

#### RUN FOR A GOOD CAUSE

## CMS First Public Run Drew Massive Crowd, Over RM100,000 Went to Charity





The CMS Tribal Run 2015, which consisted of a 5km Fun Run and 10km Competitive Race, started at the MBKS Building at 6.30 am and 7.00 am respectively.

The rain did not deter the spirits of the runners who came in their traditional tribal wears, which entitled them to win the 'Best Outfits Awards'. There were also plenty of lucky draws with fantastic prizes won. CMS also sponsored 19 special kids from Special Olympics Sarawak Kuching and their guardians to participate in the Run.















# OurCMS Sep-Dec 2015

# CMS records a 9-month pre-tax profit at RM266.28 million

25 November 2015

CMS announced its financial performance and reports stable earnings in the first nine months of 2015 (PE2015) where the Group reported a total revenue of RM1.28 billion for PE2015. The pretax profit (PBT) reported for PE2015 has also remained stable at 266.28 million in comparison to PE2014's PBT of RM269.02 million. The PBT reported for the third quarter ended 30 September 2015 (3Q15) is reported at RM104.56 million.

The Group's PE2015 profit after tax and non-controlling interests (PATNCI) and earnings per share (EPS) stood at RM163.56 million and 15.41 sen respectively, in comparison to PE2014's record figures of RM177.39 million and 17.20 sen respectively.

The main contributors towards the PBT earnings for PE2015 were the Cement, Construction Materials & Trading and Construction & Road Maintenance Divisions.

In comparison to PE2014, the Cement Division recorded a 3% decrease in PBT of RM89.23 million, the Construction Materials & Trading Division reported a 44% increase in PBT of RM72.79 million, and the Construction & Road Maintenance Division recorded a staggering 53% improvement in PBT earnings of RM92.26 million.

Commenting on the results, Dato' Richard Curtis said, "The first 9 months of this year has been a challenging period for us in terms of meeting Group performance against targets despite strong sales in certain Divisions. This is largely due to macro factors outside our control which include, amongst others, the higher cost of raw materials and of imported cement resulting from the strong U.S. dollar in the Cement Division. Within Sarawak however, the continued focus on the State's infrastructure has resulted in strongly improved PBT results from our Construction Materials & Trading and Construction & Road Maintenance Divisions. With a stable performance recorded in PE2015, we remain optimistic that we will record a good financial performance for the full year of 2015 aided by our view that overall CMS' businesses will remain on a steady uptrend."

"CMS' 25% stake in the joint venture ferrosilicon and manganese alloys smelter project with Australian listed OM Holdings Ltd, its 40% stake in an integrated Phosphate Products complex with Malaysian Phosphate Additives Sdn Bhd and Arif Enigma Sdn Bhd, and its 50% stake in Sacofa Sdn Bhd, a Sarawak based telecommunications infrastructure and services company, are poised to drive up shareholder value in the medium term. Our healthy balance sheet and experienced management team enable us both to sustain our core businesses in the face of any headwinds and to maximise our participation in the Sarawak growth story and thus position ourselves to accelerate our long-term

sustainable growth", said Dato' Curtis.

### CMS completes

#### SACOFA

#### acquisition

23 October 2015

CMS has successfully acquired a stake in and warrants of Sacofa Sdn Bhd, a Sarawak-based telecommunication infrastructure and services company, from the State Financial Secretary (SFS) on behalf of the State Government of Sarawak on 23 October 2015.

This acquisition follows the signing of the Conditional Share Purchase Agreement inked between CMS and SFS on 2 April 2015, in due diligence.

The purchase comprises the acquisition of 42,435,817 shares, comprising a 50% non-controlling shareholding in Sacofa, and of 18,447,697 warrants in Sacofa for an aggregate consideration of RM220.20 million.

The funding for the acquisition was entirely from CMS' own internally generated funds and may at a later stage be funded by borrowings.

Sacofa was granted a 20-year concession to build, manage, lease and maintain telecommunication towers in Sarawak by the State Government in 2002 and currently operates more than 600 towers State wide.

### CMS Cement Committed to Support Sustainable Growth for Sarawak

8 December 2015



To maintain the quality of our cement manufacturing and supply businesses and our other ongoing business investments to support the state's socio-economic growth, CMS Cement Sdn Bhd announced that it will be adjusting its cement prices upwards by an average of 4.6% effective 1st January 2016, due to the depreciation of the Ringgit.

