

OSK HOLDINGS BERHAD

199001015406 (207075-U)
(Incorporated in Malaysia)

OSK





MOVING FORWARD, PROGRESSING TOGETHER

OSK Group forged ahead in adhering to our mission of **Moving Forward** and **Progressing Together** to achieve shared successes and building the common good, as we grow with our stakeholders.

As a diversified conglomerate with business interests in Property Development and Investment, Financial Services, Construction, Industries and Hospitality, with a presence in Malaysia and Australia, OSK Group understands the importance of growing together with the community, and building strong relationships with our stakeholders.

Guided by our set of corporate values, OSK Group continues to strive towards its vision of 'Building Sustainable Businesses of Tomorrow' to deliver significant long-term value for its stakeholders. The Group is proud of its diverse and inclusive workforce, which supports a high-performance culture and grounded in the highest standards of conduct and integrity.

ABOUT THIS REPORT

OSK Group Sustainability Report 2021 is the sixth consecutive edition of OSK Holdings Berhad ("OSK" or "the Company") and its subsidiaries ("OSK Group" or "the Group"). It documents our progress in driving a culture of sustainability and, embedding sustainable practices across the Group. This report presents the Group's sustainability strategies, initiatives and performance in Economic, Environmental, Social and Governance aspects to create sustainable value for our stakeholders.

In keeping with Bursa Malaysia Securities Berhad's Main Market Listing Requirements, as well as other additional references and guidelines listed below, we continue to ensure transparent disclosure of our sustainable development journey to our wide array of stakeholders.



These documents are also accessible through our website at: www.oskgroup.com/corporate-announcements



The biodiversity-rich Iringan Bayu Wetland Park in our Iringan Bayu township in Seremban, Negeri Sembilan.

PRINCIPAL GUIDELINES

- Bursa Malaysia Securities Berhad Main Market Listing Requirement
- Bursa Malaysia's Sustainability Reporting Guide
- Malaysian Code of Corporate Governance

ADDITIONAL GUIDELINES

- Global Reporting Initiative (GRI) Standards
- International Integrated Reporting Council <IR>

REPORTING PERIOD AND CYCLE

- 1 January – 31 December 2021 ("FY2021") *unless otherwise stated.
- The OSK Sustainability Report is prepared and published on an annual basis as a supplementary publication to the OSK Annual Report.

SCOPE

- Our reporting scope encompasses the operations of OSK Holdings Berhad, a public listed company on the Main Market of Bursa Malaysia Securities Berhad, and its subsidiaries in Malaysia.
- The content of the report excludes our business and corporate activities conducted outside Malaysia and activities undertaken by the Group's joint venture and collaborative partners, occupants, tenants, sites, as well as third party vendors and suppliers that are beyond the direct and immediate control of OSK Group, unless otherwise stated.
- In developing this Report, the Group has taken cognisance of material sustainability matters that influence the Group's ability to create value, which are discussed in the "What Matters to Us" and "Stakeholder-focused ESG Issues and Our Response" sections. Information regarding our stakeholders is found in the "How We Engage Our Stakeholders" section.

FEEDBACK

- This report, as well as our previous Sustainability Reports, are available in PDF format and can be accessed in our corporate website at: www.oskgroup.com/corporate-announcements
- As we endeavour to continuously improve our sustainability efforts and disclosure, we welcome feedback, suggestions and comments from all our stakeholders to further strengthen our sustainability performance and reporting.
- Please address your feedback to the OSK Group Chief Sustainability Officer at: info@oskgroup.com

CROSS REFERENCES



This icon indicates where more information can be found in our Annual Report or Sustainability Report 2021.



This icon indicates where more information can be found online.



CORPORATE WEBSITE

For more information about OSK Group, please visit our corporate website.



www.oskgroup.com

ONLINE REPORTS



Annual Report
2021



Kindly scan the above QR code to access our Annual Report 2021 online or log on to www.oskgroup.com/corporate-announcements



32nd

Annual General Meeting

Date : Thursday, 21 April 2022
Time : 10:00 a.m.
Broadcast Venue : Board Room, 22nd Floor, Plaza OSK,
Jalan Ampang, 50450 Kuala Lumpur,
Wilayah Persekutuan.
Meeting Platform : Securities Services e-Portal
 www.sshsb.net.my



We completed the Ryan & Miho project in Section 13, Petaling Jaya, in 2021 and attained QCLASSIC scores of 80% for Tower A and 84% for Tower B.



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EXECUTIVE CHAIRMAN'S STATEMENT

**DEAR VALUED
SHAREHOLDERS,**

ON BEHALF OF THE BOARD OF DIRECTORS, I AM DELIGHTED TO PRESENT OSK HOLDINGS BERHAD'S SUSTAINABILITY REPORT 2021 ("SR2021"), OUR SIXTH EDITION FOR THE GROUP.

The pandemic has changed the way that we work, live and play. After a year of lockdowns and COVID-19 containment measures, the persistent spread of new variants of concern and geopolitical tensions in the first quarter of 2022 continue to restrain a sustainable recovery across the world.

In Malaysia, the impact of consecutive phases of Movement Control Orders ("MCO") and severe floods that ravaged a number of states in the Peninsular in December 2021 prompted renewed calls on corporations to raise the bar on sustainability actions. Amidst these challenges, the transformative changes that we put into action under a clear and targeted sustainability direction have enabled us to navigate the uncertainty with confidence and rigour.



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

Executive Chairman

Resilience is the New Sustainability

Facing this pandemic, we have demonstrated resilience, something we owe to the remarkable efforts of our people. Our long-term strategy and robust crisis planning also helped us adapt while maintaining operational excellence. Managing through the pandemic has highlighted the importance of sound governance as one of our core sustainability values, and crisis preparedness as a key governance practice.

As a conglomerate of over six decades standing, OSK Group adapts to the changing environment with sustainability at the heart of our business. Over the past years, we made progress in charting our sustainability journey

under our Sustainability Blueprint to provide clear sustainability goals and objectives for the Group to create meaningful value and build greater resilience against future disruptions. The sustainability thrusts under our refined Blueprint will remain central to our business as we continue to respond to our ethos of "Moving Forward, Progressing Together" and unlock the benefits for our stakeholders.

Last year, we highlighted our new Sustainability Blueprint where we included a range of sustainability commitments in our report and we have made solid progress implementing these as we continue to integrate sustainability considerations into our business.

In this year's Sustainability Report, our refined Sustainability Blueprint maps



In continuation of our efforts to contribute towards nation building, we also launched the OSK Foundation Scholarship programme in 2021.



EXECUTIVE
CHAIRMAN'S STATEMENT

Line-up of new solar assets across the Group with total generating capacity of

1,482 MWh per annum

Full scholarships for 20 scholars in the OSK Foundation Scholarship 2021 Programme

RM1.5 million

Company of the Year Award (Diversified Business Entity) for Leadership in COVID-19 and Sustainability Initiatives

Sustainability & CSR Malaysia Awards 2021

out our commitment to contribute to 13 United Nations Sustainable Development Goals ("UN SDGs"), underscoring the focus areas upon which the Group's long-term sustainability efforts will be directed, including Caring for the Environment; Shared Economic and Social Values; and Ensuring Fair, Safe and Transparent Business Practices. These three pillars will form the basis of our sustainability reporting for the years to come.

Against this backdrop, we also conducted our third materiality assessment to synchronise the Group's priority with our stakeholders' expectation, resulting in a re-prioritisation of OSK Group's material sustainability matters.

Along with our efforts in re-assessing our materiality risks during the year, we also took the opportunity to review our Sustainability Policy, in line with our refined Sustainability Blueprint, to ensure its continued relevance in the context of our operating environment.

 Please refer to How We View Sustainability section on page 8 to read more about our refined Sustainability Blueprint, and the What Matters to Us section on pages 9 and 10 to read more about our materiality review and materiality matrix.

Strengthening Our Green Practices

In line with the Group's aspiration to create a greener, sustainable and low-carbon organisation, we launched a

Group-wide solarisation initiative in a first Group-coordinated effort to push for change towards green energy. The solarisation initiative started with our Olympic Cable factory in Melaka, which was completed in May 2021. Adding to this, a number of our Property Development, Property Investment, and Manufacturing assets are currently at various stages of feasibility and installation with a combined solar power generating capacity of almost 1,200 kWp.

Once completed, we expect the new line-up of solar assets to generate more than 1,482 MWh of green energy a year and bring utility savings of more than RM572,000 per annum. More importantly, this will offset almost 571 tonnes of carbon dioxide per year from the environment, equivalent



EXECUTIVE
CHAIRMAN’S STATEMENT

Creating Sustainable Value
Caring for the Environment
Shared Economic and Social Value



“Bring Your Own” and “5R” Campaigns were launched in Plaza OSK in February 2022.

to 30,918 trees planted or 231.3 tonnes of coal saved. As we continue to inculcate responsible consumption among employees and visitors, we kicked off our “5R” (Reduce, Reuse, Recycle, Refuse, and Raise Awareness) and “Bring Your Own” Campaigns in February 2022 in Plaza OSK to reduce single-use plastic consumption, create awareness on green practices and optimise resource consumption as part of efforts to promote circularity. Similar to the 3R (Reduce, Reuse, Recycle) Campaign, the upgraded 5R Campaign will be extended to all business divisions in due course.

Over the past year, we have made significant progress in digitalising our operations. In line with our strategy, we facilitated the Group’s growing capabilities in digitalisation and innovation. During the pandemic, we managed to put in place flexible work arrangements to strengthen the protection of our employees while ensuring reliable operations with the help of information technology. Our ongoing investments in digitalisation have also supported us in delivering more user-centric and efficient systems to improve the agility of our operations, while our Group IT team worked to protect our data integrity.

 Please read more about our achievements under the first pillar of OSK. *Growing Together* on pages 20-30.

Building a Sustainable Community for the Future

The second pillar of the Group’s Sustainability Blueprint involves our continuous investment in programmes to build capability and foster a positive and inclusive community to deliver shared values to our employees, customers, business partners and all our stakeholders.

OSK Group has a long-standing commitment to create meaningful impact to the communities in which we live, work and play. Every year we contribute to various causes that make a difference to our local communities and, this philanthropy is augmented by the activities of OSK Foundation.

In 2021, we reached out to members of our community who were impacted by the COVID-19 containment measures and expressed our appreciation to our frontliners for their unceasing contributions in battling the coronavirus. The Foundation disbursed RM1.2 million as a support to vulnerable B40 communities and towards COVID-19 and disaster relief. I am also happy to share that the Foundation donated flood relief packs via Malaysia Relief Agency to 2,000 families affected by the floods, and provided financial support to victims of the Karak fire disaster that razed 75 houses and 11 shop lots. In recognition of the Malaysian Paralympians, OSK Foundation honours the Malaysian Paralympic Contingent

with a cash contribution of RM100,500 to the 22 National Paralympic athletes and Paralympic Council of Malaysia (“PCM”) for delivering an outstanding performance at the Tokyo 2020 Paralympic Games.

I would like to invite you to read our special story this year about how we have responded to our stakeholders throughout the pandemic and the disasters that happened during 2021. This can be found on pages 76-77 in this Report.

In continuation of our efforts to contribute towards nation building, we launched the OSK Foundation Scholarship Awards 2021 and awarded scholarships with a financial commitment of RM1.5 million to support 20 Malaysian students attending six local tertiary institutions. These scholars will eventually join OSK Group when they graduate, and I look forward to welcoming them into the OSK Family in the coming years.

Guided by our set of corporate values, OSK Group continues to strive towards its vision of ‘Building Sustainable Businesses of Tomorrow’ to deliver significant long-term value for our stakeholders. During the year, I am proud to announce that the Group joined the ranks of other notable organisation in the Sustainability & CSR Malaysia Awards 2021 and was recognised as the Company of the Year Award (Diversified Business Entity) for Leadership in COVID-19 and Sustainability Initiatives.

As a company, we believe positive change is necessary even in times of uncertainty. We will continue to advance in our efforts to become the impetus of change in our community, and step up our agenda with multiple initiatives that will accelerate our impact towards improving the socio-economic conditions of our community in 2022, and beyond.

 Please read more about our achievements under the second pillar of OSK. *Growing Together* on pages 33-58.



EXECUTIVE
CHAIRMAN'S STATEMENT

Grounded by Strong Integrity and Ethics

Being a responsible organisation, we take pride in how we conduct our businesses – with high levels of governance to honour the trust and confidence placed on us by our stakeholders. This has remained a core tenet in our business philosophy since the establishment of OSK, and has been one of the qualities that helped build the Company to where we are today. I am pleased to note that we have been and will continue to be an organisation that practises a zero-tolerance approach towards bribery and corruption.

As a responsible employer, we also spare no efforts in ensuring that all OSKers (a term we would like to refer to all our employees), our customers and everyone with whom we interact with are safeguarded against COVID-19 by practising the necessary precautionary measures in our daily operations. For us, providing a safe and secure workplace in the 'New Normal' has indeed become business as usual as we move towards the path of endemicity in the near future.

To a large extent, the gradual easing of our country's COVID-19 containment measures since the end of 2021 is attributed to the success of our country's vaccination efforts, and one which is

realised through significant collective effort from all of us in the last two years. Hence, we take the matter of safety and well-being seriously, and this is reflected as one of the top material matters that emerged from our materiality review this year.

I am also proud that our commitment to ensure that we provide the best value for our customers, in terms of our products and services, had resulted in us garnering multiple industry awards during FY2021 including the Outstanding Overseas Project Awards 2021 and the Top Property Developers Awards 2021. These served as a form of encouragement for the team who had worked hard to ensure that we deliver our best at all times, and I congratulate the team for this achievement.

As I had reported in our previous Chairman's Statement, sustainability is a journey in which all of us have a part to play. And the foundation of all our sustainability efforts is based on the values that we uphold, chief among which are accountability, transparency and trust. With this firmly in place, I believe we can withstand all the challenges that come our way.

 Please read more about our achievements under the third pillar of *OSK. Growing Together* on pages 59-69.

Looking Ahead

Though the start of the decade has been marred by the pandemic, I believe that in future, we will look back at this crisis as a hurdle that we had to cross, and one that helped us get better and stronger.

On behalf of the Group, I wish to record our appreciation for the leadership and sacrifice shown by our Nation's frontline workers and their families, especially healthcare workers who continue to battle the pandemic until today. I reiterate my belief that they are the true heroes of these two challenging years.

Looking ahead to 2022, we will continue to progress by incorporating ESG programmes that will cut across all our business segments, driven by our commitment to bring positive change to our stakeholders and the communities in which we operate.

At OSK Group, we are committed to spearhead the transition towards a truly sustainable future. As we move towards a strong set of results, I would like to take this opportunity to thank members of our Board, the Management, and OSKers for their dedication and drive to embrace sustainability as an integral part of the Group's culture.

Your support has ensured that we have come through this stronger together. We will continue to focus on delivering value and certainty for you as we emerge from the pandemic and continue delivering against our Sustainability Blueprint.

Thank you.

**"Moving Forward,
Progressing Together"**

Tan Sri Ong Leong Huat
Executive Chairman



OSKH was a proud recipient of the Sustainability & CSR Malaysia Awards 2021.



Creating Sustainable Value
Caring for the Environment
Shared Economic and Social Value

ABOUT OSK GROUP

Listed on the Main Board of Bursa Malaysia, OSK Holdings Berhad is a conglomerate with diversified business interests in five business segments with a presence in Malaysia and Australia. OSK Group’s value creation drivers cover our five business segments, namely, Property Development and Investment, Construction, Financial Services, Industries and Hospitality.

OSK differentiates ourselves in being at the forefront of innovation, and in delivering products and services that are of exceptional quality and value for the community. With an illustrious track record behind us, we are forging ahead in carving new niche offerings across all business sectors that we are engaged in, guided by our fundamental philosophy of being a long-term business builder.

In embracing sustainable growth, OSK Group is committed to doing its part towards environmental and social sustainability. As a conglomerate, OSK is deeply committed to the goals of offering value to its shareholders, contributing to society, living in harmony with nature and creating a better future.

In addressing the challenges ahead, OSK sees sustainability as a means to build greater resilience in our business model, increase our competitiveness, and ensure high standards of compliance and ethics in all our business practices, while strengthening our ability to contribute meaningful change in society.

We adopt a proactive stance in conducting ESG activities by using our financial resources to benefit our community.

Corporate Vision and Mission

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



Shareholders

We seek to create long-term value for our shareholders through delivering strong and sustainable returns.



Business Units

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



Business Partners

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



Employees

We aim to be an employer of choice through maintaining a good work culture and adopting a genuine interest in the long-term career development of our employees.



Community

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

Corporate Values

We THRIVE to achieve our vision by embracing these values in our daily work.



Excellence

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



Forward Thinking

We adopt a long-term view of our businesses and the markets that we operate in, and we are conscious of the long-term effects of the decisions we make.



Humility & Respect

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



Integrity

We are dedicated to building strong relationships that are mutually beneficial to all our stakeholders and us. Even in the most challenging situations, we behave in a professional and ethical manner.



People Driven

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

Corporate Ethos:
Moving Forward, Progressing Together

Sustainability Vision:
Building Sustainable Businesses of Tomorrow

Sustainability Mission:
A responsible organisation that creates significant value for our stakeholders – for today and tomorrow.



SUSTAINABILITY ROADMAP

The following table summarises the Group sustainability journey, which started five years ago in 2016 with the identification of material sustainability matters that were most relevant to OSK. This was followed by the formulation of KPIs for a selection of the 10 most material matters in 2017.

In 2018, we continued to track our KPIs and reviewed our Sustainability Performance, and in 2019, we reviewed our material matters again taking into consideration the evolving operating environment, the growth of our businesses, our achievements and initiatives thus far. The latest milestone in our sustainability journey is the Group's sustainability blueprint "*OSK, Growing Together*" that guides our sustainability priorities in the coming years.

The following table illustrates the Group's sustainability journey – past and present:

2016	2017	2018	2019	2020	2021*
Identified 32 material sustainability matters (material matters) that were most relevant to OSK.	Remained with 32 material matters.	Remained with 32 material matters.	Undertook a second materiality assessment. Streamlined 32 material matters into 20 material matters, in line with current business aspirations and sustainability guidelines. Out of the 20 material matters, five were determined to have the most impact and significance to the Group's business viability and long-term success. Conducted our first online Materiality Assessment Survey covering internal and external stakeholders of OSK.	Adoption of the 20 material matters to guide the Group's overall sustainability direction and support the Group's business objectives. Adoption of " <i>OSK, Growing Together</i> " and the five most material matters as the primary focus of the Group's sustainability initiatives and reporting across our sustainability impact areas: People/ Talent, Business & Customers, and Community.	Introduced an enhanced Sustainability Blueprint as a guide to meaningful and comprehensive value creation, in line with the triple bottom line approach of "Priorities, People and Planet". The enhanced blueprint themed " <i>OSK, Growing Together</i> " addresses the streamlined 12 material matters (from earlier 20). The new material matters come under the enhanced three sustainability pillars of the Blueprint, in place since FY2020.
Number of key performance indicators ("KPIs").	Formulated KPIs for 10 selected material matters.	Continued tracking of KPIs for the 10 material matters.	Continued tracking of KPIs for the 10 material matters.	Continued tracking of KPIs for the 10 material matters.	Identified KPIs for each of the 12 material matters under the refined Sustainability Blueprint.
Identified five reporting pillars which are Governance, Economic, Environment, Social and Community.	Remained with five reporting pillars.	Remained with five reporting pillars.	Remained with five reporting pillars.	Remained with five reporting pillars.	Aligned sustainability reporting according to the three pillars and relevant UNSDGs in our refined Sustainability Blueprint
AWARENESS AND THE FOUNDATION	OPERATIONAL SUSTAINABILITY PRACTICES	CONTINUOUS IMPROVEMENT	MOVING TOWARDS FUTURE VALUE		

* To understand more about our refined Sustainability Blueprint

please refer to How We View Sustainability section on page 8.



HOW WE VIEW SUSTAINABILITY

Our Sustainability Policy and objectives, established in 2016, set the tone and manner, as well as the basis of how we create value for our stakeholders. As a conglomerate, OSK is deeply committed to the goals of offering value to its stakeholders, contributing to society, living in harmony with nature and creating a better future.

In addressing the challenges ahead, OSK sees sustainability as a means to build greater resilience in our business model, increase our competitiveness, ensure high standards of compliance and ethics in all our business practices, while strengthening our ability to contribute meaningful change in society.

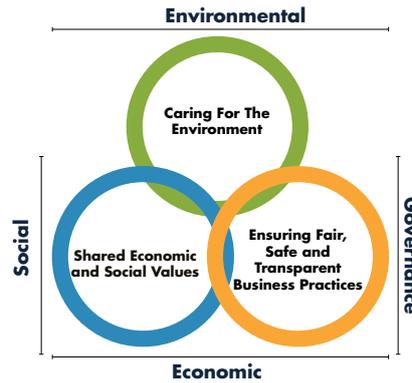
For a further read about our Sustainability Policy, please log on to: www.oskgroup.com/corporate-governance/.

In our continued efforts to address the potential sustainability challenges from the continued disruptions caused by the COVID-19 pandemic in the economic, health and social landscape, the Sustainability Working Group had engaged the Group Management Risk Committee and the Board of Directors to review the relevance of our current approach and recalibrate our direction moving forward.

During the discussion, the Board reiterated and emphasised our commitment to ensure environmental and social sustainability as we strive to deliver value creation for sustainable growth. To realise a thriving and successful organisation in the long run, the Group's overarching perspective on sustainability is striking a balance between Economic and ESG factors in charting our business strategies, whilst building the Group's resilience against current and future challenges, and contributing to he well-being of the community.

As a result of the deliberation, the Board, in consultation with the Risk Management Committee, had adopted the Sustainability Framework during a Board meeting in November 2021, to serve as the overarching guidance document on the Group's growth strategy and direction moving forward.

The Sustainability Framework reaffirms the Group's Sustainability Blueprint, "OSK, Growing Together", which continues to be grounded on our refined three sustainability pillars (previously referred to as our "focus areas") and collectively responds to the Group's latest 12 material matters encapsulated within the spheres Economic + Environmental, Social and Governance ("E + ESG").



ECONOMIC

A company's ability to consistently generate and maintain strong returns for its shareholders



Collective term as "ESG"

ENVIRONMENT

How a company understands and manages environmental well-being

SOCIAL

How a company manages the social aspects within its business environment

GOVERNANCE

How a company governs its internal affairs and conduct in the marketplace

Here are the key priorities that the Group is committed to achieve in each of the three sustainability pillars of OSK, Growing Together, in alignment with the United Nation's 2030 Agenda for Sustainable Development ("UN SDGs"):

PILLAR ONE Caring for the Environment	PILLAR TWO Shared Economic and Social Values	PILLAR THREE Ensuring Fair, Safe and Transparent Business Practices
<ul style="list-style-type: none"> • Adopt business and environmental innovation • Promote green practices and increase use of renewable energy • Ensure responsible procurement and supply chain 	<ul style="list-style-type: none"> • Strengthen market leadership for products/ services and deliver sustainable returns • Nurture and support our talents • Support sustainable development through digital ecosystems, engagements and partnerships • Broaden and deepen our CSR impacts for the underserved community 	<ul style="list-style-type: none"> • Zero corruption and incidents of fraud • Zero fatality and occupational illness • Uphold business integrity, ethical conduct and compliance 

Under the Group's sustainability governance structure, the Board delegates the function of the Company's sustainability approach and direction to the RMC with the aim to continue building OSK as a sustainable business and delivers value to all stakeholders including our shareholders, employees, customers, suppliers, business partners, and the wider community.

In line with the Board's commitment to deliver on our corporate objectives, while contributing to society, living in harmony with nature and creating a better future, the Group had updated its Sustainability Policy during the financial year.

WHAT MATTERS TO US

Year 2021 was most notably marked by escalated concerns of COVID-19 as daily positive transmission cases reached its peak of above 22,000, together with a string of mitigative and socio-economic support measures implemented by the Government in response to the pandemic crisis. While the impact to our operating environment was substantial, the Group weathered the challenge through prudent financial and risk management; taking care of our employees, customers and business associates; accelerating our digital capacity and capability; coupled with strict compliance to SOPs prescribed by the authorities.

Recognising COVID-19 as a test of resilience and preparedness, the Group’s core approach in managing the pandemic was agility, forward-thinking and adaptability, supported by the foresight afforded by our earlier materiality exercises in 2019 and 2020.

In 2021, we embarked on our third materiality review conducted by the SWG team to help us re-align and re-position our sustainability risks and opportunities vis-a-vis our stakeholders’ perception towards the evolving operating landscape. In determining what matters to us, we carried out the following steps to help us gather, assess and evaluate our stakeholders’ feedback:

- | | | | | |
|---|--|---|---|---|
| <p>1</p> <p>Sustainability engagement with the Board and Risk Management Committee</p> | <p>2</p> <p>Sustainability discussion with the Group Management Risk Committee (“GMRC”)</p> | <p>3</p> <p>Pre-Materiality Assessment Meeting with the SWG, members of Senior Management and Business Units</p> | <p>4</p> <p>Materiality Assessment Survey 2021 sent to internal and external stakeholders (>100 responses received)</p> | <p>5</p> <p>Focus Group Discussions with employees (four sessions were conducted involving 20 OSKers).</p> |
|---|--|---|---|---|

Stakeholder groups who were invited to participate in our materiality survey in 2021 include:

- Members of our Board of Directors;
- Members of our key Senior Management;
- Our employees;
- Our business associates, industry partners and suppliers;
- Members of the community;
- Representatives from the Government and regulators;
- Members of the media; and well as
- Our shareholders, investors and lenders.



We prioritise the safety and health of our employees, customers and all stakeholders throughout the pandemic.



