

# SUSTAINABILITY REPORT FY 2024

**Sakura**  
FERROALLOYS SDN. BHD.  
*your company of choice*

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# INTRODUCTION

## ABOUT THIS REPORT

Welcome to the inaugural sustainability report of Sakura Ferroalloys Sdn Bhd (“Sakura” or the “the Company”), summarising our sustainability performance for the period of 1 July 2023 to 30 June 2024 (“FY2024”).

This report covers 100% of the company’s operations in Malaysia for FY2024, unless otherwise stated. It is prepared with reference to the Bursa Malaysia Sustainability Reporting Guide (3<sup>rd</sup> Edition), Global Reporting Initiative (“GRI”) Standards, and Sustainability Accounting Standards Board (“SASB”) Standards for the Iron & Steel Producers industry. We have also mapped our material topics and contributions to the relevant United Nations Sustainable Development Goals (“SDGs”), demonstrating our commitment to the global sustainability agenda and advancing collective progress.

## ASSURANCE STATEMENT

*This report has not undergone an assurance process. We will evaluate the need for an internal and/or external assurance in future reporting cycles.*

## FORWARD-LOOKING

This report includes forward-looking statements based on the company’s aspirations. However, these statements involve risks and uncertainties that may cause actual results to differ. Readers are advised to exercise their discretion and not place any undue reliance on them.

## FEEDBACK

We welcome any feedback from stakeholders to continuously improve our reporting and sustainability practices. Should you have comments or queries, kindly address them to:

***Mr. Rudolph du Preez, General Manager, Sakura Ferroalloys Sdn Bhd***

***Mailing Address: Lot 107, Block 1, Kemena Land District Samalaju Industrial Park, P.O. Box 1500, 97000 Bintulu, Sarawak, Malaysia.***

***Email: [feedback@sakura.com.my](mailto:feedback@sakura.com.my)***

# INTRODUCTION

*“Reflecting on the past year, I am immensely proud of Sakura’s progress in advancing our sustainability journey while continuing to deliver exceptional value to our stakeholders. Our purpose is clear – to be a global leader in the production of green, high-quality manganese-based products. This remains at the heart of everything we do, from optimising our operations to fostering a workplace culture that champions innovation and excellence.*

*For us, sustainability is not just about checking a box. It is a core tenet of our business strategy. As such, we have taken significant strides to align our organisational framework with our ambitious vision.*

*Looking ahead, we remain committed to driving positive change, both within our organisation and across the industry. We want to be the change and we believe that together, we can build a more sustainable industry while creating a lasting impact and reimagining the possibilities of responsible industrial practices.”*



**Rudolph du Preez**



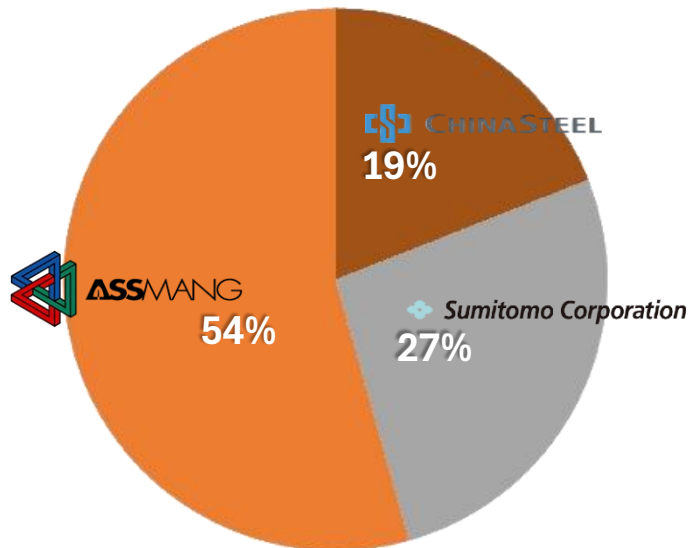
**MESSAGE FROM THE  
GENERAL MANAGER**

# INTRODUCTION

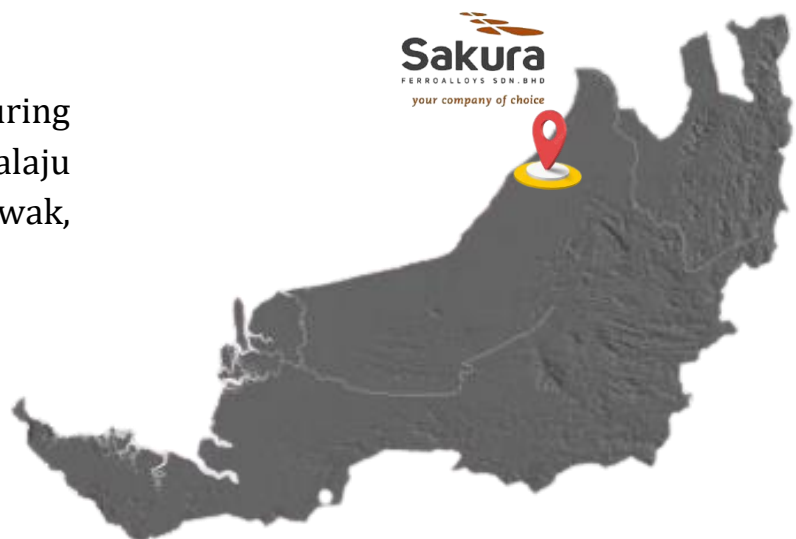
## ABOUT SAKURA FERROALLOYS

Sakura Ferroalloys Sdn Bhd (“Sakura” or “the Company”) was established in 2013 as a joint venture between Assmang Limited (South Africa), Sumitomo Corporation (Japan), and China Steel Corporation (Taiwan). We specialise in the production of high-quality manganese-based products for steel manufacturing. Located at the Samalaju Industrial Park at Bintulu, our smelting facility started operation in 2016 and has an annual production capacity of approximately 250,000 tonnes of ferromanganese. This makes us the largest seaborne exporter of high-carbon manganese, serving customers across the USA, Europe, Asia and other global markets.

We are privately owned company established through a joint venture between Assmang Limited, Sumitomo Corporation and China Steel Corporation.



Our head office and manufacturing facilities are located in Samalaju Industrial Park, Bintulu, Sarawak, Malaysia.