The sustained major depreciation of the Ringgit since January 2015 has created an unprecedented increase in the cost of cement production, as over 60% of the key raw materials used to make cement namely clinker and gypsum are bought in USD. In addition, the equipment and spare parts for machinery and all shipping costs are paid for in USD. As at mid-November 2015, it was reported that the Ringgit recorded a 24.8% year-to-date loss, and a 30.9% deprecation over the same period last year. This steep decline in the Ringgit has resulted in major increases in raw material prices since early 2015.

Group Managing Director of CMS, parent company of CMS Cement, Dato' Richard Curtis said: "Our commitment is to the state's growth and in order for us to achieve this vision, tough but essential measures need to be implemented. At group level, we have absorbed the significant impact of the unfavourable foreign exchange rate since the beginning of the year. Various strategic measures have been implemented to control our production costs, however the increase in costs due to the major decline in the Ringgit has seriously impacted the cement division and the group's profitability. If continued, this will not allow us to fulfil our long term commitment to the growth of the state."

Additionally, CMS Cement has invested over RM56 million in the last six years to improve its pan-State distribution capabilities, including its two cement terminals in Miri and Sibu. This is further to the RM80 million invested in upgrading its clinker plant's production capacity and to improve its operational efficiencies and production quality and to the latest investment of RM200 million in the 1 million MT cement grinding plant at Mambong outside Kuching, scheduled to be commissioned in the first quarter of 2016. This new plant will increase CMS Cement's production capacity by over 60% and will enable projected growth in cement demand in the state to be met for many more years to come.

"CMS Cement's commitment has and will always be to ensure the state's vision of growth and development is realised. As one of the key local private sector investors in the Sarawak Corridor of Renewable Energy (SCORE) and a major supplier of construction materials and services in the state, we understand that we must ensure the Group's various businesses are kept fully optimised in terms of meeting the state's growing needs. Rest assured that this will never be compromised by us," added Dato' Richard.

# HEARTIEST CONGRATULATIONS

to our CMS Group Chairman,

YAM Tan Sri Dato' Seri Syed Anwar Jamalullail

on being conferred the prestigious

Darjah Kerabat Selangor Yang Amat Dihormati (DK II)

award in conjunction with

Sultan Sharafuddin Idris Shah's 70<sup>th</sup> Birthday celebration

on 11 December 2015

#### Dato Sri Mahmud receives honorary rank of Navy Commander



On 30 October 2015, CMS Group Deputy Chairman, Y Bhg Dato Sri Mahmud Abu Bekir Taib was conferred the honorary rank of Navy Commander (equivalent to a Lt. Colonel) by the Armed Forces Council.

Dato Sri will be responsible to strengthen the relationship between the Tentera Laut DiRaja Malaysia (TLDM) and Sarawak at multiple levels. He will also be involved with the Ministry of Defence's Jiwa Murni program. Its function is to help the communities that are in need of help for example in the repairing of homes and community halls.

The picture above was taken during the conferment ceremony. It is a Naval tradition for an Admiral and the officer's spouse to both place the new epaulettes on the officer's shoulder. The newly appointed Chief of Navy, Admiral Datuk Seri Ahmad Kamarulzaman and Datin Sri Elena placing the rank of Honorary Commander.

#### **Congratulations**



4 November 2015

CMS Senior Legal Manager, Mr John Lim Bong Beng was awarded the Darjah Utama Yang Amat Mulia Bintang Kenyalang Sarawak Pegawai Bintang Kenyalang (P.B.K.) by His Excellency The Governer of Sarawak at The Astana.



26 October 2015

CMS received The EDGE Billion Ringgit Club (EDGE BRC) award for the 'Best Performing Stock – Industrial Products Sector' for the highest compound returns to shareholders over three years. This year's achievement followed CMS success at last year's event where we received two awards – 'Best Performing Stock – Industrial Products Sector' and 'Highest Profit Growth 2014 – Industrial Products Sector'.

#### TPS gets a mini look into the **World of Hospitality**

1 October 2015



In celebration of Hilton Worldwide's annual Global Month of Service throughout October, Tunku Putra School (TPS) worked together with some 35 volunteers from Hilton Kuching in the "Educate for Tomorrow: Youth in Hospitality" programme.

Seventy-one TPS kindergarten participated in various holistic activities such as Zumba, handicraft, napkin folding techniques and a hands-on experience in becoming little chefs in the hotel's Pastry Kitchen, before ending with an educational Go Green talk.



The field trip complemented TPS' curriculum where students learn to apply the Personal Values they acquire from the community and out-of-classroom situations.

