

OCR Group Berhad

Sustainability Statement FY2025

Final Report



Prepared for



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Prepared by



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Building Sustainability At OCR

As Malaysia's property sector evolves in response to climate expectations, regulatory developments and rising demand for responsible development, OCR Group Berhad ("OCR" or "the Group") continues to strengthen focus on responsible property development and construction practices. This includes creating environments that support thriving communities, managing environmental impacts and contributing to sustainable economic growth. This Sustainability Statement outlines how sustainability considerations are embedded across OCR's strategy, governance and development lifecycle.

During the year, we progressed our sustainability reporting practices by incorporating elements of the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards (IFRS S1 and IFRS S2) into our reporting approach, ahead of the regulatory compliance timeline. To enhance accountability and strengthen the measurement of sustainability performance, we introduced key performance indicators ("KPIs") to strengthen oversight and monitoring of sustainability performance across the Group.

We also continued advancing sustainable development practices across our projects through the launch of D'Templer Hilltop Residences in Rawang, Selangor, which was recognised by ASIA Records as the Highest GreenRE-Certified Landed Semi-Detached Residential Development at 162 metres above sea level. In addition, our serviced residence project, The Mate, received a GreenRE (Bronze) green building certification. We also partnered with Powered by RISE to install electric vehicle ("EV") charging stations, supporting the adoption of sustainable mobility solutions within our project developments.





To strengthen organisational capability and support long-term business resilience, we invested in capacity building for our employees covering finance, soft skills, legal and compliance, technical disciplines and sustainability. Our sustainability initiatives reinforce OCR's commitment to responsible development while strengthening the Group's ability to create sustainable long-term value for our stakeholders, communities and the environment.

Reporting Scope and Boundary

This Statement covers the period from 1 January 2025 to 31 December 2025 (“FY2025”). Where relevant, three years of historical data are presented to illustrate year-on-year performance and trends. The data disclosed covers our corporate office in Petaling Jaya, as well as selected property development and construction projects in Selangor and Kuala Lumpur.

Under our property development projects, only sales gallery operations are included within the reporting boundary for Residensi Akasia, Stellar Damansara and D’Templer Hilltop Residences, as construction activities are primarily managed by the main contractors. For The Mate and Isola KLCC, data from both sales galleries and project sites are included within the reporting boundary.

Property Development	Property Development and Construction
<ul style="list-style-type: none"> • Residensi Akasia, Selangor • Stellar Damansara, Selangor • D’Templer Hilltop Residences, Selangor  Sales gallery only	<ul style="list-style-type: none"> • The Mate, Selangor • Isola KLCC, Kuala Lumpur  Sales gallery and project sites

Reporting Frameworks and Guidelines

We prepared our sustainability statement in compliance with the Bursa Malaysia Main Market Listing Requirements (“MMLR”) and in accordance with the Bursa Malaysia Sustainability Reporting Guide (3rd Edition). Our disclosures are guided by the International Financial Reporting Standards (“IFRS S1 and S2”) while the Global Reporting Initiative (“GRI”) Standards and the United Nations Sustainable Development Goals (“UN SDGs”) provide a global context for shaping our sustainability priorities and contributing to broader global development efforts.

The Group measures greenhouse gas (“GHG”) emissions using the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) (the ‘GHG Protocol’), unless otherwise specified under IFRS S2.

Assuring Data Integrity

All data disclosed in this statement are compiled from internal sources and reviewed by the relevant data owners to ensure accuracy. We regularly assess and refine our data collection and analysis processes to maintain the integrity and reliability of our disclosures.

Your Feedback Matters

Stakeholder feedback is an important part of our ongoing efforts to improve our sustainability practices and reporting. If you have questions or suggestions regarding our Sustainability Statement, please contact us using the information below.

Sustainability Department

Email: corporate@ocrbhd.com

Contact Number: 03-7710 1000

Accolades and Accreditations

OCR's dedication to delivering quality developments and advancing sustainable practices was recognised through several industry accolades received during the year.

Sustainable Development of the Year – Malaysia (Real Estate Asia Awards 2025)



Stack Builder Sdn Bhd, a subsidiary of OCR Group Berhad, received this award for the Residensi Akasia project, recognising its design, connectivity and contribution to community-focused development.

Silver • Commercial (High Rise) – Malaysian Institute of Architects (“PAM”) Award 2025



YOLO Signature Suites received this recognition for its architectural design and contribution to the surrounding urban landscape.

Associations and Memberships

The Group maintains membership in the following industry association to remain informed of developments affecting the industry.



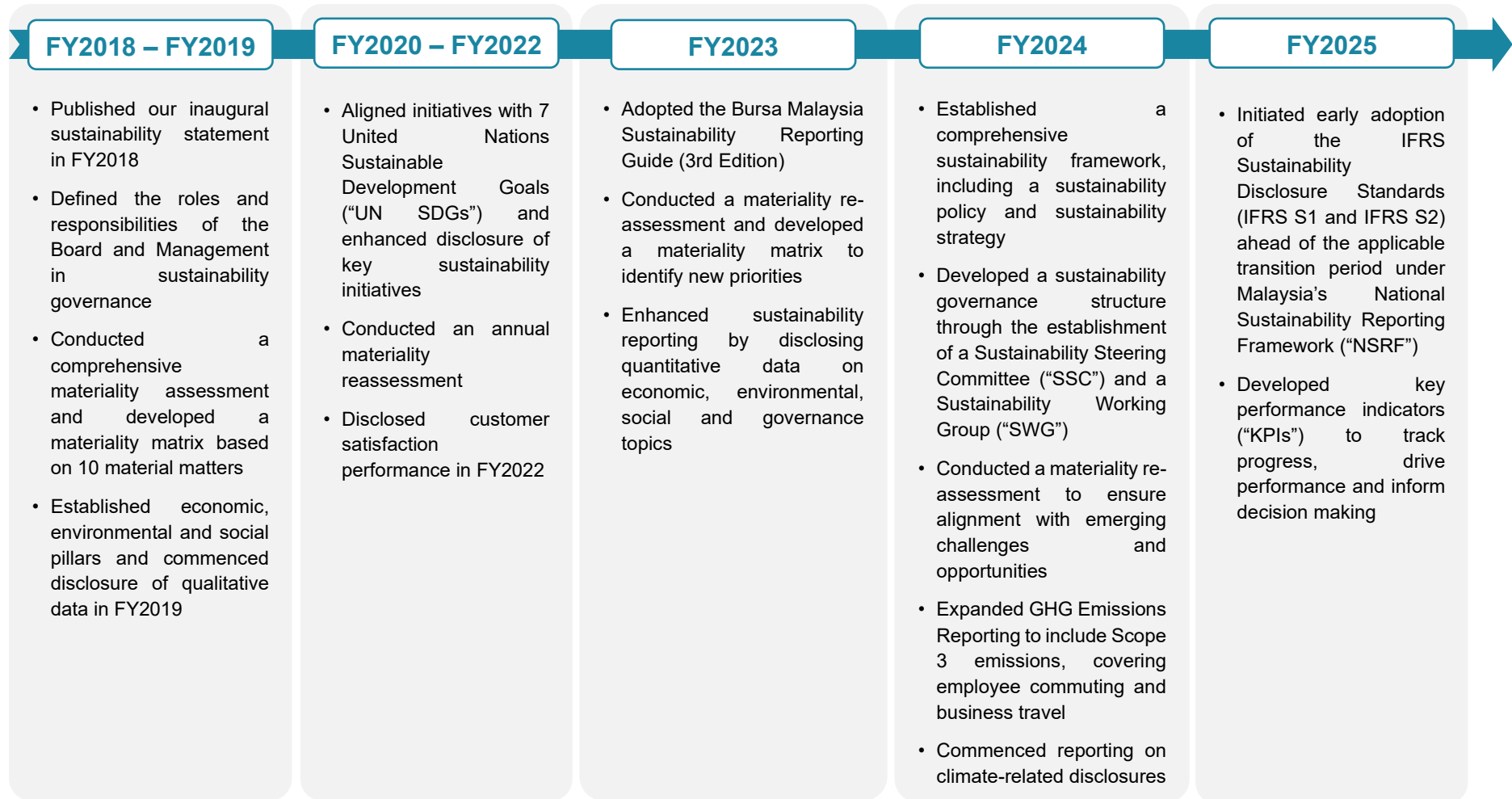
Real Estate and Housing Developers' Association of Malaysia (“REHDA”)

Membership No.: HDA2483WP(KL)0152/10

Branch: Federal Territory of Kuala Lumpur

Our Sustainability Reporting Journey

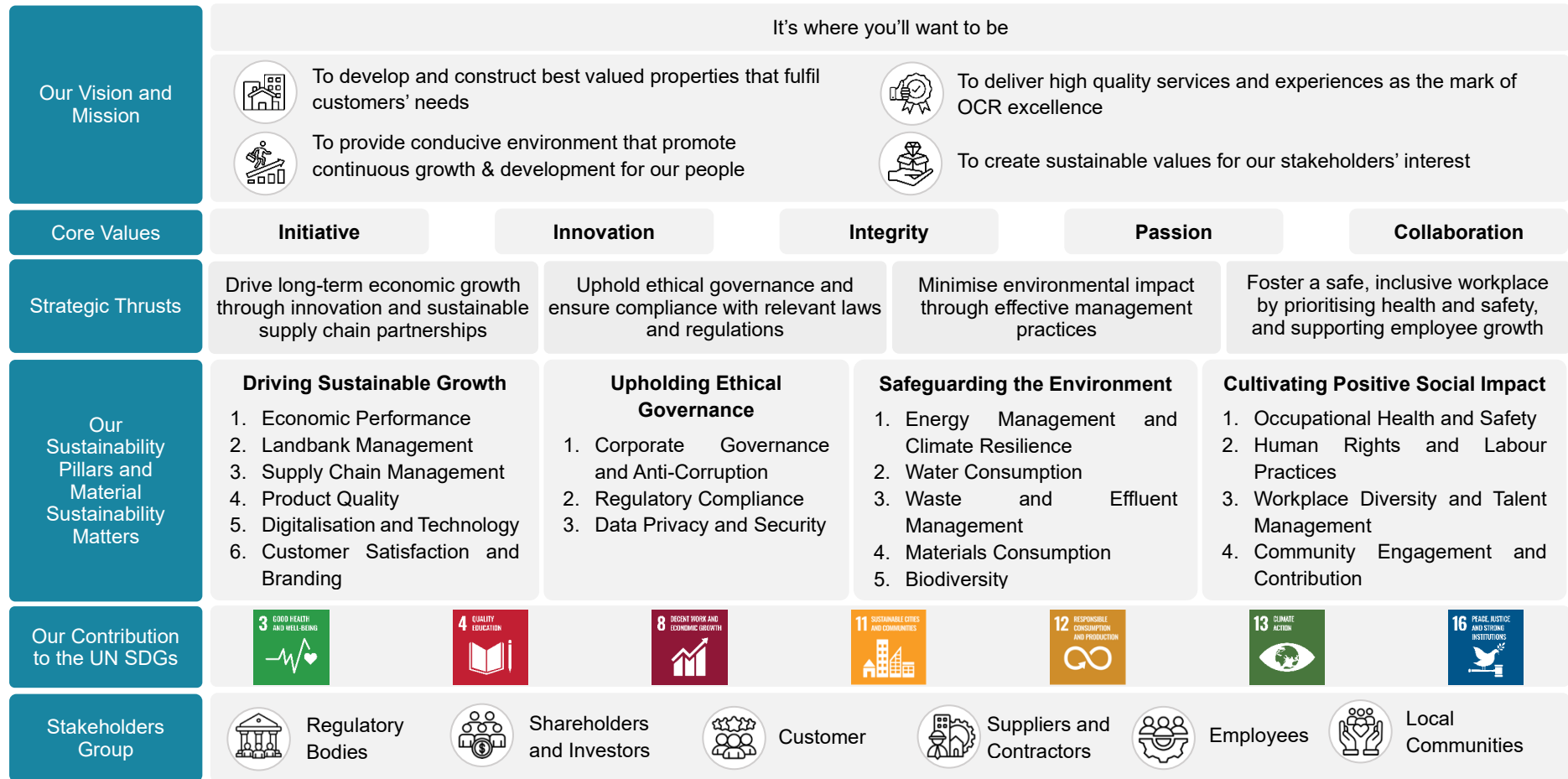
Embedding sustainability within OCR’s strategy and operations supports the development of policies that strengthen long-term value creation. Continuous improvements to our reporting and disclosures enhance transparency, support informed decision-making and ensure compliance with evolving regulatory and market expectations.



Our Approach to Sustainability

Delivering Our Sustainability Commitments

OCR's sustainability strategy is guided by four focus areas that align the Group's vision and mission, core values, strategic thrusts and material sustainability matters. This integrated approach supports long-term value creation while addressing the expectations of stakeholders.



Our Sustainability Policy

The Group's Sustainability Policy outlines our approach to integrating sustainability principles across our property development activities and operations. It provides the foundation for responsible business practices while supporting long-term value creation and organisational resilience.

