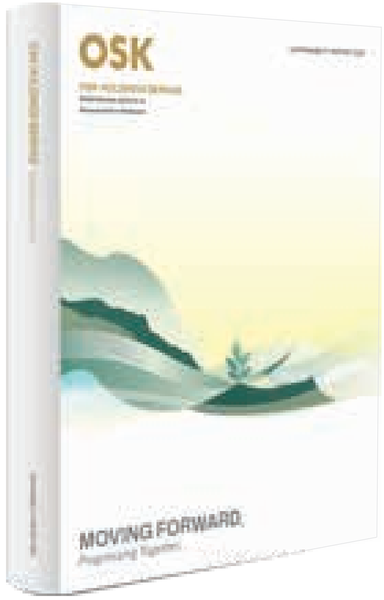
SUSTAINABILITY REPORT 2025

**OSK HOLDINGS BERHAD**
199001015406 (207075-U)
(Incorporated in Malaysia)

# MOVING FORWARD,
*Progressing Together.*




## MOVING FORWARD PROGRESSING TOGETHER

The cover of the OSK Holdings Berhad Sustainability Report 2025 features a young shoot emerging from the landscape, symbolising growth, renewal and responsibility. The shoot illustrates that sustainability begins with small actions that build over time. Just as a plant requires care, balance and the right conditions to grow, sustainable progress depends on responsible resource management, sound governance and collaboration. The surrounding landscape continues the flowing forms seen across the Group's reports, linking business growth with sustainable development. Layers of green and earth tones reflect the balance between economic progress and environmental responsibility.

The shoot symbolises potential and continuity, reflecting OSK's commitment to creating long-term value for stakeholders, communities and the environment.

## 36th Annual General Meeting

Grand Ballroom, Level 2,
InterContinental Kuala Lumpur,
165, Jalan Ampang,
50450 Kuala Lumpur.

Physical Meeting

23 April 2026 (Thursday)

10:00 a.m.

# INSIDE THIS REPORT






*Swiss-Grand Beach Resort Kuantan*

# ABOUT THIS REPORT

**OSK Holdings Berhad ("OSK Group" or "the Group") is pleased to present its 10th stand-alone annual Sustainability Report for the financial year FY2025 ("SR 2025" or "Report").**

This Report outlines the Group's sustainability journey, highlighting its strategies and initiatives to embed sustainability across its business divisions and operations. Aligned with recognised reporting standards and frameworks, it further communicates our economic, environmental, social and governance ("E+ESG") impact, achievements and aspirations.

Stakeholders are encouraged to read this Report in conjunction with OSK Group's Integrated Annual Report FY2025 ("IAR 2025") for a comprehensive understanding of the Group's financial and sustainability performance. The Group's sustainability performance data, featured on pages 96 to 97 of this Report, presents three years of historical performance to allow for year-on-year comparison. Both the IAR 2025 and SR 2025 are published on OSK Group's corporate website.

## Scope and Boundary

This Report covers the sustainability disclosures of our business divisions in Malaysia, as well as the Financial Services and Property Development Division in Australia. The disclosures in this Report cover the period 1 January 2025 to 31 December 2025.

## Reporting Guidelines, Guiding Principles, Frameworks, Standards and Sustainability-related Index

The following frameworks and reference materials were used to guide the preparation of this Report:

- Bursa Securities Enhanced Sustainability Reporting Framework
- Global Reporting Initiative ("GRI") Standards 2021
- United Nations Sustainable Development Goals
- Malaysian Code on Corporate Governance
- FTSE4Good Bursa Malaysia (F4BGM) Index

OSK's sustainability-related financial disclosures or Sustainability Statement has been prepared in accordance with the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards. For more information, refer to the Sustainability Statement in the IAR 2025 from pages 88 to 121.

Sustainability Statement of IAR 2025


## Material Matters

The content of this Report is based on OSK Group's sustainability material matters, which are aligned with the Group's sustainability pillars. In FY2025, we reviewed our material matters and conducted a Double Materiality Assessment. This is to assess both our impact materiality and financial impact in order to align our sustainability strategy and risk management. This resulted in a refreshed set of material matters, which guided the preparation of the information and data for this Report. For more information, refer to Material Matters from pages 34 to 36.

E **Economic | Driving Value Creation**

1. Sustainable Returns
2. Quality Products & Customer Satisfaction
3. Digitalisation & Innovation
4. Sustainable Supply Chain Management

E **Environmental | Caring for the Environment**

5. Climate Change
6. Energy & Emission Management
7. Environment & Waste Management
8. Resource Efficiency

S **Social | Flourishing Societal Well-Being**

9. Talent Management & Development
10. Diversity, Equity & Inclusion
11. Safety, Health & Well-Being
12. Community Support & Development

G **Governance | Championing Responsible Governance**

13. Governance & Regulatory Compliance
14. Business Integrity & Ethics
15. Responsible Data Protection & Cybersecurity

### Board of Directors' Approval

To ensure the integrity of OSK Group's disclosures, the Board of Directors has deliberated upon and approved the SR 2025.

The Board has carefully reviewed the Report and is confident that it addresses all sustainability matters material to the Group and its stakeholders. It has validated that the Report's contents represent a fair account of the Group's performance in FY2025.

### Forward-Looking Statements

This SR 2025 includes forward-looking statements that discuss the Group's future priorities, strategies and growth prospects.

We recognise the inherent uncertainties in our business, and due to external factors beyond our control, we do not provide any explicit or implied representation or warranty concerning the achievement of the anticipated results outlined in the forward-looking statements.

Nonetheless, we remain committed to continually monitoring and assessing developments, with the aim of adapting to changing conditions and mitigating potential risks.

### Feedback

We appreciate comments and suggestions to improve our reporting practices and disclosures. Please send all feedback to the Group Sustainability Department via sustain.gfn@oskgroup.com

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# OVERVIEW




*Anya at Shorea Park*

# Who We Are

## BRIEF PROFILE OF OSK GROUP

At OSK, we continue to champion innovation that creates genuine, lasting value for the communities we serve. With over six decades of proven experience, we remain steadfast in our mission to build strong, future-ready businesses while unlocking new opportunities across our diverse sectors.

Today, OSK has a well-established presence across Malaysia, especially within the Klang Valley and the Peninsular states of Penang, Pahang, Melaka, Perak, Kedah, and Johor. Beyond our home ground, we maintain a strong foothold in Melbourne, Australia, anchored by our flagship integrated mixed-development project, Melbourne Square, and our capital financing operations, which continue to demonstrate solid performance.

Our growth is guided by a clear commitment to sustainable value creation—balancing our focus across Priorities, People, and Planet. This purpose-driven approach is supported by a dedicated workforce of more than 2,000 OSKers, whose passion, resilience, and teamwork continue to shape the Group's progress.

As we move forward, we remain focused on driving strategic growth while staying true to our values. We aim to deliver exceptional quality and service to our customers, safeguard the environment, empower underserved communities, and uphold fair, safe, and transparent practices throughout all our operations.

At OSK, building sustainable futures is more than a promise, it is an ongoing journey. We are committed to creating a meaningful and lasting impact for our people, partners, and the wider community, strengthening the legacy of trust and excellence that defines OSK.

## VISION

Our vision is to be a long-term business builder that delivers superior value to all our internal and external stakeholders.

## MISSION

**SHAREHOLDERS**
We seek to create long-term value for our Shareholders by delivering strong and sustainable returns.

**PARTNERS**
We create and nurture mutually rewarding long-term partnerships with our suppliers, consultants, business associates, and customers.

**COMMUNITY**
We aim to enrich the lives of the communities in which we operate.

**BUSINESS UNITS**
We help our businesses deliver unique and high-quality products and services to our customers through the expertise of our business leaders, our willingness to invest in talent, our efficient infrastructure and our effective operational processes.

**EMPLOYEES**
We aim to be an employer of choice by fostering a strong work culture and demonstrating a genuine interest in our staff's long-term career development.

## VALUES

**EXCELLENCE**
We make decisions and formulate strategies based on objective facts. We try our best to have a thorough understanding of our businesses and the markets in which we operate so that we make well-thought-out decisions. We adopt high standards in all that we do so that our businesses consistently deliver high-quality products and services.

**HUMILITY AND RESPECT**
In all our internal and external dealings, we seek to create an environment of mutual respect through demonstrating humility, appreciation and cooperation.

**FORWARD THINKING**
We adopt a long-term view of the businesses and markets in which we operate, and we are conscious of the long-term effects of our decisions.

**INTEGRITY**
We are dedicated to building strong relationships that are mutually beneficial to all our stakeholders and us. Even in the most challenging situations, we behave professionally and ethically.

**PEOPLE DRIVEN**
Our people power the organisation. As such, we try our best to recruit, groom, and retain people of good character, committed to the organisation, and highly skilled in their areas of expertise.

# Our Milestones

**1963**
OSK was established as a small stockbroking company.

**1991**
OSK was listed on the Main Board of Bursa Malaysia.

**1996**
OSK diversified into property development.

**2001**
OSK Group achieved Universal Broker status.

**2004**
OSK listed its subsidiary, OSK Ventures International Berhad (OSKVI) on the Malaysian Exchange of Securities Dealing and Automated Quotation (MESDAQ).

**2005**
OSK commenced regional expansion through strategic acquisitions.

**2007**
OSK obtained the Investment Bank licence from BNM.

**2008**
- OSK distributed OSK Property Holdings Berhad (OSKPH) shares to its Shareholders as per conditions imposed by BNM and the Securities Commission.
- OSK Group established a commercial bank, OSK Indochina Bank Limited, in Cambodia.

**2009**
OSK distributed OSKVI shares to its Shareholders.

**2012**
OSK disposed its investment bank arm to RHB in a share swap exercise, resulting in OSK Group emerging as a substantial shareholder in RHB.

**2015**
PJ Development Holdings Berhad (PJDH) and OSKPH officially became subsidiaries of OSK Group after a merger exercise.

**2017**
OSK Group entered a joint-venture development with Employees Provident Fund (EPF) for development in Melbourne Square, Australia.

**2020**
OSK Group established a capital financing business in Melbourne, providing reliable, flexible, and agile financing solutions.

**2021**
OSK Group introduced a consumer financing business, offering Shariah-compliant financing options tailored for civil servants.

**2024**
OSK Group expanded its cable manufacturing capabilities with the acquisition of two factories in Johor Bahru. The acquisition enables the Group to produce high-voltage power cables.

**2025**
OSK Group expanded into motorcycle financing through the acquisition of Wilayah Credit Sdn. Bhd.

In Australia, the private credit business reached a more mature footing, with the portfolio expanding beyond Victoria and originating deals in Western Australia and New South Wales.

The Group established the private credit business in Singapore with the aim of tapping into target customers in the Southeast Asian region.

# Our Core Business Segments

In line with the Group's continued focus on clearer performance monitoring and reporting, OSK organises its operations into four core reportable business segments, namely Property, Financial Services, Industries and Hospitality. These are supported by an Investment Holding Segment. This structure reflects the nature of our products and services and enables sharper accountability and decision-making across the Group.


OSK's Property Segment is spearheaded by OSK Property (OSKP), a dynamic real estate player recognised for innovative and sustainability-minded developments. Anchored by a customer-centric approach, the Property Development Division focuses on townships and high-rise projects in key urban markets with resilient residential demand. The Group's development footprint spans Peninsular Malaysia (including Klang Valley, Kedah, Penang and Negeri Sembilan) and Melbourne, Australia.

Property development is supported by OSK Construction, an established in-house construction partner with a strong track record in timely and quality delivery. OSK Construction is a Class A and G7 contractor (PKK and CIDB) and is certified under ISO 9001:2015, ISO 45001:2018 and ISO 14001:2015. As at 2025, OSK Construction remained focused on supporting OSKP's in-house developments.

In addition, the Property Segment includes the Property Investment Division, which owns and manages a diversified portfolio of retail and office assets with a total net lettable area (NLA) of approximately 1.6 million sq ft.


The Financial Services Segment provides financing solutions to underserved segments in Malaysia and Australia. It supports businesses and individuals in progressing towards their financial goals, while contributing to broader economic activity. The segment's offerings include capital financing, Islamic financing, factoring facilities and fintech-enabled services.

Key entities include the following:

**OSK Capital Sdn. Bhd.** – Offers capital financing to companies and individuals in Malaysia.

**OSK Syariah Capital Sdn. Bhd.** – Offers personal financing to civil servants in Malaysia under the ANGKASA deduction scheme.

**OSK Capital (A) Pty. Ltd.** – Offers capital financing to companies and individuals in Australia.

**OSK Factoring Sdn. Bhd.** – Offers factoring facilities to companies in Malaysia.

**Wilayah Credit Sdn. Bhd.** – Offers hire purchase financing in Malaysia.





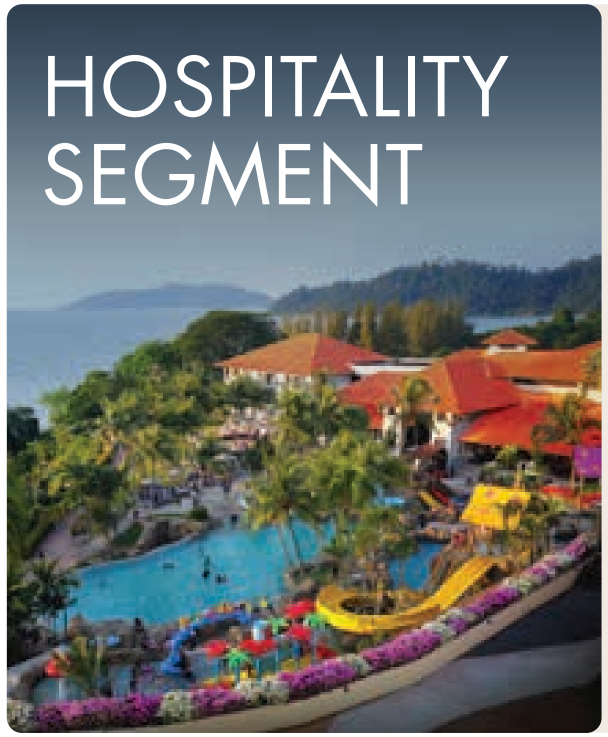

The Industries Segment comprises two established businesses.

**Olympic Cable**

Olympic Cable is a leading manufacturer of power cables, serving industries such as power utilities, infrastructure, construction and buildings, renewable energy, oil and gas, and telecommunications. Its product range includes low-voltage and medium-voltage cables, fire-resistant cables, solar DC cables, fibre optic cables and transmission cables.

**Acotec Industrialised Building System (IBS)**

Acotec IBS is a leading IBS provider manufacturing precast hollow core concrete wall panels used in high-rise and landed developments. Acotec's wall panels are easy to install, reducing construction time and manpower, particularly when integrated with the Aco-Built System. The panels are also accredited under green label schemes such as SIRIM, CIDB and the Singapore Green Label Scheme.




The Hospitality Segment encompasses the Group's hotels and vacation club businesses. The Group owns and manages Swiss-Grand Beach Resort Kuantan (f.k.a. Swiss-Garden Beach Resort Kuantan) (SGBR Kuantan) and manages Swiss-Garden-branded properties. This includes assets managed for third parties and a property operated under a branding arrangement.

The portfolio also includes hotels managed by international operators, namely DoubleTree by Hilton Damai Laut Resort and Holiday Inn Express & Suites Johor Bahru, as well as Damai Laut Golf and Country Club, which features an 18-hole championship course. The segment's recognition highlights include ASEAN standards for DoubleTree by Hilton Damai Laut Resort (2024–2026) and multiple third-party awards across the portfolio.

# What Differentiates Us


**1 A Leading Property Developer in Malaysia**
Recognised as one of Malaysia's top property developers, the Group maintains minimal unsold completed units and adopts a prudent, well-planned expansion strategy to ensure sustainable long-term growth.

**2 Strong Financial Track Record**
With a robust balance sheet and healthy gearing levels, the Group remains financially resilient, agile, and well-positioned to capture emerging opportunities across its business segments.

**3 Experienced and Capable Leadership**
Backed by a highly experienced management team with deep industry expertise, the Group consistently delivers strong performance and sustainable value creation.

**4 Strong Governance and Risk Management**
A comprehensive governance framework, supported by well-established internal controls and rigorous risk planning, ensures high standards of accountability, transparency, and stakeholder trust.

**5 Proven Strength as a Non-Bank Financial Institution**
With over two decades of experience in the non-bank financial services sector, the Group has built a strong track record in providing reliable and effective financing solutions.

**6 Commitment to ESG and Sustainable Progress**
The Group integrates Environmental, Social, and Governance (ESG) considerations into its daily operations and strategic decision-making.


*Melbourne Square*

# Our Presence: Where We Operate


# Property Segment: Ongoing Projects

### Kedah

Bandar Puteri Jaya, Sungai Petani (Township)
GDV: **RM346 million**

Taman Lang Aman, Bandar Amanjaya (Township)
GDV: **RM98 million**

### Penang

Harbour View Residence, Butterworth
GDV: **RM170 million**

Pangsapuri Suria, Butterworth
GDV: **RM26 million**

### Selangor

NARA @ Shorea Park – Tower A, Puchong
GDV: **RM354 million**

Alia @ Mori Park, Shah Alam
GDV: **RM375 million** (for Serviced Apartments)
GDV: **RM27 million** (for Flexi Suites)
GDV: **RM18 million** (for Retails)

BAYU @ Mori Park, Shah Alam
GDV: **RM423 million** (for Service Apartments)
GDV: **RM205 million** (for Flexi Suite)

### Kuala Lumpur

LEA by the Hills, Taman Melawati
GDV: **RM234 million**

Nuria (RSKU), Taman Melawati
GDV: **RM63 million**

Hana Hills, Taman Melawati
GDV: **RM205 million**

### Negeri Sembilan

Iringan Bayu, Seremban (Township)
GDV: **RM450 million**

OSK Areca, Nilai
GDV: **RM349 million**

### Australia

BLVD @ No. 19 Hoff Boulevard, Melbourne Square
GDV: **AUD702 million** (approx. RM 2 billion)

# Corporate Structure

As at 19 February 2026

Corporate Structure
As at 19 February 2026

**OSK**
**OSK Holdings Berhad**

- RHB Bank Berhad (ASC) — 10.27%
- OSK Capital Sdn. Bhd. — 100%
- OSK Capital (Sarawak) Sdn. Bhd. — 100%
- OSK Factoring Sdn. Bhd. — 100%
- OSK Mumawal Sdn. Bhd. — 100%
- Kredibridge Holdings Sdn. Bhd. (Formerly known as Capital Bridge Holdings Sdn. Bhd.) — 100%
  - Kredibridge Sdn. Bhd. (Formerly known as Capital Bridge Sdn. Bhd.) — 100%
- OSK Consumer Financing Sdn. Bhd. (Formerly known as OSK Retail Capital Sdn. Bhd.) — 100%
  - OSK Almal Sdn. Bhd. — 100%
  - OSK eCapital Sdn. Bhd. — 100%
  - OSK Syariah Capital Sdn. Bhd. — 100%
  - Wilayah Credit Sdn. Bhd. — 100%
- OSK Fintech Sdn. Bhd. — 100%
  - Lyte Malaysia Sdn. Bhd. — 51%
- OSK Capital Holding (S) Pte. Ltd. [Singapore] — 100%
  - OSK Capital Singapore Pte. Ltd. [Singapore] — 100%
- OSK Capital (S) Pte. Ltd. [Singapore] — 100%
  - OSK Capital (A) Pty. Ltd. [Australia] — 100%
  - OSK Asset Management (A) Pty. Ltd. [Australia] — 100%
  - OSK Management Services (A) Pty. Ltd. [Australia] — 100%
  - OSK Investments (A) Pty. Ltd. [Australia] — 100%
- OSK Academy Sdn. Bhd. — 100%
- OSK Capital Management Sdn. Bhd. — 100%
- OSK Design Sdn. Bhd. — 100%
- OSK I CM Sdn. Bhd. — 100%
- OSK Management Services Sdn. Bhd. — 100%
- OSK Rated Bond Sdn. Bhd. — 100%
- OSK RE Sdn. Bhd. — 100%
- OSK Supplies Sdn. Bhd. — 100%
- KE-ZAN Holdings Berhad — 100%
- OSK Realty Sdn. Bhd. — 100%
- OSK Property Holdings Berhad — 99.96%
  - Aspect Dynamic Sdn. Bhd. — 100%
  - Aspect Potential Sdn. Bhd. — 100%
  - Aspect Synergy Sdn. Bhd. — 100%
  - Aspect Vision Sdn. Bhd. — 100%
  - Astana Harmoni Sdn. Bhd. — 100%
  - Atria Damansara Sdn. Bhd. — 100%
  - Country Wheels Sdn. Bhd. — 51%
  - Harta Harmoni Sdn. Bhd. — 100%
  - Jelang Vista Sdn. Bhd. — 100%
  - Laman Harta Sdn. Bhd. — 100%
  - Mori Park Sdn. Bhd. — 100%
  - OSK Amanjaya Sdn. Bhd. — 100%
  - OSK Properties Sdn. Bhd. — 100%
  - OSK Properties (Seremban) Sdn. Bhd. — 100%
  - OSK Real Estate Management Services Sdn. Bhd. — 100%
  - OSKP Facilities Management Sdn. Bhd. — 100%
  - Ancient Capital Sdn. Bhd. — 100%
  - Bindev Sdn. Bhd. — 100%
  - Bunga Development Sdn. Bhd. — 100%
    - Kulai Management Services Sdn. Bhd. — 100%
  - Perspektif Vista Sdn. Bhd. — 100%
  - Potensi Rajawali Sdn. Bhd. — 100%
  - Ribuan Ekuiti Sdn. Bhd. — 100%
  - Rimulia Sdn. Bhd. — 55%
  - Semponia Sdn. Bhd. — 51%
  - Warisan Rajawali Sdn. Bhd. — 100%
  - Wawasan Rajawali Sdn. Bhd. — 100%
  - Atria Parking Management Sdn. Bhd. — 100%
  - Atria Shopping Gallery Sdn. Bhd. — 100%
  - OSK Properties Management Sdn. Bhd. — 100%
  - Pine Avenue Sdn. Bhd. — 100%
- PJ Development Holdings Berhad — 97.48%
  - HTR Management Services Sdn. Bhd.* — 100%
  - Kota Mulia Sdn. Bhd. — 100%
    - PJD Highland Resort Sdn. Bhd. — 100%
    - PTC Management Services Sdn. Bhd. — 100%
  - PJD Central Sdn. Bhd. — 100%
  - PJD Eastern Land Sdn. Bhd. — 100%
  - PJD Hartamas Sdn. Bhd. — 100%
  - PJD Land Sdn. Bhd. — 100%
  - PJD Landmarks Sdn. Bhd. — 100%
  - PJD Management Services Sdn. Bhd. — 100%
  - PJD Properties Management Sdn. Bhd.* — 100%
  - PJD Realty Sdn. Bhd. — 100%
  - PJD Regency Sdn. Bhd. — 100%
  - PJD Sejahtera Sdn. Bhd. — 100%
  - PKM Management Services Sdn. Bhd. — 100%
  - Putri Kulai Sdn. Bhd. — 100%
  - Superville Sdn. Bhd. — 100%
  - Vibrant Practice Sdn. Bhd. — 100%
  - OSK Construction Sdn. Bhd. — 100%
    - OSK Engineering Sdn. Bhd. — 100%
  - OCC Cables Berhad — 100%
    - PJ Exim Sdn. Bhd. — 100%
  - Olympic Cable Company Sdn. Bhd. — 100%
  - Aco Built System Sdn. Bhd. — 100%
  - Acotec Sdn. Bhd. — 100%
    - Acotec-Concrete Products Sdn. Bhd. — 100%
    - Malayan AECA Sdn. Bhd. — 100%
    - PJD Concrete Land (JB) Sdn. Bhd. — 100%
    - PJD Concrete Land (South) Sdn. Bhd. — 100%
  - PJD Hotels Sdn. Bhd. — 100%
    - Damai Laut Golf Resort Sdn. Bhd. — 99.65%
    - MM Hotels Sdn. Bhd. — 100%
    - Swiss-Garden Management Services (MM2H) Sdn. Bhd. — 100%
  - Swiss-Inn JB Sdn. Bhd. — 100%
  - Swiss-Garden Hotel Management Sdn. Bhd. — 100%
  - Swiss-Garden International Sdn. Bhd. — 100%
  - SGI Vacation Club Berhad — 100%
  - Swiss-Garden Rewards Sdn. Bhd. — 100%
  - Olympic Properties Sdn. Bhd. — 100%
  - PJD Pravest Sdn. Bhd. — 100%
  - Pengerang Jaya Pte. Ltd. [Singapore] — 100%
    - P.J. (A) Pty. Limited [Australia] — 100%
      - Yarra Park City Pty. Limited [Australia] (ASC) — 38.25%
      - Equity & Property Investment Corporation Pty. Limited [Australia] (ASC) — 27.4%
        - Yarra Park City Pty. Limited [Australia] (ASC) — 12.75%
  - DLHA Management Services Sdn. Bhd. — 100%
    - Scotia Acres Sdn. Bhd. (JV) — 50%
    - Canggih Pesaka Sdn. Bhd. (JV) — 100%

| Property | Financial Services | Industries | Hospitality | Investment Holding |
|---|---|---|---|---|
| Property Development | Capital Financing | Olympic Cable | Hotels and Resorts | Investment Holding |
| Property Investment and Management | Consumer Financing | Acotec IBS | SGI Vacation Club | Others |
| Construction | | | | |

(ASC) Associate (JV) Joint Venture * In the process of striking off

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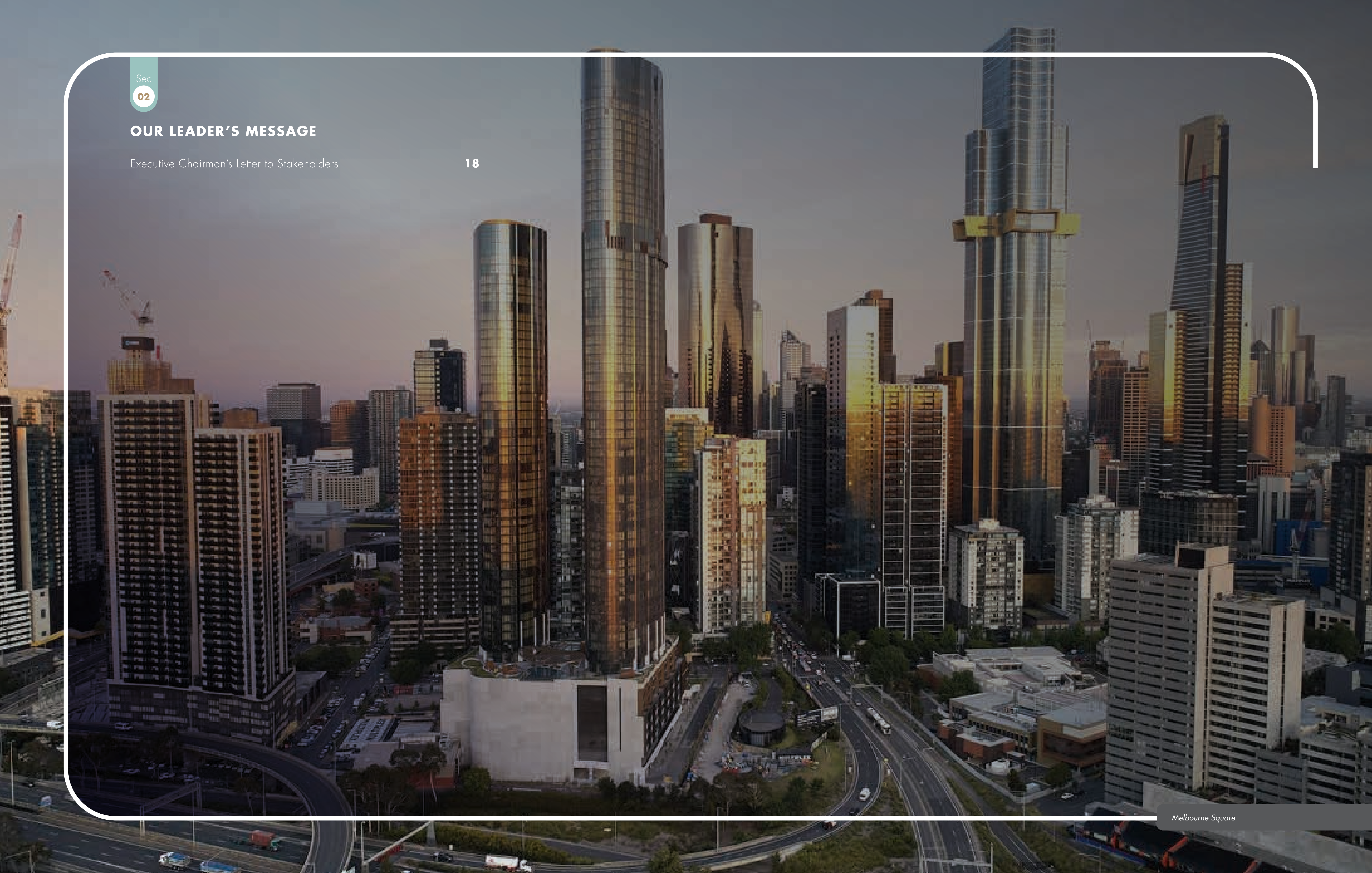
## OUR LEADER'S MESSAGE





*Melbourne Square*

# Executive Chairman's Letter to Stakeholders

**TAN SRI ONG LEONG HUAT @ WONG JOO HWA**
Executive Chairman

## DEAR VALUED STAKEHOLDERS,

**On behalf of the Board of Directors ("Board"), I am pleased to present OSK Holdings Berhad's Sustainability Report ("SR") FY2025, the 10th edition of the Group's standalone SR. We are also proud to present OSK Group's inaugural Sustainability Statement prepared in accordance with the IFRS Sustainability Disclosure Standards. It demonstrates our commitment to enhancing transparency and strategic response to the evolving regulatory requirements and climate change.**

*For more information about the Sustainability Statement, refer to pages 88 to 121 in the IAR 2025.*

The past year was marked with continued high temperatures and more frequent extreme weather events, heightening physical climate risks. These occurrences could impact supply chain, resource availability and inevitably the long-term sustainability of our business. At the same time, regulatory and market expectations around climate continue to evolve. Regulators, investors and financiers are increasingly focused on transparent and credible climate disclosures on how climate change impacts businesses in the longer term as well as the plans to mitigate and adapt to the climate change. This is evident in Malaysia as this marks the first year for Main Market-listed companies on Bursa Malaysia in the Group 1 category, with market capitalisation exceeding RM2 billion, to adopt the National Sustainability Reporting Framework.