WHAT MATTERS TO US

FOUR-STAGE 2021 MATERIALITY REVIEW PROCESS

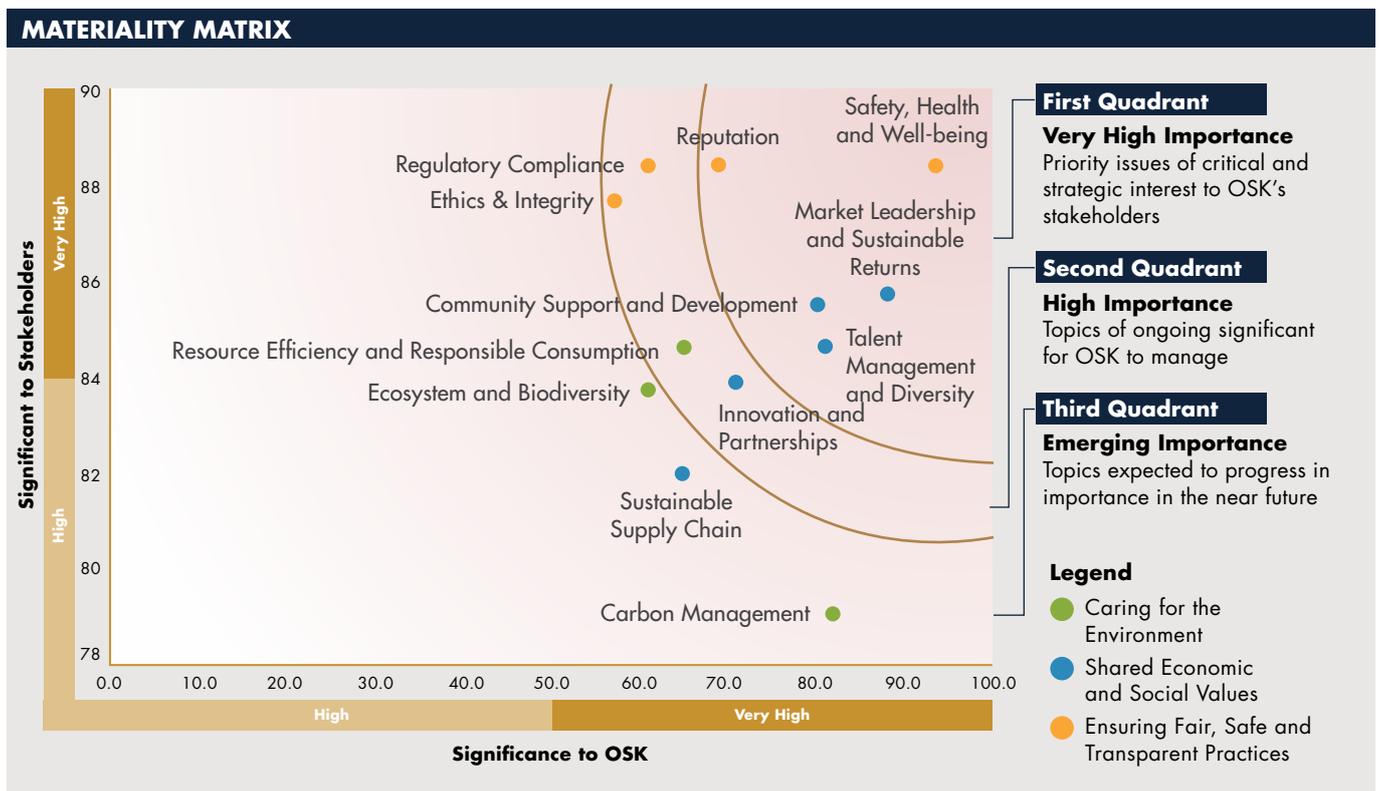
The 2021 materiality review exercise recalibrated our sustainability priorities, where our prior 20 material matters were distilled into 12 material matters and re-prioritised in accordance to our refined three sustainability pillars (as discussed in our How We View Sustainability section in this Report).



MATERIALITY SURVEY OUTCOME

As a result of the exercise, our material issues (as shown in our Materiality Matrix below) again emphasised the importance of **“Safety, Health and Well-Being”** as being critical to our ability create value, while **“Market Leadership and Sustainability Returns”**, **“Talent Management and Diversity”**, **“Community Support and Development”** and **“Reputation”** emerged as areas perceived to deliver the most tangible value and most important to our stakeholders.

The valuable feedback has shaped our sustainability direction, where we will channel our sustainability initiatives to key areas that deliver the most impact, in alignment with our stakeholders’ expectations.



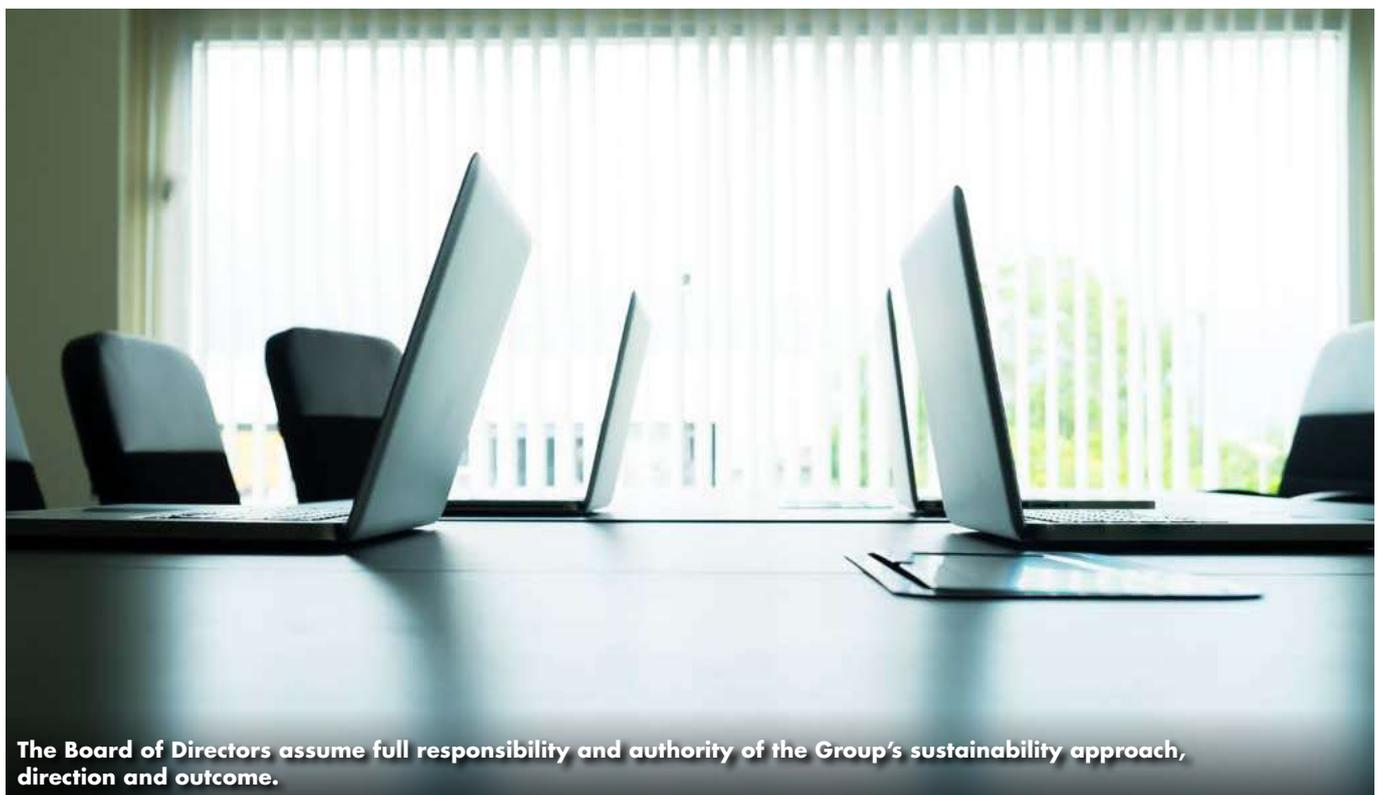


HOW WE GOVERN SUSTAINABILITY

Sustainability Governance is an essential factor in driving sustainability and ensuring long term success. Since 2016, the Board of Directors is responsible for driving and ensuring the effectiveness of the Group’s sustainability strategy.

Supporting the BOD are the Group Management Risk Committee and the Chief Sustainability Officer who are responsible for overseeing the overall implementation of sustainability strategies and initiatives across the Group. There is also the Sustainability Working Group, which includes Business and functional divisions responsible for practising sustainability in their daily operations, as well as tracking and monitoring its progress.

Business & Functional Divisions	Sustainability Working Group	Chief Sustainability Officer	Group Management Risk Committee	Risk Management Committee	OSK Board of Directors
All heads of Business Segments/Divisions and Support Functions within the Group and appointed Sustainability Champions.	Centralised Sustainability Working Committee	Oversees all sustainability-related matters across the Group.	Key members of the senior management team within the Group	Board subcommittee overseeing sustainability-related matters	Chaired by the Executive Chairman of the Group
<ul style="list-style-type: none"> • Drives, tracks and monitors progress and improve event towards achieving the Group’s key sustainability objectives. 		<ul style="list-style-type: none"> • Responsible for overseeing the overall sustainability strategy and implementation across the Group. • Ensures that policies, processes and systems related to sustainability are in place. 		<ul style="list-style-type: none"> • Responsible for driving and ensuring the effectiveness of the Group’s sustainability strategy. 	



The Board of Directors assume full responsibility and authority of the Group’s sustainability approach, direction and outcome.



SUSTAINABILITY HIGHLIGHTS 2021

OSK, Growing Together



Caring for the Environment



The Lovely Disabled Home Recycle Centre collecting recyclable items at Plaza OSK.

REDUCING SINGLE-USE PLASTICS

Launched Bring Your Own (BYO) Campaign in Plaza OSK, in conjunction with our 5R Campaign pilot project to mitigate single-use plastics from food packaging.



New recycling bins were introduced in Plaza OSK, as part of our 5R Campaign, which was launched in February 2022.

PROMOTING CIRCULARITY THROUGH RECYCLING & REDUCING SINGLE-USE PLASTICS

Upgraded from 3R Campaign to 5R as our pilot initiative in Plaza OSK, in conjunction with the introduction of new recycling bins in Plaza OSK.



Solar PV panels installed on the rooftop of our OCC factory in Krubong, Melaka, were fully commissioned in May 2021.

GENERATED RM194,099 OF ELECTRICITY SAVINGS FROM RENEWABLE ENERGY AT OCC

Solar PV installed at our cables factory in Melaka, with an estimated 546,758 kWh of power savings achieved equivalent to 545.1 tonnes of carbon reduction (as of Dec 2021).

Shared Economic and Social Values

PRE-TAX PROFIT ("PBT") UP 14.4% YEAR-ON-YEAR TO RM464.6 MILLION IN FY2021

The Group's registered a revenue of RM1.1 billion and recorded a higher PBT due to the improved performance of our core business segments. We also continued to be financially resilient amidst the major pandemic crisis that hit the world in 2021 with shareholders' funds grew 2.5% yoy to RM5.5 billion at the end of FY2021, equivalent to a net asset per share of RM2.63 (FY2020: RM2.57).

RM1.5 MILLION COMMITTED FOR OSK FOUNDATION SCHOLARSHIP 2021

Our cohort of 20 scholars from two public and four private universities in 2021 are receiving support in the form of full university fees, monthly living expenses throughout their undergraduate studies, and internship/ practical training opportunity in OSK Group.



OSK Group's financial performance remained resilient in FY2021.



Training and talk sessions were conducted virtually throughout 2021, as part of efforts to avoid large physical gatherings in our workplace.

22% YEAR-ON-YEAR INCREASE IN TOTAL TRAINING HOURS PER EMPLOYEE

Total training hours per employee increased to 18 hours in FY2021 from 15 hours in the previous year.



SUSTAINABILITY
HIGHLIGHTS 2021

Despite being only the second year since *OSK Growing Together* was first introduced, we are pleased to have achieved a number of firsts in our sustainability journey during 2021. These include the successful commissioning of our first solar photovoltaic panels at our cables factory in Melaka, expanding our full scholarship programme to both public and private universities and taking proactive steps to reduce single-use plastics at our premises.

In keeping with our vision to be a long-term business builder that delivers superior value to all our internal and external stakeholders, efforts are underway to realise further progress in delivering meaningful and sustainable impact to the community and the environment, as we continue to grow our businesses.



OSK Foundation contributed to the Malaysian Relief Agency's emergency flood assistance programme in early-2022.

RM1.2 MILLION TO SUPPORT B40 COMMUNITIES AFFECTED BY COVID-19 AND NATURAL DISASTERS IN THE LAST TWO YEARS

COVID-19 and disaster relief form a significant portion of the total amount of philanthropic funds disbursed by OSK Foundation at more than RM6.6 million for various community development, education and environmental programmes, since commencement of operations in June 2016.



The completed Ryan & Miho project achieved high QLASSIC scores for both Tower A and Tower B.

UPHOLDING QUALITY EXCELLENCE

A testament of our commitment to deliver quality home for our customers, we continued to achieve high QLASSIC quality scores for our completed projects in FY2021:

- 75% for the Semaya phase in Irangan Bayu, Negeri Sembilan;
- 80% for Tower A and 84% for Tower B for Ryan & Miho in Section 13, Petaling Jaya; and
- 84% for Somerville Zone 2 phase, and 84% for Westfield Zone 1 phase in Yarra Park, Sungai Petani, Kedah.

Ensuring Fair, Safe and Transparent Practices



The Group adopted social distancing in Plaza OSK and across all our business premises.

COVID-19: PROTECTING EMPLOYEES' WELL-BEING

Continued to adopt comprehensive risk-based approach in safeguarding the safety & health of all employees across the head office and all business units, while adhering to all SOPs and precautionary guidelines by the Ministry of Health and the National Security Council.

OSK SAFE @ WORK

Full COVID-19 SOP compliances was practised across the organisation, and enabled WFH agility through robust digitalisation and online systems, supported by comprehensive cybersecurity and data protection measures.



The Group also ensured strict adherence to all SOPs and preventive measures issued by MOH and NSC.

TOP 100 IN CORPORATE GOVERNANCE

Continue to be recognised for our high levels of governance and compliance across the organisation and was listed on MSWG's List of Top 100 Companies for CG Disclosure for the 8th consecutive year. We were ranked 64th place in year 2020.

ZERO CASES OF UNETHICAL CONDUCT

The Group achieved full ABAC compliance across all our third-party vendors and suppliers during the year, and maintained our track record of zero cases of bribery and corruption in the way we conduct our business.



SUSTAINABILITY SCORECARD 2021

Our sustainability scorecard in 2021 has been restructured in accordance with the three sustainability pillars of our blueprint, "OSK, Growing Together". The scorecard summarises the Group's key sustainability outcomes and achievements for the year encompassing the E+ESG aspects of our business, as well as our contribution to the global sustainability agenda of UN SDGs.

Sustainability Outcomes 2021

Material Matter	Focus Area(s)	Target(s)	Key Outcome(s)
Pillar One: Caring for the Environment 			
Sustainability Impact Area: Environment			
Ecosystem and Biodiversity  To read more about our performance on this Material Matter, please refer to pages 21-23 in this Report.	<ul style="list-style-type: none"> Environmental conservation and resilience 	<ul style="list-style-type: none"> Minimum one long-term initiative. 	<ul style="list-style-type: none"> Conserving the 22-acre Iringan Bayu Wetland Park as a natural biodiversity reserve within our Iringan Bayu township. Maintaining our 3,745 m² public park at the Melbourne Square integrated development in Melbourne, the largest open green space in the Southbank district.
Resource Efficiency and Responsible Consumption  To read more about our performance on this Material Matter, please refer to pages 24-29 in this Report.	<ul style="list-style-type: none"> Circularity Resource optimisation Responsible waste management 	<ul style="list-style-type: none"> Minimum one initiative per year. 	<ul style="list-style-type: none"> Two charity collections at Plaza OSK during the year with total recyclables collected at 1,210kg. 450.58 tonnes of outgoing construction wastes generated between January and December 2021 in Ryan & Miho were sent for recycling through certified recycling vendors. OCC commenced recycling ancillary waste materials generated from our factory in Melaka (i.e. card boxes, carton boxes, steel belts, wrapping plastic, and plastics (polyethylene and vinyl (PVC))). Total weight of materials sent for recycling in 2021: 102,555kg. Estimated total weight of cooking oil sent for recycling by Swiss-Garden Beach Resort Kuantan in 2021: 165kg Estimated recycled wastes from the Windmills Upon Hills complex in 2021 (including Swiss-Garden Hotel & Residences Genting Highlands): <ol style="list-style-type: none"> Paper: 1,600 tonnes Plastic: 2,900 tonnes Cardboard boxes: 3,000 tonnes Glass/cans: 1,000 tonnes Food wastes: 17 tonnes
Carbon Management Our Sustainability Driver:  To read more about our performance on this Material Matter, please refer to pages 30-32 in this Report.	<ul style="list-style-type: none"> Renewable energy Emissions reduction 	<ul style="list-style-type: none"> Minimum one initiative per year. 	<ul style="list-style-type: none"> Total solar energy saving per month through our solar LED lights in Iringan Bayu is estimated at 2,437.2 kWh, equivalent to 22.8 tonnes of CO₂ avoided in 2021. Total solar energy generated between May and December 2021 at our cables factory in Melaka was estimated at 546,758 kWh, equivalent to 545.1 tonnes of CO₂ avoided. 3,484 energy-saving LED light tubes were installed at Atria's basement and multi-level parking facility (phase one) generating an estimated monthly electricity savings of 237,829 kWh, equivalent to 186 tonnes of CO₂ avoided per month (or 2,232 tonnes per annum).



SUSTAINABILITY
SCORECARD 2021

Material Matter	Focus Area(s)	Target(s)	Key Outcome(s)
Pillar Two: Shared Economic and Social Values 			
Sustainability Impact Areas: Economic + Social			
Talent Management and Diversity  To read more about our performance on this Material Matter, please refer to pages 34-40 in this Report.	<ul style="list-style-type: none"> Employee satisfaction Learning and development Employee engagement Diversity and inclusiveness 	<ul style="list-style-type: none"> Employees' satisfaction score benchmarked against the Global Engagement Index 2021 of 69% (1Q2021) and 65% (2Q2021) Achieve a minimum average training satisfaction score of 75%. 	<ul style="list-style-type: none"> The Group achieved a higher overall employees' satisfaction score of 85.2% in 2021 (78.2% in 2020), based on our Employees Engagement Survey with an employee participation rate of 87.6%. One Group Townhall session was carried out in June 2021 attended by 556 employees. The Group maintained an average score of 83% for employees' training satisfaction in 2020 (83% in 2020). Enhanced gender diversity in the Board with a female composition of 33.3% (as of 31 Dec 2021) compared with 25% in 2020.
Market Leadership & Sustainable Returns  To read more about our performance on this Material Matter, please refer to pages 41-45 in this Report.	<ul style="list-style-type: none"> Economic performance Sustainable returns for shareholders 	<ul style="list-style-type: none"> Sustain yearly net profits. Net gearing ratio below 0.5 times. Maintain high levels of customer satisfaction across our products and services. 	<ul style="list-style-type: none"> The Group registered a profit after tax ("PAT") of 341 million on the back of a total revenue of RM1.1 billion. Net gearing ratio remained low at 0.36 times. OSK Property achieved an average score of 4.20/5.00 in our Touch Point Survey in 2021. Faber Towers registered an improved tenant rating of 3.89/ 5.00 in 2021 (2020: 3.85/ 5.00). OCC achieved a higher customer satisfaction score of 4.06/ 5.00 in 2021 (2020: 4.04/5.00). Swiss-Garden International achieved a higher customer satisfaction score of 3.9/ 5.00 (2020: 3.8/ 5.0). SGL Vacation Club scored a higher members' Vacation Review rating of 88.9% in 2021 (2020: 84%).
Community Support & Development  To read more about our performance on this Material Matter, please refer to pages 46-55 and Appendix IV in this Report.	<ul style="list-style-type: none"> Community investments Community development Philanthropy Helping the less fortunate 	<ul style="list-style-type: none"> Minimum five initiatives per year. 	<ul style="list-style-type: none"> Total philanthropic disbursements by OSK Foundation have exceeded RM6.6 million since commencement of operations in June 2016. OSK Foundation supported over 33,071 beneficiaries with a total disbursement of RM2.2 million in FY2021. OSK Foundation provided total RM133K cash aid to 182 affected homeowners and residents who suffered major losses in the fire incidents that hit two villages, Kampung Baru Karak and Kampung Sungai Karak, Bentong in early October. Over the past two years, OSK Foundation has disbursed a total of RM1.2 million in Covid-related support and relief by supporting front-liners, vulnerable B40 communities' basic needs, education support, medical equipment for field hospital etc. A total of RM105,000 in cash was extended to 22 Tokyo 2020 Paralympic Games athletes and the Paralympic Council of Malaysia as a way to encourage and recognise our country's paralympic athletes' outstanding performance at the games. As at January 2022, the Foundation has disbursed a total of RM613K to identified organisations such as Yayasan Kebajikan Negara, Malaysian Relief Agency and other NGOs for flood relief throughout the nation. An estimated RM1.5 million of scholarships were awarded to the OSK Foundation Scholarship 2021 cohort of 20 students from two local public universities and four private universities.



SUSTAINABILITY
SCORECARD 2021

Material Matter	Focus Area(s)	Target(s)	Key Outcome(s)
Pillar Two: Shared Economic and Social Values 			
Sustainability Impact Areas: Economic + Social			
Innovation & Partnerships  To read more about our performance on this Material Matter, please refer to pages 56-57 in this Report.	<ul style="list-style-type: none"> Innovative products and services Growth and partnerships 	<ul style="list-style-type: none"> Minimum one initiative per year. 	<ul style="list-style-type: none"> In response to restrictions imposed to mitigate the spread of COVID-19, OSK Property launched our virtual property fair, Essential Homes Series 2021 Campaign, in March 2021. The virtual property fair featured four of our best-selling projects, namely MIRA at Shorea Park, LEA by the Hills, Iringan Bayu, and Yarra Park. We also launched our new IOS and android mobile application called “The Brick” during the year to further connect with our buyers and the general public. As part of our OSK Digital Transformation journey, we further automated and digitalised our processes to enhance our operational efficiency and effectiveness by introducing our new HR Chatbot: Sophia and Accounts Payable (AP) Automation System via our OSK e-Document Portal. We diversified our Capital Financing business by venturing into the factoring and Islamic financing businesses with the formation of OSK Factoring Sdn Bhd and OSK Syariah Capital Sdn Bhd. We also ventured into gig economy financing through our partnership with Singapore-based Lyte Ventures Pte Ltd and formed Lyte Malaysia Sdn Bhd (formerly known as OSK Lyte Sdn Bhd).
Responsible Supply Chain  To read more about our performance on this Material Matter, please refer to page 58 in this Report.	<ul style="list-style-type: none"> Sustainable supply chain 	<ul style="list-style-type: none"> Minimum one initiative per year. 	<ul style="list-style-type: none"> Engaged our supply chain and achieved full ABAC compliance across all our third-party vendors and suppliers during the year.



The Yarra Park township is just a stone’s throw away from the 30-acre Ujana Perbandaran Sungai Petani, a public park that functions as recreational space for residents and as a carbon sink that sustains the natural ecosystem in the area.

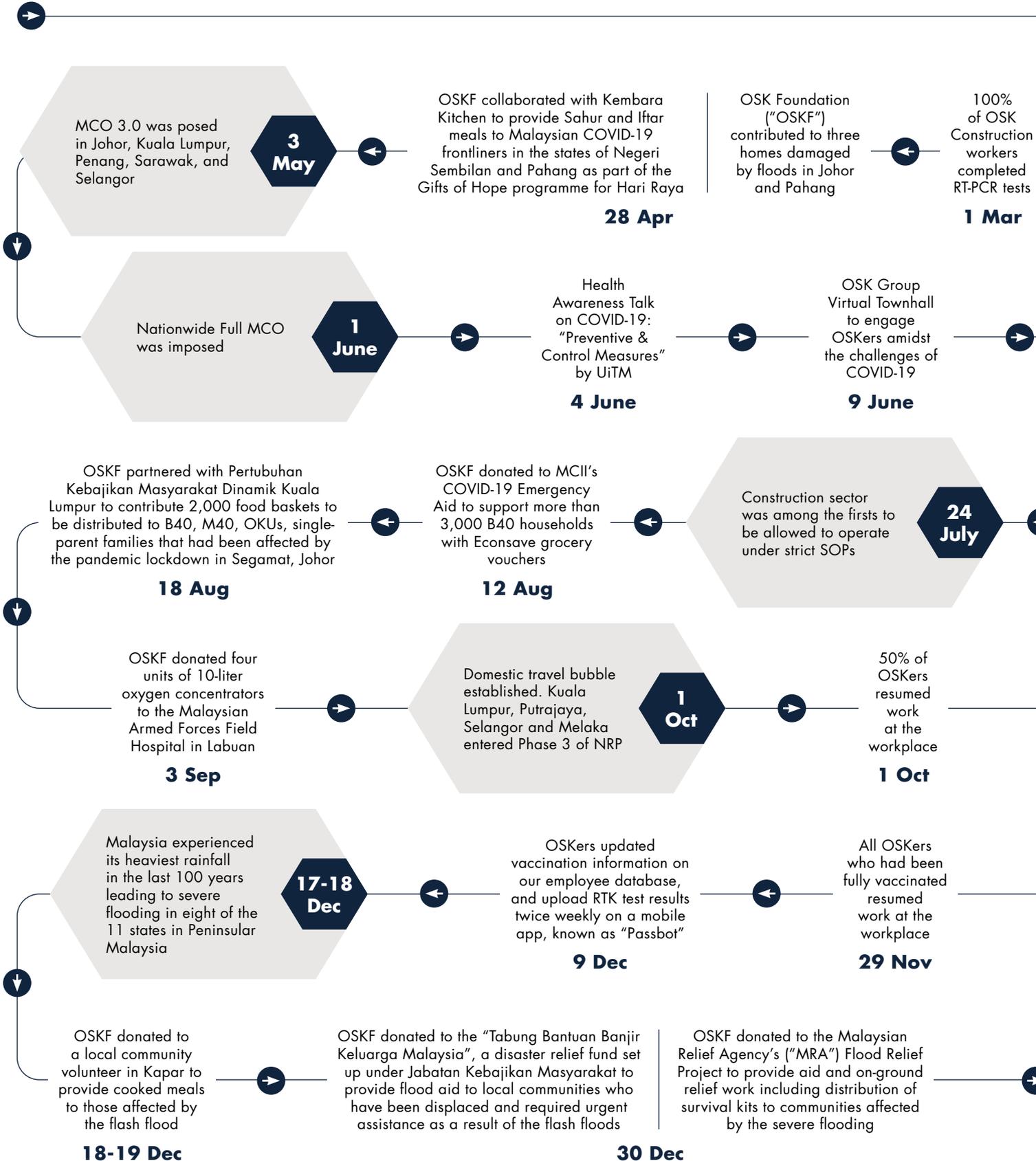


SUSTAINABILITY
SCORECARD 2021

Material Matter	Focus Area(s)	Target(s)	Key Outcome(s)
Pillar Three: Ensuring Fair, Safe and Transparent Business  			
Sustainability Impact Areas: Governance and Economic			
Safety, Health and Well-Being  To read more about our performance on this Material Matter, please refer to pages 60-63 in this Report.	<ul style="list-style-type: none"> • COVID-19 • Health and well-being • Workplace safety 	<ul style="list-style-type: none"> • Minimum two initiatives per year. 	<ul style="list-style-type: none"> • Introduced measures at our OSK headquarters during 2021 to safeguard the safety and well-being of our employees, tenants and visitors in Plaza OSK, such as air sanitiser, intelligent contactless lift system, and optical body temperature scanner at the lobby's turnstile. • Circulation of the latest COVID-19 updates, memos, health updates, preventive measures and info to all OSKers. • Placement of disinfection chambers at Plaza OSK and our construction sites. • Continued to practise precautionary measures such as social distancing, frequent sanitisation of common areas, and working from home across all business premises under the Group. • Purchased and distributed COVID-19 self-test kits for twice-weekly testing for all employees.
Ethics and Integrity  To read more about our performance on this Material Matter, please refer to pages 64-65 in this Report.	<ul style="list-style-type: none"> • Corporate governance • Conduct and integrity • Policies and internal controls 	<ul style="list-style-type: none"> • Minimum one initiative per year. 	<ul style="list-style-type: none"> • Developed Code of Conduct and Business Ethics ("Code") and Whistleblowing Policy for the Group's Property Development arm in Australia, known as Yarra Park City. The Code was rolled out in January 2021. • Adopted the Group's COVID-19 Policy to define the Group and our employees' duties in managing COVID-19 situations at the workplace. This includes compliance with the requirements of COVID-19 administration and adoption of the necessary measures to protect and mitigate COVID-19-related risk. • Adopted the Sustainability Framework to serve as a guidance document on the Group's growth strategy and direction in the coming years. • Updated Sustainability Policy in line with the Board's commitment to the goals of offering value to its stakeholders, contributing to society, living in harmony with nature and creating a better future.
Regulatory Compliance  To read more about our performance on this Material Matter, please refer to pages 66-68 in this Report.	<ul style="list-style-type: none"> • Legal compliance • Risk management 	<ul style="list-style-type: none"> • Minimum two initiatives per year. 	<ul style="list-style-type: none"> • Conducted enterprise risk management awareness programme. • Conducted internal controls and risk mitigation methodology programme. • Conducted business continuity management awareness sessions. • Reviewed and performed crisis simulation. • Periodic risk review, assessment and reporting.
Reputation  To read more about our performance on this Material Matter, please refer to pages 69-70 in this Report.	<ul style="list-style-type: none"> • Corporate branding • Award and recognition 	<ul style="list-style-type: none"> • To be listed in the Minority Shareholder Watch Group ("MSWG") Top 100 Companies for Overall CG & Performance • Minimum two award initiatives per year. 	<ul style="list-style-type: none"> • Sustainability & CSR Malaysia Awards 2021 - Company of the Year Award (Diversified Business Entity) for Leadership in COVID-19 and Sustainability Initiatives. • The Edge Property Excellence Awards 2021: <ul style="list-style-type: none"> - The Edge Top Property Developers Awards 2021 (ranked #10) - Outstanding Overseas Project Award 2021 • StarProperty Awards 2021: <ul style="list-style-type: none"> - All-Stars Award - The Landscape Award (Township) [Excellence] – Irangan Bayu - The Starter Home Award (Landed) [Honours] – Irangan Bayu - The Family-Friendly Awards (Landed) [Merit] – Irangan Bayu • Listed on MSWG's List of Top 100 Companies for CG Disclosure for the 8th consecutive year. We were ranked 64th place in year 2020.