Driving Sustainable Growth

- Ensure long-term financial stability through sound financial management, focusing on maintaining profitability while balancing sustainability objectives
- Promote sustainable practices throughout our supply chain by partnering with responsible suppliers and contractors who share our commitment to environmental and social responsibility
- Deliver properties and services that meet the highest quality standards by implementing rigorous quality assurance processes and focusing on customer-centric approaches

Upholding Ethical Governance

- Operate with the highest level of integrity and prevent all forms of corruption, bribery, and unethical business conduct
- Implement a robust risk management framework to effectively identify, assess, and mitigate potential sustainability risks related to our projects and operations
- Ensure transparent and proactive communication with stakeholders, keeping them informed of our sustainability efforts and business performance
- Ensure compliance with all relevant laws, regulations, and industry standards through regular regulatory reviews and policy updates

Safeguarding the Environment








- Continuously enhance energy efficiency to reduce our carbon footprint and integrate renewable energy sources where feasible
- Implement robust waste management practices to ensure the proper handling of scheduled and non-scheduled waste, preventing pollution at our project sites
- Explore water-saving technologies and energy-efficient solutions during the construction and operation of our properties
- Integrate sustainable principles across all stages of development and prioritise the use of sustainable building materials

Cultivating Positive Social Impact

- Adhere to fair labour standards, ensuring that all employees and contractors are treated with dignity and respect, and their rights are protected
- Ensure a safe and healthy work environment for employees, contractors and visitors, striving to achieve zero work-related fatalities across our project sites
- Foster inclusive employment practices while providing career development, learning opportunities, and support to build a diverse, skilled, and motivated workforce
- Engage with the local communities in which we operate and ensure our developments benefit social well-being through creating affordable housing and supporting local social initiatives

Our Alignment with Global Goals

The UN SDGs set global priorities for addressing environmental, social and economic challenges by 2030. In FY2025, OCR aligned our sustainability initiatives with seven SDGs that are most relevant to our property development business and operations.

	UN SDG 3: Good Health and Well-being	
	Target 3.8: Achieve universal health coverage	<ul style="list-style-type: none"> • Provided a comprehensive benefits package, including medical and hospitalisation coverage (with health screenings, dental and optical benefits), as well as life and personal accident insurance for all employees • Extended the claim limit for medical check-ups during the year
	UN SDG 4: Quality Education	
	Target 4.4: Increase the number of people with relevant skills for financial success	<ul style="list-style-type: none"> • Provided job-related skills and motivational training to selected employees • Invested RM57,816 in employee training and development initiatives, including seminars, conferences and workshops
	UN SDG 8: Decent Work and Economic Growth	
	Target 8.8: Protect labour rights and promote safe working environments	<ul style="list-style-type: none"> • Recorded zero substantiated instances of labour standards non-compliance incidents and human rights violations in FY2025 • Conducted regular safety inspections across construction sites to ensure adherence to health and safety standards • Achieved a zero lost time incident rate and zero fatalities across project sites for three consecutive years
	UN SDG 11: Sustainable Cities and Communities	
	Target 11.1: Safe and affordable Housing	<ul style="list-style-type: none"> • Supported the Selangor state government's affordable housing initiative, Rumah Selangorku, through the development of Residensi Akasia, delivering 2,892 affordable housing units
	UN SDG 12: Responsible Consumption and Production	
	Target 12.2: Sustainable management and use of natural resources	<ul style="list-style-type: none"> • Installed rainwater harvesting systems at The Mate, Stellar, Isola KLCC and Residensi Akasia for non-potable purposes such as cleaning and landscaping • Implemented a Leak Prevention and Maintenance Programme, with monthly inspections and maintenance of water fixtures and piping across project sites, offices and sales galleries • Utilised non-municipal water sources, such as underground water, at project sites
	UN SDG 13: Climate Action	
	Target 13.2: Integrate climate change measures into planning	<ul style="list-style-type: none"> • Received GreenRE green building certification for The Mate (Bronze) and D'Templer Hilltop Residences, which was recognised by Asia Records as the highest GreenRE-certified landed semi-detached residential development. • Partnered with Powered by RISE to install electric vehicle ("EV") charging stations at The Mate • Adopted a nature-oriented development concept at D'Templer Hilltop Residences, integrating urban convenience with natural surroundings • All projects incorporate LED energy-efficient lighting and fittings across properties and operations
	UN SDG 16: Peace, Justice and Strong Institutions	
	Target 16.5: Substantially reduce corruption and bribery	<ul style="list-style-type: none"> • Established a Whistleblower Policy and an Anti-Bribery and Corruption Policy to strengthen the Group's anti-corruption framework • 76% of our employees received anti-corruption training in FY2025

Our Sustainability Governance Structure

Our sustainability governance structure establishes clearly defined roles and responsibilities, provides strategic oversight and enables the effective implementation of sustainability strategies and initiatives across the Group.



Board Oversight

The Board of Directors (“the Board”) is supported by the Audit and Risk Management Committee (“ARMC”) in providing strategic oversight of the Group’s sustainability agenda. The Board oversees the integration of sustainability considerations into the Group’s strategy and risk management framework, including climate-related risks and opportunities.

The Board meets on a half-yearly basis to deliberate on key business matters, including sustainability- and climate-related risks and opportunities, where relevant. During the reporting year, Board members attended a few sustainability-related capacity-building sessions, including multiple programmes focused on climate-related topics.

Management’s Role

The Group Managing Director chairs the Sustainability Steering Committee (“SSC”), which supports the ARMC in the strategic management of sustainability and climate-related risks and opportunities, including their integration into the Group’s risk management framework. The SSC develops and recommends sustainability strategies, initiatives, targets and policy updates to the ARMC for the Board consideration and reports on the progress of sustainability initiatives.

The Sustainability Working Group (“SWG”), comprising heads of departments, is responsible for implementing approved sustainability strategies and initiatives in day-to-day operations, coordinating with internal and external stakeholders, identifying and recommending material sustainability matters for consideration by the SSC and monitoring performance and providing regular updates to the SSC.

Risk Management

OCR applies a structured risk management framework to identify and assess risks that may affect our operations and long-term performance. The ARMC oversees and regularly reviews the adequacy and effectiveness of the Group's risk management and sustainability processes. This includes ensuring that key organisational and emerging risks, including sustainability- and climate-related risks, are appropriately identified, monitored and managed through effective systems and controls. Climate-related risks are assessed based on their likelihood and potential impact, with outcomes integrated into strategic decision-making and operational planning. These processes are continuously reviewed and refined to remain relevant to evolving business and market conditions.

For further information on the Group's risk management framework and internal control processes, please refer to the Statement on Risk Management and Internal Control in the OCR Annual Report 2025.

Our Sustainability Performance in Numbers


In FY2025, we developed a set of Key Performance Indicators ("KPIs") to track the effectiveness of our sustainability initiatives. Monitoring these metrics enables us to identify areas for improvement and make informed decisions to advance our sustainability goals.

Material Matters	Targets	FY2025 Progress	
Driving Sustainable Growth			
Supply Chain Management	>95% of procurement expenditure allocated to local suppliers	✓	100% of our procurement expenditure allocated to local suppliers
Safeguarding the Environment			
Energy Management and Climate Resilience	Establish a baseline for Scope 1 and Scope 2 greenhouse gas ("GHG") emissions by FY2027	⬇	Continue tracking and monitoring our GHG emissions
Cultivating Positive Social Impact			
Occupational Health and Safety	Ensure zero work-related fatalities and maintain a lost time injury rate ("LTIR") below 1.0 across our project sites	✓	Recorded zero fatalities and a LTIR of 0
Workplace Diversity and Talent Management	Provide an average of 8 training hours per employee annually	✓	Recorded an average of 14.09 training hours per employee

Legend: ✓ Achieved ⬇ In progress


Connecting With Our Stakeholders

Open and transparent engagement with stakeholders is central to the Group’s sustainability approach. Through multiple communication channels, we gather valuable insights to address stakeholder priorities while fostering relationships that support business growth. This ongoing dialogue supports informed decision-making, responsible practices and long-term value creation.

Shareholders and Investors


Building trust and confidence among our shareholders and investors is crucial to securing continued support, attracting new investments and strengthening our financial resilience.

Areas of Concern	OCR’s Response	Engagement Method
<ul style="list-style-type: none"> Financial performance Sustainable and stable income distribution Commitment to sustainability Business strategy 	<ul style="list-style-type: none"> Publish quarterly financial results and annual reports to provide transparent and timely updates on financial performance Publicly release updates on project status and performance-related information Disclose business strategies, project progress and key operational developments Monitor and report on sustainability strategy, initiatives and performance 	<ul style="list-style-type: none"> Annual General Meeting (“AGM”) Financial results announcements Bursa announcements Website updates Media releases

Regulatory Bodies


Working closely with regulators ensures compliance with industry standards, upholds quality, governance and safety while strengthening our credibility and operational integrity.

Areas of Concern	OCR’s Response	Engagement Method
<ul style="list-style-type: none"> Compliance with regulations and industry standards Labour practices and fair employment policies Environmental management and regulatory compliance Occupational health and safety 	<ul style="list-style-type: none"> Maintain ongoing engagement with regulators throughout various project stages to stay ahead of evolving regulatory requirements Establish policies to ensure compliance with applicable legislation and regulatory requirements Implement fair employment and labour practices in line with legal and regulatory obligations Implement environmental management systems and compliance monitoring processes Conduct regular reviews and updates of health and safety protocols at project sites 	<ul style="list-style-type: none"> Meetings Site inspections Audits

Frequency: ● On-going ● Monthly ● Quarterly ● Annually ● As Needed

Customers 

Understanding our customers' needs and expectations enables us to deliver high-quality and sustainable homes that support positive living experience.

Areas of Concern	OCR's Response	Engagement Method
<ul style="list-style-type: none"> • Efficient resolution of customer complaints • Customer relationship management • Product quality and safety • Customer data privacy 	<ul style="list-style-type: none"> • Conduct regular feedback sessions to address customer concerns promptly • Host annual community and networking events to strengthen relationships • Implement robust quality control systems to oversee design and construction processes • Ensure compliance with Personal Data Protection Act ("PDPA") 2010 	<ul style="list-style-type: none"> • Customer satisfaction surveys • Community and networking events • Site progress updates via social media, email and customer portals • Multiple feedback channels (online, phone and in-person) • Product launches, roadshows and newsletters

Suppliers and Contractors 

Strong partnerships with suppliers and contractors support the consistent delivery of quality materials and services while promoting operational efficiency.

Areas of Concern	OCR's Response	Engagement Method
<ul style="list-style-type: none"> • Compliance with applicable laws and regulations • Supplier screening and evaluation • Occupational health and safety • Quality delivery • Fair contract terms and conditions 	<ul style="list-style-type: none"> • Require suppliers and contractors to comply with applicable laws, regulations and the Group's Code of Conduct for Business Partners • Implement a structured supplier pre-qualification, registration and performance evaluation process • Enforce occupational health and safety requirements for contractors on-site • Monitor contractor performance to ensure quality and timely delivery • Apply fair, transparent and competitive procurement and contracting practices 	<ul style="list-style-type: none"> • Supplier assessment and performance reviews • New vendor evaluation and registration • Supplier meetings • Contract performance reviews

Frequency: ● On-going ● Monthly ● Quarterly ● Annually ● As Needed

Employees



Our employees are central to our success. Supporting their well-being and professional development helps foster a motivated and high-performing workforce.

Areas of Concern	OCR's Response	Engagement Method
<ul style="list-style-type: none"> • Performance management, career growth, skill development • Transparent communication and employee engagement • Health, safety and well-being • Ethics, integrity, and workplace culture 	<ul style="list-style-type: none"> • Implement training and development frameworks to support career progression and capability building • Maintain internal communication and engagement mechanisms to promote transparency and collaboration • Implement health and wellness programmes to support employee well-being • Maintain a confidential grievance mechanism for reporting misconduct 	<ul style="list-style-type: none"> • Performance appraisals • Annual dinner • Team building • Management meetings • Capacity-building initiatives • Diversity and inclusion programmes • Regular communications via newsletter and the intranet portal

Local Communities



Engaging with local communities enables us to address community concerns and ensure our developments contribute positively to the surrounding areas.