### STRENGTHENING OUR CLIMATE ACTION

In FY2025, we have identified a set of strategic initiatives towards a more focused approach towards our climate action. We started our emissions disclosure journey in FY2023 and this year marks our first year in setting our mid-term emission intensity target for the Group and a Group-wide assessment of the climate-related risk and opportunities.

In line with our long-term goal of Net Zero by FY2050, we have set our medium-term target which is to reduce our Scope 1 and 2 emission intensity by 45% ($tCO_2e$ per RM million) by FY2030 with FY2024 as the baseline. This year also marks the first year we embarked on our climate risk assessment across all our assets within our operational control as well as implementing a scenario analysis to understand the Group's climate resilience. As part of this exercise, we conducted a coastal flooding and water scarcity assessment across 125 assets within our portfolio. Based on the assessment, we found that the majority of our assets have very low risk exposure. Nevertheless, we have proactively engaged with our business units on their mitigation and adaptation plans.

We recognise that one of the biggest emissions within our operation is from energy consumption and the majority of the consumption occurs within buildings we own and manage.





Executive Chairman's Letter to Stakeholders

Hence, in FY2025, we initiated energy audits at Atria Shopping Gallery, Swiss-Garden Beach Resort Kuantan and Olympic Cable Melaka to identify high-consumption practices and ultimately, the opportunities for energy-saving measures.

In FY2021, we initiated our solarisation programme to drive adoption of renewable energy across our operations. This year, the Group approved three additional solar photovoltaic installations at Olympic Cable Johor (Pandan and Plentong) and Acotec in Bandar Tenggara, with commissioning planned for FY2026. We aim to complete the installation by mid FY2026, which will increase our combined system capacity from 1,959.2 kWp to 5,375.4 kWp.

### GREENING OUR ACTIONS

We are committed to protecting the planet for our future generations by balancing economic growth with positive environmental outcomes. Across our business divisions, we instil sustainable practices that aim to reduce dependence on natural resources and minimise waste.

This year we expanded our rainwater harvesting efforts by installing the system in five additional sites across our operations. We are assessing the feasibility of extending this initiative to more buildings as we work towards equipping all suitable properties with rainwater harvesting systems.

In addition to water resource management, we also actively look at how we can enhance our waste management practices to reduce and reuse our waste. Recognising that the Construction division is amongst our waste biggest contributor, this year the division introduced the repurposing of unused steel and scaffolds to create racks in the store for aluminium formwork usage.

We continue our efforts to raise awareness among residents and shoppers by placing recycling bins in strategic locations and organising educational workshops and campaigns. Notably, our drive-through recycling centre in Iringan Bayu has allowed residents from more than 3,000 units to conveniently drop off their recyclables and earn reward points.

Through the collective waste management efforts, we reduced our waste directed to disposal by 34% while increasing our waste diverted from disposal by >100% in FY2025, reflecting our commitment to proactively minimising waste across our portfolios.

### DRIVING SUSTAINABLE VALUE

Upholding resilient financial performance remains central to our long-term growth. Our disciplined financial management, grounded in our Sustainability Policy and core values, ensures a resilient balance sheet, prudent capital deployment and responsible long-term growth. We have continually enhanced our operational capabilities and deliver sustainable value for stakeholders through rigorous investment evaluation and adherence to regulatory and ethical standards.

Across our diverse portfolios, we strengthened product and service excellence through recognised quality certifications, superior project delivery outcomes and enhanced customer engagement enabled by digital solutions. Consistent with our commitment to achieve green certifications for all high-rise developments in Malaysia, we have obtained additional provisional green certifications this year for our new developments namely OSK Ombak. Kuantan, OSK Areca, Nilai and OSK Harbour View Residence, Butterworth.

# Executive Chairman's Letter to Stakeholders

Executive Chairman's Letter to Stakeholders

We also maintained our ISO 9001 and ISO 14001 certification across the Construction Cable and Acotec IBS Division. Our newly acquired operations for the Cable Division in Johor also maintains the same standards.

Our suppliers and vendors play a key role in enabling us to deliver quality products and services that meet customer and stakeholder expectations. During the year, we strengthened our supply chain governance by formalising our Group-wide sustainability expectations through the new Sustainable Procurement Code of Conduct, which sets clear requirements on legal compliance, ethics, responsible environmental and social practices for our suppliers. To ensure responsible business conduct amongst our suppliers, we piloted our Supplier Risk Assessment exercise for our top suppliers to assess environmental, social and governance areas and identify any potential improvement areas.

## TALENT DEVELOPMENT AND EMPLOYEES' WELL- BEING

We remain steadfast in our commitment to creating sustainable social value for our employees, beginning with safeguarding their health, safety and overall well-being. In FY2025, we upheld this priority by maintaining zero workplace fatalities, demonstrating the effectiveness of our safety culture and operational discipline. Our construction teams continued to enforce stringent safety measures, achieving a score of 100 under the Safety and Health Assessment System in Construction (SHASSIC) for our LEA project during the year. Building on this milestone, we plan to progressively increase the number of projects assessed under SHASSIC.


Building on this foundation, we strengthened our culture of learning and leadership by enhancing our talent development ecosystem. This year, for the first time in our Group, we held a two-day OSK Leadership Excellence Programme, facilitated by the Asia School of Business (ASB), which brought together CEOs, Function Heads and high-potential leaders with the intention of building a strong leadership pipeline. The programme will be expanded to reach a wider group of employees, supporting leadership development across the Group.

## BUILDING A SUSTAINABLE COMMUNITY FOR THE FUTURE

Complementing our focus on developing a strong and capable workforce, we continued to advance meaningful community impact through our philanthropy arm, OSK Foundation ("OSKF"). OSK Group has shown support for OSK Foundation's initiatives and programmes by providing funding and resources.

In FY2025, we contributed RM1.58m to support education, community welfare and environmental programmes, reaching over 20,000 beneficiaries and engaging 192 employee volunteers who dedicated over 584 hours to community initiatives. I would like to share with you some of the programmes that OSK Foundation was involved in FY2025:

- OSK Foundation Scholarship Programme now has supported 39 scholars. In addition, we have expanded our education initiatives to include Technical and Vocational Education Training ("TVET") partnerships and mentoring support for students from low-income families. This year, we have disbursed RM175,000 through these TVET programmes and supported 35 students through these initiatives.

- We continued our partnership with the Women's Institute of Management ("WIM") to support the Seed & Support Women's Entrepreneurial Grant. Through the grant, we seek to empower women entrepreneurs in the underserved group, aiming to provide them with financial assistance, mentorship and essential resources to support them in establishing and/or expanding their enterprises. This year, a total of RM177,200 was disbursed to 33 recipients with businesses spanning across various industries.

- For the third consecutive year, OSK Foundation collaborated with Property Development and also Construction Division to support a community development project at Kampung Paya Mendoi in Kuala Krau, Pahang. This year's initiative involved building a new home for a family of four and also upgrading the sports facilities for the village.

- We continued our two-year community based programme with Global Environment Centre ("GEC") to improve the Sungai Kayu Ara river catchment area. Since then, under the programme, the following initiatives have been launched:
  - 7 schools trained in the SMART Ranger training on holistic waste management
  - Outreach on raising awareness on river care and pollution prevention reaching over 2,000 residents at PPR Lembah Subang

## MAINTAINING GOOD GOVERNANCE AND BUSINESS CONDUCT

Upholding good governance and business conduct remain central to sustaining OSK's long-term growth and reinforcing the trust placed in us by our stakeholders. In FY2025, we undertook an independent Board Effectiveness Evaluation to assess our performance, board composition and governance practices objectively. The review affirmed the strength of our governance structure and the constructive relationship between the Board and Management, while also providing valuable insights to guide enhancements in board composition, succession planning and the development of more robust training programmes for independent directors.

Building on this strong governance foundation, we continued to uphold the highest standards of integrity by maintaining zero confirmed corruption cases and assessing all operations for corruption-related risks in accordance with the Group's Anti-Bribery and Anti-Corruption (ABAC) requirements. This is supported by the completion of the annual ABAC refresher training by all employees. During the year, we also reviewed, updated and implemented several governance policies to strengthen organisational accountability and ensure alignment with evolving regulatory and stakeholder expectations.


## GOING FORWARD

Looking ahead, we anticipate a more complex operating landscape shaped by impending carbon tax, heightened reporting requirements and greater scrutiny from stakeholders on sustainability and climate disclosures, particularly regarding the financial implications of sustainability and climate-related risks and opportunities.

## ACKNOWLEDGEMENTS

On behalf of the Board, I extend our sincere appreciation to all our stakeholders, including shareholders, business partners, suppliers and vendors, for their continued support and confidence in our sustainability journey. Their partnership has been vital in advancing the integration of E+ESG principles across our business and operations. We also thank our employees for their dedication and collaborative spirit, which continue to strengthen our resilience and drive our progress towards a more sustainable future.

**TAN SRI ONG LEONG HUAT**
Executive Chairman

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## NAVIGATING SUSTAINABILITY: OUR STRATEGIC APPROACH




*Bayu at Mori Park*

# Sustainability Governance

Sustainability Governance

OSK's sustainability governance is led by the Board of Directors, which is the highest governance body of the OSK Group. The Board is supported by the Sustainability Committee ("SC"), which oversees matters related to sustainability and climate-related risks and opportunities.

To enhance the delegation of sustainability roles to management, we have established the Group Management Sustainability Committee ("GMSC"), comprising the Group Managing Director, Deputy Group Managing Director and heads of functions to reflect its broader mandate in aligning operations with our sustainability strategy.

Our sustainability governance is supported by specific controls and procedures, enabling the Group to monitor and manage the progress of its sustainability goals and targets with a tone from the top.

Embedded into the functions of our governing bodies, these controls are integrated into:

Identification of climate-related risks and opportunities ▸ Development of strategy, metrics and targets ▸ Monitoring of progress ▸ Establishment of sustainability-related policies

**Roles and responsibilities of OSK's Sustainability Governance Bodies**

**Board of Directors**
- Holds ultimate responsibility for the Group's strategic direction on sustainability and ensures sustainability is embedded into the Group's corporate strategy
- Has oversight of the Group's sustainability and climate-related risks and opportunities
- Considers sustainability and climate-related risks and opportunities when reviewing strategy, the Group's long-term net-zero commitment, decisions on major transactions, performance objectives and risk management processes and policies, ensuring they align with the Group's business model
- Together with the SC, reviews sustainability and climate-related targets and progress at least once a year, in line with internal budgeting and reporting schedules

**Sustainability Committee**
- Board-level sustainability committee that supports the Board by advising the Board on sustainability and climate-related strategic directions, including governance of material and emerging issues
- Works closely with management to establish sustainability and climate-related targets to align with the Group's overall strategy and risk management processes
- Monitors and ensures effective implementation of the sustainability strategies and strategic management of material sustainability and climate-related matters, risks and opportunities, with regards to engaging stakeholders, assessing materiality, establishing policies, setting goals and measuring performance
- Oversees the GMSC in effectively executing the sustainability initiatives across the Group
- Meets quarterly to review the latest sustainability and climate developments and challenges, as well as to monitor the progress over targets set
- Keeps abreast of sustainability and climate-related regulatory developments, recommends action plans when regulations or trends shift and keeps the Board informed of sustainability and climate-related challenges and opportunities

**Risk Management Committee**
- Identifies and manages overall risks, including those pertaining to sustainability and climate change

**Nomination and Remuneration Committee**
- Reviews the performance of the Board, Group Managing Director and Deputy Group Managing Director in addressing the Group's material sustainability and climate-related risks and opportunities

**Group Management Sustainability Committee**
- Develops and recommends the Group's sustainability and climate strategy, initiatives, targets and policies
- Executes and monitors the progress of the respective business and functions' sustainability and climate initiatives
- Ensures sustainability and climate-related considerations, opportunities and risks are embedded into the Group's business strategy and risk management
- Meets quarterly to review and discuss progress on initiatives, strategies and targets
- Comprises the Group Managing Director, Deputy Group Managing Director and heads of functions

### Sustainability-Linked Remuneration

OSK Group recognises that collective action by all entities, operations and individuals is necessary to achieve its sustainability targets.

In FY2025, we assigned sustainability-related performance metrics to every business unit by linking the unit's performance metrics to the remuneration of the respective heads of business. Since we have recently established our mid-term climate targets, we will also begin to include these climate targets in the Key Senior Management's performance scorecard in FY2026 to enhance leadership accountability.

# Sustainability Policy

We are guided by the Group's overarching Sustainability Policy, which consists of a comprehensive set of approaches and principles that enable us to mitigate and minimise negative ESG impacts, as we strive to grow responsibly. We endeavour to go beyond regulatory compliance to embrace sustainable practices in our business activities and operations, instilling a culture of sustainability across the Group.

The Sustainability Policy, which was established in February 2013, guides us to uphold high ethical standards, minimise our carbon footprint, protect the environment, promote an inclusive workplace culture, ensure the quality of our products and services, and contribute to the communities where we operate. The policy was reviewed and enhanced in FY2016, FY202, FY2023 and FY2024 with approval from the Board, relevant Board Committees and Senior Management. Following the establishment of the GMSC, we updated the policy in FY2025 to incorporate the Group's new Sustainability Governance structure and outline the role and responsibilities of the GMSC.

The Sustainability Policy is available on the Group's corporate website at www.oskgroup.com and easily accessible via our intranet. The policy is circulated through the Group's Policy Portal to all existing and new Directors and employees. All our Directors and employees are expected to comply with the Sustainability Policy.

We will continue to review the Sustainability Policy every three years and update it as and when there are changes to regulatory requirements and the Group's direction and strategies. This is to ensure that our sustainable practices remain aligned with the rapidly changing sustainability landscape and stakeholder demands, including regulatory requirements and global reporting frameworks.

**Sustainability Policy**
supported by:

**Driving Value Creation**
- Business Continuity Policy
- Fraud Policy
- Finance Policy
- Personal Data Protection Policy
- Information Technology Policy
- ISO 9001:2015 Quality Management Systems

**Caring for the Environment**
- ISO 14001:2015 Environmental Management Systems

**Flourishing Societal Well-Being**
- Health and Safety Policy
- ISO 45001:2018 Occupational Safety and Health Management Systems
- Whistleblowing Policy
- Diversity and Inclusion Policy
- Incident Management Policy
- Code of Conduct and Business Ethics Policy
- Social Media Policy

**Championing Responsible Governance**
- Corporate Disclosure Policy
- Enterprise Risk Management Framework
- Anti-Bribery and Anti-Corruption Policy
- Anti-Money Laundering Policy
- Shariah Governance Framework
- Related Party Transaction/ Recurrent Related Party Transactions Policy
- Fit and Proper Policy
- Personal Data Protection Policy
- Conflict of Interest Policy

**Key extracts of our Sustainability Policy**

**E Economic**
- Business Sustainability
- Innovation Capability Advancement
- Quality Products and Services
- Customer Satisfaction Enhancement
- Sustainable Supply Chain Management

**E Environmental**
- Environmental Stewardship
- Resource Efficiency
- Climate Change Adaptation
- Energy and Emission
- Pollution Prevention
- Environmental Consciousness Promotion
- Green Innovation in Business
- Sustainable Procurement
- Circular Economy Principles
- Continuous Improvement

**S Social**
- Talent Management and Development
- Harmony Advocacy in the Workplace
- Human Rights and Labour Standards
- Workplace Safety and Health
- Community Investment
- Ethics and Integrity Enhancement
- Diversity and Inclusion
- Stakeholder Engagement

**G Governance**
- Compliance with Laws and Regulations
- Board and Committee Oversight and Leadership
- Transparency and Accountability
- Data Protection and Cybersecurity
- Risk Management
- Ethical Conduct
- Stakeholder Engagement



# Stakeholder Engagement

**Stakeholders are individuals and groups who are affected by our business activities or have a vested interest in our operations. We actively engage with them through various channels to gather valuable feedback and insights, ensuring their perspectives help shape our strategic decisions.**

- S1 Employees
- S2 Business and Industry Partners
- S3 Community
- S4 Customers (including Tenants, Shoppers and Guests)
- S5 Government and Regulators
- S6 Media
- S7 Shareholders and Investors
- S8 Financiers
- S9 Supply Chain Partners

**Trade-Offs**
- Financial Capital
- Intellectual Capital
- Social and Relationship Capital
- Manufactured Capital
- Human Capital
- Natural Capital

*For more information on OSK Group's business trade-offs, refer to the Value Creation at OSK Group section on pages 40 to 41 of the IAR 2025.*

**Material Matters**

**E Economic**
1. Sustainable Returns
2. Quality Products & Customer Satisfaction
3. Digitalisation & Innovation
4. Sustainable Supply Chain Management

**E Environmental**
5. Climate Change
6. Energy & Emission Management
7. Environment & Waste Management
8. Resource Efficiency

**S Social**
9. Talent Management & Development
10. Diversity, Equity & Inclusion
11. Safety, Health & Well-Being
12. Community Support & Development

**G Governance**
13. Governance & Regulatory Compliance
14. Business Integrity & Ethics
15. Responsible Data Privacy & Cybersecurity

## S1 EMPLOYEES

### Why We Engage

OSKers are one of the most crucial assets of OSK Group. The health and safety, skills and capability, welfare and growth of all OSKers are fundamental to OSK's performance and key to nurturing a high-performing, loyal and competitive workforce.

### Our Approach

OSK is committed to providing a safe, engaging, inclusive and stimulating work environment encouraging quality performance, high employee satisfaction, and loyalty.

**Engagement Platforms and Frequency**

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Employee engagement survey | Annually |
| Internal employee portal | Annually |
| Employee volunteering and CSR activities | As and when required |
| Internal engagement activities (e.g. special promos and sustainability campaign) | Ongoing |
| Health and safety notices and update | Ongoing |
| Training and talent development | Ongoing |
| Mentoring programme | Ongoing |
| Town hall and dialogues | Ongoing |
| Team Building | Ongoing |
| HR Business Partner Engagement | Ongoing |
| Annual dinner | Annually |
| Onboarding programme | Ongoing |
| Whistleblowing channel | Ongoing |

### Key Focus Areas
- Company direction
- Workplace safety and health
- Remuneration and benefits
- Career development
- Labour and human rights
- Training opportunities through OSK Academy
- Work-life balance
- Employee volunteerism

### Potential Risks & Opportunities

**Potential Risks**
- High turnover rates
- Increased hiring and training costs
- Work-life balance challenges
- Workplace safety issues

**Opportunities**
- Retain highly skilled talent
- Positive work environment
- Employee loyalty
- A positive corporate image

**Linked to Capitals**

**Linked to Material Matters**

1 9 10 11 14 15

# Stakeholder Engagement

Stakeholder Engagement

## S2 BUSINESS AND INDUSTRY PARTNERS

### Why We Engage

As an established organisation with a reliable business track record, OSK provides thought leadership and imparts positive market feedback on policies and issues through industry associations and bodies to foster collaborations promoting growth and development.

### Our Approach

OSK actively participates in the marketplace, shares updates on progress and challenges, and builds strategic alliances.

#### Engagement Platforms and Frequency

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Annual and sustainability reports | Annually |
| Consultation on industry matters | As and when required |
| Corporate presentations | As and when required |
| Events and roadshows | Ongoing |
| Forums and dialogues | As and when required |
| Membership in associations | As and when required |
| Satisfaction surveys | Ongoing |

### Key Focus Areas

- Industry best practices
- Innovation and advances in the industry
- New business opportunities
- OSK's position within the industry
- Fair and mutually beneficial business partnerships

### Potential Risks & Opportunities

**Potential Risks**
- Lack of industry alignment
- Market competition
- Reputational risks
- Fluctuations in interest rates

**Opportunities**
- Leadership in the industry
- Improve OSK's product quality and services
- Build strategic alliances
- Optimising financial strategy through efficient and effective funding management

### Linked to Capitals

### Linked to Material Matters

1 2 3 4 13 14

## S3 COMMUNITY

### Why We Engage

We create affordable, innovative and thoughtfully designed living spaces, as well as offer products and services that support community well-being and integration.

### Our Approach

OSK commits to being an agent of change and an active contributor, promoting inclusiveness and well-being in communities where we operate.

#### Engagement Platforms and Frequency

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Community engagement activities and philanthropies | Ongoing |
| Collaborations with NGOs, charities and social enterprises | Ongoing |
| Updates on company websites and social media | Ongoing |
| Catalogues and brochures | Ongoing |
| Company advertisements | As and when required |

### Key Focus Areas

- Operational impact on the community
- Promoting social and environmental well-being
- Social inclusion, local community development and caring for the less fortunate
- Staying connected with OSK

### Potential Risks & Opportunities

**Potential Risks**
- Reputational damage
- Negative publicity

**Opportunities**
- Enhanced community well-being
- Positive brand image

### Linked to Capitals

### Linked to Material Matters

5 7 11 12

## S4 CUSTOMERS (INCLUDING TENANTS, SHOPPERS AND GUESTS)

### Why We Engage

Providing safe, innovative and high-quality products for all our customers is important for the continued success of OSK in the long run.

### Our Approach

OSK builds strong relationships, trust, and ensures customer satisfaction with a long-term approach to business conduct.

#### Engagement Platforms and Frequency

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Events and roadshows | Ongoing |
| Integrated customer feedback channels | Ongoing |
| Loyalty programmes | Ongoing |
| Customer and tenant surveys, and market research | As and when required |
| Meetings and discussions | As and when required |
| Catalogues and brochures | Ongoing |

### Key Focus Areas

- Safety and health
- Customer service and experience monitoring through "The Brick" app and website
- Ethical marketing practices
- Brand reputation
- Confidence and trust in OSK Group
- Pleasant and memorable experience
- Value for money

### Potential Risks & Opportunities

**Potential Risks**
- Loss of customer loyalty & trust
- Negative brand perception

**Opportunities**
- Improved customer experience & loyalty
- Sustainable growth

### Linked to Capitals

### Linked to Material Matters

2 3 8 11 15

Stakeholder Engagement

## S5 GOVERNMENT AND REGULATORS

### Why We Engage

As a responsible corporate citizen, we strive to ensure compliance with all applicable SOPs, rules and regulations and work with government agencies and regulators to uphold standards, while promoting societal well-being.

### Our Approach

OSK subsidiaries comply with relevant regulations and support government social initiatives, placing great emphasis on exemplary corporate citizenship.

**Engagement Platforms and Frequency**

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Formal meetings with senior management representation | As and when required |
| Annual and sustainability reports | Annually |
| Audits and inspections | As and when required |
| Collaborations with government agencies and departments on community welfare, education and sustainability-related programmes | Ongoing |
| Participation in industry and public forums, dialogues and workshops organised by government bodies and regulators | As and when required/invited |
| Participation in corporate and CSR events | As and when required/invited |

### Key Focus Areas

- Compliance
- Contributions to the economy, local community and nation-building
- Industry best practices
- Promoting workplace health and safety
- ESG integration in business operations and reporting

### Potential Risks & Opportunities

**Potential Risks**
- Regulatory non-compliance and incurring fines
- Misalignment with government policies and initiatives
- Timeline delays caused by non-compliance

**Opportunities**
- Regulatory compliance
- Economic contributions
- Emerging and maintaining position as industry leader

**Linked to Capitals**

**Linked to Material Matters**

1 5 6 7 8 13 14

## S6 MEDIA

### Why We Engage

We engage the media and the public regularly to provide updates on the Group's latest developments, building community trust and ensuring transparency.

### Our Approach

OSK ensures governance in public disclosures through mainstream media, believing in transparent messaging at corporate events and launches.

**Engagement Platforms and Frequency**

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Events and launches | Ongoing |
| Media networking sessions | As and when required |
| Meetings and media visits | As and when required |
| Annual and sustainability reports | Annually |
| Quarter financial results announcements | Quarterly |
| Media releases on corporate updates and developments | As and when required |
| Media interviews | As and when required |
| Awards submission and presentation | As invited |
| Participation in corporate and CSR events | Ongoing |

### Key Focus Areas

- Corporate updates
- Financial performance
- Corporate governance
- Upcoming corporate developments
- Marketing and promotions
- Awards and recognition
- Partnerships and collaborations

### Potential Risks & Opportunities

**Potential Risks**
- Risk of misinformation
- Reputational impact

**Opportunities**
- Increased transparency
- Gaining and maintaining public trust
- Greater awareness of OSK's products and services

**Linked to Capitals**

**Linked to Material Matters**

5 13 14

## S7 SHAREHOLDERS AND INVESTORS

### Why We Engage

Ensuring sustainable and long-term shareholder returns is a priority. OSK emphasises corporate governance and regular dialogue with Shareholders and investors.

### Our Approach

OSK's goal is sustainable shareholder value creation, focusing on financial performance, risk management and internal control.

**Engagement Platforms and Frequency**

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Annual general meetings | Annually |
| Annual and sustainability reports | Annually |
| Bursa announcements | As and when required |
| Investor relations ("IR") and institutional briefings, presentations or conference calls | As and when required |
| Quarter financial results announcements | Quarterly |
| Media announcements | As and when required |
| Shareholder updates | As and when required |
| Site visits | As and when required |
| Website | Ongoing |

### Key Focus Areas

- Brand reputation
- Long-term relationship development
- OSK's market position and performance within the industry
- Positive investment growth and diversification
- Risk management
- Corporate governance
- Acquisitions and disposals
- ESG initiatives and sustainability performance

### Potential Risks & Opportunities

**Potential Risks**
- Loss of shareholder or investor trust
- Risk management lapses
- Acquisition-related risks

**Opportunities**
- Active engagement with Shareholders to build trust and confidence
- Strategic growth plans
- Acquisition opportunities

**Linked to Capitals**

**Linked to Material Matters**

1 5 13 14

# Stakeholder Engagement

## S8 FINANCIERS

### Why We Engage ?

Achieving an efficient capital structure with competitive funding costs is crucial for OSK's financial well-being, aligning with our prudent financial management approach.

### Our Approach

OSK aims to be a trusted partner by engaging lenders who share sustainability principles, enabling meaningful community change.

#### Engagement Platforms and Frequency

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Institutional briefings, presentations or conference calls | Periodically |
| Annual and sustainability reports | Annually |
| Bursa announcements | As and when required |
| Media announcements | As and when required |

### Key Focus Areas

- Business performance and updates
- Financial position
- Revenue growth
- Value creation and sustainability
- Long-term relationship development
- OSK's market position and reputation within the industry
- Risk management

### Potential Risks & Opportunities

**Potential Risks**
- Inability to make repayments
- Market volatility
- Regulatory changes
- Global events and risks

**Opportunities**
- Sustainable financing
- Long-term partnerships
- Optimised financial strategies

**Linked to Capitals**

**Linked to Material Matters**

1 5 13 14

## S9 SUPPLY CHAIN PARTNERS

### Why We Engage ?

We collaborate closely with our vendors, suppliers, and partners to ensure operations align with OSK's ethical, safety, health and sustainability policies.

### Our Approach

OSK ensures sustainable economic growth by working across the value chain to minimise risks and maximise opportunities.

#### Engagement Platforms and Frequency

| Engagement Platforms | Frequency of Engagement |
|---|---|
| Satisfaction surveys | Ongoing |
| Supplier audits | Ongoing |
| Supplier organised events | Ongoing |
| Anti-bribery and anti-corruption pledge and compliance | Ongoing |

### Key Focus Areas

- Legal compliance
- Ethics and integrity
- Workers' safety and health
- Fair procurement
- Quality and value
- Staying connected with OSK
- Supporting local suppliers and local produce

### Potential Risks & Opportunities

**Potential Risks**
- Potential supply chain disruptions
- Quality and delivery issues

**Opportunities**
- Enhanced safety and compliance standards
- Vendor diversification and local sourcing

**Linked to Capitals**

**Linked to Material Matters**

1 4 5 6 7 8 13 14 15

Plaza OSK

# Material Matters

Material Matters

As we progress in our sustainability journey, we endeavour to continue generating positive impact and capturing sustainability and climate-related opportunities. Identifying risks and addressing sustainability issues that are material to our business and stakeholders is crucial to achieving these goals.

We have been performing materiality assessments since FY2018 to better understand the economic, environmental, social and governance ("E+ESG") issues that significantly impact our business and stakeholders. Our material matters are reviewed biennially to ensure alignment of our sustainability strategy and initiatives with the latest regulatory developments and stakeholder development and expectations.

