

SUSTAINABILITY STATEMENT

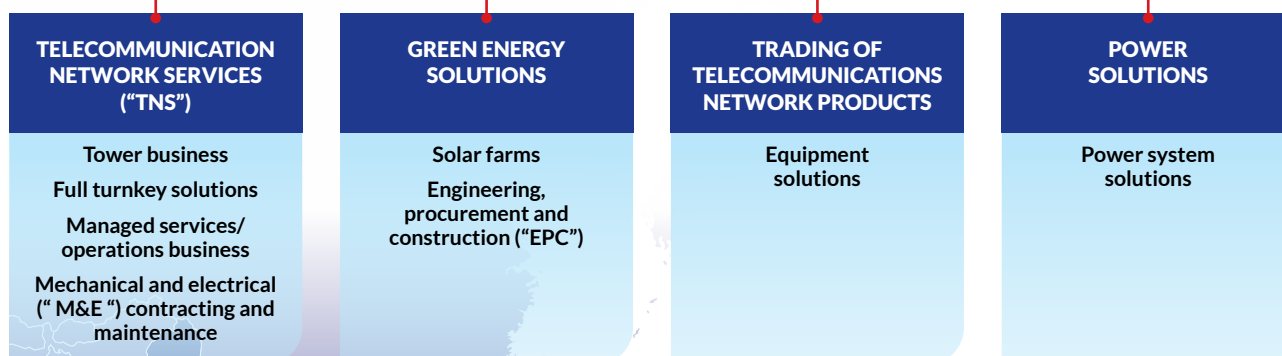
ABOUT THIS REPORT

OCK Group Berhad ("OCK" or "the Company") and its subsidiaries (collectively known as "the Group") are delighted to present its Sustainability Report for the financial period ended 30 June ("FPE") 2025. On 29 April 2025, the Company announced a change in its financial year end from 31 December 2024 to 30 June 2025. This adjustment is intended to better align the financial reporting with operational performance, strategic planning and to support the Group's ongoing business activities. Consequently, this Report covers an 18-month period from 1 January 2024 to 30 June 2025.

This Report outlines the sustainability strategies, principles, initiatives, and performance of OCK for the FPE 2025. It highlights the key issues identified through our materiality assessment, which are of utmost significance to our stakeholders. In this Report, we provide updates on OCK's sustainability initiatives across our key business units and operations, showcasing our progress in meeting the commitments we have made. These efforts are aligned with our goal of fostering sustainable practices and creating long-term value for all stakeholders.

Our approach to sustainability has evolved over time, and we continuously refine and enhance our strategies. Sustainability is a dynamic and ongoing journey, and as we move forward, it remains central to our business practices, ensuring that we contribute positively to both people and the planet.

OUR CORE BUSINESSES



Effective 1 April 2025, the Group undertook a strategic reorganisation of its business structure to strengthen focus, improve transparency, and better reflect its growth priorities. As a result, segmental reporting has been revised as follows:

- Telecommunication Network Services now integrates Mechanical & Electrical Engineering Services
- Green Energy Solutions and Power Solutions are now reported as separate segments

SUSTAINABILITY STATEMENT (CONT'D)

SCOPE AND BASIS OF SCOPE

This Report covers the Group's sustainability performance and progress of our headquarters in Malaysia and all geographical locations we operate in, namely Vietnam, Myanmar and Indonesia, unless specified otherwise for individual sustainability matters.

We excluded joint ventures or associates and partners' assets from our reporting scope.

REPORTING FRAMEWORKS AND STANDARDS

This Report has been developed in accordance with Bursa Malaysia Securities Berhad ("Bursa Malaysia")'s Listing Requirements, with reference to:

- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition);
- Listing Requirements of Bursa Malaysia [Paragraph 29, Part A of Appendix 9C of the Main Market Listing Requirements (supplemented by Practice Note 9 and 9A)];
- National Sustainability Reporting Framework ("NSRF"); and
- Task Force on Climate-related Financial Disclosures ("TCFD") Recommendations.

INDEPENDENT ASSURANCE

The 2025 Sustainability Report is subject to an internal review conducted by the outsourced internal auditors. The subject matters reviewed covers 14 material matters disclosed in the Report. The internal review focused on and verified the reasonableness of the current period's sustainability performance data and the corresponding initiatives undertaken by the Malaysia entities.

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY FRAMEWORK

OCK has strengthened its sustainability framework to align more closely with our business strategy, guided by the Group's vision and mission. This framework is designed to meet stakeholder needs, reduce our environmental footprint, and contribute positively to the communities in which we operate.

Our sustainability framework focuses on four key areas:

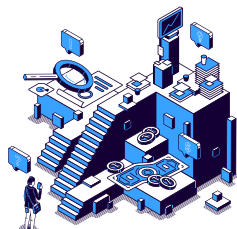
- Economic Sustainability
- Environmental Sustainability
- Workforce Sustainability
- Social Sustainability

Within each of these areas, we are committed to achieving specific objectives by addressing concerns related to our material issues.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

SUSTAINABILITY FRAMEWORK (CONT'D)



OUR VISION

TO BE A LEADING AND INNOVATIVE PROVIDER OF TELECOMMUNICATION NETWORK SERVICES AND GREEN RENEWABLE ENERGY

OUR MISSION

EXCEEDING CUSTOMER EXPECTATIONS THROUGH TIMELY DELIVERY OF OUR VALUE ADDED SOLUTIONS AND SERVICES

OUR FOCUES AREAS

ECONOMIC SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	WORKFORCE SUSTAINABILITY	SOCIAL SUSTAINABILITY
<ul style="list-style-type: none"> Economic Performance Customer Satisfaction Anti-Corruption Cybersecurity and Data Protection Policy and Regulatory Compliance 	<ul style="list-style-type: none"> Climate Action Water Management Waste Management 	<ul style="list-style-type: none"> Human Right Health & Safety Employee Management Diversity, Equity & Inclusion 	<ul style="list-style-type: none"> Supply Chain Management Community Investment
  	   	  	 

SUSTAINABILITY POLICY

As our organisation grows, our commitment to sustainability has only strengthened. We have developed a clear company philosophy focused on sustainability, which now drives all decisions related to OCK's economic and operational activities.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

SUSTAINABILITY POLICY (CONT'D)



Sustainability has always been a fundamental part of the Group's culture, driving our pursuit of continuous growth and profitability within a safe, caring, and sustainable environment. As a responsible corporate citizen, our mission is to uphold strong governance standards across our business, promote responsible practices, minimise environmental impacts, and address the social needs of the communities where we operate.