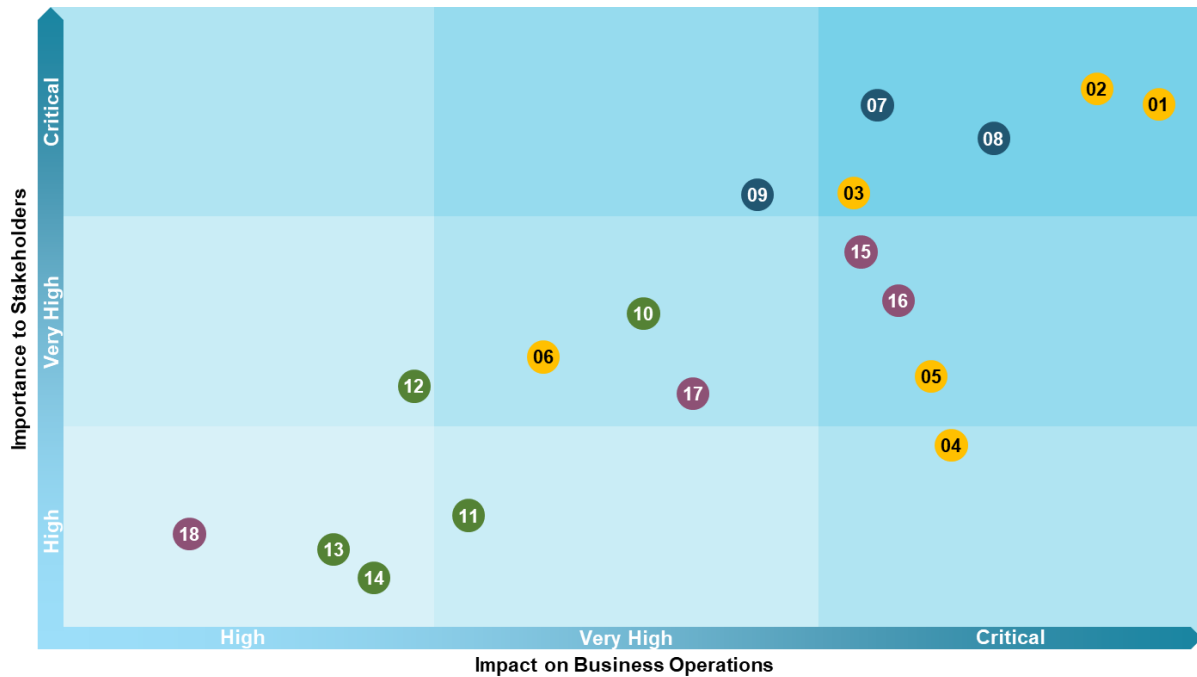
Areas of Concern	OCR's Response	Engagement Method
<ul style="list-style-type: none"> • Transparency and accountability in development projects • Impact of operations on surrounding communities • Environmental impacts and sustainability initiatives • Placemaking initiatives to enhance community well-being 	<ul style="list-style-type: none"> • Address community concerns and manage expectations through regular consultations and project updates • Implement measures to minimise environmental impacts during construction • Support local economic development through property development activities and related economic opportunities. • Support infrastructure improvements that contribute to the well-being of surrounding communities. 	<ul style="list-style-type: none"> • Town halls and community dialogues • Corporate Social Responsibility ("CSR") events and community initiatives

Frequency: • On-going • Monthly • Quarterly • Annually • As Needed

Assessing Our Material Matters

Materiality assessments identify the issues that matter most to our business and stakeholders, guiding how the Group allocates resources and addresses risks and opportunities. In FY2024, a materiality reassessment was conducted, resulting in the identification of 18 material sustainability matters within the materiality matrix. These material matters and the matrix will be retained for FY2025 as they remain relevant to OCR’s business operations.

The top five material matters are Economic Performance, Product Quality, Corporate Governance and Anti-Corruption, Regulatory Compliance and Customer Satisfaction and Branding.



Driving Sustainable Growth	Upholding Ethical Governance
<ul style="list-style-type: none"> 01 Economic Performance 02 Product Quality 03 Customer Satisfaction and Branding 04 Landbank Management 05 Supply Chain Management 06 Digitalisation and Technology 	<ul style="list-style-type: none"> 07 Regulatory Compliance 08 Corporate Governance and Anti-Corruption 09 Data privacy and security
Safeguarding the Environment	Cultivating Positive Social Impact
<ul style="list-style-type: none"> 10 Energy Management and Climate Resilience 11 Material Consumption 12 Waste and Effluent Management 13 Water Consumption 14 Biodiversity 	<ul style="list-style-type: none"> 15 Occupational Health and Safety 16 Human Rights and Labour Practices 17 Workplace Diversity and Talent Management 18 Community Engagement and Contribution

Mapping Our Material Priorities

The material sustainability matters identified through the materiality assessment are mapped against their corresponding sustainability-related risks and opportunities as well as the relevant stakeholder groups and UN SDGs. This mapping strengthens the link between the Group’s sustainability priorities, potential business impacts and global development objectives, while supporting informed decision-making and strategic action.

Driving Sustainable Growth			
Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
Economic Performance	We manage financial performance through prudent project planning, cost control and selective investments to support sustainable and resilient business growth	<ul style="list-style-type: none"> Rising construction material costs and market uncertainties could affect margins and cash flow 	<ul style="list-style-type: none"> Improved project efficiency and disciplined cost management may strengthen long-term profitability
Landbank Management	OCR adopts a structured and strategic approach to land acquisition, guided by environmental, social, and market considerations to support long-term development	<ul style="list-style-type: none"> Delays in approvals, regulatory changes or unsuitable land acquisitions may constrain future project launches 	<ul style="list-style-type: none"> Strategic land acquisitions in growth areas could support a sustainable development pipeline
Supply Chain Management	The Group manages a reliable and responsible supply chain through transparent procurement practices, compliance checks and regular supplier performance reviews	<ul style="list-style-type: none"> Disruptions from contractors or material shortages may delay project delivery and increase costs 	<ul style="list-style-type: none"> Strategic and diversified supplier partnerships could improve delivery reliability, project quality and overall supply chain resilience
Product Quality	We ensure consistent quality across design, construction and handover through structured quality controls and adherence to recognised industry standards	<ul style="list-style-type: none"> Construction defects or quality lapses may result in reputational damage and higher rectification costs 	<ul style="list-style-type: none"> Consistent quality delivery and adherence to recognised standards could enhance brand reputation and customer trust
Digitalisation and Technology	The Group leverages digital solutions to improve operational efficiency, project oversight, contract monitoring and property handover processes	<ul style="list-style-type: none"> Inadequate integration of digital systems could limit operational efficiency and reduce project appeal to buyers or investors 	<ul style="list-style-type: none"> Leveraging digital systems could streamline project oversight and enhance the overall project appeal and delivery
Customer Satisfaction and Branding	We enhance customer experience and brand presence through consistent service delivery and innovative initiatives that strengthen visibility and engagement with key audiences	<ul style="list-style-type: none"> Poor service or delayed handovers could weaken customer confidence and affect the Group’s brand reputation 	<ul style="list-style-type: none"> A strong customer experience could enhance satisfaction, build loyalty and strengthen OCR’s brand reputation in the market

Stakeholder Groups:



UN SDGs:



Upholding Ethical Governance			
Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
Corporate Governance and Anti-Corruption	Governance frameworks, internal controls and ethical standards are maintained to promote integrity and accountability	<ul style="list-style-type: none"> Inadequate governance controls may expose the Group to misconduct, regulatory scrutiny and reputational damage 	<ul style="list-style-type: none"> Strong governance and ethical standards could enhance investor confidence, stakeholder trust and reinforce the Group's credibility
Regulatory Compliance	Structured policies and internal controls are implemented to ensure adherence to applicable laws and regulations	<ul style="list-style-type: none"> Non-compliance with laws or permit conditions may result in penalties, operational disruption or project delays 	<ul style="list-style-type: none"> Robust compliance practices could support operational continuity and mitigate legal and financial risks
Data Privacy and Security	Robust cybersecurity measures, supported by clear confidentiality obligations are implemented to safeguard customer and business data	<ul style="list-style-type: none"> Data breaches or inadequate protection measures may result in legal liabilities and loss of stakeholder trust 	<ul style="list-style-type: none"> Strong data protection and cybersecurity practices could build customer confidence and safeguard the Group's reputation
Stakeholder Groups:		UN SDGs:	

Safeguarding the Environment			
Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
Energy Management and Climate Resilience	Energy-efficient solutions and sustainable design are integrated into project developments to reduce emissions and strengthen climate resilience	<ul style="list-style-type: none"> Rising energy costs and climate-related impacts may increase operating expenses and affect project resilience 	<ul style="list-style-type: none"> Energy-efficient designs and climate-resilient project developments could enhance asset value, reduce operational costs and strengthen market appeal
Water Consumption	Responsible water use is promoted through conservation measures and recycling initiatives at project and operational sites.	<ul style="list-style-type: none"> Water supply disruptions or inefficient water usage may affect construction schedules and operations 	<ul style="list-style-type: none"> Implementing water-efficient practices could lower operating costs and reduce environmental impact
Waste and Effluent Management	Waste and effluent are managed in compliance with regulations supported by on-site controls to reduce environmental impact	<ul style="list-style-type: none"> Improper waste handling or non-compliance with regulations may result in site disruptions and reputational risks 	<ul style="list-style-type: none"> Effective waste and effluent management could reduce disposal costs and minimise environmental impact
Material Consumption	Material use is optimised through the adoption of Industrialised Building Systems ("IBS") to reduce waste and improve construction efficiency	<ul style="list-style-type: none"> Excess material wastage may raise project costs and increase environmental footprint 	<ul style="list-style-type: none"> Efficient material planning, reusable formwork and IBS may improve cost control and sustainability outcomes
Biodiversity	Biodiversity considerations into project planning and design to minimise ecological disturbance and protect natural ecosystems	<ul style="list-style-type: none"> Development activities may affect local ecosystems, potentially resulting in project delays or reputational concerns 	<ul style="list-style-type: none"> Integrating nature-conscious design and landscaping may mitigate ecological impacts, support project approvals and enhance community perception
Stakeholder Groups:		UN SDGs:	

Cultivating Positive Social Impact			
Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
Occupational Health and Safety	Safety management practices are implemented across project sites, guided by relevant legislation and ISO 45001 standard, to ensure a safe working environment for employees and contractors	<ul style="list-style-type: none"> Workplace accidents or unsafe practices may cause project delays and trigger legal liabilities, negatively affecting stakeholder confidence 	<ul style="list-style-type: none"> Strong safety practices could reduce accidents, improve project efficiency and strengthen stakeholder confidence
Human Rights and Labour Practices	Fair labour practices and compliance with employment laws are upheld, while equal opportunity and grievance mechanisms are maintained to support a safe and fair workplace for employees	<ul style="list-style-type: none"> Failure to comply with employment laws or address employee concerns may lead to workplace disputes and increased staff turnover, affecting operational efficiency 	<ul style="list-style-type: none"> Compliance and fair labour practices ensure regulatory adherence and improve workforce stability, contributing to higher productivity and operational performance
Workplace Diversity and Talent Management	Workforce diversity and development are promoted through structured recruitment, training, and professional development programmes, building a skilled and inclusive workforce	<ul style="list-style-type: none"> Challenges in attracting and retaining skilled employees may limit operational capability and long-term business growth 	<ul style="list-style-type: none"> A diverse and well-developed workforce could enhance innovation and improve project outcomes, strengthening organisational performance and resilience
Community Engagement and Contribution	Engagement with local communities and support for initiatives that contribute to social well-being help strengthen community relationships and positive impact	<ul style="list-style-type: none"> Community opposition or dissatisfaction could delay project approvals and damage brand reputation, affecting overall project profitability 	<ul style="list-style-type: none"> Positive community relationships could improve project acceptance and long-term social licence to operate

Stakeholder Groups:



UN SDGs:



Driving Sustainable Growth

OCR drives sustainable economic growth through our integrated property development activities, creating vibrant and connected environments that support long-term value creation. The Group strengthens operational resilience through responsible resource management, strong supply chain practices and digital innovation across the development lifecycle.

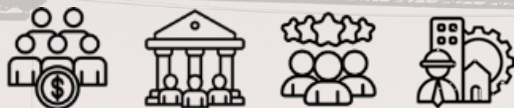
Material Sustainability Matters:

- Economic Performance
- Landbank Management
- Supply Chain Management
- Product Quality
- Digitalisation and Technology
- Customer Satisfaction and Branding

Alignment with the UN SDG



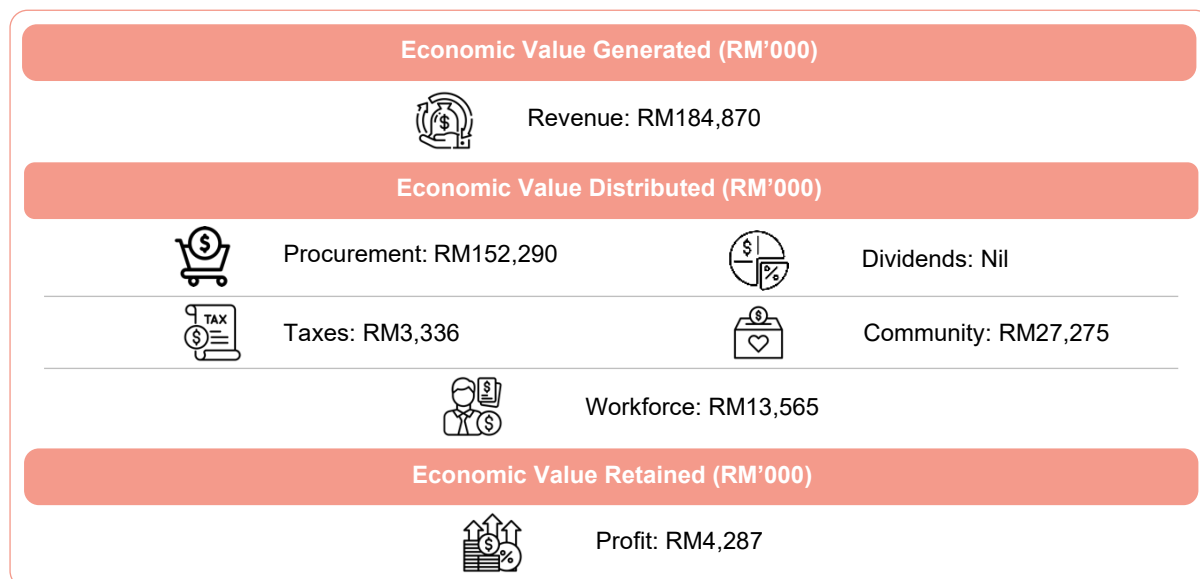
Key Stakeholder Groups



Economic Performance

OCR’s ability to deliver long-term value for stakeholders depend on maintaining strong and resilient economic performance. A sound financial position enables us to deliver high-quality project developments and respond proactively to evolving market conditions and industry challenges.