In FY2023, we conducted an in-depth materiality assessment by adopting a four-step methodology, aligned with industry best practices. Using an online survey, we gathered feedback from 10 internal and external stakeholder groups to measure the impact of our operations, resulting in the identification of 12 material matters.

In FY2025, we reviewed our material matters internally by aligning them with currently observed sustainability trends, global risks and also industry peers. During the year, we adopted a double materiality assessment to evaluate material issues based on two dimensions: the importance of the Group's impact on our external stakeholders and the financial impact of these material matters on the Group.

The exercise led to the renaming of four material matters and the introduction of another four. Overall, we increased our numbers of material matters from 12 to 15. This included expanding the previous 'Environment and Climate Action' material matter into three individual material matters, namely 'Environmental & Waste Management', 'Energy & Emission Management' and 'Climate Change'. The enhancement reflects the growing importance of climate-related and environmental issues to our business and stakeholders. It reaffirms our commitment to ensuring that we remain aligned with the latest regulatory requirements and global reporting standards, particularly Sustainability Statement's IFRS S2 Climate-related Disclosures.

## OSK's Materiality Assessment

### 1 Identification of Material Matters

- We identified gaps and areas for improvement by reviewing the existing material matters and materiality matrix.
- We listed key material matters that were relevant to the Group's operations and stakeholders, grouping them according to E+ESG considerations and aligning them with stakeholder expectations, regulatory development and sustainability trends.

### 2 Stakeholder Engagement and Assessment Implementation

- We gathered feedback from 11 stakeholder groups via an online survey which included our internal and external stakeholders.

### 3 Review and Prioritisation of Material Matters

- We analysed stakeholder responses to the material matters.
- We prioritised material matters by identifying intersections between the deemed financial impact and stakeholder interests, ensuring strategic focus.

### 4 Approval by the Board

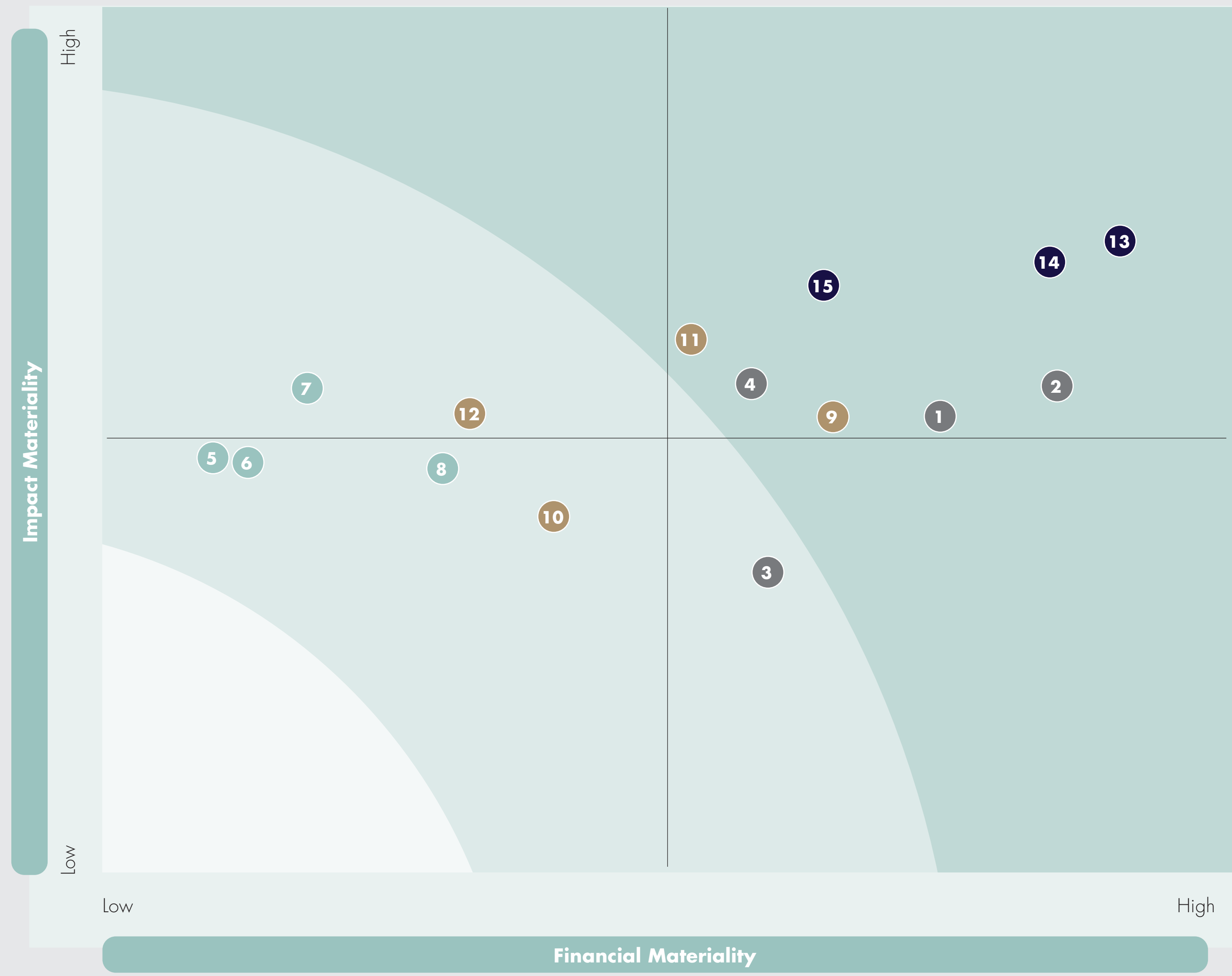
- The outcomes of the materiality assessment were presented to the Sustainability Committee and the Board for review and approval, ensuring their relevance to the Group's business operations.

## FY2025'S MATERIAL MATTERS

| Previous Material Matters | Updated Material Matters |
|---|---|
| **E Economic** | |
| 1 Sustainable Returns | 1 Sustainable Returns |
| 2 Quality Products & Customer Satisfaction | 2 Quality Products & Customer Satisfaction |
| 3 Digitalisation & Innovation | 3 Digitalisation & Innovation |
| 4 Responsible Supply Chain | 4 Sustainable Supply Chain Management* |
| **E Environmental** | |
| 5 Environment & Climate Action | 5 Climate Change**<br>7 Environment & Waste Management |
| 6 Resource Efficiency & Responsible Consumption | 6 Energy & Emission Management**<br>8 Resource Efficiency* |
| **S Social** | |
| 7 Talent Management & Empowerment | 9 Talent Management & Development* |
| 8 Diversity, Equity & Inclusion | 10 Diversity, Equity & Inclusion |
| 9 Safety, Health & Well-being | 11 Safety, Health & Well-Being |
| 10 Community Support & Development | 12 Community Support & Development |
| **G Governance** | |
| 11 Governance & Regulatory Compliance | 13 Governance & Regulatory Compliance |
| 12 Data Privacy & Cybersecurity | 14 Business Integrity & Ethics |
| | 15 Responsible Data Privacy & Cybersecurity |

* Renamed material matter  ** New material matter

## OSKH DOUBLE MATERIALITY MATRIX 2025



# Material Matters

## Material Matters and Descriptions

Our material matters are aligned with OSK's four sustainability pillars and the relevant United Nations Sustainable Development Goals ("UN SDGs"), as shown in the following table.

| Pillar | Material Matter | Description and Scope | UN SDGs |
|---|---|---|---|
| **Economic: Driving Value Creation** | Sustainable Returns | Focusing on building a resilient financial performance and fostering a thriving business environment to deliver sustainable returns aligned with stakeholder interests | |
| | Quality Products & Customer Satisfaction | Enhancing customer satisfaction by delivering positive experiences and providing reliable, high-quality offerings through continuous improvement | |
| | Digitalisation & Innovation | Continuously developing and deploying digital and innovative technologies to enhance efficiency, streamline business processes, boost productivity and facilitate business growth | |
| | Sustainable Supply Chain Management | Advocating for a sustainable supply chain which integrates ethical and sustainable practices encompassing environmental, social and governance across the whole value chain | |
| **Environmental: Caring for the Environment** | Climate Change | Effectively mitigating and preparing for climate risks and opportunities such as floods and water scarcity as well as its impact on business | |
| | Energy & Emission Management | Relates to our efforts in using energy efficiently as well as reducing greenhouse gas emissions in our operations to support the transition towards a low-carbon future | |
| | Environment & Waste Management | Focusing on protecting the environment, effectively managing our waste and pollution control within our operations | |
| | Resource Efficiency | Optimising the use of raw materials, water and other resources; minimising the amount of waste and environmental impact and achieving cost savings | |
| **Social: Flourishing Societal Well-Being** | Talent Management & Development | Empowering employees by providing resources and support that enable them to contribute their unique perspectives and talent, thus enhancing overall satisfaction, engagement and productivity | |
| | Diversity, Equity & Inclusion | Developing a diverse and inclusive work environment by fostering respect, ensuring fair and ethical treatment and upholding our core values | |
| | Safety, Health & Well-Being | Prioritising and upholding the safety, health and well-being of our employees as well as the safety and security of our premises, products and services | |
| | Community Support & Development | Fostering positive social impact and building strong community relationships in all operational locations | |
| **Governance: Championing Responsible Governance** | Governance & Regulatory Compliance | Establishing a strong ethical framework by upholding high standards of conduct and integrity while ensuring strict adherence to all applicable laws, regulations and guidelines, including technical specifications across our operations | |
| | Business Integrity & Ethics | Commitment in conducting our business responsibly by always upholding high integrity, fairness and transparency, ensuring compliance with ethical standards and fostering trust with all stakeholders | |
| | Responsible Data Privacy & Cybersecurity | Implementation of strong cybersecurity initiatives to protect sensitive information, comply with regulations and maintain trust with stakeholders, with an aim of ensuring operational resilience and mitigating risks | |

# Sustainability Framework

We refined our Sustainability Framework by incorporating an updated set of material matters identified through our materiality assessment. This refinement is in line with our sustainability vision and mission, providing clear direction by aligning material matters with our four core sustainability pillars and goals. It also integrates sustainability into our strategy and daily operations, ensuring a balanced approach between financial growth and sustainable impact.

**VISION**
Building sustainable businesses of tomorrow

**MISSION**
A responsible organisation that creates significant value for our stakeholders for today and tomorrow

| | | | | |
|---|---|---|---|---|
| **Sustainability Governance** | **Steered by** | | | |
| | **Board of Directors** | **Sustainability Committee** | **Group Managing Sustainability Committee** | **Group Sustainability Team** |
| | **Guided by the Board Charter, operational policies and relevant rules and regulations** | | | |
| **Sustainability Pillars** | **E Economic**<br>**Driving Value Creation**<br>To pursue operational excellence and organisational efficiency, prioritising sustainable returns in alignment with stakeholders' expectations | **E Environment**<br>**Caring for the Environment**<br>To transition to environmentally responsible operations by prioritising sustainable practices that minimise environmental and climate impact while creating long-term stakeholder value | **S Social**<br>**Flourishing Societal Well-Being**<br>To strive for a balanced focus on safeguarding and enhancing the well-being of the Group's employees and contributing to the welfare of society at large | **G Governance**<br>**Championing Responsible Governance**<br>To instil strong governance and ethical practices across the Group's operations, ensuring decisions, policies and actions consistently meet high standards of integrity and transparency |
| **Goals** | **Delivering Sustainable Returns** | **Sustaining Planetary Health** | **Fostering a Dynamic Workplace and Community** | **Exemplifying Governance Excellence and Efficiency** |
| **Material Matters** | • Sustainable Returns<br>• Quality Products & Customer Satisfaction<br>• Digitalisation & Innovation<br>• Sustainable Supply Chain Management | • Climate Change<br>• Energy & Emission Management<br>• Environment & Waste Management<br>• Resource Efficiency | • Talent Management & Development<br>• Diversity, Equity & Inclusion<br>• Safety, Health & Well-being<br>• Community Support & Development | • Governance & Regulatory Compliance<br>• Business Integrity & Ethics<br>• Responsible Data Protection & Cybersecurity |
| **In alignment with UN SDGs** | | | | |
| **Stakeholder Groups** | **Business and Industry Partners \| Community \| Customers \| Employees \| Government and Regulators \| Media \| Shareholders and Investors \| Financiers \| Supply Chain Partners** | | | |

# Performance Scorecard

## Sustainability Highlights

Our inaugural Sustainability Statement prepared in accordance with **IFRS Sustainability Disclosure Standards**

FTSE4Good score of **3.1**

Reduced our waste to disposal by **34%** vs FY2024

**1,928.4 $tCO_2e$** avoidance through Solar installations

Provisional GreenRE Certifications for our high-rise developments; **OSK Ombak (Kuantan), OSK Areca (Nilai) and Harbour View Residence (Butterworth)**

Investment of **RM1.58 million** in community development

**39** recipients of the OSK Foundation Scholarship since 2021

**>20,000** beneficiaries impacted through various community projects

**33,177** training hours to support staff development

Gender diversity : **33.3%** women representatives on our Board | **39.4%** female representation in senior positions

**Zero** fatality rate

Establishment of a **Group Management Sustainability Committee** to enhance the Group's sustainability governance

**93%** of procurement spending is for local suppliers

Melbourne Square

Sec 04

## MATERIAL MATTERS: A STRATEGIC MANAGEMENT PERSPECTIVE




*Hana Hills, Taman Melawati*

# Economic Pillar: Driving Value Creation

## 1 Sustainable Returns

### Why It Matters

**Sustainable returns are the backbone of long-term business viability.**

They create financial resilience, protect our ability to navigate market volatility and reinforce stakeholders' confidence. Strong, stable returns give us the capacity to reinvest in our core businesses, fund new growth and uphold consistent dividends. They also enable us to pursue our sustainability agenda, particularly climate action and community development.

### Our Response

Our disciplined business and financial management approach is anchored in our Sustainability Policy and core values of Excellence, Forward Thinking, Humility and Respect, Integrity and People Driven. These principles shape how we operate, make strategic decisions and pursue business growth.

We prioritise a resilient balance sheet and exercise disciplined financial control to support sustainable performance. Maintaining healthy gearing levels remains a key focus, ensuring we are always well-positioned to meet all our debt obligations and navigate changing market conditions. Additionally, we run our operations with financial prudence, deploying resources efficiently while investing selectively to strengthen our operational capacity and drive long-term expansion.

Our investment decisions undergo rigorous evaluation, where each opportunity is assessed objectively and weighed against both the Group's investment goals and risk tolerance. This keeps us focused on structural value creation rather than reacting to cyclical or short-lived trends. By applying this disciplined approach, we grow responsibly, innovate for greater efficiency and reinforce our revenue streams, enabling us to deliver sustainable returns and long-term value to our stakeholders.

In FY2026, we continue to remain committed to a disciplined and thorough approach that supports sustainable growth without overexerting our resources and balance sheet. We will continue to focus on improving our operational efficiency, products and services to meet evolving customer needs, ensuring we stay agile, relevant and competitive while delivering long-term value for the business and our stakeholders. At the same time, we continuously evaluate how we can expand our existing business via the same value chain, into broader customer markets and across new geographies.






Economic Pillar: Driving Value Creation

## Our Performance in FY2025

### Key Milestones

- Net Profit came in at **RM577 million** compared with RM539 million in FY2024
- Pre-Tax Profit rose by **4%** reaching **RM634.0 million**
- Net Gearing Ratio: **0.51 times**
- Total Revenue grew by **12%** to **RM1.9 billion**
- Return on Equity: **8.69%**
- **Recorded zero substantial incidents**, monetary fines or non-monetary sanctions related to regulatory non-compliance
- Dividend per share: **6.0 sen**
- Dividend Payout Ratio: **3%**

| **VALUE ADDED** | **RM million** |
|---|---|
| Revenue | **1,856** |
| Cost of sales and expenses | **(1,306)** |
| Value added by the Group | **550** |
| Other income | **59** |
| Share of results of associates and a joint venture | **335** |
| **Total value added** | **944** |
| **VALUE DISTRIBUTED** | **RM million** |
| **To employees** | |
| - Salaries and other staff costs | **208** |
| **To the government** | |
| - Corporate taxation | **57** |
| **To providers of capital** | |
| - Dividends to the owners of the company | **180** |
| - Profit attributable to non-controlling interests | **1** |
| - Finance costs | **58** |
| **To reinvest for future growth of the Group** | |
| - Depreciation and amortisation | **44** |
| - Profits retained by the Group | **396** |
| **Total value distributed** | **944** |

Economic Pillar: Driving Value Creation

## 2 Quality Products & Customer Satisfaction

### Why It Matters


**Guided by our core value of Excellence, we maintain high standards in what we deliver to customers, ensuring the consistent quality of our products and services.**

We believe that this commitment enables us to develop and maintain customer confidence, trust and continued customer relationships. As we deliver on quality products and services, we believe this is the foundation for becoming a reputable and trusted player in the market as well as an enduring business.

### Our Response

We apply quality controls across our operations and carry out inspections to ensure our products and services remain dependable. Our divisions also benchmark their processes against recognised standards as part of routine oversight.

Customer engagement remains an important part of our approach. We collect feedback through digital platforms and surveys to understand customer needs and identify areas for improvement.

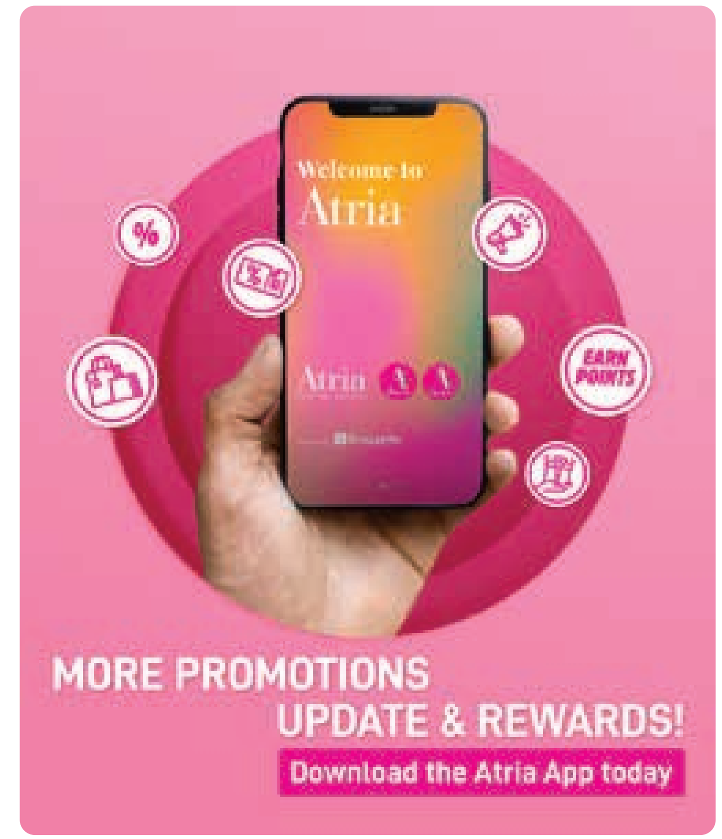
### Maintaining Quality Standards

Across the Group, each business maintains its own quality assurance practices to ensure consistent delivery of excellent products and services. Within our Construction Division, we ensure the delivery of high-quality construction outcomes through our ISO 9001-certified Quality Management System and rigorous quality assurance and quality control ("QAQC") programmes aligned with QLASSIC and the OSK Quality Standard. Our teams conduct systematic material, work-in-progress and final inspections supported by digital tools, independent audits and regular QSHE coordination to ensure compliance with specifications and continuous improvement. Through ongoing training and dedicated QAQC personnel at every project, we maintain consistent workmanship and uphold client, regulatory and internal quality standards.

Similarly, the Cable Division adopts its own set of quality control processes, comprising quality control checks throughout its manufacturing process, from raw material inspection to quality check for each process and final product test. Testing protocols and corrective and preventive actions ("CAPA") are also in place to manage product abnormalities. The Division has also attained SIRIM's Integrated Management System certification, which recognises the integration of its quality, environmental and occupational safety and health management systems. In Acotec IBS, the business division continues to comply with CIDB product assessment requirements, supporting the reliability of its products in the market.

### Customer Experience

We continue to leverage digital tools to support customer interaction across our businesses. Our Atria mobile app provides convenient access to mall information and promotions, alongside a loyalty programme that rewards repeated visits. The Property Development's Brick mobile app, which is currently being upgraded, acts as a direct channel for purchasers and residents' service requests and enquiries.




In the Hospitality segment, we improve our services by identifying opportunities for customer service improvement through analysing guest feedback from various platforms such as TripAdvisor, Agoda Customer Review and Booking.com Traveller Review. The insights gathered help ensure our service delivery meets customer needs and expectations.

# Economic Pillar: Driving Value Creation

For the Cable Division, understanding customer feedback and requirements is equally important to improve the quality of its products and services. The division's after-sales services, including technical guidance, continue to serve as an additional feedback channel that informs ongoing development work. This complements the division's research and development efforts, aimed at offering innovative cable solutions such as water-resistant products and vermin-resistant cables.

Moving forward, we will continue to maintain recognised quality standards supported by disciplined processes and certifications across our operations

## Our Performance in FY2025

Core businesses certified under ISO standards.

**100% of construction sites and manufacturing plants comply with ISO 14001:2015**

**ISO 9001:2015 Quality Management Systems**

- Acotec IBS
- Olympic Cable
- Property Development
- Construction
- Swiss-Garden International

**ISO 45001:2018 Occupational Health and Safety Management Systems**

- Olympic Cable
- Construction

**Industrial products certified for quality and reliability:**

**Acotec IBS**
- Industrialised Building System Manufacturer and Product Assessment and Certification by CIDB Malaysia
- Green Label Certification by Singapore Environment Council

**Olympic Cable**
- Certificates of Product Approval by Loss Prevention Certification Board
- Certificates of Product Acceptance by Tenaga Nasional Berhad
- Eco-Labelling Certification by SIRIM QAS International

**100% SHASSIC score for LEA by the Hills, Taman Melawati**

**100% of oil palm plantations are Malaysian Sustainable Palm Oil ("MSPO") certified**

**All assessed projects achieved an average QLASSIC score of over 78%, demonstrating our commitment to excellence in property development and construction**

| Iringan Bayu Phase 13 | Iringan Bayu Phase 14 | Rubica | Anya, Shorea Park |
|---|---|---|---|
| 81 | 78 | 81 | 79 |

**Customer satisfaction surveys were conducted across our businesses, providing feedback to identify areas for improvement:**

| Tenants | Guests | Customers | | |
|---|---|---|---|---|
| 3.85/5 | 81/100 | 4.52/5 | 98.7/100 | 4.59/5 |
| Property Investment | Hospitality | Property Development | Acotec IBS | Olympic Cable |

Economic Pillar: Driving Value Creation

## 3 Digitalisation & Innovation

### Why It Matters

**In today's fast-changing business landscape, digitalisation and innovation are not optional—they are essential for OSK Group's growth and resilience.**

By harnessing cutting-edge technologies and forward-thinking solutions, we unlock new efficiencies, anticipate market shifts and future-proof our operations against disruption.

Across our diverse business segments, digital transformation empowers us to streamline processes, accelerate delivery, reduce errors and enhance safety standards, while generating actionable insights that drive smarter decisions. These advancements translate into higher productivity, lower costs and superior product quality, ultimately strengthening customer trust and satisfaction.

### Our Response

We pursue digital transformation with a strategic, phased roadmap, ensuring every initiative delivers measurable impact. Our focus areas include optimising operational efficiency, reinforcing supply chain resilience and elevating customer engagement. Each solution is carefully aligned with business priorities and implemented in close collaboration with relevant divisions, guaranteeing scalability and long-term value.

During the reporting year, we continued to enhance our digital capabilities through the following initiatives:

| Business Unit/ Initiative | Description |
|---|---|
| Cable Division | • Expanded the Enterprise Resource Planning ("ERP") system to two newly acquired Johor Bahru plants, integrating operations with the Melaka facility. This helped standardise key end-to-end processes including production planning, procurement, production, quality assurance & quality control, warehouse, sales and logistics management to enable better operational planning<br>• Transitioned to a QR code-based stock-taking system to enable faster scanning, real-time tracking and improved stock verification. This QR code-based stock-taking system automates data capture, simplifies reporting and reduces administrative load<br>• Enabled the ERP quality management module to digitise the capture of cable testing results, replacing Excel-based records |
| Construction Division | • Improved process visibility and achieved timely access to inspection results and status updates through the digital Quality Management System ("QMS") inspection and rectification workflows<br>• Supported consistent quality standards through the QMS framework, which can be applied across future development projects |

| Business Unit/ Initiative | Description |
|---|---|
| **Property Development Division** | • Enhanced the sales booking system to improve system functionality and support more efficient customer interactions<br>• Improved the system's ability to capture customers' behaviour and preference data to support more structured sales analysis and targeted marketing activities |
| **Property Investment Division** | • Provided real-time task assignment and tracking through the cloud-based systems, improving accountability and response times<br>• Automated workflows for routine maintenance, inspections and approvals to streamline daily tasks, while preventive maintenance scheduling ensures inspections are conducted on time in line with operation-defined checklists |
| **Sustainability Data Collection and Reporting** | • Deployed a cloud-based system to streamline data collection and reporting across the Group<br>• The system allows business units to submit information through a centralised platform, saving time and allows for better decision making<br>• It supports assurance readiness, with strong audit trails |

Moving forward, the Group will continue to strengthen its digital capabilities to support operational efficiency across business segments. This will include expanding the QMS framework in the Construction Division across future development projects to support consistent quality standards and customer experience. For the Cable Division, we will further automate manufacturing processes to improve production workflow and operational monitoring. To enhance efficiency in the Consumer Financing Division, we will deploy a loan management system for the motorcycle hire purchase operations.

## Our Performance in FY2025

Completed 28 **new digitalisation and automation projects** across the Group

Adopted a cloud-based facility operations and management system **to enhance productivity, automate workflows and ensure timely preventive maintenance tasks** for properties managed by the Group

Extended the **digital QMS** to support quality assurance processes for additional sites, including Mori Park Phase 2 – Bayu and Harbour View Residences projects

Economic Pillar: Driving Value Creation

## 4 Sustainable Supply Chain Management

### Why It Matters

**We recognise that our sustainability aspirations would not be complete without having a sustainable supply chain, as it impacts the environment, labour practices and also the communities in which we operate.**

Through sustainable sourcing, efficient transportation and waste reduction, we help conserve resources and reduce our carbon footprint. Upholding fair labour conditions ensures the protection of human rights across the supply chain. Supporting local suppliers and fair-trade practices further enhances community resilience and aligns with broader social equity objectives. At the same time, we believe that a sustainable supply chain is one that is resilient and able to support business continuity.

### Our Response

In FY2025, we formalised our Sustainable Procurement Code of Conduct which outlines both our commitment towards a sustainable value chain as well as our expectations for our suppliers. The Sustainable Procurement Code of Conduct is accessible on our corporate website and employee intranet. It will be reviewed periodically to reflect regulatory updates and stakeholder expectations. We continue to prioritise local sourcing where feasible, consistent with our objective to support local economic participation.

#### Sustainable Supply Chain Practices

Suppliers are required to comply with the standards set out in the Sustainable Procurement Code of Conduct which outlines requirements for our suppliers relating to legal compliance, ethical conduct and responsible environmental and social practices. Suppliers are onboarded with these standards and may be periodically assessed to ensure continued adherence. Where gaps are identified, OSK works collaboratively with suppliers to support improvement, emphasising continuous enhancement of sustainability performance. Currently, our OSK Supplies team conduct periodic company visits to review current operations and ensure adherence to agreed-upon quality and sustainability standards.

The Code of Conduct includes provisions on environmental practices, prevention of child and forced labour, non-discrimination, working hours, minimum wage and safe working conditions as well as data confidentiality.

| | |
|---|---|
| **Environmental Practices** | Suppliers must comply with all relevant environmental legislation and minimise environmental impact through pollution prevention, responsible resource use, waste reduction, efficient energy and water use, greenhouse gas emissions management and biodiversity efforts |
| **Prevention of Child Labour** | Suppliers must not engage in or support the use of child labour |
| **Prevention of Forced Labour** | Suppliers must not engage in or support the use of forced or compulsory labour |
| **Non-Discrimination and Equal Opportunities** | Suppliers must provide equal opportunities and avoid discrimination in all aspects of employment |

# Economic Pillar: Driving Value Creation

## Sustainable Supply Chain Practices

| | |
|---|---|
| **Elimination of Excessive Working Hours** | Suppliers must comply with legal working hour requirements and avoid excessive working hours |
| **Minimum Wage** | Suppliers must ensure that employees receive at least the legal minimum wage |
| **Health and Safety Standards** | Suppliers must maintain safe and healthy working conditions for all employees |

In addition, to ensure that all our suppliers and contractors uphold our ethical standards, they must acknowledge the Group's anti-bribery and anti-corruption ("ABAC") requirements by signing the ABAC declaration form. Furthermore, our Code of Conduct and Business Ethics guides procurement decisions by restricting the acceptance of cash or inappropriate gifts from suppliers and contractors. To ensure responsible business conduct, we piloted our Supplier Risk Assessment exercise for the top suppliers from OSK Supplies across evaluation areas within the environmental, social and governance areas. OSK Supplies supports sourcing activities for our Property Development and Construction Divisions. The assessment process helps identify areas requiring attention and informs appropriate mitigation measures.