TPS is committed towards providing a holistic education and maintains the highest standards in academic learning and qualification as well as in extra and co-curricular activities. Its programmes create the foundations for the development of character, personal development, social skills and the basis for good citizenship and a balanced education.





#### **The Isthmus Masterplan receives Commendation Award**

14 November 2015



#### THE ISTHMUS, KUCHING

CMS Land is the Developer and Land Owner of The Isthmus, Kuchina: prime 246-acre niche waterfront property, and adjacent lands in Bintawa. Planned as the extension to Kuching's Central Business District (CBD), The Isthmus has been conceived with the vision to be the new Green Riverine CBD of Kuching.

#### **Completed Projects**

The Isthmus is home to the award winning Borneo Convention Center Kuching, which won the MIPIM Asia 2010 Award for Best Business Center and the Menara



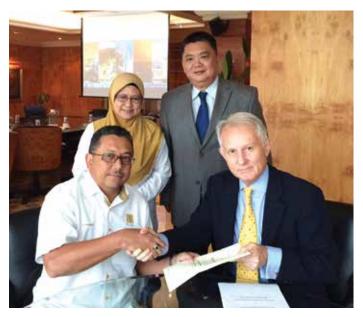
Sarawak Energy, the first Green Building Index-certified office building in Sarawak.

The River Pontoon Wharf project at The Isthmus, a key component for the State Government's efforts to promote riverine transportation, was awarded to CMS Land under a Design & Build Negotiated Contract by JKR Sarawak and was completed 2013. The Federal Government's Marina development, coupled with the River Pontoon Wharf at The Isthmus will enhance the riverine accessibility and attractiveness of The Isthmus.

#### **Ongoing Projects**

As at December 2014, several developments are underway which would elevate the profile of The Isthmus as the new Kuching CBD extension. These include the UCSI Hotel, 2 corporates HQ towers for SEDC and LCDA,14 units of semi-detached Commercial Showrooms, and the Raintree Square development comprising 54 units 3-storey strata-titled shop offices.

The Isthmus is poised to see many new exciting developments in the near future.



# MoU signing with SEDC

16 November 2015

CMS Property Development Sdn Bhd and Sarawak Economic Development Corporate (SEDC) signed a Memorandum of Understanding (MoU) to develop approximately 1 acre of land adjacent to the Menara SEDC and KTS Wharf.

Present at the signing ceremony were SEDC General Manager, Tuan Haji Soedirman Haji Aini and CMS Group Managing Director, Dato' Richard Curtis, witnessed by Head of Property Development, Mr Vincent Kueh and SEDC Director of Property Development & Planning Division, Puan Hajah Siti Hajar Abang Mon.

#### Property Roadshow in Brunei

22 - 25 October 2015



CMS Property Development Sdn Bhd extended its roadshow to Brunei Darussalam in conjunction with Sabah Property Expo's annual TechXpo 2015 with the team participating in the 4-day International Investment & Property Expo.

The event showcased over 200 booths consisting of more than a hundred local and international exhibitors.





#### **Media Briefing of Samalaju Resort Hotel**

#### **SAMALAJU RESORT HOTEL**

Located 60km from Bintulu and perched on a 23-acre site along Tanjung Similajau, SAMALAJU RESORT HOTEL which began operations in December 2014 offers stunning views of both the South China Sea and the Similajau National Park. The 175-room hotel (including 9 chalets) is equipped with the necessary amenities to cater to various groups for business travellers, leisure and corporate events. The hotel is also within short driving distance from the global industries located in the Samalaju Industrial Park (SIP).

At a media briefing held on 29 September 2015 at the hotel, Samalaju Industries Sdn Bhd CEO, Dato Isaac Lugun said "when approached by the then Chief Minister Tun Pehin Sri Abdul Taib Mahmud, who is now Head of State to build a hotel in Samalaju within a year - it was a challenge he accepted. The idea of developing a hotel in Samalaju with all the modern trappings and facilities had always been in the plans." As the SIP continued to grow and attract more investors, he said, "they there were complaints from the industries that there was a lack of proper accommodation for their visiting staff and guests."

Samalaju Resort Hotel was developed and is owned by Samalaju Hotel Management, 100% owned а subsidiary of Samalaju Properties Sdn Bhd, and is operated by the Imperial

Also present at the media briefing were Samalaju Resort Hotel Resident Manager, Ms Annie Lim, Samalaju Industries Senior General Manager, Mr Goh Chii Yew, Boulevard Group of Companies CEO, Mr Don Yew and Imperial Group of Hotels Group General Manager, Mr Su Sii Jiong.