# INTRODUCTION

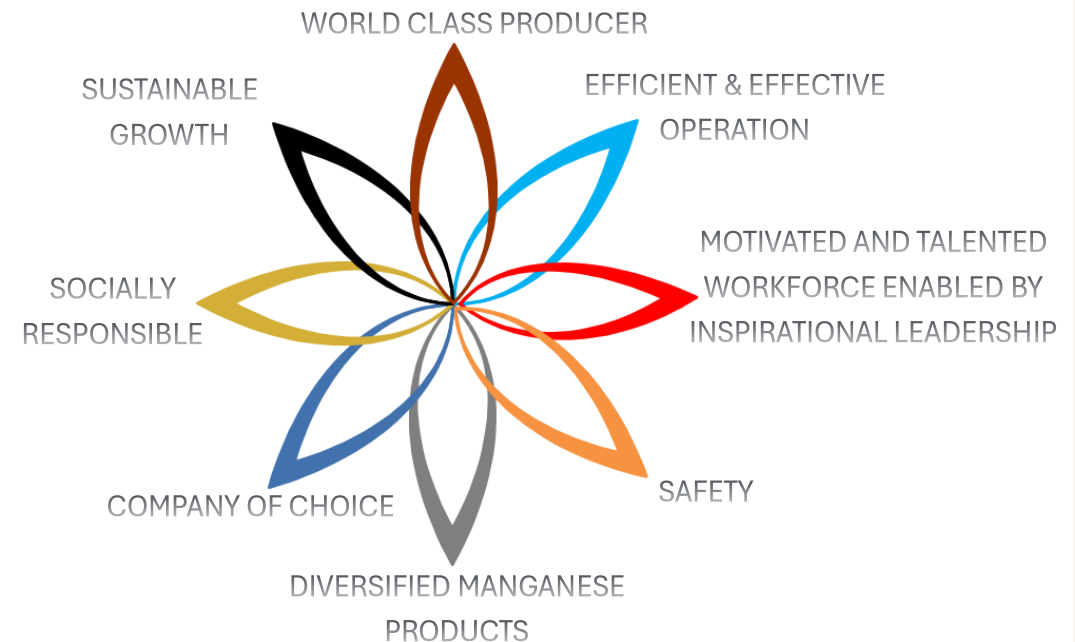
## OUR OPERATIONS AT GLANCE



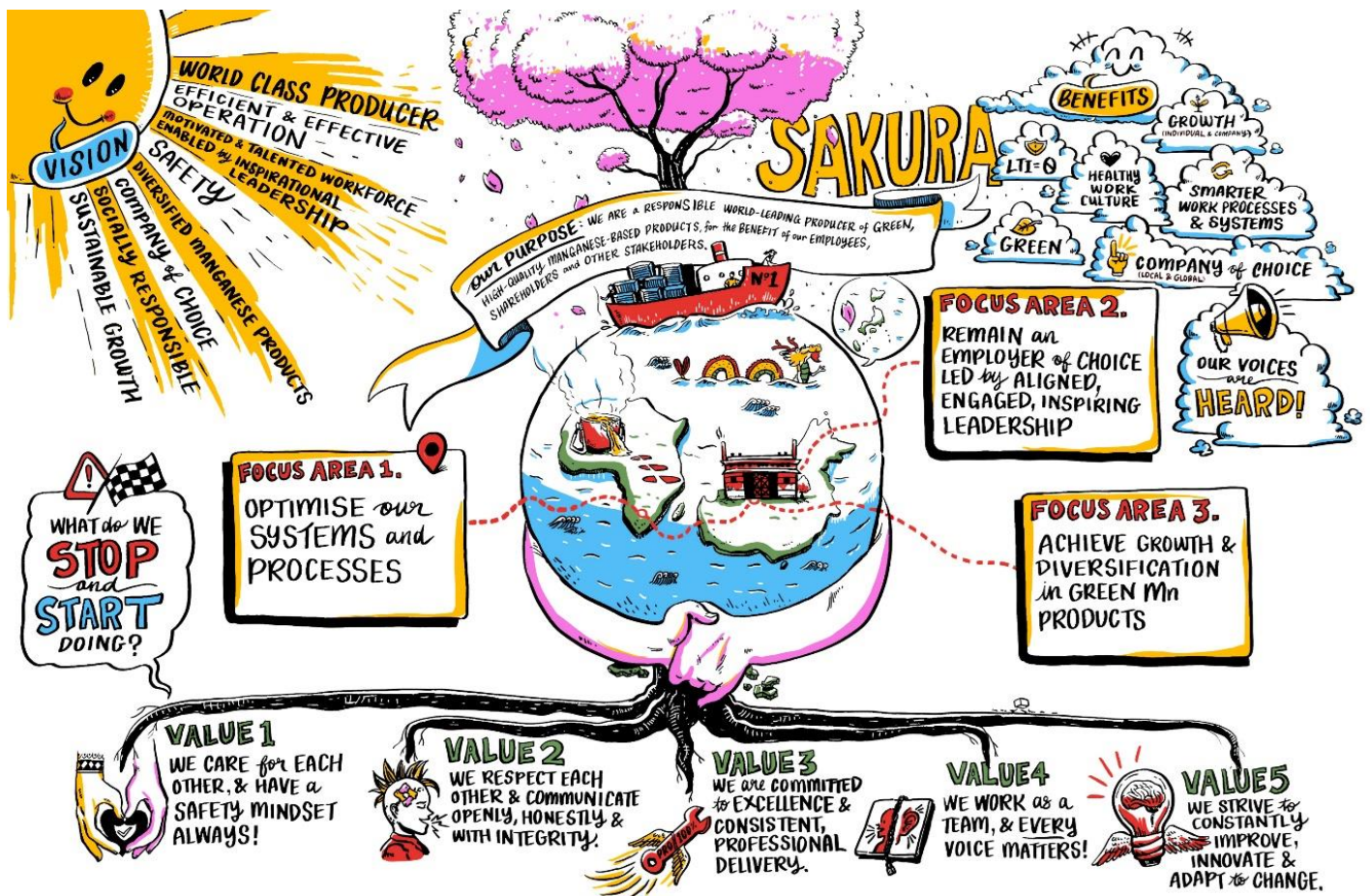
## OUR VISION AND VALUES

In 2022, we restructured our organizational framework and redefined our purpose and vision to reflect our role as a progressive and responsible entity. This process resulted in a renewed corporate ethos, aligning our objectives with a sustainable future.

Our purpose is to lead globally in producing green, high-quality manganese-based products while delivering lasting value to stakeholders. Our vision centres on sustainability, innovation, and operational excellence, supported by eight key pillars.



# INTRODUCTION



To realise our vision, we have redefined our core values to better reflect our organisational DNA as follows:

- People-centric leadership: an organisation fostering a culture where care, mutual respect and collaboration thrives
- Pursuit of excellence: driving superior outcomes through continuous innovation, efficiency and improvement
- Shared responsibilities: prioritising teamwork and ethical practices while committing to societal and environmental well-being

The execution of our organisational strategy is facilitated by our three key focus areas as follows:

- Optimise systems and processes, where we leverage advanced technologies alongside data-driven insights, to streamline operations, enhance efficiencies and minimise environmental impact
- Remain an employer of choice by cultivating an empowered workforce through inspiring leadership, aligned goals and a culture of engagement and inclusivity
- Achieve growth and diversification in green manganese products through innovative and sustainable solutions to meet the ever-evolving global demands while contributing to the decarbonisation of the industry

# INTRODUCTION

## EXECUTIVE SUMMARY

### ECONOMICS



ZERO CUSTOMER COMPLAINTS



DEBT-TO-EQUITY RATIO 0.1

### ETHICS & GOVERNANCE



CERTIFIED  
SINCE 2020



ESTABLISHED  
SECURITY & LOSS  
CONTROL PLAN



INCORPORATE  
CARBON NEUTRALITY /  
NET ZERO TO POLICIES



ZERO INCIDENTS  
RELATED TO ETHICS  
AND GOVERNANCE.

### ENVIRONMENT



60.5% OF DISCHARGED  
WATER ARE BEING RECYCLED  
BACK INTO THE PRODUCTION  
PROCESS



ESTABLISHED GHG EMISSIONS  
BASELINE FOR SCOPE 1 AND  
SCOPE 2

### WORKPLACE



ASSESSMENT BY DOSH  
ACHIEVED GRADE 'A' FOR  
FULL COMPLIANCE



EMPLOYEE WELLNESS  
PROGRAMME



OFFERED INTERNSHIP  
AND APPRENTICESHIP



LONG SERVICE  
AWARD

### COMMUNITY & SUPPLY CHAIN



INVESTED A TOTAL OF MYR 98,000.00 IN THE COMMUNITY-RELATED PROJECTS



OUT OF 46 NEW HIRES, 36 TALENT ARE FROM THE LOCAL COMMUNITY



MYR 1.25 BILLION WERE SPENT IN LOCAL SUPPLIERS

# OUR SUSTAINABILITY APPROACH

Sustainability has been an integral part of our ethos since the Company's inception, shaping our commitment to sustainable manufacturing processes, particularly in producing green ferromanganese. While sustainability and ESG have only recently emerged as distinct organisational priorities, our industry has long upheld rigorous health, safety, and environmental standards. We continue to manage these aspects effectively while adopting a more holistic approach to sustainability that incorporated a broader range of material topics.

Our shareholders play a critical role in advancing our sustainability agenda. All our shareholders are committed to the Ten Principles of the United Nations Global Compact and work actively towards reducing their environmental impact through clearly defined targets. For instance, our major shareholder, Assmang Limited aims to achieve net-zero carbon dioxide emissions by 2050. Sumitomo Corporation Group has also committed to becoming carbon neutral in 2050. Additionally, China Steel Corporation, as a member of Sustainability Charter of the World Steel Association, adheres to its nine sustainability principles.

Their active involvement inspires our actions, and we strive to align with their practices.

## LEADERSHIP COMMITMENT

As a joint venture (“JV”) company, our shareholders’ trust is of utmost importance to our success. To balance safeguarding the interests of JV partners while ensuring smooth operations, we have established a clear governance framework, as outlined in our Memorandum & Article of Association (“M&A”) constitution.

Our board structure comprises representatives from our three shareholders, proportionate to their stakes in the company. The governance framework includes a list of reserved matters that require prior consent by the Board of Directors (“BOD”) before any decisions can be made. Notably, the adoption of the business plan and key company policies are among the Board’s reserved matters, demonstrating hands-on oversight and strategic direction.

Our BOD consists of 12 members, including two female and ten male representatives of our shareholders from various nationalities. This composition reflects our shareholders' collective expertise and their commitment to advancing the business.

## OUR BOARDS AT GLANCE

Nationality	6 SOUTH AFRICAN	4 JAPANESE	2 TAIWANESE
Age	5 30-50 YEARS	7 50+ YEARS	
Gender	10 MALE	2 FEMALE	

# OUR SUSTAINABILITY APPROACH

## BOARD OF DIRECTOR & ALTERNATE DIRECTOR

Name	Position	Age	Gender	Nationality	Date of Appointment
Bastiaan Hendrikus Van Aswegen	Director - Chairman	65	Male	South African	7 June 2013
Jacob Cornelius Venter	Alternate Director	54	Male	South African	4 August 2023
Kajal Bissessor	Director	43	Female	South African	4 August 2023
Lucian Benedict Moses	Alternate Director	50	Male	South African	1 April 2024
Hermanus Lukas Smith	Director	56	Male	South African	20 May 2019
Juan Gysbert Du Preez	Alternate Director	62	Male	South African	4 August 2023
Yosuke Nakamura	Director	46	Male	Japanese	15 May 2023
So Hidaka	Alternate Director	39	Male	Japanese	15 May 2023
Satoshi Matsui	Director	57	Male	Japanese	15 April 2024
Tetsunosuke Miyawaki	Alternate Director	50	Male	Japanese	1 April 2022
Chou, Hsien-Ming	Director	63	Female	Taiwanese	1 January 2024
Tsai, Ming-Jung	Alternate Director	64	Female	Taiwanese	1 January 2024

# OUR SUSTAINABILITY APPROACH

The BOD oversees the Company's strategic direction on sustainability through the adoption of the business plan. To ensure sustainability is integrated into daily operations, the Management Committee has incorporated sustainability discussions into the existing Operations Committee (Opscom) meetings.

The Opscom, chaired by Mr. Hermanus Lukas Smith, plays a pivotal role in supporting the Management with strategic management of material matters. The committee convenes quarterly and includes the Sakura's Management Committee, which comprises Heads of Department from Finance, Human Resources, Engineering, Operations, Services, and the newly formed Technical Projects and Sustainability, which has replaced HSSEQ officially in December 2024. These regular meetings ensure that all business units are aligned, informed and actively contribute to the progress of the organisation's sustainability initiatives.