- Economic Performance
- Customer Satisfaction
- Anti-Corruption
- Cybersecurity & Data Protection
- Policy & Regulatory Compliance

ECONOMIC : **SUSTAINING OUR ECONOMY**

- Delivering sustainable returns to shareholders
- Delivering quality products and services to achieve customers' satisfaction

- Climate Action
- Water Management
- Waste Management

ENVIRONMENTAL : **CONSERVING OUR ENVIRONMENT**

- Protecting and preserving the environment pursuant to applicable regulations

WORKFORCE : **BUILDING A RESILIENT WORKFORCE**

- Ensuring a positive working environment for our workforce

SOCIAL : **SERVING OUR COMMUNITY**

- Contributing to the well-being of the community around us

- Human Right
- Health & Safety
- Employee Engagement
- Diversity, Equity & Inclusion

- Supply Chain Management
- Community Investment

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

SUSTAINABILITY GOVERNANCE

The Group believes that integrity and ethics are essential to effective governance. They form the foundation for embedding sustainability goals into our decision-making, promoting transparency, managing risks, and driving long-term success.

The Board holds ultimate responsibility for the Group's sustainability strategy, with support from the relevant Board Committees. This approach follows a top-down structure, ensuring strong leadership oversight and accountability. The Board plays a key role in integrating sustainability considerations into the Group's strategic planning, performance monitoring, and long-term value creation, thereby strengthening OCK's resilience and ability to deliver durable and sustainable value over time.

The Group has established a three-tiered structure comprising the Board, the Sustainability Steering Committee ("SSC"), and the Sustainability Working Group ("SWG"). The Board provides direct oversight, monitoring the Group's sustainability strategy, progress, and the identification of potential risks and opportunities.

The SSC, chaired by the Group Chief Executive Officer (CEO), reports regularly to the Board on the progress of our sustainability initiatives, challenges encountered, and alignment with overall business objectives. Where necessary, the SSC escalates matters requiring Board-level decisions or interventions.

The SWG, consisting of representatives from various departments, is responsible for operationalising sustainability initiatives. It plays a critical role in embedding sustainability into the Group's daily operations, ensuring that strategic objectives are effectively translated into practical actions across all business units.

To ensure accountability, annual assessments are conducted to evaluate the effectiveness of the Board and senior management in advancing sustainability. These assessments review progress against established targets, analyse key performance indicators (KPIs), and identify areas requiring further attention or corrective action. Where gaps or challenges are identified, targeted interventions are proposed for deliberation and decision-making at the senior level.



SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

SUSTAINABILITY GOVERNANCE (CONT'D)

The SSC is responsible for promoting and embedding sustainability across the Group, with oversight of the following areas:

- Stakeholders' engagement
- Materiality assessment and identification of sustainability risks and opportunities relevant to the Group
- Management of material sustainability risks and opportunities
- Communication of sustainability strategies, priorities and targets as well as performance against those targets to internal and external stakeholders

STAKEHOLDERS' ENGAGEMENT

Our stakeholders play a vital role in OCK's growth and progress. It is essential that we actively identify and understand their concerns and expectations. Our aim is to build strong, long-lasting relationships with all stakeholders, addressing their needs and minimising the impact of our operations, thereby contributing to a sustainable future.

We foster trust and mutual respect through stakeholder meetings, workshops, and other forms of engagement. This helps us stay informed about key societal issues and ensures that our business strategy is aligned with the concerns and expectations of our stakeholders.

The table below outlines our key stakeholder groups, their primary areas of interest, and the methods we employ to engage with them.

STAKEHOLDERS	ENGAGEMENT PLATFORMS	AREA OF INTEREST OR CONCERNS	OUR RESPONSE
Shareholders, Financiers & Investors	<ul style="list-style-type: none"> • Financial reports and announcements • General meetings • Annual report • Press releases • Meetings 	<ul style="list-style-type: none"> • Business strategies and future plan • Return on investments • Financial and operational performance • Good management and corporate governance • Sustainability initiatives 	<ul style="list-style-type: none"> • Provide timely updates on the Group's strategy and financial performance via announcements • Uphold good governance practices across the Group • Monitor and report sustainability performance and targets via Bursa Malaysia Environment, Social and Governance ("ESG") Reporting Platform • Maintain a clear dividend policy

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

STAKEHOLDER ENGAGEMENT (CONT'D)

STAKEHOLDERS	ENGAGEMENT PLATFORMS	AREA OF INTEREST OR CONCERNS	OUR RESPONSE
Government Agencies & Regulators	<ul style="list-style-type: none"> Compliance with laws and regulations Participation in government and regulatory events 	<ul style="list-style-type: none"> Regulatory compliance Corporate governance practices 	<ul style="list-style-type: none"> Regularly review and monitor operations to ensure full compliance with regulatory requirements across all operating countries (i.e. Communications and Multimedia Act (CMA) 1998 in Malaysia, Law on Telecommunications 2023 in Vietnam, Telecommunications Law No. 36/1999 in Indonesia and etc.) Regularly review and monitor operations to ensure full compliance with regulatory requirements across all operating countries (i.e. Communications and Multimedia Act (CMA) 1998 in Malaysia, Law on Telecommunications 2023 in Vietnam, Telecommunications Law No. 36/1999 in Indonesia and etc.) Adopt practices outlined in the Malaysian Code on Corporate Governance
Employees	<ul style="list-style-type: none"> Internal communications (i.e. emails) Workshops and training sessions Employee engagement surveys Employee engagement events Performance appraisals 	<ul style="list-style-type: none"> Business growth and strategic direction Inclusive and supportive workplace Remuneration and benefits Career development and upskilling opportunities Occupational safety and health 	<ul style="list-style-type: none"> Promote transparent and consistent communication across all levels Provide equal employment opportunities and a non-discriminatory work environment Offer competitive remuneration and benefits packages Support career growth through relevant upskilling and training programmes Ensure full compliance with Occupational Safety and Health Act (OSHA)

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

STAKEHOLDER ENGAGEMENT (CONT'D)

STAKEHOLDERS	ENGAGEMENT PLATFORMS	AREA OF INTEREST OR CONCERNS	OUR RESPONSE
Customers	<ul style="list-style-type: none"> Customer support channels (i.e. website, email) Regular meetings Customer satisfaction surveys 	<ul style="list-style-type: none"> Customer satisfactions (i.e. reasonable pricing, high-quality products and services) Customer experience (i.e. speed of service response) Innovative products Consumer data privacy 	<ul style="list-style-type: none"> Provide reasonable products and services Adhere to quality standards Comply with the Personal Data Protection Act 2010 to safeguard consumer information
Suppliers	<ul style="list-style-type: none"> Regular meetings Quality audit on products and services Contract negotiation Supplier assessment and performance appraisals 	<ul style="list-style-type: none"> Transparency in procurement processes Business growth and opportunities Timely payment 	<ul style="list-style-type: none"> Ensure transparent and fair procurement practices Make timely payment in accordance with agreed credit term
Communities	<ul style="list-style-type: none"> Community impacts programmes 	<ul style="list-style-type: none"> Community welfare and long-term likelihood 	<ul style="list-style-type: none"> Invest in initiatives that enhance community well-being
Analyst / Media	<ul style="list-style-type: none"> Media releases or media briefings Financial reports and announcements General meetings 	<ul style="list-style-type: none"> Transparency communication of business performance and key initiatives 	<ul style="list-style-type: none"> Ensure clear and timely communication through official announcements and media engagement

MATERIAL MATTERS

As an organisation, we recognise that our material issues have both direct and indirect impacts on our ability to create long-term value for our stakeholders. These material matters play a crucial role in shaping our business strategy and guiding the allocation of resources to address sustainability concerns that are important to both our stakeholders and our operations.