## Procuring Sustainably

Building materials used in our development projects are incorporated with recognised eco-friendly certifications that support environmental considerations while maintaining construction quality. As part of our due diligence approach, we periodically conduct factory visits and verify production processes and material compliance onsite to ensure suppliers meet regulatory requirements, industry standards and green certification criteria.

Our projects continue to incorporate materials certified under the MyHIJAU programme as well as other recognised schemes. These include Singapore Green Label-certified cement and locally certified steel bars carrying MyHIJAU or SIRIM Eco-Label certifications.

Where feasible, we procure materials on-site to reduce emissions associated with transportation. For example, concrete is supplied through on-site batching plants which helps minimise logistical emissions within the supply chain. We also recommend the use of water-efficient, 3-star rated sanitary ware and fittings in project developments to support resource-efficient procurement. In addition, we actively encourage suppliers to implement return-and-reuse programmes for materials such as wooden pallets used for cement, sand bricks, sanitary ware, fittings and tiles, helping to reduce waste and unnecessary transportation.


Going into FY2026, we will continue to advance sustainable procurement practices through wider supplier assessments, further engagement initiatives and periodic monitoring with our suppliers to explore further avenues for improvement in our sustainability efforts.

## Our Performance in FY2025

**93%** Proportion of spending on local suppliers

- Formalised the Sustainable Procurement Code of Conduct
- Initiated our first Supplier Risk Assessment across top suppliers



# Environmental Pillar: Caring for the Environment

## 5 Climate Change

### Why It Matters

**Climate change presents both risks and opportunities that can materially affect the Group's long-term resilience, asset values and financial performance.**

Physical risks such as coastal flooding and water stress have the potential to disrupt operations, damage assets and pose safety risks to employees and surrounding communities. At the same time, transition risks arising from evolving climate regulations, energy efficiency requirements and stakeholder expectations could increase operating costs or influence market perceptions of the Group. Conversely, the global shift towards low-carbon and sustainable solutions creates opportunities to access new markets, improve resource efficiency and strengthen the Group's competitive positioning. As such, climate risk management plays an important role in the Group's long-term planning and sustainability efforts.

### Our Response

The Group incorporated climate-related risks into our Enterprise Risk Management ("ERM") framework. In FY2025, we also assessed physical climate risks across 125 of the Group's assets by focusing on hazards most relevant to the Group's operations, namely coastal flooding and water stress.

The Group also considered adopting measures, such as ensuring adequate insurance coverage, implementing emergency response planning, upgrading infrastructure, maintaining facilities regularly and integrating climate considerations into investment decisions.

We also conducted a climate scenario analysis to assess the potential physical risk of different climate scenarios on the business operations. In conducting the analysis, we referenced the Intergovernmental Panel on Climate Change (IPCC) framework which combines the IPCC's recommended Shared Sosioeconomic Pathways (SSPs) and Representative Concentration Pathways (RCPs).

For transition risks and opportunities, the Group conducted risk assessment across policy and legal, technology, market and reputational dimensions, while also identifying opportunities linked to resource efficiency, renewable energy and sustainable products and services.

To evaluate transition risks, we referenced the following climate scenarios by the International Energy Agency:

i) Net Zero Emissions by 2050 Scenario
ii) Announced Pledges Scenario
iii) Stated Policies Scenario.

These analyses are reviewed annually, ensuring responsiveness to evolving climate uncertainties.

### Our Performance in FY2025

Our climate risk assessment indicates that climate-related physical risks do not pose material impacts to the Group's assets and operations in the short to long term. As of 31 December 2025, none of the Group's owned properties were exposed to coastal flooding or water stress risks. There were also no climate-related impairment losses recorded.

In relation to transition risks, we identified the potential imposition of a carbon tax, enforcement of the Energy Efficiency and Conservation Act ("EECA") and evolving stakeholder expectations regarding the Group's climate initiatives as key areas of exposure. Based on our current assessment, these transition risks are not expected to have a material financial impact on the Group as a whole.

To mitigate climate risks in the long term, the Group has begun implementing several tangible measures. Renewable energy initiatives, particularly solarisation projects, have been implemented across multiple operational sites, enabling various operations to reduce grid electricity consumption. The Group is also advancing its transition planning by establishing a medium-term target to reduce Scope 1 and 2 emissions intensity by 45% by FY2030 from a FY2024 baseline, aligned with its ambition to achieve net zero emissions by 2050.

*For more information on OSK Group's climate action plan, risks and opportunities, refer to the Climate Risks and Opportunities section of the Sustainability Statement on pages 95 to 100 of the IAR 2025.*

Environmental Pillar: Caring for the Environment

## 6 Energy & Emission Management

### Why It Matters

**Managing energy consumption and reducing greenhouse gas ("GHG") emissions are strategic imperatives for OSK as it is critical to managing climate-related risks, improving operational efficiency and supporting the transition to a low-carbon economy.**

Energy consumption is a major source of GHG emissions. Hence effective management helps reduce our environmental footprint while mitigating regulatory requirements, lowering operating costs, enhancing resilience to energy price volatility and strengthening long-term competitiveness. As such, energy and emissions management is fundamental to achieving long-term sustainability and value creation.

### Our Response

We maintain our commitment to achieving net-zero GHG emissions by FY2050 and driving energy efficiency across all operations, from integrating energy efficiency practices in our developments to optimising energy use in our manufacturing processes and implementing energy management practices across the buildings we own and manage. To support our net-zero ambition, we initiated our energy consumption and emissions data collection in FY2023 in order to have clear insights into our progress and also help with decision-making.

At the Group level, we ensure full compliance with all applicable environmental laws, regulations and voluntary standards. We proactively monitor and adapt to evolving requirements to uphold best practices and reinforce our commitment to sustainable, low-carbon operations.

*For more information about OSK's climate-related disclosures and financial impact, refer to the Sustainability Statement from pages 95 to 103 in the IAR 2025.*

### Empowering Energy Efficiency for Our Properties

We have implemented various energy-efficiency initiatives across our multiple assets. At Plaza OSK in Kuala Lumpur, our smart lift system optimises elevator traffic, which lowers energy demand without compromising service. In parallel, the Atria Shopping Gallery in Selangor leverages a building management system that actively regulates lighting and air conditioning with continuous monitoring and manual oversight, ensuring systems perform efficiently even during peak periods. To support our tenants in managing their energy use, smart meters have been deployed across our properties at Atria Shopping Gallery and Plaza OSK, providing real-time visibility and enabling actionable measures to optimise consumption.

Our LED lighting retrofits have already achieved full coverage across Atria, Swiss-Garden Beach Resort Kuantan and Swiss-Garden Hotel & Residences Genting Highlands. In FY2025, we extended our retrofitting to our manufacturing facilities at our Cable and Acotec IBS Divisions. We also started the installation of motion sensors at Plaza OSK and Olympic Cable Johor to ensure lighting operates only when required.

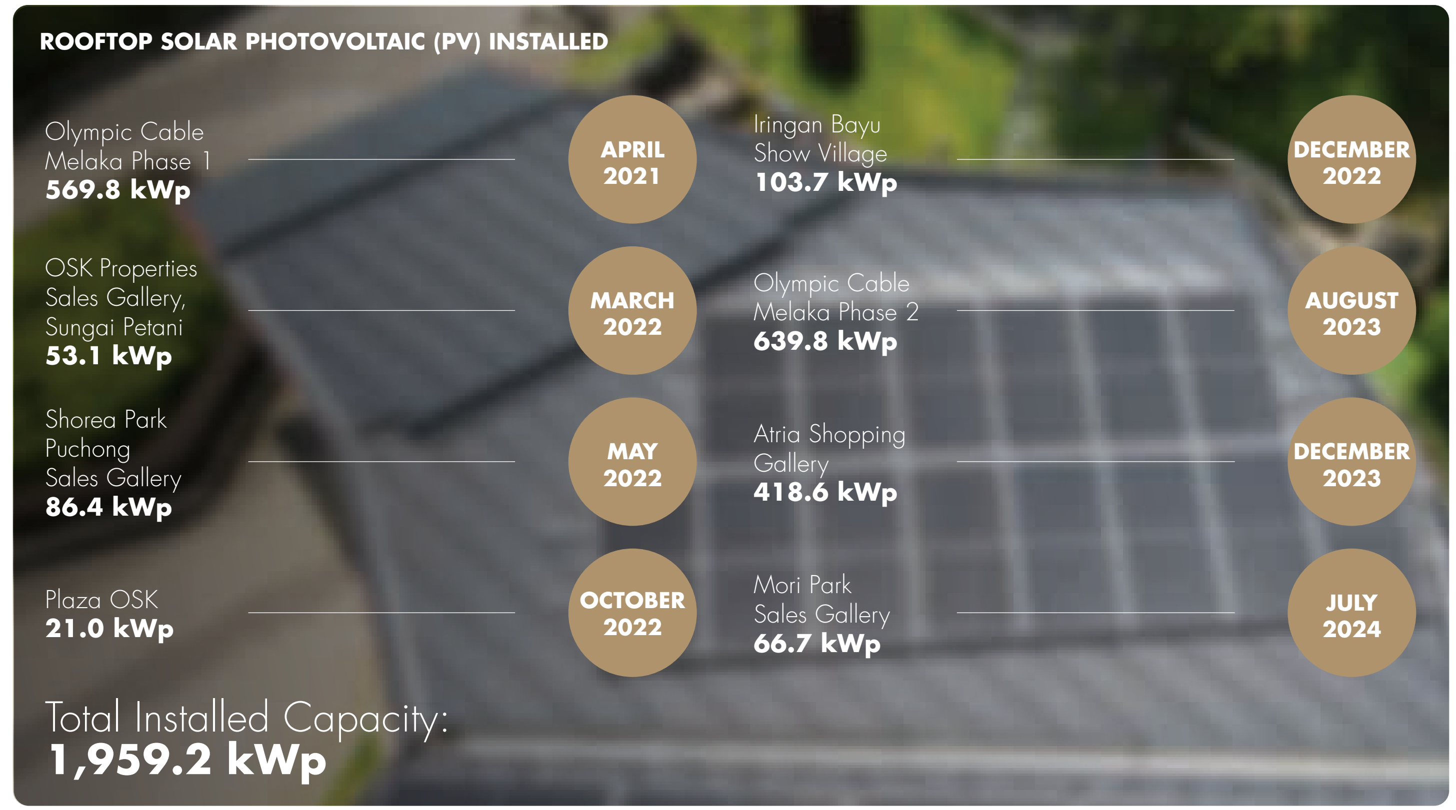
In addition to energy efficiency improvements, Olympic Cable Johor has also introduced a new 3-tonne electric forklift at its factory in the manufacturing facility, aimed at reducing diesel emissions and improving indoor air quality. Looking forward, the Cable Division is planning to pursue the ISO 50001 Energy Management Systems certification in the coming year.

In FY2025, we conducted energy audits at several locations, namely Atria Shopping Gallery, Swiss-Garden Kuantan Beach Resort Kuantan and Olympic Cable Melaka, with the goal of identifying high-consumption equipment and forming the basis for targeted energy-saving initiatives.

### Leveraging Renewable Energy Solutions

Our solarisation programme, launched in April FY2021 at the Cable Division in Melaka, has steadily expanded over the past few years. The programme currently covers property sales galleries and assets across the Property Investment Division. At our Iringan Bayu township project, solar-powered streetlights and security cameras have been installed throughout the Wetland Park and centralised labour quarters to reduce dependency on conventional electricity.

As of 31 December 2025, we have a total of seven solarised operational sites, with a combined capacity of 1.96 MWp.




In FY2025, approval was obtained for the development of three additional solar installations, namely Olympic Cable Johor's Pandan and Plentong plants, each with a capacity of 1,497.9 kWp, and Acotec in Bandar Tenggara with a capacity of 420.36 kWp. All installations are scheduled to be commissioned in FY2026. As we move forward, the Group will explore further opportunities to broaden our solarisation efforts to additional identified assets across our operations.

### Decarbonising the Value Chain

We remain committed to extending our decarbonisation efforts across the value chain, helping our customers achieve their sustainability goals and collectively contributing to the global decarbonisation movement.

Through our Property Development Division, we continue to uphold our commitment to sustainability by integrating environmentally responsible principles into high-rise developments, aligning with evolving sustainability standards. This includes incorporating green design principles and sustainable features, such as optimising airflow and natural daylight to reduce emissions and, at the same time enhance occupant well-being as well as the inclusion of electric vehicle ("EV") charging infrastructure.

# Environmental Pillar: Caring for the Environment

We have been progressively increasing our green-certified property projects since FY2019, with OSK Ombak, Kuantan, OSK Harbour View Residence, Butterworth and OSK Areca, Nilai having successfully achieved certification of GreenRE certifications in FY2025. Moving forward, we will continue strengthening our commitment to sustainable building practices and aligning with evolving environmental standards. We aim to achieve green certifications for all our future high-rise developments in Malaysia.

We also maintain our dedication to designing and developing projects that prioritise integrating land use planning with transportation planning and enhancing urban mobility as this can help increase the usage of public transportation and reduce emissions. This is demonstrated by our two transit-oriented developments ("TOD"), You City III in Cheras and OSK Mori Park in Shah Alam, which are designed with seamless access to public transportation in mind from the early planning stages.

Comprising high-rise homes and a hybrid mall, You City III is directly connected to the Taman Suntex Mass Rapid Transit ("MRT") station along the MRT Kajang Line via a covered link bridge. Similarly, OSK Mori Park is linked to the integrated transportation networks through the Light Rail Transit Line 3 Stadium Shah Alam station.

In support of the government's transition to electric mobility, we provide accessible EV charging infrastructure across our Group-owned commercial properties to meet the demand from our environmentally conscious tenants and customers. Moreover, our Property Development Division will continue to provide EV charging infrastructure in accordance with local council requirements. This initiative helps reduce overall carbon emissions and underscores our commitment to environmental responsibility.

The following assets currently have a minimum of two EV charging stations:

| | |
|---|---|
| **Swiss- Garden Beach Resort Kuantan** | **Plaza OSK** |
| **Atria Shopping Gallery** | **Faber Tower** |

We also began installation of EV chargers at our new development namely OSK Areca, Nilai and Mira and Anya, Shorea Park.

## Our Performance in FY2025

### Key Milestones

**1,928.4 tonnes** of $CO_2e$ emissions were avoided through the Group's ongoing solarisation programme

Approved additional solar capacity, which will increase our solar capacity from **1,959.2 kWp** to **5,375.4 kWp** in FY2026

### Purchased Electricity Consumption

| Total Purchased Electricity Consumption | FY2023 | FY2024 | FY2025 |
|---|---|---|---|
| Operations in Malaysia and Australia | 34,591.15 MWh | 28,069.38 MWh | **36,639.60 MWh** |

### GHG Emissions Recorded

| Total Purchased Electricity Consumption | FY2023 | FY2024 | FY2025 |
|---|---|---|---|
| Scope 1: Direct emissions from stationary and mobile combustion, as well as fugitive emissions | 2,538.53 $tCO_2e$ | 2,255.83 $tCO_2e$ | **3,175.70 $tCO_2e$** |
| Scope 2: Indirect emissions from the generation of purchased electricity | 26,773.55 $tCO_2e$ | 21,725.70 $tCO_2e$ | **28,359.05 $tCO_2e$** |
| Scope 3: Indirect emissions from business travelling and employee commuting | 3,145.67 $tCO_2e$ | 2,027.63 $tCO_2e$ | **1,916.79 $tCO_2e$** |
| **Total GHG Emissions** | 32,457.75 $tCO_2e$ | 26,009.16 $tCO_2e$ | **33,451.54 $tCO_2e$** |

***Notes:***
- *Our calculation methodology is based on the GHG Protocol Corporate Accounting and Reporting Standard using the operational control consolidation approach.*
- *Scope 3 emissions include Category 6: Business Travel and Category 7: Employee Commuting. Business travel emissions are calculated using the spend-based and distance-based methods, while emissions from Employee Commuting are determined using both the distance-based method*
- *The GHG emissions data for Scopes 1, 2 and 3 have been internally assured.*



Environmental Pillar: Caring for the Environment

## 7 Environment & Waste Management

### Why It Matters


**Effective environmental and waste management is a critical component of OSK's operational responsibility, given the nature of our operations across Property Development, Construction, Manufacturing and the management of our buildings. The improper handling of the environment and waste can result in environmental pollution, biodiversity loss, non-compliance and negative impact on the surrounding communities.**

As such, OSK is committed to implementing comprehensive environmental risk mitigation, waste reduction strategies, waste segregation and pollution control measures. Through these measures, we mitigate environmental risks, safeguard natural resources and reinforce stakeholders' confidence in our commitment to responsible environmental stewardship.

### Our Response

Responsible waste management is integral to reducing our environmental footprint, ensuring regulatory compliance, mitigating reputational risks and optimising operational efficiency. The Group is committed to progressively reducing waste generation across all business units by implementing waste handling procedures that prioritise resource efficiency and responsible disposal in accordance with environmental regulations.

We remain guided by the OSK Sustainability Policy and uphold full compliance with the Environmental Quality Act 1974. We prioritise proper waste management, including segregation and reduction, to minimise environmental impact. In addition, we actively promote responsible consumption through the principles of reduce, reuse and recycle (3Rs).

#### Protecting Biodiversity

We recognise that certain business divisions, particularly the Property Development and Construction Divisions have the potential to impact the ecological systems surrounding our project sites. As such, we are committed to minimising biodiversity impacts and contributing to the preservation of native species and natural habitats wherever practicable.

As such, we conduct environmental impact assessments, including biodiversity risk assessments, for township developments in Malaysia and mixed developments in Australia prior to project commencement, in full compliance with applicable laws and regulations. For other residential developments, social impact assessments incorporating relevant environmental and biodiversity risks are undertaken and tailored to site-specific conditions, including local topography, to ensure potential impacts are appropriately mitigated for the benefit of surrounding communities and future residents.

In FY2025, our efforts in preserving a natural ecosystem within our township were recognised when we won the Gold Award in the Environmental Category of the FIABCI World Prix d'Excellence Awards for the 22-acre Iringan Bayu Wetland Park. We also expanded our efforts to Forest Park, which is within the Iringan Bayu township, and added 40 types of native species to the park. Currently, both parks support the following biodiversity profile:

| | |
|---|---|
| **202,814** wetland plants | **2,181** trees |
| **11** fish species | **10** bird species |

# Environmental Pillar: Caring for the Environment

Environmental Pillar: Caring for the Environment

## Promoting Environmental Compliance and Responsibility

Our Construction, Acotec IBS and Cable Divisions have maintained their ISO 14001: 2015 Environmental Management System ("EMS") certifications, with 100% of sites having the certification. The newly acquired Olympic Cable plants in Pandan and Plentong are also ISO 14001:2015 EMS certified, following the example set by other divisions and reinforcing the Group's commitment to environmental stewardship.


As part of our ISO 14001-aligned EMS, we identify and evaluate environmental impacts across our operations. We have put in place a structured environmental management framework that incorporates sustainable practices where possible. Training and educating employees is an important part of promoting environmental awareness. In addition, across the Construction, Acotec IBS and Cable Divisions, employees receive guidance on waste segregation and compliance with the Environmental Quality Act 1974 through regular briefings and on-site sessions. We focus on continuous improvement through internal audits and corrective actions. This helps ensure compliance with environmental policies and regulations while addressing relevant issues to improve overall environmental performance.

## Minimising Waste Impact Throughout Our Operations

At OSK, waste is separated at the source to enable appropriate treatment, maximise recycling and minimise landfill disposal. Across construction sites and manufacturing facilities, materials such as metals, wood, concrete and domestic waste are collected in dedicated roll-on roll-off bins for each category. Similarly, at Group-owned commercial and hospitality properties, recycling bins are strategically positioned to facilitate proper separation and disposal.

### Property Development and Investment Division

At our headquarters, Plaza OSK, recycling bins are provided for employees to segregate recyclables into designated bins. The recyclables are periodically collected to support the charity recycling programme of Lovely Disabled Home, a non-profit organisation that provides job opportunities for adults with physical and mental challenges.

We also promote recycling efforts among residents, shoppers and tenants by raising awareness and providing recycling bins at strategic areas. At Atria Shopping Gallery, various initiatives were held in conjunction with World Environment Day on 29 June 2025 with the support of OSKF and Global Environment Centre. The programmes included a Waste-to-Wealth Talk and workshops on recycling and composting. The mall has also been equipped with a Klean vending machine since FY2022 to encourage shoppers and tenants to recycle their containers.

Since FY2024, in our Iringan Bayu township, we have partnered with SWM Environment, an integrated solid waste management service provider, to establish a drive-through recycling centre. The centre serves approximately 3,611 residential units, allowing residents to easily drop off recyclables and earn reward points. All collected recyclables are transported to a SWM Environment facility for weighing, sorting and forwarding to recycling plants.

### Construction Operations

Our construction activities are a key focus area for waste management. At our construction sites, we implement waste management plans and site planning mechanisms throughout the project lifecycle to ensure proper storage and handling of waste materials to prevent leaks and spills. We regularly review our waste monitoring and recording protocols to uphold regulatory compliance and enhance our waste management system.

*For more details on our other waste initiatives, please refer to the Resource Efficiency material matter on pages 60 to 61.*

### Manufacturing Operations

The Cable Division adopts a structured approach to its waste management to ensure regulatory adherence, environmental protection and safe handling throughout the waste lifecycle. Any waste generated from the division's processes are segregated according to General Waste and Scheduled Waste. All scheduled waste must be disposed of through an approved Department of Environment ("DoE") scheduled waste collector within 180 days or before the waste exceeds 2,000 MT. Prior to collection, scheduled waste is reported on the DoE's waste portal to ensure it is properly labelled and stored in accordance with the DoE's requirements. Employees across all sites receive training on scheduled waste management procedures, chemical storage and forklift operations, while audits are conducted at waste collector sites to confirm proper disposal and processing.

To strengthen transparency and traceability, the Cable Division conducts laboratory analysis on the physical and chemical properties of scheduled waste, such as concentrations of iron, mercury and other substances prior to collection. This process ensures accurate classification of waste, supports compliance with the Environmental Quality (Scheduled Wastes) Regulations 2005 and enables waste collectors to apply the correct treatment methods.

In addition, the business made significant investments to improve scheduled waste infrastructure and storage. Between FY2023 and FY2024, approximately RM200,000 was invested in upgrading and maintaining dedicated scheduled waste storage facilities. These improvements ensure safe handling, prevent leakage or contamination and enhance overall environmental performance.

### Hospitality Operations

A significant portion of the waste from our hospitality segment is organic waste. Hence, we have adopted responsible organic waste management and we support circular resource use where possible. Food waste, including vegetables, fruits, coffee grounds and eggshells, is composted and used as fertiliser for hotel landscaping while used cooking oil is securely collected and recycled. In FY2025, Swiss-Garden Beach Resort Kuantan started to phase out the use of plastic bottles to reduce single-use plastic consumption.

## Integrating Pollution Risk Management

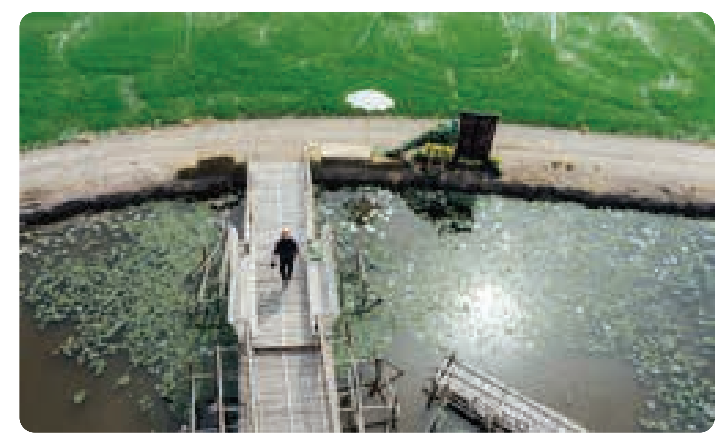
We recognise that construction and manufacturing activities carry inherent pollution risks and are committed to minimising environmental impact through proactive, site-specific measures. Our approach integrates prevention, monitoring and adherence to regulatory requirements to manage environmental pollution risks and ensure the Group's operations meet environmental standards.

### Water Management Practices

Effective water management is central to this commitment. At the Melbourne Square project in Australia, a comprehensive water quality management plan addresses runoff, sediment control and washout water handling in accordance with the Environment Protection Authority Victoria standards. Its implementation is supported by weekly inspections, dewatering and water quality assessments.

At our construction sites, drainage systems are designed to direct stormwater to designated treatment areas to prevent contamination. Untreated stormwater is not permitted to be discharged into nearby water bodies and all of our operations comply with local water management and pollution control regulations.

Similarly, at the Swiss-Grand Beach Resort Kuantan site, discharged water is sampled monthly by licensed vendors and tested in accordance with American Public Health Association (APHA) methods, ensuring compliance with the Environmental Quality (Sewage) Regulations 2009. All results are submitted to the DoE through the National Water Services Commission. Across our sites, sediment traps are employed to prevent the release of sediments into surrounding water bodies, protecting local waterways.



Environmental Pillar: Caring for the Environment

## Soil Protection and Waste Management

Soil protection and contamination prevention are closely linked to our water management practices, as proper runoff and sediment control reduce the risk of pollutants reaching the ground. Hazardous and scheduled waste is securely stored and handled in compliance with regulatory requirements to prevent spills or leaks and minimise the risk of soil pollution.

In the Construction Division, measures such as silt fences, sediment traps, retention basins and stabilised construction entrances are implemented to prevent soil erosion and minimise sediment transfer from vehicles. Regular site assessments are conducted to identify areas vulnerable to contamination and ongoing inspections as well as waste tracking reinforce these practices, ensuring that construction activities minimise soil pollution and protect surrounding ecosystems.

## Air Quality Management

Air quality management complements our water and soil protection efforts. Dust mitigation practices, including road spraying and wheel washing, help to reduce material scattering within construction sites and surrounding communities.

## Noise Management

We manage operational noise to ensure it remains within permissible limits. Noise levels are regularly monitored and corrective actions are taken promptly to maintain compliance. High-noise activities are scheduled during daytime hours to minimise disruption to employees and nearby communities. In certain operations, such as the Olympic Cable and Acotec IBS Divisions, routine machinery maintenance is performed to prevent excessive noise resulting from wear and tear.

## Monitoring, Compliance and Reporting

Monitoring and compliance form the foundation of all these initiatives. This includes regular site inspections, periodic water quality assessments and laboratory testing to verify that our operations meet national standards in Malaysia and Australia, including the Environmental Quality Act 1974. We continue to maintain detailed records of these activities in line with transparency, continuous improvement and effective regulatory reporting.

Moving forward, we will continue to review our operations for opportunities to strengthen our environmental and waste management practices by enhancing waste reduction, recycling and pollution prevention measures across our operations. We will also seek to further integrate biodiversity considerations into project planning and site management, while maintaining compliance with applicable environmental regulations. These efforts will support our commitment to responsible environmental stewardship and long-term operational sustainability.

## Our Performance in FY2025

### Key Milestones

- **Zero** environmental fines and penalties
- **34%** decrease in waste directed to disposal vs FY2024
- **135%** increase in waste diverted from disposal vs FY2024
- **4.9%** of our food waste totaling **2,414.97kg** was successfully diverted from landfills by our Hospitality Division, with all recovered waste converted into compost
- **90.57kg** PET bottles and **21.23kg** aluminium cans diverted from landfill from Atria Shopping Gallery
- **20,495.8kg** of hazardous waste from our Acotec IBS and Cable Divisions was handled in strict compliance with DOE regulations

### Waste Generated

| | FY2023 | FY2024 | FY2025 |
|---|---|---|---|
| **Total Waste Generated** | 6,724.31 tonnes | 13,301.32 tonnes | 15,328.81 tonnes |
| Waste Diverted from Disposal | 1,122.88 tonnes | 3,865.56 tonnes | 9,093.16 tonnes |
| Waste Directed to Disposal | 5,601.43 tonnes | 9,435.76 tonnes | 6,235.65 tonnes |
| Hazardous* Waste | 20.49 tonnes | 36.48 tonnes | 21.32 tonnes |

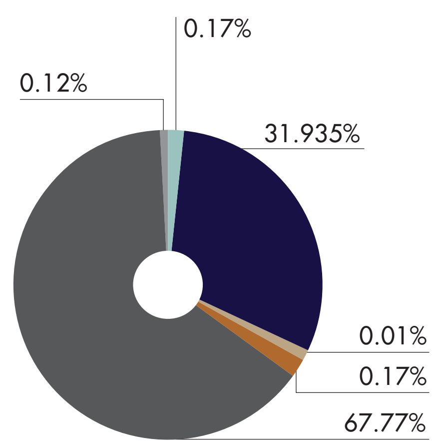
* Also refers to our scheduled waste

### Recyclables Collected

**Breakdown of Recyclables**

**Legend:** Paper, Plastics, Metal, Aluminium, Glass, E-Waste, Others

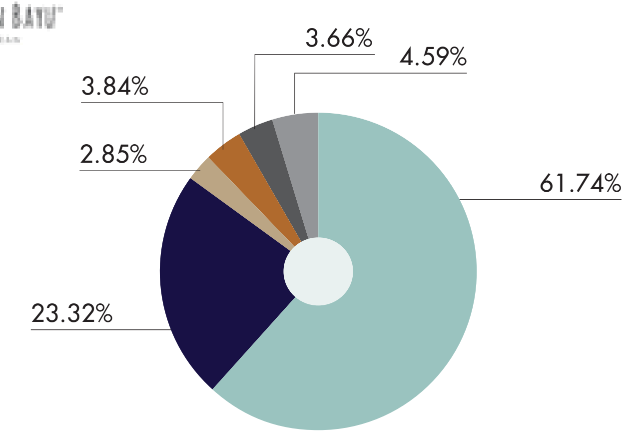
PLAZA OSK




**TOTAL RECYCLABLES COLLECTED**

**7,254kg**

*(FY2024: 8,797 kg)*




**TOTAL RECYCLABLES COLLECTED**

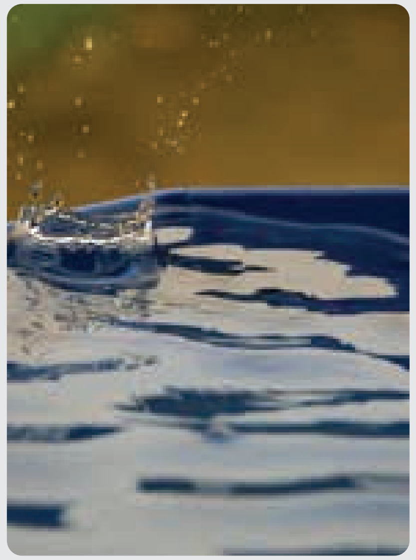
**25,862.9 kg**

*(FY2024: 16,533.1 kg)*

Environmental Pillar: Caring for the Environment

## 8 Resource Efficiency

### Why It Matters



**With rising global resource consumption, effective resource management is essential for long-term economic and environmental sustainability.**

At OSK, we recognise that our operations within Property Development, Construction, Property Investment and Manufacturing rely on a significant amount of material, energy and water.