At the operational level, the Technical Projects and Sustainability department is responsible for the functions previously handled by HSSEQ, oversees the day-to-day implementation of the Company's sustainability strategies and plans.



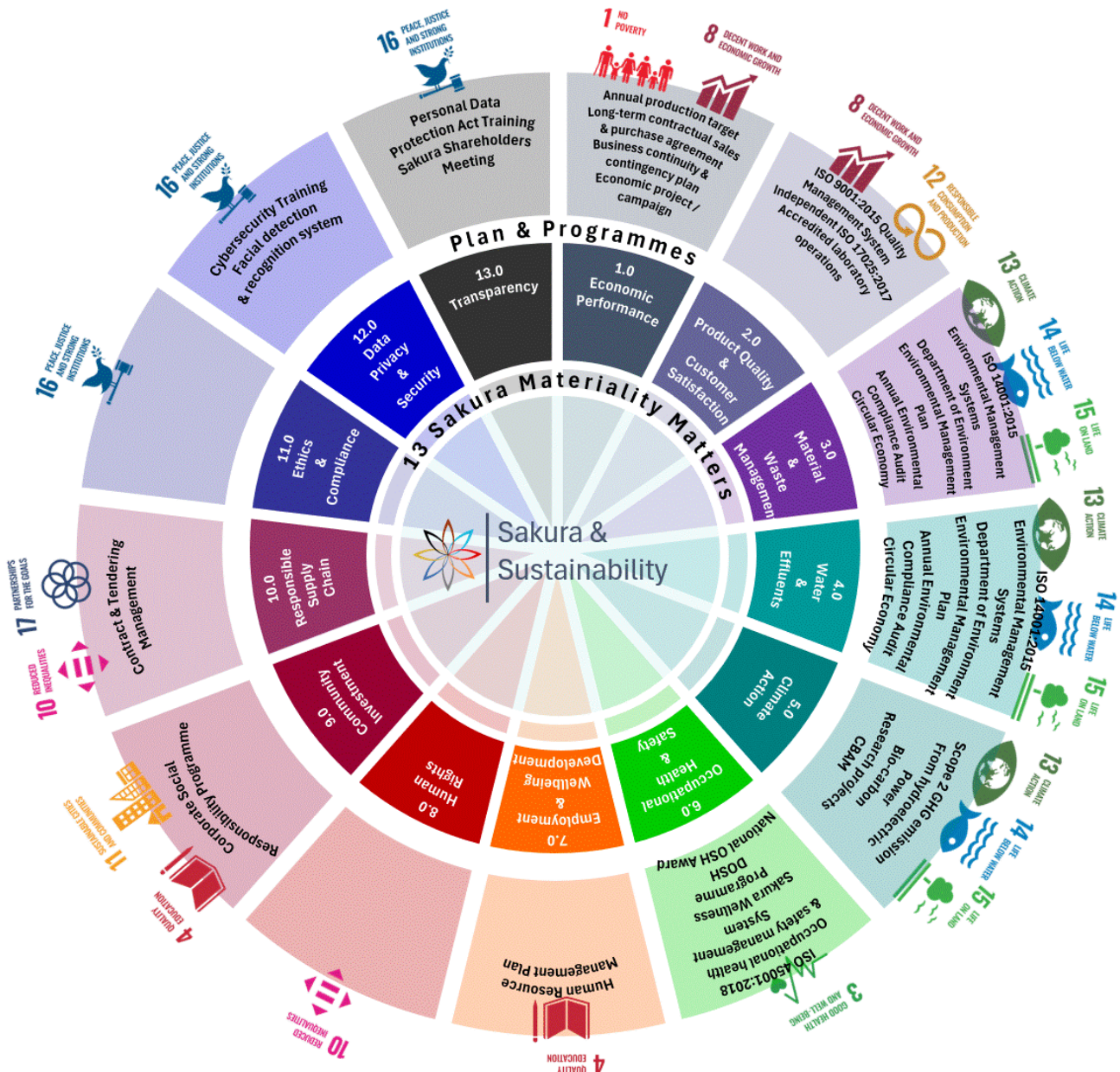
” MARCH 2024, LONG SERVICE AWARD ”

# OUR SUSTAINABILITY APPROACH

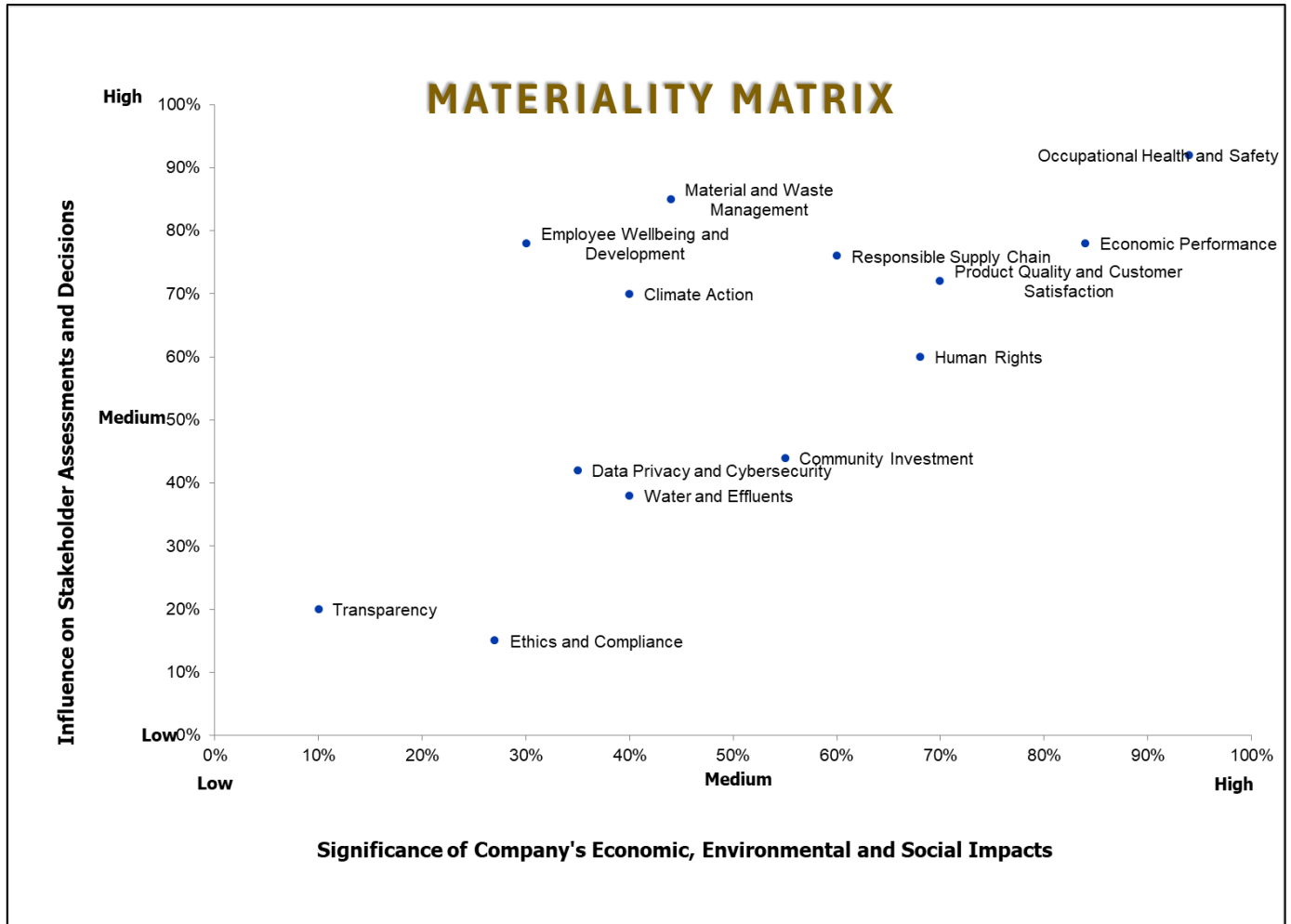
## MATERIAL MATTERS

Central to our sustainability approach is the risks and opportunities arising from the economic, environmental, social, and governance (“EESG”) impacts to and from our operations. These factors are collectively referred to as material matters. To better understand our EESG impacts, we conducted a materiality assessment in 2024.

In the initial scanning process, 25 material matters were identified. During the subsequent stage, this list was refined to 13 key material matters. To validate their significance, a materiality survey was conducted to gather stakeholder input. The survey results were deliberated internally, followed by a prioritisation exercise with the Management team, culminating in formal approval.



# OUR SUSTAINABILITY APPROACH



" BEACH CLEANING & CREATIVE RECYCLING ART 2024 "

# OUR SUSTAINABILITY APPROACH

## STAKEHOLDER ENGAGEMENT

Regular stakeholder engagement strengthens relationships and provides valuable insights to improve practices, enhance credibility and build trust. In sustainability, this is especially crucial for staying informed about industry developments and meeting evolving stakeholder expectations to remain relevant.

Acknowledging this, we are committed to encouraging open communication with our stakeholders, engaging with them both formally and informally through diverse channels.