We continue to strengthen our financial performance through cost optimisation, new project launches and market expansion initiatives.



Additionally, OCR invests in value-adding projects, with a total of RM180,023 invested across the following projects during FY2025.

Initiative/Project	Value Contribution	Key Initiatives Implemented
Digitalisation and Project Tech	Operational efficiency and quality	Building Information Modelling (“BIM”), ProFix Application, Cloud Human Resource System
Construction Technology Update	Safety and efficiency	Partnered with Plytec Formwork Sdn Bhd to implement its Self-Climbing Platform (“SCP”) technology in YOLO Signature Suites
The Mate	Lifestyle amenities	Co-work spaces, gym, electric vehicle (“EV”) chargers
Kyra - Residensi Akasia (Phase I)	Community and design value	Essential Living Features
D’Templer Hilltop Residences	Lifestyle focus	Nature-Oriented Design Appeal

Landbank Management

Managing our land assets effectively is crucial to support OCR’s property development strategy and long-term growth. It ensures that our projects are responsive to market needs while delivering long-term value to both the Group and local communities.

As part of our landbank management efforts, OCR conducts evaluations of each potential development site through environmental and social impact assessments, considering factors such as topography, traffic patterns, market trends and community implications. All land acquisitions comply with applicable laws and the necessary permits are obtained prior to development to meet regulatory requirements and community expectations.

Ongoing Projects	Project Type	Site Area (Acres)	Estimated GDV/Contract Value (RM'mill)
Kyra Residensi Akasia	Residential	5.3	288.8
Stellar Damansara	Residential	1.5	176.8
D'Templer Hilltop Residences	Residential	32.0	344.3

Projects in Pipeline	Project Type	Site Area (Acres)	Estimated GDV/Contract Value (RM'mill)
Kyra - Residensi Begonia (Phase II)	Residential	5.7	322.5
Aloris, Jalan Alor	Mixed Development	0.5	362.7

Additionally, the Group retains several land parcels held for future development totalling 23.8 acres across the Klang Valley and Melaka.

Future Project Development Area	Locations	Area (Acres)	Development Status for FY2025
Vacant land zoned for residential use	Hulu Langat, Selangor	3.7	Undeveloped
Vacant land zoned for building use	Bandar Kuantan, Pahang	2.2	Undeveloped
Vacant land currently used as a parking area	Melaka Tengah, Melaka	1.4	Undeveloped
Agricultural land	Alor Gajah, Melaka	16.5	Undeveloped

Supply Chain Management

OCR's operations rely on a responsible and efficient supply chain that delivers quality materials and services on schedule. Close partnerships with our suppliers help us manage operational risks, improve efficiency and support the smooth delivery of our development projects.

As part of our onboarding process, all suppliers are required to comply with the Group's policies and complete the prescribed documentation, including the Vendor Registration Form, Anti-Bribery and Anti-Corruption ("ABAC") Due Diligence Assessment Form and Vendor ABAC Declaration Form. Prior to inclusion in the Approved Vendor Master List, suppliers are evaluated based on pricing, product quality, financial stability and corruption risk. To uphold consistent standards across our supply chain, we conduct annual supplier performance assessments covering operational efficiency, professionalism, communication, pricing, compliance and responsiveness. Suppliers scoring below 50% in these evaluations are removed from the approved list, reinforcing disciplined procurement practices and safeguarding the integrity of our supply chain.



100% spending on local procurement since FY2025

The Group's top three materials suppliers for FY2025, based on procurement value and project scope, are presented below:

Company Name	Materials Supplied	Name of Project
Servex Malaysia Sdn Bhd	Electrical Appliances	Isola
Teka Kuchentechnik Malaysia Sdn Bhd	Electrical Appliances	Isola
Carest Bedding Sdn Bhd	Mattress	Isola

Product Quality, Digitalisation and Technology, Customer Satisfaction and Branding

OCR integrates technology across our operations while maintaining high-quality standards to ensure that projects and services consistently meet established benchmarks. The adoption of practical digital solutions enhances operational efficiency, improves customer experience and strengthens the Group's position in the property sector.

Quality Management

In the property development and construction industry, quality is critical, as the safety, durability and functionality of our developments directly shape the well-being of communities. At OCR, we embed quality across the development lifecycle through structured controls, regular site monitoring and strict adherence to applicable building codes and industry standards to deliver projects that are safe, fit for purpose and resilient over the long term.

This approach is reinforced through alignment with internationally recognised standards, including the ISO 9001:2015 Quality Management System. We maintain a systematic framework to oversee design and construction activities in compliance with industry requirements, including those set by the Construction Industry Development Board ("CIDB"). During the reporting year, we continued to apply Building Information Modelling ("BIM") to enhance design accuracy and coordination, alongside conducting Joint Inspections and Pre-Delivery Inspections ("PDI") to identify and rectify defects prior to handover.

Technology Integration and Digitalisation

Digital technology integration drives operational improvements across OCR's value chain, from procurement and project management to customer delivery and post-handover support. The Group leverages the ProFix Application to streamline property handovers and defect management during vacant possession stage. The Contract Management System ("CMS") further enhances oversight by improving tracking and administration of contracts and costs. During the reporting year, the Group also completed the migration from the Timesoft platform to the cloud-based JustLogin system, supporting more efficient and reliable human resource operations.

Customer Satisfaction and Experience

Customer satisfaction is closely linked to service quality, responsiveness and overall experience delivered throughout the property ownership journey. OCR prioritises proactive engagement and responsive service to build trust with purchasers and tenants while supporting positive long-term relationships. During the financial year, the Group maintained extended customer support hours and expanded communication channels, including live chat and customer meet-up sessions, to facilitate timely and effective issue resolution. The Group also sustained loyalty programmes to recognise and retain repeat customers through structured rewards initiatives. In parallel, ongoing customer service training was conducted to support employees in delivering consistent, professional and responsive interactions across all customer touchpoints.

Market Presence, Branding and Reputation

The OCR brand plays an important role in building trust with homebuyers and tenants, as it reflects the quality, reliability and long-term value of our project developments. During the reporting year, OCR continued to strengthen brand presence through a series of initiatives aimed at enhancing visibility and customer engagement. The Group executed targeted brand awareness campaigns across digital platforms, outdoor advertising and collaborations with local influencers to communicate our core values. OCR also focused on enriching customer experiences by providing personalised services for different segments, including first-time buyers and retirees, complemented by post-sales engagement programmes. In addition, immersive virtual reality and 3D property tours were offered to engage tech-savvy customers, reflecting the Group's approach to combining innovation with customer-centricity.



Upholding Ethical Excellence

Robust governance underpins OCR's business resilience, regulatory compliance and stakeholder confidence. The Group upholds transparency, accountability and integrity across its operations to support sound decision-making, effective risk management and the protection of stakeholder interests.

Material Sustainability Matters:

- Corporate Governance and Anti-Corruption
- Regulatory Compliance
- Data Privacy and Security

Alignment with the UN SDG



Key Stakeholder Groups



Corporate Governance and Anti-Corruption

Sound corporate governance and ethical business conduct are fundamental to OCR’s ability to operate responsibly and create long-term value. The Group upholds high standards of integrity, transparency and accountability while ensuring compliance with applicable laws and regulations across our operations.

Corporate Governance

Our unwavering commitment is to achieve our business objectives while delivering sustainable value to all our stakeholders. This is reinforced through robust policies and processes that strengthen corporate performance, accountability and compliance with applicable laws, regulations and international standards. These policies are accessible online, circulated internally and communicated annually to ensure ongoing awareness and adherence.

OCR’s Corporate Governance Policies	
Board Charter	Outlines the roles, responsibilities and authority of The Board of Directors (“the Board”), guiding governance, decision-making and oversight practices
Director’s Fit and Proper Policy	Ensures that individuals appointed to the Board meet specific standards of integrity, competence, experience and financial soundness
Code of Conduct and Ethics Policy	Defines how employees are expected to act responsibly, fairly and with integrity in all business dealings, ensuring compliance with laws, ethical standards and the Group’s values
Anti-Bribery and Anti-Corruption (“ABAC”) Policy	Establishes rules and procedures to prevent employees, partners and suppliers from offering or accepting bribes, kickbacks or any form of improper advantages
Whistle-blower Policy	Establishes a mechanism that allows employees, contractors or stakeholders to confidentially report unethical, illegal or non-compliant activities within the Group

Adherence to the Whistle-blower Policy

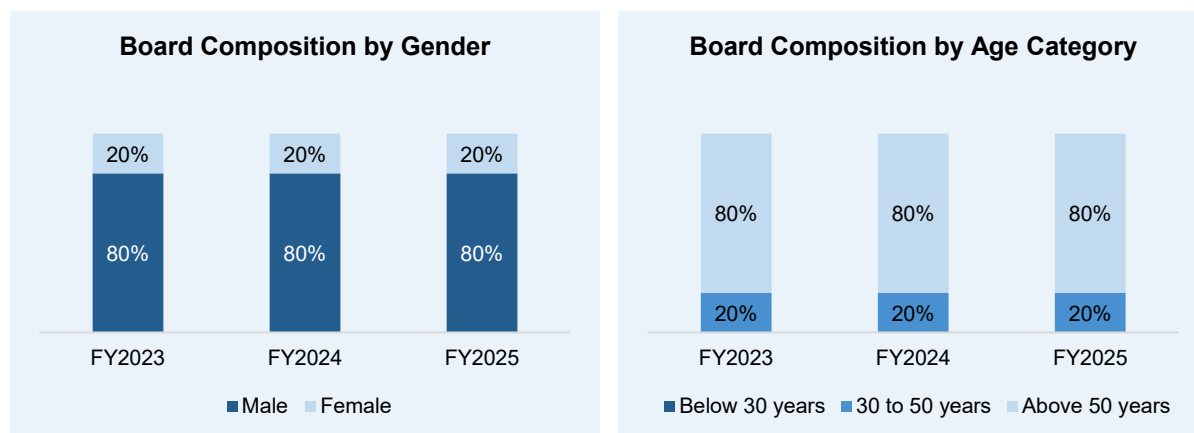
OCR upholds strong ethical standards through the Whistle-blower Policy and Guidelines, which provide stakeholders with a secure and confidential channel to report any concerns or misconduct. The Whistle-blower Committee, led by the Chairman of the Audit Committee, reviews disclosures and appoints investigators to assess their validity and determine appropriate actions. All reports are managed with utmost confidentiality and care, ensuring protection against reprisals while enabling timely and effective resolution.



Zero substantiated whistleblowing incidents recorded in FY2025

Board Diversity

OCR’s Board comprises individuals with diverse professional backgrounds, experience, gender and age profiles, enabling balanced perspectives in guiding the Group’s strategic direction.



Anti-Bribery and Anti-Corruption

OCR adopts a zero-tolerance approach to bribery, corruption, and misconduct across business activities. The Code of Conduct and Ethics, supported by the Anti-Bribery and Anti-Corruption (“ABAC”) Policy and Guidelines, reinforces compliance with the Malaysian Anti-Corruption Commission Act 2009. Directors, employees and business partners, including suppliers, contractors, and subcontractors, are regularly briefed on ABAC policy requirements. The Group maintains a strict no-gift and entertainment policy and incorporates anti-corruption due diligence into supplier assessments.

The Board oversees ethics, integrity, and anti-corruption matters, while the Legal Department supports awareness through initiatives such as anti-corruption training, which engaged 76% of employees in FY2025. No substantiated incidents of bribery or corruption were recorded during the reporting year.

Percentage Employees Who Received Anti-Corruption Training			
Employee Category	FY2023	FY2024	FY2025
Senior Management	88%	94%	93%
Management	73%	69%	75%
Executive	53%	63%	73%
Non-Executive	75%	100%	67%

Regulatory Compliance

OCR integrates regulatory compliance into operations to ensure adherence to applicable laws, regulations and listing obligations, while safeguarding the Group's reputation and maintaining stakeholder trust.

We strengthen regulatory compliance through established internal controls aligned with Bursa Malaysia's Main Market Listing Requirements ("MMLR"), while adhering to the principles of good governance outlined in the Malaysian Code on Corporate Governance ("MCCG"). The Group also complies with all applicable national laws relevant to operations, including but not limited to:

- Housing Development (Control and Licensing) Act 1966 and its Amendments
- Personal Data Protection Act 2010
- Malaysian Anti-Corruption Commission Act 2009
- Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001
- Companies Act 2016 and its Amendments
- Streets, Drainage and Building Act 1974
- Town and Country Planning Act 1976
- Occupational Safety and Health Act 1994 and its Amendments
- Environmental Quality Act 1974

To reinforce regulatory compliance, OCR continues to issue an Internal Legal Bulletin to keep employees informed of key developments in relevant laws and regulations. Oversight by the Audit and Risk Management Committee ("ARMC") supports adherence to these requirements, alongside internal audit reviews that monitor the effectiveness of compliance controls. Established procedures are in place to promptly investigate and address any instances of non-compliance

In FY2025, the Group further enhanced its compliance through the development and periodic review of policies and standard operating procedures ("SOP") to ensure alignment with evolving legal requirements. External consultants were also engaged to support risk monitoring and control, including conducting regular compliance risk assessments to identify areas with high regulatory exposure and prioritise mitigation measures.