To ensure our materiality assessment remains relevant and aligned with our business needs, we conduct a review every three years. This ongoing evaluation allows us to remain responsive to shifts in the business environment and to continue creating sustainable value over the long-term.

In FPE 2025, we conducted an internal review of our material matters, building on the limited-scale assessment completed in prior year. This review incorporated insights from key internal stakeholders who regularly engage with our primary stakeholder groups, helping us to better identify and prioritise the economic, environmental, social, and governance issues most relevant to our business and stakeholders. Notably, there were no changes to the top 14 material matters identified in FPE 2025.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

MATERIAL MATTERS (CONT'D)

Looking ahead, under the National Sustainability Reporting Framework ("NSRF"), all listed issuers and large non-listed companies will be required to adopt the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB"), namely IFRS S1 and IFRS S2. These standards are designed to improve the consistency and reliability of sustainability and climate-related disclosures, thereby enhancing investor confidence and Malaysia's global competitiveness. To ensure continued relevance and regulatory compliance, we will revisit and update our materiality matrix in FYE 2026 to align with the evolving disclosure requirements.



REVIEW OF MATERIAL MATTERS

Conducted cross-functional deliberation sessions on and reviews of the sustainability matters.

STAKEHOLDER ENGAGEMENT

Engaged with key internal and external stakeholders identified to understand needs and expectations with reference to material matters.

IMPACT ASSESSMENT

Prioritised the sustainability matters from a business perspective, with representatives from various business functions.

CONSOLIDATION

Consolidated results were tabulated, analysed and presented in the Materiality Matrix.

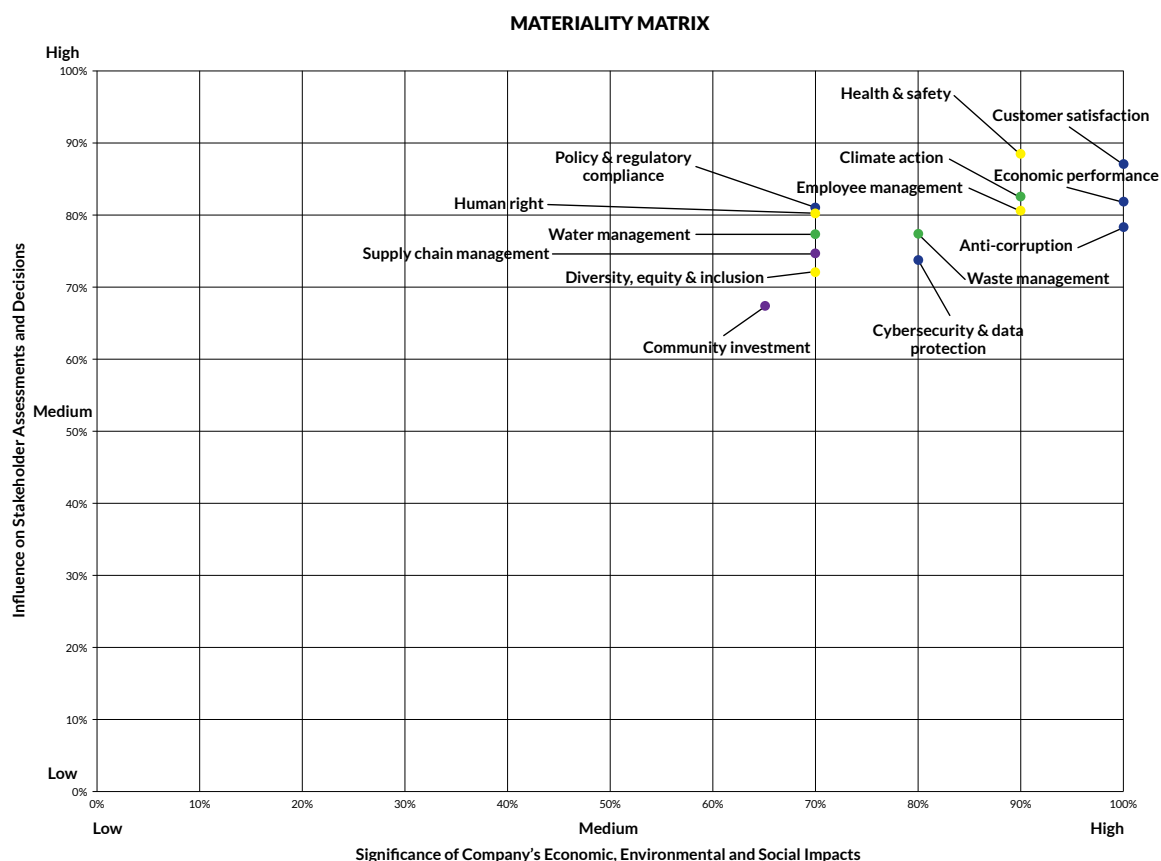
REVIEW AND APPROVAL

Upon finalisation of the materiality assessment, it was presented to the Board of Directors for approval.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

MATERIALITY MATRIX



RISK MANAGEMENT

At OCK, we prioritise risk management as a fundamental element of our strategy to ensure long-term success and to build trust with our stakeholders. Our approach not only seeks to protect the organisation from potential risks but also aims to generate a positive and sustainable impact within the communities we serve.