Stakeholder Groups	Engagement Channels	Concerns Raised / Areas of Interest	Our Response
<b>Shareholder Investors</b>	<ul style="list-style-type: none"> <li>Board meetings (Q)</li> <li>Opscom meetings (Q)</li> <li>Weekly and monthly report (O)</li> </ul>	<ul style="list-style-type: none"> <li>Good management and corporate governance</li> <li>Business strategies and future plan</li> <li>Financial performance</li> <li>Compliance with law and regulations</li> <li>Mitigation and adaptation to climate change, including European Union's Carbon Border Adjustment Mechanism ("CBAM")</li> <li>Sustainability practices and disclosures</li> </ul>	<ul style="list-style-type: none"> <li>Put in place strong governance structure and regularly review our policies and procedures</li> <li>Regularly engage with our customers to understand their needs</li> <li>Computing our operational GHG emissions</li> <li>Operation process improvement to reduce our environmental footprint</li> <li>Publish sustainability report</li> </ul>
<b>Suppliers / Vendors</b>	<ul style="list-style-type: none"> <li>Correspondence via emails, calls, and meetings (O)</li> <li>Contract negotiations (AH)</li> <li>Tender process (AH)</li> </ul>	<ul style="list-style-type: none"> <li>Procurement practices</li> <li>Health and safety of workers on site</li> <li>Potential collaborations</li> </ul>	<ul style="list-style-type: none"> <li>Regularly engage with suppliers/vendors to foster better relationship and encourage collaborations</li> <li>Review supplier assessments and procurement procedures regularly</li> <li>Clear and dynamic QSHE Policy in place with strict monitoring of safety standards on-site</li> </ul>

# OUR SUSTAINABILITY APPROACH

	<ul style="list-style-type: none"> <li>• Site inspection and audit (AH)</li> <li>• Surveys and feedback (AH)</li> </ul>		<ul style="list-style-type: none"> <li>• Production facilities are ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certified</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Correspondence via emails, calls, and meetings (O)</li> <li>• Contract negotiations (AH)</li> <li>• Surveys and feedback (A)</li> </ul>	<ul style="list-style-type: none"> <li>• Pricing and quality of products</li> <li>• Availability and quantity of products</li> <li>• Product emissions and other environmental attributes</li> <li>• Customer experience</li> <li>• Potential collaborations</li> </ul>	<ul style="list-style-type: none"> <li>• Production facilities are ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certified</li> <li>• Production and manufacturing facilities and procedures ensured to meet global industry standards</li> <li>• Stringent procurement and work procedures and monitoring systems in place</li> <li>• Customer satisfaction survey conducted annually</li> <li>• Regularly engage with our customers to understand their needs</li> </ul>
<b>NGOs / Non-Profit Organisations</b>	<ul style="list-style-type: none"> <li>• Corporate website (O)</li> <li>• Meetings and visits (AH)</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental impact</li> <li>• Labour practices</li> <li>• Community welfare and continued livelihood</li> </ul>	<ul style="list-style-type: none"> <li>• Actively managing environmental impacts responsibly</li> <li>• ISO 14001:2015 and ISO 45001:2018 certified</li> <li>• Closely monitor employee wellbeing and OHS</li> <li>• Established grievance mechanisms for employees and local communities</li> <li>• Invest in community development in he and support local job creation and skills development</li> </ul>
<b>Government Regulators</b> /	<ul style="list-style-type: none"> <li>• Corporate website (O)</li> <li>• Meetings and visits (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with law and regulations</li> <li>• Economic impact</li> <li>• Corporate governance practices</li> </ul>	<ul style="list-style-type: none"> <li>• Put in place strong governance structure and regularly review our policies and procedures</li> <li>• Computing our operational GHG emissions</li> <li>• Comply with overseas market regulations, including CBAM</li> </ul>

# OUR SUSTAINABILITY APPROACH

<b>Local Communities</b>	<ul style="list-style-type: none"> <li>• Corporate website (O)</li> <li>• Meetings and visits (O)</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental impact</li> <li>• Community welfare and continued livelihood</li> </ul>	<ul style="list-style-type: none"> <li>• Established Community Relations Policy to govern regular communication and foster good relationship</li> <li>• Established grievances mechanisms for local communities</li> <li>• Invest in community health, education and infrastructure development</li> <li>• Actively support local job creation and skills development</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Company intranet, emails and memos (O)</li> <li>• Townhall (Q)</li> <li>• Training and capability development programmes (O)</li> <li>• Festive celebration and team building (AH)</li> <li>• Performance appraisals (A)</li> <li>• Surveys and feedback (AH)</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety Workplace environment</li> <li>• Fair and inclusive workplace</li> <li>• Training and career development</li> <li>• Corporate governance practices</li> <li>• Business and financial performance</li> <li>• Business growth and strategic direction</li> <li>• Remuneration and benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Developed robust company policies and procedures to ensure employees wellbeing are prioritized</li> <li>• Regularly engage employees to foster better relationships via surveys and townhalls</li> <li>• Actively ensure all employees have access to training and skills development</li> <li>• Put in place strong governance structure and regularly review our policies and procedures</li> </ul>
<b>Creditors/ Lenders/ Financiers</b>	<ul style="list-style-type: none"> <li>• Corporate website (O)</li> <li>• Meetings and visits (AH)</li> <li>• Financial reports (Q)</li> <li>• Sustainability disclosures (A)</li> </ul>	<ul style="list-style-type: none"> <li>• Business and financial performance</li> <li>• Future prospects and plans</li> <li>• Corporate governance practices</li> <li>• Sustainability practices and disclosures</li> </ul>	<ul style="list-style-type: none"> <li>• Publish annual financial report</li> <li>• Regular updates on future plans via company website</li> <li>• Put in place strong governance structure and regularly review our policies and procedures</li> <li>• Publish sustainability report</li> </ul>

*(A) = annually; (Q) = quarterly; (AH) = Ad-Hoc; (O) = Ongoing*

## OUR APPROACH

Economic growth is essential for any successful organisation, driving expansion, increasing profitability and ensuring resilience in a rapidly changing market. This growth provides vital financial lifeblood for reinvestment in technology, infrastructure and innovation. This in turn, amplifies production efficiency and improves product quality, resulting in unmatched value that attracts investments and generates employment while driving long-term stability, benefiting both the business and its ecosystem of stakeholders.

At the heart of our economic growth strategy lie two key stakeholder-centric principles.

First, our commitment to economic value distribution. As a conscientious corporate entity, we recognise our duty to our stakeholders, be it our shareholders, employees, government or the local community. Upholding our legal and social license to operate means ensuring that we as an organisation, create value distribution flows in an equitable manner through dividends, taxes, wages, and impactful community investments.

Second, our promise of uncompromising product quality and customer satisfaction. Delivering high quality products is integral to building trust and loyalty, enabling us to maintain strong relationships with our customers.

By prioritising their satisfaction, we stay attuned to market dynamics and adapt swiftly to solidify our position as market leaders. To achieve this, we at Sakura, benchmark against global industry standards, ensuring excellence from raw material sourcing to final delivery. Our commitment to quality is evidenced by stringent procedures and monitoring systems implemented at every stage of our operations. Our production facilities are ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certified.

These principles are further reinforced in our Positive Impact Policy, where we committed to making a positive impact by:

- Providing a safe workplace
- Realising our customers' visions
- Fulfilling our people's aspirations
- Sustaining our environment
- Communicating openly and honestly
- Respecting the values of others
- Maximising stakeholder value
- Leading industry standards
- Supporting the community



Sakura's Management and its Board recognises that operating within a very dynamic market requires high governance standards. The Management and Board is committed to these high standards of corporate governance and continuously reviews governance matters and control systems to ensure these are in line with Global best practises. These standards are evident throughout Sakura's systems of internal controls, policies and procedures to ensure the sustainability of the business.

In line with our vision Sakura strives to deliver sustainable growth and shareholder value within a cost-effective, financially stable organisation. Our management acknowledges the importance of financial stability and in order to achieve this, diversification into manganese-based products, remains key.

Sakura has a strong and robust balance sheet and with the continued support from shareholders our diversification plans are being implemented to ensure flexibility and sustainability in an ever-changing market. We balance our diversification strategy by actively managing our capital structure with a very strong debt-to-equity ratio. Our debt-to-equity ratio has increased from 0.05 to 0.1 from FY 2023 to FY 2024. This healthy ratio allows scope for further diversification and growth. Sakura maintained profitability during the year while margins were being impacted by challenging market conditions.

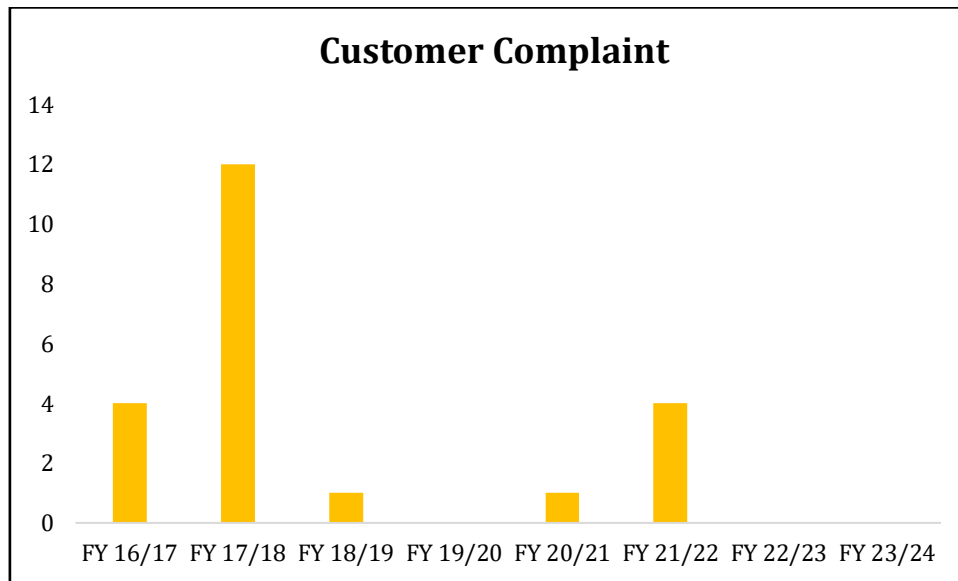
Management continues to exercise caution when considering long term strategic growth and diversification investments to ensure sufficient liquidity between cash and utilisation of available credit facilities. Investment into sustainable environmentally friendly world-leading technology remains at the heart of decision making and will ensure the longevity of the business and financial performance.