Data Privacy and Security

Safeguarding our customers' personal data is essential for maintaining trust and ensuring compliance with regulatory requirements. OCR manages personal information in compliance with the Personal Data Protection Act 2010 ("PDPA").

The Group maintains cybersecurity measures to safeguard against unauthorised access and data breaches. For the current reporting year, the Group appointed a Data Protection Officer to oversee compliance with the PDPA across operations. Our Code of Conduct includes a non-disclosure requirement for employees, directors, suppliers and business partners handling customer data.

In FY2025, one customer privacy breach was identified; however, no customer data was lost. The Group maintains a strict approach to the management of data privacy breaches, with all reported incidents subject to internal investigation and appropriate corrective and preventive measures implemented to mitigate recurrence. The reported breach was reviewed internally and resolved amicably between the Group and the purchaser, with no further escalation required.

Safeguarding the Environment

Environmental stewardship informs how OCR plans, designs and delivers property developments. The Group integrates sustainable design principles, responsible resource management and climate resilience considerations across the development lifecycle, while aligning with applicable regulatory requirements and industry standards.

Material Sustainability Matters:

- Energy Management and Climate Resilience
- Water Consumption
- Waste and Effluent Management
- Materials Consumption
- Biodiversity

Alignment with the UN SDG



Key Stakeholder Groups



Energy Management and Climate Resilience

OCR adopts a structured approach to identifying, assessing and managing climate-related risks. Climate-related disclosures are structured around four core areas: Governance, Strategy, Risk Management, and Metrics and Targets. Climate considerations are integrated into OCR’s strategic planning to support long-term resilience and business sustainability. Energy management and climate resilience form key components of this approach. The strategy is informed by assessments of climate-related risks and opportunities, which guide development planning and operational decision-making.

Current Mitigation Measures

Practical measures are implemented to reduce operational energy use and support climate mitigation. Light-emitting diode (“LED”) lighting has been adopted across selected projects and office facilities, alongside energy-efficient features such as motion-sensors, low-flow water fixtures and efficient Heating, Ventilation and Air Conditioning (“HVAC”) systems.

In parallel, energy-conscious behaviour is encouraged among employees through the responsible use of appliances and adherence to energy-efficient thermostat settings. These measures contribute to reducing operational emissions and improving energy efficiency.

Building Infrastructure for a Greener Future

We embed sustainable design principles across our developments as a core element of our value creation strategy, strengthening environmental stewardship and long-term resilience. Among our three ongoing projects, D’Templer Hilltop Residences Phase 1 achieved provisional Bronze certification under GreenRE. The development is currently the highest GreenRE-certified landed residential project at 162 metres above sea level. This milestone reflects the integration of energy-conscious design, responsible construction practices and careful site utilisation.

Driving Towards Sustainable Mobility



OCR incorporates sustainable mobility features within selected developments through the provision of electric vehicle (“EV”) charging infrastructure. At The Mate, one of our ongoing projects, an EV charging station has been installed to support electric vehicle use among residents and visitors. This initiative reflects our commitment to reduce transport-related emissions and promote lower-carbon transport options within the development.

Climate-Related Risks and Opportunities

Given the nature of OCR’s development and construction activities, the Group recognises that climate change presents both physical and transition risks that may affect project delivery, asset performance and long-term business resilience. At the same time, climate-related developments present opportunities to improve operational efficiency and strengthen climate resilience across the Group’s project portfolio. These risks and opportunities are systematically assessed to inform decision-making and support the delivery of resilient and future-ready developments.

Transition Risks, Opportunities and Impacts

Risk	Description	Potential Financial Impacts	Potential Opportunities
Medium-term (6-10 years) to long-term (>10 years)			
Policy and Legal	Risks arising from current and emerging climate-related regulations, green building standards, disclosure requirements and carbon pricing mechanisms that may increase compliance costs and affect project design and operational practices.	<ul style="list-style-type: none"> Increased capital expenditure to meet green building standards and certifications, potentially raising development costs and affecting project margins 	<ul style="list-style-type: none"> Potential for higher asset value and stronger market demand for project developments incorporating recognised green building standards and certifications.
Short-term (1-5 years) to long-term (>10 years)			
Technology	Exposure to increased costs and implementation challenges associated with adopting low-emission construction technologies, energy-efficient systems, and sustainable building solutions in line with evolving climate regulations and market expectations.	<ul style="list-style-type: none"> Increased capital expenditure to adopt low-emission construction technologies and energy-efficient building systems may affect project cost structures and development margins 	<ul style="list-style-type: none"> Achieve long-term cost savings through investment in low-carbon technologies, such as investing in installation of solar rooftop panels
Market	Shift in customer and investor expectations towards sustainable project developments, together with rising costs associated with carbon pricing and green standards, which may influence demand and project economics.	<ul style="list-style-type: none"> Loss of revenue and market share due to inability to offer green products Rising costs from limited supply of green materials, higher financing costs if project developments do not meet emerging green building expectations and potential revenue impact from passing energy or carbon costs to customers 	<ul style="list-style-type: none"> Expand access to sustainable capital by attracting investors with a strong focus on responsible and sustainable investment Adoption of Industrialised Building Systems (“IBS”) to improve construction efficiency and manage rising green construction costs.
Reputation	Potential damage to the Group’s stakeholder trust resulting from insufficient climate action, weak environmental performance or limited transparency during the transition to a low-carbon economy.	<ul style="list-style-type: none"> Reputational damage could lead to reduced revenue Inability to adapt to the shift in market and consumer preferences may affect competitiveness 	<ul style="list-style-type: none"> Improving transparency and climate-related disclosures reinforces stakeholder trust, supports client confidence and contributes to the Group’s long-term revenue Adoption of Industrialised Building Systems (“IBS”) to improve construction efficiency and manage rising green construction costs.

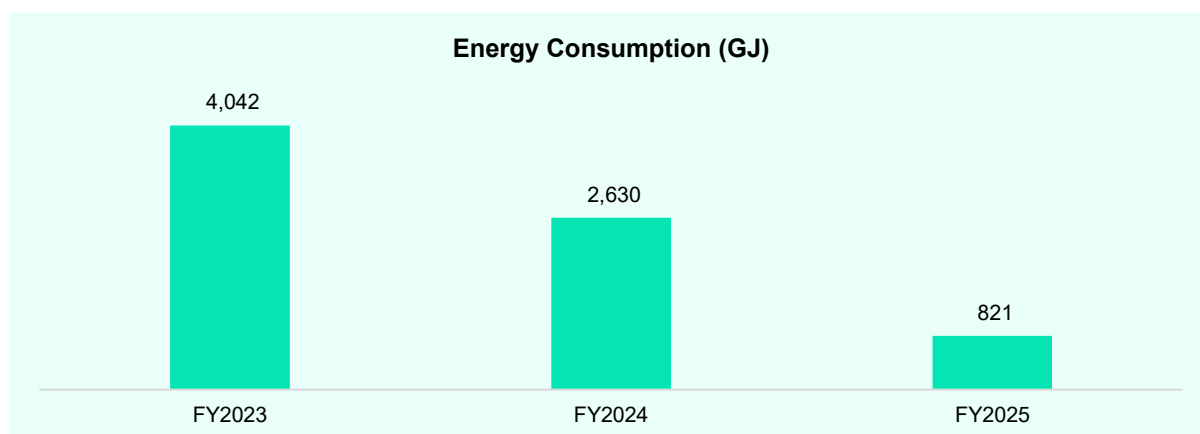
Physical Risks, Opportunities and Impacts

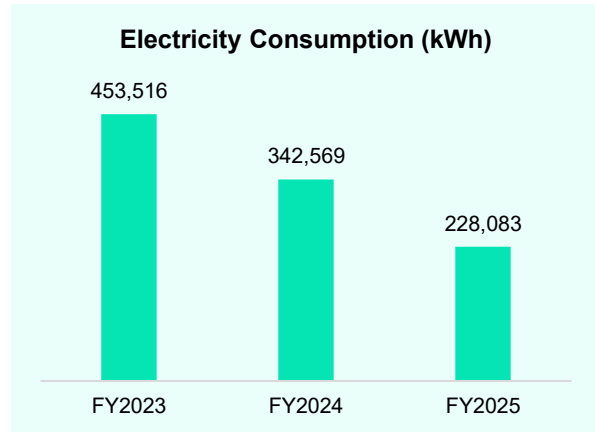
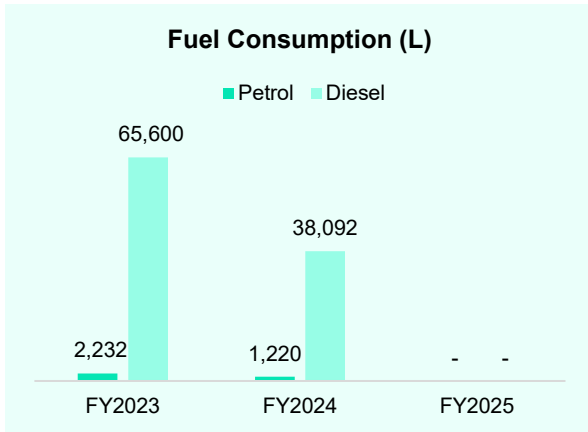
Risk	Description	Potential Financial Impacts	Potential Opportunities
Medium-term (6-10 years) to Long-term (>10 years)			
Acute	Sudden extreme weather events or natural hazards may cause damage, disruption, or financial loss to properties, infrastructure and operations.	<ul style="list-style-type: none"> Increased operational costs arising from construction delays, material supply disruptions and potential liquidated damages from extended project timelines 	<ul style="list-style-type: none"> Enhance supply chain resilience through diversified and local sourcing may reduce vulnerability to climate-related disruptions, improving operational efficiency and cost predictability
Long-term (>10 years)			
Chronic	Long-term, gradual environmental changes that can affect the value, operation and sustainability of property assets over time.	<ul style="list-style-type: none"> Increased construction and ongoing maintenance costs arising from the integration of flood-resilient design features and potential repair costs from flood-related damage to building structures and utilities. 	<ul style="list-style-type: none"> Expanding the use of Building Information Modelling (“BIM”) to integrate flood-resilient design features, such as elevated foundations and reinforced structures, may help manage construction and long-term maintenance costs.

Climate-related risks and opportunities are assessed and monitored using the following metrics, which are integral to the Group’s operations. Our GHG emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.

Energy Consumption

OCR’s energy consumption during the year was primarily derived from purchased electricity at the Group’s corporate office and sales galleries, resulting in a 69% reduction in overall energy use compared to FY2024. Following the completion of The Mate and Isola KLCC, electricity and fuel consumption associated with project activities were no longer recorded during the reporting year.

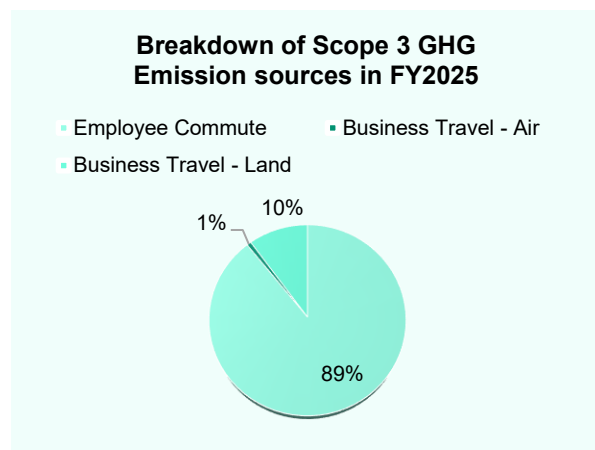
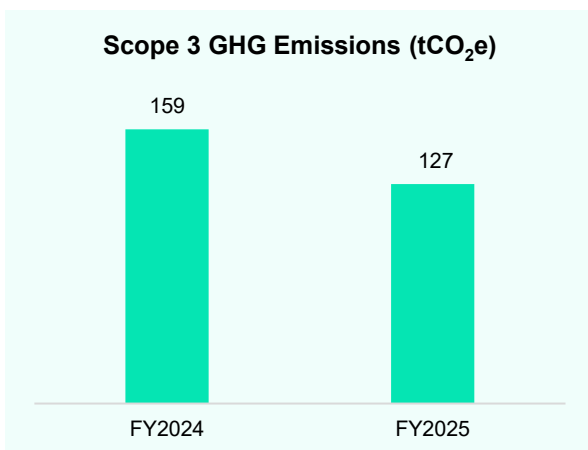
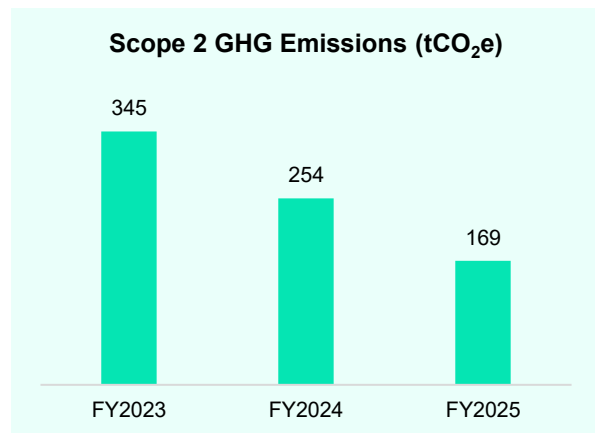
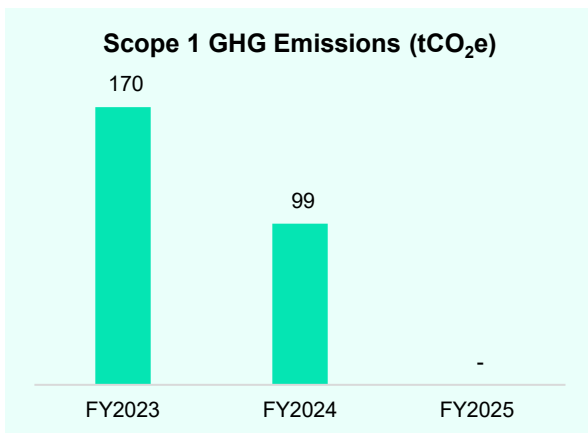




GHG Emissions

Following the completion of The Mate and Isola KLCC projects, OCR’s GHG emissions declined to 296 tCO₂e in FY2025, compared to 512 tCO₂e in FY2024, reflecting reduced fuel and electricity consumption associated with project activities. No Scope 1 emissions were recorded in FY2025 following the completion of project-related activities that previously involved fuel consumption.