#### **Annual Dinner**

CMS Centre Management • Property Development Division • Samalaju Development Division 5 December 2015

CMS Olympics Night, Kuching









Bintulu

1 December 2015

#### CMS Townhall 2015

ire Simulation Drill

It is time to repair broken steps, clean out the medicine cabinets and install lighting at dim hallways – October is CMS Safety Month! Running consecutively for three years, this year's event aims to increase awareness to prevent accidents.

The theme for this year – 'Safety Begins with Teamwork' – focuses on Behavioral Safety, which is the application of behavioral research on human performances to the problems of safety in the workplace.

The launch held in the first week of October was successfully conducted by the respective Heads of Divisions, with a symbolic handover of banners and buntings to the Divisional Managers and Safety Representatives.

During the Safety Month, participants were given trainings on appropriate mediums and awareness presented by our in-house safety officers and invited speakers, on the ways to prevent injuries and accidental deaths by calling attention to common safety and health risks. Each week was dedicated with promoting a specific safety risk; among the topics presented were Falls Prevention, Chemical Handling, Working in Confined Spaces, Psychosocial and Managing Stress at Workplace, Proper Donning of PPE and Fit Test of its Components.

Embrace the Safety slogan "UCUX", You See You Act!





















#### CMS bids Farewell to Ir. Yeo

30 November 2015

A farewell dinner was held for Ir. Yeo Joon Chiew, Deputy General Manager of CMS Cement Sdn Bhd, Bintulu on the 30 November 2015 as a token of appreciation for his 18 years of service with CMS. Ir. Yeo was a remarkable and exceptional leader who valued teamwork and made a difference in the company in many ways that encouraged and motivated the staff.

We would like to express our gratitude for his years of dedication, enthusiasm and team spirit. It has been a privilege to have Ir. Yeo in our Cement team. We wish him success in his future undertakings!





After a short break from the haze, the CMS Friendly Games is back with three more football matches against Kuching Port on 5 September 2015, Jabatan Kerja Raya on 10 October 2015 and Sarawak State Immigration on 24 October 2015.

The outcome were satisfying and fair with 1 win, 1 lose and 1 draw respectively. During the last match against

Sarawak State Immigration, Senior Manager of Group HR, Edward Suka handled over a small token of appreciation to SMK Tabuan Jaya, Kuching for their help and support to use their sports complex as a venue for our games.

Well done to the CMS Football Team and the Organising Committee of the CMS Friendly Games 2015.







On 21 September 2015, by invitation from Sarawak Economic Development Corporation (SEDC), our CMS Risk Management Unit was proud to be able to conduct a sharing session with them on our Project Risk Scorecard (PRS). A total of 20 attendees came for the presentation including their Board Risk Committee Chairman as well as their Senior Management. Overall, the presentation drew great interest from the attendees and it boosted the confidence on the workability of our PRS.

The key messages of the sharing session are briefly explained below.

#### What is PRS?

- PRS is a new risk management framework rolled out in early 2015 that should be used for all future strategic investments as well as certain 'high threshold' contracts in the ordinary course of business undertaken by The Group of Companies.
- The main objectives of PRS are to improve the Group's Overall Risk Management Process as well as make the process more robust.
- The introduction of PRS to the project team is not meant to add another bureaucratic layer on them, but merely to request them to transfer their knowledge of the risks and its mitigation into a structured framework to facilitate decision-making and also to enable easy monitoring.

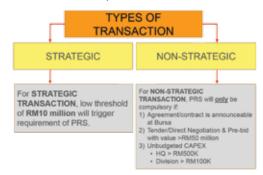
#### The Why?

- Prior to PRS, there was no structured framework for the Management to highlight the project risks to the Board. Although risks may have been managed day to day by the Management, these risks may have not been made known to the Board and at the same time, may have been too late when the information is finally made available to the Board.
- Thus with PRS, it is hoped that we can overcome these issues and it also allow all members within that project team to be on the same page.

#### The How?

- Under PRS, the relevant project owners/managers are required
  to identify the project risks when evaluating the feasibility of
  the project. This is followed by a presentation to the Group Risk
  Committee (GRC) and/or their respective Board before the project
  is formally approved. Subsequently, the project manager will need
  to monitor the risks so that updates can be provided periodically.
- PRS does not seek to capture 100% of the risks, instead it only seeks to capture the key risks of a project. However there is a saying that, if the top 20 risks of the project is covered, the team would have already covered 80% of the project risks. And if 80% of the project problems can be solved by highlighting 20 of the project risks, it can therefore be considered a success.