To support this, we have developed a comprehensive risk management and internal control system that extends beyond financial controls. It encompasses operational and compliance controls to ensure all aspects of our business are effectively managed. This ongoing process enables us to systematically identify, evaluate, and mitigate risks. While it is impossible to eliminate all risks entirely, our objective is to minimise them and to continue meeting our business objectives with confidence and integrity.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

RISK MANAGEMENT (CONT'D)

MATERIAL MATTERS	RISKS	OPPORTUNITIES
Economic Performance	Poor financial performance jeopardises business continuity and results in loss of investment opportunities.	<p>Sustainable financial performance enhances stakeholder confidence, attracts long-term investors, and supports OCK's expansion.</p> <p>Strategic investments in tower infrastructure, renewable energy solutions, and ICT services create operational synergies, strengthen recurring income streams, and position OCK as a leading integrated telecommunications infrastructure provider in ASEAN.</p>
Customer Satisfaction	Failure to meet clients' expectations in network rollout, managed services or ICT solutions could undermine trust, affect customer retention, and result in loss of business opportunities.	Delivering reliable, high-quality, and timely solutions strengthens client relationships, drives repeat business, and enhances OCK's reputation as a trusted partner in the region.
Anti-Corruption	Corruption can tarnish reputation, cause financial losses, and reduce competitiveness.	Strong governance to combat corruption enhances credibility and provides a competitive advantage.
Cybersecurity & Data Protection	Cyberattacks, phishing attempts, or system breaches may result in unauthorised access, data theft, or exposure of sensitive information, leading to financial losses, legal liabilities, regulatory penalties, and reputational damage.	Strengthening cybersecurity infrastructure and data protection protocols is critical for OCK to safeguard its telecommunication networks, ICT solutions, and consumer data. Robust digital safeguards not only ensure compliance with cybersecurity and data protection regulations across operating countries but also foster trust among clients, investors, and business partners. These measures further enhance OCK's brand reputation and support the secure delivery of essential communication and digital services.
Policy & Regulatory Compliance	Non-compliance with policies and regulations can lead to legal penalties, fines, or lawsuits, significantly affecting financial stability and reputation.	Compliance with policies and regulations fosters trust and credibility among stakeholders, including customers, investors, employees, and regulators, strengthening long-term relationships and supporting business growth.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

RISK MANAGEMENT (CONT'D)

MATERIAL MATTERS	RISKS	OPPORTUNITIES
Climate Action	<p>Increasing regulatory pressure to reduce greenhouse gas emissions may require significant investment in low-carbon and energy-efficient infrastructure, with potential penalties for non-compliance.</p> <p>Climate-related events such as extreme weather, rising temperatures, and natural disasters could damage telecommunications towers, disrupt network services, affect supply chains, and delay project delivery, thereby impacting operational efficiency and profitability.</p>	By proactively adopting environmentally responsible practices, OCK can strengthen its position as a sustainability leader in the telecommunications infrastructure sector, enhance brand reputation, comply with future regulations, and attract environmentally conscious clients and investors.
Water Management	Water disruptions caused by droughts, climate change, and other factors pose operational risks.	Implementing water conservation measures, water-saving technologies, and sustainable water management practices enhances efficiency, reduces consumption, and minimises water-related costs and risks.
Waste Management	<p>Non-compliance with waste management regulations, environmental laws, or health and safety standards may lead to fines, legal liabilities, and reputational damage.</p> <p>Improper disposal of materials from telecommunications infrastructure projects and construction-related waste could also negatively impact the environment and public health.</p>	Implementing structured waste reduction, recycling, and responsible disposal practices across its operations, including recycling of construction materials and minimising resource waste in engineering and green energy projects. These initiatives support regulatory compliance, conserve resources, reduce raw material costs, and promote circular economy principles.
Human Rights	Violations such as labour exploitation, discrimination, or unsafe working conditions can damage the organisation's reputation, leading to loss of stakeholder trust, negative public perception, and legal liabilities.	Demonstrating commitment to human rights and ethical practices enhances reputation, builds stakeholder trust, and attracts socially conscious consumers, investors, and partners.
Health & Safety	Failure to address hazards can cause workplace accidents, injuries, or fatalities, resulting in human suffering, legal liabilities, and financial losses.	Prioritising health and safety foster a culture of care, trust, and respect, boosting employee morale, motivation, and engagement.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

RISK MANAGEMENT (CONT'D)

MATERIAL MATTERS	RISKS	OPPORTUNITIES
Diversity, Equity & Inclusion	Exclusionary practices can cause alienation and disengagement among underrepresented groups, limiting collaboration, innovation, and productivity.	Embracing diversity and equity creates an inclusive culture where employees contribute diverse perspectives, driving innovation and creativity.
Employee Management	Difficulty in attracting and retaining skilled employees can hinder growth and innovation, causing competitive disadvantages.	Engaged employees are more productive, committed, and loyal, leading to higher job satisfaction, retention, and organisational success.
Supply Chain Management	Reliance on limited or single suppliers increases the risk of disruptions, quality issues, and price volatility, exposing the organisation to market changes or supplier behaviour.	Building collaborative supplier relationships based on trust and transparency fosters innovation, cost savings, and competitive advantage.
Community Investment	Failure to address social issues, economic disparities, and community grievances may lead to social unrest, protests, and opposition, causing operational disruptions, reputational damage, and regulatory scrutiny.	Strategic community investment initiatives, philanthropic donations, and social programs enable the organisation to tackle social challenges, support underserved communities, and contribute positively to poverty alleviation, education, healthcare, and sustainable development goals.

MANAGEMENT APPROACH FOR MATERIAL MATTERS

OUR RESPONSE TO SUSTAINABLE DEVELOPMENT GOALS (SDG(s))

In September 2015, all 193 United Nations member states adopted “Agenda 2030”, a plan aimed at addressing the world's key environmental, social, and economic challenges over the next 15 years. The agenda includes 17 goals and 169 targets focused on issues like economic inclusion, geopolitical instability, resource depletion, environmental degradation, and climate change. Malaysia is committed to this agenda through its SDG Roadmap.

We fully support the SDGs and recognise their strategic importance to both our business and the world. As part of our long-standing commitment to ethical corporate citizenship and sustainability, we have established programs that align with these goals. While all the SDGs are relevant to our operations, we are already making significant contributions to many of them.



SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC SUSTAINABILITY

ECONOMIC PERFORMANCE

Related UNSDGs:



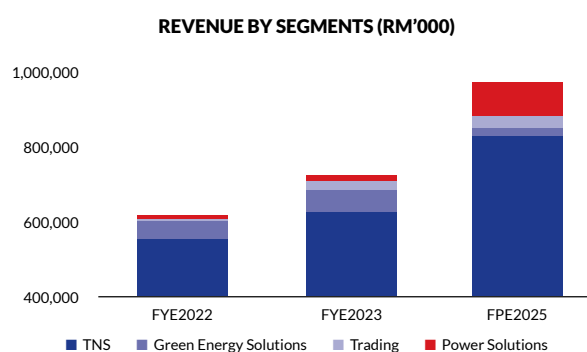
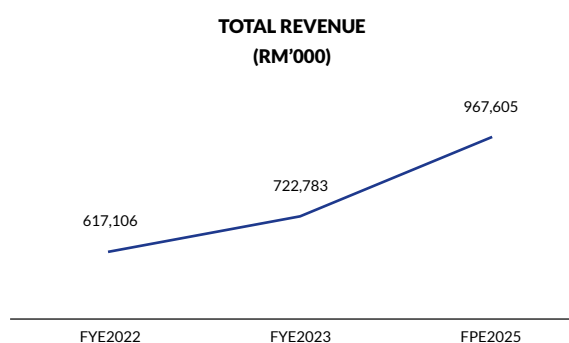
At OCK, our business success is driven by our commitment to generating lasting value for our stakeholders. Through financial growth, we create job opportunities, contribute to government revenues, and enhance local supply chains. We accomplish this by maintaining a strong presence in our key markets, leveraging cutting-edge technologies, tapping into the expertise of our employees to address changing consumer needs, and seeking new market expansion opportunities.

