

FORTIFYING OUR POSITION

SUSTAINABILITY REPORT 2023





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ABOUT THIS REPORT

International Cement Group Ltd. (“ICG” or the “Company”, and together with its subsidiaries, the “Group”) is pleased to present our annual Sustainability Report (“Report”) which sets out our approach to managing material Economic, Environmental, Social, and Governance (“EESG”) factors. The information shared in this Report has been reviewed by the Board of Directors (the “Board”) and is intended to record our sustainability efforts and inform stakeholders of our decisions and actions.

For each EESG area, we have established specific management approaches and targets that will guide our progress towards becoming a more sustainable business. We have also included a range of programmes and initiatives to help us meet our objectives and targets.

BOARD STATEMENT

We are pleased to present our Sustainability Report for the financial year ended 31 December 2023 (“FY2023” or “reporting period”). The Board plays a critical role in ensuring that ICG meets its regulatory requirements and sustainability goals. The Board is responsible for setting the overall direction of corporate sustainability and appointing governing committees that can properly identify and manage sustainability-related risks and opportunities for the Group.

As such, the key material EESG factors for the Group have been identified and carefully reviewed. The Board is involved in the identification and prioritisation process of material EESG factors. Through seeking stakeholders’ inputs, the Board develops a clear understanding of the material sustainability issues faced by the Group. While performing its duty, the Board reviews and takes appropriate action to address any identified material EESG factors that may affect the organisation’s performance and long-term strategy.

As part of our continual efforts to enhance the knowledge of our directors on sustainability reporting and to meet the requirement of Rule 720 (7) of the SGX Listing Rules, we confirm that all directors have attended approved sustainability-related training courses during the reporting period.

As climate change continues to affect many industries, we are seeing an increased need for transparency around reporting the potential risks and opportunities associated with climate change. The impact of climate change is felt across businesses, and therefore, it is important to consider how we respond to the risks and opportunities associated with the transition to a low-carbon economy.

We have started to assess our resilience and climate-related impact on the Group according to the Task Force on Climate-related Financial Disclosures (“TCFD”) Recommendations and have reported our climate-related disclosures and progress guided by the TCFD Recommendations in this Report. We will continue to take an active involvement in managing climate-related risks and opportunities in this journey.

The information provided in this Report has not been verified by an independent third party. An internal review has been conducted by our internal auditors on our sustainability reporting process and we have relied on internal data monitoring and verification to ensure the accuracy of data and information.

REPORTING FRAMEWORK AND SCOPE

This Report has been prepared in compliance with the requirements of Rules 711A and 711B of the SGX Listing Rules and with reference to Global Reporting Initiative (“GRI”) Standards 2021. We chose the GRI Standards as it is an internationally recognised sustainability reporting framework that covers a comprehensive range of sustainability and climate-related topics and disclosures.

This Report highlights information on the Group’s key operating entities as follows:

Cement Segment

- Tajikistan
 - International Manufacturing Company Chzhungtsai Mohir Cement LLC (“IMCCMC”)
 - Mohir Cement LLC (“MC”)
 - Mohir Investment LLC (“MI”)
- Kazakhstan
 - Alacem LLP (“ALACEM”)
 - Sharcem LLP (“SHARCEM”)
 - Korcem LLP (“KORCEM”)

Aluminium Segment

- Malaysia
 - Compact Metal Industries Sdn. Bhd. (“CMISB”)
- Singapore
 - Compact Metal Industries Pte. Ltd. (“CMIPL”)
 - Integrate Private Limited (“IPL”)

FEEDBACK

We welcome feedback from all stakeholders with regard to our sustainability efforts, as this will enable us to improve our policies, systems, and results. Please send your comments and suggestions to contactus@internationalcementgroup.com.

8 April 2024

CORPORATE PROFILE

ABOUT INTERNATIONAL CEMENT GROUP


The Group is primarily involved in the production, sale and/or distribution of cement, gypsum plasterboards and related products in the Central Asia region.

The Group owns and operates the largest cement plant in the Khatlon region in Tajikistan, with an annual production capacity of 1.2 million metric tonnes. In addition, the Group owns and operates a grinding station in Kolkhozabad and a gypsum plasterboard plant in the Yovon district of Tajikistan, with an annual production capacity of 0.6 million metric tonnes and 30 million square metres respectively. The gypsum plasterboard plant commenced commercial production in December 2023.

Besides having a presence in Tajikistan, the Group also owns and operates two cement plants in Kazakhstan, located in the Almaty and East Kazakhstan regions, with an annual production capacity of 1.2 million metric tonnes and 1.0 million metric tonnes respectively.

The Group is currently building its fourth cement plant in the Korday district, Jambyl region in Kazakhstan, with an annual production capacity of 1.5 million metric tonnes, expected to be completed in mid-2024.

Complementing the cement business, the Group also has an established business in the manufacturing and marketing of aluminum extrusions used for the construction industry in Singapore.

OUR BRANDS		
		
Existing Plant	Location	Annual Production Capacity
TAJIKISTAN		
● 1 Cement Plant - IMCCMC	Yovon District, Khatlon Region	1.2 mil MT
● 1 Grinding Station - MC	Kolkhozabad, Khatlon Region	0.6 mil MT
◆ 1 Drywall (Gypsum Plasterboard) Plant - MI	Yovon District, Khatlon Region	30 mil m ²
KAZAKHSTAN		
★ Central Asia Headquarters	Almaty City	–
● 1 Cement Plant - Alacem	Sary-Ozek, Almaty Region	1.2 mil MT
● 1 Cement Plant - Sharcem	Jarminsky District, East Kazakhstan Region	1.0 mil MT
● 1 Cement Plant* - Korcem	Korday District, Jambyl Region	1.5 mil MT

* Upcoming Development



- ★ HEADQUARTERS
- CEMENT SEGMENT
- ▲ ALUMINIUM SEGMENT
- ◆ OTHERS SEGMENT



SUSTAINABILITY GOVERNANCE

To ensure that sustainability is embedded across all aspects of our organisation, the Group has a sustainability governance structure in place to govern and address sustainability-related risks and opportunities as well as manage sustainability efforts across our operations.

At the helm of the governance structure is the Board of Directors, responsible for the oversight of the Group's sustainability agenda including, but not limited to, overseeing the management of material EESG factors, climate-related risks and opportunities, and the integrating of sustainability-related considerations into the Group's strategic direction, targets, and policies.

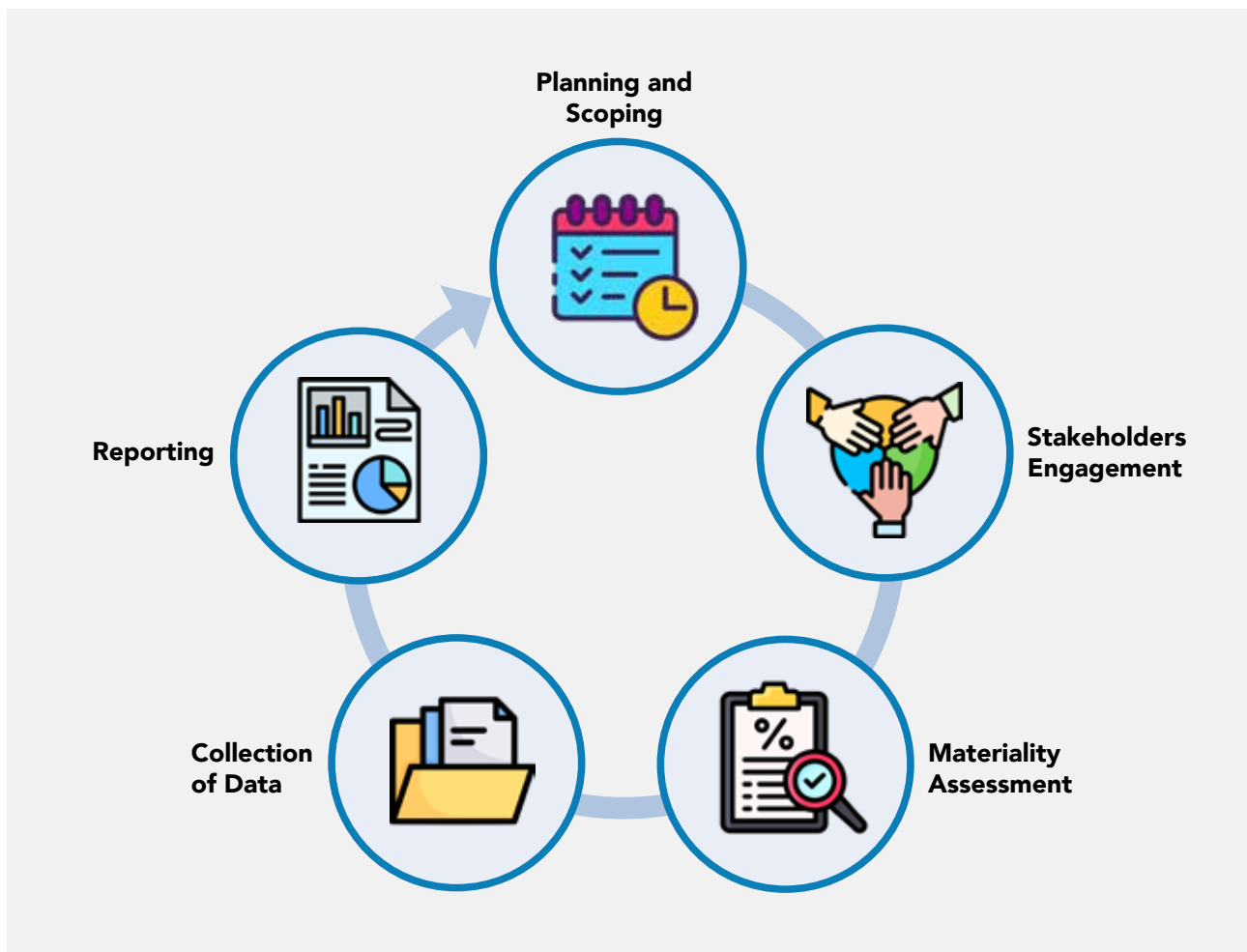
The Chief Executive Officer ("CEO"), by delegation to support the Board, is tasked with the strategic management of the material EESG factors including climate-related risks

and opportunities, oversight of overall adequacy of the Enterprise Risk Management ("ERM") framework as related to sustainability, monitoring of stakeholder engagement and materiality assessment, and reporting the Group's sustainability performance directly to the Board.

