

Report of the Board of Directors

For the year ended 31 December 2024

1. Introduction

The Board of Directors of Heidelberg Materials Bangladesh PLC. ("HMB PLC." or the "Company") is pleased to publish the Company's Annual Report 2024, which furnishes, inter alia, the independent auditors' report and audited annual financial statements for the financial year ended 31 December 2024 as well as other useful information of the Company. These will be presented to the Company's shareholders at the forthcoming Annual General Meeting (AGM), scheduled for 16 June 2025. Furthermore, in compliance with Section 184 of the Companies Act, 1994, and the Corporate Governance Code (the "Code") issued by the Bangladesh Securities and Exchange Commission (BSEC) on June 3, 2018, the Company has ensured that all requisite disclosures are incorporated in this report.

2. Statement of the Company's Affairs

During the year 2024, both global and national economies experienced significant volatility, marked by unprecedented challenges and shifts. Several key economic factors, such as political unrest due to student-led protests and the change of government, high inflation rate, depreciation of the taka against the US Dollar, major macroeconomic imbalances, supply chain disruptions, and geopolitical conflicts, shaped the financial landscape. Despite facing these challenges, the company was able to increase its net profit slightly compared to the previous year. The EPS increased to BDT 8.17 (FY 2024) from BDT 8.13 (FY 2023). However, sales revenue and gross profit decreased by 17.91% and 12.24%, respectively.

3. Cement Industry

Bangladesh's cement market experienced soft sales in 2024 due to political instability, rising production costs, and the suspension or deferment of major government infrastructure projects. These factors significantly constrained the industry's operational capacity, reducing it to less than half. Weaker demand had already manifested as a result of inflation, depletion of foreign currency reserves, and the taka's devaluation against the USD. Additionally, an intensifying price war among manufacturers seeking market share has further strained the sector. Despite the impressive combined capacity of 84 lakh tonnes per month across Bangladesh's 42 cement factories, the industry, which was propelled by rapid urbanization, industrialization, and government projects, now faces diminished demand and escalating costs. Though it experienced a steady Compound Annual Growth Rate (CAGR) of 6.7% from 2014 to 2024, economic and political volatility is expected to persist throughout the year.

4. Operations

4.1. Sales and Production

In 2024, Heidelberg Materials Bangladesh PLC. produced and distributed a total of 1.816 million tons of cement from its three strategically located plants in Kanchpur, Chittagong, and Mukterpur. This marks a 16.9% decline in total sales volume compared to 2023, reflecting the industry's broader challenges amid economic volatility and diminished market demand.

4.2. Price

We sincerely value our customers and rely on our unwavering commitment to quality and continuous innovation, which has strengthened our brand's reputation over time. The consistent performance of our cement has cultivated strong consumer confidence, enabling us to sustain a premium pricing position. Despite market challenges and intense competition, HMB PLC. has successfully maintained its status as a price leader in the industry.

4.3. Customer Service

At HMB PLC. we believe that genuine customer engagement extends beyond the mere sale and delivery of cement. Building enduring relationships and fostering sustainable growth necessitate a strong emphasis on responsive and efficient post-sales support. Timely and effective service not only adds substantial value but also enhances our market reputation.

Our dedicated and experienced sales and technical service teams proactively engage with customers, understanding their unique needs and providing tailored solutions. Through expert consultations and hands-on support, we reinforce our unwavering commitment to customer satisfaction, ensuring a seamless experience at every stage.

4.4. Marketing Activities

In 2024, we strategically concentrated our marketing efforts on promoting our innovative product, "Multi-Purpose Cement," under the esteemed brands "ScanCement" and "RubyCement." Utilizing a multi-pronged approach, we positioned this groundbreaking addition as a pivotal solution within our product portfolio while simultaneously reinforcing our brand's market presence.