	FY2023	FY2024	FY2025
Scope 1	170	99	-
Scope 2	345	254	169
Scope 3	-	159	127
Total	515	512	296






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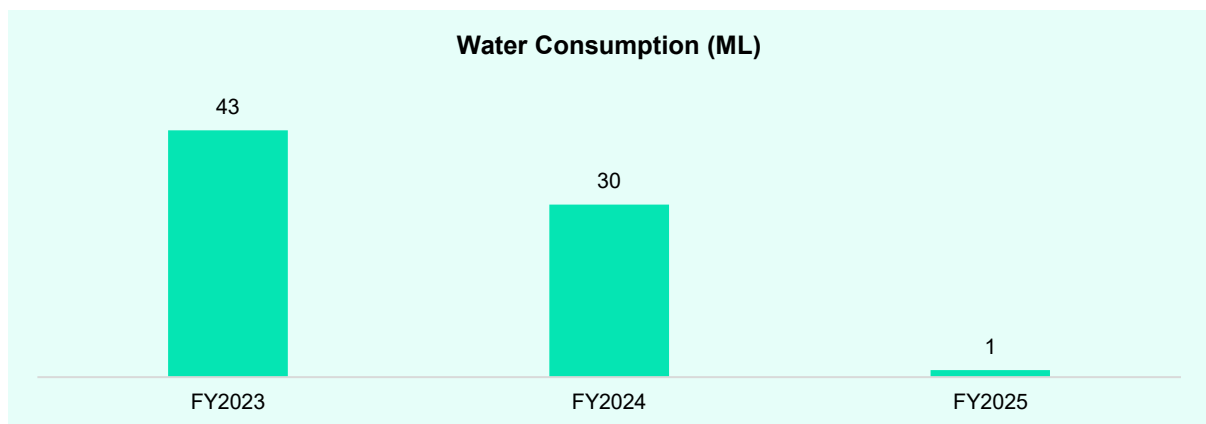
1. Scope 1 emissions were calculated using emission factors sourced from the UK Government's GHG Conversion Factor for 2023, 2024 and 2025.
2. Scope 2 emissions were restated for FY2023 and FY2024 and calculated for FY2025 using the 2023 and 2024 Grid Emission Factor sourced from the National Energy Commission of Malaysia.
3. Scope 3 emissions were calculated using the emission factors sourced from the UK Government's GHG Conversion Factors for 2024 and 2025.

Water Consumption

OCR manages water consumption across projects, headquarters and sales galleries to promote responsible resource use and operational efficiency. Effective water conservation supports operational continuity across project sites and construction activities. The Group continuously monitors water consumption and implements measures to reduce wastage and improve efficiency across its operations.

Water Management Initiatives	Benefits to OCR
 <p>Rainwater harvesting systems installed at The Mate, Isola KLCC and Residensi Akasia</p>	<p>Reduces reliance on municipal water for non-potable uses, optimising consumption, cost efficiency and long-term operational performance</p>
 <p>Monthly maintenance and inspection of pipes at our headquarters, project sites and sales galleries</p>	<p>Prevent leaks and costly repairs while supporting the long-term sustainability and operational reliability of our properties</p>
 <p>Utilisation of groundwater for construction activities</p>	<p>Reduces reliance on municipal water, lowers operational costs and strengthens OCR's water conservation efforts during project development</p>

During the reporting year, OCR recorded a substantial decrease in water consumption following the completion of all projects, which resulted in the cessation of water use at project sites. Water consumption was therefore primarily attributed to the headquarters and sales galleries, with sales galleries accounting for 59% of total water use.



Waste and Effluent Management

OCR manages waste and effluent across our construction sites, sales galleries and corporate operations to support environmental protection and regulatory compliance. The Group applies the 3R (Reduce, Reuse, Recycle) principles across project sites, sales galleries and corporate operations to minimise waste generation and promote recycling.

At project sites and sales galleries, construction and recyclable waste streams are monitored and quantified to strengthen accountability, track performance and identify opportunities for reduction and recovery. Effluent and sediment control measures are implemented to minimise environmental impact and ensure compliance with regulations. At headquarters, waste reduction efforts focus on minimising paper consumption and prioritising digital documentation to reduce resource use and environmental impact.

Recycling Programme for E-Waste

OCR strengthened responsible waste management efforts through an e-waste recycling programme conducted in collaboration with TM Enviro Industries Sdn Bhd, promoting proper disposal practices and responsible environmental stewardship across operations.

In FY2025, OCR recorded 19 MT of construction waste, comprising primarily iron materials, with 95% generated from Stella Damansara and 5% from The Mate. This represents a significant reduction compared with the previous year, reflecting the completion of major construction activities during the reporting period. All identified waste was sent to an appointed recycling vendor for recycling.

	FY2024	FY2025
Total Waste Generated (MT)	3,873	19
Total Waste Diverted from Disposal (MT)	167	19
Total Waste Directed to Disposal (MT)	3,706	0

Our construction sites implement silt and sediment control systems, including silt detention ponds, to capture runoff before it is discharged into nearby waterways, particularly at the Stellar project, which is located adjacent to a river. Treated water collected in the ponds is also reused for vehicle cleaning, supporting water conservation on-site.

Environmental awareness and site discipline are reinforced through practices such as controlled earthworks sequencing, maintaining vegetation and implementing erosion control measures where appropriate. In addition, water quality sampling of site discharges is conducted every three months to ensure compliance with DOE discharge limits.


Material Consumption

Construction materials such as steel, timber, sand and cement are fundamental to OCR’s property development activities. However, their extraction, processing and transportation are energy-intensive and contribute to resource depletion, greenhouse gas emissions and construction waste. Recognising these environmental implications, OCR implements measures to optimise material usage, minimise waste generation and incorporate more sustainable alternatives into construction processes.

During the construction phase, material efficiency is improved through the adoption of aluminium formwork systems, which are durable and reusable, reducing waste compared to conventional formwork. Recycled materials, including metal and timber components, are incorporated where feasible to minimise environmental impacts and support responsible building practices.

In FY2025, the Group adopted the Industrialised Building System (“IBS”) approach for “The Mate”, one of its residential projects, across the planning, design and construction stages. IBS utilises standardised, pre-engineered building components to improve construction precision, reduce material wastage and enhance overall efficiency. This is exemplified through The Mate, one of the Group’s award-winning projects, where sustainable construction practices have been integrated across the development lifecycle, as illustrated below:

Advancing Sustainable Design at The Mate



Approach

- Industrialised Building System (“IBS”)
- Building Information Modelling (“BIM”)

Key Initiatives

- Adopted IBS across planning, design and construction stages
- Utilised standardised, pre-engineered components to improve precision and reduce material wastage
- Implemented BIM to enhance design coordination and construction efficiency

Outcome

- Improved construction efficiency and resource optimisation
- Reduced material wastage
- Strengthened sustainable construction practices

Biodiversity

Given OCR's development activities in urban and peri-urban environments, we recognise that our projects may affect surrounding ecosystems. Responsible land use planning, site management and landscape design are therefore important in minimising ecological disturbance and maintaining environmental balance within project areas.

Biodiversity considerations are incorporated into project planning and design processes, including the preservation of green spaces, landscape planting and appropriate stormwater management measures where applicable. These practices support ecological resilience within our project developments while contributing to liveable and environmentally responsible communities.

In FY2025, OCR implemented several initiatives to enhance urban biodiversity across its developments. These include integrating native plant species within landscaped areas to support local flora and fauna, as well as creating green corridors and open spaces to provide habitats for urban wildlife and promote ecological connectivity. Rooftop gardens and vertical greenery were also incorporated to reduce urban heat island effects while offering additional microhabitats. In addition, water-sensitive urban design elements such as rain gardens, bio-retention systems and wetlands were implemented to support aquatic biodiversity and improve water management.

Complementing these efforts, OCR conducted community and stakeholder engagement initiatives, including educational programmes and awareness campaigns, to promote biodiversity conservation among residents and partners.

Tree Planting Initiative at D'Templer Hilltop Residences



On 10 June 2025, OCR undertook a tree planting initiative to enhance the green landscape of the development. With an investment of RM960,000, the initiative aims to support a healthier living environment for approximately 800 residents at D'Templer Hilltop Residences.

Cultivating Positive Social Impact

OCR recognises that long-term business success depends not only on the developments we deliver, but also on the people who contribute to them and the communities connected to our projects. Responsible employment practices, workforce development and community engagement support employee well-being while contributing to the social sustainability of the communities in which the Group operates.

Material Sustainability Matters:

- Occupational Health and Safety
- Human Rights and Labour Practices
- Workplace Diversity and Talent Management
- Community Engagement

Alignment with the UN SDG



Key Stakeholder Groups



Occupational Health and Safety

Given the inherent risks associated with construction and property development, we prioritise maintaining a safe and healthy working environment for all employees and workers across our project sites. Stringent Occupational Health and Safety (“OHS”) practices are essential to protecting the well-being of our workforce and sustaining operational excellence.

Each project site maintains a dedicated Safety and Health Committee, responsible for overseeing the implementation of established safety protocols. Site managers conduct daily inspections to monitor compliance, while appointed health and safety officers prepare regular monthly reports and coordinate ongoing safety initiatives to ensure a consistently safe workplace.

Our health and safety approach is guided by the Occupational Safety and Health Act 1994 and its amendments and the ISO 45001 standards. Systemic risk management, regular inspections and continuous refinement of safety processes reinforce a proactive approach to prevention, regulatory compliance and the well-being of personnel on our project sites.

OHS Measure	Approach	Frequency
Safety site inspections	Conducted across all active construction sites to ensure compliance with established safety protocols	Weekly
Safety committee meetings	Meetings are conducted to strengthen oversight of workplace safety, monitor compliance with safety protocols and review incident reports	Regularly
Incident response and hazard	Established safety protocols to manage risks and enable timely corrective actions.	Regularly
Health and hygiene measures	Fogging, pest control and sanitisation activities are conducted to prevent the spread of infectious diseases.	Regularly


	FY2023	FY2024	FY2025
Total number of hours worked	1,681,920	3,041,671	881,935
Number of Lost-Time Injuries	0	0	0
Number of fatalities as a result of work-related injuries or ill health	0	0	0
Lost-Time Incident Rate (“LTIR”)	0	0	0

Note:


1. LTIR is calculated based on Bursa Malaysia Sustainability Reporting Guide of per 200,000 hours worked

Health and Safety Training

The safety and well-being of our construction site personnel are paramount. We deliver regular Health and Safety training through both in-house OHS professionals and accredited external providers, ensuring our workforce is equipped with up-to-date knowledge, practical skills and a strong safety mindset.



290 employees attended Health and Safety training in FY2025



6 of Health and Safety training were conducted in FY2025

Human Rights and Labour Practices


Respect, dignity and fairness underpin every aspect of our employment practices. We are committed to protecting the rights and well-being of all employees, including migrant workers who play an important role in supporting the delivery of our projects.

Safe, hygienic and well-maintained accommodation is provided for workers, with regular inspections conducted to ensure the quarters remain in good condition. Routine fogging and strict hygiene standards are implemented to maintain a safe and healthy living environment. All worker accommodations comply with the Workers’ Minimum Standards of Housing and Amenities Act 1990, reflecting the Group’s commitment to responsible and ethical workforce management.

Equal employment opportunities and fair treatment are integral to the Group’s employment practices. Our practices are guided by the Employment Act 1955 and its Amendments and the Minimum Wage Act 2022, including a strict prohibition on child labour and forced labour. Employees are supported by accessible grievance mechanisms and confidential reporting channels, ensuring concerns can be raised without fear. All matters are handled promptly, discreetly and fairly. No grievances were reported in FY2025.







Employee Benefits

Investing in our people goes beyond compensation, reflecting our dedication to building a stable, motivated and future-ready workforce. Competitive remuneration and comprehensive benefits form the foundation of this approach, supporting both professional development and long-term career progression. During the reporting year, the Group increased the claim limit for medical check-ups to support employees’ health and well-being. In FY2025, the Group paid a total of RM14.63 million in salaries, bonuses and employee benefits.