Within the structure, the CEO is assisted by the Chief Sustainability Officer ("CSO"), whose role is integrated into that of the Chief Risk Officer, on the delivery of the sustainability responsibilities. Together with the support from the respective Plant Managers, the CSO plans and has oversight over the sustainability policies and procedures and the adequacy of ERM framework as well as implementation of monitoring and control on sustainability initiatives within the Group.

SUSTAINABILITY APPROACH

OUR SUSTAINABILITY APPROACH



STAKEHOLDER ENGAGEMENT CHANNELS

An important starting point in our sustainability journey is to engage our stakeholders and identify material EESG factors relevant to our business. The interests and expectations of key stakeholders including, but not limited to, customers, suppliers, investors, and employees are crucial to the Group. We adopt both formal and informal channels of communication such as face-to-face meetings

and online surveys to understand the needs and concerns of key stakeholders. The Group will continue to integrate their valuable feedback into our corporate strategies to identify and address key EESG-related issues faced by the Group, achieving mutually beneficial relationships.

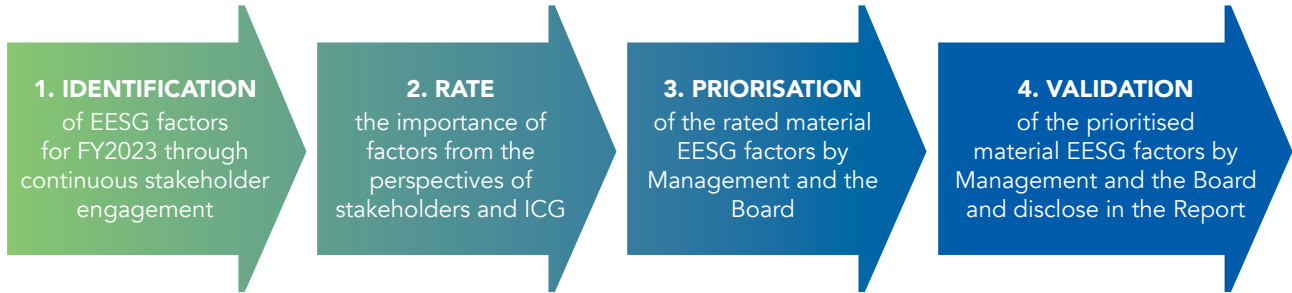
Stakeholders	Key Topics and Concerns	Communication Channel	Actions Taken
Key management and employees	<ul style="list-style-type: none"> • Employees' rights and interests • Capability enhancement • Broad choices of career development • Sense of belonging and identity • Sharing outcomes of corporate development 	<ul style="list-style-type: none"> • Online survey • Open dialogue • Team bonding 	<ul style="list-style-type: none"> • Safeguarding employees' legal rights and interests • Providing fair opportunities and platforms for work, learning and promotion • Supporting career plans • Fulfilling individual values • Creating a happy environment
Customers	<ul style="list-style-type: none"> • High-quality products • High-quality services • Protection of rights and interests • Timely delivery 	<ul style="list-style-type: none"> • Online survey • Company website • Customer survey • Market feedback 	<ul style="list-style-type: none"> • Providing high-quality raw materials • Adapting technological innovation • Developing customer service system • Providing customer satisfaction survey
Suppliers and service providers	<ul style="list-style-type: none"> • Products and services • Fair business conduct • Honest transactions • Timely performance of contracts • Compliance with regulations • Comparable pricings 	<ul style="list-style-type: none"> • Online survey • Company website • Face-to-face meetups • Annual review • Contracts and agreements • Assessment for approved vendors 	<ul style="list-style-type: none"> • Exploring new areas for cooperation • Ensuring responsible procurement • Disclosing procurement information • Enhancing common beliefs
Investors/regulators	<ul style="list-style-type: none"> • Honesty and integrity • Regulated operations • Profitability 	<ul style="list-style-type: none"> • Online survey • Company website • Group annual report • Annual general meeting with investors 	<ul style="list-style-type: none"> • Ensuring compliance with laws and regulations

SUSTAINABILITY APPROACH (Cont'd)

APPROACH TO MATERIALITY ASSESSMENT

In FY2023, we continue to engage with both internal and external stakeholders. Our materiality assessment is based on the guidance set out in SGX Practice Note 7.6

Sustainability Reporting Guide and GRI Standards 2021. Our methodology covered the following phases:



This year, the Group conducted materiality assessment and reviewed previously prioritised material EESG factors for their continued relevance to the business and stakeholders. As a result, the Group reaffirmed that all 15

material EESG matters remain relevant and will continue to monitor and update the material EESG factors from time to time, taking into account the feedback received from various stakeholders.



ECONOMIC

ECONOMIC PERFORMANCE

We believe that sustainable business practices are essential for achieving long-term success. Our approach to sustainable economic performance is centered around creating value for our stakeholders. We strive to maximise returns by maintaining financial discipline, strengthening our sustainability practices, reducing sustainability-related risks, managing our reputation, and engaging stakeholders to ensure a well-rounded sustainability strategy.

For detailed financial results of our Economic Performance,

please refer to the following sections in our FY2023 Annual Report ("AR"):

- Financial Highlights, page 4
- Operational and Financial Review, pages 14 to 27
- Financial Statements, pages 57 to 120

ANTI-CORRUPTION

We strongly believe that acting with integrity is essential to achieving our sustainability objectives. By adhering to ethical business conduct, we can build trust and credibility with our stakeholders.

In our dealings with customers, our employees are strictly required to uphold the Group's policy on anti-corruption/bribery. The Group formulates directives and regulations, conducts anti-commercial bribery training, executes anti-commercial bribery commitment letters, and takes several other measures targeting the risk of commercial bribery, to ensure that its business activities are conducted on the premise of lawfulness and compliance.

In FY2023, the Group was not involved in any litigation cases concerning corruption, bribery, blackmail, fraud, and money laundering (FY2022: nil).

Whistle-blowing Policy

Our whistle-blowing policy provides a mechanism for employees and external parties to report concerns over alleged wrongful acts. This policy is posted in various locations within the Group's premises so that employees are aware of it. Employees can expose fraudulent practices by reporting to management via various channels such as phone calls, fax, emails, WeChat, and through ICG's website contact us link at contactus@internationalcementgroup.com. Anonymous protection is provided to whistle-blowers.

We achieved the target set last year. There were no whistle-blowing cases reported in FY2023 (FY2022: nil).

We have set medium and long-term targets to maintain zero incidents of corruption. We will regularly review our policies on whistle-blowing and anti-corruption and take necessary action to promote ethical business and transparency by avoiding all forms of corruption across the Group.



ENVIRONMENT

We understand the importance of taking care of our planet and we are dedicated to doing our part in creating a better future for all. We are committed to supporting initiatives that promote environmental sustainability for each identified material EESG factor in this Report.

EFFLUENTS AND WASTE

Due to our business nature, there are effluents generated from the production process. We have in-place policies and procedures across entities for handling waste to monitor effluents and waste to ensure compliance with government regulations.

In addition, the cooling water used for production equipment was fully recovered and recycled after the cooling tower and treatment. There was no loss of water resources throughout the production process. The water generated from the production process was filtered and treated before recycling and irrigating the plant area. There was no sewage discharge as a result. Wood, paper, plastic packaging materials, refractory materials, equipment components, and other packaging materials, as well as combustible waste generated in the production area, were burned in the high-temperature rotary kiln to increase the heat required for calcination. Construction waste, testing cement blocks, and replacement refractory brick castables were added as mixtures to cement ingredients to realise and utilise waste effectively.

CEMENT

Type of Waste	FY2022	FY2023	Disposal Method
Waste rock	5,200 kg	4,900 kg	During the limestone mining process, waste rocks were recycled and blended into the raw materials for cement production.
Waste hydrochloric acid	26 litres	43 litres	We neutralised waste hydrochloric acid to a pH level of between 6 to 8 before discharging it into the sewage treatment system. Subsequently, a small amount of filtered residue together with empty hydrochloric acid bottles were incinerated in a preheater. On-site and laboratory employees jointly supervised the disposal process.
Hydrochloric acid bottles	60 kg	125 kg	
Wastewater	2,580,000 litres	8,120,000 litres	Wastewater was filtered and treated before being used to irrigate the greenery in our cement plants.
Scrap iron	25,000 kg	189,860 kg	We conducted repairs by reusing scrap iron to reduce damage to the environment.
On-site domestic waste	301,200 kg	335,400 kg	We used waste management companies which collected and transported waste to a waste treatment facility.
Construction waste	180,000 kg	505,000 kg	We made use of construction waste as raw material and reused it for other construction projects.