Improving resource efficiency helps the Group optimise material usage, reduce waste generation and lower energy and water consumption across our operations. These practices support cost efficiency, emissions reduction and responsible environmental management, while safeguarding natural resources for future generations.

### Our Response

We are committed to optimising resources, prioritising efficient use and implementing sustainable consumption across all operations. Our approach emphasises responsible water and resource management to minimise environmental impact while supporting the Group's operational needs and sustainability goals.

#### Driving Responsible Water Use Across Our Portfolio

Across our businesses, our water supply primarily comes from municipal systems. To enhance more efficient water usage as part of our commitment to water use reduction, we have implemented rainwater harvesting and water reuse initiatives.

Since FY2024, the OSK Shorea Park construction site has implemented rainwater collection at centralised labour quarters for non-potable uses such as dust suppression and sanitation. In FY2025, we further expanded our rainwater harvesting initiative by installing various systems at additional properties where feasible, including OSK's property galleries at Iringan Bayu, Bandar Puteri Jaya and OSK Mori Park. We also installed a 300-litre wall-mounted rainwater harvesting system at Atria Shopping Gallery and a 3,785-litre standard system at Faber Tower.


At Olympic Cable's manufacturing plants in Melaka and Johor Bahru, we constructed and used rainwater harvesting systems to support machinery operations and automated garden irrigation. Similarly, the Acotec IBS Division, which produces wall panels requiring water for only 5% of total materials, integrated rainwater harvesting through a dedicated gutter system, directing collected water into the mixing process to reduce municipal water reliance. Additionally, we installed new units of rainwater harvesting systems at Swiss-Garden Beach Resort Kuantan, which are fully operational for landscaping use.

Aside from rainwater harvesting, our cable manufacturing facility has employed a water recirculation system for over two decades to reuse process water as a cooling agent, avoiding discharge into waterways. In FY2019, we upgraded the system to increase storage capacity by 71%, reaching 489 $m^3$.

#### Process Improvement to Reduce Resource Usage

Within the Construction division, we continuously explore innovative methods and materials to further minimise construction waste and enhance resource efficiency. The division has replaced traditional timber formwork with a durable aluminium system, improving construction quality while significantly reducing material waste. Recycled construction materials are also repurposed, with crushed materials used for durable site surfaces, while shredded timber and plywood are used for landscaping activities. In FY2025, we repurposed unused steel and scaffolds to create racks in the store for aluminium formwork usage by the Construction division.

Within our Acotec IBS Division, we have introduced AcoLITE, a durable and lightweight next-generation wall panel system. The product incorporates lightweight expanded clay aggregates, enabling reduced natural resource consumption and lower overall structural dead loads. Its production process utilises natural heat curing, contributing to reduced energy consumption while maintaining the required performance and compliance standards.

In addition to product development, we implemented improvements to the division's packaging practices in FY2025, including replacing polyvinyl chloride (PVC) with PET strapping and discontinuing wood-based materials for packaging. This initiative aims to reduce environmental impact across the supply chain, improve recyclability and support more responsible and sustainable material usage.

Within the Cable Division, we strengthened quality control by inspecting incoming raw materials and training our operators on proper handling and defect identification. We also implemented process improvements to address recurring issues. These measures resulted in a 1.71% reduction rate in defect rates and a corresponding decrease in material wastage.

Looking ahead, we will continue assessing the feasibility of installing rainwater harvesting systems in our buildings to further reduce reliance on municipal water for non-essential uses, such as landscaping and sanitary flushing. In addition, we will continue exploring solutions that reduce dependence on virgin natural resources and foster circular economic practices, including reducing waste and innovating eco-friendly materials.

### Our Performance in FY2025

#### Key Milestones

#### Water Consumed

**TOTAL RAINWATER HARVESTED**

**1,421 $m^3$**
*FY2024: 142.7 $m^3$)*

**Total Water Consumed from Municipal Sources**

| FY2023 | FY2024 | FY2025 |
|---|---|---|
| 565,366 $m^3$ | 487,034 $m^3$ | 553,058 $m^3$ |

# Social Pillar: Flourishing Societal Well-Being

Social Pillar: Flourishing Societal Well-Being

## 9 Talent Management & Development

### Why It Matters

**Talent management and development is essential to OSK's long-term success and organisational sustainability. Our people are central to ensuring that we continuously meet evolving customer demands and drive business performance growth.**

By recruiting, developing and retaining the right talent, we build a skilled and future-ready workforce. Continuous learning opportunities, structured career progression and leadership development programmes enhance employee capabilities, improve performance and help us remain competitive in a rapidly evolving landscape.

A strong focus on development also fosters a culture of trust, collaboration and accountability. When employees feel supported and equipped to grow, they are more engaged, motivated and committed, leading to higher job satisfaction and lower turnover. Ultimately, effective talent management and development attracts high-calibre talent, reinforcing OSK's position as an employer of choice and supporting sustainable long-term growth.

### Our Response

#### Attracting Future Talent

We recognise that a sustainable talent pipeline is vital to strengthening our organisation. Our initiatives are designed to develop the next generation of professionals by providing practical exposure, equipping them with the skills needed to succeed, and fostering long-term growth that benefits both individuals and the industries we serve.

In 2025, OSK Group actively advertised internship and fresh graduate positions across all functions, reflecting our continued commitment to attracting young talent and providing meaningful workplace experience. This resulted in the recruitment of 55 interns across our organisation.

The Group also promotes career opportunities through multiple channels, including career fairs and recruitment drives, as well as encouraging applications via social media and established career platforms. These efforts enhance our visibility among early-career candidates and support long-term workforce sustainability.

#### Advancing Employees' Learning and Development

We remain committed to supporting the long-term personal and professional development of our employees, guided by our Sustainability Policy. Internally, we have a formalised Training Plan with seven established thematic areas to address identified training needs and support the achievement of our business objectives. Designed to create a future-proof workforce, our training programmes cover both technical and soft skills to strengthen performance, build proficiency and address knowledge gaps. In FY2025, we introduced a new series known as Fireside Chat, featuring external leaders who share their leadership learnings and experiences to enrich employees' perspectives and foster a culture of learning and open dialogue.

#### OSK Training and Development Key Thematic Areas

| | |
|---|---|
| New Hire Series | Self-Development Series |
| Leadership Series | Technical Knowledge Series |
| Hospitality Series | Digital Learning Series |
| Fireside Chat Series*<br>*Introduced in FY2025 | |

#### New Professional and Personal Development Programmes

In line with the company's long-term business strategy and evolving operating landscape, we introduced new Learning and Development programmes in FY2025 to systematically upskill, reskill and future-proof our workforce. These initiatives strengthen organisational capability, leadership depth and digital readiness while supporting operational excellence and sustainable growth.

The programmes are structured around four strategic capability pillars:

**1. Human & Collaboration Capabilities**

Soft skills and self-development initiatives such as the British Council Self-Improvement Series, covering Interpersonal Communication Skills, Effective Executive Presence and Presentation Skills, enhance communication effectiveness and professional confidence. Programmes such as Unlocking Personalities and The 5 Languages of Appreciation further strengthen cross-functional collaboration and team effectiveness by building self-awareness and fostering appreciation of diverse working styles.

**2. Leadership & Talent Development**

We have developed several programmes focused on building a strong, consistent leadership pipeline across the Group. The OSK Leadership Excellence Programme establishes a unified leadership DNA, enabling leaders to collaborate across businesses, drive team performance and navigate complex market challenges. The OSK Morning Brief guides Heads of Department in leading structured, values-driven team engagements, while learning modules inspired by Good to Great reinforce principles of sustainable high performance. Complementary initiatives such as Career Development Planning and Supervisory Skills Programmes strengthen succession readiness and frontline people-management capabilities across operational environments.

**3. Technical & Regulatory Readiness**

Targeted technical programmes such as Let's Face the Bullies – In Light of the Penal Code (Amendment) Act FY2025 and The Proposed Consumer Credit Act: Key Implications for Non-Bank Credit Providers, Credit Service Providers and Credit Consumers ensure employees stay current with regulatory developments. These initiatives enhance risk awareness, strengthen governance standards and support regulatory compliance across the organisation.

**4. Digital & Data Enablement**

Digital capability building was accelerated through initiatives such as the Introduction and Training for the OSK Internal Document Approval System (IDAS), which supports paperless workflows and enhances operational efficiency. Microsoft 365 Copilot Training for Executives equips employees to leverage AI-enabled tools to improve productivity and generate insights, while Microsoft Power BI training strengthens data analytics capabilities to support performance tracking and evidence-based decision-making.

LinkedIn Learning and Typsy are both e-learning platforms we rolled out in FY2025 to provide our employees with flexible learning opportunities. LinkedIn Learning offers more than 16,000 courses, covering topics such as Leadership & Management, Project & Operations, Communication, Strategy & Analytics, Technology & Innovation, Problem-Solving and Productivity. Typsy on the other hand, is a platform focused on hospitality modules, enabling our hospitality team to learn on the go.

In addition, we continue to support employees in advancing their expertise by offering various incentives to motivate them to obtain additional external qualifications. These include sponsorship for learning materials and examination fees, as well as up to two days of paid leave per examination.

Social Pillar: Flourishing Societal Well-Being

## Developing Employee Leadership and Organisational Capability

We regard our workplace leaders as catalysts for a positive, values-based culture. As such, we invest in building leadership capabilities and reinforcing organisational knowledge by nurturing a knowledge-sharing culture.

### Leadership Excellence Programme at Asia School of Business

As part of the Leadership Development Initiative, we held the two-day OSK Leadership Excellence Programme, facilitated by the Asia School of Business ("ASB"), which brought together CEOs, Function Heads and high-potential leaders. This initiative serves as a cornerstone of building a strong leadership pipeline, reinforcing OSK's commitment to nurturing purpose-driven leaders who can drive long-term, sustainable business growth through socially responsible and inclusive leadership.


### Learning from External Industry Leaders

In November and December 2025, we strengthened our knowledge-sharing culture by introducing the Fireside Chat Series, featuring external industry leaders who shared their insights, experiences and leadership lessons. This initiative provides valuable perspectives on emerging industry trends and effective leadership practices, drawing on the expertise of seasoned professionals. Among the industry leaders who participated in this initiative were Mr Loh Wai Keong and Puan Shazurawati binti Abdul Karim, who have extensive experience in the investment management and telecommunications industries.

## Managing Employee Performance and Feedback

Our established performance management system aims to support a fair, transparent and constructive evaluation of employee performance. During FY2025, we conducted several programmes for employees at all levels to support their performance, development and alignment with individual and organisational goals.

### Monthly Effective Performance Management Workshops

We conducted mandatory Effective Performance Management workshops on a monthly basis to support newly onboarded employees, as well as people managers and existing employees, in effective KPI and goal setting. These sessions are compulsory for all new hires, excluding interns, and designed to embed a culture of performance excellence from the outset.

**As of 31 December 2025, 178 employees participated in the workshops.**

### Supportive Performance Improvement Plan

This programme is a new initiative in which OSK Academy collaborates with all HRBPs to conduct an in-depth review of the process for carrying out supportive Performance Improvement conversations. Various case studies are shared as learning examples, together with step-by-step guidance on completing the form, supported by consistent monitoring and structured guidelines.

### Performance Management for People Managers

We have endeavoured to ensure line managers are equipped to conduct performance appraisals beyond what is required by the basic modules. We designed this programme to equip all managers with the competency to effectively conduct coaching conversations, ensuring that both employees and line managers are accountable in the performance management process.

Social Pillar: Flourishing Societal Well-Being

### Career Development and Mobility

We encourage our employees to share their career aspirations and mobility preferences through the Key Performance Indicator ("KPI") Final Evaluation process. These insights enable the Group to make better informed decisions regarding workforce planning, resource optimisation and supporting employee growth.

In May 2025, we restructured the Individual Development Plan ("IDP") by restructuring our development plan into short-term and long-term goals. The updated IDP applies the 70:20:10 model which is a framework that emphasises learning through on-the-job experience, social interaction (peers, managers) and, lastly, formal training, supporting more effective and personalised career development planning for employees.


## Valuing Our Employees

In line with market practices and to retain our talent, we provide a range of benefits that focus on employee well-being and development. Our employee benefits include fair remuneration, a competitive incentive system and comprehensive welfare packages for all permanent and fixed-term employees.

In FY2025, we engaged an independent consultant to conduct a compensation and benefit benchmarking exercise. This is to ensure we have an objective and market-aligned assessment of our benefit competitiveness and to guide us in better decision-making on our employee benefits.

- Claimable wellness benefits:
  - **Dental treatment**
  - **Optical care**
  - **Health screenings**
  - **Traditional medicine and treatment**
  - **Vitamins and supplements**
  - **Gym membership**
- Group hospitalisation and surgical coverage
- Group personal accident coverage
- Compassionate leave
- Marriage leave
- Examination leave

Furthermore, we promote physical health and financial wellness through initiatives such as Health Week, fitness challenges and financial management sessions, complemented by health insurance coverage and gym access benefits.

*For details on our initiatives promoting worker health, refer to the Safety, Health & Well-Being material matter on pages 76 to 79.*



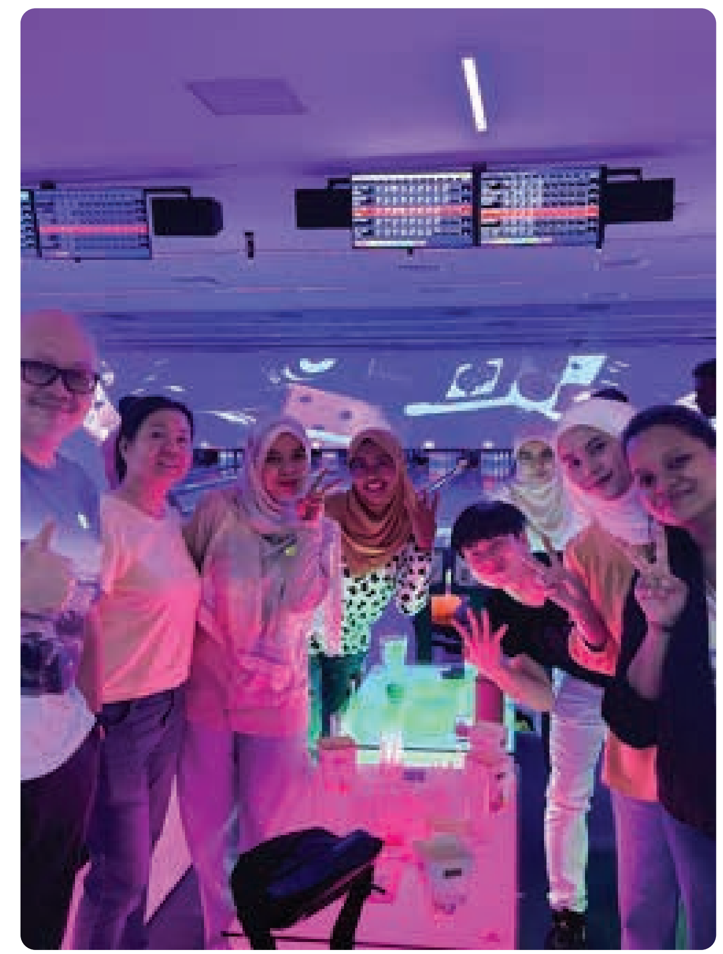
## Engaging Our Employees

Employee engagement remains a pillar of our culture, encouraging camaraderie, inclusivity and shared purpose. An engaged workforce is also key to sustaining productivity, loyalty and long-term organisational growth. Accordingly, we continue to invest in initiatives that nurture employee connection, well-being and a sense of belonging across the Group.

This is facilitated through a variety of activities that promote teamwork and well-being, including annual dinners and volunteer activities with charitable partners. In FY2025, we introduced the OSK Sports League to further strengthen engagement and collaboration through sports-based activities. Over the year, a series of mini tournaments was organised, including bowling, badminton, futsal and pickleball, providing employees with opportunities to build relationships across functions in an informal and inclusive setting.


### Open Communication and Feedback Channels

We believe every employee deserves to be heard, valued and feel connected to our organisational purpose. To foster an open and engaging workplace, we promote transparent communication and regular opportunities for cross-functional interaction. Employees are kept informed of the latest developments and happenings within the Group through multiple channels including our employee portal, regular newsletters and email updates. In addition, we organise group-wide and divisional town hall meetings, annual employee surveys and dialogue sessions between the Group Managing Director, Deputy Group Managing Director, employees and senior leadership. These enable two-way communication, encourage feedback and strengthen trust and alignment across the organisation. Within our operation in the Cable Division, the employees' union is in place, providing a formal platform for employee representatives to consult and engage with management on workplace issues.



# Social Pillar: Flourishing Societal Well-Being

Social Pillar: Flourishing Societal Well-Being

## Respecting Fair Labour Practices

We are committed to fostering a fair and respectful workplace for all employees. Guided by the principles of dignity, equality and integrity, we ensure that all labour practices across the Group fully comply with applicable laws and regulations on working hours, overtime, rest days and medical benefits. We ensure full compliance with applicable minimum wage regulations across all our operations.

We uphold strict hiring standards by ensuring that all employees across our operations are of legal working age. We do not condone child labour or forced labour across our operations.

This commitment is further supported by our Sustainable Labour Practices Policy and ongoing Diversity, Equity and Inclusion ("DEI") efforts, which together promote equitable treatment and safeguard the well-being of all employees.

*For details on our diversity-related initiatives and how we advance an inclusive workplace, refer to the Diversity, Equity and Inclusion ("DEI") material matter on pages 71 to 75.*

### Providing Safe and Comfortable Accommodation

We ensure that our employees have access to safe and comfortable living environments, which are fundamental to their overall well-being. Our accommodation facilities, including centralised labour quarters and approved rented quarters, comply with the Employees' Minimum Standards of Housing, Accommodation and Amenities (Maximum Rental or Charges for Accommodation) Regulations 2020.

Olympic Cable Melaka provides JTKSM-certified accommodations managed by Agensi Pekerjaan FNB Management Sdn. Bhd., ensuring full compliance with national housing and safety standards. Supported by 24-hour security and dedicated wardens, the facility offers fully furnished units and integrated transportation for work and healthcare. This comprehensive approach ensures a safe, dignified, and secure living environment that prioritises employee well-being.

We provide a range of amenities that support employees' daily needs and well-being, including access to grocery stores, vending machines, water dispensers and shared kitchen facilities. These amenities enhance convenience, encourage responsible resource use and contribute to a supportive and inclusive workplace environment where employees can engage in activities such as football and badminton.

### Supporting Our Foreign Workers

We remain committed to ensuring the well-being, compliance and integration of our foreign workers across the Group.

To support their welfare, the Plantation Division covers passport renewal fees and provides newly hired foreign employees with essential groceries, such as rice and cooking oil, to facilitate a smooth transition into their new environment.

In the Construction and Cable Divisions, we cover medical examinations required for foreign worker permit renewals, enabling employees to meet necessary health requirements and maintain valid work permits without incurring additional personal expenses.

At the Cable Division, foreign workers are also provided with Malay language classes to enhance their communication skills and facilitate effective interaction while at work.

For the Hospitality Division, we support foreign workers by providing them with duty meals at a staff cafeteria, uniform and accommodation.

We also provide them with a budget for sports activities in terms of hall rental and court rentals, which are incorporated into monthly staff activities. For kitchen operation foreign workers, we provide them with food handlers training. All foreign workers participate in our monthly gatherings, department outing and town hall meetings as a form of appreciation for their outstanding contributions.

We welcome foreign employees to participate in festive celebrations, such as Hari Raya and Deepavali, as well as quarterly birthday celebrations, recognising their contributions and fostering a sense of belonging.

Moving forward, we will continue to strengthen employee growth and development through structured learning and leadership initiatives. We plan to provide clear career guidance, diverse development opportunities and platforms for knowledge sharing, while fostering leadership exposure, mentoring and practical experiences that support continuous learning and alignment with evolving business needs.

We also remain committed to supporting the well-being of our people. Through initiatives that promote health, social connection, flexibility and overall wellness, we aspire to create an environment where employees can thrive personally and professionally, helping our organisation grow and succeed together.

## Our Performance in FY2025

### Key Milestones

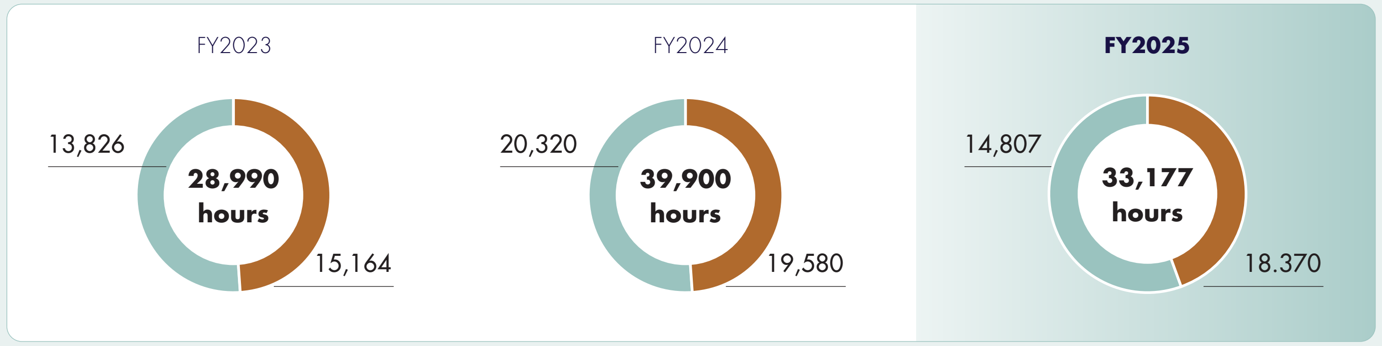
- Onboarded **555** new joiners to support business continuity
- Introduced **55** new training programmes under the various thematic areas
- Delivered **33,177** hours of training across the Group
- **83.3%** of OSK employees attended at least one training programme during FY2025 (total programmes: 159)
- Provided an average of **1.9** days/**15.2** hours of learning and development per employee, ensuring consistent growth opportunities

# Social Pillar: Flourishing Societal Well-Being

## Our Performance in FY2025

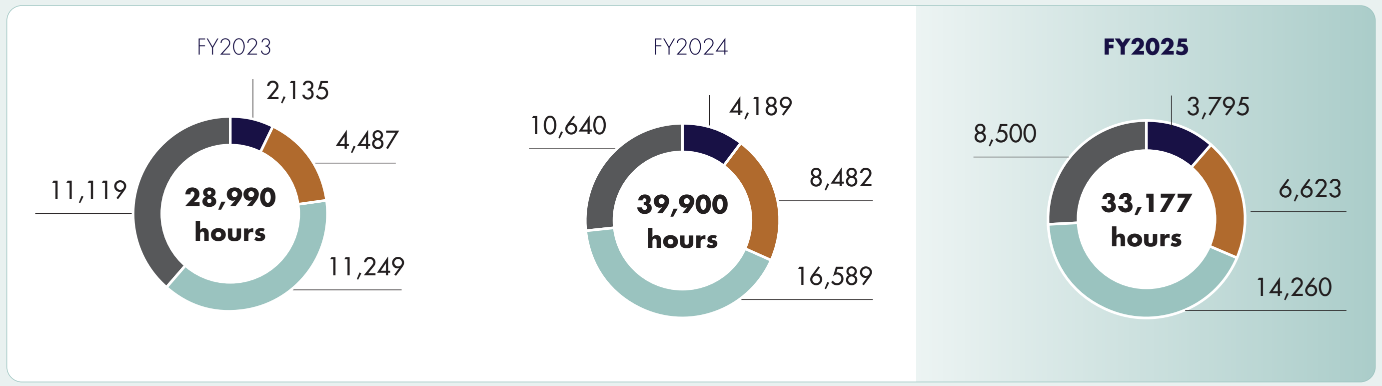
### Key Milestones (cont'd)

**Total Training Hours by Gender**




**Legend:** Male, Female

**Total Training Hours by Job Category**




**Legend:** Senior Management, Middle Management, Executives, Non Executive/Technical Staff/General Workers

**Total Training Hours by Type**

| | | |
|---|---|---|
| **3,604 hours** Digital Learning Series | **71 hours** Fireside Chat Series | **4,389 hours** Hospitality Series |
| **3,972 hours** New Hires Series | **4,048 hours** Self-Improvement Series | **15,315 hours** Technical Knowledge Series |

**LEADERSHIP SERIES** 1,778 hours

**TOTAL HOURS** 33,177

Social Pillar: Flourishing Societal Well-Being

## 10 Diversity, Equity & Inclusion

### Why It Matters

**Diversity, Equity and Inclusion ("DEI") is vital to our ability to innovate and remain competitive, as it strengthens our capacity to attract, develop and retain high-calibre talent. A diverse team brings different experiences, perspectives and ideas, which improves problem-solving, innovation and decision-making across our businesses.**

DEI also directly supports our long-term business sustainability as our businesses interact with a wide range of stakeholders. An inclusive culture improves customer understanding, strengthens stakeholder relationships and builds trust with the communities in which we operate, reinforcing our reputation and supporting evolving regulatory and societal expectations.

### Our Response

#### Strengthening DEI Through Policies and Practices

We are committed to building a diverse, equitable and inclusive environment that recognises individual contributions and promotes fair opportunities. Our DEI strategy continues to be delivered through two main areas of focus:

**Board Diversity**

We value diversity on our Board, bringing together varied expertise and perspectives that enhance decision-making and reflect our organisational values. We ensure balanced representation by considering gender, experience and background to strengthen governance and stakeholder confidence.

**Workforce Diversity and Inclusiveness**

We foster an inclusive culture that values individual contributions and ensures equal opportunities. We embed fair employment practices, inclusive leadership training and equitable access to career development to build trust, deepen engagement and enable a diverse workforce to thrive.

To support this strategy, our Sustainability Policy, Diversity and Inclusion Policy, Sustainable Labour Practices Policy and Code of Conduct and Business Ethics enable the consistent integration of DEI principles across our culture and operations.

# Social Pillar: Flourishing Societal Well-Being

Social Pillar: Flourishing Societal Well-Being

## Embedding DEI into Our Organisation

Our Diversity and Inclusion Policy sets the framework for advancing DEI initiatives and outlines the following key objectives that reinforce our commitment to fostering a diverse and inclusive environment:

- Build a diverse, skilled workforce to improve our service delivery and achieve our goals
- Nurture a workplace culture characterised by inclusive practices and behaviours to benefit all employees
- Enhance employment and career development prospects for women
- Create a work environment that values and utilises the contributions of employees from diverse backgrounds, experiences and perspectives
- Make employees aware of their rights and responsibilities in relation to fairness, equity and respect for all aspects of diversity

The Group promotes workforce diversity and equal opportunity through inclusive employment practices and policies that prohibit discrimination on the basis of age, gender, race and religion. These principles are embedded in our recruitment, performance management, training and promotion processes to ensure fair and merit-based treatment across the organisation.

In accordance with the Diversity and Inclusion policy, we also endeavour to uphold board diversity, ensuring a balance of perspectives, experiences and expertise in governance and strategic oversight, in alignment with the Malaysian Code of Corporate Governance's practices on diversified board composition.

## Upholding a Respectful and Inclusive Workplace

Promoting DEI is central to us in ensuring the fair and equal treatment of all individuals. We do not tolerate discrimination based on any of the following characteristics:

- Age
- Caregiving Responsibilities
- Disability and Mental Health Conditions
- Nationality
- Race, Religion and Language
- Sex, Marital Status, Pregnancy Status

We are committed to fair, safe and ethical treatment for all employees, enabling them to participate fully and thrive. This commitment is encapsulated in our Code of Conduct and Business Ethics, which sets clear expectations for maintaining a safe, healthy and secure workplace.