### Customer Satisfaction

As a key aspect of our dedication to providing exceptional customer service and ensuring the highest level of customer satisfaction, we conduct comprehensive annual surveys to gather valuable feedback. These surveys are designed to assess customer experiences, from procurement stage to delivery time and product quality received. This helps to identify areas for improvement and confirm that we continue to meet and exceed customers' expectations.

Building up our momentum from FY 2022/2023, our customer satisfaction surveys for FY 2023/2024 show our continued strong track record of zero customer complaints.

In addition, we achieved 90% average rating in year 2023, an increase from 86% average rating in year 2022. Areas of our survey are booking arrangements, document arrangements, product delivery time, reactivity, and product quality received.



Category	Customer Satisfaction Survey Average Rating		
	FY 2022	FY 2023	FY 2024
Booking Arrangements	85%	90%	88%
Documents Arrangements	85%	90%	92%
Product Delivery Time	78%	83%	82%
Reactivity	85%	92%	94%
Product Quality Received	97%	97%	98%
<b>Average Rating</b>	<b>86%</b>	<b>90%</b>	<b>91%</b>

## MOVING FORWARD



“SYMBOLIZE NEW JOURNEY”

Moving forward, our focus is achieving sustained economic growth by consistently meeting annual production targets, securing long-term contractual agreements, and driving innovation through new projects. These initiatives not only fortify our market position but pave the way for continued stability, while unlocking fresh opportunities for expansion.

We will maintain a robust business continuity and contingency plan to address disruptions and ensure operational resilience. In addition, we will strive to meet customer requirements and comply with overseas market regulations, including the Carbon Border Adjustment Mechanism (“CBAM”), to reduce our carbon footprint and align with environmental standards.

Our commitment to quality will remain strong, with continued adherence to ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certifications. This ensures our processes meet global standards, fostering customer trust and satisfaction.

We are confident in our ability to enhance profitability, market positioning, and customer satisfaction, driving the Company’s continued growth and success.

# ETHICS & GOVERNANCE

## OUR APPROACH



Ethics and governance are the bedrock of an organisation's success, underpinning fair and transparent business management. When neglected, a business can suffer serious reputational harm that may take years to repair. At Sakura, our approach centres on earning and maintaining the trust of our stakeholders by demonstrating sound governance at every level.

To achieve this, we prioritise a governance framework that oversees both strategy and implementation, establishes policies and procedures to guide daily operations, safeguards sensitive information, and upholds a strong commitment to transparency.

### ***Governance Structure***

The Company operates under the governance of the Board of Directors, which provides strategic guidance and oversees the Company's operations and performance. At the operational level, the Management Committee is responsible for implementing strategies and policies, while managing day-to-day activities. For further information on our governance structure, please refer to page xx of this report.

### ***Policies and Procedures***

To ensure adherence to the Company's vision and values and to conduct business activities in an ethical and responsible manner, policies and procedures have been established to guide daily practices. These include:

#### **1. Business Ethics Policies and Procedures**

- **Code of Ethics Policy:** Ensures that duties are performed with nobility, self-discipline, adaptivity and integrity to assure that work is done with quality.
- **Code of Conduct Procedure:** Outlines expectations in terms of behaviours and ethical culture, to align with our organisational values.
- **Positive Impact Policy:** Outlines the organisation's commitment to creating a positive impact for our stakeholders.
- **Competition Policy:** Provides understanding to the company's obligations towards competition and anti-trust legislations.
- **Grievance Procedure:** Provides a detailed guideline to tackle any grievances or dispute from an employee.
- **Authority Level Procedure:** states the financial authority limit for individual transactions with respect to job ranking in addition to governing the delegation of authority within the Company, which allows said respective parties to acquire goods and services from the external parties, on behalf of the Company.
- **Quality, Occupational Health & Safety and Environmental Policy:** Provides a framework for employees to have a safe and healthy working conditions while ensuring the organisation meets legal requirements relating to health, safety and environment standards.
- **Environmental and Sustainable Development Policy:** Outlines the organisation's commitment to protect the environment through well-planned operations and projects.

# ETHICS & GOVERNANCE

## OUR APPROACH



- **Privacy Policy:** Outlines the organisation's commitment to safeguarding personal information, by assuring that such information is collected and used lawfully and fairly.
- Other operational procedures are implemented to ensure adequate controls for various functions and activities. These include Account Payable, Information Security, Information Sensitivity, Internet and Email Usage, Virtual Private Network, and Complaints Management, among others.

### 2. Production-related Procedures

We have established a comprehensive framework to ensure standardisation and efficiency in carrying out various production-related activities, including procurement, material handling, storage, and logistics of final products. These procedures also facilitate audits, support the investigation of discrepancies, and ensure all activities adhere to operational integrity and performance standards.

Our policies and procedures are listed and communicated through orientations, trainings, and are displayed on our notice board and available on our website.

#### ***Safeguard Sensitive Information***

In today's digital era, a business's responsibilities extend beyond operational and material concerns to encompass the protection of the data it manages. We understand that safeguarding sensitive information is crucial to maintaining trust and mitigating risk, particularly when it involves customers and employees.

This responsibility is governed by a comprehensive set of information technology ("IT") related procedures, including the Information Security, Information Sensitivity, Privacy, Internet and Email Procedures. These procedures are designed to regulate and control the sharing of information across various platforms, be it online, offline, physical or digital formats, while ensuring the Company's cybersecurity measures remain robust and secure against breaches.

Sakura's data privacy and cybersecurity procedures are reviewed and approved by higher management from IT and Finance departments and are reviewed regularly in two-year periods. The procedures are accessible by our employees and trainings are provided to new hires.

#### ***Commitment to Transparency***

We regularly communicate our policies, performance and progress to our employees, fostering a culture of openness and accountability. Our dedication to transparency is reflected in the way we conduct our operations, ensuring they are auditable and aligned with internationally recognised standards. This commitment is evidenced by the certifications we uphold, including ISO 9001, ISO 14001, ISO 45001, ISO 17025 laboratory accreditation scheme and ISO 18788 management system for private security operations.

At Sakura, we further reinforce this commitment by sharing our progress through the publication of our sustainability reports, holding ourselves accountable every step of the way in our sustainability journey.

# ETHICS & GOVERNANCE



## OUR PERFORMANCE

### *Policies and Procedures*

In FY2024, we introduced and enhanced the following policies and procedures to provide clear guidance on handling workplace situations consistently, mitigate risks, and maintain order within the company:

- ISO 9001, ISO 14001, and ISO 45001 recertification
- Security and Loss Control Plan is established
- Revised QHSE and Environmental and Sustainable Development Policies to incorporate carbon neutrality / net zero

### *Training and Awareness on Policies and Procedures*

To ensure our employees' conduct aligns with our culture and values, we conduct annual online refresher training, which is mandatory for all employees. In FY2024, 100% of our employees successfully completed the training.

Additionally, we implemented cybersecurity awareness training in collaboration with Digital Governance to address cyber security challenges. This initiative aims to equip our employees with the knowledge and skills needed to effectively defend the organisation and its employees against cybercrime.

### *Incidents of Non-Compliance*

As at 30 June 2024, there were no significant instances of non-compliance with laws and regulations, including:

- Zero confirmed incidents of corruption and action taken
- Zero substantiated reports and/or complaints regarding breaches of customer privacy and losses of customer data

## MOVING FORWARD

As part of our ongoing commitment to uphold the highest standards of ethics and governance, we are implementing key initiatives to ensure compliance, enhance awareness, and safeguard our organization:

- **Organisational Management of Change (O-MOC):** We are implementing a new structure to better align our workforce with the Company's strategic focus areas. This initiative will enhance our responsiveness to environmental and regulatory challenges, including the implementation of carbon taxes and increased scrutiny on ESG practices, while also addressing external pressures. Our governance structure will include the Board, OpsCom, Management, and working-level committees/representatives (including HR and Inspiring Champions) to ensure the holistic and effective execution of our sustainability and vision agenda.
- **Anti-Bribery and Corruption Initiative:** We will introduce an anti-bribery and corruption initiative to raise awareness and combat these issues among Sakura's employees and contractors. In collaboration with the Malaysian Anti-Corruption Commission ("MACC"), we will conduct comprehensive training, fostering a culture of integrity and transparency.

## MOVING FORWARD

- Personal Data Protection Act (“PDPA”) Compliance: We will roll out a dual-language (English/Bahasa Malaysia) PDPA notice to all employees, ensuring clarity on personal data protection responsibilities. Online training and assessments will be provided, with yearly refresher training to maintain ongoing awareness and compliance.
- Facial Detection and Recognition System: To further enhance employee security and safety, we will implement a facial detection and recognition system. This system will be integrated into our operations to monitor attendance, safeguard sensitive areas, and improve overall workplace security while adhering to privacy and data protection standards.