- a. **Digital Marketing:** We implemented a robust strategy to boost product awareness and customer engagement in digital platforms. Through dynamic social media campaigns, we showcased our cement's superior strength, benefits, and its role in major infrastructure projects. Additionally, we leveraged the rebranding of Heidelberg Materials to enhance trust and credibility among our audience.
- b. **Demand Generation Initiatives:** To drive demand and enhance market awareness, we focused on personalized engagement with key influencers such as masons, homeowners, and engineers. Through interactive face-to-face meetings, we provided detailed product insights, highlighting the benefits and applications of Multi-Purpose Cement to ensure stakeholders' thorough understanding.
- c. **Elevating Brand Image:** We strategically aligned our brand with national landmarks like the Padma Bridge, Mayor Hanif Flyover, Cox's Bazar Railway Station, Padma Rail Link Bridge, and Karnaphuli Tunnel through targeted social media campaigns. Additionally, we incorporated these megaprojects into in-store marketing materials, such as festoon displays and leaflets, to forge a stronger emotional connection with consumers and reinforce our brand's industry leadership.

5. Key Initiatives In The Procurement & Logistics

2024 was a highly successful year for procurement and logistics operations, highlighted by the following achievements:

5.1. Introduction of Crane Operation in Jetty:

We implemented crane operations at our jetty, enhancing flexibility in the raw materials receiving process and significantly reducing costs.

5.2. Optimizing Local Raw Material Sourcing:

In 2024, we sourced a substantial amount of fly ash from local sources, including the Matarbari, Payra, and Rampal power plants. Utilizing locally sourced fly ash enhances environmental cleanliness, reduces our carbon footprint, and alleviates pressure on the country's foreign currency reserves by minimizing the need for imports.

6. Key Initiatives in the Manufacturing Process

HMB PLC. is recognized for its commitment to excellence in cement production and environmental stewardship by integrating advanced technology and processes. The company employs state-of-the-art technology throughout its manufacturing process, ensuring the highest levels of safety, hygiene, and quality compliance with national and global standards. Noteworthy achievements include a focus on reducing the carbon footprint through innovative production techniques, power-saving initiatives, and the incorporation of renewable energy sources such as solar power.

6.1. Utilization of Renewable Energy

We have launched two solar power projects: a 126 kWp system at our Mukterpur plant and total 540 kWp system at our Kanchpur plant. Together, these projects generate nearly 350 MWh per year and reduce CO2 emissions by 380 ton per year. This green energy initiative not only lowers greenhouse gas emissions but also cuts power costs. We remain committed to investing in clean energy solutions and process improvements to reduce emissions further and enhance our sustainability.

6.2. Enhancing Air Quality with Dust Collector Installation:

We installed a 6500m³/h capacity dust collector at the Muktarpur Plant, ensuring compliance with government regulations and maintaining an environmentally friendly facility. Additionally, high-performance pulse jet bag filters have been installed at every dropping point in the process and jetty areas. These filters play a significant role in reducing dust emissions in the cement production process.

6.3. Upgrading Raw Material Handling with New Bucket Elevator Installation:

A state-of-the-art bucket elevator with a capacity of 800 TPH has been installed at the Chittagong Plant, replacing the previous 300 TPH elevator. This upgrade enhances raw material unloading capacity and optimizes unloading costs.

6.4. Enhancing Riverway Delivery with Hoist Installation:

We installed an advanced hoist system at the Chittagong plant to enhance our river-based delivery process. This initiative promotes sustainable development and ensures a reliable cement supply to remote coastal areas where road infrastructure is not feasible.

6.5. Enhancing Safety with a Fall Protection System for Cement Bag Filler:

We developed an advanced fall protection system to prevent accidents during cement bag filling at the roto packer spout. This system ensures worker safety by preventing falls and accidents during the cement bag-filling process.

6.6. Implementing a Fall Arrester at the Cement Loading Point

We implemented a fall arrester system to safeguard against sudden falls from trucks, ensuring the safety of laborers during the bag stacking process.