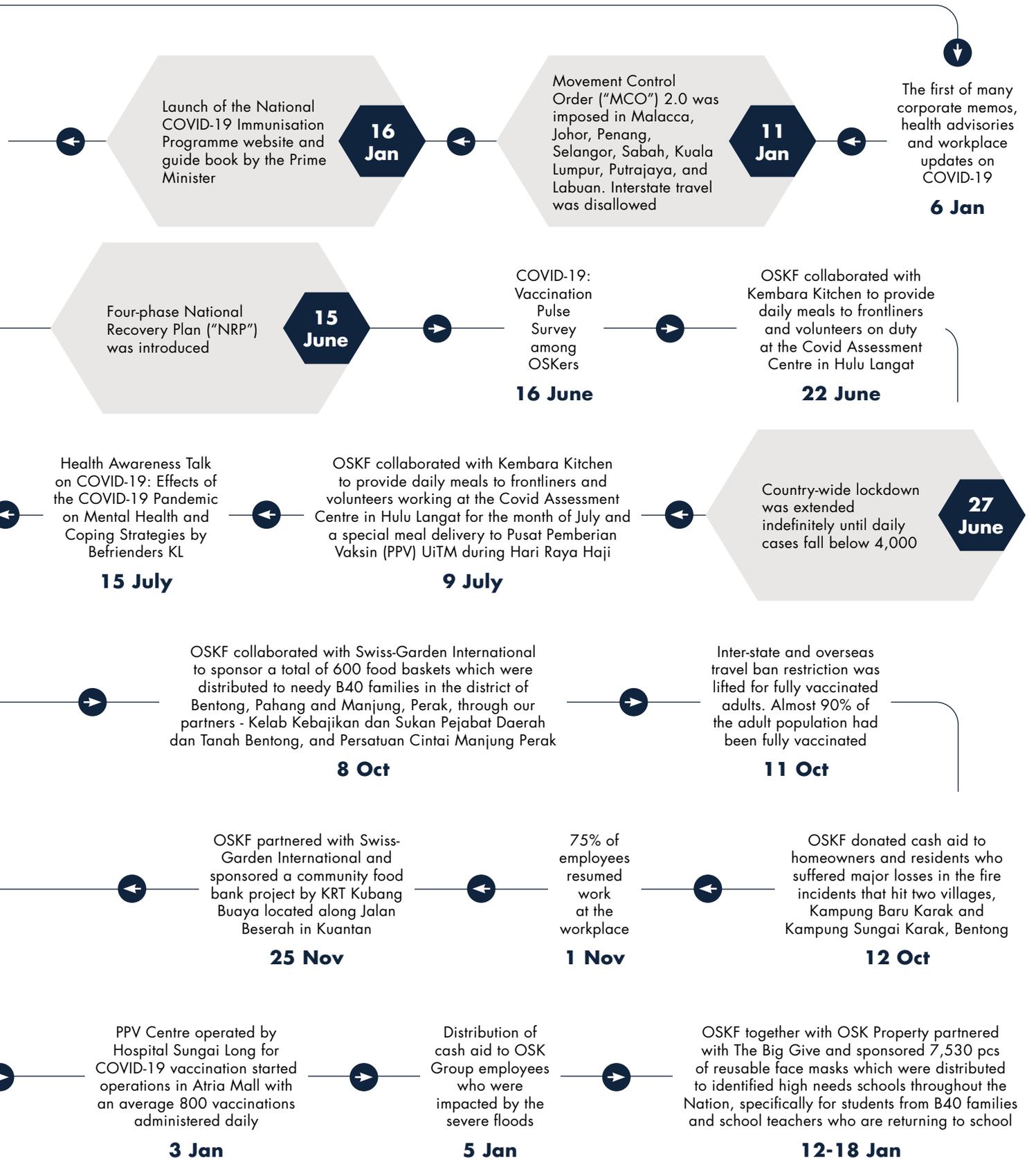


CRUCIAL MOMENTS AND OUR RESPONSES FOR COVID-19 AND NATURAL DISASTERS IN 2021





The year 2021 saw a one of the most challenging years in Malaysia's history as our country battled COVID-19 and faced the impacts of severe weather, where record high rainfall in mid-December in eight of the 11 states in the Peninsular was later declared a "once in a century" disaster. Here is a chronology of the key events related to COVID-19 and natural disasters in Malaysia in 2021, and how we had responded.





CARING FOR THE ENVIRONMENT



Highlights:

The Iringan Bayu Wetland Park conserves natural biodiversity in our Iringan Bayu township in Seremban, Negeri Sembilan.

Melbourne Square’s public park, the single-largest green open space in the Southbank district, is a valued public amenity that provides ample opportunities for local residents and the community to engage with Nature.

We promote green living through integrated green building design.

We support circularity and minimise resource consumption across our business operations.

We are actively expanding our solar assets across all business segments.

Over the years, OSK’s sustainability strategy has begun to focus on macro issues related to climate change, carbon reductions, renewable energy, plastics use and disposal, and organisational alignment around the Group’s latest Sustainability Blueprint.

A close-up view of the tranquil Iringan Bayu Wetland Park.

In 2021, we continued to be vigilant of the evolving ‘new normal’ caused by COVID-19 and its impact on sustainability, as the world continued to witness the increasing impacts of climate change. While making appropriate adjustments to the ‘new normal’, we were equally committed to do our part to reduce environmental degradation, help mitigate the risk and causes of climate change, as we make the transition to a low-carbon economy and ultimately a net-zero country.

OSK takes an active approach in addressing risks associated with climate change and environmental conservation by renewing our focus on our energy performance and resource efficiency.

Here are the key thrusts that underscore our sustainability efforts under the first pillar of *OSK, Growing Together*:

- **Adopt business and environmental innovation**
- **Promote green practices and increase use of renewable energy**
- **Ensure responsible procurement and supply chain**

ECOSYSTEM AND BIODIVERSITY



An aerial view of our Iringan Bayu township and Iringan Bayu Wetland Park

LIVING CLOSER TO NATURE IN SEREMBAN, NEGERI SEMBILAN

A thriving habitat is one where a multitude of species co-exists harmoniously with nature. In OSK, we understand that conserving our natural habitat goes hand in hand with our aspiration to build sustainable developments, and conserving the biodiversity around us is vital to maintain a healthy and resilient living environment.

In 2020, we highlighted that the 22-acre Iringan Bayu Wetland Park in our Iringan Bayu township is the jewel in the crown for our 770-acre freehold development in Seremban, where it is home to more than 200,000 wetland plants, 972 trees of 60 different species and has attracted more than eight bird species and 11 local fishes. The 972

trees planted at the public park serve as a natural carbon sequester, which we aim to nurture to full maturity under the care of our resident staff in the project. To-date, the wetland park continues to serve as a green haven amidst the hustle and bustle of city life for our homeowners in the township.

In our aim to provide a healthy and green living environment for the community, our Property Development division continuously looks for new ways to conserve and enhance the natural topology and habitat of the developments we engage, so we can live closer to nature.

In addition to being a biodiversity hotspot, the wetland park, which is also open to the public, is also a space to relax for the family, while supporting greater appreciation of nature by members of the public.



QUICK FACTS

Wetlands are among the most productive ecosystems in the world, comparable to rain forests and coral reefs. An immense variety of species of microbes, plants, insects, amphibians, reptiles, birds, fish and mammals can be part of a wetland ecosystem.

Wetlands play an integral role in the ecology, as it forms the ideal environment for the development of organisms that feed many species of fish, amphibians, shellfish and insects. Many species of birds and mammals rely on wetlands for food, water and shelter, especially during migration and breeding.

In addition to sustaining a variety of wildlife, wetlands also play a role in atmospheric maintenance. Wetlands store carbon within their plant communities and soil instead of releasing it to the atmosphere as carbon dioxide. Thus, wetlands help to moderate global climate conditions.



CARING FOR THE ENVIRONMENT

- Ecosystem and Biodiversity

MELBOURNE SQUARE – A GREEN HAVEN AT THE HEART OF SOUTHBANK, MELBOURNE

Over in Melbourne, Australia, OSK continues to win the hearts of the community and our homebuyers. Our 3,745m² public park - the largest in Southbank - brings much-needed greenery to the locale, known to be one of the most densely populated and park-deprived areas, with less than 15% of the recommended area of green space provision per person.

A masterpiece by urban design specialist, Taylor Cullity Lethlean, the public park comprises a series of interconnected pedestrian pathways, a tree-lined boulevard, pocket gardens, interspersed with Australian plants and exotic flora, amidst cascading water features down the stairway.

Unveiled to the public in 2020, the park has become a valuable public amenity that creates opportunities for residents of Melbourne Square (“MSQ”) and other adjacent developments to engage with nature – be it a stroll in the evening, a picnic or recreational cycling with family and friends.

A central design theme underscoring the well-landscaped park is that it is made up of network of smaller gardens inspired by Melbourne’s iconic Royal Botanic Gardens, and incorporates elements from renowned gardens in other cities such as Paris, Berlin and Spain.

Today, the lush park remains an integral element in the five-acre MSQ mixed development project, taking up to 20% of the total land area. It is designed and built as a work-live-play self-sustaining precinct with a holistic approach to environmental sustainability, community health and well-being.

Highlights:

<p>Green Spaces 3,745m² Parklands and green spaces</p>	<p>Retail Spaces 6,200m² Full-line Woolworth supermarket, childcare centre and food & beverage outlets.</p>
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Wellness Centre Targeting Gold Standard

The WELL Building Standard was developed by integrating scientific and medical research on environmental health with leading practices in building design, construction and management.



Following Melbourne’s reopening in October 2021 after successive lockdowns of the city to mitigate the risk of the coronavirus pandemic, public health measures for outdoor activities at the park are in place, including mandatory social distancing and mask-wearing in public places.





CARING FOR
THE ENVIRONMENT

- Ecosystem and Biodiversity

GREEN LUNG FOR RESIDENTS IN BANDAR PUTERI JAYA, SUNGAI PETANI

Launched in November 2019, the 30-acre Ujana Perbandaran Sungai Petani (Sungai Petani Urban Park) that was developed by OSK, is a crucial public park within our Bandar Puteri Jaya township which serves as recreational space for our Yarra Park township residents, while functioning as a green lung and carbon sink that sustains the natural ecosystem in the area.

As the biggest public recreational park in Sungai Petani, Kedah, the urban park is a favourite location for outdoor and sports activities among local residents.

The park, along with other parks in the state, was temporarily closed to the public in May 2021 to mitigate exposure to COVID-19 amongst park visitors.



Plants and greenery at the common facilities deck of our completed Ryan & Miho project.

INFUSING SUSTAINABILITY INTO THE HOMES WE BUILD

As one of the top property builders in the industry, we take pride in building healthy, comfortable and conducive homes that provide comfortable green spaces for our homeowners. Despite building in an urban environment, we strive to provide living experiences that are as close to nature as possible, not only in our efforts to minimise impact to the environment, but also to help conserve, generate and protect green spaces where possible.

One of the projects that we are most proud of is Ryan & Miho in Section 13, Petaling Jaya, which was the Group's first Gold Green Building Index ("GBI") Index project. GBI is an environmental rating system for buildings developed by the Malaysian Institute of Architects and Association of Consulting Engineers Malaysia, promotes efficient building design while taking into consideration optimal preservation of the environment. The structural design utilised natural lightings where possible and provision of sensors was made in certain circulation areas.

Fully sold out and completed in 2021, Ryan & Miho promotes green living through an integrated, whole-building design while reducing construction impact on the environment. The project achieved Provisional GBI Gold certification in September 2019.

Building together with nature is one of the philosophies that our design and development team believes in, and carefully applies throughout the lifecycle of the project.



Plants and greenery at the common facilities An aerial view of our Ryan & Miho project. deck of our completed Ryan & Miho project.



CARING FOR THE ENVIRONMENT

- Resources Efficiency and Responsible Consumption

RESOURCES EFFICIENCY AND RESPONSIBLE CONSUMPTION



Our charity recycling initiative was carried out in partnership with the Lovely Disabled Home Recycle Centre.

SUPPORTING CIRCULARITY AND DOING OUR PART FOR THE ENVIRONMENT

Economies around the world are beginning to realise that linear consumption has reached its limit, and the way forward is a circular economy – a key subset of sustainable development with significant benefits operationally as well as strategically, on both a micro- and macroeconomic level. Circular economy is the new frontier with immense potential for innovation, job creation and economic growth for early adopters.

At OSK, we strive to increase the efficiency of our consumption (through our 3R Campaign) to lessen the production of waste, while at the same time, 'circularise' the wastes we

produce for a good cause, while reducing environmental pollution.

Though our workforce spent much of 2021 working from home, we resumed our charity recycling efforts as soon as we returned to the office in the final quarter of the year. We organised two rounds of recyclables collection in December 2021 and January 2022, in partnership with the Lovely Disabled Home Recycle Centre. The results of the collection are as follows:

Plaza OSK			
Recyclables	Weight (kg)	Value Donated to Charity (RM)	Carbon Emissions Avoided (kgCO2e)
Paper	182	153.45	491.4
Cardboard and Magazines	209	55.80	468.2
Newspaper	130	105.30	431.6
Steel	6	4.50	103.2
Subtotal	527	319.05	1,494.4
SGI Vacation Club			
Paper	526	462.42	1,420.2
Cardboard and Magazines	113	41.40	253.1
Newspaper	20	16.20	66.4
Cloth	13	2.60	175.2
Plastic	11	4.40	17.5
Subtotal	683	527.02	1,932.4
Grand Total	1,210	846.07	3,426.8

Source: www.cbalance.in/wp-content/uploads/2013/05/CB_RecycleGuru_CarbonSavingModel_Guide_4March20131.pdf
www.robertsrecycling.co.uk/news/how-much-co2-is-saved-by-our-textile-recycling-operations/



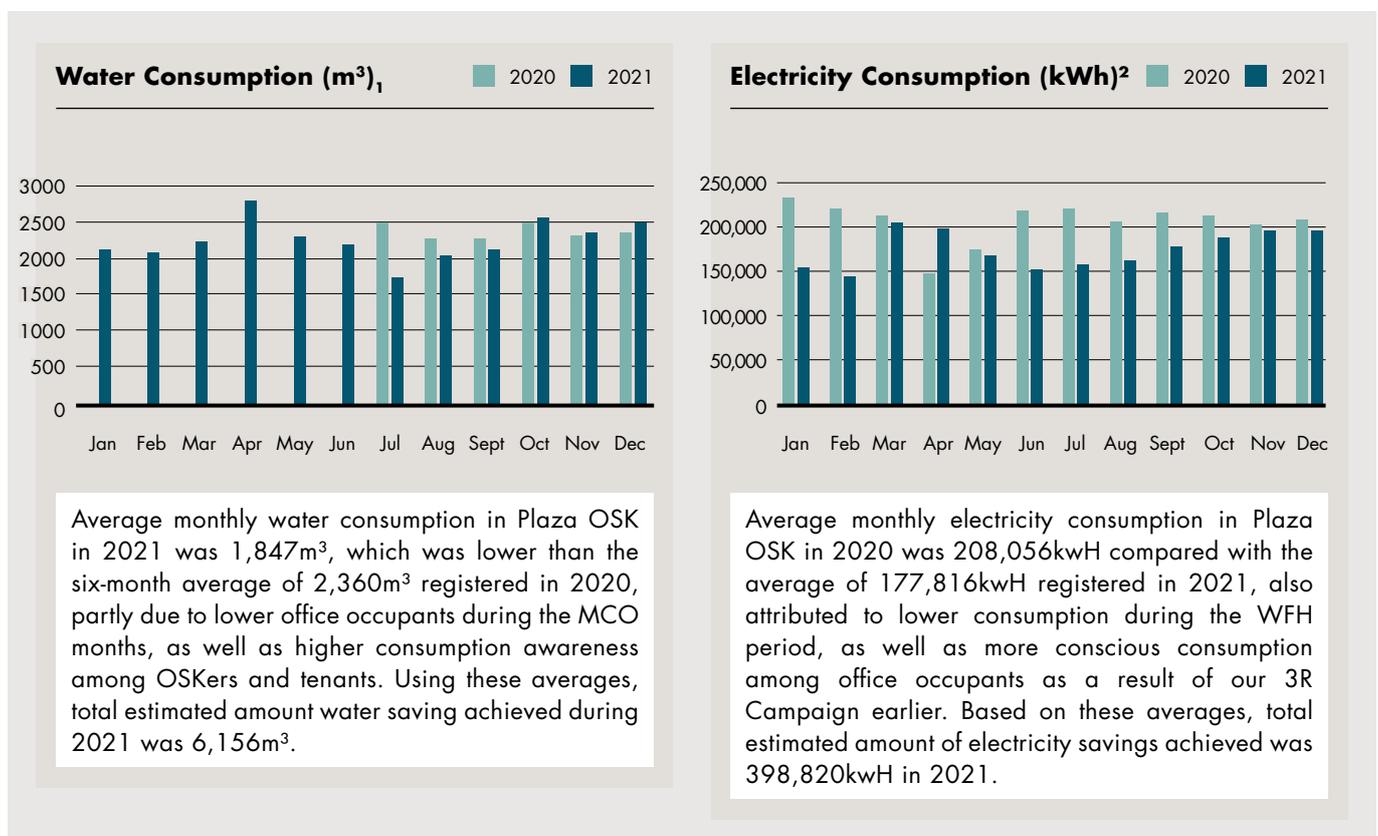
CARING FOR
THE ENVIRONMENT

- Resources Efficiency and Responsible Consumption

Efforts are underway to extend the charity recycling initiative to other OSK offices and business premises in the coming year.

In 2020, we initiated a 3R Sustainability Campaign in Plaza OSK; a three-month awareness campaign to educate OSK employees on 3R (Reduce, Reuse, Recycle) at the workplace. The campaign also aimed at promoting a resource-efficient and productive work culture by advocating the 5S workplace organisation method: Sort (Seiri), Set in Order (Seiton), Shine (Seiso), Standardise (Seiketsu), and Sustain (Shitsuke) to enhance employees’ awareness on the importance of systematic work organisation and being resource conscious.

We continued with this initiative in 2021 and monitored our water, energy and paper consumption at Plaza OSK.



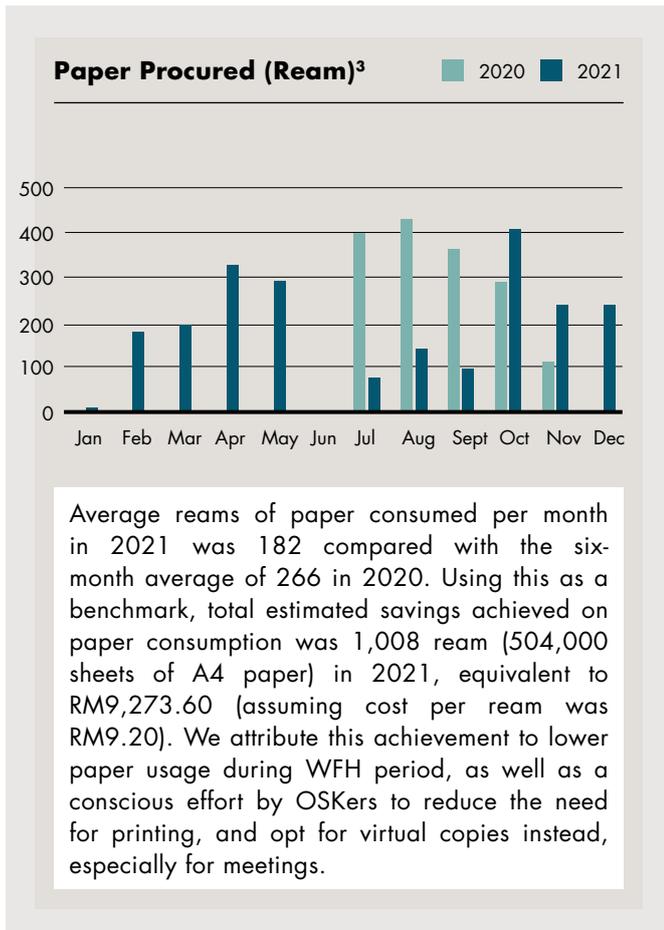
- Water Consumption: Includes consumption of the entire Plaza OSK including tenants and OSK offices.
- Electricity Consumption: Includes consumption of the entire Plaza OSK including tenants and OSK offices. Electricity info for Dec 2021 was not available at the time of preparation.
- Paper Procured: 1 ream = 500 sheets of paper. Includes consumptions of satellite/ project offices in Timurbay, Ryan & Miho, Shorea Park, Acotec Nilai, Acotec Taiping, Acotec Bandar Tenggara, OCC in Melaka, Atria Shopping Gallery, Iringan Bayu, and Taman Melawati.



CARING FOR THE ENVIRONMENT

- Resources Efficiency and Responsible Consumption

Our efforts in promoting circularity are also seen in our various business divisions. Here is a summary of the initiatives at the respective business divisions:



practiced with 75.57% of reusable construction materials including sustainable timber and collectable steel.

- OSK Property uses IBS Acotec wall panels for non-structural walls for all our development projects, which has helped to reduce construction waste and increase construction efficiency.
- For our new integrated project known as Shorea Park in Puchong South, we initiated recyclable waste management in Q42021, where all recyclable items are being segregated and stored until it reaches a sizeable amount before being sent for recycling by certified vendor.



SGI Vacation Club

- In 2020, we began minimising the disposal of single-use plastic water bottles by installing electric water dispensers in all SGIVC office and sales offices.
- To minimise disposal to landfills, clearance sales (for internal employees and the public) were carried out for assets to be disposed due to refurbishment of our vacation club assets, namely: SGI Vacation Club Villas at Damai Laut Holiday Resort; SGI Vacation Club at Damai Laut Holiday Resort; Swiss-Garden Residences Bukit Bintang, Kuala Lumpur; SGI Vacation Club Melaka; and SGI Vacation Club sales office in Sungai Petani (relocated to Kuala Lumpur Sales Office).
- Yearly paper consumption rose slightly in 2021 compared to 2020 due to heightened sales activities, efforts are being taken to moderate our consumption in the coming year: 1,090 reams (2018), 811 reams (2019), 663 reams (2020) and 680 reams (2021).



OSK Property

- At Ryan & Miho, 72.68% of outgoing construction wastes from January to December 2021 (equivalent to 450.58 tonnes) were sent for recycling through certified recycling vendors. Up to 15.53% of all building materials used came from recycled content including sustainable materials such as sustainable timber, and reused or repurposed steel. Project-wide construction waste management was

CARING FOR
THE ENVIRONMENT

- Resources Efficiency and Responsible Consumption

**Olympic Cable Company**

- At OCC, all production material wastes comprising sliced metal, insulation compound, and wooden pallets were collected and sold to the third-party recycling vendors on a weekly basis, whilst some clean wastes were recycled and reused in the production process.
- In compliance with environmental regulations, we employ strict environmental procedures for our operations including appropriate disposal of hazardous wastes. Waste materials like used lubricants are kept in special drums, stored in a designated location, and are disposed by approved waste disposal vendors whenever the scheduled disposal reached its limit. All disposals are recorded for regulatory checks and internal reference:
- Scheduled wastes disposed during the year:
 - SW 311: Oil sludge (total weight: 14,664kg)
 - SW 307: Coolant and oil emulsion (total weight: 26,348kg)
 - SW 409: Contaminated empty drum (total weight: 1,385kg)
 - SW410: Contaminated rags, gloves, etc (total weight: 1,992kg)
- We ensure no prohibited scheduled waste materials such as used oil, fuel, lubricants or chemicals were sent to the landfill.
- Started recycling other materials including card boxes, carton boxes, steel belts, wrapping plastic, and plastics (polyethylene and vinyl (PVC)). Total weight of materials sent for recycling in 2021: 102,555kg.
- Reduction in yearly paper consumption: 600.1 reams (2018), 821.7 reams (2019), 563.4 reams (2020) and 450 reams (2021).