The code further underscores our zero-tolerance position on workplace harassment, covering any form of disrespectful, intimidating or hostile conduct, in alignment with the Employment Act 1955 and the 2022 amendments effective from 1 January 2023.

## Reporting Workplace Concerns

As part of our dedication to addressing concerns responsibly, we have in place two grievance mechanisms that encourage our employees to speak up and raise any issues. One of the mechanisms allows employees to report any instances of discrimination or harassment to their immediate supervisor, Head of Division/Department or Group Human Resources. They can refer to our Grievance Escalation Guidelines, which are accessible to all employees through the intranet.

Another grievance mechanism is our whistleblowing channel for reporting serious misconduct, in line with our Whistleblowing Policy. The Whistleblowing Policy, available on our corporate website, ensures the protection of whistleblowers' anonymity and confidentiality. It allows stakeholders to raise concerns freely and securely without fear of reprisals, with all reports handled in strict confidence and protected from unauthorised access or use.

The policy provides multiple avenues for employees and external stakeholders to report any suspicious behaviour or improper conduct, which is not limited to bribery and corruption. Other issues that are covered by the policy include discrimination, harassment and breaches of the Code of Ethics.

Reports of any suspicious behaviour or misconduct can be submitted directly to the Whistleblowing Coordinator via:

whistleblowing@oskgroup.com

03-2161 0662

Attn: Whistleblowing Coordinator
Level 11, Plaza OSK
Jalan Ampang, 50450
Kuala Lumpur, Malaysia

## Advancing DEI Through Ethical Labour and Human Rights Practices

We recognise that promoting DEI must be supported by strong labour standards and human rights protection. Through our Sustainable Labour Practices Policy, which governs our labour standards and ethical employment practices across the organisation, we reinforce a fair, safe and rights-respecting workplace.

The policy outlines the principles and expectations for fair labour practices, ethical conduct and the protection of labour rights. It applies to all directors, employees and interns, who are responsible for complying with, implementing and upholding its requirements. It is aligned with local regulatory requirements and international human rights frameworks, including:

- Employment Act 1955
- Children and Young Persons (Employment) Act 1966
- Universal Declaration of Human Rights
- United Nations Guiding Principles on Business and Human Rights
- International Labour Organization ("ILO") labour standards

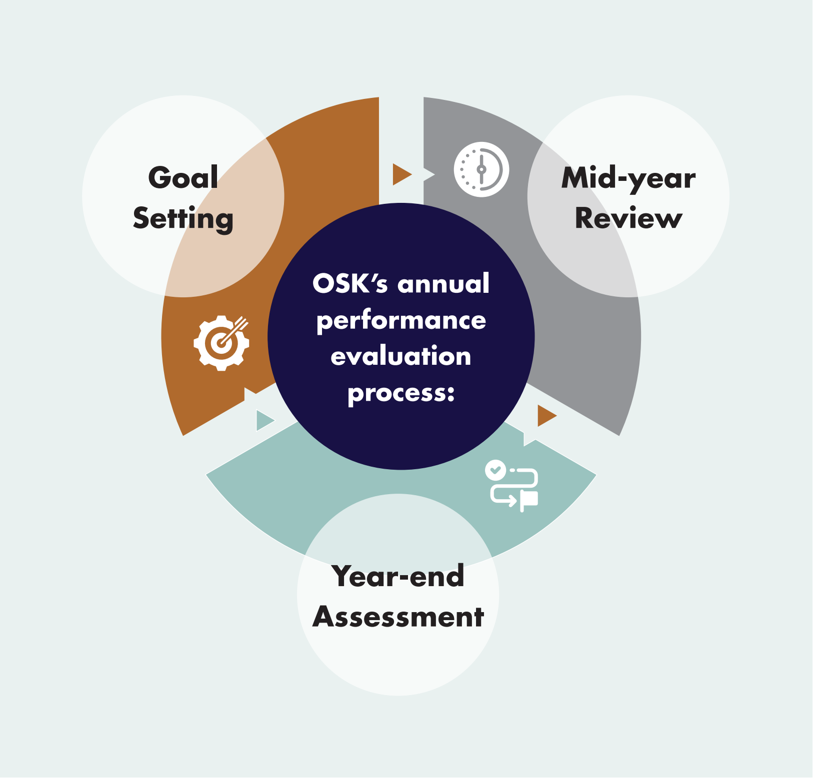
Where relevant, we also communicate the policy to business partners, vendors and suppliers to encourage alignment with our standards. This is in line with our Sustainable Procurement Code of Conduct, which fosters the same ethical principles among suppliers, contributing to a secure and equitable workplace across our value chain.

## Providing Fair Pay and Equal Opportunity

We are committed to providing all our employees with equal opportunities. All hiring and promotions are conducted on a merit basis, in line with the principles of fairness and equality of our Sustainable Labour Practices Policy.

We also provide equal pay for equal work, with remuneration determined by objective factors such as qualifications, experience, job competencies and performance, regardless of gender, age, race or any other personal characteristic. Our approach to fair remuneration is supported by structured and transparent assessment processes.

In FY2025, we removed any form of service requirement period for employee promotion to focus on a purely performance-based assessment for all full-time employees, regardless of gender or rank, who have completed their probationary period. This change reinforces a culture where career progression is driven by merit and contributions, ensuring employees are recognised, valued and supported to grow based on performance rather than tenure.




- *For details on our performance management, feedback culture and development pathways, refer to Talent Management and Development material matter from pages 62 to 70.*

# Social Pillar: Flourishing Societal Well-Being

## Enhancing Accessibility for Persons with Disabilities

We maintain an ongoing commitment to creating inclusive and welcoming spaces, recognising that meaningful inclusion is shaped not only by physical design, but also by how spaces are managed, accessed and experienced by the community.

This commitment is demonstrated across our existing developments, including family-friendly amenities at Atria Shopping Gallery neighbourhood mall in Damansara Jaya, Selangor, that respond to diverse user needs, as well as the installation of a wheelchair lift at the staircase linking service residence Ryan & Miho, Petaling Jaya, Selangor, with the adjacent commercial hub, ensuring safe, seamless and equitable access.

Additionally, accessibility considerations are embedded within our Property Investment Division and property management practices, ensuring inclusivity is consistently applied across both new and existing assets to support safe and seamless movement throughout shared spaces.

During the year, we strengthened accessibility across several high-rise residential developments to enhance mobility, safety and day-to-day usability for Persons with Disabilities ("PWD") through the following measures:

Implemented a comprehensive set of accessibility upgrades at Rubica, Harbour Place in Butterworth, Penang, including lifts fitted with Braille buttons and handrails, ramps at the facilities floor and wheelchair-accessible toilets at the facilities podium. We further improved ease of access by introducing designated OKU parking bays to better support residents and visitors with mobility needs.

Enhanced lifts with Braille buttons and handrails at Alia @ Mori Park and Bayu @ Mori Park, Shah Alam, Selangor, and provided wheelchair-accessible toilets at the facilities podium. In addition, we installed ramps to improve access to facility rooms and lift lobby entrances.

Introduced handicap-friendly units and tactile paving at the ground floor of OSK Areca, Bandar Baru Nilai, Negeri Sembilan, to support safer and more intuitive movement. We also enhanced access within the building by equipping lifts with Braille buttons and handrails, alongside the provision of wheelchair-accessible toilets at the facilities podium.

Through these actions, we continue to embed universal design principles across our developments, ensuring our spaces stay accessible, functional and welcoming to all members of the community.



Social Pillar: Flourishing Societal Well-Being

## Our Performance in FY2025

### Key Milestones

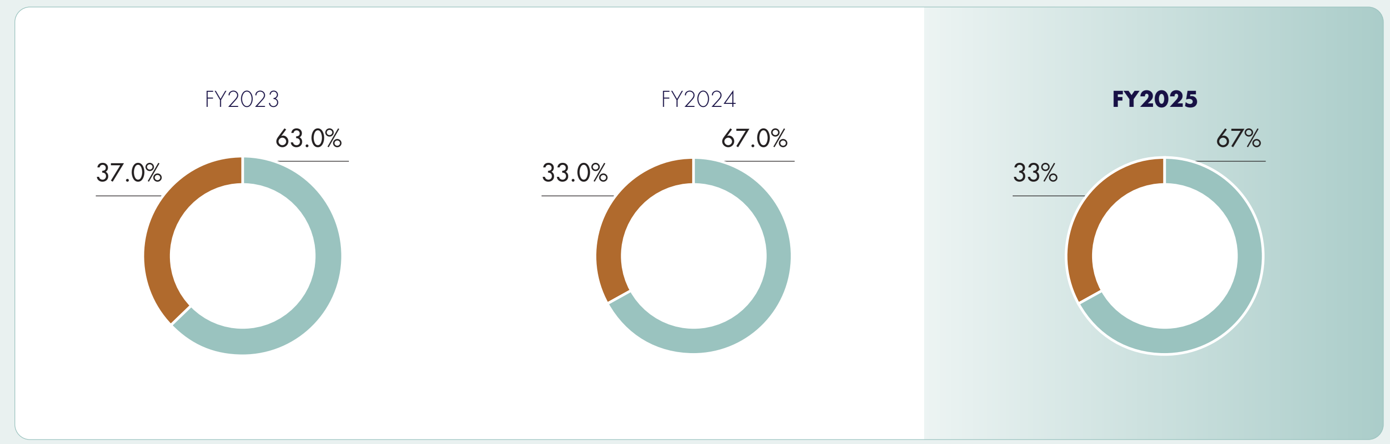
Maintained **33.0%** women representatives on our Board and **39.4%** female representation in senior positions

Recorded **2** substantiated complaints of human rights violations

Achieved **100%** completion of performance reviews for all eligible employees

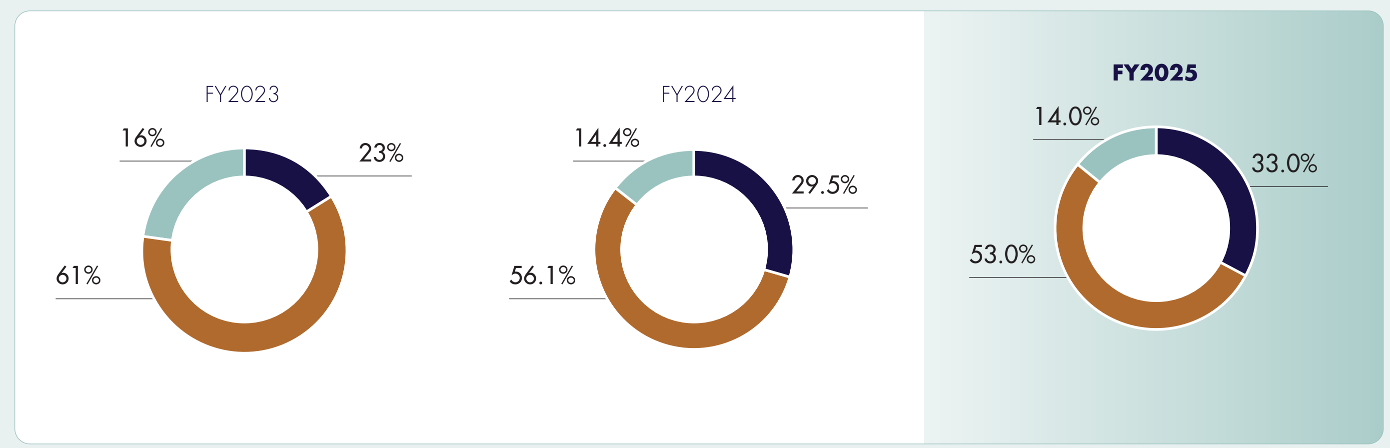
Turnover rate **18.6%**

### Group Gender Diversity




**Legend:** Male Female

### Group Employee Age Distribution

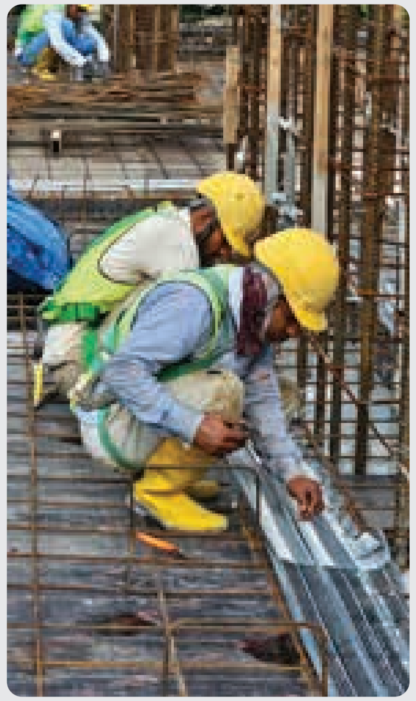



**Legend:** Under Age 30 Age 30 - 50 Age Above 50

Social Pillar: Flourishing Societal Well-Being

# 11 Safety, Health & Well-Being

## Why It Matters



**We recognise that safety, health and well-being are critical to an organisation's ability to operate responsibly and sustainably.**

Cultivating a strong occupational safety and health ("OSH") culture reduces incident rates, prevents business interruptions and mitigates regulatory, legal and reputational risks. It also fosters employee engagement, supports talent retention and contributes to long-term productivity. As such, prioritising safety, health and well-being is vital to maintaining operational excellence and sustaining stakeholder confidence.

## Our Response

Our Sustainability Policy, Sustainability Labour Practices Policy and Code of Conduct and Business Ethics outline our commitment to creating a safe and conducive environment for our employees and contractors.

We promote best practices across our operations, including by providing the resources and training needed to identify hazards, reduce risks and prevent incidents. Our health and safety rules and standard operating procedures apply across our operations to ensure a high standard of workplace safety and compliance. We ensure that all members of the Board, employees and contractors uphold our safety standards and rules in all our premises.

### Safety Governance and Oversight

We comply with the Occupational Safety and Health Act ("OSHA") 1994 and other relevant laws and regulations across our business operations. The Construction and Cable Divisions are certified with ISO 45001:2018 Occupational Health and Safety Management Systems ("OHSMS"), which supports compliance with recognised safety standards.

The respective business divisions' OHSMS is guided by the Plan–Do–Check–Act ("PDCA") approach, which supports continuous improvement in safety management and incident prevention. Under this framework, we establish policies, procedures and preventive measures based on identified hazards and assessed risks, implement these measures through safe work practices and training, monitor effectiveness through inspections, audits and reviews, and take corrective and preventive actions to strengthen controls and address root causes.

**PDCA Framework Adopted by Construction Division**


Qualified safety and health officers are appointed across our construction and operational sites at Olympic Cable's facilities in both Melaka and Johor, Construction division's projects, Acotec IBS, Property Investment and Property Development to ensure the effective implementation of health and safety policies and the achievement of key safety performance indicators.

### Safety Risk Identification and Management

Within our Cable Division, we incorporate the Hazard Identification, Risk Assessment and Risk Control ("HIRARC") process into our standard OSH procedures. The HIRARC process encompasses regulatory reviews, internal audits, management reviews and corrective actions, enabling us to apply safety measures in our day-to-day work.


We periodically review our HIRARC process to ensure its continued effectiveness and relevance. Additional assessments are conducted when there are incidents, accidents or significant changes, such as:

- Introduction of new construction technologies, activities or methodologies
- Changes in regulatory or other requirements
- Organisational restructuring
- Implementation of new work procedures

Identified hazards, associated risks and control measures are communicated to workers at our sites through periodic training, briefing sessions and committee meetings. This ensures that all on-site personnel are aware of potential hazards and mitigation measures.

### Reporting and Investigating Incidents

We adopt a comprehensive approach to incident reporting to ensure timely risk identification, effective mitigation and continuous improvement in workplace safety. All safety incidents are investigated in a timely manner to identify root causes. Findings are used to implement corrective and preventive measures, strengthening controls and supporting continuous improvement in workplace safety. Example of improvements we have introduced in regards to incidents in FY2025 are having refresher training of safety work procedures amd updating HIRARC for clear guidance on equipment selections.

Our Incident Management Policy provides clear guidelines for reporting and managing incidents, with the aim of minimising their impact and strengthening overall response efforts. The policy encourages all employees and workers to report unsafe behaviours or incidents without fear of retaliation.

To reinforce the importance of accurate and prompt reporting as well as effective immediate response, we conduct regular awareness training for employees. Across our business divisions, including Construction, Olympic Cable, Acotec IBS, Property Investment and Property Development, an Emergency Response Plan is established within each division, outlining specific responsibilities for the Emergency Response Team and on-site personnel during emergencies, incident reporting and investigations.

### Ensuring Effectiveness through Assessments

To assess the effectiveness of our safety measures, we carry out periodic workplace surveillance audits. Comprising both internal and external assessments, the audits encompass a review of safety protocols, procedures and incident response to keep them aligned with operational needs and emerging risks.

Our Quality, Safety, Health and Environment ("QSHE") team conducts regular audits across our construction sites using a customised scoring mechanism to monitor performance and assess our processes and controls for gaps in regulatory compliance.

Our Cable Division's plants are audited internally and externally by local authorities and independent auditors, ensuring compliance and consistent enhancements to our safety measures.

At our Plantation Division, internal audits are held to assess safety procedures while external audits performed annually help to ensure we maintain our Malaysian Sustainable Palm Oil (MSPO) certification, which encompasses ISO standards, including ISO 45001:2018 OHSMS.

# Social Pillar: Flourishing Societal Well-Being

## Worker Engagement, Training and Safety Culture

Worker participation is a core element of our safety management approach. OSH Committees, comprising representatives from management and employees, meet regularly to assess the effectiveness of the OHSMS, monitor implementation and address safety matters raised at the site level.

At the Group level, we have integrated OSH risks into our Enterprise Risk Management ("ERM") framework, ensuring Board and senior management oversight. Group Risk Management conducts quarterly risk assessments to guide OSH-related actions, which are further enhanced with ongoing employee engagement and feedback.

We provide regular health and safety training to our employees, ensuring they have the knowledge and skills needed to contribute to a safe and secure work environment. Our training programmes include on-the-job training, refresher courses and awareness initiatives that help employees understand current and potential health and safety risks associated with their roles. In FY2025, we organised staged compliance training, safety sharing by OSH coordinators and CPR awareness sessions with support from the QSHE team.

At our construction sites and manufacturing facilities, employees regularly participate in safety briefings and awareness campaigns, reinforcing their understanding of safe work practices and safety protocols. We also promote safety awareness and emergency preparedness among tenants and residents in our property developments.

## Promoting Employee Health and Well-Being

We provide health services that address occupational health risks, including preventive measures, early identification and management of work-related injuries and illnesses. Our services cover pre-employment health screenings, access to panel clinics, investigations into occupational poisoning and diseases and structured return-to-work procedures following recovery. In FY2025, all site supervisors at the Plantation Division completed their training and are now qualified to provide on-site medical treatment, in line with MSPO requirements.

One of the investments we made to improve employees' well-being was investing in our Continuous Vulcanization (CV) tower in Olympic Cable Melaka and the installation of heat insulation at Olympic Cable Johor, which helped reduce indoor temperature by 25%. This enabled a more conducive working environment for our employees.

Beyond occupational health, we also promote physical well-being through health programmes and wellness benefits. Employees may claim wellness expenses for optical, dental, health screenings, vitamins, supplements and traditional treatments. They are also entitled to discounted gym memberships at the wellness centre located at our headquarters.

Moving forward, we remain committed to safeguarding the health and safety of our employees, contractors and all individuals affected by our operations. Our approach focuses on proactive risk identification, strong governance and the consistent application of safe work practices across the Group.

*For more information on initiatives to support our employees' well-being, refer to Talent Management and Development material matter on pages 62 to 70.*

## Our Performance in FY2025

### Key Milestones

**354** employees trained in health and safety standards

Maintained **zero** workplace fatalities across all our operations

Operational sites compliant with **ISO 45001:2018** Occupational Health and Safety Management System

**100% SHASSIC Score** for LEA by the Hills, Taman Melawati

**100%** of construction sites are in compliance

Total number of injury incidents: **15**

Recorded a Lost-Time Injury Rate: **0.35**

**100%** of Cable Division manufacturing plants are in compliance

### Operational sites with Qualified Safety and Health Officers or Designated Coordinators

| | | |
|---|---|---|
| Iringan Bayu | Hana Hills | Alia @ Mori Park |
| Nara @ Shorea Park | Rubica @ Harbour Place | Olympic Cable Melaka and Johor |
| Harbour View Residence | Bayu @ Mori Park | Atria Shopping Gallery |
| LEA by The Hills | Nuria Residences | |

Social Pillar: Flourishing Societal Well-Being

## 12 Community Support & Development

### Why It Matters

**We are cognisant that our growth is intertwined with the well-being of those around us and remain dedicated to initiatives that deliver meaningful impact to local communities.**

Through OSK Foundation, we collaborate with partners and local stakeholders to empower vulnerable groups, enhance access to opportunities and promote inclusive growth. These efforts help build stronger communities that contribute meaningfully to Malaysia's social and economic progress.

### Our Response

We channel our resources through OSK Foundation ("OSKF"), our philanthropic arm, to create long-term positive impact in three core areas, as shown below. At the same time, where possible, we link our initiatives to the communities where we operate our businesses.

**Education**

We prioritise education and maintain our commitment to breaking the cycle of poverty and promoting social mobility through scholarships and skills-based training.

**Community Development**

We support community welfare through initiatives in education, nutrition and humanitarian assistance, with a focus on improving access and opportunities for underserved groups. This includes programmes under the OSKF's Gifts of Hope ("GOH") initiative, through which we give back to communities during major Malaysian festivals.

**Environment**

We promote environmental sustainability through initiatives that address climate action, conservation and responsible resource management.

Our initiatives contribute to the UN SDGs by improving access to education, promoting social inclusion and strengthening community resilience. To deliver programmes that promote equitable opportunities, empower communities and nurture environmental stewardship, we partner and work closely with NGOs, educational institutions and volunteers.

Additionally, we view local community engagement as a mechanism for employees to volunteer their skills, knowledge and energy to community causes. By giving back to society, we foster a shared sense of purpose, which strengthens our culture and deepens engagement with the local community.

We also value the perspectives of the communities in which we operate. Through OSK Property, we engage residents and local authorities in dialogues before starting new developments, using their insights to guide how we plan and design our projects. This ensures that community needs are reflected in our project planning and design.

### Education: Expanding Access to Learning Opportunities

#### OSK Foundation Scholarship Programme

Since 2021, the OSK Foundation Scholarship Programme has been providing deserving students from low-income families with access to tertiary education at local universities by fully sponsoring tuition fees and monthly allowances throughout their studies. The programme also incorporates the OSK Foundation Scholars' Wellness Grant, which supports scholars beyond academic needs and helps foster their holistic development.

In FY2025, we were proud to award an additional six students under this programme. During the year, a total of RM1,294,828 was disbursed for tuition fees, living allowances and wellness grants.

Total number of active scholars (as of December 2025): **16**

Total number of beneficiaries since 2021: **39**

Launched in 2025, the OSK Foundation Scholars' Wellness Grant, valued at RM3,000 per scholar, aims to foster holistic development and resilience among scholars under the OSK Foundation Scholarship Awards.

The grant supports activities and resources that promote mental, physical and professional well-being. These include skills development opportunities, access to digital learning tools and essential healthcare support. In FY2025, a total of 30 scholars benefited from this grant.

#### Closing the Gap (CTG) Programme

As part of our two-year funding commitment, we supported 69 students of the 2024–2026 cohort from secondary schools across the Klang Valley through the Closing the Gap ("CTG") Programme.

The programme matches qualified volunteers with identified students from low-income backgrounds to provide these students with personalised mentorship, training workshops and residential camps to help enhance their chances of obtaining university scholarships. The total funding for the two-year programme was RM260,000 and the programme's funding was fully allocated by Q1 2025. As a result of the programme's efforts, the 2024–2026 cohort successfully secured RM127,390 in local private scholarships, highlighting the programme's impact in supporting students from underserved communities.

# Social Pillar: Flourishing Societal Well-Being

Social Pillar: Flourishing Societal Well-Being

## OSK Foundation Partial Technical and Vocational Education and Training Scholarship

Beginning in 2024, we strategically expanded our commitment to skills-based education through partnerships with several Technical and Vocational Education and Training ("TVET") institutions. The scholarship programme supports students from low-income families and addresses the growing demand for skilled professionals in technical and vocational fields.

We are currently partnering with the following three TVET institutions:
Montfort Boys Town Shah Alam, Montfort Youth Centre Melaka and YWCA Vocational Training Opportunity Centre ("VTOC"). In 2025, a total of 35 students were supported under the partial TVET scholarship, with RM175,000 disbursed this year.

In February 2025, we also sponsored the YWCA VTOC Entrepreneurship programme where 42 trainees who participated had the opportunity to be equipped with the skills to start or expand small businesses. Later, in October 2025, we also sponsored the YWCA VTOC Work Ready Now! ("WRN") Programme for 35 trainees, equipping them with essential employability skills, knowledge and work ethics to support their successful entry into the workforce.

## SUKA Society — Empowered2Teach Community Schools Sponsorship


We continued to support the SUKA Society's Empowered2Teach community schools in Kg. Pos Musuh, Perak, and Kg. Kalampun, Sabah, by providing RM51,600 in funding for teacher salaries, educational resources and school maintenance.

Through this initiative, 33 children from the Orang Asli and Orang Asal communities continued to access early education within their own villages, contributing to reduced dropout risks and long-term community sustainability.

## Community Development: Supporting Inclusive and Resilient Communities

### Women's Institute of Management – Supporting Women Entrepreneurship

Going into 2025, we are continuing our second year of supporting the Seed & Support Women's Entrepreneurial Grant. Through the grant, we sought to empower women entrepreneurs, particularly those in the underserved groups, aiming to provide them with financial assistance, mentorship and essential resources to support them in establishing and/or expanding their enterprises. Since the grant started, 51 women have benefited from this programme.

For 2025, OSK Foundation and the Women's Institute of Management ("WIM") reviewed 65 applications from across the nation, spanning industries such as food and beverage ("F&B"), fashion and tailoring, beauty and spa, events, and more. A total of 33 grant recipients were selected, receiving individual grants ranging from RM3,000 to RM7,000, amounting to RM177,200, to empower them to grow their businesses.

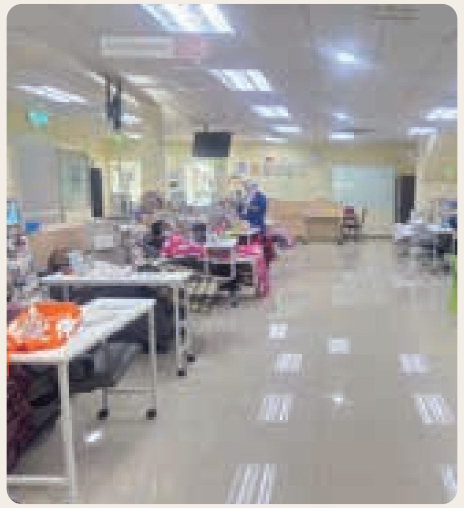
Seven outstanding recipients from the 2024 cohort were also selected to receive the Entrepreneurial Award, recognising the significant progress and positive impact they achieved through their businesses in over the years.

### Good Cause Initiative with the Orang Asli Community

OSK Foundation collaborated with the Property Development and Construction Division to support a community development project in Kampung Paya Mendoi in Kuala Krau, Pahang. This initiative involved building a new home for a family of four, and with the cooperation of the village committee, included upgrades to the village rest pavilion and the refurbishment of existing sports facilities.

# Social Pillar: Flourishing Societal Well-Being

## Pusat Dialisis National Kidney Foundation



OSK Foundation funded the establishment of a dialysis centre which commenced operations in July 2024. We continued to support the centre which is operated by the National Kidney Foundation ("NKF"), which provides subsidised dialysis treatment and healthcare support to patients with financial constraints. Currently, the centre services 25 B40 patients.

Looking ahead, the centre aims to evolve in 2026 into a fully integrated dialysis facility, incorporating a haemodialysis unit, peritoneal dialysis training and chronic kidney disease counselling and education. This expansion will enhance the centre's capacity to provide holistic care and improve the quality of life for patients and their families.

To support this growth, OSK Foundation and NKF will introduce quarterly health screenings for patients' family members, alongside community health screenings for OSK Property Sungai Petani customers. With these initiatives, the centre is projected to operate at approximately 80% of its capacity, serving 40 to 45 patients by the end of 2026, thereby increasing access to essential healthcare services for the B40 community.

## OSK Foundation Gifts of Hope

Through the Gifts of Hope (GOH) programme, OSK delivered festive support to underserved communities in conjunction with major Malaysian celebrations in FY2025, with contributions totalling more than RM7,850:

### Hari Raya

In collaboration with Feeding the Needy (FTN), 277 festive packs were distributed to underprivileged families, kuih raya was sourced from Kajang Prison's vocational programme to support inmate rehabilitation and a Raya-themed arts and crafts session for street children engaged 25 employee and scholar volunteers. In addition, festive clothing was provided to 12 children from Pertubuhan Sinar Kasih Darul Aitam, Kedah.

### Chinese New Year

We sponsored a wheelchair for the elderly residents of the Sree Sai Elder Home Care Mental Health and Old Age Residential Home, Kuala Lumpur.

### Deepavali

OSK business units jointly provided groceries, clothing and cash assistance to selected homes and organisations across six states, benefiting 203 recipients.

### Christmas

School uniforms and essential operational items were sponsored for Beacon Life Training Centre to support its programmes and prepare beneficiaries for the new school year.