6.7. Enhanced Safety Measures for Ball Mill Area:

We installed a safety barrier to ensure the protection of individuals moving below the ball mill. This measure enhances safety and safeguards everyone in the surroundings.

6.8. Installing Machine Guarding and Full-Body Safety in the Mechanical Workshop:

We have equipped each machine including lathe, shaper, milling, bending, and power saw machines with advanced guard systems. Additionally, full-body protective PPE is provided for hot work tasks such as grinding and welding.

6.9. Designated Walkway at Plants:

We established a dedicated safe walkway system with a safety net to prevent accidents during truck movements. To further ensure the safety of employees and others, we have also strategically installed convex mirrors.

7. Information Technology

Heidelberg Materials (HM) Group has successfully migrated its data center from the Singapore HUB to Microsoft Azure Virtual Cloud. This strategic move enhances operational efficiency, improves security, and allows employees to work flexibly from any location or device with internet access.

During the review period, the Company completed the following projects:

- a. Deployed infrastructure and supported remote operations and the Cement Expert System for process automation at the Chittagong plant.
- b. Rollout of SD-WAN technology to improve network performance and enhance security.
- c. Replaced Thin Client devices with Microsoft Azure Virtual Desktop for better accessibility and performance.
- d. Upgraded from Windows 10 to Windows 11 to enhance security.
- e. Established H2H data connectivity with a local bank for seamless transactions.
- f. Initiated digital tools integrated with mobile apps for dealers and sales teams, optimizing the cement ordering and delivery process and replacing traditional paper-based methods.

8. Directors' Declaration as to Financial Statements

In addition to preparing and presenting the financial statements, the Directors inform you that:

- The financial statements prepared by the Management of the Company present a true and fair view of the Company's state of affairs, the result of its operations, cash flows, and changes in equity.
- Proper books of accounts as required by law have been maintained.
- Appropriate accounting policies have been consistently applied in formulating the financial statements and accounting estimates are reasonable and prudent.
- The Financial Statements were prepared in accordance with the International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).
- The CEO and the CFO have certified to the Board that they have reviewed the financial statements and believe that these statements do not contain any materially untrue statements or omit any material fact or contain statements that might be misleading.
- The CEO and the CFO have certified to the Board that they have reviewed the financial statements and believe that these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards and applicable laws.
- The CEO and the CFO have further certified to the Board that there was, to the best of their knowledge and belief, no transaction entered into by the Company during the year, which was fraudulent, illegal, or in violation of the Company's Code of Conduct.

9. Review of Financial Performance

The financial statements included in this Annual Report for the years ended 31 December 2024 and 31 December 2023 have been prepared in compliance with the International Financial Reporting Standards (IFRS) Accounting Standards, as issued by the International Accounting Standards Board (IASB). Appropriate accounting policies have been consistently applied in the preparation of these financial statements, and the accounting estimates have been made using reasonable and prudent judgment. During the year ended 31 December 2024, the Company produced 1,805K MT of cement, compared to 2,179K MT in the year ended 31 December 2023, representing a decline of 17.2%. Cement sales for the year stood at 1,816K MT, down from 2,185K MT in FY23, a decrease of 16.9%. Net sales revenue for FY24 amounted to BDT 14,740 million, compared to BDT 17,956 million in FY23, marking a decline of 17.9%. Gross profit was BDT 1,804 million in FY24 versus BDT 2,068 million in FY23. The Company reported a net profit of BDT 462 million in FY24, slightly higher than the BDT 459 million recorded in FY23. The improvement in overall profitability for 2024 was primarily driven by a reduction in income tax expense.