The Criteria to complete the PRS:



- PRS captures both Strategic (non-ordinary course of business) and Non-Strategic (ordinary course of business) transactions.
- A Strategic transaction is not something done on a daily basis and it is unique in nature. Hence, a lower threshold of RM10 million will trigger the requirement for PRS.
- As for Non-Strategic transactions, in general there are three conditions that will trigger the requirement for PRS. Below are the three conditions: -
  - 1. If a transaction is required to be announced to Bursa, a PRS is required. If it is uncertain whether a transaction should be announced, the best practice would be to check with the Company Secretary or Group Finance.
  - 2. For tender/direct negotiation and pre-bid contract with contract value exceeding RM50 million, a PRS is required.
  - 3. An unbudgeted capital expenditure (CAPEX) above RM100,000.00 for Divisions and RM 500,000.00 for HQ will require a PRS.

Given the positive response, the Group Risk Management Unit would be more than happy to conduct the same sharing session in-house. If you are interested to find out more about the PRS process, please contact our Group Risk Coordinator, Mr David Ling.





# KTC YOUTH Leadership & Communication Development Camp



29-31 August 2015 - Kuching Toastmasters Club (KTC) organised its Youth Leadership & Communication Development Camp at Kem PKLM Juara, Serian at the end of August 2015. The 3-day camp covered topics that ranged from public speaking, team building, leadership development and talent showcasing. It was facilitated by 50 seasoned local and foreign toastmasters, and participated by 150 secondary school students.

On 10 June 2015, CMS sponsored RM75,000.00 to carry out its youth camp programmes over the next three years (2015-2017).

# Sarawak Regatta ~ Kuching Waterfront Festival 2015



18 September 2015 - As an annual event held in Kuching with a significant historical background, the Sarawak Regatta is held to uplift the spirit of harmony among the various ethnic groups in Sarawak.

The Sarawak Regatta-Kuching Waterfront Festival 2015 was different from past years as the event was held on a larger scale with an international standard. The 2-week event, which stretched from 18 - 27 September 2015 also coincided with the Mooncake Festival and Sarawak International Dragon Boat Regatta, attracting both the international and local crowds.

CMS handed over the RM25,000.00 cheque to the Minister of Housing and Tourism, YB Datuk Amar Abang Haji Zohari Bin Tun Abang Haji Openg on 14 August 2015.



# A proud sponsor of MRCS Jog-a-thon 2015



29 November 2015 - The Malaysian Red Crescent Society (MRCS) Kuching Chapter Charity Jog-a-thon was held on Sunday in the presence of the Patron of MRCS Charity Jog-a-thon and CMS Group Managing Director, Dato' Richard Curtis.

Twenty-seven CMS employees participated in the 4km Jog-a-thon led by Dato' Richard starting and finishing at the Reservoir Park.

Dato' Richard had earlier in October handed over a sponsorship of RM20,000.00 to the Chairman of MRCS Kuching Chapter, Datuk Dr. Abang Hj Rauf, witnessed by MRCS Vice Chairman cum Fundraising Chairman, Mr Titus Chuo, Officer-in-Charge of Youth, Mr Andrew Ang and CMS Group Corporate Communications Manager, Ms Shirly Ann Clarke.



#### Rajah Charles Brooke Memorial Hospital Health Camp



26 September 2015 - Organised by the Mother & Child Health Clinic of the Rajah Charles Brooke Memorial Hospital for the folks of Kampung Mambung, Kampung Bawang, Kampung Git, Kampung Punau, Kampung Bratan and Kampung Nyiru, the Health Camp gathered 30 CMS volunteers who participated in several activities that included manning of the car park, distributing of hampers and judging of contests.

The event aims to spread awareness of healthy living and tightening the bond within the community.

#### Raising Funds for Kuching Life Care Society





4 October 2015 - Group Internal Audit together with Group Legal and CMS Roads Sdn Bhd participated in a charity sales organised by Kuching Life Care Society at the Ecumenical Centre, Kuching.

They raised and donated a total of RM1,609.80 to the Society for its proposed palliative care centre located at Taman Desa Wira, Batu Kawa. The purpose of the centre is to help terminally ill patients and their families.



# Doing Good' for one of our own

31 October 2015 - The common values shared by all our staff are to show compassion especially when a colleague is in need. CMS came together to help one of our own, Encik Bujang ak Tambeng, an employee of CMS Clinker Sdn Bhd who is stricken with cancer. Unfortunately, his spouse is also suffering from the cancer and both are currently undergoing treatment at the Kuching General Hospital.