The overall increase in wastewater from cement operations by 215%, from 2,580,000 litres to 8,120,000 litres, was mainly due to the increase in clinker production as well as higher volumes of water consumed because of multiple maintenance operations conducted at ALACEM. The construction and commissioning of gypsum boards at MI also contributed to the increase in wastewater for FY2023.

During the reporting period, ALACEM conducted a major refurbishment of its cement mill and replaced all worn spare parts which resulted in a significant 6 times increase in scrap iron as compared to FY2022 level. Construction waste also increased by 181%, from 180,000 kg to 505,000 kg, primarily due to the commissioning of gypsum boards at MI as well as the refurbishment of dormitory and road construction activity undertaken by SHARCEM in FY2023.

RECYCLING OF FLY ASH FOR ENVIRONMENTAL BENEFITS

Fly ash is a coal combustion product, a by-product of pulverised coal incineration in the process that generates electricity. During FY2023, we purchased 109,088 tonnes (FY2022: 40,351 tonnes) of fly ash waste produced by nearby power plants and used them as raw materials which reduced the amount of clinkers utilised in the clinker-to-cement production process. This not only solved the problem of environmental pollution caused by the disposal of fly ash waste by these power plants, but also contributed to energy savings and the reduction of other materials required for production.

RECYCLING OF SLAG FOR ECONOMIC AND ENVIRONMENTAL BENEFITS

Slag is a by-product of smelting ores and used metals. During FY2023, we purchased 19,850 tonnes (FY2022: 83,186 tonnes) of slag produced by local smelting companies and used them as raw materials which reduced the amount of iron ore utilised in the raw meal production process. This not only reduced the cost of production of raw meals, but also contributed to the recycling of unwanted slag generated by local smelting companies and the reduction of other materials required for production.

ALUMINIUM

Type of Waste	FY2022	FY2023	Disposal Method
Sludge	188 kg	215 kg	Sludge was sent to a waste management centre which has an incineration plant, a solidification plant, a physical and chemical plant, and a secured landfill and clinic waste treatment centre. Sludge from the coating division was disposed by an authorised collector twice a year.
Wastewater	4,800 litres	6,000 litres	Water used for surface preparation was treated by qualified wastewater consultants. Treated water sample was tested in a laboratory to ensure compliance with environmental requirements before discharging it into the public water system. The Group reused the treated water as water curtain which evaporates during the coating process.

Effluents and Waste-related Policies and Procedures

The Group established policies and procedures including waste materials management, safety and environmental protection management for handling other solid and liquid waste generated:

- Waste generated must not be stored for more than 6 months, or 20 tonnes in the designated area.
- Waste should be packed with suitable packaging to prevent contamination of the surroundings (for example, ink and waste sludge must be kept in jumbo bags while used metal drums must be stored on pallets).
- The date on which waste is collected must be shown on a label on the waste packaging.
- Waste packages must be stowed properly to prevent spillage or leakage of the waste.

- Waste storage area is locked and only accessible by authorised personnel handling the waste.
- Waste is collected and disposed of by certified waste collectors.

We strive to increase sewage treatment facilities, monitor on-site leakage, continue improvising our waste process management, and prevent unorganised emissions. We are committed to maintaining or reducing effluents and waste generated to ensure compliance with governance standards to achieve zero incidents of non-compliance with environmental safety requirements. During FY2023, we achieved the targets set last year and there was no incident of non-compliance with environmental safety requirements (FY2022: nil).



ENVIRONMENT (Cont'd)

ENERGY

Besides ensuring optimum production capacity, our plants are also designed with environmental protection in mind. We incorporate comprehensive pollution mitigation measures in our cement production process, such as a new suspension preheater ("NSP") dry process which is more fuel and energy-efficient as compared to traditional technologies. NSP technology involves the pre-heating of raw materials to ensure their substantial decomposition prior to being mixed and fed into the rotary kiln. This pre-heating process greatly reduces the energy consumption in clinker production as it significantly reduces the amount of raw material to be broken down before the calcination and formation of clinkers can take place. Apart from reducing damage caused to the environment, such energy-efficient measures also lower costs incurred during production.

We use energy only when needed and conduct regular checks to ensure lights are switched off when not in-use. Printing of paper is minimised, and paper is recycled for internal use. From time to time, meetings with a focus on energy conservation and consumption reduction are held to solve technical issues encountered during daily operations.

The Group is committed to energy conservation to further reduce cement manufacturing costs, achieve energy-saving targets, and ensure sustainable development of production and the environment where we operate. Over

the years, we have been working towards saving energy and reducing consumption by focusing on high-tech transformation. Key measures undertaken by the Group in FY2023 are as follows:

1. The auxiliary material crushing clay plate feeder was replaced and modified to improve the feeding efficiency and reduce energy consumption.
2. The limestone crusher grate bar was also replaced to reduce the particle size of raw materials entering the grinding process and increase the loading pressure of the grinding roller, resulting in higher production and reduced energy consumption.
3. The static blades of the raw material mill powder separator were installed with the wear-resistant plate to extend its product lifetime, improve the mill powder selection efficiency, and further reduce energy consumption.
4. Reduce the height of the cement grinding disc retaining ring to reduce energy consumption and reduce the Hertz of the powder separator to reduce product fineness, thereby further reducing energy consumption.

Key statistics in relation to energy consumption for cement operations are as follows:

Performance Indicators	Absolute Consumption ('000)		Consumption Intensity (per tonne of production capacity)	
	FY2022	FY2023	FY2022	FY2023
Raw Coal Consumption (tonnes)	295	438	0.12	0.15
Electricity Consumption (kWh)	279,185	322,860	98.26	101.50

We did not achieve the target set last year to reduce our electricity consumption as there was a slight increase in FY2023 electricity consumption intensity for cement operations, from 98.26 to 101.50 kWh per tonne of production capacity, due to increase in higher production levels at SHARCEM, IMCCMC, and under construction activities undertaken at KORCEM cement plants. The same was observed for our raw coal consumption intensity which has risen by 0.03 tonnes per tonne of production capacity.

In FY2024, we are committed to the continual enhancement of our energy management and consumption, increasing employees' awareness of energy conservation, optimising operating processes across the Group, increasing equipment operating rates, and implementing remediation and timelines for root causes identified to minimise unnecessary energy wastage.

We aim to achieve raw coal and electricity consumption intensity at 0.12 tonnes per tonne of production capacity and 100 kWh per tonne of production capacity respectively.

EMISSIONS

The Group is cognisant of the importance of mitigating and reducing the Greenhouse Gas (“GHG”) emissions across our operations. We have started tracking and disclosing Scope 1 and Scope 2 GHG emissions which are relevant to the Group. When calculating our carbon emissions, we set organisational boundaries with an operational control approach. The absolute emission metric is expressed using tonnes CO₂e. The base of carbon intensity is the cement production capacity of the Group. Our climate change target is in line with the expectation of relevant jurisdictions and governments to accelerate climate mitigation actions across the countries we operate.

For carbon accounting, we have decided to focus on the following scopes and relevant subprocesses:

- Scope 1: Emissions generated from diesel, fuel, and raw coal consumption from the main production process
- Scope 2: Emissions generated from purchased electricity consumption

Performance Indicators	Absolute Carbon Emission (‘000 Tonnes CO ₂ e)		Carbon Intensity (Tonnes CO ₂ e per tonne of production capacity)	
	FY2022	FY2023	FY2022	FY2023
Direct GHG Scope 1 Emission	1,884 ¹	3,394	785 ¹	1,067
Indirect GHG Scope 2 Emission ²	124	149	52	47

¹ Figures have been restated due to a correction in net calorific values adopted for raw coal and other bituminous coal computation for FY2022.

² The calculation of Scope 2 GHG emissions from energy generation has been updated and based on national CO₂ emission factors for electricity and heat generation published by Kazakhstan’s government and Harmonized IFI Default Grid Factor 2021 for Tajikistan’s operations.

The significant increase in Scope 1 absolute emissions by 1,510,000 tonnes of CO₂e and emissions intensity by 282 tonnes CO₂e per tonne of production capacity were due to the inclusion of a wider scope of reporting entities such as SHARCEM, MC, and incorporation of emissions generated from other fuel sources such as diesel and fuel consumption apart from raw coal and bituminous coal consumption which were recorded in FY2022. Despite a rise in Scope 2 absolute emissions in tonnes of CO₂e by 20%, our Scope 2 emissions intensity has gone down by approximately 10% as a result of higher production from both Kazakhstan and Tajikistan business operations.

Effective control of dust and gas emissions improves the environment in which our plants operate and enables the Group to help improve the health and well-being of local residents. Not only should this objective be part of our corporate social responsibility, but it would also benefit the company in the form of cost savings and waste reduction. We use advanced equipment in our production lines to ensure that dust and gas emissions are within an acceptable range.

The equipment in our plants includes energy-saving and environmental-friendly precipitators and bag filters which reduce the dust emission for the Group by 150,000 tonnes every year. By operating the rotary kiln and raw material mill simultaneously, raw materials absorb carbon dioxide, sulphur dioxide, nitrogen oxides, and other gases, which reduces the gas discharge by more than 23,000 tonnes per year. By running the kiln synchronously and kept humidified, more than 63,000 tonnes of water are saved per year. To

enhance water-saving efficiency, we build water wells near the plant area for production usage and reduce the usage of tap water in our plant.