A summary of the financial performance of HMB PLC. for 2024 compared to 2023 is presented below:

Particulars	BDT'000	
	2024	2023
Net Revenue	14,740,223	17,955,715
Gross Profit	1,803,844	2,068,374
Operating Profit	703,752	886,830
Net Finance Expenses (-)/Income (+)	61,187	-61,010
Profit Before Tax	726,692	786,615
Income Tax Expenses	-264,903	-327,205
Profit After Tax	461,789	459,410
Earnings Per Share (EPS)	8.17	8.13

i) Un-appropriated Profit of HMB PLC. in 2024**Financial Results for the Year 2024:****(BDT '000)**

Un-appropriated profit from previous period	3,066,612
Net Profit for the year after Tax	461,789
Payment of dividend	(141,259)
Total Funds available for appropriation	3,387,143

Directors' Recommended Dividend:

Dividend @ 25%	(141,259)
Un-appropriated profit carried forward to next year	3,245,884

ii) A summary of the Company's performance:

Particulars	2024	2023	+/- in %
Cement Production	1,804,545 MT	2,179,428 MT	-17.2%
Cement Sales	1,816,341 MT	2,185,153 MT	-16.9%

- Although there was a difference in sales volume between 2024 and 2023, the Net Sales Price per ton declined by BDT 102 due to competitors' price reduction. However, this decrease was offset by a reduction in the cost of goods sold. As a result, total net revenue declined by 17.9%.
- The Year-to-Date (YTD) Cost of Goods Sold per ton as of December 2024 decreased by BDT 121 compared to the previous year, primarily due to a reduction in the Cost and Freight (CFR) of raw materials in the international market.
- Due to significant interest income generated from investment in Banks or Government Bonds, net financial expenses in the previous year turned into net financial income in 2024, amounting to BDT 61.19 million, compared to a net financial expense of BDT 61.01 million in 2023.

iii) Brief Summary of Financial Position

Particulars	2024		2023		Growth Rate
	(BDT million)	Weight in Total Assets	(BDT million)	Weight in Total Assets	
Non-Current Assets	5,382	49%	5,595	44%	10.2%
Current Assets	5,619	51%	7,007	56%	-8.1%
Total Assets	11,001	100%	12,602	100%	-12.7%

Property, Plant, and Equipment

During the year, there was an addition of BDT 417 million in fixed assets to ensure the operating capability of the Company. The addition includes BDT 86 million in Land & Building, BDT 295 million in Plant and Machinery, and BDT 37 million in Furniture and Equipment.

Capital work-in-progress

Capital work-in-progress balance of BDT 52 million includes BDT 2 million for payment of Land & Building, BDT 44 million for Plant and Machinery, and Furniture and Equipment BDT 6 million.

Trade & Other Receivables

Trade and other receivables decreased to BDT 259 million from BDT 449.3 million compared to the previous year, reflecting a reduction of BDT 190.2 million. Additionally, the receivable collection period was significantly reduced to 6.41 days from 9.13 days. This improvement is attributed to a focused effort on collections, resulting in a faster conversion of receivables into cash.

Cash and Cash equivalents

Cash and cash equivalents comprise BDT 0.35 million in hand, BDT 419.24 million in bank accounts, and BDT 2,560.16 million in fixed deposits and government bonds. The significant decline in fixed deposits

was due to the settlement of external financing, which led to a reduction in borrowings by BDT 2,903 million. The company primarily utilizes borrowings to meet deferred LC payment obligations.

The "Comparative Financial Results" section on [page number 16] has summarized financial results for the previous five years, which demonstrates the Company's business performance throughout time.

10. Related Party Transactions

All the transactions entered into between the Company and its related parties during the financial year ended 31 December 2024 were in the ordinary course of business and on an arm's length basis. In [note no. 43] of the financial statements, a brief description of related party transactions is given, including the names of the respective related parties, the nature of the relationship with them, the nature of those transactions, and the value in the amount of such transactions.