Swiss-Garden International

- All wastes from our hotels are disposed in a professional manner by licensed waste disposal operators and in full compliance with prevailing regulations.
- At Swiss-Garden Hotel & Residences Genting Highlands ("SHRGH"), F&B wastes are stored separately and collection of disposals are carried out twice a week.
- At Swiss-Garden Beach Resort Kuantan ("SBKN"), used cooking oil is collected by dedicated vendor for recycling. Estimated total weight of recycled cooking oil in 2021: 165kg
- Go Green "Help Save the Planet" Programme is being practised at both SHRGH and SBKN. The programme encourages guests to only request for towels and linen change, when necessary, as part of the hotels' environmental initiative. The message is communicated to guests by placing a "Help Save the Planet" note on all beds.
- Eco-Friendly Programme was implemented at SHRGH to reduce wastage and optimise circularity where we engaged with dedicated vendors for amenities bottles buy-back and soap scrap exchange programme.
- The estimated waste recycling weightages below are for the entire Windmills Upon Hills complex in 2021 (which includes Swiss-Garden Hotel & Residences Genting Highlands):
 - Paper: 1,600 tonnes
 - Plastic: 2,900 tonnes
 - Cardboard boxes: 3,000 tonnes
 - Glass/cans: 1,000 tonnes
 - Food wastes: 17 tonnes



CARING FOR
THE ENVIRONMENT

- Resources Efficiency and Responsible Consumption



CONSERVING EVERY POSSIBLE DROP

Water is essential to every sphere of life – it is the giver of life. The accelerated impacts of climate change and erratic weather patterns across the world highlights the fundamental importance of water security to cities, businesses and livelihoods.

At OSK, we are committed to ensuring that we use water resources responsibly and sustainably. Our businesses continued to promote the reduction of our water footprint through rainwater harvesting, technology and water recycling to optimise water conservation across our operations.

For OSKP, all our property projects are fitted with water-efficient sanitary fittings, which include dual-flush and basin taps installed with constant flow regulator and aerator to reduce water consumption. To promote green living, we have installed rainwater harvesting system in Ryan & Miho and You City III to recycle rainwater for landscape irrigation.

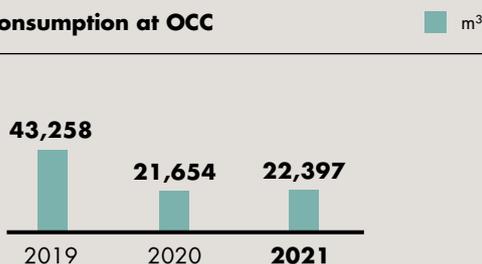
WATER CONSERVATION

Property Development

OSKP’s green property projects are designed with rainwater harvesting systems, as well as native and adaptive plants to reduce water consumption by up to 50%. At the same time, all OSKP homes come with water-efficient sanitary fittings such as dual-flush water closet, basin taps installed with constant flow regulator and aerator to minimise water consumption.

Industries – Cables

Water Consumption at OCC



Our cables manufacturing business, Olympic Cables Company (“OCC”), stores harvested rainwater in an underground water tank to be circulated to our production line for cooling purposes, and to replace pipe water usage in the factory. Water usage in OCC moderated during the year, in line with production demand during and post-MCO period.



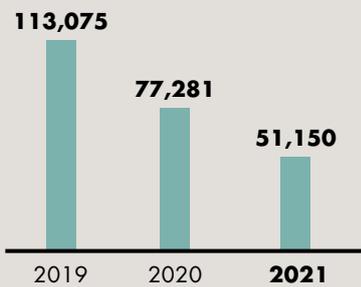
CARING FOR
THE ENVIRONMENT

- Resources Efficiency and Responsible Consumption

WATER CONSERVATION

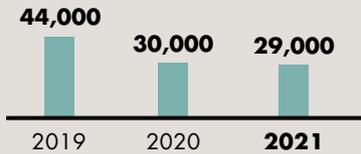
Hospitality

Water Consumption at SBKN m³



In 2020, Swiss-Garden Beach Resort Kuantan ("SBKN") reduced cold water pressure for its water pump resulting in a consumption reduction of 30% during the year. Yearly water consumption reduced by a further 33.8% in 2021 due to average lower occupancy throughout the year especially during the MCO period, as well as ongoing water conservation efforts at the resort.

Water Consumption at SHRGH m³



In 2020, Swiss-Garden Hotel and Residences Genting Highland reduced water consumption by 80% for common areas by optimising water used for landscape irrigation and cleaning purposes. Yearly water consumption at the hotel further reduced slightly by 3.3% due to average lower occupancy particularly during the MCO period, as well as ongoing water conservation efforts.

*2018 - SHRGH had not commenced operations.

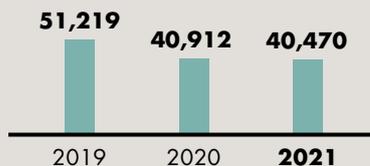
Water Consumption at SGIVC m³



In 2020, SGIVC minimised water consumption during the MCO period by reducing housekeeping frequency to once every three days. Yearly water consumption increased by 23.24% in 2021 due to increased sales events and activities at our offices, as well as resumption of stays by members post-MCO.

Property Investment - Faber Towers

Water Consumption at Faber Towers m³



In 2021, our commercial investment asset Faber Towers continued with its water management measures to optimise our water consumption. With overall office and retail occupancy gradually returning post-MCO, yearly water consumption remained consistent during the year.

Other water-efficient amenities installed across our investment assets, hotels and vacation club premises include:

- Low-flow sink, bathtub faucets and showerheads in the toilets of our hotels and resorts.
- Dual-flush valves in water closets that provide a full flush and optional half-flush.
- Water-efficient sanitary fixtures with built-in sink aerator and sensors to optimise water volumes.
- High-efficiency plumbing fixtures to reduce leakages and maintenance.



CARING FOR THE ENVIRONMENT

- Carbon Management

CARBON MANAGEMENT



We are actively installing new solar assets across all our business premises.

ACCELERATING CLEAN ENERGY AND RAISING OUR ENERGY EFFICIENCY

Joining the race to reduce global carbon emissions, our efforts in generating green energy saw early signs of success as we started to observe not only tangible increase in renewable energy generated, but also savings from our electricity bills and maintenance.

In addition, the Group achieved greater progress in optimising our energy consumption through retrofitting and use of smart technologies.

SOLARISATION

Property Development

A total of 125 solar LED lights have been installed at the Iringan Bayu Wetland Park in our Iringan Bayu township, as we move towards generating solar energy to reduce reliance on the national power grid and lower our carbon emissions. The installation was completed in 2020 with a system size of 6.77 kWp. Estimated total solar energy generated per month is 2,437.2 kWh with a monthly electricity savings of RM752.50. All our property projects employ LED street lightings, which consume less energy compared with traditional variants and reduce power demand on the national grid over the long term.

In 2020, we reported that we have commenced solarisation of our OSKP sales galleries during the year with the first to kick-off was our Iringan Bayu Sales Gallery. Installation is expected to complete in the first quarter of FY2022 together with other OSKP sales galleries as follows:

- Shorea Park Sales Gallery, Puchong (system size: 86.4 kWp)
- OSKP Sales Gallery, Sungai Petani (system size: 53.1 kWp)

Details on annual energy savings and carbon emissions offset following successful commissioning will be discussed in our next Sustainability Report.



We are managing our energy consumption to reduce our carbon emissions.



CARING FOR
THE ENVIRONMENT

- Carbon Management

SOLARISATION

Industries – Cables



The solar photovoltaic panels installed at our cables factory in Melaka was commissioned in May 2021.

Solar photovoltaic ("PV") panels installation at our OCC factory in Melaka was completed in May 2021 with a system size of 569.8 kWp. Total renewable energy generated from May to December 2021 was 546,758 kWh with an estimated total energy savings of RM194,099.23, equivalent to 545.1 tonnes of carbon emissions avoided.

SMART ENERGY CONSUMPTION

Property Development

Our Ryan & Miho and You Vista projects are equipped with photo and motion sensors that are connected to the buildings' lighting and fans located in common areas, which automatically shuts off when no one is around to minimise energy consumption.

Ryan & Miho, which was awarded Provisional GBI Gold certification in September 2019, uses natural lightings where possible in its design to minimise the need for lighting in common areas, while enhancing air circulation for healthy airflow. The residential project has a U-value of 0.38 W/m²K to help dissipate heat (U-value is a measure how well or how badly a component transmits heat from the inside to the outside), and a low Overall Thermal Transfer Value ("OTTV") of 31 W/m² (OTTV is a measure of average heat gain into a building through the building envelope) to help reduce energy demand for cooling (ie. air-conditioning and fan).



We are managing our energy consumption to reduce our carbon emissions.

Hospitality

Electricity Consumption at SHRGH

million kWh



Electricity Consumption at SBKN

kWh



• Swiss-Garden International

Swiss-Garden Hotel and Residences Genting Highlands ("SHRGH") continued with issuing friendly guest notices and reminders on energy conservation during their stay with us. Inspections and walkabouts are also done regularly by Managers on Duty to mitigate energy wastage across the premises.

Sustained implementation of the hotels' energy savings plan saw the hotel reducing its power consumption by approximately 2% from the year before. Among the measures adopted in the energy savings plan include management of lighting and air-conditioning according to occupancy. The overall energy reduction plan also helped decrease machinery wear and tear (ie. pump, motor and lighting) due to smart usage.



CARING FOR THE ENVIRONMENT

- Carbon Management

SMART ENERGY CONSUMPTION

Hospitality

2019 – Higher energy consumption during the initial six months of opening on higher occupancy.
2020 – 12 months of lower occupancy and business, especially throughout the MCO period.
2021 – Low consumption during months of low-occupancy MCO period.

Some of the energy saving initiatives carried out in Swiss-Garden Beach Resort Kuantan (“SBKN”) include adjusting the resort’s main chiller plant temperature setting (ie. increasing temperature when occupancy is low and during cold weather or raining season); closing of floors during low occupancy period and

switching off corridor lightings when the floor is closed.

All corridor ceiling lights have been retrofitted to LED lights and cold-water inverter booster pump was installed to reduce energy consumption. Overall yearly consumption rose slightly by 7.8% from the previous year due to increased occupancy post-MCO. Similar to SHRGH, lighting and air-conditioning consumption was tailored according to occupancy. Overall energy reduction plan also helped decrease machinery wear and tear (ie. pump, motor and lighting) due to smart usage at the resort.

Property Investment – Atria Shopping Gallery



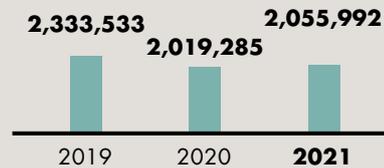
ParkEasy electric charging bays at Atria.

In 2020, we reported the energy savings features installed in our community mall Atria. These measures continued to be practiced in 2021:

- Escalators are sensor-based and stop when not in use.
- 3,484 energy efficient LED lights were installed at the mall’s basement and multi-level parking facility (phase one) with an estimated 237,829 kWh of electricity saved per month, equivalent to 186 tonnes of carbon avoided per month or 2,232 tonnes per annum.
- Uses a Building Control System to optimise energy usage efficiency in the building, such as Air Conditioning and Mechanical Ventilation (“ACMV”) and lighting.
- Installed electric vehicle charging facility called ParkEasy at its basement parking to promote energy-efficient transport. The EV charging bays can be booked online via the ParkEasy app available on iOS and Android smart phones.

Property Investment – Faber Towers

Electricity Consumption at Faber Towers million kWh



In 2020, we reported the energy savings features installed in our commercial property investment building Faber Towers. We continued to practise these measures in 2021 to optimise our energy consumption:

- To conserve energy in our commercial investment asset Faber Towers, all light fittings in the building are retrofitted with LED lights, and the operations timing of our Air Handling Unit (“AHU”) had been reduced. We also raised the building’s chiller/ AHU’s maximum temperature to 23.5°C (second floor only) and 22.5°C (for the Ground and First floors).
- Optimised compound and billboard lightings, and reduced operating amenities (where applicable).

Property Investment – Plaza OSK

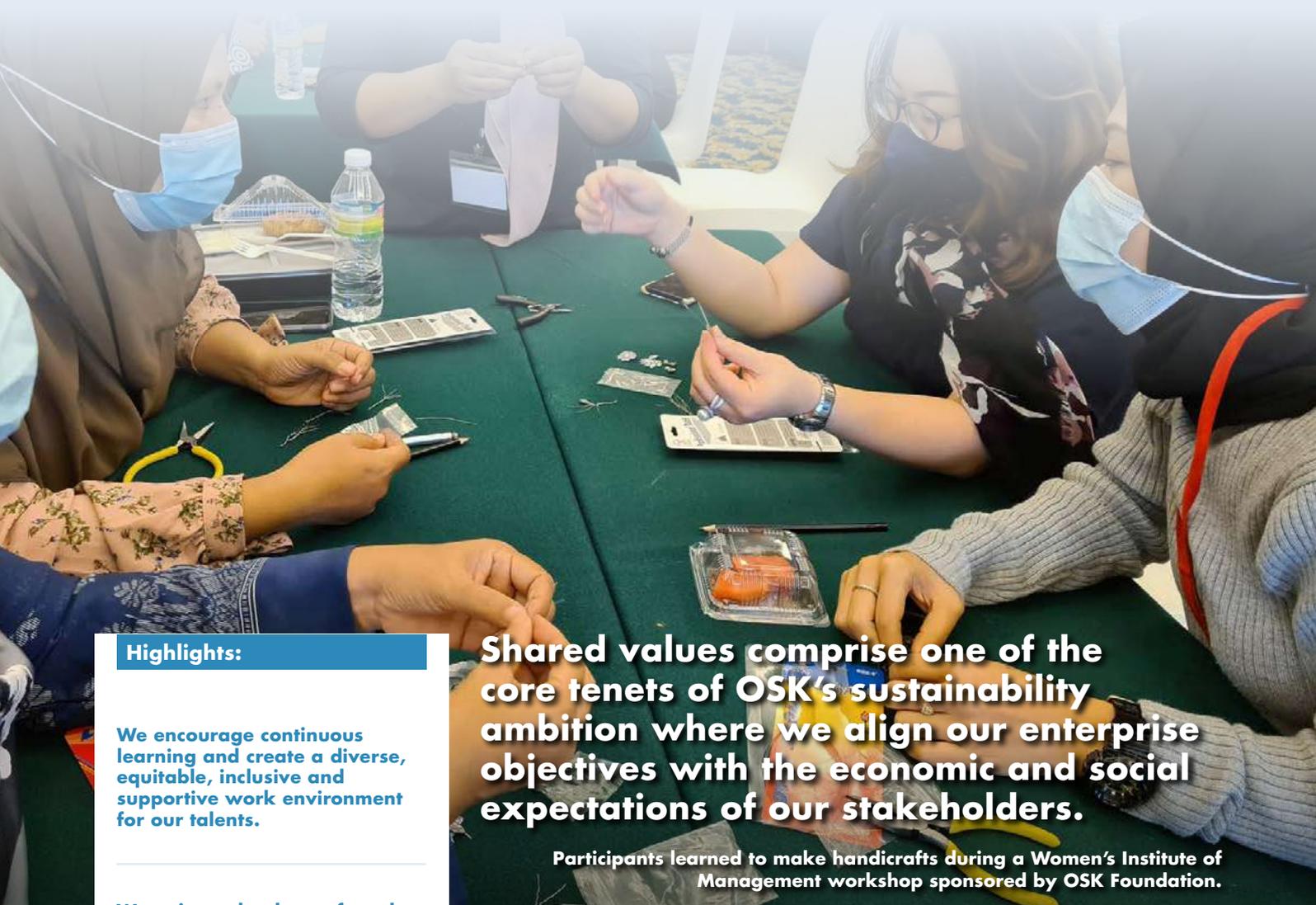
Plaza OSK’s common area lights continued to be controlled by auto-timer to optimise energy usage. Centralised air-conditioning was switched off for floors that were not operating.



Please refer to the electricity consumption recorded for Plaza OSK on page 25 as part of our 3R Campaign.



SHARED ECONOMIC AND SOCIAL VALUES



Highlights:

We encourage continuous learning and create a diverse, equitable, inclusive and supportive work environment for our talents.

We strive to be the preferred employer for our talents.

We ensure our businesses grow in a prudent and sustainable manner.

We continue to deliver excellence in our products and services across all business segments.

We help the less fortunate and underserved in the community.

We diversify, innovate and form fruitful partnerships with our business associates.

Shared values comprise one of the core tenets of OSK's sustainability ambition where we align our enterprise objectives with the economic and social expectations of our stakeholders.

Participants learned to make handicrafts during a Women's Institute of Management workshop sponsored by OSK Foundation.

In realising long-term sustainable growth for our businesses, we place importance on growing our talents, driving innovation, form strategic partnerships, delivering excellence in our products and services, while giving back to society. In creating value for the Group and all our stakeholders, we adopt our role as an enabler of change to catalyse meaningful impact in the community.

Here the key thrusts that underscore our sustainability efforts under the second pillar of OSK, Growing Together:

- **Strengthen market leadership for products/services and deliver sustainable returns**
- **Nurture and support our talents**
- **Support sustainable development through digital ecosystems, engagements and partnerships**
- **Broaden and deepen our CSR impacts for the underserved community**



SHARED ECONOMIC AND SOCIAL VALUES

- Talent Management and Diversity

TALENT MANAGEMENT AND DIVERSITY



Total learning hours across the Group had increased by 7% to 20,646.3 hours during 2021.

ENSURING STRONG ORGANISATIONAL PERFORMANCE AND GROWING OUR TOP TALENTS

Building and maintaining a solid talent pipeline forms one of our most crucial material matters during the financial year.

Towards this end, our Group HR team had worked hard in strengthening our employer branding and talent acquisition efforts to attract top talents in the respective industries, while at the same time providing a competitive compensation package, and a rich and rewarding working experience for our employees.

Here are some of the initiatives in strengthening our talent management and talent acquisition efforts implemented during FY2021:

OSK Academy

OSK Academy was set up in 2021 to cultivate a continuous learning culture within the Group and achieve organisational excellence. The academy was registered with the Human Resource Development Corporation (“HRD Corp”) in February 2021. Since then, we had reorganised our learning offerings into four series – Team Leadership

Series, Self-Leadership Series, New Managers Series, and New Joiners Series, and achieved an overall 80% participation rate among our intended training audience.

During the year, 1,006 OSKers have completed the Self-Leadership Series, while 615 OSKers had completed the Team Leadership Series. Compulsory programmes under the Team Leadership Series (for People Managers).

Together with learning courses under OSK Academy, total learning hours across the Group had increased by 7% to 20,646.3 hours, while average learning hours per employee went up by 22% in 2021. Although average training satisfaction score remained at 4.15 (out of 5.00), training effectiveness was high as 80% of training participants observed positive improvements in performance post-training.





SHARED ECONOMIC
AND SOCIAL VALUES

- Talent Management and Diversity

Taking Our Talents to the Next Level

Our Group HR team completed a Group-wide assessment of a pool of identified 25 high-potential talents across four business divisions and two support function divisions and started them on their 18-month development journey. During the year, high-potential talents from our first cohort completed their development programme, which comprised a structured roadmap infused with a 10-20-70 learning concept (10% comprised formal learning such as self-reading, formal classes and social learning; 20% comprised learning from others such as peer coaches and mentoring; while 70% comprised on-the-job learning). Pulse checks were conducted and the results were:



To accelerate learning effectiveness, we activated “social learning” as part of our suite of learning tools. A key highlight in the Group’s talent development journey in 2021, we completed three insight sharing sessions based on three highly-recommended books: “Ikigai”, “Think Like a Freak”, and “Four Seasons”.

We also featured 11 talents and completed three talk shows based on a book called “**Extreme Ownership**”. The virtual sessions were participated by **a total of 250 OSKers, the highest attendance for online learning during the year.**



Key Learning Statistics

	2017	2018	2019	2020	2021
Employee Satisfaction Score (average)	85%	85%	84%	83%	83%
Total Training Sessions Attended	2,928	3,127	3,341	8,305	1,135
Total Training Hours	16,199	15,032	16,590	19,292	20,646
Average Training Hours Per Employee	5	5	8	15	18
Total Training Sessions				Self-leadership series: 92	Self-leadership series: 76
• By line manager (technical)	149	95	244	Team-leadership series: 91	Team-leadership series: 54
• By senior manager (technical)	222	32	61	Technical series: 391	Technical series: 315



SHARED ECONOMIC
AND SOCIAL VALUES

- Talent Management and Diversity



The two Virtual Career Fairs carried out by our Group HR team during the year reached out to 302 industry professionals, fresh graduates and final-year undergraduate students.

Virtual Career Fairs

Two sessions of virtual career fairs were carried out for our Group Finance team, as well as Property Development and Property Investment divisions as a means to create awareness not only on potential vacancies within the Group, but also potential future career development paths for young professionals and students. The sessions also provided opportunities for members of our Senior Management team to share their personal stories as a source of inspiration and encouragement for young and experienced talents.

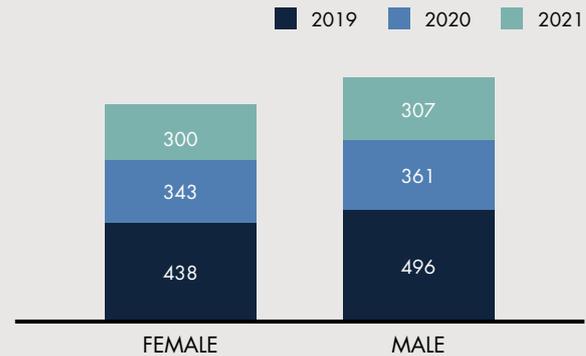


Our Virtual Campus Engagement session attracted 72 civil engineering interns and fresh graduates from local public and local private universities.

Virtual Campus Engagement

In planting the seed of engagement and strengthening the Group’s employer branding in the minds of future talents, our talent acquisition team engaged with civil engineering students in established local public and local private universities through a virtual campus session featuring our Construction and Industries (IBS Wall Panel) divisions. During the session, we explored emerging construction technologies and how the construction sector may play a key role in improving cost and efficiency, while contributing to the global fight against climate change.

Employees who received regular performance and career development review during the year (by gender)



#IAmOSKer #ChooseOSK

We improved our employer ratings and audience traction through curated content including talent testimonials, business and sustainability updates on professional talent platforms such as LinkedIn and Glassdoor.

Performance Reviews and Career Development

Regular and effective performance reviews is one of our essential tools to align the performance of fellow OSKers, and serves as a two-way communication platform to receive their feedback on work-related issues as we chart their career progress with us. People managers were encouraged to conduct regular reviews with their team members under their care with compulsory mid-year and year-end reviews.

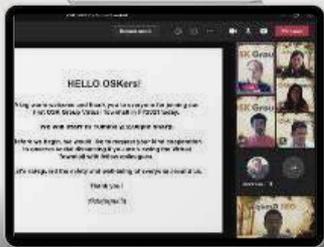
**2019: Only executive level and above were included in mid-year review.*





SHARED ECONOMIC
AND SOCIAL VALUES

- Talent Management and Diversity



The OSK Group Townhall was attended by the Executive Chairman, all members of the Senior Management team, and fellow OSKers across all business and support divisions.

OSK Group Townhall

To ensure a well-engaged workforce amidst the challenges faced throughout the pandemic, we kept fellow OSKers informed of the latest developments and achievements of the Group via a virtual Townhall session in June 2021, which was chaired by our Executive Chairman and attended by 556 employees.

Other than Group-level townhalls, the individual business divisions and operating units also organised townhalls at their respective operational levels where key messages from Senior Management and business leaders were carried to ensure all safety and health, operational and business objectives are achieved.

In addition to townhalls, we strived to ensure a conducive culture and an inclusive work environment for all OSKers through meaningful engagement events that seek to increase interaction and foster a sense of ownership and belonging among employees.

Here is a list of staff engagement activities which took place during the year:

Swiss-Garden International

SWISS-GARDEN BEACH RESORT KUANTAN

- Staff Treats KFC Luncheon
- Blood Donation Campaign
- Blood Donation Campaign
- Staff Townhall and KFC Luncheon
- Staff Townhall and KFC Luncheon
- Trainees Gathering 2021

SWISS-GARDEN HOTEL AND RESIDENCES, GENTING HIGHLANDS

- Movie Night (weekly)
- Karaoke session (weekly)
- Zumba Class (weekly)
- General Manager Meet Up with Interns (monthly)
- Annual Dinner
- Gotong Royong, Townhall BBQ
- Contingency Plan for Business Recovery Communicable Disease COVID-19 Prevention & Infection Control Measures for Hotels & Resorts – Training by Dr Balan
- Brand Standard Training
- Food Handler by External Trainer for F&B team
- Orientation & Hotel tour for Staff and Intern
- First Vaccination Dose for Staff by Klinik Kesihatan Bentong
- Buka Pusa Dinner for all staff and prayers for Muslim staff
- Townhall Meeting
- Staff Christmas Lunch
- Training by Rentokil TRAINING
- Staff Caroling for Hotel Guests

Sgi Vacation Club

- Liaison Committee Meetings
- Weekly Sales Winner events
- Monthly Sales Winner events

A result of continuous efforts in engaging and providing a healthy and conducive work environment for our employees, the Group achieved an overall employees' satisfaction score of 85.2% in FY2021 (2020: 78.2%), based on the annual Employees Engagement Survey carried out by our HR team, with an employee participation rate of 87.6%.



SHARED ECONOMIC AND SOCIAL VALUES

- Talent Management and Diversity



PROMOTING INCLUSIVENESS AND DIVERSITY AT THE WORKPLACE

The Group places significant value on fostering a diverse and inclusive workplace, and believes that we can reap immense benefits from workplace and Board diversity by recruiting from a diverse pool of candidates for all positions, putting the right culture in place, reviewing succession plans to ensure an appropriate focus on diversity, and leveraging insights from different perspectives and ideas with the ultimate aim to improve our service delivery, boost creativity and innovation, and achieve our corporate goals.

Reflecting our firm commitment towards increasing diversity and promoting inclusivity in the workplace, OSK's talent acquisition process adheres to a strict merit-based employment guideline that is based on equity, fairness and non-discrimination. The Group's definition of diversity includes, but is not limited to, gender, age, ethnicity, nationality, religion, cultural background and disability.

In this regard, OSK places considerable attention towards promoting a culture that appreciates and recognises the contributions of each talent, while acknowledging and accepting individual differences. Particularly, we are committed to improving employment and career development opportunities for our female talents within the Group. We strongly believe that practising a wide band of inclusion provides us with the advantage of insights from multiple perspectives, as well as meaningful appreciation of differences that will, in turn, contribute to higher productivity, improved decision-making and driving value for the business.

In line with our Diversity and Inclusion Policy that was adopted since 2018, we actively ensure fair employment practices and equal treatment of talents across all

business divisions within the Group. To-date, through continuous efforts by the Management, the Group enjoys high levels of diversity across age groups, employment type, gender, and ethnicity (as shown in the charts below) that is broadly reflective of the population demographics where our businesses operate.

Apart from embracing employee diversity and inculcating an inclusive culture in our workplace, we also invest in talent development programmes to enhance our employees' skillsets, ensure healthy work-life balance and strengthen interpersonal relationships, each of which plays a key role in improving employees' work satisfaction levels. We believe that effective employee engagement helps cultivate and strengthen individual ownership, while engendering a sense of belonging to the Group.

In supporting our employees' personal aspirations and growth throughout their tenure with the Group, we strive to retain high-potential talents with strong intellectual and knowledge capital to drive our business outcomes and long-term strategies.



