ approval for the renewal of the Share Buy-Back Authority at the forthcoming 51st AGM to allow the Directors to exercise the power of the Company to purchase its own Shares (referred to the Ordinary Shares of Cahya Mata “Share(s)” or “Cahya Mata Shares”) of up to a maximum of ten percent (10%) of the total number of issued shares of Cahya Mata at any point of time through Bursa Securities (“Proposed Renewal of Share Buy-Back Authority” or “Proposed Share Buy-Back”).

The purpose of this statement is to provide you with information on the Proposed Share Buy-Back, and to seek your approval for the ordinary resolution to be tabled under special businesses at the forthcoming 51st AGM of the Company.

The Proposed Renewal of Share Buy-Back Authority will take effect immediately after the passing of the ordinary resolution at the forthcoming 51st AGM and will continue in force until:

- (a) the conclusion of the next AGM of the Company;
- (b) the expiration of the period within the next AGM of the Company subsequent to the date it is required to be held pursuant to Section 340(2) of the Malaysian Companies Act 2016 (“the Act”) but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act; or
- (c) revoked or varied by a resolution passed by the shareholders in general meeting,

whichever occurs first.

The Proposed Renewal of Share Buy-Back Authority, if approved, would give authority to the Directors to exercise the power of the Company to purchase its own Shares in circumstances which the Directors consider would be in the interest of the Company.

SHARE BUY-BACK STATEMENT

2.2 The maximum number or percentage of share to be acquired

The Board proposes to seek a mandate from the shareholders of Cahya Mata to purchase and/or hold in aggregate up to ten percent (10%) of the total number of issued shares of the Company at any point of time through Bursa Securities.

2.3 Funding

The Board proposes to allocate a maximum amount not exceeding the audited retained profits of Cahya Mata for the purchase of its own Shares. As at 31 December 2025, the audited retained profits of the Company amounted to RM 713,460,38. As at 28 February 2026, the unaudited retained profits of the Company amounted to RM 708,861,862.

The funding of the Proposed Share Buy-Back will be sourced from internally generated funds and/or bank borrowings, the proportion of which will depend on the quantum of purchase consideration as well as the availability of internally generated funds and borrowings and repayment capabilities of the Company at the time of purchase. In the event that the Proposed Share Buy-Back is to be partly financed by bank borrowings, the Board will ensure that the Company will have sufficient funds to repay such borrowing and that the repayment would not have any material effect on the cash flow of Cahya Mata and its subsidiaries companies, collectively (“Cahya Mata Group” or “the Group”).

3. POTENTIAL ADVANTAGES AND DISADVANTAGES OF THE PROPOSED SHARE BUY-BACK

3.1 Potential Advantages

The Proposed Share Buy-Back will enable the Company to utilise its surplus financial resources not immediately required for use, to purchase its own Shares. The Proposed Share Buy-Back may enhance the Earning Per Share and reduce the liquidity level of the Shares of the Company in Bursa Securities, which generally shall have a positive impact on the market price of the Shares of the Company. Other potential advantages of the Proposed Share Buy-Back to the Company and its shareholders are as follows:

- (a) to allow the Company to take preventive measures against speculation particularly when its Share are undervalued which would in turn stabilise the market price of the Shares and hence, enhance investors’ confidence;
- (b) when the Shares bought back by the Company are cancelled, shareholders of the Company are likely to enjoy an increase in the value of their investment in the Company as the net Earning Per Share of the Company and the Group will increase proportionately; and
- (c) the Purchased Shares may be held as Treasury Shares and distributed to shareholders as dividends and/or resold in the open market with the intention of realising a potential capital gain in the Purchased Shares are resold at price(s) higher than their purchase price(s).

3.2 Potential Disadvantages

The potential disadvantages of the Proposed Share Buy-Back to the Company and its shareholders are as follows:

- (a) the Proposed Share Buy-Back will reduce the immediate financial resources of the Group;
- (b) the Proposed Share Buy-Back will reduce the amount of financial resources available for distribution to shareholders of the Company in the form of cash dividends;

SHARE BUY-BACK STATEMENT

- (c) Cahya Mata Group foregoing other better investment opportunities which may emerge in the future and/or any income that may be derived from other alternatives uses of such funds as deposit in interest bearing instruments; and
- (d) The cash flow of the Company may be affected if the Company decides to utilise bank borrowing to finance the Proposed Share Buy Back.

Nevertheless, the Board is of the view that the Proposed Share Buy-Back is not expected to have any potential material disadvantages to the shareholders of the Company as well as the Group as it will be implemented only after careful consideration of the financial resources of the Group and the resultant impact on the shareholders of the Company.