In the grinding segment of our plants, we perform regular checks of the dust collector. We ensure regular checks and maintenance of the original gas (pulse valve and poppet valve) and solenoid valves, check the filter system of the dust collector, and replace parts regularly to ensure that exhaust gases meet the Tajikistan and Kazakhstan atmospheric emission standards.

In addition, we ensure that the gas analyser equipment is maintained and that the dust bag of the bag filter is replaced regularly to further reduce exhaust gas and dust emissions.

As for the aluminium business, gas emissions from the polyvinylidene fluoride (“PVDF”) wet paint coating and powder coating lines are released through the respective chimneys. Air emission monitoring is conducted to determine the quantum of solid particles and volatile organic compounds emitted through the chimneys. This practice is to ensure that Standard Environmental Quality (Clean Air) Regulation 1978, Standard “C”, Part V Requirement of Malaysia is met.

We achieved the target set last year of zero non-compliance with environmental regulations. In the coming years, we aim to maintain or reduce the GHG emissions arising from our operations.

ENVIRONMENT (Cont'd)

SUPPLIER ENVIRONMENTAL ASSESSMENT

The Group continues striving to reduce any negative impacts that our operations may have on the environment and encourage its stakeholders, such as suppliers and trading partners, to meet the same expectations.

Our procurement team conducts meetings with suppliers regularly and arranges site visits to their offices and mining areas. We recommend suppliers to adopt new mining models and minimise any adverse impact on the environment.

In addition, during the new supplier selection process, we choose companies without outdated technology, processes, and equipment and companies that consider the environment as one of the selection criteria. We also conduct annual evaluations of our key suppliers and

request a copy of relevant policies in relation to their supply chain management on safety and environmental issues, efficient use of resources, business ethics, and training, amongst others. Furthermore, we continue to review new and existing suppliers to ensure they do not run foul of regulations relating to anti-money laundering and anti-terrorist financing management measures to reduce our operational risks.

We have fallen short of our target in FY2023 as we assessed approximately 73% against our target set of 80% (FY2022: more than 80%) of our sub-contractors and suppliers. We have set a perpetual target, and we aim to achieve an assessment rate of at least 80% for our sub-contractors and suppliers.

SOCIAL

We believe that our success as a group is intricately tied to our ability to operate sustainably and responsibly, which includes ensuring that we do not compromise on the rights and dignity of individuals.

We understand that our operations may impact the communities and environments in which we operate, and we are committed to engaging with all stakeholders to ensure that we understand their needs and concerns. We continue to engage with our stakeholders to promote and respect all individuals' rights and to foster a culture of accountability and responsibility.

CODE OF CONDUCT

We do not discriminate against anyone because of age, gender, national origin, disability, religion, sexual orientation, marital or maternity status, union membership, or political opinion, among others. We are committed to promoting equality and diversity and in ensuring that individuals are treated fairly and valued. We recognise that the Group has clear obligations toward all employees to ensure they are treated fairly. Non-compliance in relation to discrimination must be reported to the supervisor, human resources, or through our whistle-blowing system.

We achieved the target set last year. During FY2023, there were no discrimination complaints received (FY2022: nil). We aim to maintain zero incidents of complaints on discrimination which is our perpetual target set and we will continue to create equal opportunities for employees.

OCCUPATIONAL HEALTH AND SAFETY

The Group is strongly committed to a policy that enables all work activities to be carried out safely and with all possible measures taken to address risks to the health, safety, and welfare of workers, contractors, authorised visitors, and anyone else who may be affected by our operations. We ensure compliance with the Work Health and Safety Act of the respective countries in which we operate.

We have established a safety management system and set the safety management principle of "Safety First, Prevention First, Comprehensive Management, Full Participation". To further implement the safety management policy and the principle of "One Role, Duo Responsibility, Joint Management", we set up a management team that focuses on the standardisation and implementation of the safety system throughout the Group and at all employee levels with defined responsibilities.

All new employees are required to undergo mandatory safety training and drills to ensure familiarity with the equipment before they can work without supervision. A health and safety officer is also appointed for each plant to ensure site safety, monitor and assess hazardous and unsafe situations, as well as develop measures to ensure personal safety. In addition, we also conduct safety briefings and provide safety instructions to third-party employees, such as the wearing of personal protective equipment.

In addition, we also encourage employees to adopt a safety-first work culture in the Group. Detailed key performance indicators ("KPIs") on safety targets are included in the assessment of each employee's performance, and roles and responsibilities are announced with letters of declaration signed by designated personnel.

A Health and Safety Committee is also established by each operating subsidiary where members meet up regularly to receive reports on health and safety and environmental audits, accident statistics, communication with enforcement authorities, and from relevant sub-groups, and recommendations from management on any corrective action required.

Safety signs are made clearly visible and Closed-Circuit Televisions ("CCTVs") are installed on gates and next to road crossings.

In FY2023, safety management trainings including but not limited to Safety Management System, Prevention and Safety Production in winter, Emergency Planning & Documentation, Safety Operation Procedures, and Dust Explosion-proof Safety training sessions were conducted with 2023 attendees (FY2022: 1,397 attendees) in total, to improve each employee's safety awareness and skills. Assessments were conducted at the end of trainings.

Given that we value and prioritise our employees' health and safety within our organisation, achieving these required certifications and implementing a framework of systems is vital to our organisation. The implementation of the framework has enabled us to systematically identify, reduce, and mitigate risks involved in operations within the Group.

We have obtained ISO 9001:2015 Certificate for ALACEM, IMCCMC and MC. Apart from these, IMCCMC, MI and ALACEM are also ISO 14001 certified for environmental management systems.



SOCIAL (Cont'd)

CEMENT

We treat the health and safety of our employees seriously and strive to foster a safe working environment for our workers by continually identifying and eliminating potential hazardous situations in the workplace.

In FY2023, a total of 6 incidents (FY2022: 7 incidents) occurred and 4 out of which were related to fractures in fingers and accidental slips due to oversight of safety precautions. There were 2 other work-related incidents that occurred at SHARCEM and IMCCMC detailed below:

Type of Incident	Cause of the Incident	Actions Taken for Prevention
SHARCEM: Injury caused by cement spray during cleaning process	Employee did not wear protective goggles during the operation.	<ul style="list-style-type: none"> Enhance the daily inspection protocol for on-site equipment, monitor and fix all faulty equipment promptly, and reduce the frequency of cleaning chutes and plugging materials. Conduct safety measures training and guide the employees in identify potential risk hazard during the operation. Mandate the use of protective goggles to mitigate the risk of direct cement spray onto the face. Continue to rectify and improve the operating environment to avoid the recurrence of such accident.
IMCCMC: Injury from high temperature materials during maintenance work	Maintenance staff fallen short in terms of safety mindset and was too eager in wanting to get the work done quickly.	<ul style="list-style-type: none"> High-temperature blockage removal operations must be conducted in accordance with requirements such as wearing fire-proof clothing, fire-retardant gloves, fire-retardant masks and other protection equipment to prevent burns. Strengthen on-site equipment management and conduct regular inspections and maintenance of the humidification tower water spray equipment twice a week to ensure the atomization effect and prevent material accumulation at the bottom. Step-up on education program and campaign to reinforce safety mindset to all staff.

The Group has conducted full and detailed investigations and executed rectification measures, including proper maintenance of equipment, stepping up on safety awareness and consciousness among all personnel as well as conveyance of a “no compromise” tone from the top with regards to safe conduct of operations. Daily training is conducted for employees before they enter the plants to heighten their safety awareness in the working environment. Employees are also required to formulate detailed safety plans and risk assessments for approval prior to the commencement of construction work.

Underscoring our commitment to enforcing safe practices at the workplace, we have set perpetual targets as follows:

- Zero minor injuries;
- Zero direct economic losses from accidents;
- Zero fire accidents; and
- Zero deaths and serious injuries.

We also aim for continuous implementation of the standardisation of safety systems and emergency management, and to provide regular safety training and drills to our employees in FY2024.

ALUMINIUM

We take the health and safety of our employees seriously and strive to ensure that all machineries are operated within safe conditions. During FY2023, there were no incidents recorded (FY2022: one minor incident at our plant in Malaysia).

TRAINING AND EDUCATION



We believe that investing in our employees' development will lead to higher job satisfaction, increased productivity, and better retention rates. At the same time, it will boost a feeling of value in the employees where they will feel more appreciated and will stay longer with the Group. We provide regular training to strengthen teamwork, work efficiency, and skills for all levels of employees.

In FY2023, a total of 1,792 employees (2022: 1,566 employees) took part in our training programmes.



Our training programmes in FY2023 included but not limited to the following:

- On-boarding training for new hires
- Equipment management and maintenance training
- Work-related skills training
- Basic Russian language training
- Safety and environmental protection-related training
- Emergency rescue skills training
- Occupational health and safety training
- Practical operation training

CEMENT



Staff Training	FY2022	FY2023
 Average training hours (male)	54	47
 Average training hours (female)	50	40

ALUMINIUM

Staff Training	FY2022	FY2023
 Average training hours (male)	5	7
 Average training hours (female)	7	4

We aim to improve the capabilities and work efficiency of each functional department to achieve a higher quality of work. We have partially achieved a target for Aluminium operation and are close to achieving our target for Cement operation.