SHARED ECONOMIC
AND SOCIAL VALUES

- Talent Management and Diversity

Workforce By Gender



Workforce By Employment Type



Workforce By Ethnicity



Workforce By Age Group



Our Talents

As at 31 December 2021, OSK hired a total of 1,170 employees across our core operations headquartered in Kuala Lumpur, as well as all five business divisions in Malaysia, where the majority of our business premises are based. About 14.2% of our employees are hired on a non-permanent or temporary basis with varying tenures. The reduction in headcount from FY2020 was attributed to higher turnover during the COVID-19 pandemic

Talent Retention

We take great pride that our diverse and collaborative work culture, and effective talent retention initiatives have resulted in a high retention rate of our overall workforce. Evidently, 46% of our total employees have been serving OSK for more than five years.

Talent Optimisation

The challenging operating environment as a result of the continued rise in COVID-19 transmission within the community, as well as the ensuing containment measures by the Government necessitated a further streamlining of our human capital in the Hospitality Division in respond to the uncertainty ahead. The affected employees were fully compensated in accordance with the Employment Act, and treated with respect and care. This was followed by a transition programme where efforts were taken to provide the necessary support to our employees throughout the process.

New Hires

OSK continues to acquire talents for key roles that drive our business expansion. As a result of changes in market dynamics during the COVID-19 period, the Group's overall new hire rate rose to 31.8% as of 31 December 2021.



SHARED ECONOMIC AND SOCIAL VALUES

- Talent Management and Diversity

Our Human Capital Demographics*

Metrics		2017	2018	2019	2020	2021
Overall						
Total	Female	2,303	866	2,170	849	1,339
	Male		1,436		1,319	
Permanent		1,780	1,898	1,666	1,167	1,019
Non-permanent		522	272	369	172	169
Race						
Malay		1,335	1,265	1,158	704	570
Chinese		526	513	528	417	408
Indian		155	177	140	90	69
Others		286	215	209	128	141
Age						
Less than 30		925	927	855	385	310
30 to less than 40		781	623	595	460	419
40 to less than 50		366	385	374	327	305
50 and above		230	235	211	167	154
Employment Type						
Executive		939	1,089	1,092	825	748
Non-executive locally hired		1,087	839	879	399	324
Non-executive foreign hired		276	242	69	115	116

* Includes Yarra Park City, OSK Capital (Australia), OSK Design, OSK Supplies and foreign workers. Excludes BOD, interns and leavers.

SHARED ECONOMIC
AND SOCIAL VALUES

- Market Leadership and Sustainable Returns

MARKET LEADERSHIP & SUSTAINABLE RETURNS



Plaza OSK in Jalan Ampang, Kuala Lumpur.

STAYING RESILIENT AMIDST COVID-19 PANDEMIC

Despite the challenges and setbacks brought by the global pandemic, the Group registered yet another set of commendable financial results for our stakeholders for the financial year ended 31 December 2021 ("FY2021"). The Group's profit before tax ("PBT") increased 14% year-on-year to RM464.6 million, on the back of a total revenue of RM1.1 billion.

The higher PBT was achieved due to the contributions made by our core business segments. In FY2021, the Financial Services including Capital Financing divisions' performance improved by 13% year-on-year; and the Hospitality Segment narrowed its losses by 50%. However, some of our segments were still adversely affected by the pandemic, namely our Property Development, Industries and Construction segments. While these segments were not able to provide results on par with that of other business segments, they continued to register commendable results, nonetheless.

The improved performance of the Financial Services segment was mainly due to tangible growth in our Capital Financing portfolio and a higher profit registered by RHB Banking Group, where the Group holds a 10.18% stake. We are pleased to note that the achievement is the result of a strategic plan implemented a few years ago. Choosing to operate in a market that we are familiar with and honing our strength in credit risk evaluation have given us an added advantage.



STRONG FINANCIAL POSITION

The Group's shareholders' funds rose to RM5.5 billion at the end of FY2021, equivalent to a net asset per share of RM2.65.

Total assets rose to RM9.2 billion in the same period, primarily from increased cash, bank balances and short-term funds, investments in associates and a joint venture, and growth in the capital financing loan portfolio.



SHARED ECONOMIC AND SOCIAL VALUES

- Market Leadership and Sustainable Returns

PRUDENT CAPITAL MANAGEMENT

The Group's total borrowings amounted to RM2.8 billion, while cash, bank balances and short-term funds stood at RM831.3 million at the end of FY2021.

Net borrowings increased by RM163.5 million from a year earlier primarily due additional funding requirement in line with the increased loan disbursement under the Capital Financing Division and payment for the acquisition of new land for property development. Despite the foregoing, our gearing ratio is kept at 0.36 times.

Five-year Financial Summary

	2017	2018	2019	2020 (³) (Restated)	2021
Financial Performance (RM'million)					
Revenue	1,169	1,204	1,208	1,086	1,126
Gross profit	304	342	420	407	367
Profit before tax	485	395	471	417	465
Profit after tax	404	352	419	347	402
Profit attributable to Owners of the Company	400	346	412	344	398
Financial Position (RM'million)					
Share capital	2,095	2,095	2,095	2,095	2,095
Net assets attributable to Owners of the Company (Shareholders' funds)	4,539	4,598	4,989	5,297	5,468
Total assets	7,903	8,093	8,367	8,645	9,216
Total net tangible assets	4,557	4,596	5,009	5,339	5,494
Other Financial Information					
Market capitalisation (RM'million)	2,223	1,807	2,155	1,856	1,794
Net assets per share attributable to Owners of the Company (RM)	2.19	2.21	2.41	2.57	2.65
Share price at the end of the year (RM)	1.07	0.87	1.04	0.90	0.87
Earnings per share (sen)	19.27	16.66	19.84	16.61	19.31
Dividend per share (sen)	6.00 ⁽²⁾	5.00	5.00	4.00	5.00⁽¹⁾
Net gearing ratio (times)	0.40	0.42	0.37	0.33	0.35
Return on equity (%)	9.06	7.58	8.60	6.68	7.40

Notes:

- ⁽¹⁾ Dividend per share for FY2021 of 5.0 sen consists of a single-tier interim dividend of 1.0 sen per share and a proposed single-tier final dividend of 4.0 sen per share. The proposed dividend is subject to Shareholders' approval at the forthcoming Annual General Meeting.
- ⁽²⁾ Dividend per share for FY2017 of 6.0 sen consists of a single-tier interim dividend of 2.5 sen per share and a single-tier final dividend of 3.5 sen per share. The single tier final dividend of 3.5 sen per share is based on the enlarged number of ordinary shares after the bonus issue.
- ⁽³⁾ The financial results for FY2020 have been restated for the adoption of IFRIC Agenda Decision - Over time transfer of constructed good in relation to Accounting Standards - IAS 23 'Borrowing Costs' as disclosed in Note 6.1(a)(ii) to the financial statements.



For a more in-depth discussion on our financial results, business performance and our Statement of Value-Added and Distribution for FY2021, please refer to our Group Managing Director's Management Discussion and Analysis section on page 26 to 79 in our Annual Report 2021.

SHARED ECONOMIC
AND SOCIAL VALUES

- Market Leadership and Sustainable Returns

UPHOLDING QUALITY EXCELLENCE IN OUR BUSINESSES

We are committed towards quality services and products that help achieve and retain the trust of our customers and long-term partnerships. As a Group with multi-business activities, we strive for continual improvement of our overall quality and service performance as well as comprehensive management to achieve our objective of business leadership in the industry.

Our testament on the quality of products and services is exemplified by our certification and compliance with industry-leading quality standards and benchmarks across our business units, as follows:

Subsidiary	Certification	Description
ACOTEC	BS 476: Part 22: 1987	Product Listing Certification
	Quality Management System (ISO 9001:2015)	Manufacturing of Precast Concrete Wall Panel
Olympic Cables Company	Quality Management System (ISO 9001:2008)	Design and manufacture of low and medium voltage power cables
	TUV SUD PSB	
	SIRIM QAS International	
	Jabatan Kerja Raya Malaysia	
	Tenaga Nasional Berhad	
OSK Property OSK Construction	Quality Management System (ISO 9001:2015)	Provision of building construction services
	Quality Management System (ISO 9001:2015)	Provision of building construction Services
	Occupational Health and Safety (OHSAS 18001:2001)	Provision of construction services for building works
	Environmental Management System (ISO14001:2015)	Provision of environmental responsibilities
Swiss Garden International	Quality Management System (ISO 9001:2015)	Provision of Hotel Management Service
SGL Vacation Club	Malaysian Association of Hotels Membership	Provision of Timeshare Services
	Malaysia Inbound Tourism Association ("MITA")	Provision of Timeshare Services

In OSK, the quality of our services has been assessed through annual customer satisfaction surveys aimed at defining improvement measures. We practise open communications with our stakeholders to allow us to understand the experience of our customers, improve and builds our branding and reputation in the business industry.



OSK Property's sales gallery in Yarra Park, Sungai Petani.



SHARED ECONOMIC
AND SOCIAL VALUES

- Market Leadership and Sustainable Returns

Property Development

Apart from offering better quality products, OSKP practised proactive approach to continuously achieve high satisfaction level at all stages of services to the customers. At OSKP, there are four Touch Point surveys conducted for each purchaser of a property unit. Aiming at providing good customer experience, the surveys help track the satisfaction of our customers throughout their journey by allowing them to rate their purchasing experience and the quality of our homes. The Touch Point survey results are tabulated and forms part of the Key Performance Index of our OSKP Customer Care Team. This is to ensure that ownership lies with the team to deliver satisfactory service and uphold the reputation of OSK. Average score achieved in our Touch Point survey in 2021 is 4.20/ 5.00.

Our emphasis on the importance of providing high-quality homes delivered on-time and with good workmanship is reflected in the high QLASSIC scores that we have received for our projects.

Living up to our brand promise, we achieved consistent high QLASSIC scores for our completed projects in 2021 including 75% for Semaya in Iringan Bayu; 82% for Ryan & Miho; as well as 84% for Somerville Zone 2 phase, and 85% for Westfield Zone 1 phase in Bandar Puteri Jaya.



Property Investment – Faber Towers

To continuously gauge the satisfaction of our tenants at our investment assets, such as Faber Towers, we conduct annual tenant surveys to assess the level of performance of our management office, maintenance services, housekeeping, security and car park efficiency. In 2021, we registered an improved rating of 3.89/ 5.00 (2020: 3.85/ 5.00).



SHARED ECONOMIC
AND SOCIAL VALUES

- Market Leadership and Sustainable Returns

Industries – OCC

In our highly competitive cables business, customers feedback is taken seriously to ensure that we are constantly ahead of the curve in terms of our products, service and delivery. Every year, our team at OCC carries out a comprehensive customer survey to evaluate our performance and hear valuable feedback on areas that require further improvement. The survey consists of 23 key factors covering 360-degree assessment of our interaction with customers. The respondents to our 2021 customer satisfaction survey comprised dealers, contractors and our main customer, national utility company Tenaga Nasional Berhad. In 2021, we achieved a score of 4.06/ 5.00 (2020: 4.04/5.00).

Hospitality

Our hospitality business through Swiss-Garden International ("SGI") and SGI Vacation Club ("SGI VC") aspire to consistently achieve a high level of guest satisfaction with quality services at our properties. The ability to retain existing customers and the ability to attract new customers are absolutely mission critical to our business sustainability.

At SGI, we prioritise our strong relationships with our guests and customers by continually striving to improve our service standards and product quality, and making our guests feel completely at home. Customer satisfaction survey is conducted for all guests staying in our hotel via an online survey form which is being emailed to the guests, one day after checking out. For the year in review, SGI achieved a higher customer satisfaction score of 3.9/ 5.00 (2020: 3.8/ 5.0). Customer feedback is continuously monitored daily at the hotels and all comments are shared, and improvements are made promptly where applicable. Upon receiving guests' comments and feedback, actions are immediately taken by the respective departments, to check and ensure that corrective measures are taken to avoid recurrence. SGI's Corporate Office is updated on a frequent basis on each hotel's service performance.

For SGI VC, we are fully committed to respond to every feedback received from our guests and will take the necessary follow-up action to ensure all concerns are addressed and to benchmark our services in the future. To continuously gauge our members' satisfaction, every member will receive a Vacation Review SMS a day before their check-out for them to submit their feedback on their staycation experience. The response rate received between January and December 2020 was 19.9% (2020: 14%) (based on 4,882 SMS surveys

sent) with a rating score of 88.9% (2020: 84%).

For members who reach out to us on the phone, we also send them a Call Experience Survey after the end of their call. The response rate received from January until December 2020 was 16.9% (2020: 19.3%) (based on 15,361 SMS surveys sent) with a rating score of 96% (2020: 94%).

Illustrated below are the results of the survey obtained by SGI and SGI VC respectively.





SHARED ECONOMIC AND SOCIAL VALUES

- Community Support and Development

COMMUNITY SUPPORT AND DEVELOPMENT



OSK Foundation partnered with Kembara Kitchen to cook and deliver healthy meals to our frontliners at the Covid Assessment Centre in Hulu Langat.

BEING THERE FOR THE LESS FORTUNATE

The Group’s philanthropic arm, OSK Foundation, founded in May 2015, is committed to its mission of contributing to the well-being of deserving communities through high-impact and sustainable projects by delivering targeted help when and where it’s most needed. As we grew over the years, our philanthropic approach has evolved to encompass not only charitable donations and contributions but also causes that are close to our hearts, but also incorporates a more structured, long-term and strategic approach that aligns the development priorities of our communities with our business goals.

At the same time, we continuously develop and maintain close relationships with key community stakeholders where we operate, governmental agencies, NGOs and social enterprises, as well as encourage our employees to take part in volunteering activities to deepen our impact in the community.

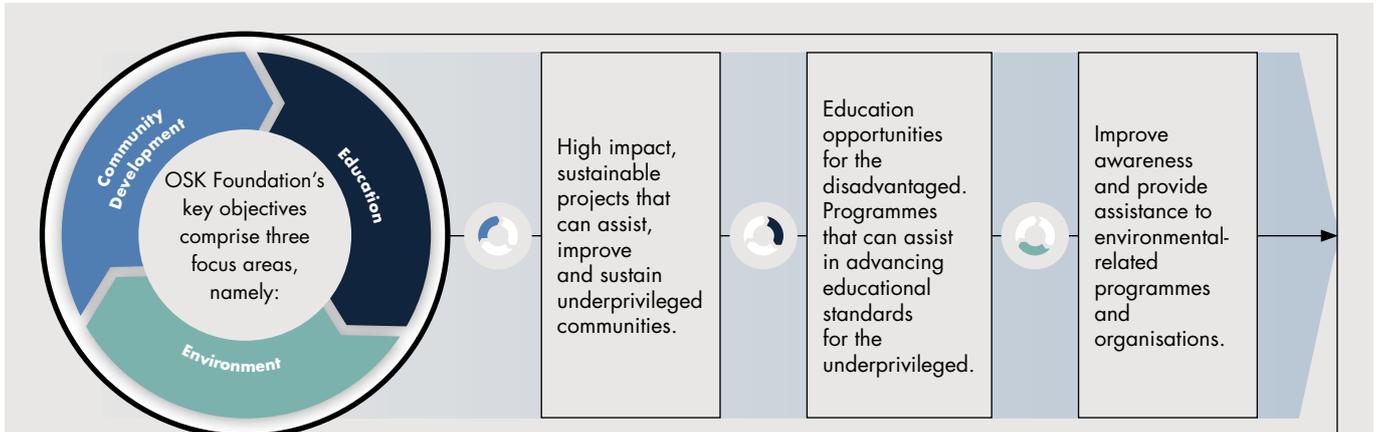
The Foundation is governed by its Board of Trustees (“BOT”) chaired by OSK Holdings Berhad Executive Chairman Tan Sri Ong Leong Huat, RHB Bank Berhad Chairman Tan Sri Azlan Zainol and the President of the International Strategy Institute and the Economic Club of Kuala Lumpur Tan Sri Dato’ Dr Michael Yeoh.



SHARED ECONOMIC
AND SOCIAL VALUES

- Community Support and Development

OSK Foundation's key objectives comprise three focus areas, namely:



Total Philanthropic Disbursements
EXCEEDED
RM6.6 MILLION
since commencement of operations in June 2016

In 2021, in collaboration with the Group's business units as well as Government bodies, various NGOs, and social enterprises, OSK Foundation had a colourful year responding to the needs of the lower-income community, especially those who have been most affected by the COVID-19 pandemic and when disaster strikes.

This year, we also took the opportunity to celebrate the victories of our Malaysian Paralympians and grew our scholarship programme for deserving Malaysians to pursue their tertiary education in local public and local private universities. Here, we would like to share some of the key moments of OSK Foundation during the financial year.

COVID-19 SUPPORT AND RELIEF FOR FRONTLINERS AND AFFECTED COMMUNITIES

Over the past two years, OSK Foundation has disbursed a total of RM1.2 million in COVID-related support and relief by supporting our frontliners, vulnerable B40 communities' basic needs, distribution of reusable face masks for students and teachers, medical equipment for COVID-19 field hospital, food bank, and other initiatives.



Atria Frontliner appreciation campaign



Distribution of food packs to CAC Kajang Utama/ PPV UiTM frontliners



Distribution of reusable face mask to schools



Distribution of food basket in Segamat



Donation of oxygen concentrators for a Royal Malaysian Airforce field hospital in Labuan



Distribution of grocery vouchers by MCII in Klang



SHARED ECONOMIC
AND SOCIAL VALUES

- Community Support and Development

HELPING DISASTER VICTIMS

In October 2021, OSK Foundation provided a total cash aid of RM133,000 to 182 affected homeowners and residents who suffered major losses in separate fire incidents that hit two villages, Kampung Baru Karak and Kampung Sungai Karak in Bentong, Pahang.



Picture of cash aid presentation to Karak fire victims



Cash aid presentation to Karak fire victims

As at January 2022, the Foundation had disbursed a total of RM613,000 to identified organisations such as Yayasan Kebajikan Negara, the Malaysian Relief Agency (MRA), welfare homes, and other NGOs for flood relief throughout the nation. Additionally, the Group also granted cash assistance and the necessary work support to our employees whose homes were affected by the severe flooding across eight states in December 2021.



Yayasan Kebajikan Negara distributing food baskets to residents of a village affected by the flood in Muar and Segamat, Johor



Malaysian Relief Agency volunteers distributing aid to the communities affected by the severe flooding

DISASTER PREPAREDNESS

To help boost the local community's preparedness against severe floods and flash floods in the future, OSK Foundation sponsored the purchase of two new boat engines (18hp and 15hp) for the *Pasukan Bomba Sukarela Sungai Petani Kedah* in January 2022, to be used in search and rescue operations during disasters.



Boat engines handover to PBSSPK

CELEBRATING THE VICTORIES OF OUR NATIONAL PARALYMPIANS

Recognising the outstanding performance of our Malaysian Paralympic Contingent for making a history by winning three golds and two silvers at the Tokyo 2020 Paralympic Games – the best achievement of our country since the first 1972 Paralympic Games in Germany – OSK Foundation organised a special virtual ceremony in September 2021, where we awarded a total of RM100,500 to our 22 national Paralympic athletes and the Paralympic Council of Malaysia.



Group picture of winning Paralympian athletes



Presentation to Paralympic Council of Malaysia

SHARED ECONOMIC
AND SOCIAL VALUES

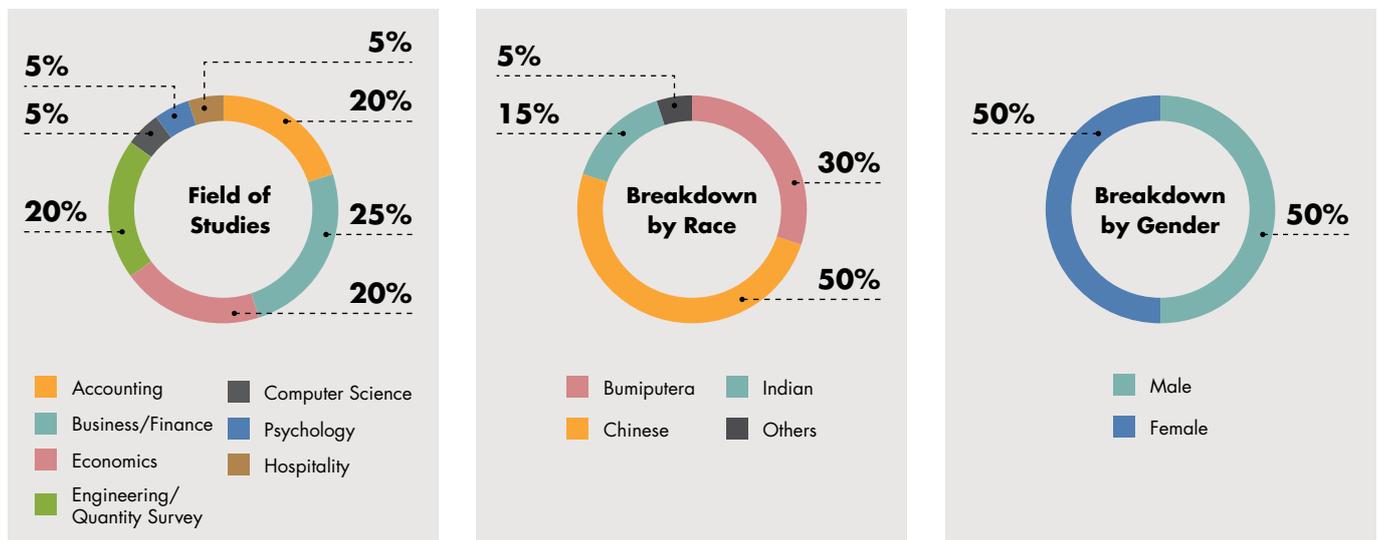
- Community Support and Development

WELCOMING OUR OSK FOUNDATION SCHOLARS 2021

Education is the cornerstone of a progressive society. In recognising the need to nurture our future generations through quality education, OSK Foundation introduced our signature scholarship programme targeting the B40 community where full scholarships are granted based on need and merit, irrespective of race, gender or religion.

The OSK Foundation Scholarship Programme covers full university fees for full-time undergraduate studies in our partner universities (University Malaya, Universiti Kebangsaan Malaysia, Universiti Sains Malaysia, TAR University College, Universiti Tunku Abdul Rahman, HELP University and Taylor's University).

The scholarship scheme also provides recipients an opportunity for internship or practical training in OSK Group (or any of our subsidiaries or affiliates) as required in the scholars' programme of study. The 2021 cohort of the OSK Foundation Scholarship Programme awarded scholarships to 20 deserving students from six local public and local private universities with an estimated scholarship value of RM1.5 million.



A virtual scholarship awards presentation ceremony was held on 25 January 2022 attended by OSKF CEO Ms Cheryl Ong, all OSK business and support function heads, representatives from our partners universities, as well as our 20 scholars to commemorate the occasion.

OSK Foundation Scholarship 2021 Recipients

University of Malaya

Scholar	Degree Programme
Janagy a/p Muniandy	Bachelor of Accounting
Kausaliya a/p Nanthakumar	Bachelor of Accounting
Nur Aisyah Azmi	Bachelor of Accounting
Ng Jie Xin	Bachelor of Economics
Siti Nurshahirah	Bachelor of Economics

Universiti Kebangsaan Malaysia

Nur Khairunnisa	Bachelor of Economics
Wan Muhamad Haniff Fikry	Bachelor of Economics
Muhamad Faizal	Bachelor of Mechanical Engineering
Muhammad Aiman	Bachelor of Mechanical Engineering

Taylor's University

Esther Sing Jie Xin	Bachelor of International Hospitality Management
Lim Phang Zhen	Bachelor of Computer Science (AI and Data Science)

HELP University

Chin Sok Long	Bachelor of Science (Accounting and Finance)
Chow Tian Hui	Bachelor of Business (Finance)
Praveez Diaz Krish	Bachelor of Business (Finance)

Tunku Abdul Rahman University College (TARUC)

Cheah Poh Hong	Bachelor of International Business Management
Chen Jian Yun	Bachelor of Social Science in Psychology
Lee Hao Jie	Bachelor of Finance
Melissa Lynn Pestana	Bachelor of Banking and Finance

Universiti Tunku Abdul Rahman (UTAR)

Benjamin Loh Ze Min	Bachelor of Civil Engineering
Oscar Poh Ee Hong	Bachelor of Science (Quantity Surveying)



SHARED ECONOMIC AND SOCIAL VALUES

- Community Support and Development

Here is the list of community engagements carried out in collaboration with our business divisions:

OSK PROPERTY

OSK Property

- The Big Give (100% Project)**
 Donation of reusable face masks for more than 7,500 school children and teachers in six primary and secondary schools near the various project locations in Seremban, Negeri Sembilan; Puchong, Selangor; Sungai Petani, Kedah; Butterworth, Pulau Pinang; and Taman Melawati, KL.

PROPERTY INVESTMENT

Atria Shopping Gallery

- Atria Exclusive Rewards for Frontliners**
 As a gesture of appreciation towards the hard work and sacrifice made by our frontliners, Atria Cash Vouchers (worth RM80 each) were extended to 480 frontliners of various professions (police, army, fire rescue, doctors, nurses and enforcement officers) redeemable at various F&B and hair salon outlets in the mall.
- Alzheimer's Disease Foundation Malaysia ("ADFM") World Alzheimer's Month 2021**
 Sponsored 300 pieces of customised reusable face masks as part of the ADFM World Alzheimer's Month 2021 initiative, the 10th global campaign, to raise awareness and challenge the stigma that persists around Alzheimer's Disease, while highlighting the importance of diagnosis when the disease is at its early stage.
- Gifts of Hope Deepavali**
 Distributed grocery packs to 200 needy and B40 Indian families in the Kapar and Pandamaran areas in Klang, Selangor.

HOSPITALITY

Swiss-Garden International

- Ramadhan Meals for Frontliners**
 Partnered with Kembara Kitchen to prepare and deliver 1,260 warm Sahur and Iftar meals for frontliners on duty at the COVID-19 Assessment Centre Hulu Langat in Taman Kajang Utama during the month of Ramadhan.
- Celebrating Hari Raya Haji with Frontliners**
 Partnered with Kembara Kitchen to prepare and deliver 400 warm lunch for frontliners serving at the Pusat Pemberian Vaksin ("PPV") UiTM Puncak Alam (Universiti Teknologi MARA's Selangor kampus in Puncak Alam), in conjunction with the Hari Raya Haji celebration.
- Persatuan Cintai Manjung Perak (Komuniti I Love Manjung)**
 As part of a broader reach in helping impacted communities across locations where our businesses are located, we collaborated with a local NGO in Manjung, Perak – Komuniti I Love Manjung – to distribute 300 grocery packs to B40 families in the area.
- Supporting the B40 Community in Bentong**
 In Pahang, we worked with the Bentong District and Land Office to provide Bakul Prihatin to 300 families across five sub-districts in Bentong who had lost their source of income or experienced hardships as a result of the COVID-19 pandemic.
- Beserah Food Bank @ Pahang**
 We joined with a local community leader (committee member of Rukun Tetangga Kubang Buaya) in the town of Beserah to fund a community food bank where those who are unable to afford their daily necessities may pick up the grocery items they need at the designated location at Jalan Beserah in Kuantan. Food items are replenished on a weekly basis.

