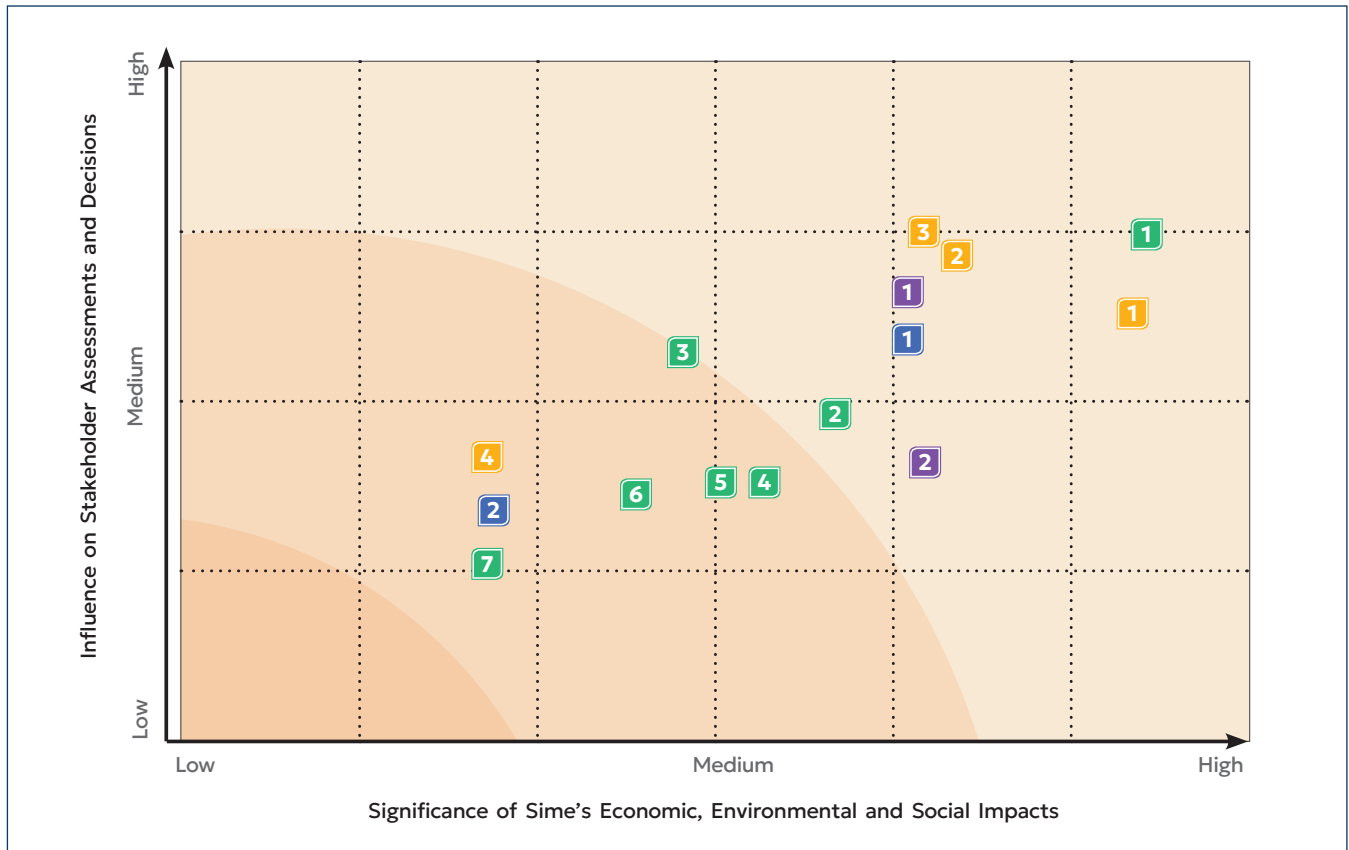


Sime Darby Berhad's Materiality Matrix



Sime's Materiality Matrix plots 15 material matters across influence and impact dimensions and uses the Sustainability Blueprint Themes for categorisation.

Material Matters by Sustainability Blueprint Themes

Theme 1: Optimising Our Environmental and Social Footprint

- | | | |
|-----------------------------------|---------------------------------|--------------------|
| 1 Health and Safety | 4 Climate Change | 6 Diversity |
| 2 Energy and Emissions Management | 5 Waste and Effluent Management | 7 Water Management |
| 3 Labour Practices | | |

Theme 2: Inspiring Our Employees to Deliver Meaningful Change

- | | |
|-------------------------------------|---|
| 1 Employee Training and Development | 2 Community Contributions and Development |
|-------------------------------------|---|

Theme 3: Engaging in Sustainable Partnerships

- | | |
|-------------------------|----------------------------------|
| 1 Business Continuity | 3 Business Ethics and Compliance |
| 2 Customer Satisfaction | 4 Responsible Supply Chain |

Theme 4: Driving Sustainable Innovation and Technology

- | | |
|-----------------------------|--------------------------------|
| 1 Data Privacy and Security | 2 Sustainable Product Offering |
|-----------------------------|--------------------------------|

For further details on our sustainability risks, initiatives and achievements, please refer to the Creating Sustainable Value section on pages 64 to 89 of this report.