“MOMENTO “HANDS TORNADO””



## OUR APPROACH

At Sakura, we recognise the importance of aligning our operations with environmental sustainability and integrating this principle into our ongoing business. Our operations rely heavily on natural resources, from the extraction of minerals that we use as raw materials, to subsequent processes that depend on energy and water. As we draw from the Earth’s resources, we bear a moral obligation to minimise our environmental impact and ensure the efficient use of these vital resources. Without such efforts, the foundation of our business – and its continued sustainability – would be at risk. We are committed to protecting the environment by preventing pollution and actively contributing to national and global efforts to combat climate change. This includes reducing our environmental footprint in line with our policies, such as the Positive Impact Policy, the Quality, Occupational Health and Safety and Environmental (“QSHE”) Policy, and the Environmental and Sustainable Development Policy.

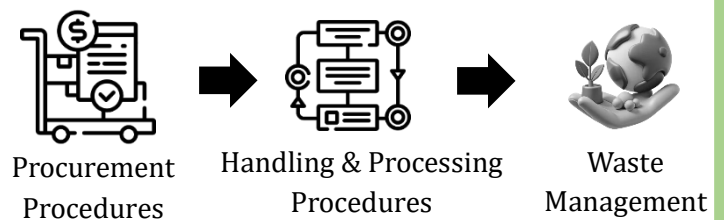
To translate our commitment into actionable practices, we have implemented an Environmental Management Plan. Additionally, our manufacturing facility is ISO 14001:2015 certified, demonstrating our adherence to internationally recognized environmental management standards. We also undergo annual environmental compliance audits conducted by the Department of Environment Malaysia.

We address our environmental impact through four key focus areas:

- 1) Use of clean energy (hydro-electric) for our energy intensive production
- 2) Optimise material usage and minimizing waste generation
- 3) Responsible consumption of water
- 4) Proactive climate action to enhance our climate resilience and reduce our greenhouse gas (“GHG”) emissions

## MATERIAL & WASTE MANAGEMENT

We follow strict operating procedures for receiving, storing and handling raw materials, supported by SCADA systems for accurate tracking. Each stage is overseen by a dedicated person to ensure effective raw material management.



# ENVIRONMENT



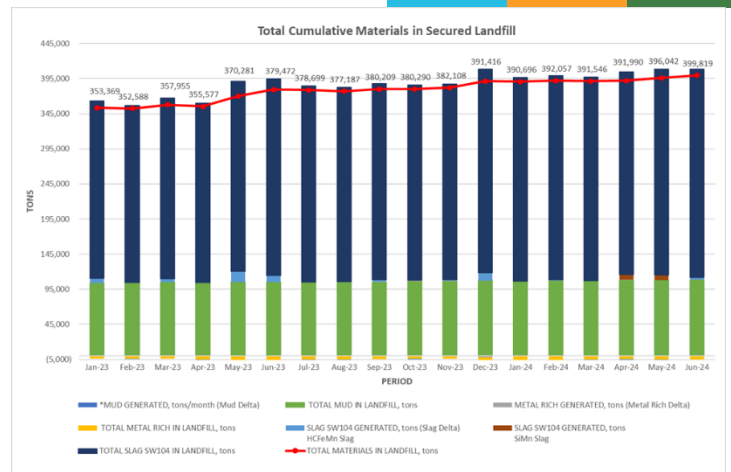
A production forecast model is developed to estimate the daily consumption and plan stocking capacity, optimising cash flow and warehouse utilisation while reducing risks like overstocking and contamination.

In waste management, we adhere to local environmental regulations and international best practices, guided by the Waste Management Policy that address domestic, recyclable, and scheduled wastes. These efforts comply with the Malaysia Environmental Quality Act 1974, Environmental Quality (Schedule Wastes) Regulation 2005, and Detailed Environmental Impact Assessment Approval Conditions.

Several initiatives to promote circular economy through recycling and repurposing waste from manufacturing processes are also being developed. This includes mud reclamation from landfill into manganese sulphate, which is raw material to other products, besides slag reclamation from landfills to be used in concrete production.

Mud, Coke, Ore, alloy fines and dust from our baghouses are processed in the briquetting plant. The product from this plant is recycled back to the furnaces for consumption.

As part of our circular economy initiative, a portion of the slag produced has been sold to neighbouring businesses within the Samalaju Industrial Park. To date, almost 60% (746,179 tons) of Sakura's input to the secured landfill has been sold.



We have invested in research and development for high purity manganese sulphate monohydrate ("HPMSM"), a key component in lithium-ion batteries for electric vehicles. This initiative promotes efficient material management, as the production of HPMSM requires higher-grade or purer manganese, making the dust offtake from our furnaces suitable for this purpose. Our slag fines, which currently have limited usage, are also a potential feedstock for the HPMSM process.

## WATER & EFFLUENTS

Our production process relies heavily on water for cooling, cleaning, and various operations, making efficient water management critical to reducing consumption and costs. Proper effluent treatment helps prevent environmental pollution, ensures adherence to regulations, and safeguard public health. We have implemented various initiatives to control water usage and recycle discharged water. A stormwater pond is installed on-site to collect water, which is then effectively utilised in the manufacturing process, reducing the reliance on potable water from local utility providers. We also invest in research and development to convert effluents to fertiliser.

To reinforce these efforts, we aim to reduce the water consumption from provider (LAKU) by 15% for the next financial year.

## CLIMATE ACTION

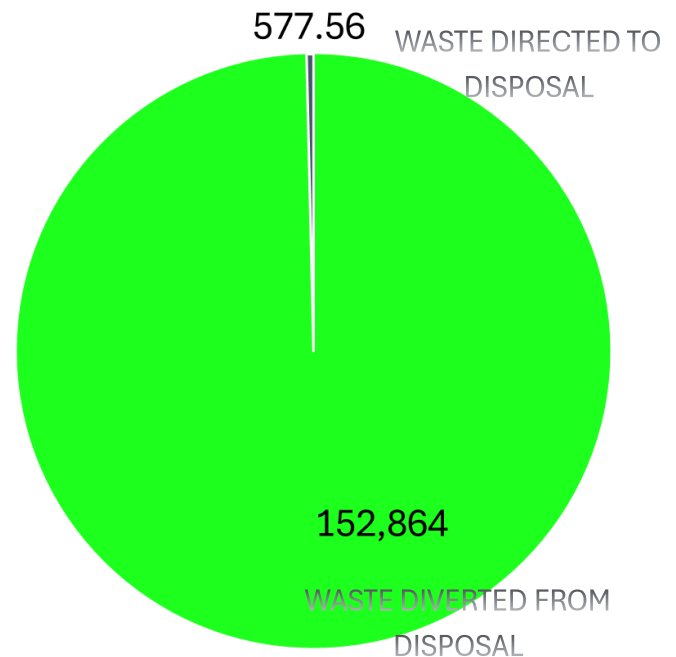
Combating climate change requires collective action, and we are committed to contributing meaningfully. Aligned with national aspiration, as outlined in our Environmental and Sustainable Development Policy and QHSE Policy, we have set ambitious targets: a 30% reduction in stack emissions by 2030 and net-zero carbon emissions by 2050, in line with our shareholders targets.

To achieve these goals, we have tracked and established our operational emissions baseline for the FY2024 and implemented a Continuous Emissions Monitoring System (“CEMS”) for real-time monitoring of stack emissions. Additionally, we have installed air pollution control system, including bag filters and wet scrubbers to reduce pollutants released into the atmosphere while ensuring compliance with local regulatory requirements.

## OUR PERFORMANCE MATERIAL & WASTE MANAGEMENT

In FY2024, our facilities produce 152,864 metric tonnes of waste, of which 152,286 metric tonnes or 99.8% of total waste are diverted from disposal and 578 metric tonnes or 0.2% of total waste are directed to disposal. All the waste diverted from disposal consists of hazardous wastes, which were recovered as slag and either resold as raw materials for silicomanganese production or recycled internally for concrete works. All hazardous waste directed to disposal were sent to a local scheduled waste management facility for incineration, complying with local regulatory requirements. These measures effectively reduce direct waste disposal and landfill.

### WASTE GENERATED



*“Small actions can create big ripples. Each one of us has the power to make a difference in building a sustainable future”*

**Xiuhtezcatl Martinez**

## WATER & EFFLUENTS

In FY2024, Sakura withdrew a total of 305 megalitres of water from our third-party provider, LAKU. At the same time, taking advantage of the high rainfall rate in the region, a dirty water and clean water collection pond was installed within the facility area for rainwater harvesting, reducing the need for water from local water supply sources.

In the same period, we discharged 557 megalitres of water through our water treatment facilities. Approximately 337 out of the 557 megalitres of discharged water are being recycled back into the process.

## CLIMATE ACTION

### Pollutants

Using our CEMS and air pollution control systems, we actively monitor and work towards reducing emissions of Sulphur Dioxide, Nitrogen Oxides, and Total Particulate Matter, ensuring compliance to the limits set by Department of Environment Malaysia. In FY2024, we achieved the following results:

### Energy Consumption

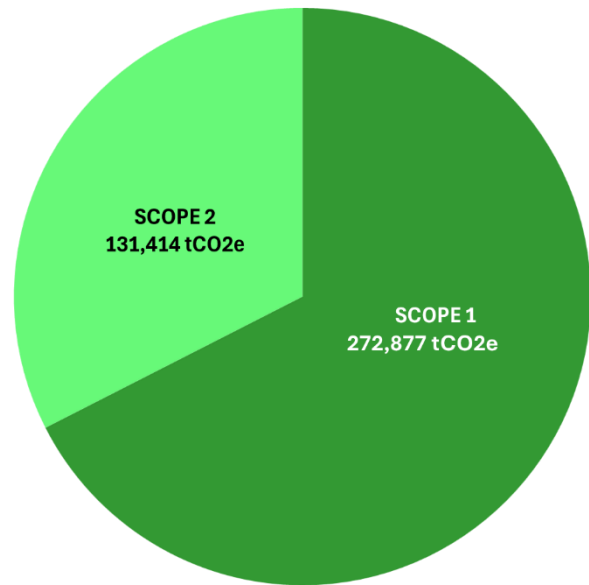
We sourced all our energy from the grid, which is predominantly powered by renewable hydropower. Our total energy consumption for FY2024 was 660,369 MWh, or equivalent to 2,377,328.40 Gigajoule.