SGI Vacation Club

- Ramadhan Meals for Frontliners**
 (similar as Swiss-Garden International above)
- Celebrating Hari Raya Haji with Frontliners**
 (similar as Swiss-Garden International above)

All Business Divisions

- OSK Foundation Scholarship 2021**
 The heads of all business divisions and support functions were involved in the interview and final selection process of our 2021 scholarship recipients.
- Frontliners Appreciation Programme**
 Distribution of Care Packs containing practical items such as power bank, neck pillow and a back pack for 160 frontliners on duty at the Klinik Kesihatan Hospital Sungai Buloh to cheer them up for their hard work and dedication. Klinik Kesihatan Hospital Sungai Buloh is a government medical center in Hospital Sungai Buloh dedicated to test and treat COVID-19 patients.

SHARED ECONOMIC
AND SOCIAL VALUES

- Community Support and Development

OUR COMMUNITY DIARY

COVID-19 RELATED



Malaysian Relief Agency (MRA)

Donated 4 units of 10-litre oxygen concentrators to the Malaysian Armed Forces (MAF) Field Hospital in Labuan for use by COVID-19 patients.

MCII COVID-19 Emergency Aid

Sponsored the distribution of Econsave vouchers worth RM100 to more than 3,000 impacted B40 families. The families were identified via MCII's 13 schools in Kapar and Pandamaran, Klang.



"The Big Give"

OSK Foundation, in collaboration with OSK Property, to contribute free reusable face masks to over 7,500 needy students and teachers from six primary and secondary schools in Puchong, Melawati, Seremban, Sungai Petani, and Penang as the new school term for 2022 starts.

This initiative was coordinated through 100% Project (project name "The Big Give"), a social enterprise accredited by Ministry of Entrepreneur Development and Cooperatives (MEDAC).

Persatuan Cintai Majung Perak (Komuniti I Love Manjung)

Collaborated with Swiss-Garden International to sponsor 300 food baskets (worth RM50 each) that was distributed to needy B40 families in Manjung, Perak.



Kelab Kebajikan Dan Sukan Pejabat Daerah Dan Tanah Bentong

Collaborated with the Bentong District and Land Office to distribute food baskets (worth RM50 each) to 300 lower-income families who were affected by the COVID-19 pandemic in Bentong, Pahang.

Pertubuhan Kebajikan Masyarakat Dinamik Kuala Lumpur

Sponsorship of over 2,600 food baskets that was distributed to the B40, M40, OKUs, single-parent families that has been affected by the COVID-19 pandemic lockdowns in Segamat, Johor, Bentong, Pahang and Manjung, Perak.

KRT Kubang Buaya

Sponsored the food bank project which is located at Jalan Beserah, Kuantan. The food bank provides basic necessities and daily food staples for affected individuals that is struggling to make ends meet during the pandemic, where stock was replenished on a weekly basis.



Kembara Kitchen

Collaborated with Swiss-Garden International and SGI Vacation Club to provide Sahur and Iftar meals for frontliners in the states of Negeri Sembilan and Pahang during Ramadhan. OSK Foundation also provided lunch for frontliners and volunteers at the Covid Assesment Centres in Hulu Langat, Selangor; and lunch meals for PPV UiTM Puncak Alam in conjunction with Hari Raya Haji. Overall served almost 2,800 meals to our Malaysian COVID-19 frontliners.



Frontliners Appreciation Programme

Donated appreciation (care) packs to 160 frontline health workers at the Klinik Kesihatan Sg. Buloh Hospital as a way to show our appreciation and also to provide a means of encouragement that they can remember post covid.

Partnered Atria Shopping Gallery to sponsor over 480 frontliners (doctors, nurses, police, military, fire brigade) with Atria Shopping Gallery vouchers.

DISASTER RELATED RELIEF



Cash Aid Distribution for Karak Fire Victims

OSK Foundation extended cash aid to 76 households comprising 182 affected homeowners and residents who suffered major losses in the fire incidents that hit two villages, Kampung Baru Karak and Kampung Sungai Karak, Bentong in early October.

FLOOD RELIEF AID

Provide cash aid to the following homes affected by severe flood in the state of Johor and Pahang in early 2021.

- Pusat Jagaan Pertubuhan Kebajikan Nur Maghfirah
- Rumah Sejahtera Kg. Bangau Tanjung
- PDK Harapan Indah Kuala Krau Daerah Temerloh

Malaysian Relief Agency (MRA)

Donated to Malaysian Relief Agency's Flood Relief Project to provide aid and on-ground



SHARED ECONOMIC AND SOCIAL VALUES

- Community Support and Development

OUR COMMUNITY DIARY

relief work, including distribution of survival kits to affected communities from the severe flooding that took place on 18-19 December 2021.

Yayasan Kebajikan Negara Malaysia

Donated to the "Tabung Bantuan Banjir Keluarga Malaysia", a disaster relief fund set up under Jabatan Kebajikan Masyarakat (JKM) to provide flood aid to local communities who have been displaced and require urgent assistance as a result of the flash flood.

Ashshani Resources (Bobby)

Sponsored the distribution of hot meals and after flood clean up work for families affected by flash flood in Kapar and Pandamaran, Klang. The Foundation also sponsored new school bags to students affected by the flood.

Chumbaka

OSK Foundation continued its sponsorship of a three-year STEM education programme to activate Innovation Clubs in 14 Primary & Secondary Schools under the ambit of the Malaysian Collective Impact Initiative (MCII) in the Pandamaran, Klang & Kapar areas.

Teach For Malaysia

Sponsored the training & leadership development for 4,000 new teachers recruited by Ministry of Education, who will be allocated to schools in year 2022.

Closing The Gap (2021 cohort)

Sponsored a total of 112 students from 60 schools across the nation for the 2021 cohort that started in February.

provides a drop-off space for pre-loved toys and children's books, as well as a community toy library. The collected items were channeled to toy libraries set up in both urban and rural areas to benefit children from underprivileged communities.

Alzheimer's Disease Foundation Malaysia

Supported the Atria-ADFM Community Centre (AACC) in running activities that benefit 600 individuals including patients, caregivers, volunteers and community groups. Sponsored face mask for the World Alzheimer's Month 2021 awareness campaign.

IDEAS Autism Centre (IAC)

Sponsor for the Mental Health Interventions programme at IDEAS Autism Centre for children with autism, their parents from the B40 group and the public.

Gifts of Hope Deepavali

Sponsored 200 bags of groceries to be distributed to needy families in Kapar and Pandamaran, Klang in conjunction with Deepavali. Distribution of donated groceries was done with the help from volunteers in the local community.

EDUCATION



OSK Foundation Scholarship

OSK Foundation awarded 20 academically deserving B40 students from two local public universities and four private universities with full scholarship that covers university fees including tuition, and all related expenses, as well as a fixed monthly allowance to support students' living expenses throughout the duration of studies.



Persatuan Kebajikan Kanak-Kanak Kajang (PKKKK)

PKKKK is a non-profit organisation in Kajang which runs various programmes including providing free tuition and meals for children who come from underprivileged or broken families. The Foundation supports the centre's rent & utilities, children's meals, teacher's salary, transportation and stationeries.

OTHERS



Majlis Paralimpik Malaysia (Paralympic Council Malaysia)

Donated RM105,000 to the 22 Tokyo 2020 Paralympic Games athletes as a way to encourage and motivate them for their outstanding performance at the games.

Books On the Move & Joy of Toys

OSK Foundation, OSK Holdings Berhad and OSK Ventures International Berhad teamed up in a preloved books and toys donation drive in Plaza OSK. All 198 pre-loved books collected were donated to Books on the Move's ("BOTM") community libraries. BOTM is a global book sharing movement to get people to read during their daily commutes and to help increase literacy within the urban community.



Five boxes of pre-loved toys were donated to the Toy Libraries Malaysia, which has set up the SS3 Creative Hub in Petaling Jaya. It



OSK Foundation Scholarship

Sponsorship of the installation of curtains for all the classrooms at SJKC Kg Mambau. The blackout curtains are to block direct sunlight into the classrooms and to reduce glare and brightness when students use the projector and visual system in their classes. This is to protect student's eyesight from harmful effects of the sun.

This initiative is to support OSK Property's CSR program for the local community in Mambau, Seremban where the Iringan Bayu township is located.

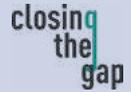


SHARED ECONOMIC
AND SOCIAL VALUES

- Community Support and Development

Notes From our Programme Partners and Beneficiaries

CLOSING THE GAP (CTG)



HAFIY

University of Malaya, BATR



DAYANG

Sunway University, TFM-Sunway Scholarship



PHUI GUAN

HELP University, Sin Chew Daily Education Fund

Type of support:

- Sponsored the CTG-OSK 2022 cohort targeting an intake of a total of 162 students from underprivileged families throughout Malaysia in a three-year programme (Core Programme and the ReachUni Programme).

Positive Impacts Achieved:

- Our sponsorship of the 2018 and 2021 cohorts benefitted 142 scholars and 99 mentors, who were able to continue with their personal development programme on a virtual basis throughout the COVID-19 pandemic.
- Students from both cohorts successfully secured approximately RM2.2 million worth of scholarships and financial aid to pursue their undergraduate studies locally and abroad.

"We are grateful for OSK Foundation's sponsorship of Closing The Gap's 2018 and 2021 Cohorts. With the Foundation's support, we were able to support 142 scholars and 99 Mentors from both Cohorts throughout the pandemic. Both Cohorts went on to unlock ~RM2.2 million in scholarships and financial aid. Out of 30 students in the 2018 Cohort, close to 80% have successfully entered university while the remainder of students are still in pre-university. Among them, 10 scholars went on to secure spots in top universities locally.

The 2021 Cohort marks our first year working with students all over Malaysia through our fully virtual ReachUni Programme through which 112 scholars continue to actively participate in a fully virtual programme designed to equip them with digital and technical skills, in addition to the knowledge and mindsets to enter university. We look forward to deepening our partnership with OSK Foundation so that we will be able to impact more deserving students across Malaysia."

Ida Thien, Co-Founder & Managing Director

TEACH FOR MALAYSIA (TFM)



Type of support:

- In 2021, OSK Foundation partnered with TFM in enabling the "Latihan Pengambilan Khas", a training and leadership development for 4,000 new school teachers recruited by the Ministry of Education, who will be assigned to primary and secondary public schools nationwide from year 2022 onwards.

Positive Impacts Achieved:

- The intensive training course, carried out in collaboration with Institut Pendidikan Guru Malaysia, will equip non-education graduates with the necessary leadership skills and pedagogical competencies for effective teaching and learning in schools.

"OSK Foundation and TFM have worked together since 2017, creating impact within the education sector. OSK's collective contribution of RM280,000 has supported Fellows and Alumni to sustain and develop their efforts as they equip and empower students to become agents of transformation."

OSK's contribution towards the Fellowship supported four Fellows which impacted 600 students in 2 schools within the Johor region.

Together, we have provided quality education and equal opportunity to create impact among our local, high-need communities. This is in line with the UN SDG 4, Quality Education & ESG: Social Pillar"

Chan Soon Seng, CEO



SHARED ECONOMIC AND SOCIAL VALUES

- Community Support and Development

Notes From our Programme Partners and Beneficiaries

MALAYSIAN COLLECTIVE IMPACT INITIATIVE (MCII)



Type of support:

- OSK Foundation was a strong supporter of MCII's MCO 3.0 Grocery Aid initiative to assist B40 families in the Pandamaran and Kapar areas in Klang who were most affected by the COVID-19 pandemic. A survey carried out by MCII showed that more than 70% of households did not have sufficient means to purchase basic needs and/ necessities, while more than 85% of households noted that their source of income had decreased.

Positive Impacts Achieved:

- 3,400 B40 households (mostly families of students who attended the 13 schools supported by MCII) received Eonsave grocery vouchers worth RM100 each.

"OSK Foundation has been a core source of support and drive for MCII in 2021.

Beyond supporting our work in eradicating illiteracy, OSK Foundation supported up to 3400 families via emergency aid due to the ravages of the pandemic that saw many of our B40 beneficiaries struggling to survive. This gave them a second chance at survival and allowed us to help them in ensuring their children's learning was not totally interrupted through the lockdowns.

Additionally, being a core steering member of MCII, OSK Foundation has enabled us to continue to drive literacy in Klang through strategically designed literacy mentoring programmes, multiple stakeholder roundtable engagements and government advocacy meetings.

Cheryl and team bring to us an important sense of genuineness and an impact-driven ethic that continues to motivate the work we do, especially when times get challenging."

Dipti Kumar, CEO

PARALYMPIC COUNCIL MALAYSIA



Type of support:

- OSKF honoured the outstanding performance of our national paralympic athletes at the Tokyo 2020 Paralympic Games, in conjunction with the 58th Malaysia Day, by extending a cash contribution to all participating athletes and the Paralympic Council Malaysia.

Positive Impacts Achieved:

- The support extended by OSK Foundation has helped the non-profit paralympic sports body in supporting the development of Paralympic Movement in the country, while encouraging our national paralympic athletes to continue striving to make our country proud.

"We are extremely delighted with the gesture demonstrated by OSK Foundation. I must admit, this is one of the largest contributions by a single private organization to honour our Para athletes and Paralympic Council Malaysia (PCM).

With such contributions and encouragements, I feel re-energised to lead and drive Para Sports Movement in the country to greater heights.

I sincerely hope more corporate organisations will step forward to complement government's efforts to promote sports movement for the 15% of our society who are categorized as persons with disability in our country."

Dato' Sri Megat D. Shahrizan Bin Dato' Zaharudin, President

SHARED ECONOMIC
AND SOCIAL VALUES

- Community Support and Development

Notes From our Programme Partners and Beneficiaries

PERSATUAN KEBAJIKAN KANAK-KANAK KAJANG ("PKKKK")



PERSATUAN KEBAJIKAN KANAK - KANAK KAJANG
**Type of support:**

- OSK Foundation has continued to fund PKKKK since 2019 to provide free tuition and meals programme for young children from underprivileged or broken families in the Kajang area.

Positive Impacts Achieved:

- The monthly sponsorship provides 67 underprivileged children a meal, free after-school tuition (online classes), and daily transportation to their schools.
- The financial support extended by OSK Foundation is our way to help elevate the socio-economic condition of the underserved community in Kajang by ensuring continuity in education and reducing the school dropout rate.

"In the year of 2021 OSK has supported PKKKK every month and we had 67 students attended our centre. Since this year again was MCO and the students can't go to school and attend physical classes, we divided the students (67 of them) in groups of 15. We brought one group in the morning and another in the afternoon. We ensured the students attended their online classes and finished their school work. After that we provided lunch for them and sent them back to their home. In the afternoon, we brought in another group and did the same thing before sending them back home.

OSK Foundation's support in 2021 had helped us to:

- Provide one balanced meal (lunch) for 67 students daily and light breakfast for the morning session students.
- Provide daily transport for the students to the centre.
- Helped them to attend their online classes and do their school work.
- Communicated with the teachers for school updates of the students.
- Employed two teachers and a cook to run the centre.

During this MCO, individuals who used to support us stopped their funding but OSK Foundation continued to support us. Without this financial support we would not be able to achieve the impact for these poor students. OSK Foundation has stood with us even during this difficult time. We, from Management and the students, would really like to thank OSK Foundation for your kindness and help."

Susie Devaki, Founder of PKKKK



SHARED ECONOMIC AND SOCIAL VALUES

- Innovation and Partnerships

INNOVATION AND PARTNERSHIPS



CATALYSING GROWTH THROUGH INNOVATION

Innovation is one of the top priorities in our growth strategy, as we continue to commit resources internally and externally to push greater efficiency, automation and value-added solutions for our stakeholders. The introduction of the Movement Control Order (“MCO”) by the Government, which started on 18 March 2020, accelerated our efforts further in our transition to be more digitally-aligned in our internal processes, and in the delivery of our products and services.

Here are among of the innovations delivered during 2021 across our our businesses and core operations to elevate customer experience, tap new opportunities, yield greater efficiency, and minimise resource consumption in our daily operations:

Group Operations

- With restrictions on face-to-face roadshows and physical events during MCO, our virtual outreach for potential talents gathered pace during the year as our Group HR team organised two OSK Virtual Career Fairs for fresh graduates, young professionals and final year students in leading tertiary institutions across the country.
- To drive better operational efficiency and timelier service on HR-related enquiries, we launched our very first “HR Chatbot: Sophia” in June 2021 covering employee benefits such as Leave, Business Travel, and Benefits & Claims, which is embedded within the Group’s Microsoft Teams Windows.
- As part of our OSK Digital Transformation journey, we further automated and streamlined internal processes to facilitate seamless workflow with the deployment of technology solutions such as our Accounts Payable (AP) Automation System via our OSK e-Document Portal in April 2021 where all invoices and bill are centrally registered, stored and processed via robotic automation process (RPA) to enable automated payment processing.



SHARED ECONOMIC
AND SOCIAL VALUES

- Innovation and Partnerships

OSK Property

- In 2020, we introduced our first ever Virtual Property Fair showcasing seven unique projects with an interactive walkthrough experience. The virtual fair offers innovative features such as 3D viewing of our virtual property showrooms, tour videos, gallery, and real-time support by our dedicated sales team. In March 2021, we launched our Essential Homes Series 2021 Campaign, a virtual property fair featuring four of our best-selling projects, namely MIRA at Shorea Park, LEA by the Hills, Iringan Bayu and Yarra Park.
- We also launched our new IOS and android mobile application called "The Brick" was launched in 2021 to further connect with our buyers and the general public. The one-stop digital community not only provides the latest information on construction progress, new project launches, and promotions, but updates the public on upcoming events, as well as exclusive discounts from businesses under the OSK Group such as Swiss-Garden International, SGI Vacation Club, Atria Shopping Gallery, Faber Towers, and Acolia.
- We have commenced a fully digitised property booking system since 2020 to enable easy access by our home purchasers and minimise use of paper.
- To further protect the safety of our home purchasers during COVID-19, we initiated virtual delivery of vacant possession for the homes we had completed during the year, including Ryan & Miho and selected phases in Iringan Bayu.



Plaza OSK

- Safeguarding the safety, health and well-being of our employees, tenants and visitors in Plaza OSK continued to be our top priority during the year, particularly during the MCO3.0 period. Some of the innovative health-related applications and technologies installed at our OSK headquarters during 2021 as part of our proactive COVID-19 mitigative measures include:
 - Panasonic Air-e Ceiling Mount nanoe™X Generator at the lobby of Plaza OSK that are proven to inhibit and deactivate 99.99% of bacteria and viruses, resulting in a cleaner, fresher and healthier indoor air.
 - Intelligent contactless lift system with PORT terminal to minimise exposure to high-touch surfaces.
 - Air sanitiser at the lift lobby.
 - Optical body temperature scanner at the lobby's turnstile.

Atria Shopping Gallery



- We reported last year that in September 2020, our community mall in Damansara Jaya implemented contactless parking system, where parking fees are deducted directly using the Touch n' Go platform. This helped reduce paper consumption used to print carpark tickets.
- In January 2021, the mall upgraded its existing sliding doors at the carpark entrance by installing touch sensors to maintain optimal air-conditioning performance.
- The mall currently offers added convenience for EV owners by providing three designated EV charging bays at its basement carpark.

New Businesses and Partnerships

OSK Financial Services

- As part of efforts in diversifying its revenue source, Our Capital Financing division tapped previously unexplored markets by venturing into the factoring and Islamic principles compliant financing during the year with the formation of two new businesses, known as OSK Factoring Sdn Bhd and OSK Syariah Capital Sdn Bhd. Our new factoring business focuses on financing receivable assets for businesses, while OSK Syariah Capital provides Islamic financing for corporates and civil servants.
- We also ventured into gig economy financing through our partnership with Singapore-based Lyte Ventures Pte Ltd and formed Lyte Malaysia Sdn Bhd (formerly known as OSK Lyte Sdn Bhd) via our wholly-owned subsidiary OSK Fintech Sdn Bhd. Lyte Malaysia finances receivables for real estate agents and will be expanding to include freelancers' financing in the future.



SHARED ECONOMIC AND SOCIAL VALUES

- Responsible Supply Chain

RESPONSIBLE SUPPLY CHAIN



An aerial view of our cables factory in Krubong, Melaka.

DEVELOPING A ROBUST, COST-EFFECTIVE AND SUSTAINABLE SUPPLY CHAIN

The implementation of contagion control measures in regions that are at the heart of the COVID-19 pandemic has inevitably affects supply chain impacts across many industries. During the year, we were mindful of the potential risks of delivery to our customers, as well as from our vendors and suppliers, and kept a proactive approach in managing our inventory, while assessing external demand. To-date, our team has been able to meet our customer obligations through improved supply chain visibility and careful planning.

As reported in 2020, the Group continues to build a supply chain that shares our firm commitment to comply with all prevailing regulations in all areas of our operations, in line with the expectations set out in our Procurement Operations Manual which was rolled out in May 2020. Despite challenges posed by the pandemic, we focused on increasing the resilience of our operations by communicating with our key supply chain stakeholders on potential supply volume and changes to demand volume ahead of time.

The Management is conscious that having a robust procurement network for all our businesses is crucial to our long-term sustainability, and even more so, to be able to secure reliable, cost-effective, high quality and sustainable products that can help OSK adapt effectively to fast-changing market dynamics. This is a strategic advantage that we have been, and shall continue to pursue going forward.



Ensuring Fair, Safe and Transparent Business Practices



Highlights:

The safety and well-being of our employees and stakeholders remain our top priority.

We mitigate COVID-19 risk by complying with all SOPs and continuing to be vigilant to the latest development.

We practice good corporate governance and uphold the highest standard of conduct across all our businesses.

We uphold data integrity by taking concerted steps to strengthen our cyber capability and infrastructure.

We maintain a positive standing in the industry and are recognised for our value-added products and services.

OSK is committed to be an ethical and responsible organisation. We place significant emphasis on carrying out our business the right way by safeguarding the well-being of all our stakeholders, free of corruption and bribery, and ensuring a safe work place for our employees.

All our employees adhere to a strict code of conduct in carrying out their work responsibilities.

In times of COVID-19, maintaining our stakeholders' trust and confidence in our ability to protect their safety and health remains our top priority. During the year, we employed various risk mitigating measures to safeguard our people, our customers, and the community from the spread of the coronavirus, while at the same time, we continued to operate with high levels of integrity and maintained a diverse and inclusive culture within the Company.

Here the key thrusts that underscore our sustainability efforts under the third pillar of OSK, Growing Together:

- **Zero corruption and incidents of fraud**
- **Zero fatality and occupational illness**
- **Uphold business integrity, ethical conduct and compliance**



ENSURING FAIR, SAFE AND
TRANSPARENT BUSINESS PRACTICES

- Safety, Health and Well-Being

SAFETY, HEALTH AND WELL-BEING



A COVID-19 Vaccination Centre was set up in Atria from January to February 2022 to administer COVID-19 vaccines to the local community.

COVID-19: ACCELERATING RESILIENCE AMIDST NATIONAL RECOVERY

Third Wave – Delta and Omicron: At the time of preparation of this report, despite the national immunisation programme, new variants of coronavirus continued to spread in successive waves in many parts of the world, including Malaysia.

In Malaysia, since the imposition of MCO3.0 in May 2021 followed by the peak of the COVID-19 pandemic in August 2021 where confirmed infections surged past 22,000 cases per day, the national vaccination programme had been ramped up significantly with 78.7% of the population having been fully vaccinated, including 88.5% of adolescents aged 12-17 (as of 27 Jan 2022).

Source: www.COVID-19.moh.gov.my/terkini

Throughout the journey, the Group continued to adopt a proactive stance in protecting all OSKers, customers, tenants, business partners and stakeholders from the outbreak of the COVID-19 through strict compliance with the SOPs established by the Ministry of Health and the National Security Council.

Throughout the various phases of MCO, our business operations ensured full compliance with applicable SOPs and those in essential sectors continued to operate with minimal disruption.

Reminders on the importance of maintaining a healthy lifestyle, practising social distancing, upholding high standards of hygiene and vaccine updates were continually emphasised across various channels including via our internal employee portal, emails, posters at office entrances, lift lobbies, and inside the lifts.

With the emergence of new variants of concern, namely Omicron and Delta during the latter part of the year, we continued to remain vigilant of potential risks and continued to practice preventive measures across all our premises and activities.

Highlights:

A host of COVID-19 preventive and awareness measures continued to be practiced to mitigate risk across all business premises.

OUR KEY FOCUS IN COMBATING COVID-19

- **Health and Safety** – To protect the health and safety of all OSKers and the people they are in close contact with. Staying vigilant and responsive to the Government’s latest initiatives and announcements.
- **Operational Resilience** – To ensure business continuity through adoption of technology and digitalisation.

Employees’ and All Stakeholders Safety & Health Is Our #1 Priority
Achieving National Immunisation Initiative Is Our #1 Commitment



ENSURING FAIR, SAFE AND TRANSPARENT BUSINESS PRACTICES

- Safety, Health and Well-Being



Our COVID-19 Risk Control Pillars



Vaccination –
We encourage all OSKers to sign-up for the national immunisation programme.



Tools –
Implement wide-area sanitation of our business premises, social distancing and personal hygiene initiatives.



Education –
Sharing the latest information on COVID-19 preventive measures and knowledge with OSKers.

COVID-19 PPV Centre in Atria

In support of our national aspirations to increase the vaccination rate of our population, a PPV Centre operated by Hospital Sungai Long for COVID-19 vaccination commenced operations in Atria Shopping Gallery from January to February 2022 with an average of 800 vaccination doses delivered daily. The PPV, which caters for first, second and third (booster) doses, operates in full compliance with strict health protocols prescribed by the Ministry of Health and the National Security Council.



OSK HEALTH WEEK

As the single-most important asset of the Group, the health and well-being of OSKers are paramount to the long-term sustainable performance of the organisation. In 2021, we continued to actively support OSKers' physical and mental well-being during COVID-19 via our annual OSK Health Week 2021 from 15 until 21 November 2021.

This year's programme featured virtual lunch talks given by health-related NGOs including ADFM, NKF Malaysia, and Befrienders, where we discussed the importance of achieving



One of our colleagues donating blood at the National Blood Bank during OSK Health Week.



ENSURING FAIR, SAFE AND TRANSPARENT BUSINESS PRACTICES

- Safety, Health and Well-Being

the right work-life balance for optimal health with a special focus on mental fitness. Attended by a total of 68 employees, the three topics we discussed this year were:

- Stress Management
- Diabetes & You
- A Dementia & Age-friendly Community: The Challenges

In light of the extended work-from-home period during successive stages of MCO during the year, we encouraged OSKers to engage in safe and healthy physical activities by organising our first OSK Virtual Run Challenge 2021, where employees compete to win attractive prizes based on their best completion time of a 5km fun run (using a mobile app). To ensure a fair outcome, the run was divided into two categories for male and female employees.

In inculcating the notion that we can exercise wherever we are – even while working in the office, we also hosted a chair workout session for stretching and toning conducted by a fitness coach. Taking heed that the supply of donated blood was critically low as a result of travel restrictions during MCO, we played our part by organising a Blood Donation Campaign and encouraging our employees to donate their blood at the National Blood Bank, in compliance with SOPs established by the Ministry of Health.