In FPE 2025, OCK reported a total economic value of RM985.7 million and consistently generates values for our stakeholders, as illustrated in the table below.

	FYE 2022 (restated) RM'mil	FYE 2023 (restated) RM'mil	FPE 2025 RM'mil
Economic value generated (i.e. revenue and other income)	624.5	736.1	985.7
Economic value distributed:			
• Operating costs	414.8	496.2	693.8
• Employee wages and benefits	142.7	149.2	162.5
• Payment to providers of capital (i.e. dividend and financing cost)	39.2	44.1	83.4
• Payment to government (i.e. tax)	10.0	13.9	22.4
Economic value retained	17.8	32.7	23.6

Note: The financial results presented in the table are derived from the audited financial statement and our Management Discussion and Analysis, which are available for reference in our Annual Report.

Over the past three financial periods, the Group has consistently demonstrated sustainable growth. This accomplishment underscores the Group's resilience, adaptability, and ability to seize opportunities, while effectively managing risks to maintain a steady growth trajectory.



SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC SUSTAINABILITY (CONT'D)

ECONOMIC PERFORMANCE (CONT'D)

On 8 September 2025, the Group announced the proposed listing of its 52%-owned power solutions subsidiary, EI Power Technologies Sdn. Bhd. ("EIPT"), together with its two subsidiaries, EI Power Nexus Sdn. Bhd. and EI Power (Thailand) Co. Ltd., on the ACE Market of Bursa Malaysia via the listing vehicle, EI Power Berhad ("EIP"). The proposal is expected to unlock and realise the value of OCK's investment in EIP and EIPT, thereby enhancing shareholders' value at OCK level. In addition, the listing will enable EIP to raise funds and strengthen its market presence, providing greater recognition when tendering for new power engineering solutions projects.

As we continue to build on this growth, we are committed to delivering value to our loyal shareholders through an attractive dividend yield, while maintaining financial prudence to support reinvestment in our business. On 28 February 2024, the Board proudly announced the adoption of a Dividend Policy. This policy reflects our commitment to consistently distributing dividends to shareholders, acknowledging their vital role in our success. Our policy sets a target to distribute at least 20% of the consolidated normalised profit after tax and minority interest ("PATAMI") each financial year. These dividends will be paid quarterly, excluding non-operating income of a capital nature.

CUSTOMER SATISFACTION

Related UNSDGs:



OCK recognises that customer satisfaction and loyalty are critical to long-term success. To achieve this, we prioritise actively engaging with our customers through various channels, including in-person meetings, email, and our website, to gather valuable feedback and ensure we consistently meet high-quality standards across our products and services.

We consider our customers essential partners in innovation, leveraging their insights to drive continuous improvement and stay ahead of the competition. To manage our relationships effectively, we have implemented an impartial feedback mechanism that addresses customer concerns promptly. Additionally, our annual Customer Satisfaction Survey Form and regular interactions with key customers help us maintain strong service records and foster excellence in both products and services.

Customers evaluate our performance based on six critical factors:

1. Service quality
2. Technical capability
3. Meeting contractual requirements
4. Timely completion
5. Professionalism
6. Responsiveness

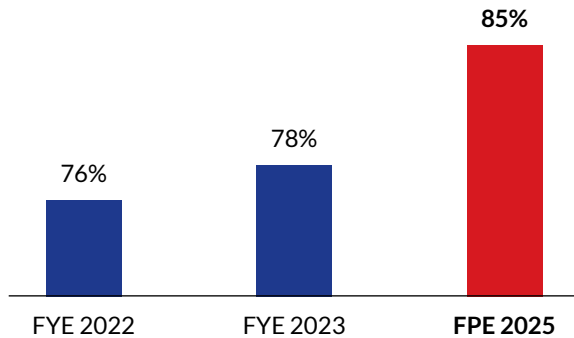
In FPE 2025, our overall customer satisfaction score improved from 78% in 2023 to 85%, surpassing our target of 80%. This achievement reflects our ongoing efforts to meet customer needs and exceed their expectations across various areas of our operations. We remain committed to maintaining this momentum and achieving a customer satisfaction score of 80% or higher, reinforcing our dedication to excellence in customer service and satisfaction.

SUSTAINABILITY STATEMENT (CONT'D)

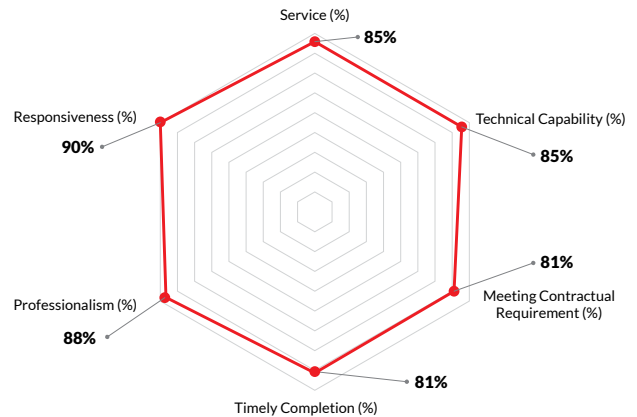
ECONOMIC SUSTAINABILITY (CONT'D)

CUSTOMER SATISFACTION (CONT'D)

CUSTOMER SATISFACTION TRENDS



FPE 2025 CUSTOMER SATISFACTION PERFORMANCE
ACROSS KEY METRICS



Product & service quality & safety

Product and service quality, along with safety, are integral to OCK's core values and deeply embedded in our corporate culture. Our long-standing success is a result of consistently delivering products and services that inspire trust and confidence in our customers, positioning us as a leader in the industry. Achieving this level of excellence requires a comprehensive approach to quality and safety, which is applied throughout our entire value chain, from production to delivery.

To maintain and demonstrate our dedication to quality, we have implemented stringent project management processes, which are accredited under the ISO 9001:2015 Quality Management System (QMS) certification. This certification affirms that our organisation adheres to internationally recognised standards in quality management and consistently applies best practices. It ensures that our project management is systematic, efficient, and results-oriented, with a focus on meeting customer requirements and ensuring customer satisfaction at every stage. The ISO 9001:2015 certification also represents our commitment to continuous improvement, helping us to identify areas for growth and implement the necessary measures to achieve operational excellence.



SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC SUSTAINABILITY (CONT'D)

CUSTOMER SATISFACTION (CONT'D)

Product & service quality & safety (Cont'd)

Furthermore, our commitment to safety is reflected in the rigorous policies and practices we enforce across all operations. We adhere strictly to local and international regulations governing safety, ensuring that every project meets or exceeds the required safety standards. By integrating safety and quality control into our daily operations, we ensure that every product or service we deliver is safe, reliable, and of the highest quality.

Innovation

Innovation is a key driver of OCK's long-term success, acting as a proactive strategy to address the growing societal and environmental challenges we face. It also presents an opportunity to introduce unique and forward-thinking products and services that meet the changing needs of our customers.

As an industry leader, OCK takes pride in its team of highly skilled employees who possess deep industry knowledge and expertise. Their ability to consistently meet and exceed customer expectations is central to our success. Recognising the importance of staying ahead of technological advancements, we are committed to leveraging the latest innovations in telecommunications and green energy to enhance our business processes.

A significant milestone in our growth occurred on 7 May 2024, when OCK signed a 15-year tower leasing agreement with Best Telecom Co. Ltd. ("Best Telecom"), marking our official entry into the Laos market. This partnership strengthens OCK's position as a leading regional telecommunications tower provider. By combining OCK's regional expertise with Best Telecom's strong local presence and ambitious 5G plans, the collaboration is poised to unlock significant opportunities in the Laos market. In addition to our core telecommunications services, OCK has strategically expanded into the solar energy sector, recognising its growth potential and its vital role in driving sustainable development. We are making significant strides in this area with a proposed RM350 million investments in a large-scale solar photovoltaic (PV) power plant in Malaysia. This initiative is being pursued through Solarpack Suria Sungai Petani Sdn. Bhd., in collaboration with Spain-based company Zelestra Corporacion SAU and its subsidiary Solarpack Asia Sdn. Bhd. On 10 December 2024, the Group signed a conditional investment agreement, marking a key milestone in the development of this project. To proceed with this strategic investment, an Extraordinary General Meeting ("EGM") was held on 16 April 2025, where shareholders' approval was obtained.

Our commitment to innovation also includes expanding our expertise in emerging digital trends such as generative artificial intelligence (AI), 5G, and AI cloud services. As part of our strategy to diversify revenue streams and enhance service offerings, OCK's ability to deliver full-stack services—including network connectivity solutions and managing the entire infrastructure lifecycle—positions us to capitalise on the digital transformation sweeping across industries. With our skilled workforce and engineering expertise, we are well-equipped to manage these advancements, ensuring we remain a leader in both telecommunications and digital innovation.

On 20 May 2024, our subsidiary, OCK Digital Sdn. Bhd. took another bold step in advancing our digital capabilities by partnering with SenseTime Group Inc., a global leader in AI technology. This collaboration exemplifies our innovative approach to digital transformation. The partnership will enhance customer engagement and accelerate OCK's progress in the digital economy, presenting new growth opportunities while contributing to broader technological advancement.

On 11 June 2025, U Mobile Sdn. Bhd. ("U Mobile"), Malaysia's Next Gen 5G network provider, signed a Memorandum of Understanding ("MoU") with OCK's wholly owned subsidiary, OCK Telco Infra Sdn. Bhd. Under this collaboration, OCK will serve as one of U Mobile's preferred partners for 5G In-Building Coverage ("IBC") infrastructure in support of its nationwide Next Gen 5G rollout. Leveraging OCK's extensive experience and proven capabilities in deploying telecommunications infrastructure, the partnership is designed to accelerate 5G IBC deployment through customised solutions tailored to the requirements of individual sites.

Through these strategic investments and partnerships, OCK continues to innovate across sectors. We are committed to harnessing emerging technologies to not only maintain a competitive edge but also to drive sustainable growth and meet the future needs of our customers.

SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC SUSTAINABILITY (CONT'D)

ANTI-CORRUPTION

Related UNSDGs:



At OCK, we uphold the highest standards of business ethics and compliance, reflecting our core values and ensuring the protection of both the business and stakeholder interests. This commitment is vital in building trust and reinforcing confidence among all our stakeholders.

Guided by our Code of Business Conduct and Ethics ("COBC"), the Board and Management team are dedicated to conducting business with integrity. The COBC establishes key ethical principles and guidelines for all employees, including Directors, to navigate ethical issues and fulfill their responsibilities. Our commitment to a zero-tolerance policy against corruption is outlined in our Anti-Corruption & Anti-Bribery ("ACAB") Policy, which is regularly reviewed to ensure compliance with the Malaysian Anti-Corruption Commission (MACC) Act 2009.

All new joiners undergo an induction programme where they are required to familiarise themselves with the Group's COBC, ACAB Policy, and other accompanying policies and procedures. Our suppliers are also subject to ethical conduct and anti-bribery and corruption guidelines as entailed within the ACAB Policy.

To further strengthen transparency and accountability, we have implemented a whistleblowing channel in line with our Whistleblowing Policy. This confidential reporting system allows both employees and external stakeholders to report any concerns to immediate superior or the Independent Non-Executive Chairman or Audit Committee Chairperson. All relevant policies, including the COBC, ACAB Policy, and Whistleblowing Policy, are made publicly accessible on our corporate website for the convenience of all stakeholders.

OCK also maintains a strict stance on political neutrality and does not make any political contributions, whether in cash or in kind. This ensures that the Group's operations remain impartial, transparent, and aligned with good corporate governance practices.

Corruption-related training

We have made significant progress in our annual anti-corruption training program, achieving a 97% completion rate in FPE 2025, up from 90% in 2023.

This accomplishment underscores our commitment to promoting transparency, integrity, and ethical conduct within our organisation. Looking ahead, we are committed to maintaining this high standard and ensuring that every employee continues to receive the necessary training and awareness to uphold the highest levels of ethical behaviour and compliance with anti-corruption policies. Our goal is to sustain this 100% completion rate in the coming years, reinforcing our dedication to a culture of integrity and compliance.

Employee Category	Completion Rate FYE 2023	Completion Rate FPE 2025	Target
Board of Directors	80%	100%	100%
Senior Management	73%	90%	100%
Middle Management	76%	91%	100%
Administrative Workforce	73%	92%	100%
Technical Workforce	93%	98%	100%
Total	90%	97%	100%

SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC SUSTAINABILITY (CONT'D)

ANTI-CORRUPTION (CONT'D)

Corruption incidents

As of 30 June 2025, we recorded zero incidents of corruption across OCK's business operations.

	FYE 2022	FYE 2023	FPE 2025	Target
Number of complaints of bribery or corruptions reported	Zero	Zero	Zero	Zero

Corruption risk assessment

The corruption risk review is an essential process undertaken to evaluate the Group's exposure to corruption and bribery risks. In this financial period, the assessment covered 100% of the Group's total major entities and aimed to identify and address potential risks. The assessment focused on several key areas to ensure a comprehensive understanding of our current anti-corruption measures and internal controls.