We recorded an energy intensity of 10.31 GJ/tonne of ferromanganese production in FY2024.

### GHG Emissions

We have established our GHG emissions baseline in FY2024. Our Scope 1 and 2 GHG emissions for the year totalled 404,291 tCO<sub>2</sub>e, based on GHG Protocol standard. This results in an emissions intensity of 1.75 tCO<sub>2</sub>e per ton of ferromanganese production.

## GHG EMISSIONS



Pollutants	Daily Average Emissions for 2024 (mg/m <sup>3</sup> )	Emission Limit Value set by DOE Malaysia (mg/m <sup>3</sup> )
Sulphur Dioxide (SO <sub>2</sub> )	3.81	500
Nitrogen Oxides (NO <sub>x</sub> )	7.00	400
Total Particulate Matter	2.35	50

# ENVIRONMENT



## Incidents of Non-Compliance

In the year under review, Sakura reported no significant incidents or instances of non-compliance related to hazardous materials and waste management, or water quality permits, standards and regulations.

## MOVING FORWARD

Looking ahead, we remain committed to enhancing our environmental performance through continued innovation, efficiency, and responsibility. We will aim to further reduce our environmental footprint by optimising resource usage, minimising waste, and investing in sustainable technologies. Our ongoing efforts will focus on achieving our carbon neutrality and waste reduction goals, while maintaining strict compliance with environmental standards. Together, we aim to create a more sustainable future for both our business and the planet.



## OUR APPROACH

At the heart of our success are the talents of our incredible people. As a responsible employer, we strictly adhere to the Malaysia's Employment Act and all relevant labour laws as a fundamental standard. However, we believe in going beyond compliance to building and maintaining a harmonious work environment where every employee can thrive and achieve excellence. Our focus areas include:

- 1) **Safe workplace:** we prioritise creating a safe workplace by implementing robust measures to mitigate hazards and prevent accidents.
- 2) **High performance and collaborative culture:** we cultivate a culture where our employees feel empowered, engaged, and committed to driving performance excellence.

This approach is encapsulated in our Human Resources ("HR") Management Plan and Occupational Health and Safety ("OHS") Management Plan, which outline strategies for effectively managing these priorities in alignment with the company's objectives.

*"Sustainability, ensuring the future of life on earth, is an infinite game, the endless expression of generosity on behalf of all"*

**Paul Hawken**

## SAFE WORKPLACE

Given the nature of our business, there are inherent risks and potential hazards that could affect our people as they carry out their responsibilities, including work-related injuries, exposure to air pollutants or high levels of noise. Our commitment to workplace safety is demonstrated through the Occupational Health and Safety Management System ("OHSMS"), which covers both employees and contractors, and is certified to the ISO 45001:2018 Occupational Health and Safety Management System standards. The system consists of the following:

- Quality, Occupational Health & Safety and Environmental ("QHSE") Policy - outlines our stance on maintaining a safe business operation and achieving an injury-free workplace.
- Health, Safety and Environment ("HSE") Committee - responsible in ensuring effective implementation of OHS-related programmes and continuous improvement in OHS performance
- Monthly HSE meetings - monitor and update on performance and progress in meeting OSH-related targets
- Hazard Identification, Risk Assessment and Risk Control procedure - including incident reporting, toolbox talks and work site inspections
- Stop Work Policy - emphasised the critical importance of stopping work when faced with imminent danger without fear of reprisal

- Training – covering topics such as emergency response, hazard and risk management, and health awareness to ensure our people are well-equipped to handle any imminent risks or hazards that may occur.

Here at Sakura, we prioritise the overall well-being of our employees, with a strong focus on mental health and psychological safety in the workplace. Our comprehensive programmes promote health, safety, and work-life balance, resulting in a supportive environment where our workforce feel valued and respected. Engagement activities such as site inductions, toolbox meetings and townhalls provide opportunities for regular pulse checks and open dialogues, helping us address the evolving needs of our workforce. Additionally, our grievance mechanism provides a safe and confidential channel for employees to voice concerns, report issues, or raise grievances, reinforcing our commitment to an inclusive and secure workplace.

## **HIGH-PERFORMANCE & COLLABORATIVE CULTURE**

We strongly advocate for a “one team” collaborative approach to foster employee commitment while driving performance and continuous improvement. Beyond ensuring a safe workplace, we place particular emphasis on:

- Multi-skilled workforce development
- Flexible approach to work
- Productivity
- Quality
- Willingness to adapt to change
- Good workplace relationships
- Good community relationships

Over time, we have established rigorous recruitment policies and procedures to ensure candidates are selected based on their skills and qualifications, free from any form of discrimination. Reinforcing this, our Workplace Diversity Policy underscores our commitment to a harassment and bias-free culture, while promoting equal opportunities and flexible practices to meet the changing needs of our workforce.

At the heart of our HR strategy is continuous learning and development. We invest in our employees’ capabilities to drive long-term success, guided by training programmes that bridge skill gaps and enhance professional growth.

We also prioritise fair compensation and attractive benefits, with a transparent performance evaluation process. Our competitive salary packages, along with additional offerings such as maternity benefits, retention programmes, housing and retirement schemes, ensure sustainable incomes while aligning with our commitment to equitable pay practices.

## HUMAN RIGHTS

By complying with Sarawak Labour Ordinance and Malaysia's Employment Act, we adhere to key human rights principles and International Labour Organisation standards that embedded within it. However, we recognise the importance of establishing our own stance on supporting Human Rights. This includes upholding a zero-tolerance approach to child labour and forced labour, promoting protection against discrimination and harassment, supporting freedom of association, and providing accessible grievance mechanisms, among other key principles. We are committed to implementing these measures in due time, ensuring the protection and respect of our employees and those within our supply chain.

## OUR PERFORMANCE

### Safe Workplace

#### ISO 45001:2018 re-certification

We successfully obtained re-certification for ISO 45001:2018 at our facility on 13 January 2024, continuing our achievement since first receiving it in 2021. This re-certification is a testament of our ongoing commitment to maintaining a safe and healthy workplace.

*"There must be a better way to make the things we want, a way that doesn't spoil the sky, or the rain, or the land"*

**Paul McCartney**

### Excellent Award on Occupational Safety and Health Management

We successfully completed our annual assessment by the Department of Occupational Safety and Health ("DOSH") on workplace compliance and achieved full compliance with an "A" grade.

### Sakura Wellness Programme

To enhance our employees' health, we launched a Wellness Programme with rewards tied to participation, focusing on parameters such as attendance, tobacco use, body mass index, blood pressure and fasting blood glucose. The programme includes bi-monthly health screening and nutritional guidance for participants. Additionally, we continue to organise annual fit-to-work assessment and monthly health talks to promote well-being, boost productivity, and create a positive work environment.

Percentage of employees who are covered by the organisation's OSH management system	100%
Number of fatalities as a result of work-related injury	0
Number of high-consequence work-related injuries (excluding fatalities)	0
Number of reportable work-related injuries	0
Number of lost-time injuries	0
Total number of hours worked	1,662,827
Lost time incident rate	0
Number of fatalities as a result of work-related ill health	0
Number of cases of reportable work-related ill health	2
Total number of employees trained on health and safety standards	197

### High-Performance and Collaborative Culture

#### Diploma in Smelting Industry

In October 2024, we entered into a collaboration agreement with Institut Kemahiran MARA ("IKM") to develop the syllabus for the Diploma in Smelting Industry.

This programme not only addresses the industry’s skills gap but also helps build a talent pipeline for Sakura, supporting talent succession and creating a highly skilled workforce that foster the organisation’s growth and resilience.

### ***Building Talent Pipeline***

As we operate in a highly specialised industry, it is important for us to invest in building a strong talent pipeline. We continue to offer internship and apprenticeship programmes to provide valuable industry exposure and identify potential talent for future employment. In FY2024, we offered five opportunities each for internships and apprenticeships.

### ***Employee Appreciation***

In March 2024, we organised a Long Service Award event to celebrate the dedication of our employees while helping to boost their morale and reinforce a culture of appreciation. 232 employees were recognised during the event.

### ***Performance Indicators: Workplace Diversity***

Our workforce, consisting of nearly 300 employees, is diverse in terms of gender, age, ethnicity, and employee category. Due to the nature of the industry, our workforce is predominantly male, particularly at the non-executives and general workers levels.