11. Risks and Concerns

HMB PLC. has a well-defined internal control and risk management system to ensure that transactions are properly authorized, recorded, and reported. The system of internal control is sound in design and has been effectively implemented and monitored. The internal control system is supplemented by well-documented policies, guidelines, procedures, and reviews carried out by the Company's internal audit function, which submits reports to the Management and the Audit Committee of the Board. It covers the topics of measuring, assessing, and limiting risks. The points of focus of the risk management system are:

- a. Besides pursuing efficient risk management as per group guidelines, HMB PLC. is firmly committed to observing the Code of Business Conduct and compliance standards;
- b. Risk management coordination in Group Insurance;
- c. Corporate risk management by managers at the operational level;
- d. Direct information, reporting, and open communication of quantified risks between the Company's Management Committee and the Group Managing Board;
- e. Standard and regular reporting to the Group.

12. Protection of Minority Interest

The Board of Directors helps to play an active role in protecting the interests of the minority shareholders, especially in view of the majority shareholder exercising control over the Company. In the event of minority interests being adversely affected, the Board shall take immediate corrective actions after becoming aware of such a fact. The minority shareholders have been protected from abusive actions by, or in the interest of, the controlling shareholders acting either directly or indirectly and have effective means of redress.

13. Going Concern

The Company has adequate resources to continue its operations for the foreseeable future and therefore, the financial statements have been prepared on a going concern basis. Whilst the ongoing crisis caused by the political changes and changes in the exchange rate has affected businesses worldwide, the Management has assessed that there are at this point no material uncertainties related to events or conditions which may cast significant doubt upon the Company's ability to continue as a going concern.

14. Dividend

The dividend distribution policy of the Company (ANNEXURE-H) allows it to recommend a dividend that is commensurate with its performance and investment requirements as well as meet shareholders' expectations. The Board of Directors recommends a cash dividend of BDT 2.50/- (BDT two taka & fifty paisa only) per share for the year ended 31 December 2024.

15. Contribution to National Exchequer

The Company contributes a substantial amount to the National Exchequer by way of duties and taxes. Heidelberg Materials Bangladesh PLC. contributed BDT 2,911 million to the National Exchequer in 2024.

16. Auditors

M/s. Hoda Vasi Chowdhury & Co., Chartered Accountants having office at BDBL Bhaban (Level-13), 12 Kawran Bazar Commercial Area, Dhaka-1215, Bangladesh, were appointed at the 34th Annual General Meeting (AGM) by the members of the Company. In the year under review, they have performed their audit work satisfactorily.

Based on their eligibility and the recommendation of the Board of Directors, it is proposed to re-appoint M/s. Hoda Vasi Chowdhury & Co., Chartered Accountants, as the Statutory Auditor at the 36th AGM of the Company for the year ending 31 December 2025. The proposed fee for their services is BDT 950,000.00 (BDT Nine Lac Fifty Thousand) only, and they will hold office until the conclusion of the forthcoming 37th Annual General Meeting of the Company.

17. Corporate Governance Compliance Auditors

The current Corporate Governance Compliance Auditors, M/s. Hoque Bhattacharjee Das & Co., Chartered Accountants, will retire at the 36th Annual General Meeting. M/s. Tasnuva Mahedi Bhola (TMB), Chartered Accountants expresses its willingness and consent to be appointed as the Corporate Governance Compliance Auditor for the year ended 31 December 2025. In accordance with the Corporate Governance Code, the appointment of Corporate Governance Compliance Auditors is subject to the approval of the members in the 36th AGM. The Board recommends appointment for M/s. Tasnuva Mahedi Bhola (TMB), Chartered Accountants as Corporate Governance Compliance Auditor for the year ending 31 December 2025 at a fee of BDT 40,000 (BDT Forty Thousand) only and to hold office until the conclusion of the next i.e. 37th Annual General Meeting of the Company.

18. Credit Rating:

The Company achieved an AA2 rating in the long term and an ST-2 rating in the short term for maintaining a strong and stable outlook for the year 2024 from the Credit Rating Agency of Bangladesh Limited (CRAB). This rating reflects the Company's strong financial position and its ability to meet its financial obligations effectively, providing investors and stakeholders with confidence in its operations and future prospects.