We target to achieve the following average employee training hours in FY2024:

Operations	 Male	 Female
Cement	50	50
Aluminium	5	5



SOCIAL (Cont'd)

DIVERSITY AND EQUAL OPPORTUNITY

We recognise that diversity encompasses multiple dimensions, including gender, nationality, age, skill, and experience. The terms of reference of the Nominating Committee includes consideration of candidates from a wide range of backgrounds, their merits, and against objective criteria with due regards for the benefits of diversity on the Board, including gender, skills, knowledge, experience, and diversity. The Board currently comprises 7 male directors who are suitably qualified with the necessary mix of expertise, experience, and knowledge ranging from legal, accounting, and finance to individuals with the industry knowledge relevant to the Group's business.

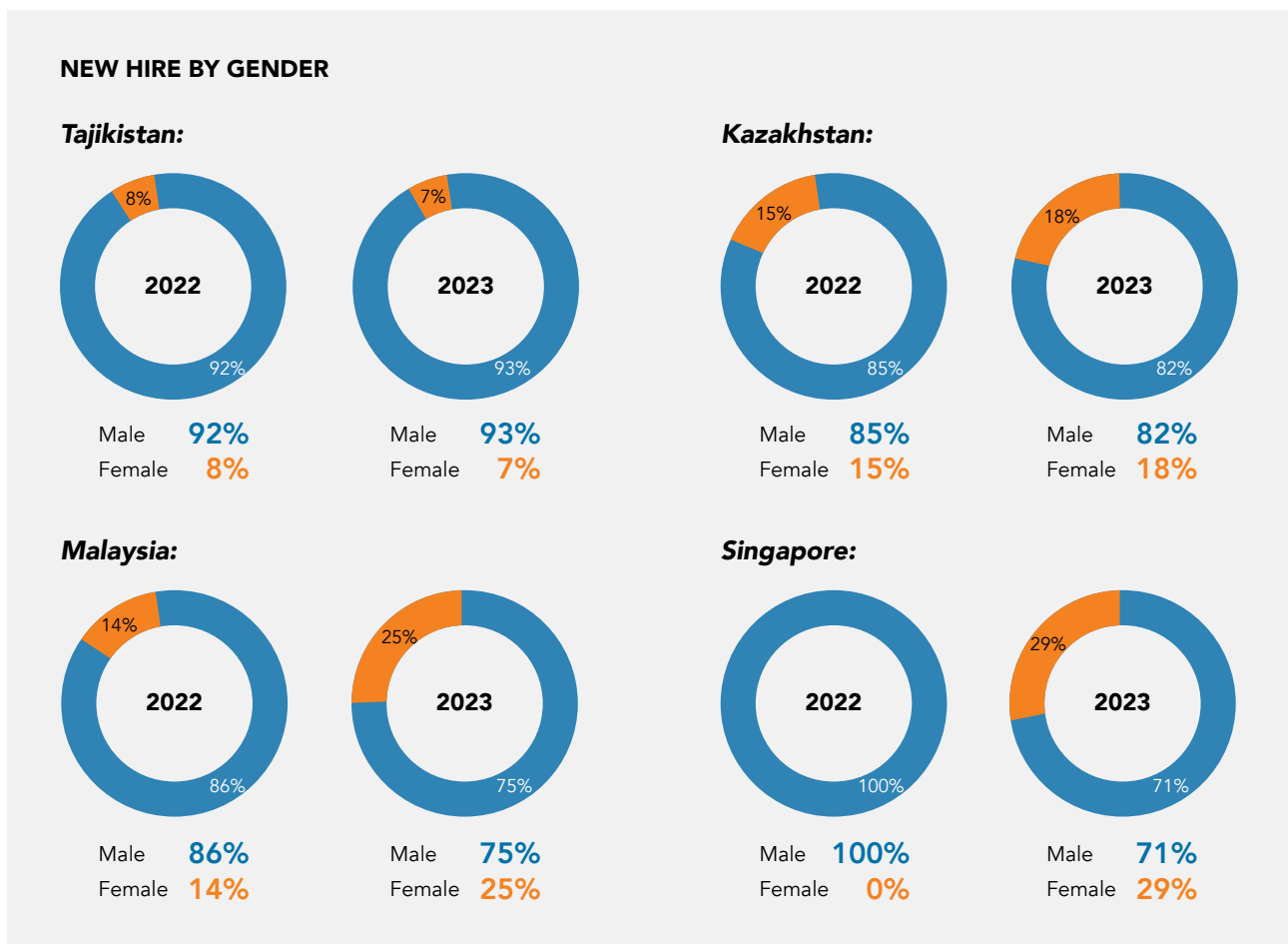
We are dedicated to ensuring that our Board reflects the diversity of the communities and markets in which we operate. We firmly believe that Board diversity leads to better decision-making and improved business

performance. It allows us to better understand and respond to the needs of our diverse stakeholders.

Our principle of diversity is clearly demonstrated through the wide range of staff coming from different nationalities, genders, and academic qualifications. Notwithstanding these differences, we strive for fair treatment and are committed to providing competitive remuneration and benefits to our employees.

As of 31 December 2023, we had a workforce of 1,616 (FY2022: 1,597) employees. During FY2023, there were 573 (FY2022: 617) new employees hired across the Group's operations. We continue to be committed to our perpetual target of achieving zero incidents of discrimination across the Group.

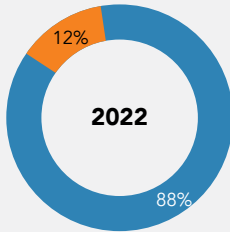
Profile of our total new hires was as follows:



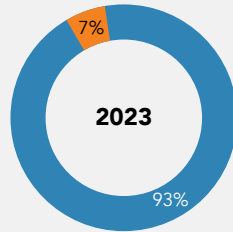
Profile of our total turnovers was as follows:

TURNOVER BY GENDER

Tajikistan:

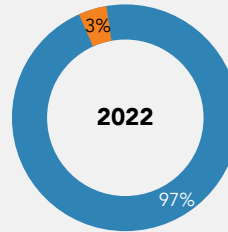


Male **88%**
Female **12%**

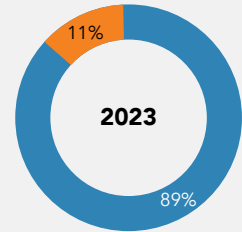


Male **93%**
Female **7%**

Kazakhstan:

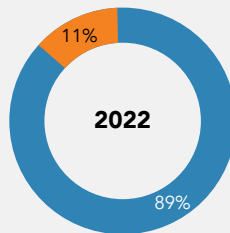


Male **97%**
Female **3%**

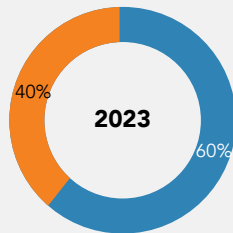


Male **89%**
Female **11%**

Malaysia:

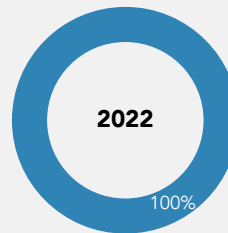


Male **89%**
Female **11%**

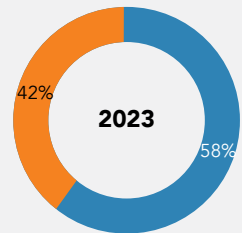


Male **60%**
Female **40%**

Singapore:



Male **100%**
Female **0%**



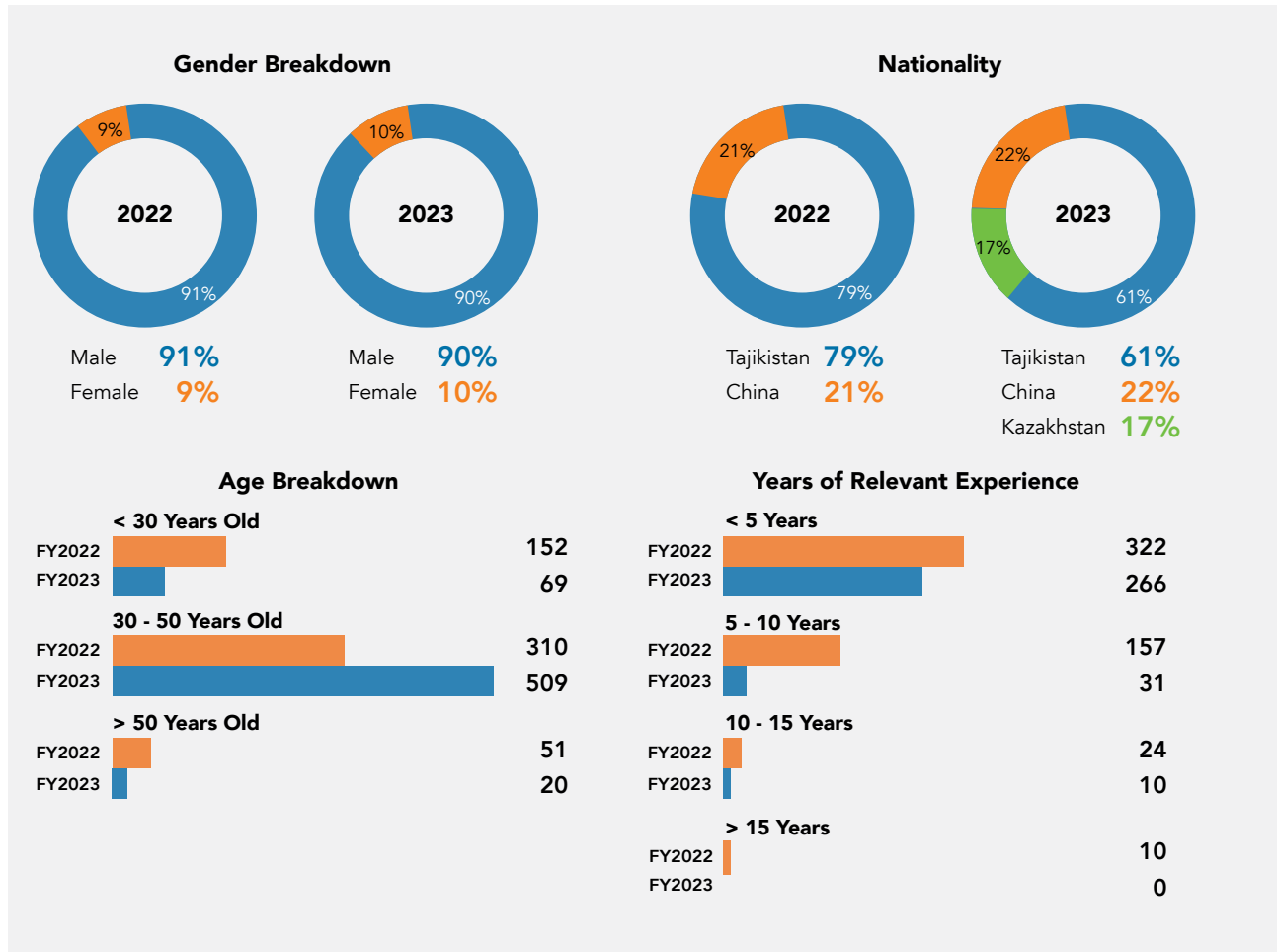
Male **58%**
Female **42%**



SOCIAL (Cont'd)

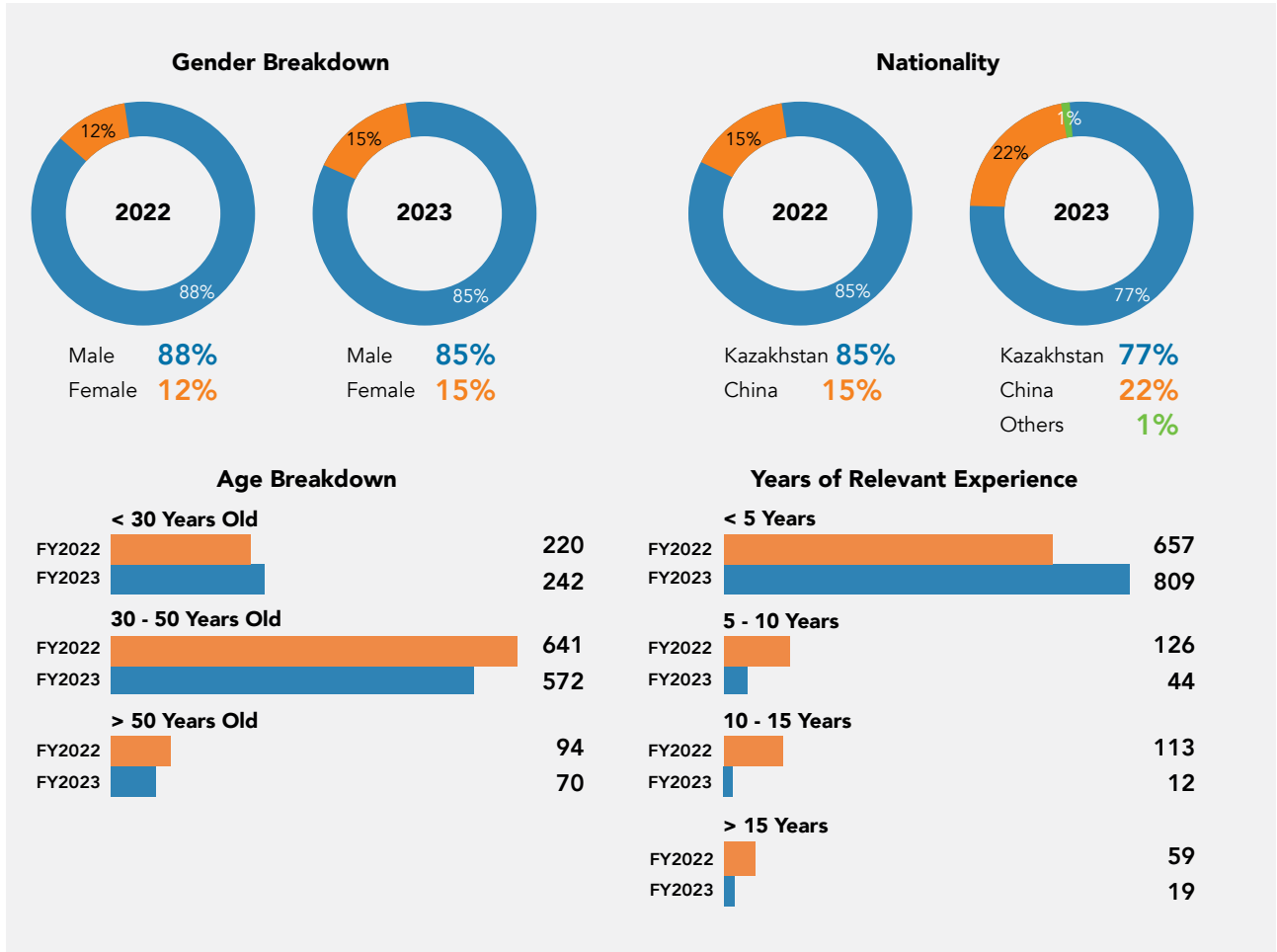
Profile of our total headcount was as follows:

Tajikistan:



Profile of our total headcount was as follows (Cont'd):

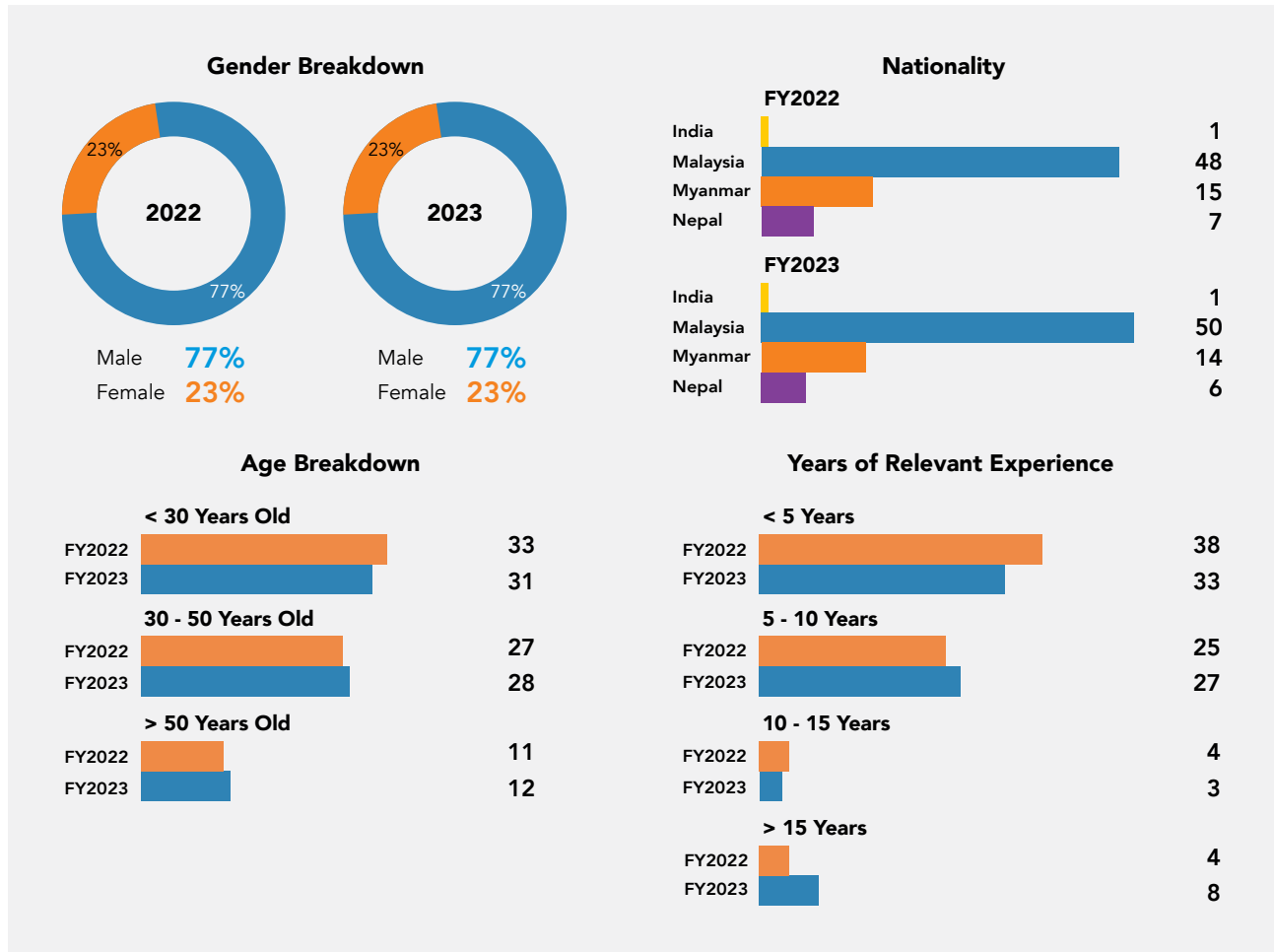
Kazakhstan:



SOCIAL (Cont'd)