4. FINANCIAL EFFECTS

The financial effects of the Proposed Share Buy-Back shown below are based on two (2) scenarios:

Minimum Scenario	Assuming none of the 34,991,800 outstanding shares under the Company's Employees' Share Option Scheme ("ESOS") are exercised into new Cahya Mata shares
Maximum Scenario	Assuming all 34,991,800 outstanding shares under ESOS as at 24 March 2026 being the latest practicable date prior to printing of this Statement ("LPD") are exercised into new Cahya Mata shares

The proforma effects of the Proposed Share Buy-Back (assuming no resale, cancellation or distribution of Treasury Shares and Cahya Mata purchased up to ten percent (10%) of the total number of its issued shares) are set out below.

(a) Share capital

Assuming the Proposed Share Buy-Back is implemented in full and all the purchased Cahya Mata Shares are cancelled, the effect of the minimum and maximum number of Cahya Mata Shares to be bought back as permitted under the Proposed Share Buy-Back on the issued share capital of the Company are illustrated below.

	Minimum Scenario	Maximum Scenario
Total number of issued shares of Cahya Mata (including Treasury Shares)	1,075,744,720	1,075,744,720
Assuming full exercise of the outstanding ESOS via issuance of new shares	-	34,991,800
Enlarged total number of issued shares of Cahya Mata after the exercise of the outstanding ESOS	1,075,744,720	1,110,736,520
(Less): Maximum number of Cahya Mata shares and purchased pursuant to the Proposed Share Buy-Back	(107,574,472)	(111,073,652)
Total number of issued shares after the Proposed Share Buy-Back	968,170,248	999,662,868

The actual quantum of Shares purchased under the Proposed Share Buy-Back is limited to the availability of the retained earnings of Cahya Mata.

SHARE BUY-BACK STATEMENT

(b) Dividends

Assuming the Proposed Share Buy-Back is implemented in full and the dividend quantum is maintained at historical levels, the Proposed Share Buy-Back will have the effect of increasing the dividend rate of Cahya Mata as a result of the reduction in the issued and paid-up share capital of Cahya Mata as described under Section 4 (a) above.

(c) Net Assets ("NA") Per Share and Earning Per Share ("EPS")

The NA per share of the Company may be increased or decreased, depending on the purchase prices of the Shares to be bought back by the Company. Should the purchase prices exceed the existing NA per share, the NA of the remaining Shares should decrease accordingly. Conversely, should the purchase price be lower than the existing NA per share unit, the resultant NA per share should increase accordingly. The effective reduction in the issued and paid-up share capital of the Company pursuant to the Proposed Share Buy-Back would generally, all else being equal, increase the consolidated EPS of the Company. However, the Proposed Share Buy-Back, if exercised, is not expected to have any material effect on the NA per share and EPS of the Company for the financial year ending 31 December 2026.

(d) Working Capital

The Proposed Share Buy-Back, as and when implemented will reduce the working capital and cash flow of the Group, the quantum being dependent on the number of Purchased Shares, the purchase price of Cahya Mata Ordinary Shares and the amount of financial resources to be utilised for the purchase of Cahya Mata Ordinary Shares. However, it is not expected to have a material effect on the working capital and cash flow of the Group.

For Purchased Shares which are retained as treasury shares or transfer, upon its resale or transfer, the working capital and cash flow of the Company will increase. Again, the quantum of the increase in the working capital and cash flow will depend on the actual selling price of the Treasury Shares and the number of Treasury Shares resold or transferred.

SHARE BUY-BACK STATEMENT

5. SHAREHOLDINGS OF DIRECTORS AND MAJOR/SUBSTANTIAL SHAREHOLDERS AND PERSON CONNECTED WITH THE DIRECTORS AND MAJOR SHAREHOLDERS

Based on the Register of Directors and Register of Substantial Shareholders as at LPD and assuming that Cahya Mata purchases shares of up to ten percent (10%) of its total number of issued shares and that the Purchased Shares are from public shareholders, the effects of the Proposed Share Buy-Back on the shareholdings of the Directors, Major/Substantial Shareholders and persons connected with the Directors and/or Major Shareholders are as follows:

Minimum Scenario

No. of Cahya Mata Shares held								
	As at LPD				After Proposed Share Buy-Back assuming 10% of the ordinary share capital are bought back and cancelled Minimum Scenario			
	Direct	% ⁽ⁱ⁾	Indirect	% ⁽ⁱ⁾	Direct	% ⁽ⁱⁱ⁾	Indirect	% ⁽ⁱⁱ⁾
Directors								
YBhg. Dato Sri Sulaiman Abdul Rahman b Abdul Taib	6,790,400	0.63	-	-	6,790,400	0.70	-	-
Umang Nangku Jabu	200,000	0.02	-	-	200,000	0.02	-	-
YBhg. Dato Sri Mahmud Abu Bekir Taib	1,000,000	0.09	3,407,100 ⁽¹⁾	0.32	1,000,000	0.10	3,407,100 ⁽¹⁾	0.35
Major/Substantial Shareholders								
YB Dato Hajjah Hanifah Hajar Taib-Alsree	2,230,500	0.21	134,775,306 ⁽²⁾	12.53	2,230,500	0.23	134,775,306 ⁽²⁾	13.92
Majaharta Sdn Bhd	134,775,306	12.53	-	-	134,775,306	13.92	-	-
Jamilah Hamidah Taib	-	-	134,775,306 ⁽²⁾	12.53	-	-	134,775,306 ⁽²⁾	13.92
Lejla Taib @ Datuk Patinggi Dr. Hajjah Lejla Taib (deceased)	111,000,000	10.32	-	-	111,000,000	11.46	-	-
Lembaga Tabung Haji	71,680,000	6.66	-	-	71,680,000	7.40	-	-
Person Connected with Directors and/or Major Shareholders								
Datin Sri Elena Vasilenko	707,100	0.07	-	-	707,100	0.07	-	-
Raden Murya Abdul Taib Mahmud	2,700,000	0.25	-	-	2,700,000	0.28	-	-

Notes:

- (1) Deemed interested pursuant to Section 59(11)(c) of the Act.
 (2) Deemed interested pursuant to Section 8(4) of the Act.
 (#) negligible.
 (i) Based on the existing number of issued shares of 1,075,544,720 shares (excluding 200,000 Treasury Shares held by the Company as at LPD).
 (ii) Based on the number of issued shares of 968,170,248 Shares, assuming the Company purchases the maximum 107,574,472 Shares, representing ten per centum (10%) of its total number of issued shares of 1,075,744,720 Shares.

SHARE BUY-BACK STATEMENT

Maximum Scenario

No. of Cahya Mata Shares held								
	As at LPD				After Proposed Share Buy-Back assuming 10% of the ordinary share capital are bought back and cancelled Maximum Scenario			
	Direct	% ⁽ⁱ⁾	Indirect	% ⁽ⁱ⁾	Direct	% ⁽ⁱⁱ⁾	Indirect	% ⁽ⁱⁱ⁾
Directors								
YBhg. Dato Sri Sulaiman Abdul Rahman b Abdul Taib	6,790,400	0.63	-	-	6,790,400	0.68	-	-
Umang Nangku Jabu	200,000	0.02	-	-	200,000	0.02	-	-
YBhg. Dato Sri Mahmud Abu Bekir Taib	1,000,000	0.09	3,407,100 ⁽¹⁾	0.32	1,000,000	0.10	3,407,100 ⁽¹⁾	0.34
Major/Substantial Shareholders								
YB Dato Hajjah Hanifah Hajar Taib-Alsree	2,230,500	0.21	134,775,306 ⁽²⁾	12.53	2,230,500	0.22	134,775,306 ⁽²⁾	13.48
Majaharta Sdn Bhd	134,775,306	12.53	-	-	134,775,306	13.48	-	-
Jamilah Hamidah Taib	-	-	134,775,306 ⁽²⁾	12.53	-	-	134,775,306 ⁽²⁾	13.48
Lejla Taib @ Datuk Patinggi Dr. Hajjah Lejla Taib (deceased)	111,000,000	10.32	-	-	111,000,000	11.10	-	-
Lembaga Tabung Haji	71,680,000	6.66	-	-	71,680,000	7.17	-	-
Person Connected with Directors and/or Major Shareholders								
Datin Sri Elena Vasilenko	707,100	0.07	-	-	707,100	0.07	-	-
Raden Murya Abdul Taib Mahmud	2,700,000	0.25	-	-	2,700,000	0.27	-	-

Notes:

- (1) Deemed interested pursuant to Section 59(11)(c) of the Act.
 (2) Deemed interested pursuant to Section 8(4) of the Act.
 (#) negligible.
 (i) Based on the existing number of issued shares of 1,075,544,720 shares (excluding 200,000 Treasury Shares held by the Company as at LPD).
 (ii) Based on 999,662,868 Cahya Mata shares, which excludes 111,073,652 Cahya Mata Shares, being (10%) of the enlarged total number of issued shares of Cahya Mata after exercise of the outstanding ESOS.