SAFEGUARDING THE SAFETY AND HEALTH OF OUR EMPLOYEES, TENANTS AND CUSTOMERS

Ensuring the Health and Safety of all stakeholders including our employees, tenants, customers, contractors and their employees across all our business premises and project sites at all times is our top priority. We ensure that our teams comply with all regulatory requirements set under the Occupational Safety and Health Act (“OSHA”) 1994, where applicable and strive to continuous improving our safety performance through regular reviews and stakeholder feedback. Our primary goal is to foster a healthy work environment that is safe from potential hazards for all employees, as well as visitors and customers.

At OSK, occupational health and safety is managed at the company and the respective subsidiaries level where our practices are benchmarked against legislations and regulations, which include the Occupational Safety and Health Act, Factories and Machinery Act and the Occupational Health and Safety Assessment Series.



At OSK, we are committed to create a safe and healthy work environment for all our employees.



ENSURING FAIR, SAFE AND TRANSPARENT BUSINESS PRACTICES

- Safety, Health and Well-Being

We have established independent Safety, Health and Environment Committees across our different business divisions to meet the specific needs of each business unit. Our Safety, Health and Environment committees are led by the respective division leaders supported by an implementation team comprising representatives from the management team and employees from various departments.

We also practise the Hazard Identification, Risk Assessment and the Determining Control ("HIRADC") method as part of our standard Occupational Safety and Health ("OSH") procedure



All construction work at our project sites were carried out in strict compliance with SOPs issued by the Ministry of Health and the National Security Council.



at OSK Construction, Olympic Cable, as well as our hospitality chain, Swiss-Garden International. It enables us to plan, introduce and monitor preventive measures to ensure that potential OSK risks are effectively controlled at all times. At OCC, we have an Environmental, Health and Safety Policy that guides our environmental, health and safety performance.

Adding to established OSH protocols, the Group actively manages and supervises the effectiveness of safety and health requirements at both our headquarters and subsidiaries are guided by our Incident Management Policy. The policy provides a clear definition and approach to incident lodgement and management to minimise the potential adverse impacts to the Group. The policy also outlines the roles and responsibilities of the Management and employees in relation to incident management.

As part of the Incident Management Policy, we adhere to Emergency Response Handling Procedures for effective management of preparations and responses to emergency situations at our Atria Shopping Gallery. This ensures the safety of our customers, retailers and employees at the mall. Our emergency response procedures cover a wide range of exigencies including

both minor emergencies including personal injury, robbery and utility failures and major incidences including fire, explosion, bomb threat and natural disaster.

In 2021, as a result of the strict safety and health control measures that we implement across our businesses, we continued to maintain minimal work-related injuries or ill-health of our employees at our construction sites (Ryan & Miho and Iringan Bayu), property investment and hospitality premises including Atria, Faber Towers, Plaza OSK, Swiss-Garden Beach Resort Kuantan, Swiss-Garden Hotel and Residences Genting Highlands, as well as vacation club premises in Malaysia. OSK continues to work towards zero incident at our workplace.

As part of standard practice, we record all incidents and report them immediately to ensure the necessary mitigation and corrective actions are taken.



ENSURING FAIR, SAFE AND
TRANSPARENT BUSINESS PRACTICES

- Ethics and Integrity

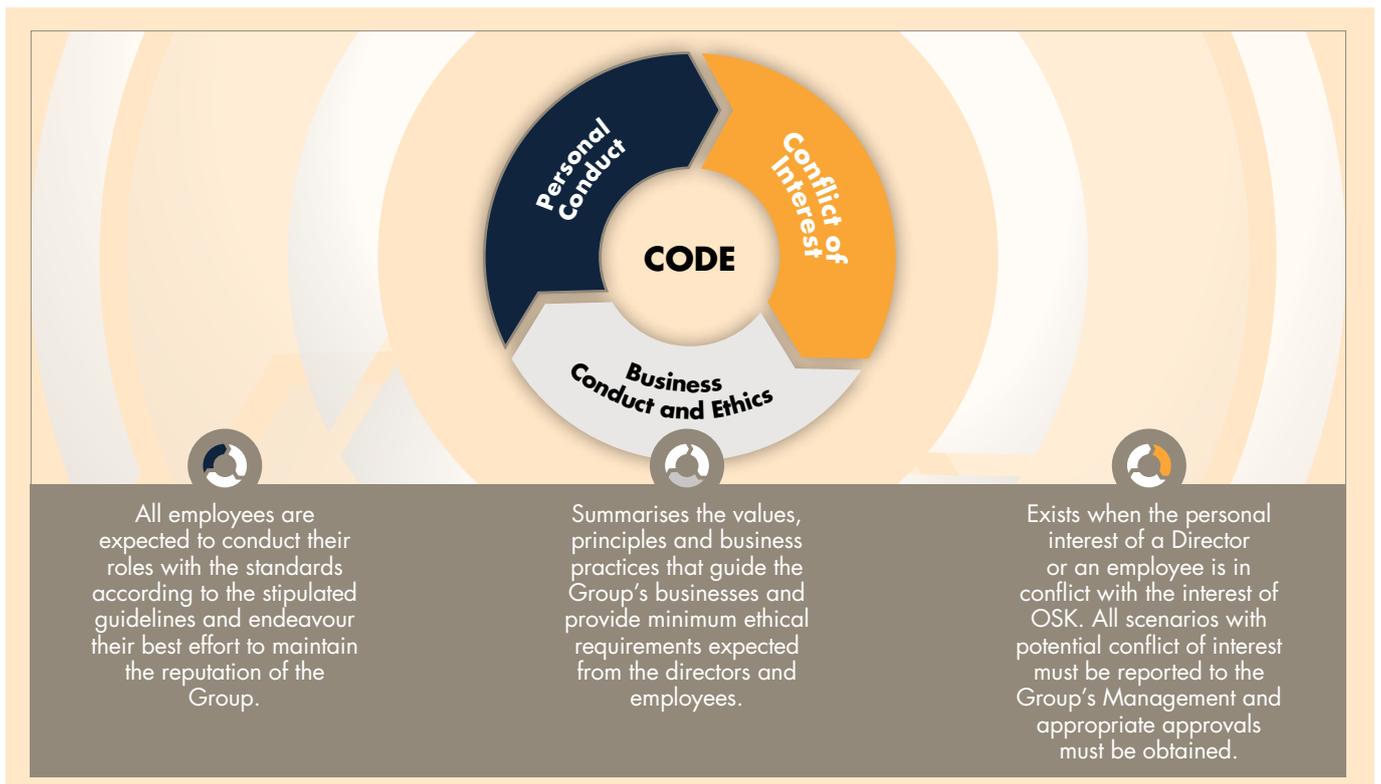
ETHICS AND INTEGRITY



UPHOLDING THE HIGHEST ETHICAL STANDARDS IN OUR BUSINESSES

OSK practises a culture of high integrity in all aspects of our business. We place great emphasis on ensuring all our employees are aware of and adhere to our Code of Conduct and Business Ethics (“Code”) in all circumstances.

The Code, which was approved and adopted by the Group in February 2018, outlines our central guide and reference for ethical decision-making to ensure business is conducted with integrity. The Code addresses three broad areas of employee performance, namely: Personal Conduct, Conflict of Interest and Business Conduct & Ethics (as shown in the graphic below).



ENSURING FAIR, SAFE AND TRANSPARENT BUSINESS PRACTICES

- Ethics and Integrity



We have also formulated a Whistleblowing Policy that serves as an avenue for employees and members of public to raise concerns of any suspected or known impropriety in conduct that they may have observed in OSK Group through a clearly-defined process and reporting channel, by which reports can be made in confidence and without fear of reprisal.

During the year, we achieved 100% compliance by all vendors and suppliers on OSK’s position on zero tolerance towards bribery and corruption, as stated in our Anti-Bribery and Anti-Corruption Handbook (“ABAC Handbook”). The ABAC Handbook was approved by the OSK Board and introduced to all employees of the Group in January 2020 in both English and Bahasa version.

As stated in the Sustainability Review 2021 section in this report, the Board, in consultation with the RMC, had adopted the OSK Framework Document on Sustainability (the “Sustainability Framework”) and the updated Sustainability Policy following in-depth discussions during a Board meeting in November 2021.

In setting the Group’s sustainability agenda in the coming years, the Sustainability Framework reaffirms the Group’s sustainability blueprint known as “OSK, Growing Together”, which comprises our refined three sustainability pillars (previously referred to as our “focus areas”) that comprehensively addresses the Group’s 12 sustainability material matters covering the aspects of E+ESG.

Here is the list of codes and policies that we abide by across the Group:

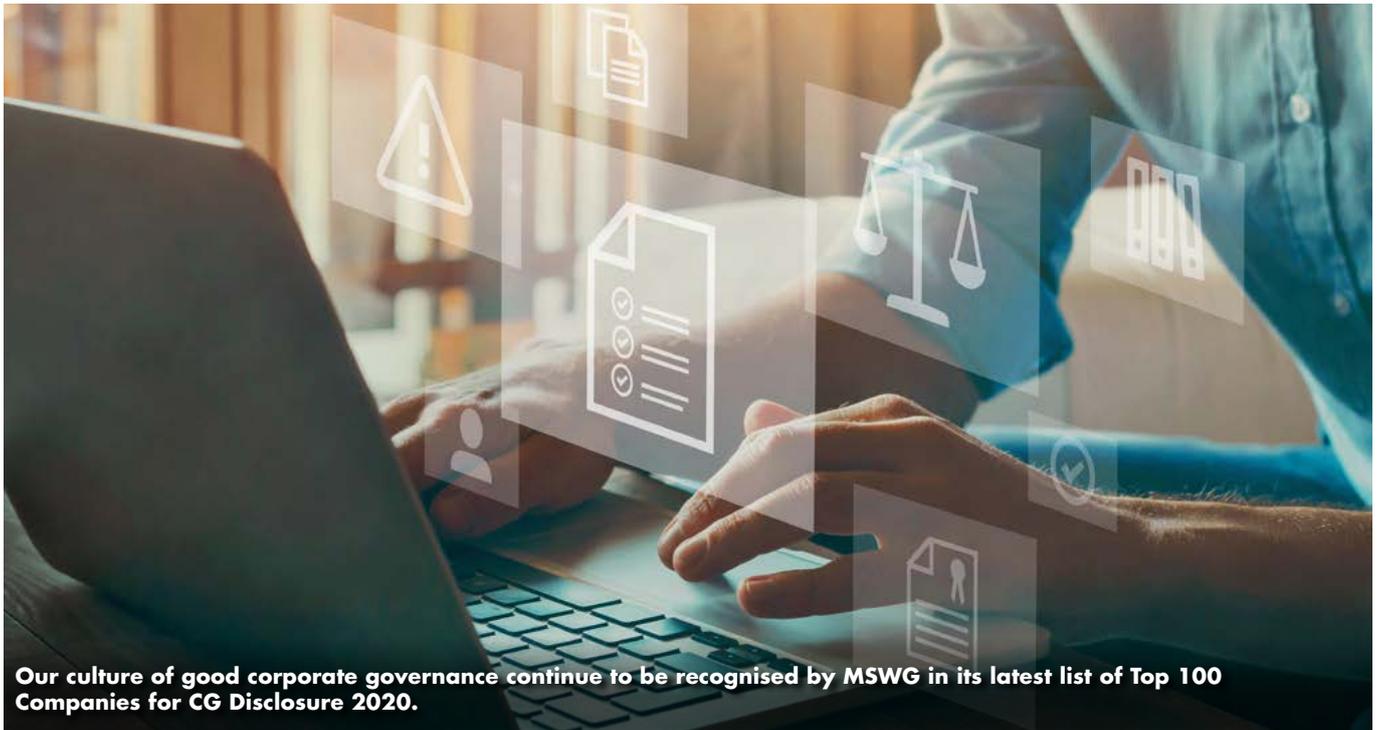
- | | |
|---|--|
| Code of Conduct and Business Ethics | Anti-Money Laundering and Counter Financing of Terrorism Policy |
| Whistleblowing Policy | Sustainability Policy |
| Fraud Policy | COVID-19 Policy |
| Anti-Bribery & Anti-Corruption Handbook | Diversity and Inclusion Policy |
| Related Party Transaction and Recurrent Related Party Transaction Policy | Corporate Disclosure Policy |
| | Remuneration Policy |



ENSURING FAIR, SAFE AND TRANSPARENT BUSINESS PRACTICES

- Regulatory Compliance

REGULATORY COMPLIANCE



Our culture of good corporate governance continue to be recognised by MSWG in its latest list of Top 100 Companies for CG Disclosure 2020.

STRONG CULTURE OF COMPLIANCE ACROSS ALL BUSINESSES

Guided by our sustainable business practices, we are committed to ensuring that compliance is a central pillar of our corporate culture and business processes.

We comply with the applicable laws and regulations wherever we operate to achieve outstanding performance, whilst maintaining the highest level of ethical integrity. Our tone on regulatory compliance is clear with various internal controls to help meet zero non-compliance in our business operations. In 2021, we did not incur any significant fines or penalties for non-compliance with the above relevant laws or regulations.

Compliance with all prevailing laws and regulations

- Employment Act 1955
- Minimum Wages Order 2018
- Companies Act 2016
- Occupational Safety and Health Act 1994
- Factories and Machinery Act
- Environmental Quality Act 1974
- Personal Data Protection Act 2010
- Temporary Measures for Reducing the Impact of Coronavirus Disease 2019 (COVID-19) Act 2020

Top 100 Ranking in ASEAN CG 2020

In 2021, we are pleased to maintain our position for the eighth consecutive year, as among the Top 100 companies listed on the Minority Shareholder Watch Group's the List of Top 100 Companies for CG Disclosure 2020 with a rank of 64th.



Source: www.mswg.org.my/sites/default/files/AseanCG2020/Top%20100.pdf

ENSURING FAIR, SAFE AND TRANSPARENT BUSINESS PRACTICES

- Regulatory Compliance



Maintaining a high level of data integrity and safeguarding our IT systems against cyber intrusions are a business imperative at OSK.

Mitigating Cyber Risk and Safeguarding Data Integrity at All Times

OSK Group’s Personal Data Protection Policy (“PDPP”) defines how personal data of various parties dealing with the Group are collected, used and protected. The PDPP informs stakeholders on how the Group manages personal data, in compliance with the requirements of the Personal Data Protection Act 2010.

With the sharp growth in cybersecurity threats driven by remote work during the pandemic and embark on digitisation, it has become increasingly important for us to take the necessary steps to assure the security of data and deploy effective recovery solutions. Below were the key initiatives taken by our IT team during the year to reinforce our cybersecurity measures:

All IT resources and data are protected with firewalls and antivirus.

Keeping sufficient data backup locally and offsite.

Perform vulnerability scans daily to identify potential risks.

Perform penetration tests regularly to ensure more consistent IT and network security management by revealing how newly discovered threats or emerging vulnerabilities might be exploited by malicious hackers.

Conduct cybersecurity awareness program and training for employees to:

- Educate employees to stay vigilant and help to defend against cyber-attack.
- Raises awareness of the sensitivity of data on systems.
- Ensure IT policies and procedures are followed correctly.
- Provide information on how to avoid Phishing emails and other scam tactics.

Conduct regular Simulated Phishing Campaigns to help employees to recognize the phishing emails pattern and avoid compromising critical business data and systems.



ENSURING FAIR, SAFE AND TRANSPARENT BUSINESS PRACTICES

- Regulatory Compliance

Our Group IT team also worked to ensure that there are relevant preventive, detective, and recovery measures are in place across all our businesses' operations. Additionally, we also monitor the health of all systems and have in place contingency plans for potential disruptions to critical systems and processes. To ensure continuous follow-through by users, Group IT also promotes cybersecurity awareness among all OSKers through regular cybersecurity alerts and announcements.

With the above cybersecurity measures and practice, we have recorded zero cases of data breach for the past year. In addition to protecting the organisation from potential cyber intrusions

and remote attacks, our IT team treats the safeguarding of personal and sensitive information as of utmost importance to the Group. We emphasise and understand the importance of the ethical treatment of the data that is entrusted to us by our customers, vendors, employees and business partners. Care is taken that all personal data that is being collected, handled, stored, analysed and protected is being carried out in a responsible manner and in line with our Corporate Values. All businesses under the Group are committed to maintaining data privacy and security. We do not divulge, share, trade or sell personal or sensitive information to external parties for marketing or promotions purposes.



ENSURING FAIR, SAFE AND
TRANSPARENT BUSINESS PRACTICES

- Reputation

REPUTATION



OSK Holdings Berhad Group Managing Director, Ong Ju Yan (front row, fifth from left) and Deputy Group Managing Director, Ong Ju Xing (front row, fourth from left), received the prestigious Outstanding Overseas Project Award 2021 and the Top Property Developers Awards 2021, respectively, during The Edge Malaysia Property Excellence Awards 2021 gala night in December 2021.

BUILDING A GOOD NAME IN THE INDUSTRY

Our sustainability strategy strengthens both our brands and the reputation of our company in the marketplace.

With years of experience in aligning our activities to sustainable development, we are able to position ourselves as an industry leader. We practise effective communication to engage with wider community, including Government agencies, regulators, and the general public. As an industry player, we keep abreast of the latest industry developments and practices through memberships and participation in associations.

Company	Membership of Associations
Acotec	Member, Construction Industry Development Board ("CIDB") Malaysia Fire Protection Association ("MFPA")
Atria	Member, Malaysia Shopping Malls Association ("PKK")
OSKC	Member, Construction Industry Development Board ("CIDB") Member, Master Builders Association Malaysia ("MBAM") Member, Real Estate & Housing Developers' Association ("REHDA") Malaysia
OSKP	Member, Real Estate & Housing Developers Association Malaysia ("REHDA") International Corporate Ordinary Member, International Real Estate Federation ("FIABCI") Malaysian Chapter
SGL	Member, Malaysian Association of Hotels ("MAH") Member, Malaysian Association of Hotel Owners ("MAHO")
SGL VC	Member, Malaysian Holiday Timeshare Developers' Federation ("MHTDF") Member, Malaysian Association of Hotels ("MAH") Member, Malaysia Inbound Tourism Association ("MITA")



ENSURING FAIR, SAFE AND TRANSPARENT BUSINESS PRACTICES

- Reputation

Awards & Recognitions

In 2021, we were delighted and honoured to be recognised for our success. Here is a closer look at the accolades and awards we received during the year:

Company	Awards
OSK Group	Sustainability & CSR Malaysia Awards 2021
OSK Property	<p><u>The Edge Property Excellence Awards 2021</u></p> <ul style="list-style-type: none"> The Edge Top Property Developers Awards 2021 (ranked #10) Outstanding Overseas Project Award 2021 <p><u>The StarProperty Awards 2021</u></p> <ul style="list-style-type: none"> All-Stars Award The Landscape Award (Township) [Excellence] – Iringan Bayu The Starter Home Award (Landed) [Honours] – Iringan Bayu The Family-Friendly Awards (Landed) [Merit] – Iringan Bayu <p><u>iProperty Development Excellence Awards 2021</u></p> <ul style="list-style-type: none"> Best Developers – People’s Choice Award Best Lifestyle High-Rise Development (Ryan & Miho) Community CSR Award
Swiss-Garden International	<p>Swiss-Garden Hotel & Residences Genting Highlands</p> <p><u>2021 Customer Review Awards by Agoda.com</u></p> <ul style="list-style-type: none"> Score of 8.3 <p>Swiss-Garden Beach Resort Kuantan</p> <p><u>2021 Travelers’ Choice Award by Tripadvisor</u></p> <ul style="list-style-type: none"> 2021 Travelers’ Choice Award Winner <p><u>2021 Customer Review Awards by Agoda.com</u></p> <ul style="list-style-type: none"> Score of 8.4
SGI Vacation Club	<p><u>2021 Customer Review Awards by Agoda.com</u></p> <ul style="list-style-type: none"> Score of 9.2 (SGI Vacation Club Hotel Melaka) <p><u>2021 Gold Circle Award Winner by Agoda.com</u></p> <ul style="list-style-type: none"> SGI Vacation Club Villa @ Damai Laut Holiday Resort SGI Vacation Club @ Damai Laut Holiday Resort SGI Vacation Club Hotel

What's Ahead

While having achieved further progress in our sustainability journey in 2021, there is still much to be done. What the disruptions and challenges from COVID-19 in the past two years have shown us is that our societies have immense potential for collective action and change when faced with a perceived crisis. And if we were to distil the learnings what we have gone through, we will find that environmental integrity is central to sustaining human health and all human activities. Hence, a collective transition to a sustainable society and economy is necessary to protect human health.

The refined sustainability framework that we have adopted in 2021 will serve us as our compass, as we strive to deliver impactful and meaningful change in what we do.

Here is a glimpse of our next steps in FY2022:



Mitigating our carbon footprint

This will be one of the core goals of our corporate sustainability efforts in the coming year – to accelerate our green energy ambitions and to help others do that same. Besides nurturing trees as natural carbon sequestrers in our parks, active efforts are underway to solarise our property developments and factories. This will be a multi-year initiative that will bring not only tangible benefits to our bottom line, but also to our community and the environment as the world races to net-zero in the coming decades.

Assessing transition risk

We will begin to look into potential risk our business might be facing as Malaysia and the world transitions to a low-carbon economy. Some of the areas that we will looking ranges from policy impacts to operations, technology, and the way we disclose our sustainability achievements, as well as how we could capture new opportunities ahead.

As stated by our Executive Chairman in his message earlier



By fostering inclusivity and collaboration within and among our teams, we have been able to inspire innovation which spurred the organisation forward as we approached each challenge from different perspectives.

I am glad that our consistent efforts in instilling a culture of diversity, equity and inclusion is driving the Group in the right direction because it is only when we have the right mindset that we can achieve great feats.





APPENDIX I OUR VALUE CREATION MODEL

OSK adopts an integrated approach to sustainability where our risk management processes are aligned with our identified Material Matters, enabling us to make better decisions guided by our business objectives, while leveraging new opportunities that arise to continue to deliver excellence in our products and services, and create value for our stakeholders.

This integrated approach not only strengthens our growth, resilience, and competitiveness, but also enables us to enhance the well-being of the communities and the environment where we operate. OSK’s value creation business model is anchored on our belief that “What helps us do well, also helps us do good”, which is central to our sustainability approach as a responsible business in the fast-changing operating environment, while advancing our greater purpose to deliver value and contribute to the common good.

The model encompasses our role as an employer, developer, a builder, a financier, an asset owner, a manufacturer, and a corporate citizen, and guides us in creating sustained value for our business and our stakeholders. Our blended sustainability reporting suite covers the GRI standards and UN SDGs as our core with the inclusion of elements of IIRC’s integrated reporting <IR> framework.

In addressing the increasing and diverse expectations by investors and stakeholders on our corporate ESG disclosures, additional sustainability standard(s) and/ or framework(s) may be explored in the coming years as our sustainability reporting matures. As such, we intend to progress our sustainability reporting from focusing on operational ESG performance at the business level to a strategic ESG communication tool. The “OSK, Growing Together” sustainability blueprint, first introduced in our Sustainability Report 2020, sets the direction of our ESG efforts as we work towards sustainable development and do our part for the global climate agenda.

OSK’s Value Creation Model





APPENDIX II

HOW WE ENGAGE OUR STAKEHOLDERS

OSK Group seeks to engage, anticipate and meet the needs of our stakeholders, as we believe that effective and meaningful dialogues are fundamental to building trust and forms the foundation of governance in our organisation. Stakeholders are defined as groups that our businesses have a significant impact on, as well as those who have a vested interest in our operations. We have included Lenders as a newly added stakeholder group since FY2020.