As part of this process, the following actions were undertaken to assess corruption risks more thoroughly:

- **Risk Identification** – identify potential corruption risks, their causes, and consequences, considering both internal and external factors.
- **Risk Analysis** – Assess existing controls and determine their effectiveness in mitigating corruption risks.
- **Risk Rating** – Categorise risks based on likelihood and severity to prioritise areas needing immediate attention.
- **Risk Evaluation & Treatment** – Evaluate mitigation strategies and implement additional measures to strengthen anti-corruption efforts.

A significant component of our assessment involved evaluating the procurement process, a key area vulnerable to corruption risks. We reviewed the transparency and fairness of supplier selection, contract management, and performance monitoring. Additionally, we examined whether appropriate safeguards were in place to prevent conflicts of interest and undue external influence.

This corruption risk assessment will be performed annually to ensure continuous monitoring and improvement of our anti-corruption measures and internal controls.

	FPE 2025
Percentage of major entities that underwent corruption risk assessment	100%

CYBERSECURITY & DATA PROTECTION

Related UNSDGs:



In the current digital era, cybersecurity is crucial for companies as they increasingly depend on technology, interconnected systems, and face increasingly sophisticated cyber threats. The risks to systems, data, and overall operations are substantial, highlighting the need for effective cybersecurity measures.

SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC SUSTAINABILITY (CONT'D)

CYBERSECURITY & DATA PROTECTION (CONT'D)

At OCK, we are fully aware of these challenges and have taken comprehensive steps to mitigate risks and protect our assets. Our commitment to cybersecurity begins with ensuring that all systems and procedures across the Group are in full compliance with the Personal Data Protection Act 2010 and other applicable national data protection and privacy regulations in the countries where we operate. This regulatory adherence is fundamental to safeguarding personal data and maintaining the trust of our stakeholders.

We continuously invest in data protection measures to address evolving cyber risks. Our cybersecurity framework includes essential safeguards like firewalls to block unauthorised access and security protocols to monitor and respond to suspicious activities. Our approach is practical and multi-layered, incorporating regular updates, risk assessments, and stringent access controls. We also provide ongoing IT Security Awareness training to ensure our employees stay informed about emerging threats and best practices for protecting both personal and company data.

Our employees undergo training that covers a wide range of topics, including cyberattacks, malware, phishing, and impostor scams, equipping them with the knowledge to effectively recognise and counter cybersecurity threats.

OCK is committed to maintaining the highest standards of data security and privacy, prioritising the protection of personal data for our customers, employees, and stakeholders. We strictly adhere to the Personal Data Protection Act 2010 and regularly review our data privacy and security controls to ensure their effectiveness. We take reasonable steps to ensure data collection is lawful, transparent, and secure, and always obtain consent from customers before handling their data.

In FPE 2025, there were no reported complaints regarding breaches of customer privacy or losses of customer data.

	FYE 2022	FYE 2023	FPE 2025	Target
Number of substantiated complaints concerning breaches in customer privacy or data loss	Zero	Zero	Zero	Zero

POLICY & REGULATORY COMPLIANCES

Related UNSDGs:



Policy and regulatory compliance, especially concerning environmental, social, and governance factors, is essential for ensuring a company's sustainability and long-term success. By proactively adhering to these policies and regulations, OCK can strengthen its competitive edge, attract socially responsible investors, and expand its market share. A commitment to sustainability and ethical practices not only enables us to surpass competitors but also supports enduring growth and profitability.

Conversely, failure to comply with laws and regulations can lead to severe consequences, such as fines, penalties, legal actions, and reputational damage. This could result in financial losses, increased operating costs, and a decline in shareholder value. Therefore, prioritising compliance and continuously monitoring regulatory changes is vital for managing risks and promoting sustainable business practices.

	FYE 2023	FPE 2025	Target
Number of case of fines that relates to non-compliance of environmental, social and governance elements	Zero	Zero	Zero

SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENTAL SUSTAINABILITY

CLIMATE ACTION

Related UNSDGs:



The Group acknowledges the role of our energy consumption and greenhouse gas (“GHG”) emissions in contributing to climate change impacts. As responsible corporate citizens, we understand our duty to minimise our carbon footprint and seize opportunities that arise during the transition to a low-carbon economy.

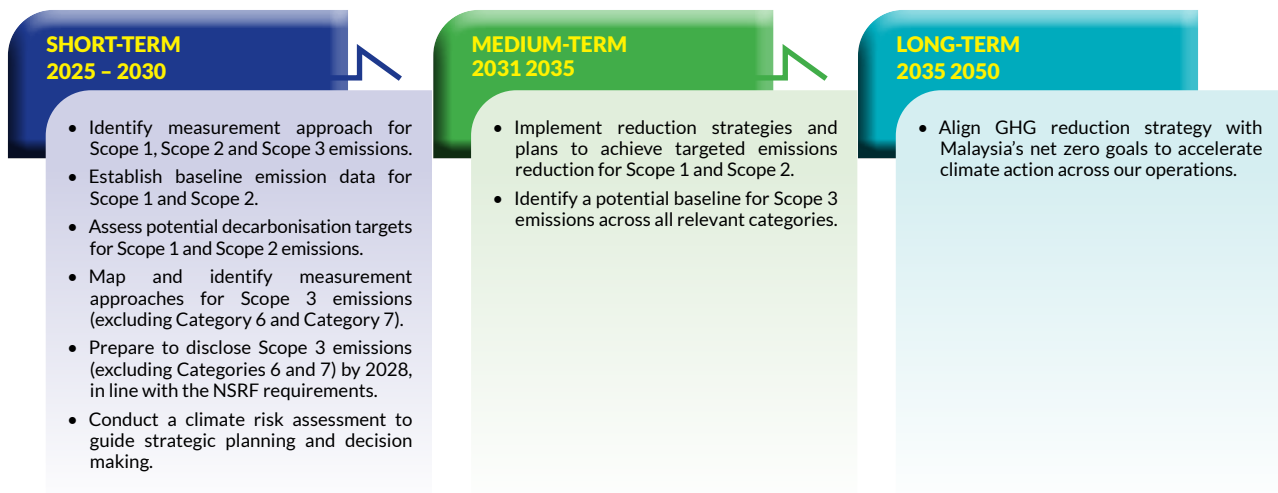
We are acutely aware of the environmental impact of our operations, particularly regarding global warming. The extreme weather events of the past year have highlighted the urgency of addressing climate change. As a Company dedicated to environmental stewardship, we strive to balance our business activities with the protection of the natural environment.