6. IMPLICATION OF THE MALAYSIAN CODE ON TAKE-OVERS AND MERGERS, 2010, AS AMENDED FROM TIME TO TIME AND ANY RE-ENACTMENT THEREOF ("CODE")

Based on the Company's issued and paid-up share capital and the shareholdings of the substantial shareholders of the Company as at LPD, the Proposed Share Buy-Back is not expected to trigger any obligation by the substantial shareholders of the Company and/or parties acting in concert with them to undertake a mandatory offer under the Code. The effect on the shareholdings of the substantial shareholders of the Company after the implementation of the Proposed Share Buy-Back is shown in Section 5 of this Statement.

SHARE BUY-BACK STATEMENT

7. PURCHASE AND RESALE OF ITS OWN SHARES IN THE PRECEDING TWELVE (12) MONTHS

Cahya Mata does not have any transaction on purchase and resale of its own Shares in the preceding twelve (12) months prior to the LPD.

The cumulative number of Shares held as Treasury Shares as at LPD was 200,000 Shares.

8. PRICING

- (a) Cahya Mata shall purchase its own Shares or resell its Treasury shares (if applicable) only on the market of Bursa Securities. The price for the purchase shall not be more than fifteen percent (15%) above the weighted average market price of Cahya Mata Shares for the five (5) market days immediately preceding the date of purchase.
- (b) If the Purchased Shares are subsequently resold on Bursa Securities, the price for the resale or transfer of Treasury Shares shall:
 - (i) not be less than the weighted average market price for Cahya Mata Shares for five (5) market days immediately prior to the resale or transfer; or
 - (ii) not be more than 5% to the weighted average market price for Cahya Mata Shares for five (5) market days immediately prior to the resale or transfer provided that:
 - (aa) the resale or transfer takes place no earlier than thirty (30) days from the date of the purchase; and
 - (bb) the resale or transfer price is not less than the cost of purchase of the Purchased Shares being resold or transferred.

9. SHARE PRICES

The following table sets out the monthly highest and lowest transacted prices of the Company's Shares on Bursa Securities for the last twelve (12) months from March 2025 to February 2026:

Year		Highest (RM)	Lowest (RM)
2025 -	March	1.090	0.910
	April	0.955	0.785
	May	1.330	0.930
	June	1.300	1.040
	July	1.420	1.170
	August	1.260	1.090
	September	1.290	1.050
	October	1.630	1.130
	November	1.600	1.310
	December	1.560	1.330
2026 -	January	1.610	1.410
	February	1.490	1.320

(Source: cahyamata.com)

The last transacted market price of the Company's Shares on Bursa Securities as at LPD was RM 1.120 per share/unit.

SHARE BUY-BACK STATEMENT

10. TREATMENT OF SHARES PURCHASED

In accordance with Section 127 of the Act, the Company would be able to deal with any Cahya Mata Ordinary Shares so purchased by the Company in the following manner:

- (i) to cancel the Purchased Shares so purchased; or
- (ii) to retain the Purchased Shares so purchased as Treasury Shares for distribution as dividend to the shareholders, resell in accordance with the relevant rules of the Bursa Securities, transfer for the purposes of or under an employees' share scheme, transfer as purchase consideration, cancel the shares and/or sell, transfer or otherwise use the shares for such other purposes as the Minister may be order prescribe; or
- (iii) to retain part of the Purchased Shares so purchased as treasury shares and cancel the remainder; or
- (iv) to deal in such other manner as the Bursa Securities and such other relevant authorities may allow from time to time.

The decision whether to retain the Purchased Shares as treasury shares, or to cancel the Purchased Shares or a combination of both, will be made by the Board at the appropriate time.

11. PUBLIC SHAREHOLDING SPREAD

The Proposed Share Buy-Back will be carried out in accordance with the prevailing laws at the time of the purchase including compliance with the 25% public shareholding spread as required under paragraph 8.02 (1) of the Listing Requirements.

As at LPD the public shareholding spread of the Company was 75.76%.The Board will ensure that the Company complies with the minimum public spread of 25% in implementing the Proposed Share Buy-Back.