## GENDER

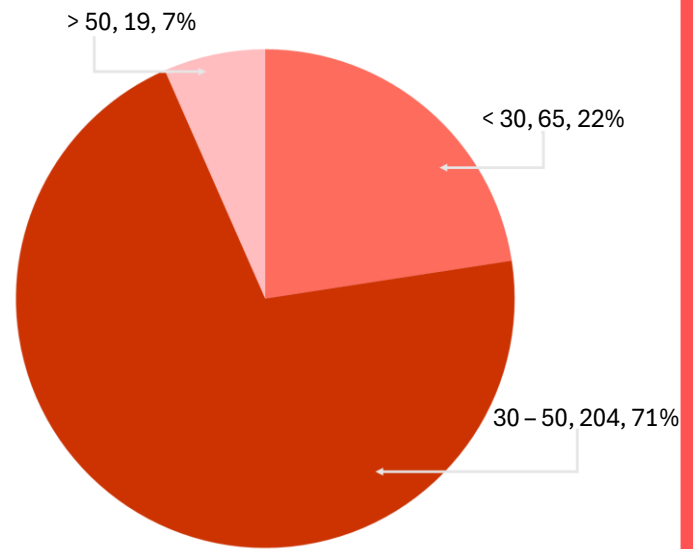


Male, 252, 87%

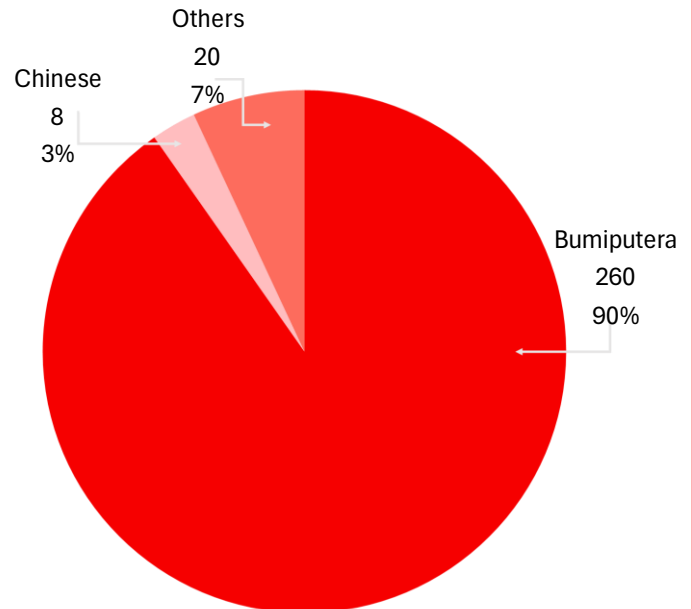


Female, 39, 13%

## AGE GROUP

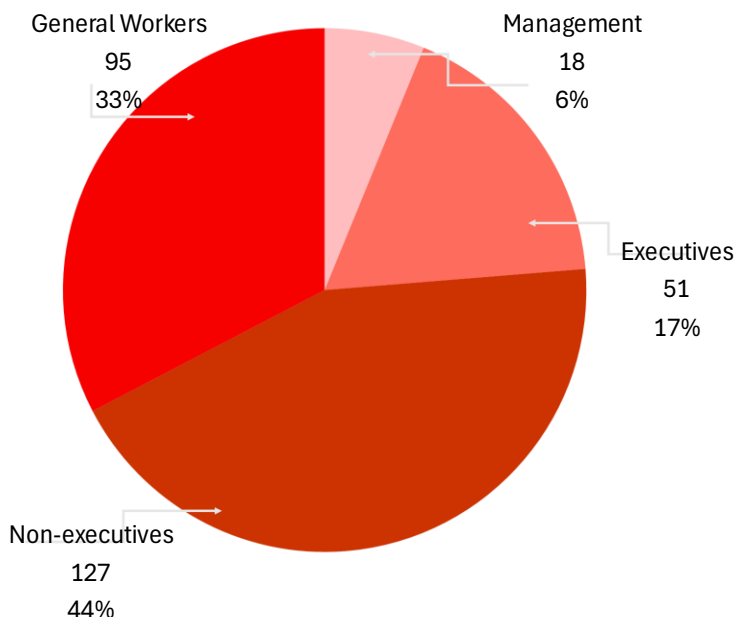


## ETHNICITY



<b>Total employees – beginning of the financial year (as at 1 July 2023)</b>	<b>288</b>
<b>Total employees – end of the financial year (as at 30 June 2024)</b>	<b>291</b>

## EMPLOYEE CATEGORY



### **Performance Indicators: Talent Retention and Attraction**

In FY2024, we experienced a total turnover of 25 employees consisting of 17 males and 8 females, resulting in a turnover rate of 8.64%. Among the 25 employees who left, 3 were under 30 years old, 21 were between 30-50 years old, and 1 was over 50 years old.

At the same time, we welcomed 46 new hires, with 37 males and 9 females. Of the new hires, 26 were under 30 years old, and 20 of them were between 30-50 years old. The rate of new hires stands at 15.89%. The difference between the new hires and attrition is as a result of new projects implemented.

### **Performance Indicators: Work-Life Balance**

In FY2024, a total of 24 employees took parental leave, with 21 of them being male. All employees returned to work after their parental leave ended.

### **Performance Indicators: Training**

We remain committed to investing in our employees by providing training to help them acquire new skills and knowledge. In FY2024, we conducted 595 hours of training, averaging 2.4 training hours per employee.

Employee Category	Total Hours of Training	Average Hours of Training
Management	31	1.72
Executives	116	2.27
Non-Executives	12	0.09
General Workers	436	4.59
Total	595	2.04

## MOVING FORWARD

Looking ahead, we are committed to achieving milestones that will enhance our organisational culture and employee engagement. One such initiative is our participation in the Malaysia National OSH Award 2024, reflecting our commitment to occupational safety and health excellence.

Additionally, Diversity, Equity, and Inclusion (DEI) will remain a key focus as we strive to foster a positive workplace culture that values inclusivity. Our Human Resources team will continue engaging employees and contractors through sessions aimed at raising awareness of Sakura's policies, procedures, and organisational practices. To ensure open and transparent communication, our General Manager will host regular townhall sessions, providing updates on the Company's direction and offering employees the chance to participate in O&A and feedback.

## OUR APPROACH

At Sakura, we embrace corporate social responsibility holistically. It is integral to our identity encompassing more than just philanthropy and charitable contributions. We are committed to creating lasting, positive impact in the communities we engage while taking an active stewardship role across our supply chain to drive meaningful change.

Guided by our Positive Impact Policy, we ensure that our community and supply chain management practices align with our corporate values and comply with applicable regulatory provisions. We also developed a Community Relations Policy to reinforce our dedication to ongoing dialogue and meaningful collaboration with community members.

### 1) Local Communities

Sakura is committed to generating lasting value for local communities and we strive to achieve this through:

- **Community investments:** Supporting initiatives in education, healthcare, and infrastructure to enhance the well-being of local populations.
- **Job creation and skills development:** Providing employment opportunities and comprehensive training programmes. These initiatives aim to equip local talent with the skills needed to secure meaningful livelihoods, break the poverty cycle and enhance overall quality of life.

### 2) Supply Chain

We adopt a collaborative approach with our supply chain partners, working together on critical areas to achieve mutual benefit and drive sustainable change. As we embark on this structured journey toward sustainability, we are committed to extending our responsibility beyond our operational boundaries, covering three key aspects of the supply chain:

- **Environmental responsibility:** Taking proactive steps to minimise our environmental footprint, addressing not only our direct operations but the broader impacts of our supply chain that contribute to overall product emissions.
- **Ethical responsibility:** Assessing and mitigating social risks within our supply chain, particularly concerning labour practices such as modern slavery, child labour, and workplace health and safety. We are committed to sourcing raw materials and services from ethical and responsible sources.
- **Economic responsibility:** Operating with financial responsibility to ensure the value we generate benefits local communities. This encompasses supporting both local businesses to stimulate economic growth and championing living wages throughout our supply chain.

*“There is no such thing as ‘away’. When we throw anything away it must go somewhere.”*

**Annie Leonard, Proponent of Sustainability**

# COMMUNITY & SUPPLY CHAIN

## OUR PERFORMANCE

### Community Investment

In FY2024, we invested a total of RM72,951.12 in the following community-related projects:

### Beach Cleaning & Creative Recycling Art

A CSR project in collaboration with Bintulu authorities i.e. Bintulu Resident office, Bintulu Development Authority (BDA), Bintulu regional offices of DOE, DOSH, NREB and BOMBA. The program that was graced by ADUN N68 Tanjung Batu, YB Johnny Pang also involved a total of 150 participants from six secondary schools under PPD Bintulu. A total headcount of close to 300 pax made the event successful.

### Local Community School Project

Establishing a partnership with a secondary school (SMK Asyakirin) to support their efforts in providing a high-quality education and learning environment for the students by providing funding for infrastructure improvements as well as fostering the community engagement culture by encouraging our employees to volunteer their time and expertise for maintenance/repair works in school.

### Talent Development

Sakura values a diverse, inclusive, and respectful work environment where employees are provided challenging assignments, development opportunities, competitive salaries, and a safe environment.

## MOVING FORWARD

Our commitment to creating meaningful social impact and cultivating a sustainable supply chain remains unwavering. Looking ahead, we aspire to amplify our efforts in the following key areas:

### Foster School Programme

We will collaborate closely with school teachers, students, and the wider school community to implement programmes and initiatives that promote academic excellence, improve facilities, and enhance the overall learning environment. By creating an ecosystem of support, we strive to empower students to achieve their potential and contribute positively to their communities.

### E-Waste Programme in Sungai Plan Area

Recognising the pressing importance of responsible e-waste management, we at Sakura are committed to advancing initiatives that create tangible change within our communities. By championing education and awareness campaigns, we aim to shift perspectives and inspire sustainable e-waste disposal practices. Our focus lies in cultivating a culture of environmental stewardship and driving long-term behavioural change. By integrating these initiatives into our broader social and supply chain strategy, we reaffirm our dedication to creating meaningful and lasting impacts within the communities we serve.



## Supplier Assessments

To ensure ethical and sustainable supply chain practices, we are committed to strengthening our contract and tendering management processes. This includes conducting supplier assessments to evaluate their compliance level on sustainability, ethical, and quality standards to ensure alignment with our values.