Social Pillar: Flourishing Societal Well-Being

## Other Community Development Initiatives

OSK contributed RM19,000 to the Persatuan Kebajikan Kanak-Kanak Kajang ("PKKKK") Free Meal and Tuition Programme, supporting teachers' allowances and rental to ensure uninterrupted operations. The initiative benefited 43 children aged 9 to 16 from disadvantaged backgrounds by providing regular tuition, nutritious meals and a supportive learning environment.

In response to flood relief efforts, OSK sponsored 5,000 Hero Meals worth RM60,000 through Kembara Kitchen, delivered in collaboration with government agencies, local partners and NGOs to assist affected communities and first responders.

As part of flood preparedness for January 2026, OSK also funded the potential deployment of a field kitchen with an estimated value of RM50,000, capable of preparing approximately 6,000 meals at evacuation centres. This mobile facility enables on-site meal preparation based on actual needs, ensuring continuous food supply while minimising wastage, particularly in Terengganu, Pahang and Johor.

## Environment: Empowering Youth for Climate and Environmental Action

### United Nations Children's Fund – Youth Environment Living Labs


OSK Foundation sponsored the United Nations Children's Fund ("UNICEF") Youth Environment Living Labs ("YELL") Programme to empower Malaysian youths to implement community-based climate and environmental initiatives, reflecting our commitment to nurturing future environmental leaders. The programme was launched on 29 October 2024 in conjunction with United Nations Day.

A total of RM500,000 was allocated over two years, with the final RM100,000 disbursed in Q1 2025. This funding provided seed grants, together with guidance and evaluation, for six initiatives selected from 48 proposals, all of which were fully supported in FY2025.

Implemented nationwide, the projects focused on youth empowerment, environmental education and biodiversity conservation, including leadership development, human–wildlife coexistence, environmental learning for rural schools and conservation programmes for coastal and indigenous communities.

## Social Pillar: Flourishing Societal Well-Being

### Global Environment Centre (GEC) – Rehabilitating Our Rivers


OSK Foundation partnered with the Global Environment Centre ("GEC") on a two-year community-based programme to rehabilitate the Sungai Kayu Ara catchment area, with the Memorandum of Agreement signed on 16 October 2024.

In the first year, outreach efforts reached an estimated 2,352 residents of PPR Lembah Subang 1 and engaged 424 participants from the community, public and schools through training, awareness and clean-up activities. Drain cleaning works improved water flow and eliminated foul odour, while 20 business premises adopted Best Management Practices for river care and waste management. In addition, 53 students and teachers from seven schools were trained as SMART Rangers to promote holistic waste management and environmental stewardship.

### Our Performance in FY2025

**Key Milestones**

- Contributed more than **RM1.58 million** to support communities and not-for-profit organisations
- Impacted over **20,000** beneficiaries
- Dedicated **584** man-hours to volunteerism
- **192** volunteers involved in community engagement initiatives

# Governance Pillar: Championing Responsible Governance

## 13 Governance & Regulatory Compliance

### Why It Matters

**Strong governance and regulatory compliance are among our defining values as they guide our decisions, keep us accountable and ensure we act responsibly across the organisation.**

We uphold good governance across our business activities and operations to maintain stakeholder trust, which is essential in building partnerships, maintaining investor confidence and safeguarding our reputation.

### Our Response

We remain committed to complying with all laws and regulations that govern our business. Our corporate governance framework integrates regulatory requirements, market best practices and the interests of our stakeholders to ensure disciplined and responsible oversight. We have in place a comprehensive set of policies, available on our website, that guide our organisation in maintaining strong governance and regulatory compliance.

#### Driving Effective Governance Outcomes Through Strong Leadership

Our Board of Directors adheres to the Board Charter and all relevant Group policies, establishing a disciplined foundation for governance across OSK. The inclusion of Independent Directors, who make up the majority of the Board, strengthens this framework by ensuring balanced perspectives and well-informed decision-making at the Group level.

To maintain a high-performing Board, we have in place four specialised Board Committees to enhance oversight, streamline responsibilities and drive more effective governance outcomes.

**Board of Directors**

- Audit Committee
- Nomination & Remuneration Committee
- Risk Management Committee
- Sustainability Commitee

Acting on behalf of the Board, the Committees provide the oversight and strategic guidance needed to reinforce transparency, manage risks and support long-term value creation. Their responsibilities include overseeing the internal audit function, strengthening enterprise risk management and ensuring that sustainability and climate-related considerations are embedded into our decision-making processes.

In FY2024, the Board established a dedicated Board Committee on Sustainability, recognising the growing importance of sustainability. Chaired by an Independent Director, this standalone committee ensures focused governance and deeper oversight of sustainability matters across the Group.

*For more details, please refer to Sustainability Governance and the Corporate Governance Overview Statement in our IAR 2025.*

# Governance Pillar: Championing Responsible Governance

As part of our commitment to continually improving our corporate governance framework, we engaged an independent consultant in FY2025 to conduct an evaluation of the Board's effectiveness. In line with the Malaysian Code on Corporate Governance ("MCCG"), the exercise is held once every three years to provide an objective assessment of the Board's performance, composition and dynamics. The insights and recommendations from the evaluation will help us identify areas for improvement, enhance Board effectiveness and reinforce accountability and transparency, thereby strengthening the Group's overall corporate governance framework.

*For more details on our corporate governance practices, please refer to the Corporate Governance Overview Statement in the IAR FY2025.*

### Ensuring Effective Oversight Through Comprehensive Governance Standards

We uphold strong corporate governance by maintaining clear policies and standards that guide both decision-making and day-to-day operations. These documents, including handbooks, manuals, policies and the approving authority matrix, provide a framework that supports integrity, transparency and accountability across all functions.

Additionally, they outline responsibilities and operational protocols for employees and stakeholders at our operation sites, consistent with industry best practices and regulatory requirements, and ensure effective oversight of business activities. To keep these governing documents current and aligned with evolving business needs, our Business Process team works closely with business units and support functions.

Corporate policies at both the Group and divisional levels, along with operating manuals, are updated as necessary to enhance operational efficiency and ensure compliance with national and regional regulatory changes. The Board of Directors reviews and approves all updated Group policies to ensure they remain aligned with the Group's strategic direction and long-term objectives.

*For more policies related to governance, please refer to our [corporate website](corporate website).*

To support the Audit Committee and Management in maintaining effective oversight of operating processes and internal governing documents, the Group Internal Audit ("GIA") conducts independent assessments of policy, procedure, manual and handbook implementation across our operations. In addition to its audit activities, the GIA also provides recommendations during the development of these documents to strengthen control measures and enhance overall governance.

### Embedding Accountability Through Strong Compliance Measures

We maintain strong controls and monitoring systems across our business operations, supported by key internal functions such as GIA, Group Risk Management and Group Legal. These departments work collectively to ensure adherence to established standards and industry best practices.

Our commitment to ethical conduct is anchored in the Group's Code of Conduct and Business Ethics, which sets clear expectations for responsible behaviour across all activities. The Code outlines the ethical obligations of Directors and employees, reinforcing the principles of integrity, transparency and professionalism.

To strengthen awareness and accountability, we conduct an annual policy acknowledgement exercise that requires employees to review and confirm their understanding of key Group policies. In parallel, our annual self-declaration exercise requires all employees to disclose any potential conflicts of interest.

We will continue to uphold rigorous standards in governance and regulatory compliance through strong controls, ongoing monitoring and regular updates to our policies, including the development of new ones to meet evolving requirements. These measures will strengthen stakeholder confidence and reinforce ethical practices across our operations.

## Our Performance in FY2025

### Key Milestones

Reviewed and updated **36** policies and operational manuals across the Group

Implemented **12** new policies at the Group and divisional levels



Governance Pillar: Championing Responsible Governance

## 14 Business Integrity & Ethics

### Why It Matters

**Upholding business integrity and ethical conduct is integral to strengthening OSK's stakeholder trust and ensuring fair, transparent and accountable practices across all business segments.**

A strong ethical foundation reduces legal, financial and reputational risks while supporting sustainable growth, responsible decision-making and OSK's reputation as a trusted and responsible organisation.

## Our Response

### Governance Framework and Oversight

We stand firm in our commitment to a zero-tolerance approach to bribery and corruption. The Group's Anti-Bribery and Anti-Corruption ("ABAC") Handbook serves as a policy that outlines the procedures and guidelines governing our stance on bribery and corruption, engagements with third parties and matters related to gifts, hospitality and donations. Aligned with the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"), including the Prime Minister's Department Guidelines on Adequate Procedures under Section 17A(5), the ABAC Handbook must be read together with all relevant laws, regulations as well as the related Group policies stated in the ABAC Handbook.

The ABAC Handbook is accessible to Directors and employees via the corporate intranet and the OSK corporate website. It is reviewed periodically to maintain alignment with evolving regulatory requirements and business needs. All updates are clearly communicated to employees and relevant third parties through the same channels to ensure consistent application across the Group.

The oversight of ABAC compliance and the policy is led by the Board and supported by Group Risk Management, which drives the integration of ABAC principles into our corporate culture. All Directors and employees, whether permanent or contractual, are strictly prohibited from offering, soliciting or accepting bribes or engaging in any corrupt behaviour. Additionally, we incorporate corruption risk into our enterprise risk management framework, which is supported by internal controls and assessed every quarter of the year.

Governance Pillar: Championing Responsible Governance

### Implementation, Training and Stakeholder Expectations

The effective implementation of ABAC measures is critical to safeguarding the Group's integrity and supporting responsible business conduct. To ensure consistency across the Group, all employees, including interns, must be familiarised and comply with the ABAC Handbook. New employees are required to attend ABAC briefings during onboarding, while existing employees undergo an annual ABAC refresher training session. This is to reinforce awareness and regulatory understanding, provide practical guidance on different types of corruption and bribery, and manage bribery and corruption risks. It is mandatory for all employees to complete an assessment after each briefing and session to verify their understanding of the Group's ABAC Handbook and expectations.

As for external stakeholders, all third parties engaging with the Group are mandated to acknowledge and comply with the ABAC Handbook. Any breach or non-compliance may result in disciplinary and/or legal action, as appropriate. This requirement ensures that our business partners uphold the same ethical standards and remain aligned with the Group's expectations for integrity and compliance.

We will continue to review and update our ABAC Handbook to ensure our principles, guidelines and measures remain relevant to current regulatory developments. To maintain our zero-tolerance stance against bribery and corruption, we will enhance awareness efforts, training and reminders to ensure that our employees and business partners continue to comply with OSK's ABAC principles and standards.

*For more information, refer to CGOS and the Statement on Risk Management and Internal Control (SORMIC) in our IAR 2025.*

## Our Performance in FY2025

### Key Milestones

**Zero** substantiated cases of corruption or bribery across our operations

**Zero** number of employees disciplined or dismissed due to non-compliance with anti-corruption policy/policies

**Zero** fines, penalties or settlements in relation to corruption

Assessed **100%** of our operations for corruption-related risk according to our ABAC Handbook

**100% of employees*** attended the ABAC awareness briefing and pass the assessment

**Executive level and above*

## 15 Responsible Data Protection & Cybersecurity

### Why It Matters

**At OSK, we recognise that safeguarding data privacy and cybersecurity is fundamental to responsible business practices. Protecting sensitive personal and corporate information is not only a regulatory requirement but also a cornerstone of trust with our stakeholders.**

Strong governance in this area enables us to prevent cyber threats, reduce the risk of data breaches and mitigate potential financial and reputational impacts. By maintaining secure systems, we ensure business continuity and protect critical assets such as transactions, digital infrastructure and intellectual property.

Robust data privacy and security practices are therefore essential to preserving operational resilience, upholding business integrity and reinforcing stakeholder confidence in our ability to manage risks responsibly.

### Our Response

#### Governance Roles and Oversight

Data privacy and cybersecurity are managed by the Group IT function under the leadership of the Chief Information Officer. The team oversees day-to-day risks, monitors system activity and ensures compliance with internal requirements. Oversight from relevant management committees reinforces alignment with the Personal Data Protection Act 2010 ("PDPA") and other applicable regulations.

#### Compliance with Regulations and Internal Policies

We comply with the PDPA to ensure secure handling of personal information. Measures include access restrictions, data handling procedures and periodic reviews of data classification. Group IT collaborates with business units that manage sensitive customer information across financial services, hospitality and property development.

Our Group IT Policy sets clear requirements for system access, authentication, data handling, network use and software installation. It also defines procedures for reporting and escalating security issues. The policy prioritises three key areas:

- Information Classification and Control
- Access Control and Management
- Outsourcing and Third-Party Contracts

Additionally, the IT Policy for Employees outlines expected behaviours when using company devices and systems, covering password practices, device security, handling confidential information, email safety and restrictions on unauthorised software installation.

#### Cybersecurity Measures and System Safeguards

Our cybersecurity framework emphasises proactive risk management and system resilience to protect critical assets and maintain business continuity. Key safeguards include:

- Continuous monitoring of system activity through an independent security assessment platform to track the cyber health of our internet-facing ecosystem
- Regular vulnerability assessments and penetration testing to identify and remediate security weaknesses
- End-to-end encryption, multifactor authentication and secure remote network access to protect data and communications
- Enhanced website security using cloud-based protection services.

To strengthen awareness, Group IT issues monthly bulletins on emerging risks and best practices. Phishing simulations help identify behavioural gaps and provide targeted guidance for improvement.

Recognising the growing adoption of AI tools, we have implemented an AI Policy to govern responsible usage, ensuring efficiency without compromising cybersecurity. A Group-approved AI tool has been deployed to support productivity while maintaining strict security standards.

# Governance Pillar: Championing Responsible Governance

Governance Pillar: Championing Responsible Governance

## Data Protection and System Due Diligence

We ensure that third-party vendors and partners also comply with our data protection standards. As such, we conduct due diligence to ensure that data protection requirements are embedded. This process covers:

- Encryption controls for data in transit and at rest
- Backup arrangements for system recovery
- Vulnerability Assessment and Penetration Testing (VAPT) to identify security gaps

These checks help us manage risks early and maintain robust protection as we adopt new technologies.

## Vendor and Intermediary Risk Management

We assess third-party vendors and intermediaries that handle data or support digital operations. Reviews cover security practices, system configurations and compliance with contractual requirements. External and internal audits complement these checks, ensuring gaps are identified and addressed promptly.

### Overview of OSK's Cybersecurity Measures

**Frequency:** ● Biannually ● Monthly

| External Audit | Internal Audit | |
|---|---|---|
| ● (Monthly) Information Technology General Controls ("ITGC"), including:<br>• IT Policies and Processes<br>• IT Applications<br>• Cybersecurity (Data Privacy and Protection Audit, Vulnerability Assessment and Penetration Testing) | ● (Biannually) Ongoing monitoring and evaluation of our internet-facing ecosystem's defences<br>• We perform assessments and review findings every month to ensure mitigation measures remain relevant while remediation plans continue to be effective. | ● (Monthly) Penetration testing<br>• We test public-facing IT systems, networks, services and web applications to identify and mitigate security threats. |

## Employee Awareness and Training

We prioritise continuous education to ensure employees practice secure IT behaviours and handle data responsibly. Our programme includes phishing simulations, security briefings and targeted learning sessions designed to build awareness of evolving cyber threats.

Phishing simulations replicate real-world attack scenarios, helping us identify areas where additional guidance is needed. When employees engage with these exercises, we provide timely follow-up support—sharing practical tips for spotting phishing attempts and reinforcing cybersecurity best practices.

To maintain consistent cyber hygiene across the Group, we issue regular reminders on IT policies. New hires receive comprehensive onboarding, covering password management, device security and safe email practices. These efforts ensure every employee understands their role in safeguarding our digital environment.

We remain committed to strengthening data protection and cybersecurity across the Group. Our focus will include regular risk assessments and ongoing evaluations of system controls to ensure resilience against emerging threats. Where necessary, we will review governance processes and update internal policies to align with evolving regulatory and industry requirements.

In addition, we will continue to apply proven security measures that safeguard operational stability, while expanding awareness initiatives to reinforce secure digital practices among employees. These efforts will help us maintain a robust, adaptive security posture in an increasingly dynamic digital landscape.

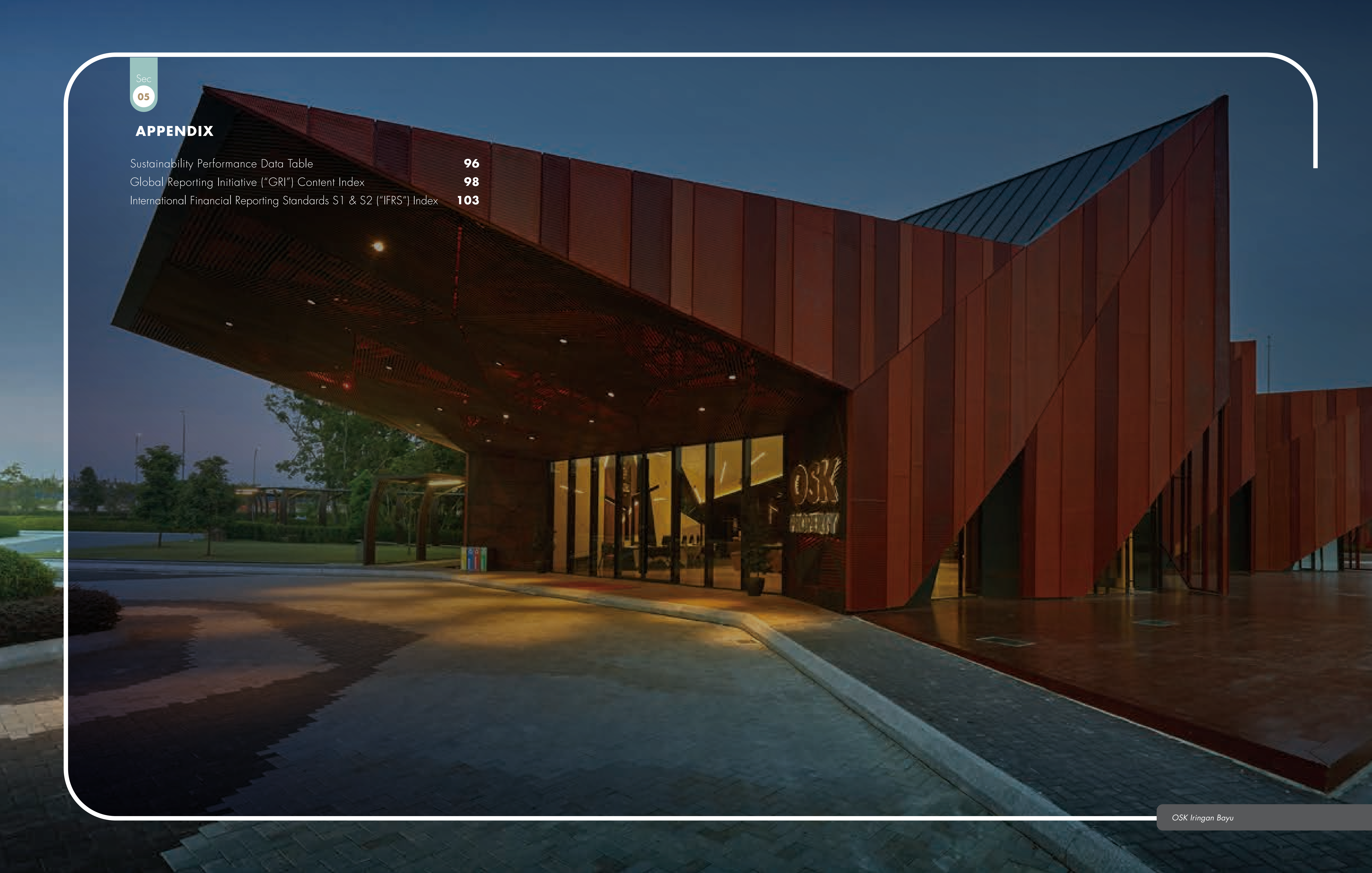
## Our Performance in FY2025

### Key Milestones

- **Zero** substantiated complaints about breaches of customer privacy and loss of customer data
- Strengthened the protection of OSK Group's corporate websites by utilising a **cloud-based security platform to improve website security, performance and reliability**
- Performed **2x** Group-wide phishing simulation campaigns
- Invested **RM819,530** in cybersecurity initiatives to strengthen security preparedness and business resilience

# APPENDIX






*OSK Iringan Bayu*

# Sustainability Performance Data Table

Sustainability Performance Data Table

## COMMON SUSTAINABILITY MATTERS

| Indicator | Unit | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Sustainable Supply Chain Management** | | | | |
| Proportion of spending on local suppliers | Percentage | 99.75% | 95.04% | **92.52%** |
| **Environment and Climate Action** | | | | |
| Scope 1 emissions in tonnes of $CO_2e$ | Tonnes | 2,538.53* | 2,255.83* | **3,175.70** |
| Scope 2 emissions in tonnes of $CO_2e$ | Tonnes | 26,773.55* | 21,725.70* | **28,359.05** |
| Scope 3 emissions in tonnes of $CO_2e$ (Business travel and employee commuting) | Tonnes | 3,145.67 | 2,027.63* | **1,916.79** |
| **Resource Efficiency** | | | | |
| Total grid energy consumption | Megawatt | 34,591.15 | 28,069.38 | **36,639.60** |
| Total volume of municipal water used | Megalitres | 565.37* | 487.03* | **553.06** |
| Total waste generated | Tonnes | 6,724.31* | 13,301.32* | **15,328.81** |
| Total waste diverted from disposal | Tonnes | 1,122.88* | 3,865.56* | **9,093.16** |
| Total waste directed to disposal | Tonnes | 5,601.43* | 9,435.76* | **6,235.65** |
| **Diversity, Equity and Inclusion** | | | | |
| **Percentage of employees by gender and age group, for each employee category** | | | | |
| **Age group by employee category** | | | | |
| Senior - Under 30 | Percentage | 0.00% | 0.00% | **0.00%** |
| Senior - Between 30-50 | Percentage | 61.86% | 62.88% | **54.93%** |
| Senior - Above 50 | Percentage | 38.14% | 37.12% | **45.07%** |
| Middle - Under 30 | Percentage | 2.44% | 3.66% | **3.00%** |
| Middle - Between 30-50 | Percentage | 81.46% | 78.05% | **78.14%** |
| Middle - Above 50 | Percentage | 16.10% | 18.29% | **19.00%** |
| Executive - Under 30 | Percentage | 27.43% | 31.16% | **34.28%** |
| Executive - Between 30-50 | Percentage | 63.62% | 61.13% | **58.97%** |
| Executive - Above 50 | Percentage | 8.95% | 7.71% | **6.75%** |
| Non-executive/Technical Staff - Under 30 | Percentage | 47.35% | 32.87% | **34.28%** |
| Non-executive/Technical Staff - Between 30-50 | Percentage | 42.07% | 43.03% | **58.97%** |
| Non-executive/Technical Staff - Above 50 | Percentage | 10.58% | 24.10% | **6.75%** |
| General Workers - Under 30 | Percentage | 51.09% | 51.13% | **43.61%** |
| General Workers - Between 30-50 | Percentage | 48.29% | 48.30% | **36.27%** |
| General Workers - Above 50 | Percentage | 0.62% | 0.57% | **20.12%** |
| **Gender group by employee category** | | | | |
| Senior – Male | Percentage | 62.71% | 60.61% | **60.56%** |
| Senior – Female | Percentage | 37.29% | 39.39% | **39.44%** |
| Middle – Male | Percentage | 52.68% | 56.50% | **54.48%** |
| Middle – Female | Percentage | 47.32% | 43.50% | **45.52%** |
| Executive - Male | Percentage | 44.93% | 47.77% | **47.37%** |
| Executive - Female | Percentage | 55.07% | 52.23% | **52.63%** |
| Non-executive/Technical Staff - Male | Percentage | 63.48% | 73.31% | **77.68%** |
| Non-executive/Technical Staff - Female | Percentage | 36.52% | 26.69% | **22.32%** |
| General Workers - Male | Percentage | 99.69% | 99.72% | **99.13%** |
| General Workers - Female | Percentage | 0.31% | 0.28% | **0.87%** |

## COMMON SUSTAINABILITY MATTERS (CONT'D)

| Indicator | Unit | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Percentage of directors by gender and age group** | | | | |
| Male | Percentage | 66.67% | 66.67% | **66.67%** |
| Female | Percentage | 33.33% | 33.33% | **33.33%** |
| 30-39 years | Percentage | 11.11% | 11.11% | **0.00%** |
| 40-49 years | Percentage | 22.22% | 11.11% | **22.00%** |
| 50-59 years | Percentage | 11.11% | 11.11% | **11.11%** |
| 60 years and above | Percentage | 55.56% | 66.67% | **66.67%** |
| **Talent Management and Development** | | | | |
| **Total hours of training by employee category** | | | | |
| Senior | Hours | 2,135 | 4,189 | **3,795** |
| Middle | Hours | 4,487 | 8,482 | **6,623** |
| Executive | Hours | 11,249 | 16,589 | **14,260** |
| Non-executive/Technical Staff | Hours | 11,119 | 10,640 | **8,500** |
| Percentage of employees that are contractors or temporary staff | Percentage | 28.43% | 25.70% | **21.71%** |
| **Total number of employee turnover by employee category** | | | | |
| Senior | Number | 25 | 12 | **29** |
| Middle | Number | 68 | 45 | **57** |
| Executive | Number | 214 | 133 | **154** |
| Non-executive/Technical Staff | Number | 171 | 104 | **137** |
| General Workers | Number | 31 | 15 | **10** |
| Number of substantiated complaints concerning human rights violations | Number | 0 | 0 | **2** |
| **Safety, Health and Well-Being** | | | | |
| Number of work-related fatalities | Number | 0 | 0 | **0** |
| Lost Time Incident Rate ("LTIR") | Rate | 0.00 | 0.60 | **0.35** |
| Number of employees trained on health and safety standards | Number | 343 | 251 | **354** |
| **Community Support and Development** | | | | |
| Total amount invested in the community where the target beneficiaries are external to the listed issuer | MYR | 2,100,000 | 2,700,000 | **1,578,370** |
| Total number of beneficiaries of the investment in the community | Number | 10,846 | 27,959 | **20,248** |
| **Governance and Regulatory Compliance** | | | | |
| **Percentage of employees who have received training on anti-corruption by employee category** | | | | |
| Senior | Percentage | 67.80% | 50.76% | **100.00%** |
| Middle | Percentage | 76.59% | 54.47% | **100.00%** |
| Executive | Percentage | 75.15% | 57.02% | **100.00%** |
| Percentage of operations assessed for corruption-related risks | Percentage | 100% | 100% | **100%** |
| Confirmed incidents of corruption and action taken | Number | 0 | 0 | **0** |
| **Responsible Data Privacy and Cybersecurity** | | | | |
| Number of substantiated complaints concerning breaches of customer privacy or losses of customer data | Number | 0 | 0 | **0** |

*Restated
1. Scope 1, 2, and 3 data for FY2023 and FY2024 have been restated following changes in methodology.
2. Scope 1 & 2 data have been restated to include only activities under our operational control.
3. For Scope 3, employee commuting data has been restated due to improvements in data collection.
4. Volume of water used data for FY2023 and FY2024 have been restated to include only activities under our operational control.
5. Waste data for FY2023 and FY2024 have been restated to include only activities under our operational control.