12. DIRECTORS' RECOMMENDATION

The Board of Directors, having considered all aspects of the Proposed Share Buy-Back, is of the opinion that the Proposed Share Buy-Back is in the best interest of the Company and therefore recommends for the shareholders to vote in favour of the Ordinary Resolution 10 on the Proposed Renewal of Share Buy-Back Authority at the forthcoming 51st AGM of the Company.

13. DIRECTORS' RESPONSIBILITY STATEMENT

This Statement has been seen and approved by the Directors of the Company and they collectively and individually accept full responsibility for the accuracy and correctness of the information contained in this Statement and confirm that, after making all reasonable enquiries and to the best of their knowledge and belief, there are no other facts the omission of which would make this Statement misleading.

14. DOCUMENTS AVAILABLE FOR INSPECTION

The following documents will be available for inspection at the Registered Office of the Company at Level 6, Wisma Mahmud, Jalan Sungai Sarawak, 93100 Kuching, Sarawak, during the normal office hours from Mondays to Fridays (except public holidays) from the date of this Statement to the time set for the convening of the 51st AGM:

- (i) Constitution of the Company; and
- (ii) Statutory financial statements of the Company for the past two (2) financial years ended 31 December 2024 and 31 December 2025.

This Statement is dated 24 April 2026.

FORM OF PROXY

Number of shares held:
CDS Account No.:
Email Address:



I/We (full name) _____
NRIC/Passport/Co. No. _____ of (full address) _____
being a member/members of Cahya Mata Sarawak Berhad (“the Company”) hereby appoint (full name & NRIC/Passport No.) _____ of (full address) _____

or, failing him, the Chairman of the Meeting as my/our proxy to participate and vote for me/us and on my/our behalf at the 51st Annual General Meeting of the Company to be held at the Grand Ballroom, Lobby Floor, Hilton Kuching Hotel, No. 1, Jalan Tunku Abdul Rahman, 93100 Kuching, Sarawak on Monday, 25 May 2026 at 3:00 p.m. and at any adjournment thereof and to vote as indicated below:

No.	Ordinary Resolutions	For	Against
1.	To declare a first and final tax exempt (single-tier) dividend in respect of the financial year ended 31 December 2025		
2.	To re-elect Madam Umang Nangku Jabu as Director of the Company		
3.	To re-elect YBhg. Dato Sri Sulaiman Abdul Rahman b Abdul Taib as Director of the Company		
4.	To re-elect Mr Jeyabalan A/L S.K. Parasingam as Director of the Company		
5.	To re-elect YBhg. Tan Sri Dato’ Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir as Director of the Company		
6.	To approve the payment of Directors’ fees to Non-Executive Chairman, Non-Executive Deputy Chairman and Non-Executive Directors for the financial year ended 31 December 2025		
7.	To approve the payment of Directors’ remuneration and benefits payable to Non-Executive Chairman and Non-Executive Directors from 26 May 2026 until the next AGM of the Company		
8.	To re-appoint Messrs Ernst & Young PLT as Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Board of Directors to determine their remuneration		
9.	To approve the authority to Directors to issue shares		
10.	To approve the proposed renewal of Share Buy-Back authority		

Date: _____ Signature: _____

- Notes:**
Proxy and/or Authorised Representatives
- A member entitled to participate and vote at the meeting is entitled to appoint a proxy (or in the case of a corporation, a duly authorised representative) to vote in his stead. If the proxy is not a member, he shall be any person and there shall be no restriction as to the qualification of the proxy. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
 - Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint a proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
 - Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account (“omnibus account”), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
 - The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing or, if the appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.
 - The instrument appointing a proxy must be deposited at the Registered Office of the Company at Level 6, Wisma Mahmud, Jalan Sungai Sarawak, 93100 Kuching, Sarawak or at Boardroom Share Registrars Sdn Bhd, 11th Floor, Menara Symphony, No 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan not less than forty-eight (48) hours before the time set for holding the meeting or at any adjournment thereof.
 - Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements, all the Resolutions set out in this Notice will be put to vote by poll. Please refer to the details in the Administrative Guide.

Members entitled to Participate
For the purpose of determining a Member who shall be entitled to participate, speak and vote at the 51st AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 77(2) of the Company’s Constitution to issue a General Meeting Record of Depositors (“ROD”) as at 18 May 2026. Only a Depositor whose name appears in the Register of Members/ROD as at 18 May 2026 shall be entitled to participate at the said meeting or appoint a proxy to participate, speak and vote on his/her behalf.

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CAHYA MATA SARAWAK BERHAD
Registration No. 197401003655 (21076-T)
Level 6, Wisma Mahmud
Jalan Sungai Sarawak
93100 Kuching
Sarawak

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