Identifying and Responding to Issues Material to Stakeholders

Key Stakeholder Groups	Areas of Interest	OSK's Approach	Engagement Platforms	Frequency of Engagement
<p>Business and Industry Partners</p> <p>As an established organisation with an excellent business track record, OSK provides thought leadership and imparts positive market feedback on policies and issues through industry associations and bodies to foster tri-sector (public-private-people) collaborations that promote growth and development.</p>	<ul style="list-style-type: none"> Industry best practices Innovation and advances in the industry New business opportunities OSK's position within the industry Fair procurement Staying connected with the Company Supporting local suppliers and local producers <p> Please refer to pages 41-45 and 56-58 in this Report.</p>	<p>Together with our industry peers, OSK is committed to advancing the industry through active participation in the marketplace and sharing updates on our progress, challenges and other developments.</p>	<ul style="list-style-type: none"> Annual and Sustainability Reports Consultation on industry matters Corporate presentations Events and roadshows Forums and dialogues Membership in associations Satisfaction surveys 	<ul style="list-style-type: none"> Annual As and when required As and when required Ongoing As and when required Annual Annual
<p>Community</p> <p>We create affordable, innovative and thoughtfully-designed living spaces, as well offer products and services that support community well-being and integration. We are also actively involved in community investments that seek to assist the underserved, reduce inequality, promote social mobility, as well as mobilise community development projects that foster partnerships and social inclusiveness (especially for youths and women-related).</p>	<ul style="list-style-type: none"> Impact of operations on community Promoting social and environmental well-being Social inclusion, local community development and caring for the less fortunate Philanthropy Ethical marketing practices Staying connected with OSK <p> Please refer to pages 46-55 in this Report.</p>	<p>As part of our pluralistic society, OSK understands that our business operations have an impact on the well-being of the community. We are committed to our role as an agent of change, as well as an active contributor and enabler in promoting harmony, inclusiveness and well-being for the communities in which we operate.</p>	<ul style="list-style-type: none"> Community engagement activities and philanthropies Collaborations with NGOs, charities and social enterprises Social media tools Catalogues and brochures Annual Report Sustainability Report Company websites and social media Company advertisements 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing Annual Annual Ongoing As and when required
<p>Customers including Tenants, Shoppers and Guests</p> <p>Providing safe, innovative and high-quality products and services for all our customers are fundamental for the generation of financial capital and to OSK's continued success in the long run.</p>	<ul style="list-style-type: none"> Safety and health Customer service and experience Ethical marketing practices Brand reputation Confidence and trust in the Company Pleasant experience Value for money <p> Please refer to pages 60-70 in this Report.</p>	<p>Building strong relationships and trust, as well as ensuring the satisfaction of all our customers form the foundation of everything we do. OSK envisions itself as being a trusted partner to our customers, in line with our ethos of "Moving Forward, Progressing Together". We maintain a long-term perspective in all our business operations.</p>	<ul style="list-style-type: none"> Events and roadshows Integrated customer feedback channels Loyalty programmes Customer and tenant surveys, and market research Meetings and discussions Catalogues and brochures Integrated app for homebuyers and shoppers Company websites Social media Residential management services Tenant Memos and Notices 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Annual As and when required Ongoing Ongoing Ongoing As and when required Upon project completion until formation of JMB or MC As and when required



Creating Sustainable Value
Caring for the Environment
Shared Economic and Social Value

How We Engage Our Stakeholders

Key Stakeholder Groups	Areas of Interest	OSK's Approach	Engagement Platforms	Frequency of Engagement
<p>Employees</p> <p>OSKers form one of the most crucial capitals of OSK Group. Health and safety, skills and capability, welfare and the professional growth of all OSKers are fundamental to OSK's performance and key to nurturing a high-performing, loyal and competitive workforce.</p>	<ul style="list-style-type: none"> • Company's direction and updates • Workplace safety and health • Labour and human rights • Remuneration and benefits • Career development • Training opportunities • Work-life balance • Employee volunteerism <p> Please refer to pages 34-42 in this Report.</p>	<p>OSK is committed to providing a safe, engaging, inclusive and stimulating work environment that encourages quality performance, high employee satisfaction and loyalty.</p>	<ul style="list-style-type: none"> • Annual employee engagement survey • Internal employee portal • Employee volunteering and CSR activities • Internal engagement activities ie. special promos and sustainability campaign • Health and safety notices and updates • Training and talent development • Mentoring programme • Townhall and dialogues • Mentoring programme • Whistleblowing channel • Chillax Zone and Gym @ Plaza OSK • Prayer room and common facilities 	<ul style="list-style-type: none"> Annual Annual As and when required Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing
<p>Government and Regulators</p> <p>As a responsible corporate citizen, we strive to ensure compliance with all applicable SOPs, rules and regulation, and constantly work with key government agencies and regulators in upholding regulatory practices and applicable health and safety standards, while promoting societal well-being.</p>	<ul style="list-style-type: none"> • Compliance • Contributions to the economy, local community and nation-building • Industry best practices • Promoting workplace health and safety • Cultivating good workplace practices • Advocating ESG integration in business operations and reporting <p> Please refer to pages 64-66 in this Report.</p>	<p>Each subsidiary is responsible to comply with all relevant regulations. We supported the Government's social initiatives and place great emphasis on being an exemplary corporate citizen.</p>	<ul style="list-style-type: none"> • Formal meetings with Senior Management representation • Annual and Sustainability Reports • Audits and inspections • Collaborations with Government agencies and departments for community welfare, education and sustainability-related programmes • Participation in industry and public forums, dialogues and workshops organised by Government bodies and regulators • Participation in corporate and CSR events 	<ul style="list-style-type: none"> As and when required Annual As and when required Ongoing As and when required/invited As and when required/invited
<p>Media</p> <p>We engage the media and the general public regularly to provide regular updates on the Group's latest developments and progress, as part of efforts to build community trust and provide transparency on the Group's journey.</p>	<ul style="list-style-type: none"> • Corporate updates • Financial performance • Corporate governance • Upcoming corporate developments • Marketing and promotions • Awards and recognition • Partnerships and collaborations <p> Please refer to pages 41-42 and 69-70 in this Report.</p>	<p>We strive to ensure the highest level of governance in our disclosures to the public through mainstream media channels. We believe that delivering the right message to the media is key, especially at corporate events and launches, where we disseminate first-hand corporate and project information.</p>	<ul style="list-style-type: none"> • Events and launches • Media networking sessions • Meetings and media visits • Annual and Sustainability Reports • Quarter financial results announcements • Media releases on corporate updates and developments • Media interviews • Awards submission and presentation • Participation in corporate and CSR events 	<ul style="list-style-type: none"> Ongoing Ongoing As and when required Annual Quarterly As and when required As and when required As invited As and when required/invited



How We Engage Our Stakeholders

Key Stakeholder Groups	Areas of Interest	OSK's Approach	Engagement Platforms	Frequency of Engagement
<p>Shareholders and Investors</p> <p>Ensuring sustainable and long-term shareholder returns is a priority for OSK. In keeping with our emphasis on upholding the highest level of corporate governance, we are committed to continue to build trust and confidence through regular dialogues with our shareholders and the investment community.</p>	<ul style="list-style-type: none"> • Brand reputation • Future competence and innovation • Growth strategy • Long-term relationship development • OSK's market position and performance within the industry • Positive investment growth and diversification • Risk management • Corporate governance • Acquisitions and disposals • ESG initiatives and sustainability performance <p> Please refer to pages 14-17, 41-57 and Appendix IV in this Report.</p>	<p>OSK's overall goal is to create sustainable shareholder value while fulfilling the expectations of other stakeholders. A strong focus on financial performance, risk management and internal control is instrumental in achieving this goal.</p>	<ul style="list-style-type: none"> • Annual general meetings • Annual and Sustainability Reports • Bursa announcements • Investor relations ("IR") and institutional briefings, presentations or conference calls • Quarterly financial announcements • Shareholder updates • Site visits • Media announcements 	<ul style="list-style-type: none"> Annual Annual As and when required As and when required Quarterly As and when required As and when required As and when required
<p>Financiers</p> <p>Achieving an efficient capital structure with competitive funding costs is crucial to OSK's financial well-being, in line with our prudent financial management approach. The Group engages with financiers and lenders as part of our continuous efforts to ensure optimal funding and liquidity in our operations.</p>	<ul style="list-style-type: none"> • Business performance and updates • Financial position • Revenue growth • Value creation and sustainability • Long-term relationship development • OSK's market position and reputation within the industry • Risk management • Corporate governance • ESG initiatives and sustainability performance <p> Please refer to pages 14-17, 41-57 and Appendix I and IV in this Report.</p>	<p>OSK is committed to being a long-term and trusted business partner that is driven by good governance and a strong balance sheet to support our business objectives. We seek to engage and partner with lenders who share the same sustainability principles, position and values as us to enable us to make meaningful change in the communities where we operate.</p>	<ul style="list-style-type: none"> • Institutional briefings, presentations or conference calls • Annual and Sustainability Reports • Bursa announcements • Quarterly financial announcements • Media announcements 	<ul style="list-style-type: none"> As and when required Annual As and when required Quarterly As and when required
<p>Supply Chain Partners</p> <p>We work closely with our vendors, suppliers and business partners in our value chain to ensure that our operations are carried out in line with OSK's ethical, safety and health, and sustainability policies and standards.</p>	<ul style="list-style-type: none"> • Legal compliance • Ethics and integrity • Workers' safety and health • Fair procurement • Quality and value • Staying connected with the Company • Supporting local suppliers and local produce <p> Please refer to pages 58 and 60-68 in this Report.</p>	<p>OSK works across its value chain to minimise risks, maximise future opportunities and ensure sustainable economic growth.</p>	<ul style="list-style-type: none"> • Satisfaction surveys • Supplier audits • Supplier-organised events • Anti-bribery and anti-corruption pledge and compliance 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing



APPENDIX III

STAKEHOLDER-FOCUSED ESG ISSUES AND OUR RESPONSE

Responding to sustainability issues in a timely, targeted and effective manner is essential to our ability to thrive in the New Normal by pre-empting potential risks and front-running emerging challenges that are material to the Group and our stakeholders within the sustainability spheres of E+ESG.

In the following table, we define how we create meaningful impact for our stakeholders, and how we have responded in respect of each of our 12 material matters. The definition of our stakeholder groups are their interests are available in the “How We Engage Our Stakeholders” section from page 73-75.

Material Issues	Stakeholder Boundary and Impact	How We Respond	GRI Standards & Disclosures	Addressed in this Report
Ecosystem and Biodiversity	Customers, employees, business and industry partners, supply chain partners, government and regulators, shareholders and investors, financiers, community, and media	<ul style="list-style-type: none"> We strive to ensure that our operations have the least amount of impact to the environment through careful planning and responsible actions. We ensure healthy living in a sustainable environment is a key development objective that is integrated into the homes that we build. 	GRI 303: Biodiversity	Caring for the Environment
Resource Efficiency and Responsible Consumption	Customers, employees, business and industry partners, supply chain partners, government and regulators, shareholders and investors, financiers, community, and media	<ul style="list-style-type: none"> We support environmental conservation through conscious efforts by improving waste management practices in our projects and premises. We promote circularity and efficiency in our consumption of natural and manufactured resources through use of technology, awareness programmes, and collaborations with external partners to mitigate our impact to the natural environment. We create buildings and developments that support well-being and promote resource efficiency benefits to our homebuyers. 	GRI 306: Effluents and Waste GRI Sector Disclosures: Construction and Real Estate	Caring for the Environment
Carbon Management	Customers, employees, business and industry partners, supply chain partners, government and regulators, shareholders and investors, financiers, community, and media	<ul style="list-style-type: none"> We drive environmental conservation through adoption of renewable energy, improving energy efficiency through energy saving programmes and installing energy-efficiency devices at our premises. We promote the planting of greenery as long-term carbon sinks in our development projects as part of efforts to combat climate change. 	GRI 302: Energy	Caring for the Environment
Talent Management and Diversity	Employees, government and regulators, shareholders and investors	<ul style="list-style-type: none"> We ensure the availability, sourcing and nurturing and upskill our talents to meet the Group’s long-term business objectives and challenges. We provide an inclusive, supportive, engaging and conducive work environment for our employees while ensuring equal and fair opportunities for all our talents. We support a strong culture of diversity and non-discrimination where all talents work together in a united, purpose-driven and cohesive mindset across all our businesses. 	GRI 404: Training and Education GRI 405: Diversity and Equal Opportunities	Shared Economic and Social Values
Market Leadership and Sustainable Returns	All internal and external stakeholders across our value chain	<ul style="list-style-type: none"> We deliver strong, sustainable returns for our stakeholders and the community amid a dynamic and constantly evolving market environment. We cascade beneficial influence and presence to the local communities where we operate as part of efforts to build and maintain positive social license. We strive to deliver excellence in all our products and services, while ensuring the satisfaction of all our customers and business partners. 	GRI 201: Economic Performance GRI 202: Market Presence GRI 416: Customer Health and Safety	Shared Economic and Social Values

STAKEHOLDER-FOCUSED ESG ISSUES
AND OUR RESPONSE

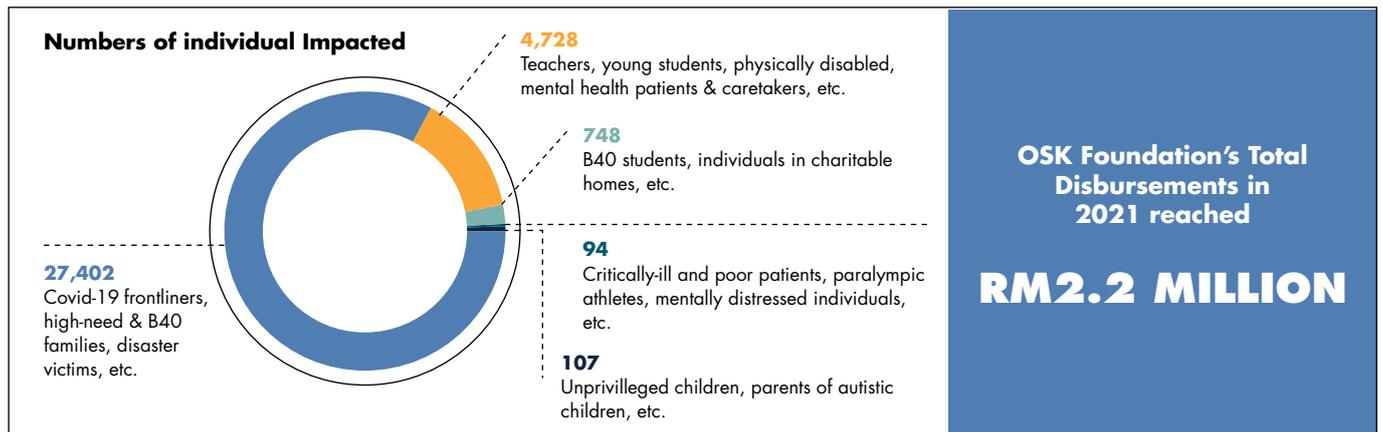
Material Issues	Stakeholder Boundary and Impact	How We Respond	GRI Standards & Disclosures	Addressed in this Report
Community Support and Development	NGOs, community, government and regulators, and supply chain partners	<ul style="list-style-type: none"> We help the underserved through our financial resources and making a difference in the community. We catalyse change in the socio-economic fabric of the community through meaningful and high-impact initiatives. We organise regular engagements with our stakeholders to understand their concerns and gather valuable feedback to improve our products and services. 	GRI 413: Local Communities	Shared Economic and Social Values
Innovation and Partnerships	Customers, employees, business and industry partners, supply chain partners, government and regulators, shareholders and investors, financiers, community, and media	<ul style="list-style-type: none"> We ensure continuous stakeholder-focused progress and improvements in the way we conduct our businesses. We meet new challenges, exploring opportunities and growing our businesses through technology, and forming mutually beneficial partnerships and collaborations. 	GRI 416: Customer Health and Safety	Shared Economic and Social Values
Responsible Supply Chain	Business and industry partners, supply chain partners, government and regulators, shareholders and investors, financiers, and media	<ul style="list-style-type: none"> We uphold responsible and ethical procurement practises through close engagement with our supply chain. 	GRI 204: Procurement Practices	Shared Economic
Safety, Health and Well-Being	All internal and external stakeholders across our value chain	<ul style="list-style-type: none"> We protect the health and safety of our customers, employees, vendors and related stakeholders against threats such as the COVID-19 pandemic. 	GRI 403: Occupational Health and Safety	Shared Economic and Social Values
Ethics and Integrity	All internal and external stakeholders across our value chain	<ul style="list-style-type: none"> We uphold the highest ethical values, conduct and principles across all our business activities. We ensure strict compliance with all provisions under the MACC Act Section 17A. 	GRI 102-16 Values, Principles, Standards, and Norms of Behaviour GRI 205: Anti-corruption GRI 102-17 Mechanisms for Advice and Concerns About Ethics	Shared Economic and Social Values
Regulatory Compliance	Employees, business and industry partners, supply chain partners, government and regulators, shareholders and investors, and financiers	<ul style="list-style-type: none"> We ensure the strictest compliance with prevailing laws and regulations in the way we carry out our daily operations and businesses. We hold ourselves accountable for the way we treat personal data gathered in the course of our operations and ensuring compliance with laws and regulation relating to protection of privacy and interests of all our stakeholders. 	GRI 419: Socioeconomic Compliance GRI 418: Customer Privacy	Shared Economic and Social Values
Reputation	Employees, business and industry partners, supply chain partners, government and regulators, shareholders and investors, financiers and community	<ul style="list-style-type: none"> We strive to build a trusted brand for all our products and services, and exert a positive influence in the industry and interests of all our stakeholders. 	GRI 102-13 Membership of Associations	Shared Economic and Social Values



APPENDIX IV

OSK FOUNDATION'S 2021 IMPACT SUMMARY

This year, in addition to providing a detailed snapshot of our key disbursements, the outcomes achieved, and the relevant Agenda 2030 UN SDG contributions that we have made in the community, we also provide a calculation of the number of individuals who have benefitted from OSK Foundation's work during the year to gauge our overall impact.



OSK Foundation's Total Disbursements in 2021 reached

RM2.2 MILLION

- COVID-19 & Disaster-related Relief Initiatives
- Co-branded Programmes
- Signature/Standalone/Scholarship Programmes
- Schools/Homes/Centers
- Ad-hoc/One-off/Others

Summary of UN SDG Agenda 2030 Contributions

GOAL 1	<ul style="list-style-type: none"> • Target 1.1 Eradicate Extreme Poverty • Target 1.2 Reduce Poverty by at Least 50% • Target 1.5 Build Resilience to Environmental, Economic and Social Disasters 	
GOAL 2	<ul style="list-style-type: none"> • Target 2.1 Universal Access to Safe and Nutritious Food • Target 2.2 End All Forms of Malnutrition 	
GOAL 3	<ul style="list-style-type: none"> • Target 3.4 Reduce Mortality from Non-communicable Diseases and Promote Mental Health 	
GOAL 4	<ul style="list-style-type: none"> • Target 4.2 Equal Access to Quality Pre-primary Education • Target 4.A Build and Upgrade Inclusive and Safe Schools • Target 4.B Expand Higher Education Scholarships for Developing Countries • Target 4.C Increase the Supply of Qualified Teachers in Developing Countries 	
GOAL 10	<ul style="list-style-type: none"> • Target 10.1 Reduce Income Inequalities • Target 10.2 Promote Universal Social, Economic and Political Inclusion • Target 10.3 Ensure Equal Opportunities and End Discrimination 	
GOAL 11	<ul style="list-style-type: none"> • Target 11.5 Reduce the Adverse Effects of Natural Disasters 	
GOAL 17	<ul style="list-style-type: none"> • Target 17.17 Encourage Effective Partnerships 	



OSK FOUNDATION'S 2021
IMPACT SUMMARY

COVID-19 and Disaster-related Relief	Community Impacts Achieved	UNSDG Contributions
<p>Kembara Kitchen</p> 	<ul style="list-style-type: none"> Served almost 2,800 meals to our Malaysian COVID-19 frontliners serving in Selangor, Negeri Sembilan and Pahang. 	
<p>Malaysian Relief Agency</p> 	<ul style="list-style-type: none"> Donated four units of 10-litre oxygen concentrators to the Malaysian Armed Forces' Field Hospital in Labuan to be used by COVID-19 patients. 	
<p>Pasukan Bomba Sukarela Sungai Petani</p> 	<ul style="list-style-type: none"> Donated two boat engines (18hp and 15hp) to the fire brigade volunteer association in Sungai Petani to be used during flood disasters in the area. 	
<p>Malaysian Collective Impact Initiative (MCII)</p> 	<ul style="list-style-type: none"> More than 3,000 B40 families who experienced loss of income received Econsave vouchers worth RM100 each to support their daily expenses. The families were identified via 13 schools supported by MCII in Kapar and Pandamaran, Klang. 	
<p>The Big Give (100% Project)</p> 	<ul style="list-style-type: none"> 7,530 students from B40 families and teachers received a reusable face mask, in conjunction with the opening of schools in 2022. The reusable face masks were handmade by a community of B40 mothers, who in turn, were able to support their families with the income generated from these masks. 	
<p>KRT Kubang Buaya</p> 	<ul style="list-style-type: none"> Individuals and families experiencing financial hardships were able to secure their daily food supplies from the community food bank at Jalan Besar, Kuantan. 	
<p>Persatuan Cintai Majung Perak (Komuniti I Love Manjung)</p> 	<ul style="list-style-type: none"> 300 lower-income families in the underserved community in Manjung, Perak, received food baskets (worth RM50 each). 	
<p>Pertubuhan Kebajikan Masyarakat Dinamik Kuala Lumpur</p> 	<ul style="list-style-type: none"> 2,000 B40, M40 and disabled individuals, as well as single-parent families, who had been affected by the COVID-19 pandemic and subsequent MCO lockdowns in Segamat, Johor received food baskets (worth RM50 each). 	
<p>District and Land Office of Bentong</p> 	<ul style="list-style-type: none"> 300 lower-income families who were affected by the COVID-19 pandemic in Bentong, Pahang, received food baskets (worth RM50 each). 	



OSK FOUNDATION'S 2021 IMPACT SUMMARY

COVID-19 and Disaster-related Relief	Community Impacts Achieved	UNSDG Contributions
<p>State Welfare Departments</p> 	<ul style="list-style-type: none"> A total of 90 residents from Pusat Jagaan Pertubuhan Kebajikan Nur Magfirah, Rumah Sejahtera Kg. Bangau Tanjung, and PDK Harapan Indah Kuala Krau Daerah Temerloh, comprising old folks and disabled individuals, benefitted from cash aids to these homes following severe flooding in the state of Pahang in late-Dec 2020 to early 2021. 	
<p>JKKK Kampung Baru Karak</p> 	<ul style="list-style-type: none"> 76 households comprising 182 affected homeowners and residents who suffered major losses in separate fire incidents that hit Kampung Baru Karak and Kampung Sungai Karak in Bentong in early October 2021 received cash aid to help them rebuild their homes. 	
Co-branded Projects/ Programmes	Community Impacts Achieved	UNSDG Contributions
<p>Closing The Gap ("CTG")</p> 	<ul style="list-style-type: none"> 162 students from underserved families in the OSK-CTG Cohort 2021 are supported through virtual workshops and programmes designed to empower and equip them with the right skills and mindset to enter university. 	
<p>Malaysian Collective Impact Initiative ("MCII")</p> 	<ul style="list-style-type: none"> 3,400 families in Klang – one of the most affected areas of COVID-19 - received Econsave vouchers (worth RM100 each) from the MCO 3.0 Grocery Aid programme. Sponsored after-school STEM and mentoring programmes for 13 high-need MCII-supported schools. 	
<p>Teach for Malaysia ("TFM")</p> 	<ul style="list-style-type: none"> Sponsored the training and leadership development of 4,000 new school teachers recruited by the Ministry of Education carried out in collaboration with <i>Institut Pendidikan Guru Malaysia</i>, who will be assigned to primary and secondary schools from year 2022 onwards. 	
<p>Alzheimer's Disease Foundation Malaysia ("ADFM")</p> 	<ul style="list-style-type: none"> Supported the continued operations of the Atria-Alzheimer's Community Centre, which organise regular activities that benefit 600 individuals in the immediate Damansara Jaya catchment including patients, caregivers, volunteers and community groups. Sponsored 300 reusable face masks to help raise awareness on Alzheimer's Disease, in conjunction with the launch of the ADFM World Alzheimer's Month 2021. 	
<p>Cumbaka</p> 	<ul style="list-style-type: none"> Supported 16 student teams (of two to four students each) from six schools who participated in STEM competitions Held a three-day Hackathon where students learned Android Apps design and Game design with Scratch software. Sponsored the Nationwide Young Innovators Challenge 2021 and the Top 3 Teachers' Awards. 	
<p>OSK Foundation Scholarship</p> 	<ul style="list-style-type: none"> 20 students pursuing their undergraduate studies in two local public and four local private universities were selected to receive OSK Foundation's full scholarship award in 2021. The universities are: <ul style="list-style-type: none"> Universiti Malaya Universiti Kebangsaan Malaysia Tunku Abdul Rahman University College Universiti Tunku Abdul Rahman Taylor's University HELP University 	



OSK FOUNDATION'S 2021
IMPACT SUMMARY

Signature/ Standalone/ Scholarship Programmes	Community Impacts Achieved	UNSDG Contributions
<p>Frontliners Appreciation Campaign</p> 	<ul style="list-style-type: none"> 160 frontline health workers at the Klinik Kesihatan Hospital Sg. Buloh received as our way of saying 'Thank You!' for their dedication and commitment in battling COVID-19. 480 frontliners (comprising doctors, nurses, police, military, fire brigade and enforcement officers) received Atria Gifts Vouchers (worth RM80 each) as a gesture of appreciation for their contribution in the fight against the COVID-19 pandemic. 	
<p>Gifts of Hope Deepavali</p> 	<ul style="list-style-type: none"> 200 needy families in Kapar and Pandamaran in Klang who experienced income disruption throughout the various MCO phases received grocery aid, in conjunction with the Deepavali celebration. 	
Schools/ Homes/ Centres	Community Impacts Achieved	UNSDG Contributions
<p>Persatuan Kebajikan Kanak-kanak Kajang ("PKKKK")</p> 	<ul style="list-style-type: none"> 67 children from underprivileged and/ or single-parent families received free tuition, meals and transport throughout the year to ensure continuity in education, despite the COVID-19 pandemic. 	
<p>IDEA Autism Centre</p> 	<ul style="list-style-type: none"> More than 30 B40 parents of children with autism and members of the public participated in the Mental Health Interventions programme at the centre. 	
Ad-hoc/ Other Disbursements	Community Impacts Achieved	UNSDG Contributions
<p>Paralympic Council Malaysia</p> 	<ul style="list-style-type: none"> 22 Tokyo 2020 Paralympic Games para-athletes received recognition and cash contributions for their outstanding performance at the games, while serving as a way to encourage and motivate them to continue to strive for excellence in their sports. 	
<p>Befrienders Kuala Lumpur</p> 	<ul style="list-style-type: none"> Supported Befriender's efforts in providing emotional support 24/7 for people who are experiencing emotional and/ or mental distress by donating to their cause. Among the public talks attended by our employees include, "The Effects of the COVID-19 Pandemic on Mental Health and Coping Strategies" and "Stress Management". 	
<p>Pertubuhan Membantu Pesakit Parah Miskin Malaysia</p> 	<ul style="list-style-type: none"> 2 critically-ill and lower-income patients who have been referred to the organisation by medical social workers from public hospitals received the medical equipment needed for their continued treatment. 	



APPENDIX V

GRI Index Table

GRI INDEX TABLE

GRI Standard	Disclosure	Section
GRI 102: General Disclosure	102-1 Name of the organization	About This Report
	102-9 Supply chain	Sustainable Procurement
	102-13 Membership of associations	Reputation
	102-14 Statement from senior decision-maker	Chairman's Message
	102-15 Key impacts, risks and opportunities	What Matters to Us
	102-16 Values, principles, standards, and norms of behaviour	Ethics and Integrity
	102-17 Mechanisms for advice and concerns about ethics	Ethics and Integrity
	102-18 Governance structure	Sustainability Governance
	102-19 Delegating authority	Sustainability Governance
	102-21 Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement
	102-32 Highest governance body's role in sustainability reporting	Sustainability Governance
	102-40 List of stakeholder groups	Stakeholder Engagement
	102-42 Identifying and selecting stakeholders	Stakeholder Engagement
	102-43 Approach to stakeholder engagement	Stakeholder Engagement Quality Products and Services
	102-44 Key topics and concerns raised	Stakeholder Engagement
	102-45 Entities included in the consolidated financial statements	Annual Report 2020
	102-46 Defining report content and topic boundaries	Material Sustainability Matters
	102-47 List of material topics	Material Sustainability Matters
	102-50 Reporting period	About This Report
	102-52 Reporting cycle	About This Report
102-53 Contact point for questions regarding the report	About This Report	
102-55 GRI content index	GRI Index Table	
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundary	Driving Sustainability Implementation Platform
	103-2 The management approach and its components	Driving Sustainability Implementation Platform Innovation
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	Economic Performance
GRI 202: Market Presence	202-2 Proportion of senior management hired from the local community	Market Presence
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	Sustainable Procurement

GRI INDEX TABLE

GRI Standard	Disclosure	Section
GRI 205: Anti-Corruption	205-2 Communications and training about anti-corruption policies and procedures	Anti-Corruption
	205-3 confirmed incidents of corruption and actions taken	Anti-Corruption
GRI 302: Energy	302-4 Reduction of energy consumption	Energy
GRI 303: Water and Effluents	303-	Water
GRI 304: Biodiversity	304-	Biodiversity
GRI 306: Effluents and Waste	306-2 Waste by type and disposal method	Waste
GRI 401: Employment	401-1 New employee hires and employee turnover	Diversity and Equal Opportunities
GRI 405: Diversity and Equal Opportunities	405-1 Diversity of governance bodies and employees	Diversity and Equal Opportunities
GRI 404: Training and Education	404-1 Average hours of training per year per employee	Talent Management
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety
	403-5 Worker training on occupational health and safety	Health and Safety
	403-9 Work-related injuries	Health and Safety
	403-10 Work-related ill health	Health and Safety
GRI 413: Local Communities	413-1 Operations with local community engagement, impact, assessments, and development programs	Community Engagement
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Protection
GRI 419: Socioeconomic Compliance	419-1 Non-compliance with laws and regulations in the social and economic area	Regulatory Compliance

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