19. Directors Proposed for Re-Election

In accordance with Article 98(a) of the Articles of Association of the Company, one-third (1/3) of the Directors who have been longest in the office are supposed to retire from the office of Directors by rotation at the ordinary general meeting every year. This year Mr. Roberto Callieri, Mr. Fong Wei Kurk, and Mr. Juan Francisco Defalque are due for retirement at the upcoming AGM. Per Article 98(c) of the Articles of Association of the Company, the retiring directors are eligible for re-election. The brief resumes of the retiring directors are set out in the section on the Board of Directors profile on page [23].

20. Independent Directors

Mr. Abdul Khalek, FCA and Mr. Nasir Uddin Ahmed, FCA, FCS are acting as Independent Directors of the Company. Mr. Ahmed was appointed as an Independent Director by the Board upon the consent from the Bangladesh Securities and Exchange Commission (BSEC) and recommendation of the Nomination and Remuneration Committee, and his appointment is subject to the approval of the members at the ensuing AGM. There is a brief resume of him in this Annual Report under the Board of Directors profile.

21. Board Meeting and Attendance

In the section on "Statement on Corporate Governance," the number of Board meetings and attendance at those meetings for 2024 are reported.

22. Remuneration Paid to the Directors

A total of BDT 418,000 was paid by the Company as Board meeting attendance fees during the year. The remuneration of Directors has been mentioned in note no. [42.2] of the Financial Statements.

23. Pattern of Shareholding

As per condition No. 1(5)(xxiii) of the Code, the pattern of shareholding (along with details of names) of parent/subsidiary/associate companies and other related parties, Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer, Head of Internal Audit & Compliance and their respective spouses and minor children, as well as Executives and Shareholders holding 10% or more voting interest in the Company as at 31 December 2024 has been furnished herewith as [ANNEXURE-D.]

24. Management Discussion and Analysis

Management Discussion and Analysis regarding the Company's financial statements and operating results for the year ended 31 December 2024 have been provided herewith under [ANNEXURE-G] following condition No. 1(5)(xxv) of the Code.

25. Summary of Unclaimed Dividend

To remain compliant with the BSEC's (Capital Market Stabilization Fund) Rules, 2022 dated 1 June 2022, the Company's unclaimed cash dividends from the years 2020 and before were transferred to the Capital Market Stabilization Fund (CMSF), Account No. SND A/C 0010311521301 maintained with the Community Bank Bangladesh Ltd., Gulshan Corporate Branch, Dhaka. Unclaimed stock dividends (bonus shares) and rights shares were also transferred to CMSF's BO Account, which has the BOID number 1201530074571230.

For the years 2021 to 2023, dividend amounts were transferred to a dedicated dividend bank account, resulting in no unclaimed dividends remaining in our company's account. However, upon scrutinizing the last dividend bank account, we identified the following remaining amounts in the dividend accounts:

(BDT in Thousand)

Year	Rate of dividend	Unpaid/unclaimed dividend
2021	26%	1,720
2022	10%	687
2023	25%	1,371

26. Human Resources: Driving Growth Through People & Culture

In 2024, we achieved remarkable progress in enhancing our workforce and organizational culture to align with the company's strategic goals. With the support of the Executive Committee (ExCom) and our dedicated employees, the HR department was instrumental in cultivating a positive work environment, attracting top-tier talent, developing employee skills, and ensuring regulatory compliance.

We fostered a resilient, adaptive, and forward-thinking mindset through leadership engagement, effective communication, and specialized training programs. Innovation and growth were promoted, and the One-Team culture was reinforced through Cultural Dialogues and contributory initiatives. Additionally, we introduced a platform for employees to share ideas for continuous improvement.

We enhanced workforce diversity by hiring more women in direct sales and female engineers at our plants. We strengthened our talent pipeline through innovative recruitment strategies, including social media outreach, educational partnerships, and leveraging internal references, which improved our hiring efficiency.



HMB PLC. celebrating international women's day at the corporate office

Employee engagement was prioritized through events like celebrating international days, Pitha Utshob, birthdays, and 20-year Long Service Awards, fostering a sense of belonging. To strengthen team spirit, we organized initiatives such as the Cricket Festival, which brought together employees from various departments and plants.