RM15,926.00 was raised through a Donation Drive and an additional RM587.00 was raised through a Recycle for Charity Campaign organised by CMS Clinker.

The money was handed over to Encik Bujang by CMS Clinker's Asst Manager for Civil & Utilities, Mr Law Wee Kiong and CMS Cement's Asst Manager of Group HR, Ms Ilanah Elisabeth Shah.

15 December 2015 - St. Augustine School, located almost 30km from Kuching City, is nestled in the tranquillity of Mambong near to the CMS Clinker Plant. The school lost all its books in a fire in October 2009 and left with very little books. CMS employees got together and donated a total of 423 storybooks to the school to inspire reading interests amongst the younger school students. The books were received by Mr Lawrence, Principal of St. Augustine School who was happy and grateful for CMS continuous support for the school.

The school library is still lacking reading materials suitable for primary school students. To those who would like to donate more English and Bahasa Malaysia storybooks, please contact CMS Group Corporate Communications at CMS HQ.

# **Colourful Storybooks for St. Augustine School**





10 October 2015 - In conjunction with Hari Sukan Negara held on the second week of October, every state in Malaysia organised activities such as lucky draws, zumba, aerobics, self-defense classes, fun runs and rides to promote and transform Malaysia into a healthy country.

The Sarawak Edition which was officiated by the Minister of Social Development, Y Bhg Tan Sri William Mawan Ikam, gathered close to 7,000 participants at the Padang Merdeka, Kuching where CMS sent its team of 22 cyclists, 187 runners and 22 Tunku Putra School students to join.





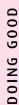


KEPAYANG

*3 October 2015* - Thirty-seven staff from RMU Saratok, RMU Betong and RMU Sri Aman got together in a collective effort to do good for SK Lubok Kepayang, Saratok.

Principal of SK Lubok Kepayang, Mr Dundak ak Sulaw, approached our CMS staff on 27 July 2015, for assistance to construct a storage unit measuring 14' by 14' behind its school compound.

CMS volunteers got straight to work where the activities included roofing and concreting of the flood slab despite having to manually carry all construction materials across the 100 feet long suspension bridge. Kudos to the team volunteers!





### VOLUNTEERS LEND A HAND TO ST. DAMIEN CHURCH



17 October 2015 - Forty-two staff from CMS Quarries Sdn Bhd, RMU Tapah and RMU Serian sacrificed their weekend to struce up St. Damien Church at Kampung Sarig.

Upon receiving a request from the Church on 23 September 2015, the team led by RMU Tapah's Operation Executive, Jetphre ak Empali, got down to work. In resurfacing the car park which was in a bad condition, volunteers laid down DCR 2" stones at the compound and adjacent road.

On top of that, general works such as the cleaning of the compound, repainting of the Church and cutting of grass were also carried out.



#### PPES Works resurfaces carpark at Kpg Sungai Pinang Ulu



On 31 Oct 2015, 46 employees from PPES Works Sdn Bhd led by Mr Lai Hen Kim, Deputy CEO of Construction & Road Maintenance Division, went to resurface the community hall's parking lot of Kampung Sungai Pinang Ulu, Bau.

They gathered at 8.00 am in the drizzling rain for a briefing and were welcomed by the Assistant Head of the village and folks. They laid gravel then poured premix to resurfacing the road and repaired some of the damaged roads, with much gratitude from the village folks.

#### **SUSTAINABILITY @ OUR WORKPLACE**

The way we work impacts Our Future. A sustainable approach to our businesses will secure a better future for us and our Stakeholders.

For CMS, this will encompass:

#### Sustainability Key Performance Indicators (SKPIs) for selected staff across our CMS Divisions to:

- Build a Pan-CMS Culture Proactively Supporting Sustainable Business Practices
- Improve Operational Efficiencies & Reduce Our Environmental Footprint
- Position Ourselves as a Progressive & Ethical Company
- Attract Investors Seeking Companies with a Strong Sustainability Model

Greening CMS for Our Future -Create More, Waste Less in our Offices & Plants

- Use natural light more
- Turn off computers & lights when away from your desk
- Unplug chargers, appliances & devices when not in use
- Ionise offices with greenery
- Take stairs not elevators, especially for 1-2 floors
- Switch to eco-friendly low wattage or LED light bulbs
- Recycle paper & plastics
- Minimise printing by working online
- Be more productive, generate value daily in your work