During FY2025, three male employees took parental leave and all returned to work, reflecting a 100% return-to-work rate.

OCR’s Employee Benefits

<div style="text-align: center; margin-bottom: 10px;">  <p>Compensation and Allowances</p> </div> <ul style="list-style-type: none"> Shift allowance Travelling and outstation allowance Entertainment and accommodation allowance 	<div style="text-align: center; margin-bottom: 10px;">  <p>Healthcare Benefits</p> </div> <ul style="list-style-type: none"> Medical and hospitalisation benefits Life and personal accident
<div style="text-align: center; margin-bottom: 10px;">  <p>Leave Entitlements</p> </div> <ul style="list-style-type: none"> Annual leave Medical leave Paternity leave 	<div style="text-align: center; margin-bottom: 10px;">  <p>Staff Recognition and Awards</p> </div> <ul style="list-style-type: none"> Best employee award Long service award
<div style="text-align: center; margin-bottom: 10px;">  <p>Statutory Benefits</p> </div> <ul style="list-style-type: none"> Social Security Organisation (“SOCSO”) Employee Provident Fund (“EPF”) 	<div style="text-align: center; margin-bottom: 10px;">  <p>Flexible Working Hours</p> </div> <ul style="list-style-type: none"> Flexible clock-in arrangement

Employee Engagement

Employee engagement remains central to strengthening the connection our people have with their workplace. Regular engagement initiatives, including festive celebrations and employee recognition initiatives, foster camaraderie across the organisation and acknowledge employees’ contributions. These moments reinforce a shared sense of belonging and affirm the valued role each individual plays within the Group.

Festive Celebrations

Festive celebrations for Hari Raya, Chinese New Year and Christmas were organised to nurture an inclusive workplace culture and strengthen employee connections and promote an inclusive workplace culture.



Pickleball Game Night

A Pickleball Game Night was organised to promote employee well-being, encourage active lifestyles and foster team cohesion.



Annual Dinner 2025

The annual dinner celebrated employee contributions and strengthened team engagement, with employees actively participating in its planning and execution, fostering collaboration and shared ownership.



Team Building in Action

OCR’s management retreat and team building session fostered collaboration and strengthened engagement among leadership and staff.



Staff Appreciation Week

Staff appreciation activities were conducted to recognise employee contributions and promote a positive workplace culture.



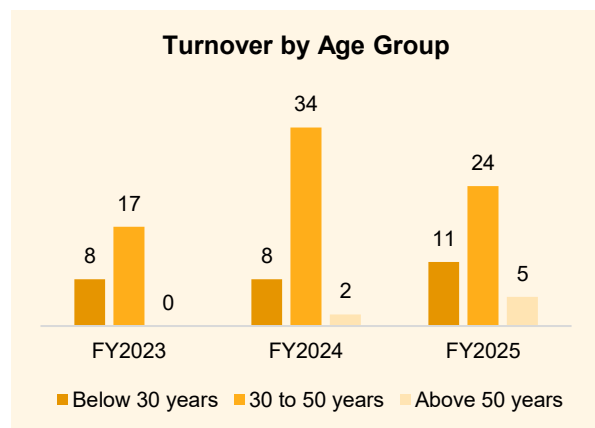
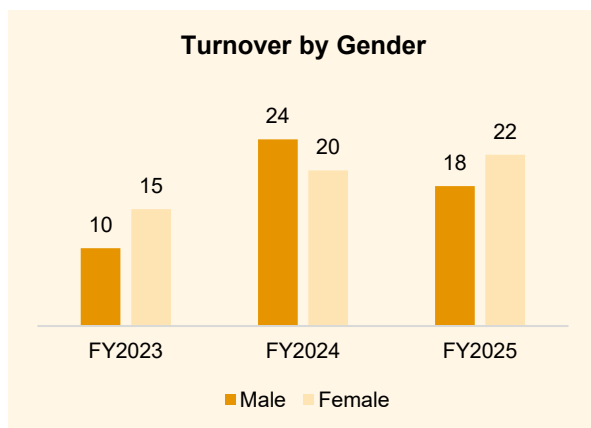
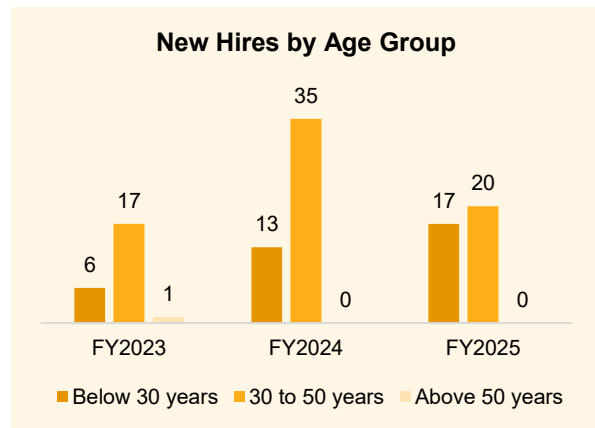
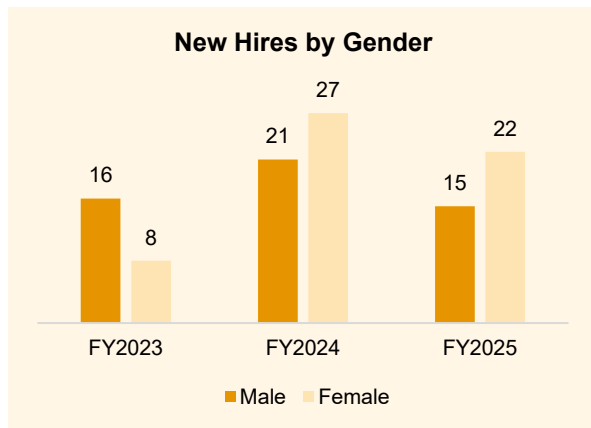
Nestle Enercal Wellness Programme

A workshop was conducted for OCR staff, integrating health and nutrition education to promote employee well-being.



Employee Recruitment

During the reporting year, we recorded 37 new hires and 40 employee turnovers.

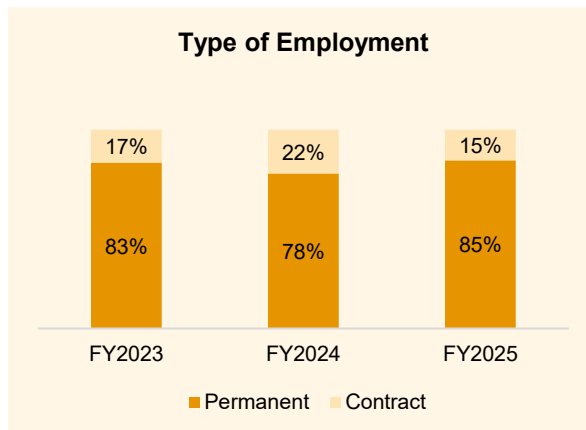


Workplace Diversity and Talent Management

Workplace Diversity

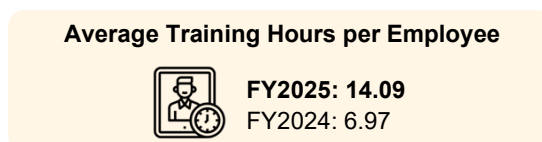
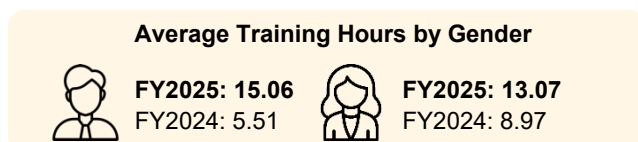
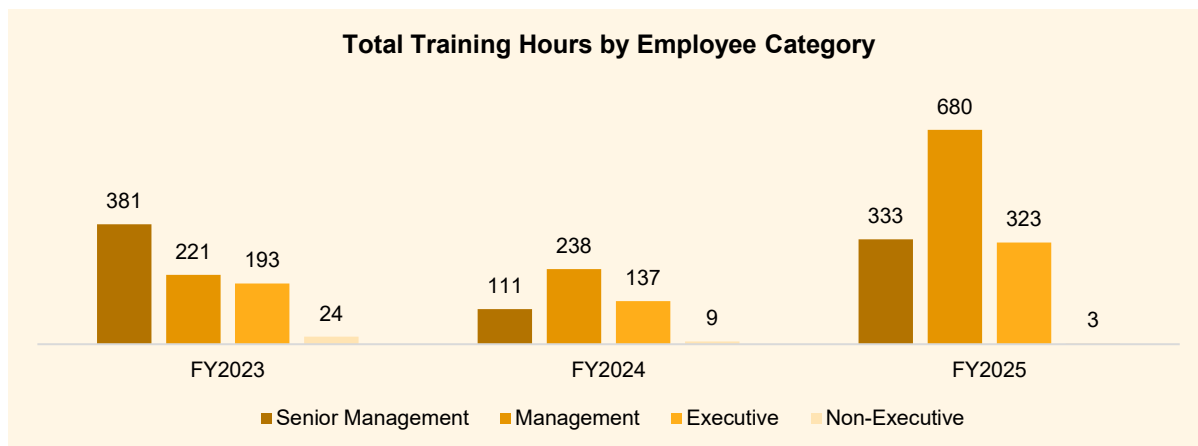
The Group values the diverse perspectives and experiences that our people bring to the organisation. Diversity, equity and inclusion guide how we recruit, develop and support our workforce, supporting a workplace where individuals of different backgrounds, skills and experiences can contribute meaningfully.

In FY2025, OCR employed a total of 104 employees, comprising 55% male and 45% female employees, all of whom were local employees. Our focus on local talent supports employment opportunities and contributes to economic development within the communities we serve.



Employee Development

Investing in employee development supports workforce capability and long-term organisational performance. Structured training opportunities are provided to employees across all levels, regardless of gender, age or nationality, to strengthen workforce capability. During the reporting year, RM57,816.18 was invested in training and development initiatives, including seminars, conferences and workshops covering finance, soft skills, legal and compliance, technical disciplines and sustainability.



A total of 1,339 training hours were recorded, a significant increase from 495 hours in FY2024, reflecting our continued emphasis on capacity building and professional development.

Community Engagement and Contribution

OCR engages with local communities through initiatives that strengthen relationships and support social development in areas where the Group operates. Community initiatives are integrated into the Group's operations and long-term strategy to support positive social impact.

OCR's Contribution to the Society

RM27,275 was invested in community engagement initiatives



19 people



2 organisations



2 schools

Description	Contribution (RM)	Beneficiary
Funds were raised in collaboration with RHB Bank through a cookie sale initiative, with proceeds directed towards upgrading government educational facilities.	3,000	2 schools and 1 paediatric association
Contributed to the UOB Heartbeat Run Fundraiser 2025	1,000	UOB Malaysia
Sponsorship supporting the preparation of the national volleyball team for the 33rd Southeast Asian Games, Thailand	23,275	19 volleyball athletes from "Persatuan Bola Tampar Malaysia"

Sustainable Foundations for the Future

The Group recognises that responsible development goes beyond delivering quality projects. We remain committed to strengthening the integration of environmental, social and governance considerations across our operations. Guided by this commitment, OCR will continue to enhance its practices with transparency and accountability while delivering developments that contribute positively to the communities and environments in which it operates and create long-term value for stakeholders. These efforts support the development of resilient and sustainable communities for the future.

Performance Data Table

Indicator	Unit	FY2023	FY2024	FY2025
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
• Senior Management	%	88	94	93
• Management	%	73	69	75
• Executive	%	53	63	73
• Non-Executive	%	75	100	67
Bursa C1(b) Percentage of operations assessed for corruption related risks	%	0	0	0
Bursa C1(c) Confirmed incidents of corruption and actions taken	Number	0	0	0
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	0	112,000	27,275
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	0	5,001	23
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Gender group by employee category				
• Senior Management (Male)	%	75	62	67
• Senior Management (Female)	%	25	38	33
• Management (Male)	%	64	52	63
• Management (Female)	%	36	48	37
• Executive (Male)	%	53	54	51
• Executive (Female)	%	47	46	49
• Non-Executive (Male)	%	0	20	17
• Non-Executive (Female)	%	100	80	83
Age group by employee category				
• Senior Management (<30)	%	0	0	0
• Senior Management (30-50)	%	88	75	47
• Senior Management (>50)	%	12	25	53
• Management (<30)	%	0	0	3
• Management (30-50)	%	79	83	78
• Management (>50)	%	21	17	19
• Executive (<30)	%	26	29	33
• Executive (30-50)	%	72	69	65
• Executive (>50)	%	2	2	2
• Non-Executive (<30)	%	75	40	33
• Non-Executive (30-50)	%	25	60	67
• Non-Executive (>50)	%	0	0	0
Bursa C3(b) Percentage of directors by gender and age				
Male	%	80	80	80
Female	%	20	20	20
<30	%	0	0	0
30-50	%	20	20	20
>50	%	80	80	80
Bursa C4(a) Total energy consumption	GJ	4,042	2,630	821
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0	0	0
Bursa C5(c) Number of employees trained on health and safety standards	Number	194	237	290

Bursa C6(a) Total hours of training by employee category				
• Senior Management	Hours	381	111	333
• Management	Hours	221	238	680
• Executive	Hours	193	137	323
• Non-Executive	Hours	24	9	3
Bursa C6(b) Percentage of employees that are contractors or temporary staff	%	17	22	15
Bursa C6(c) Total number of employee turnover by employee category				
• Senior Management	Number	2	4	2
• Management	Number	7	12	8
• Executive	Number	16	28	29
• Non-Executive	Number	0	0	1
Bursa C6(d) Number of substantiated complaints concerning human rights violation	Number	0	0	0
Bursa C7(a) Proportion of spending on local suppliers	%	100	100	100
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	Number	0	0	1
Bursa C9(a) Total volume of water used	ML	44	30	1
Bursa C10(a) Total waste generated	Metric tonnes	-	3,873	18
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	167	18
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	3,706	-
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	tCO ₂ e	170	99	-
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	tCO ₂ e	345*	254*	169
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (business travel and employee commuting)	tCO ₂ e	-	159	127

*Data were restated.