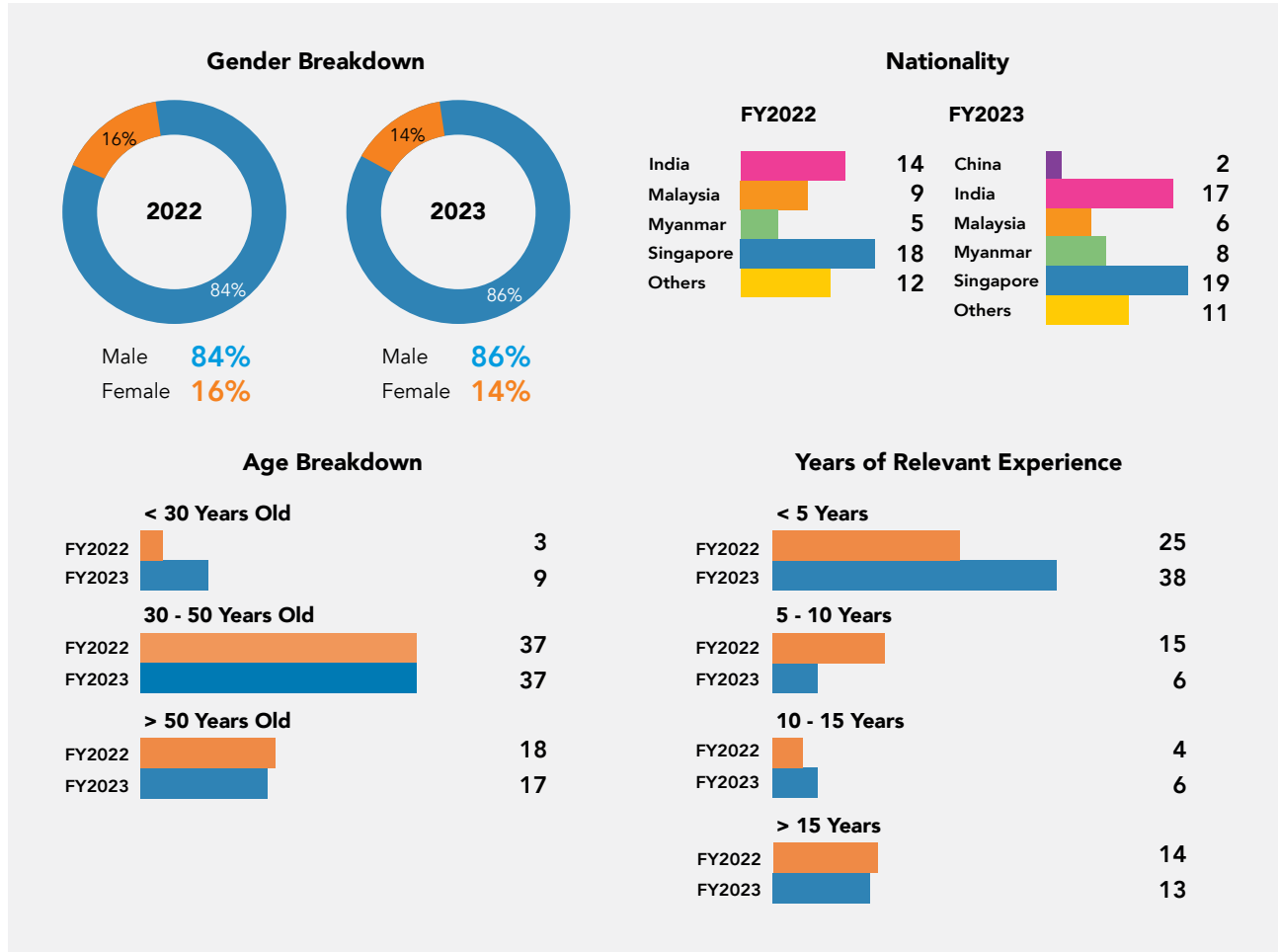
Profile of our total headcount was as follows (Cont'd):

Malaysia:



Profile of our total headcount was as follows (Cont'd):

Singapore:



SOCIAL (Cont'd)

Every employee plays an essential role in our Group, and we pay utmost attention to the well-being of our employees. We achieve success by promoting a collaborative work environment in which everyone is committed to achieve our corporate goals based on an open and honest communication system while showing care and support for each other.

In FY2023, we organised different types of activities for our employees, such as basketball, table tennis, movie screenings, cultural activities, teamwork games, barbeques, and meal gatherings during the festive seasons. We also set up rooms for recreational activities such as mid-autumn festival party, billiards, KTV and mahjong, and convenience stores for employees.



CUSTOMER PRIVACY

The Board is of the view that cyber security and data privacy are important in safeguarding both the Group's data and that of our customers, suppliers, business partners and employees. The Group takes measures to protect confidential information of both our internal and external stakeholders by complying with the Personal Data Protection Act of each country. In 2023, we have put in place data protection policies across the Group, which are regularly updated to comply with current data protection

laws and best practices. We also ensure that all sensitive data is strictly controlled and monitored, with permissions granted only to authorised personnel.

We achieved the target set last year. During FY2023, there were no significant fines or non-monetary sanctions for non-compliance with laws and regulations (FY2022: nil). As for our ongoing and long-term target, we aim to maintain zero incidents of non-compliance with laws and regulations.



LOCAL COMMUNITIES

Giving back to society is an integral part of ICG's corporate culture. Through our community engagement efforts, we hope to uplift and improve the quality of life of the communities where we are present. We are committed to making a positive and lasting impact on the underserved in our local communities.

In Tajikistan, we donated a total of approximately 9.5 million Tajikistan Somoni ("TJS") (\$\$1.1 million) and 3,000 metric tonnes of cement valued at approximately TJS 2.1 million (\$\$253,000) to the Tajikistan government and local administrations of Yovon district and various urban areas surrounding Kurgan. We collaborate closely with local governments to develop and improve local infrastructure to elevate the living conditions and promote economic growth within the communities we serve. In 2023, we contributed TJS 8.0 million (\$\$1.0 million) to the local government for the reconstruction of a 7.4 km stretch of the Dakhana road, enhancing ease of movement and accessibility for local residents in the surrounding area. The donated cement went towards road repairs and rebuilding houses for families affected by natural disasters in the Pamir region.

Throughout the year, we also sponsored various initiatives aimed at promoting education, healthcare, and sports in Tajikistan. To help raise the literacy level of younger generations, we donated TJS 0.5 million (\$\$60,000) to help 84 college students from less privileged backgrounds to pursue higher education in Tajikistan. We donated TJS 0.2 million (\$\$24,000) to support the overseas training of five doctors from Yovon district to equip them with advanced medical skills and knowledge that will enhance healthcare standards in Tajikistan. As part of our efforts to support sports development, we contributed TJS 0.5 million (\$\$60,000) to the sports organisation in the Yovon district to improve sports facilities and develop local football teams.

We continued our annual tradition of contributing to the Kurgan Nursing Home, striving to improve the living

conditions for its elderly residents and making a positive impact on their well-being.

As we deepen our footprint in Kazakhstan, we remain committed to building strong and mutually beneficial relationships with the local communities through a range of worthy causes. These efforts include a combination of monetary and other in-kind donations. We donated an ambulance worth 21.0 million Kazakhstani Tenge ("KZT") (\$\$61,000) to enhance emergency medical services and provide quick access to medical care for residents living in the vicinity of the Alacem cement plant.

We also contributed 3,900 metric tonnes of cement valued at approximately KZT 102.4 million (\$\$297,000), to support the infrastructure developments and improvements in Kazakhstan, engaging in several projects to improve the quality of life for local residents. These included the construction of a new mosque in Sary-Ozek, upgrading the local prosecutor's office and other public facilities, building, and upgrading of schools, road repair works, and rebuilding employees' houses damaged by fire.

Additionally, we contributed KZT 7.0 million (\$\$20,000) to fund the repair of a school that suffered damage due to a natural calamity and provided 1,000 hollow bricks to aid in the construction of a new temple in the Karasu village, situated near the Korcem plant.

To strengthen our ties with the community and foster a closer relationship with the local residents, we participated in the celebratory event commemorating the 60th anniversary of the founding of Charsk town by donating a 50-inch LCD television to the local government. In the coming year, we will continue to pursue meaningful corporate social responsibility initiatives to reach out to the less privileged in communities across our markets to ensure they get the help they need.



Donation of ambulance to enhance emergency medical services for residents around the Alacem plant



Donation of television during the event commemorating the 60th anniversary of the founding of Charsk town

GOVERNANCE

ENVIRONMENTAL COMPLIANCE

As an international group, we prioritise environmental protection in terms of design and installation and ensure that we comply with safety and environmental requirements. The harmonious development of the local economy and environment is fulfilled as part of the social responsibility of the Group. Our products and services meet relevant safety and environmental requirements from our customers and regulatory bodies. We believe environmental compliance is not only a responsibility but also an opportunity to create long-term value for our stakeholders. We continue to seek ways to enhance our efforts and remain transparent about our progress.

We achieved the target set last year. During FY2023, there were no major cases of environmental non-compliance (FY2022: nil). Our objective is to have zero cases of non-compliance with environmental requirements to improve the company's dust collection equipment and reduce air emissions.

SOCIOECONOMIC COMPLIANCE

The Group is committed to conducting business with integrity and safeguarding the interest of all our stakeholders, both internal and external. The Group sets out the expected code of conduct in its Employee Handbook and ensures compliance with labour and employment laws, including working hours.