We enhanced operational efficiency by optimizing security costs and reducing office rent expenses. We launched initiatives to digitalize HR processes and develop a customer-centric team. Compliance was reinforced through regular policy updates and HR system enhancements, with the successful implementation of Workday as a major milestone.

Looking ahead, we are dedicated to enhancing talent development, fostering diversity and inclusion, investing in HR technology, and prioritizing employee well-being. These efforts will drive business success and ensure that HMB PLC. remains a dynamic and future-ready organization.

26.1 Corporate Social Responsibility (CSR): Commitment To Sustainable Growth

Corporate social responsibility is an integral part of our business strategy. Our initiatives focus on infrastructure, environment, and education, ensuring sustainable community development while minimizing our environmental footprint.

In collaboration with Domino Foundation, we subsidized building materials for housing projects. Partnering with ASHAR-ALO, a school for special children run by the Bangladesh Navy, we contributed to constructing a canteen to enhance vocational training for 150 students with physical, intellectual, and mental challenges.

In 2024, we supported flood-affected communities, reinforcing our commitment to disaster relief and resilience. We provided safety gear, umbrellas, and food to those managing traffic, ensuring their well-being while they contribute to public safety.

Through these initiatives, HMB PLC. drives sustainable growth, social impact, and environmental stewardship, reinforcing our commitment to responsible business practices.

26.2 Occupational Health And Safety

We are dedicated to creating accident-free workplaces, aiming for zero fatalities and Lost-Time Injuries (LTIs) by 2030. Our commitment to health and safety is immediate and continuous, ingrained in our culture and operations. Since 2013, we've built a robust health and safety management system focused on governance, discipline, and continuous improvement. Regular assessments and audits ensure ongoing enhancements in safety performance.

In 2024, we invested heavily in safety culture, delivering 4,600 man-hours of training to employees and 3,300 man-hours to contractors, enhancing hazard awareness and compliance. We also conducted 1,300 man-hours of safety meetings and 34 mock drills, reporting over 4,000 safety observations through our global AID platform. Safety Week 2024, held from September 23-29, featured interactive sessions, competitions, and campaigns involving employees' families. Key messages from leadership reinforced the importance of safety, and the Dynamic Risk Assessment initiative was introduced to manage real-time risks. As we move towards our 2030 vision, we remain dedicated to making safety an instinctive and integral part of our workplace.



27. Corporate Governance Compliance Statement

The Board firmly believes in good governance and actively promotes and supports best practices in corporate governance. The Company recognizes that the long-term success of business operations depends on the effective implementation of sound Corporate Governance practices by, for instance, the effective segregation of duties and responsibilities to ensure transparency and accountability. HMB PLC. fulfills all the regulatory compliance requirements issued by the BSEC. We are pleased to confirm that the Company has complied with all the necessary guidelines under the Corporate Governance Code issued under the BSEC Notification dated 03 June 2018. The Compliance report, along with the necessary remarks/disclosure, is appended in the Directors' Report of the Company for the year 2024 at Annexures A to H. The Certificate of Compliance required under the said Guidelines, as provided by Hoque Bhattacharjee Das & Co., Chartered Accountants, is annexed to this report in ANNEXURE-B.

28. Acknowledgments

We are deeply grateful to our esteemed shareholders and colleagues for their invaluable support and guidance. We also extend our gratitude to the Government of the People's Republic of Bangladesh, stock exchanges, and other statutory bodies for their consistent support of our Company's endeavors. Additionally, we appreciate the unwavering support from our valued customers, associates, and bankers. We sincerely thank them for their continued faith and confidence in us.

On behalf of the Board of Directors


Ong Kian Hock Terence
 Managing Director


Md. Emdadul Haque, FCA
 Director and Chief Financial Officer


Md. Saikat Khan
 Company Secretary