IFRS Content Index

IFRS S1		
Code	Disclosure	Reference
Governance		
IFRS S1.27(a)	Governance bodies responsible for oversight of sustainability-related risks and opportunities	page 8
IFRS S1.27(a)(ii)	How the governance body develops skills and competencies to oversee strategies addressing sustainability-related risks and opportunities	page 8
IFRS S1.27(a)(iii)	How and how often the governance body is informed about sustainability-related risks and opportunities	page 8
IFRS S1.27(a)(iv)	Consideration of sustainability-related risks and in strategy, major transactions, risk management, and related policies	page 8
IFRS S1.27(b)	Management's role in oversight of sustainability-related risks and opportunities	page 8
IFRS S1.27(b)(i)	Delegation to management-level positions or committees and oversight mechanisms	page 8
IFRS S1.27(b)(ii)	Controls and procedures supporting oversight and integration with internal functions	page 8
Strategy		
IFRS S1.29(a)	Sustainability-related risks and opportunities that could reasonably affect the entity's prospects	page 14 – 16
Risk Management		
IFRS S1.44(a)	Processes and policies to identify, assess, prioritise, and monitor sustainability-related risks	page 9
IFRS S1.44(c)	Integration of sustainability-related risk and opportunity processes into overall risk management	page 9
Metrics and targets		
IFRS S1.46(b)(i)	Metrics used to measure and monitor performance in relation to sustainability-related risks or opportunities	page 23 – 41
IFRS S1.48	Metrics associated with particular business models, activities, or industry characteristics	page 23 – 41
IFRS S1.49	If metrics are from non-IFRS sources, the source and metric must be identified	page 2
IFRS S1.50(a)	Definition of entity-developed metrics, including adaptation from non-IFRS sources and differences from those sources.	page 2
IFRS S1.50(b)	Whether the metric is absolute, relative, or qualitative	page 23 – 41
IFRS S1.50(d)	Method for metric calculation, inputs, limitations, and assumptions	page 23 – 41
IFRS S1.51	Targets set to monitor progress towards strategic goals or regulatory requirements	page 9
IFRS S1.51(a)	Metric used to set the target and monitor progress	page 9
IFRS S1.51(b)	Specific quantitative or qualitative target set or required	page 9
IFRS S1.51(c)	Period over which the target applies	page 9
IFRS S1.51(d)	Baseline year for measuring progress	page 9
IFRS S1.51(f)	Performance against targets and analysis of trends	page 9
IFRS S2		
Governance		
IFRS S2.6(a)	Governance bodies responsible for oversight of climate-related risks and opportunities	page 8
IFRS S2.6(a)(ii)	How the governance body develops skills and competencies to oversee strategies addressing climate-related risks and opportunities	page 8
IFRS S2.6 (a)(iii)	How and how often the governance body is informed about climate-related risks and opportunities	page 8
IFRS S2.6 (a)(iv)	Consideration of climate-related risks and opportunities in strategy, major transactions, risk management, and related policies, including trade-offs	page 8

IFRS S2.6 (b)	Management's role in overseeing climate-related risks and opportunities	page 8
IFRS S2.6 (b)(i)	Delegation to management-level positions or committees and oversight mechanisms	page 8
IFRS S2.6 (b)(ii)	Controls and procedures supporting oversight and integration with internal functions	page 8
Strategy		
IFRS S2.9(a)	Climate-related risks and opportunities that could reasonably affect the entity's prospects	page 28 - 29
IFRS S2.9(b)	Current and anticipated effects on business model and value chain	page 28 - 29
IFRS S2.9(c)	Effects on strategy and decision-making, including climate-related transition plans	page 28 - 29
IFRS S2.9(d)	Effects on financial position, performance, and cash flows	page 28 - 29
Risk Management		
IFRS S2.25(a)	Processes and policies to identify, assess, prioritise, and monitor climate-related risks	page 9
IFRS S2.25(a)(iii)	Assessment of risk nature, likelihood, and magnitude	page 9
IFRS S2.25(a)(iv)	Prioritisation of climate-related risks relative to other risks	page 9
IFRS S2.25(a)(v)	Risk monitoring	page 9
IFRS S2.25(c)	Integration of risk and opportunity processes into overall risk management	page 9
Metrics and Targets		
IFRS S2.28(a)	Information relevant to cross-industry metric categories	page 23 - 41
IFRS S2.29(a)(i)	Absolute gross Scope 1, 2, and 3 greenhouse gas emissions in metric tonnes CO ₂ e	page 30
IFRS S2.29(a)(ii)	Measurement of GHG emissions in accordance with the Greenhouse gas Protocol: A Corporate Accounting and Reporting Standard (2004)	page 30 - 31
IFRS S2.29(a)(iii)	Measurement approach, inputs, assumptions, and reasons for changes during the reporting period	page 30 - 31
IFRS S2.29(a)(iv)	Consolidated accounting group, including excluded investees for Scope 1 and Scope 2 greenhouse gas emissions disclosed	page 2
IFRS S2.29(a)(v)	Location-based Scope 2 emissions and contractual instruments (e.g., energy purchase agreements)	page 30
IFRS S2.29(a)(vi)	Categories included in Scope 3 emissions measurement	page 30
IFRS S2.33	Quantitative and qualitative climate-related targets, including those required by law/regulation	page 9
IFRS S2.33(a)	Metric used to set each target	page 9
IFRS S2.33(b)	Scope of application (entity-wide, business unit, or geographic region)	page 9
IFRS S2.33(c)	Scope of which the target applies (e.g., whole entity or specific business unit or geographical region)	page 9
IFRS S2.33(d)	Period over which the target applies	page 9
IFRS S2.33(e)	Baseline year for measuring progress	page 9
IFRS S2.35	Performance against each target, including trends and changes	page 9
IFRS S2.36(a)	Type of GHG emissions covered by each target	page 9
IFRS S2.36(b)	Whether target covers Scope 1, 2, or 3 emissions	page 9

GRI Content Index

Statement of use	OCR Group Bhd 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

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 2: General Disclosures 2021	2-1 Organisational details	2
	2-2 Entities included in the organisation's sustainability reporting	2
	2-3 Reporting period, frequency and contact point	2
	2-6 Activities, value chain and other business relationships	2, 19
	2-7 Employees	40
	2-9 Governance structure and composition	8
	2-12 Role of the highest governance body in overseeing the management of impacts	8
	2-13 Delegation of responsibility for managing impacts	8
	2-14 Role of the highest governance body in sustainability reporting	8
	2-16 Communication of critical concerns	8
	2-17 Collective knowledge of the highest governance body	8
	2-22 Statement on sustainable development strategy	5
	2-23 Policy commitments	6
	2-24 Embedding policy commitments	6
	2-26 Mechanisms for seeking advice and raising concerns	23, 37
	GRI 3: Material Topics 2021	3-1 Process to determine material topics
3-2 List of material topics		13
3-3 Management of material topics		17 – 41
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	28 – 29
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	19
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	24
	205-2 Communication and training about anti-corruption policies and procedures	24
	205-3 Confirmed incidents of corruption and actions taken	24
GRI 301: Materials 2016	301-1 Materials used by weight or volume	33
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	29 – 30
	302-4 Reduction of energy consumption	29 – 30
	302-5 Reductions in energy requirements of products and services	29 – 30
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	31
	303-2 Management of water discharge-related impacts	32
	303-3 Water withdrawal	31
	303-4 Water discharge	32
	303-5 Water consumption	31
	305-1 Direct (Scope 1) GHG emissions	30

GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	30
	305-3 Other indirect (Scope 3) GHG emissions	30
	305-5 Reduction of GHG emissions	30
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	32
	306-2 Management of significant waste-related impacts	32
	306-3 Waste generated	32
	306-4 Waste diverted from disposal	32
	306-5 Waste directed to disposal	32
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	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	37
	401-3 Parental leave	37
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	36
	403-2 Hazard identification, risk assessment, and incident investigation	36
	403-3 Occupational health services	36
	403-4 Worker participation, consultation, and communication on occupational health and safety	36
	403-5 Worker training on occupational health and safety	36
	403-6 Promotion of worker health	36
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	36
	403-8 Workers covered by an occupational health and safety management system	36
	403-9 Work-related injuries	36
	403-10 Work-related ill health	36
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	40
	404-2 Programmes for upgrading employee skills and transition assistance programs	40
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	24
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	41
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	25

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Senior Management	%	93	-	Internal	-
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Management	%	75	-	Internal	-
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	%	73	-	Internal	-
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	%	67	-	Internal	-
Bursa (Anti-corruption)	Bursa C1(b) Percentage of operations assessed for corruption related risks	%	0	-	Internal	-
Bursa (Anti-corruption)	Bursa C1(c) Confirmed incidents of corruption and actions taken	Number	0	-	Internal	-
Bursa (Community Engagement)	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	27,275	-	Internal	-
Bursa (Community Engagement)	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	23	-	Internal	-

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender group by employee category (Senior Management Male)	%	67	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender group by employee category (Senior Management Female)	%	33	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender group by employee category (Management Male)	%	63	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender group by employee category (Management Female)	%	37	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender group by employee category (Executive Male)	%	51	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender group by employee category (Executive Female)	%	49	-	Internal	-

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender group by employee category (Non-Executive Male)	%	17	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender group by employee category (Non-Executive Female)	%	83	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category-Senior Management (<30)	%	0	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category-Senior Management (30-50)	%	47	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category-Senior Management (>50)	%	53	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category-Management (<30)	%	3	-	Internal	-

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category- Management (30-50)	%	78	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category- Management (>50)	%	19	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category- Executive (<30)	%	33	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category- Executive (30-50)	%	65	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category- Executive (>50)	%	2	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category- Non-Executive (<30)	%	33	-	Internal	-

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category- Non-Executive (30-50)	%	67	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age group by employee category- Non-Executive (>50)	%	0	-	No assurance	-
Bursa (Diversity and Inclusion)	Bursa C3(b) Percentage of directors by gender and age - Male	%	80	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(b) Percentage of directors by gender and age - Female	%	20	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(b) Percentage of directors by gender and age -<30	%	0	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(b) Percentage of directors by gender and age - 30-50	%	20	-	Internal	-
Bursa (Diversity and Inclusion)	Bursa C3(b) Percentage of directors by gender and age - >50	%	80	-	Internal	-
Bursa (Energy)	Bursa C4(a) Total energy consumption	GJ	821	-	Internal	-
Bursa (Occupational Health and Safety)	Bursa C5(a) Number of work-related fatalities	Number	0	-	Internal	-
Bursa (Occupational Health and Safety)	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0	-	Internal	-

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Occupational Health and Safety)	Bursa C5(c) Number of employees trained on health and safety standards	Number	290	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(a) Total hours of training by employee category - Senior Management	Hours	333	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(a) Total hours of training by employee category - Management	Hours	680	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(a) Total hours of training by employee category - Executive	Hours	323	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(a) Total hours of training by employee category - Non-Executive	Hours	3	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(b) Percentage of employees that are contractors or temporary staff	%	15	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(c) Total number of employee turnover by employee category - Senior Management	Number	2	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(c) Total number of employee turnover by employee category - Management	Number	8	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(c) Total number of employee turnover by employee category - Executive	Number	29	-	Internal	-
Bursa (Talent Attraction and Development)	Bursa C6(c) Total number of employee turnover by employee category - Non-Executive	Number	1	-	Internal	-

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Human Rights, Labour Practices and Standards)	Bursa C6(d) Number of substantiated complaints concerning human rights violation	Number	0	-	Internal	-
Bursa (Supply Chain Management)	Bursa C7(a) Proportion of spending on local suppliers	%	100	-	Internal	-
Bursa (Technology, Data Privacy and Security)	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	Number	1	-	Internal	-
Bursa (Water Consumption)	Bursa C9(a) Total volume of water used	ML	1	-	Internal	-
Bursa (Waste and Effluent Management)	Bursa C10(a) Total waste generated	Metric tonnes	18	-	Internal	-
Bursa (Waste and Effluent Management)	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	18	-	Internal	-
Bursa (Waste and Effluent Management)	Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	0	-	Internal	-
Bursa (Emissions and Climate Resilience)	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	tCO2e	0	-	Internal	-
Bursa (Emissions and Climate Resilience)	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	tCO2e	169	-	Internal	-
Bursa (Emissions and Climate Resilience)	Bursa C11(c) Scope 3 emissions in tonnes of CO2e (business travel and employee commuting)	tCO2e	127	-	Internal	-