We achieved the target set last year. During FY2023, there were no significant fines or non-monetary sanctions for non-compliance with socioeconomic laws and regulations (FY2022: nil). We aim to achieve the same perpetual target set for the coming years.

CORPORATE GOVERNANCE

Lawful and compliant business conduct are the fundamentals of an enterprise, and it starts with its production and operational activities. We are committed to building an excellent enterprise, abiding by state laws and regulations strictly, and implementing and executing industry-related policies diligently. We also adhere to business ethics, build stringent management systems and decision-making processes, and reduce system constraints. At the same time, we identify controls over key processes and improve our internal control systems continuously to regulate the Group's production and business conduct.

We continuously focus on enhancing the capabilities of corporate governance. We collaborate closely with legal support services for significant decisions made at the Group level, coordinate and supervise major disputes at the subsidiary level, and carry out activities to increase awareness of mitigating legal risks among all employees. Please refer to the FY2023 Annual Report (pages 31 to 46) on details of the Code of Corporate Governance.

ENTERPRISE RISK MANAGEMENT

ERM is an integral part of good corporate governance as well as risk management. A comprehensive ERM framework enables the Group to identify, communicate and manage its risks and exposures in an integrated, systematic, and consistent manner. For details on ERM, please refer to the FY2023 Annual Report (page 40).

We performed a risk assessment exercise in FY2023 and achieved the target set last year. We target to perform risk assessment annually and ensure compliance with disclosures in accordance with SGX-ST requirements.

AWARDS

Over the years, we have built up our reputation rapidly and won the recognition of the governments, local communities and customers in Tajikistan and Kazakhstan. In FY2023, our IMCCMC operations in Tajikistan received award from the government for Best Exporter.



CLIMATE-RELATED DISCLOSURES

The Group understands that climate change can impact both our business and the stakeholders we serve. By identifying and addressing climate-related risks and opportunities, we can protect and contribute to a more sustainable future.

GOVERNANCE

The Board is ultimately accountable for oversight of climate-related risks and opportunities and will continue to stay informed on the latest developments of the climate-related risks and opportunities that are relevant to the business. We are aware that our business sustainability is contingent on how we respond and mitigate climate-related risks while also seizing the opportunities that arise

from strategic planning and risk management of climate change. The Chief Executive Officer is responsible for the strategic management of climate-related matters, evaluation of climate-related risks and opportunities, and reports directly to the Board.

STRATEGY

As part of our commitment to sustainability and addressing climate change, we undertook climate risk assessment and identified climate-related risks and opportunities relevant to our operations that may have potential impacts on our business in the short (2025), medium (2030), and long term (2050) as follows:

Climate-related Risks and Opportunities	Description and Impact	Timeframe
Physical risk (Acute and Chronic) Rising mean temperatures and increased extreme weather events	Increased frequency and severity of flash floods and rising mean temperatures due to climate change could potentially damage our assets, machinery equipment and building, resulting in disrupted supply chain, increased operating costs and the need to regularly review insurance strategies.	Medium to Long term
Transition risk (Policy and Legal) Expansion of carbon pricing mechanism	Stricter constraints on emissions (i.e. Singapore Carbon Pricing (Amendment) Act 2022 issued to advance Singapore's transition towards net-zero) and increase in carbon emissions pricing will inevitably increase our operating expenses and costs.	Medium to Long term
Transition risk (Reputation) Enhanced climate reporting requirements	Increased expectations and stringent sustainability and climate disclosure requirements imposed from various stakeholders may lead to increased compliance costs. Failure to comply with relevant climate reporting requirements imposed by the authority may lead to adverse impacts on Group's reputation.	Short to Medium term
Transition risk (Market) Shift in customer preference	Failure to meet the needs and demand for changing customer preference towards low-carbon emissions product and services may lead to reduced market competitiveness for the Group.	Medium to Long term
Opportunities (Resilience) Increased supply chain resilience and adaptability	Investing in resilient materials and adopting sustainable approaches, e.g., sourcing for low carbon raw materials from suppliers, mitigating the climate-related impacts across value chain will help the Group increase our adaptability for climate change.	Medium to Long term

The Group will continue to engage our stakeholders to solicit their input about climate-related risks and opportunities, which will help us develop a clear understanding of the climate-related issues faced by the Group and come up with a well-rounded climate mitigation strategy.

By focusing on managing material EESG factors, we can identify areas of opportunity for improving our sustainability-related practices such as resource efficiency

through managing environmental and socioeconomic compliance, gaining trust from stakeholders through reporting our sustainability progress, and improving competitive advantage in the market by staying relevant to market development, thus enabling us to build resilience and transition to a lower-carbon economy in the future.

CLIMATE-RELATED DISCLOSURES (Cont'd)

RISK MANAGEMENT

Recognising the critical importance of climate-related risks, we leveraged our ERM which governs the risk management process in the Group and enables the identification, prioritisation, assessment, management, and monitoring of key risks to the Group's business. The Group's risk management and internal controls system in place is adequate and effective in addressing the material risks in the Group in its current business environment including climate-related risks.

Our ongoing efforts involve performing risk assessments annually and ensuring compliance with disclosures in accordance with the SGX-ST requirements. We have incorporated sustainability issues, including climate-related risks and opportunities, into our ERM framework so that relevant risks and opportunities are identified, strategically assessed, and effectively managed through our risk management process.

To uphold a resilient system of risk management and internal controls, safeguarding the interests of our shareholders and the assets of the Group, we also have in place clear roles and duties between the Board and Audit Committee ("AC") on risk management matters. The AC oversees the adequacy and effectiveness of risk management framework and policies, reviews all significant control policies and procedures, and highlights all significant risks to the Board for consideration.

METRICS AND TARGETS

The material EESG factors and targets in this Report serve as a baseline to manage our sustainability well. By considering these factors and targets, we can identify and mitigate risks that may adversely affect our business operations across different time horizons.

As we strive to mitigate climate change impacts, we have established climate-related metrics to give our stakeholders a clearer understanding of how we manage climate-related risks and opportunities. We have also been monitoring and disclosing our Scope 1 and Scope 2 GHG emissions in the Report. For more information on our climate-related metrics and performance targets, please refer to pages 8 to 12.



GRI STANDARDS CONTENT INDEX

Statement of use	International Cement Group Ltd has reported with reference to the GRI Standards for the period from 1 January 2023 to 31 December 2023
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard (s)	No applicable

GRI Standard	Disclosure	Page Reference
GENERAL DISCLOSURE		
GRI 2: General Disclosures 2021	2-1 Organisational details	1
	2-2 Entities included in the organisation's sustainability reporting	1
	2-3 Reporting period, frequency and contact point	1
	2-4 Restatements of information	11
	2-5 External assurance	1
	2-6 Activities, value chain and other business relationships	2 to 3
	2-7 Employees	16 to 21
	2-8 Workers who are not employees	Nil
	2-9 Governance structure and composition	4
	2-10 Nomination and selection of the highest governance body	AR page 36
	2-11 Chair of the highest governance body	AR page 10
	2-12 Role of the highest governance body in overseeing the management of impacts	4
	2-13 Delegation of responsibility for managing impacts	4
	2-14 Role of the highest governance body in sustainability reporting	4
	2-15 Conflicts of interest	24, AR page 31
	2-16 Communication of critical concerns	5, 7
	2-17 Collective knowledge of the highest governance body	1
	2-18 Evaluation of the performance of the highest governance body	AR page 36
	2-19 Remuneration policies	AR pages 37 to 38
	2-20 Process to determine remuneration	AR pages 37 to 38
	2-21 Annual total compensation ratio	AR pages 38 to 39
	2-22 Statement on sustainable development strategy	4 to 6
	2-23 Policy commitments	7 to 26
	2-24 Embedding policy commitments	7 to 26
	2-25 Processes to remediate negative impacts	7, AR page 43
	2-26 Mechanisms for seeking advice and raising concerns	5, 7
	2-27 Compliance with laws and regulations	1, 24
	2-28 Membership associations	Nil
	2-29 Approach to stakeholder engagement	5
	2-30 Collective bargaining agreements	Nil

GRI STANDARDS CONTENT INDEX (Cont'd)

GRI Standard	Disclosure	Page Reference
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	6
	3-2 List of material topics	6
	3-3 Management of material topics	7 to 26
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	7
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	7
	205-3 Confirmed incidents of corruption and actions taken	7
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	10
	302-3 Energy intensity	10
	302-4 Reduction of energy consumption	10
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	8 to 9
	303-2 Management of water discharge-related impacts	8 to 9
GRI 305: Emission 2016	305-1 Direct (Scope 1) GHG emissions	11
	305-2 Energy indirect (Scope 2) GHG emissions	11
	305-4 GHG emission intensity	11
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	8 to 9
	306-2 Management of significant-related impacts	8 to 9
	306-3 Waste generated	8 to 9
	306-4 Waste diverted from disposal	8 to 9
	306-5 Waste directed to disposal	8 to 9
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	12
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	16 to 17
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	22
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	13 to 14
	403-2 Hazard identification, risk assessment, and incident investigation	13 to 14
	403-4 Worker participation, consultation, and communication on occupational health and safety	14
	403-5 Worker training on occupational health and safety	14
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	14
	403-9 Work-related injuries	14
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	15
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	16 to 21
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	13, 16
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	22



**INTERNATIONAL
CEMENT GROUP**

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ALUMINIUM SEGMENT

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TAJIKISTAN

CEMENT SEGMENT

International Manufacturing Company

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Mohir Cement LLC

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KAZAKHSTAN

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Korcem LLP

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Tel: (7) 701 111 26 50