Internal Assurance

*For more information on our internal assurance, please refer to the Internal Assurance Statement within the Sustainability Statement in our IAR 2025.*

# Global Reporting Initiative ("GRI") Content Index

Global Reporting Initiative ("GRI") Content Index

### GRI Universal Standard

| | |
|---|---|
| **Statement of Use** | OSK Holdings Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards. |
| **GRI 1 Used** | GRI 1: Foundation 2021 |
| **Applicable GRI Sector Standard** | Not applicable |

| GRI Disclosure | GRI Disclosure Description | Page Number | Remarks |
|---|---|---|---|
| **GRI 2: General Disclosures 2021** | | | |
| The organisation and its reporting practices | | | |
| 2 - 1 | Organisational details | 6 - 15 | |
| 2 - 2 | Entities included in the organisation's sustainability reporting | 2 | |
| 2 - 3 | Reporting period, frequency and contact point | 2 - 3 | |
| 2 - 4 | Restatements of information | 97 | |
| 2 - 5 | External assurance | 97 | This report has not been subject to independent external assurance. We intend to obtain independent external assurance in future reporting periods. |
| Activities and workers | | | |
| 2 - 6 | Activities, value chain and other business relationships | 8 - 9 and 12 - 15 | |
| 2 - 7 | Employees | 96 | |
| 2 - 8 | Workers who are not employees | 97 | |
| Governance | | | |
| 2 - 9 | Governance structure and composition | 24 and 87 - 88 | |
| 2 - 10 | Nomination and selection of the highest governance body | - | Refer to Corporate Governance Overview Statement in the IR 2025. |
| 2 - 11 | Chair of the highest governance body | - | Refer to Corporate Governance Overview Statement in the IR 2025. |
| 2 - 12 | Role of the highest governance body in overseeing the management of impacts | 24 and 87 - 88 | |
| 2 - 13 | Delegation of responsibility for managing impacts | 24 | |
| 2 - 14 | Role of the highest governance in sustainability reporting | 3 and 24 - 25 | |
| 2 - 15 | Conflicts of interest | - | Refer to Corporate Governance Overview Statement in the IR 2025. |
| 2 - 16 | Communication of critical concerns | 72 | |
| 2 - 17 | Collective knowledge of the highest governance body | - | Refer to Corporate Governance Overview Statement in the IR 2025. |



| GRI Disclosure | GRI Disclosure Description | Page Number | Remarks |
|---|---|---|---|
| **GRI 2: General Disclosures 2021** | | | |
| Governance (Cont'd) | | | |
| 2 - 18 | Evaluation of the performance of the highest governance body | - | Refer to Corporate Governance Overview Statement in the IR 2025. |
| 2 - 19 | Remuneration policies | - | Refer to Corporate Governance Overview Statement in the IR 2025. |
| 2 - 20 | Process to determine remuneration | - | Refer to Corporate Governance Overview Statement in the IR 2025. |
| Strategy, policies and practices | | | |
| 2 - 22 | Statement on sustainable development strategy | 18 - 21 | |
| 2 - 23 | Policy commitments | 26, 42 - 50, 87 - 93 | |
| 2 - 24 | Embedding policy commitments | 42 - 50, 87 - 93 | |
| 2 - 25 | Processes to remediate negative impacts | 72 | |
| 2 - 26 | Mechanisms for seeking advice and raising concerns | 72 | |
| 2 - 27 | Compliance with laws and regulations | 87 - 88 | |
| Stakeholder engagement | | | |
| 2 - 29 | Approach to stakeholder engagement | 27 - 32 | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 1 | Process to determine material topics | 34 - 35 | |
| 3 - 2 | List of material topics | 36 | |
| **ECONOMIC PILLAR: DRIVING VALUE CREATION** | | | |
| Material Matter: Sustainable Returns | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management Approach | 42 | |
| **GRI 201: Economic Performance 2016** | | | |
| 201 - 1 | Direct economic value generated and distributed | 43 | |
| Material Matter: Quality Products & Customer Satisfaction | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management Approach | 44 - 46 | |
| Material Matter: Digitalisation & Innovation | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management Approach | 47 - 48 | |
| Material Matter: Sustainable Supply Chain Management | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management Approach | 49 | |
| **GRI 204: Procurement Practices 2016** | | | |
| 204 - 1 | Proportion of spending on local suppliers | 50 | |

# Global Reporting Initiative ("GRI") Content Index

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|---|---|---|---|
| **ENVIRONMENTAL PILLAR: CARING FOR THE ENVIRONMENT** | | | |
| Material Matter: Climate Change | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management approach | 51 | |
| **GRI 201: Economic Performance 2016** | | | |
| 201 - 2 | Financial implications and other risks and opportunities due to climate change | - | Refer to the Sustainability Statement on pages 95 to 100 of the IR 2025. |
| Material Matter: Energy & Emission Management | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management approach | 52 | |
| **GRI 302: Energy 2016** | | | |
| 302 - 1 | Energy consumption within the organisation | 54 | |
| 302 - 4 | Reduction of energy consumption | 54 | |
| **GRI 305: Emissions 2016** | | | |
| 305 - 1 | Direct (Scope 1) GHG emissions | 54 | |
| 305 - 2 | Energy indirect (Scope 2) GHG emissions | 54 | |
| 305 - 3 | Other indirect (Scope 3) GHG emmissions | 54 | |
| 305 - 5 | Reduction of GHG emissions | 54 | |
| Material Matter: Environment & Waste Management | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management approach | 55 - 57 | |
| **GRI 301: Materials 2016** | | | |
| 303 - 2 | Recycled input materials used | 57 - 58 | |
| **GRI 304: Biodiversity 2016** | | | |
| 304 - 2 | Significant impacts of activities, products and services on biodiversity | 55 | |
| 304 - 3 | Habitats protected or restored | 55 | |
| 304 - 4 | IUCN Red List species and national conservation list species with habitats in areas affected by operations | 55 | |
| Material Matter: Environment & Waste Management | | | |
| **GRI 306: Waste 2020** | | | |
| 306 - 1 | Waste generation and significant waste-related impacts | 56, 58 | |
| 306 - 2 | Management of significant waste-related impacts | 56, 58 | |
| 306 - 3 | Waste generated | 58 - 59 | |
| 306 - 4 | Waste diverted from disposal | 58 - 59 | |
| 306 - 5 | Waste directed to disposal | 58 - 59 | |



# Global Reporting Initiative ("GRI") Content Index

| GRI Disclosure | GRI Disclosure Description | Page Number | Remarks |
|---|---|---|---|
| **ENVIRONMENTAL PILLAR: CARING FOR THE ENVIRONMENT (CONT'D)** | | | |
| Material Matter: Resource Efficiency | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management approach | 60 - 61 | |
| **GRI 303: Water and Effluents 2018** | | | |
| 303 - 1 | Interactions with water as a shared resource | 60 - 61 | |
| 303 - 2 | Management of water discharge-related impacts | 60 - 61 | |
| 303 - 5 | Water consumption | 61 | |
| **SOCIAL PILLAR: FLOURISHING SOCIETAL WELL-BEING** | | | |
| Material Matter: Talent Management & Empowerment | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3 - 3 | Management approach | 62 - 69 | |
| **GRI 401: Employment 2016** | | | |
| 401 - 2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | 66 | |
| **GRI 404: Training and Education 2016** | | | |
| 404 - 1 | Average hours of training per year per employee | 70 | |
| 404 - 2 | Programmes for upgrading employee skills and transition assistance programmes | 63 - 64 | |
| 404 - 3 | Percentage of employees receiving regular performance and career development reviews | 65 | |
| Material Matter: Diversity, Equity & Inclusion | | | |
| **GRI 3: Material Topics 2021** | | | |
| 3-3 | Management Approach | 71 - 73 | |
| **GRI 405: Diversity and Equal Opportunity 2016** | | | |
| 405 - 1 | Diversity of governance bodies and employees | 75 | Refer to Corporate Governance Overview Statement in the IR 2025 for more details about Board diversity. |
| **GRI 406: Non-Discrimination 2016** | | | |
| 406 - 1 | Incidents of discrimination and corrective actions taken | 75 | |
| Material Matter: Safety, Health & Well-Being | | | |
| **GRI 3: Material Topics 2021** | | | |
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| **GOVERNANCE** | | | |
| **27** | **The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:** | | |
| 27 (a) (i) | How responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s). | Sustainability Governance | 93 - 94 |
| 27 (a) (ii) | How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities. | Sustainability Governance | 93 |
| 27 (a) (iii) | How and how often the body(s) or individual(s) is informed about sustainability-related risks and opportunities. | Sustainability Governance | 93 - 94 |
| 27 (a) (iv) | How the body(s) or individual(s) takes into account sustainability-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities. | Sustainability Governance | 93 - 94 |
| 27 (a) (v) | How the body(s) or individual(s) oversees the setting of targets related to sustainability-related risks and opportunities, and monitors progress towards those targets (see paragraph 51), including whether and how related performance metrics are included in remuneration policies. | Sustainability Governance | 94 |
| **27 (b)** | **Management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities, including information about:** | | |
| 27 (b) (i) | Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee. | Sustainability Governance | 94 |
| 27 (b) (ii) | Whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions. | Sustainability Governance | 93 - 94 |
| **STRATEGY** | | | |
| **SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES** | | | |
| **30** | **An entity shall disclose information that enables users of general purpose financial reports to understand the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:** | | |
| 30 (a) | Describe the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects. | Materiality Assessment | 91-92 |
| 30 (b) | Specify time horizons – short, medium or long term – over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur. | Climate Risks and Opportunities | 95-98 |
| 30 (c) | Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making. | Basis of Preparation, Climate Risks and Opportunities | 88, 96 |

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| IFRS S1 Indicator | IFRS S1 Indicator Description | Section | Page Number in the IAR 2025 |
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| **STRATEGY (CONT'D)** | | | |
| **BUSINESS MODEL AND VALUE CHAIN** | | | |
| **32** | **An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose:** | | |
| 32 (a) | A description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain. | Climate Risks and Opportunities | 95-98 |
| 32 (b) | A description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). | Climate Risks and Opportunities | 95-98 |
| **STRATEGY AND DECISION-MAKING** | | | |
| **33** | **An entity shall disclose information that enables users of general purpose financial reports to understand the effects of sustainability-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose information about:** | | |
| 33 (a) | How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making. | Effects on Strategy and Decision-making | 98 |
| **FINANCIAL POSITION, FINANCIAL PERFORMANCE AND CASH FLOWS** | | | |
| **34** | **An entity shall disclose information that enables users of general purpose financial reports to understand:** | | |
| 34 (a) | The effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects). | Climate Risks and Opportunities | 95-98 |
| 34 (b) | The anticipated effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability-related risks and opportunities are included in the entity's financial planning (anticipated financial effects). | Climate Risks and Opportunities | 95-98 |
| **35** | **Specifically, an entity shall disclose quantitative and qualitative information about:** | | |
| 35 (a) | How sustainability-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period. | Climate Risks and Opportunities | 95-98 |
| 35 (b) | The sustainability-related risks and opportunities identified in paragraph 35 (a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements. | Climate Risks and Opportunities | 95-98 |

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| IFRS S1 Indicator | IFRS S1 Indicator Description | Section | Page Number in the IAR 2025 |
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| **STRATEGY (CONT'D)** | | | |
| **FINANCIAL POSITION, FINANCIAL PERFORMANCE AND CASH FLOWS (CONT'D)** | | | |
| **35** | **Specifically, an entity shall disclose quantitative and qualitative information about: (cont'd)** | | |
| 35 (c) (i) | How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities, taking into consideration its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to. | Climate Risks and Opportunities | 95-98 |
| 35 (c) (ii) | How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities, taking into consideration its planned sources of funding to implement its strategy. | Climate Risks and Opportunities | 95-98 |
| 35 (d) | How the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities. | Climate Risks and Opportunities | 95-98 |
| **RESILIENCE** | | | |
| 41 | An entity shall disclose information that enables users of general purpose financial reports to understand its capacity to adjust to the uncertainties arising from sustainability-related risks. An entity shall disclose a qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability-related risks, including information about how the assessment was carried out and its time horizon. When providing quantitative information, an entity may disclose a single amount or a range. | Capacity to Adjust or Adapt Strategy and Business Models | 100 |
| **RISK MANAGEMENT** | | | |
| **44 (a)** | **To achieve this objective, an entity shall disclose information about the processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about:** | | |
| 44 (a) (i) | The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes). | Materiality Assessment | 91-92 |
| 44 (a) (ii) | Whether and how the entity uses scenario analysis to inform its identification if sustainability-related risks. | Climate Risks and Opportunities | 98-100 |
| 44 (a) (iii) | How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria). | Climate Risks and Opportunities | 95-98 |

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| IFRS S1 Indicator | IFRS S1 Indicator Description | Section | Page Number in the IAR 2025 |
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| **RISK MANAGEMENT (CONT'D)** | | | |
| **44 (a)** | **To achieve this objective, an entity shall disclose information about the processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about: (cont'd)** | | |
| 44 (a) (iv) | Whether and how the entity prioritises sustainability-related risks relative to other types of risk. | Climate Risks and Opportunities | 95 |
| 44 (a) (v) | How the entity monitors sustainability-related risks. | Climate Risks and Opportunities | 95 - 98 |
| 44 (a) (vi) | Whether and how the entity has changed the processes it used compared with the previous reporting period. | Materiality Assessment | 91 - 92 |
| 44 (b) | The processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities. | Materiality Assessment | 91 - 92 |
| 44 (c) | The extent to which, and how, the processes for identifying, assessing and prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process. | Materiality Assessment | 91 - 92 |
| **METRICS AND TARGETS** | | | |
| **46** | **An entity shall disclose, for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects:** | | |
| 46 (a) | Metrics required by an applicable IFRS Sustainability Disclosure Standard. | Metrics and Targets | 101 - 102 |
| 46 (b) (i) | Metrics the entity uses to measure and monitor that sustainability-related risk or opportunity. | Metrics and Targets | 101 - 102 |
| 46 (b) (ii) | Metrics the entity uses to measure and monitor its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation. | Metrics and Targets | 101 - 102 |
| **50** | **If a metric has been developed by an entity, the entity shall disclose information about:** | | |
| 50 (a) | How the metric is defined, including whether it is derived by adjusting a metric taken from a source other then IFRS Sustainability Disclosure Standards and, if so, which source and how the metric disclosed by the entity differs from the metric specified in that source. | Metrics and Targets | 101 - 103 |
| 50 (b) | Whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitative measure (such as red, amber, green – or RAG – status. | Metrics and Targets | 101 - 102 |
| 50 (c) | Whether the metric is validated by a third party and, if so, which party. | Internal Assurance Statement | 104 - 105 |
| 50 (d) | The method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made. | Reporting Boundaries for GHG Emissions, Metrics and Targets | 90, 103 |



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| IFRS S1 Indicator | IFRS S1 Indicator Description | Section | Page Number in the IAR 2025 |
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| **METRICS AND TARGETS (CONT'D)** | | | |
| **51** | **An entity shall disclose information about the targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation. For each target, the entity shall disclose:** | | |
| 51 (a) | The metric used to set the target and monitor progress towards reaching the target. | Metrics and Targets | 101 - 102 |
| 51 (b) | The specific quantitative or qualitative target the entity has set or is required to meet. | Metrics and Targets | 101 - 102 |
| 51 (c) | The period over which the target applies. | Metrics and Targets | 101 - 102 |
| 51 (d) | The base period from which progress is measured. | Metrics and Targets | 101 - 102 |
| 51 (f) | Performance against each target and an analysis of trends or changes in the entity's performance. | Metrics and Targets | 101 - 102 |
| 51 (g) | Any revisions to the target and an explanation for those revisions. | Metrics and Targets | 101 - 102 |

| IFRS S2 Indicator | IFRS S2 Indicator Description | Section | Page Number in the IAR 2025 |
|---|---|---|---|
| **GOVERNANCE** | | | |
| **6(a)** | **To achieve this objective, an entity shall disclose information about the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:** | | |
| 6 (a) (i) | How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s). | Sustainability Governance | 93 - 94 |
| 6 (a) (ii) | How the body(s) or individual(s) determined whether appropriate skills and competencies will be developed to oversee strategies designed to respond to climate-related risks and opportunities. | Sustainability Governance | 93 |
| 6 (a) (iii) | How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities. | Sustainability Governance | 93 - 94 |
| 6 (a) (iv) | How the body(s) or individual(s) takes into account climate related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities. | Sustainability Governance | 93 - 94 |
| 6 (a) (v) | How the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets. | Sustainability Governance | 94 |

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| IFRS S2 Indicator | IFRS S2 Indicator Description | Section | Page Number in the IAR 2025 |
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| **GOVERNANCE (CONT'D)** | | | |
| **6(b)** | **To achieve this objective, an entity shall disclose information about management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:** | | |
| 6 (b) (i) | Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee. | Sustainability Governance | 94 |
| 6 (b) (ii) | Whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions. | Sustainability Governance | 93 - 94 |
| **STRATEGY** | | | |
| **CLIMATE-RELATED RISKS AND OPPORTUNITIES** | | | |
| **10** | **An entity shall disclose information that enables users of general purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:** | | |
| 10 (a) | Describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. | Climate Risks and Opportunities | 95 - 98 |
| 10 (b) | Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk. | Climate Risks and Opportunities | 95 - 98 |
| 10 (c) | Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term— the effects of each climate-related risk and opportunity could reasonably be expected to occur. | Climate Risks and Opportunities | 95 - 98 |
| 10 (d) | Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making. | Basis of Preparation | 88, 96 |
| **BUSINESS MODEL AND VALUE CHAIN** | | | |
| **13** | **An entity shall disclose information that enables users of general purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:** | | |
| 13 (a) | A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain. | Climate Risks and Opportunities | 95 - 98 |
| 13 (b) | A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). | Organisation Reporting Boundary | 90 |

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|---|---|---|---|
| **STRATEGY (CONT'D)** | | | |
| **STRATEGY AND DECISION-MAKING** | | | |
| **14** | **An entity shall disclose information that enables users of general purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the entity shall disclose information about:** | | |
| 14 (a) (i) | Current and anticipated changes to the entity's business model, including its resource allocation, to address climate-related risks and opportunities (for example, these changes could include plans to manage or decommission carbon-, energy- or water-intensive operations; resource allocations resulting from demand or supply-chain changes; resource allocations arising from business development through capital expenditure or additional expenditure on research and development; and acquisitions or divestments). | Climate Risks and Opportunities | 95 - 98 |
| 14 (a) (ii) | Current and anticipated direct mitigation and adaptation efforts (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications). | Climate Risks and Opportunities | 95 - 98 |
| 14 (a) (iii) | Current and anticipated indirect mitigation and adaptation efforts (for example, through working with customers and supply chains). | Climate Risks and Opportunities | 95 - 98 |
| 14 (a) (iv) | Any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies. | Climate Risks and Opportunities | 98 |
| 14 (a) (v) | How the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets, described in accordance with paragraphs 33–36. | Metrics and Targets | 101 |
| **FINANCIAL POSITION, FINANCIAL PERFORMANCE AND CASH FLOWS** | | | |
| **15** | **An entity shall disclose information that enables users of general purpose financial reports to understand:** | | |
| 15 (a) | The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects). | Climate Risks and Opportunities | 95 - 98 |
| 15 (b) | The anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects). | Climate Risks and Opportunities | 95 - 98 |

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| **STRATEGY (CONT'D)** | | | |
| **FINANCIAL POSITION, FINANCIAL PERFORMANCE AND CASH FLOWS (CONT'D)** | | | |
| **16** | **Specifically, an entity shall disclose quantitative and qualitative information about:** | | |
| 16 (a) | How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period. | Climate Risks and Opportunities | 95 - 98 |
| 16 (b) | The climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements. | Climate Risks and Opportunities | 95 - 98 |
| 16 (c) (i) | How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to. | Climate Risks and Opportunities | 95 - 98 |
| 16 (c) (ii) | How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration its planned sources of funding to implement its strategy. | Climate Risks and Opportunities | 95 - 98 |
| 16 (d) | How the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation). | Climate Risks and Opportunities | 95 - 98 |
| **CLIMATE RESILIENCE** | | | |
| **22** | **An entity shall disclose information that enables users of general purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with the entity's circumstances (see paragraphs B1–B18). In providing quantitative information, the entity may disclose a single amount or a range. Specifically, the entity shall disclose:** | | |
| 22(a) | The entity's assessment of its climate resilience as at the reporting date, which shall enable users of general purpose financial reports to understand: | | |
| 22 (a) (i) | The implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate-related scenario analysis. | Climate Risks and Opportunities | 98 - 99 |
| 22 (a) (ii) | The significant areas of uncertainty considered in the entity's assessment of its climate resilience. | Climate Risks and Opportunities | 91 |



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| IFRS S2 Indicator | IFRS S2 Indicator Description | Section | Page Number in the IAR 2025 |
|---|---|---|---|
| **CLIMATE RESILIENCE (CONT'D)** | | | |
| **22(a)** | **The entity's assessment of its climate resilience as at the reporting date, which shall enable users of general purpose financial reports to understand: (cont'd)** | | |
| 22 (a) (iii) (1) | The entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term, including the availability of, and flexibility in, the entity's existing financial resources to respond to the effects identified in the climate-related scenario analysis, including to address climate-related risks and to take advantage of climate-related opportunities. | Capacity to Adjust or Adapt Strategy and Business Models<br>- Financial resources and flexibility | 100 |
| 22 (a) (iii) (2) | The entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term, including the entity's ability to redeploy, repurpose, upgrade or decommission existing assets. | Capacity to Adjust or Adapt Strategy and Business Models<br>- Redeploying, repurposing and upgrading assets | 100 |
| 22 (a) (iii) (3) | The entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term, including the effect of the entity's current and planned investments in climate-related mitigation, adaptation and opportunities for climate resilience. | Capacity to Adjust or Adapt Strategy and Business Models<br>- Redeploying, repurposing and upgrading assets | 100 |
| **22 (b) (i)** | **How and when the climate-related scenario analysis was carried out, including information about the inputs the entity used, including:** | | |
| 22 (b) (i) (1) | Which climate-related scenarios the entity used for the analysis and the sources of those scenarios. | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (i) (2) | Whether the analysis included a diverse range of climate-related scenarios. | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (i) (3) | Whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks. | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (i) (4) | Whether the entity used, among its scenarios, a climate related scenario aligned with the latest international agreement on climate change. | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (i) (5) | Why the entity decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties. | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (i) (6) | The time horizons the entity used in the analysis. | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (i) (7) | What scope of operations the entity used in the analysis (for example, the operating locations and business units used in the analysis). | Climate Risks and Opportunities | 99 - 100 |

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| IFRS S2 Indicator | IFRS S2 Indicator Description | Section | Page Number in the IAR 2025 |
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| **CLIMATE RESILIENCE (CONT'D)** | | | |
| **22 (b) (ii)** | **How and when the climate-related scenario analysis was carried out, including the key assumptions the entity made in the analysis, including assumptions about:** | | |
| 22 (b) (ii) (1) | Climate-related policies in the jurisdictions in which the entity operates | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (ii) (2) | Macroeconomic trends | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (ii) (3) | National- or regional-level variables (for example, local weather patterns, demographics, land use, infrastructure and availability of natural resources) | Climate Risks and Opportunities | 99 - 100 |
| 22 (b) (iii) | The reporting period in which the climate-related scenario analysis was carried out | Basis of Preparation | 88 |
| **25 (a)** | **To achieve this objective, an entity shall disclose information about the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about:** | | |
| 25 (a) (i) | The inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes). | Materiality Assessment | 92 |
| 25 (a) (ii) | Whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks. | Climate Risks and Opportunities | 99 - 100 |
| 25 (a) (iii) | How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria). | Climate Risks and Opportunities | 95 - 98 |
| 25 (a) (iv) | Whether and how the entity prioritises climate-related risks relative to other types of risk. | Climate Risks and Opportunities | 95 |
| 25 (a) (v) | How the entity monitors climate-related risks. | Climate Risks and Opportunities | 95 - 98 |
| 25 (b) | An entity shall disclose information about the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities. | Materiality Assessment | 92 |
| 25 (c) | An entity shall disclose information about the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process. | Climate Risks and Opportunities | 95 |
| **METRICS AND TARGETS** | | | |
| **CLIMATE-RELATED METRICS** | | | |
| **29 (a)** | **An entity shall disclose information relevant to the cross-industry metric categories of greenhouse gases—the entity shall** | | |
| 29 (a) (i) (1) | Disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent (see paragraphs B19 – B22), classified as Scope 1 greenhouse gas emissions. | Metrics and Targets | 102 |
| 29 (a) (i) (2) | Disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent (see paragraphs B19 – B22), classified as Scope 2 greenhouse gas emissions. | Metrics and Targets | 102 |





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| IFRS S2 Indicator | IFRS S2 Indicator Description | Section | Page Number in the IAR 2025 |
|---|---|---|---|
| **METRICS AND TARGETS (CONT'D)** | | | |
| **CLIMATE-RELATED TARGETS (CONT'D)** | | | |
| **29 (a)** | **An entity shall disclose information relevant to the cross-industry metric categories of greenhouse gases—the entity shall (cont'd)** | | |
| 29 (a) (i) (3) | Disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent (see paragraphs B19 – B22), classified as Scope 3 greenhouse gas emissions. | Metrics and Targets | 102 |
| 29 (a) (ii) | An entity shall disclose information relevant to the cross-industry metric categories of greenhouse gases—the entity shall measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions (see paragraphs B23 – B25). | Organisation Reporting Boundary | 90 |
| 29 (a) (iii) (1) | An entity shall disclose information relevant to the cross-industry metric categories of greenhouse gases—the entity shall disclose the approach it uses to measure its greenhouse gas emissions (see paragraphs B26 – B29) including the measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions. | Metrics and Targets | 103 |
| 29 (a) (iii) (2) | An entity shall disclose information relevant to the cross-industry metric categories of greenhouse gases—the entity shall disclose the approach it uses to measure its greenhouse gas emissions (see paragraphs B26–B29) including the reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions. | Organisation Reporting Boundary | 90 |
| 29 (a) (iii) (3) | An entity shall disclose information relevant to the cross-industry metric categories of greenhouse gases—the entity shall disclose the approach it uses to measure its greenhouse gas emissions (see paragraphs B26–B29) including any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes. | Organisation Reporting Boundary | 90 |
| **29 (a) (iv)** | **For Scope 1 and Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(1)–(2), disaggregate emissions between:** | | |
| 29 (a) (iv) (1) | The consolidated accounting group (for example, for an entity applying IFRS Accounting Standards, this group would comprise the parent and its consolidated subsidiaries). | Connectivity with Financial Statements, Organisation Reporting Boundary | 88, 90 |
| 29 (a) (iv) (2) | Other investees excluded from paragraph 29(a)(iv)(1) (for example, for an entity applying IFRS Accounting Standards, these investees would include associates, joint ventures and unconsolidated subsidiaries). | Organisation Reporting Boundary | 90 |
| 29 (a) (v) | For Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(2), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to inform users' understanding of the entity's Scope 2 greenhouse gas emissions (see paragraphs B30 – B31). | Organisation Reporting Boundary | 90 |

# IFRS S1 & S2 Content Index

| IFRS S2 Indicator | IFRS S2 Indicator Description | Section | Page Number in the IAR 2025 |
|---|---|---|---|
| **METRICS AND TARGETS (CONT'D)** | | | |
| **CLIMATE-RELATED METRICS (CONT'D)** | | | |
| **29 (a) (iv)** | **For Scope 1 and Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(1)–(2), disaggregate emissions between: (cont'd)** | | |
| 29 (a) (v) (1) | For Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(3), and with reference to paragraphs B32 – B57, disclose the categories included within the entity's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). | Metrics and Targets | 102 |
| 29 (a) (v) (2) | For Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(3), and with reference to paragraphs B32 – B57, disclose additional information about the entity's Category 15 greenhouse gas emissions or those associated with its investments (financed emissions), if the entity's activities include asset management, commercial banking or insurance (see paragraphs B58 – B63). | Metrics and Targets | 102 |
| 29 (c) | An entity shall disclose information relevant to the cross-industry metric categories of climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks. | Climate Risks and Opportunities | 99 |
| 29 (e) | An entity shall disclose information relevant to the cross-industry metric categories of capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities | Climate Risks and Opportunities | 99 |
| **29(f)** | **An entity shall disclose information relevant to the cross-industry metric categories of internal carbon prices—the entity shall disclose:** | | |
| 29 (f) (i) | An explanation of whether and how the entity is applying a carbon price in decision-making (for example, investment decisions, transfer pricing and scenario analysis) | Climate Risks and Opportunities | 98 |
| 29 (f) (ii) | The price for each metric tonne of greenhouse gas emissions the entity uses to assess the costs of its greenhouse gas emissions | Climate Risks and Opportunities | 98 |
| **29(g)** | **An entity shall disclose information relevant to the cross-industry metric categories of remuneration—the entity shall disclose:** | | |
| 29 (g) (i) | A description of whether and how climate-related considerations are factored into executive remuneration (see also paragraph 6(a)(v)) | Sustainability Governance | 94 |
| **CLIMATE-RELATED TARGETS** | | | |
| 29 (g) (ii) | The percentage of executive management remuneration recognised in the current period that is linked to climate related considerations. | Sustainability Governance | 94 |
| **33** | **An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose:** | | |
| 33 (a) | The metric used to set the target. | Metrics and Targets | 101 - 102 |
| 33 (b) | The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives). | Metrics and Targets | 101 - 102 |
| 33 (c) | The part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region). | Metrics and Targets | 101 - 102 |



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| IFRS S2 Indicator | IFRS S2 Indicator Description | Section | Page Number in the IAR 2025 |
|---|---|---|---|
| **METRICS AND TARGETS (CONT'D)** | | | |
| **CLIMATE-RELATED TARGETS (CONT'D)** | | | |
| **33** | **An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose: (cont'd)** | | |
| 33 (d) | The period over which the target applies. | Metrics and Targets | 101 - 102 |
| 33 (e) | The base period from which progress is measured. | Metrics and Targets | 101 - 102 |
| 33 (f) | Any milestones and interim targets. | Metrics and Targets | 101 - 102 |
| 33 (g) | If the target is quantitative, whether it is an absolute target or an intensity target. | Metrics and Targets | 101 - 102 |
| 33 (h) | How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target. | Metrics and Targets | 101 - 102 |
| **34** | **An entity shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:** | | |
| 34 (a) | Whether the target and the methodology for setting the target has been validated by a third party. | Metrics and Targets | 101 |
| 34 (b) | The entity's processes for reviewing the target. | Metrics and Targets | 101 |
| 34 (c) | The metrics used to monitor progress towards reaching the target. | Metrics and Targets | 101 |
| 35 | An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance. | Metrics and Targets | 102 |
| **36** | **For each greenhouse gas emissions target disclosed in accordance with paragraphs 33–35, an entity shall disclose:** | | |
| 36 (a) | Which greenhouse gases are covered by the target. | Metrics and Targets | 101 |
| 36 (b) | Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target. | Metrics and Targets | 101 |
| 36 (c) | Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target. | Metrics and Targets | 101 |
| 36 (d) | Whether the target was derived using a sectoral decarbonisation approach. | Metrics and Targets | 101 |
| **36(e)** | **The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits the entity shall disclose information including:** | | |
| 36 (e) (i) | the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits. | Metrics and Targets | 101 |

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