Since 2012, OCK has been committed to reducing its carbon footprint, with a strong focus on the green energy and power solutions sector as a central driver of growth. As both an EPC contractor and a solar farm owner, we are well-positioned to benefit from public and private sector projects that support Malaysia’s carbon-neutral objectives. Our solar farm portfolio has grown to include 29 solar farms, with a combined capacity of 14MW.

In addition to this growth, OCK continues to strengthen its role in promoting sustainable development. We are making significant strides with a proposed RM350 million investments in a large-scale solar PV power plant in Malaysia. On 10 December 2024, we signed a conditional investment agreement, marking a major step forward in the development of this key project. This initiative reinforces our commitment to advancing the country’s renewable energy capacity while contributing to a greener, more sustainable future.

OCK decarbonisation roadmap

In line with Malaysia’s national aspiration to achieve net-zero emissions by 2050, OCK has developed a decarbonisation roadmap to guide our long-term transition towards a low-carbon business model. The roadmap outlines a phased approach to reducing emissions intensity across all operational scopes:



This roadmap serves as a key pillar of OCK’s environmental sustainability strategy, integrating climate considerations into business planning, investment decisions, and operational processes.

SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENTAL SUSTAINABILITY (CONT'D)

CLIMATE ACTION (CONT'D)

Energy management and efficiency

In addition to the above, we are continuously enhancing our energy utilisation and efficiency through a range of initiatives, including:

- **Energy-efficient equipment:** For new capital investments, energy efficiency will be a consideration when procuring equipment. We prioritise selecting equipment that minimises power consumption without comprising performance.
- **Solar energy integration:** At our headquarters, we have installed solar panels to generate renewable energy, powering a significant portion of our facility's operations. Solar energy now contributes to approximately 50% of the total energy usage at the headquarters, reducing our reliance on non-renewable energy sources.

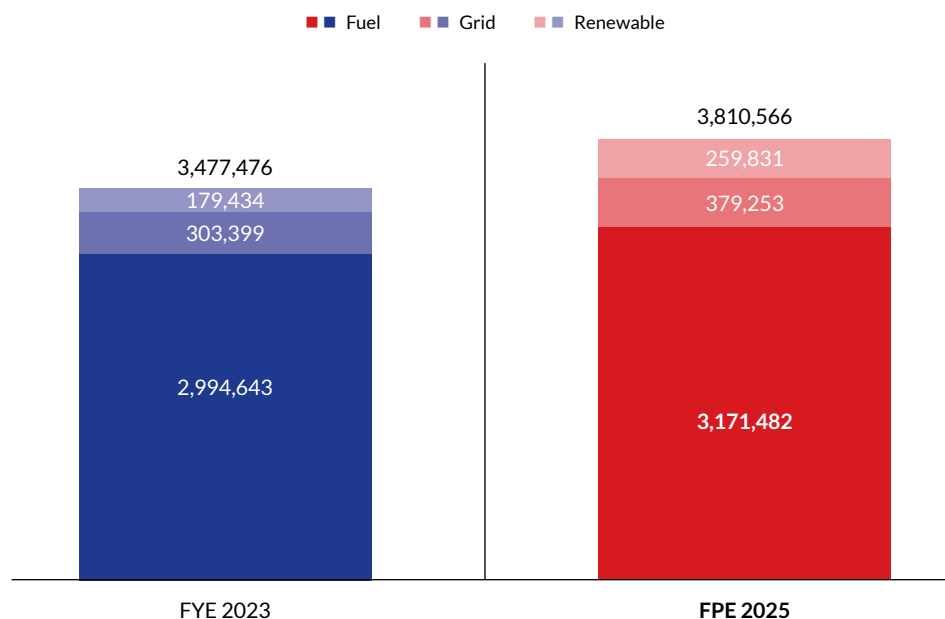
OCK Yangon has deployed a solar hybrid power solution at its telecom sites, replacing traditional diesel-powered generators. This shift not only improves the operational efficiency of these sites but also significantly reduces carbon emissions, aligning with our environmental goals.

- **Energy-efficient office practices:** Within our offices, we are replacing traditional lighting systems with LED lights. We maintain regular checks on electrical equipment to ensure its optimal performance. Additionally, we continue to encourage employees to reduce electricity usage through awareness campaigns and regular reminders.

In this financial period, the total energy consumption for our offices in Malaysia amounted to 3,810,566 kWh, reflecting a 10% increase from 3,477,476 kWh reported in FYE 2023. This increase is attributable to the extended 18-month reporting period in FPE 2025. When extrapolated to a standard 12-month period, energy consumption is lower than the previous year's levels.

This total includes both fuel and electricity usage. Notably, 7% of this electricity usage is now sourced from solar renewable energy, underscoring our commitment to sustainability and reducing reliance on non-renewable energy sources. It is important to note that the energy consumption reported in FYE 2023 annual report only accounted for the energy usage at our Malaysia HQ office, whereas the figures for FYE 2023 and FPE 2025 above include all offices in Malaysia, as well as fuel consumption.

TOTAL ENERGY CONSUMPTION BY TYPE (kWh)



SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENTAL SUSTAINABILITY (CONT'D)

CLIMATE ACTION (CONT'D)

Carbon emissions

As part of our ongoing efforts to improve environmental sustainability, we have also begun tracking and monitoring GHG emissions. We are in the process of refining our emissions data across all operations and will establish a target once we have a clearer picture of our overall impact. This step is part of our long-term strategy to reduce our carbon footprint and contribute to the global effort to combat climate change.

In our FPE 2025 Scope 3 emissions reporting, Category 6 (Business Travel) currently includes road transportation activities over an 18-month period and air transportation activities for the past 6 months from 1 January 2025 to 30 June 2025, both limited to operations within Malaysia.

For Category 7 (Employee Commuting), our current calculations cover approximately 20% of employees based in Malaysia. We aim to improve this coverage to encompass 100% of Malaysia-based employees in the 2026 reporting period.

Total Emissions by Scope (tCO ₂ e)		FYE 2023	FPE 2025
Scope 1	Direct emissions from sources owned by the Group	744.61 ¹	749.45
Scope 2	Indirect emissions from the electricity consumption from the grid	195.81 ²	244.24
Scope 3	Indirect emissions for business travel and employee commuting	–	9,577.76
	- Category 1 : Purchased Goods and Services (Top 5 materials)	–	8,917.45
	- Category 6 : Business Travel (road and air transportation)	–	419.31
	- Category 7 : Employee Commuting	–	241.00

Note:

1. Result has been restated due to a change in calculation methodology using UK Department for Environment, Food & Rural Affairs (DEFRA) Emission Factor.
2. Result has been restated to reflect the revised emission factor established by the Emission Commission.
3. Carbon emissions were calculated following the Greenhouse Gas (GHG) Protocol:
Scope 1: Fuel-based approach, applying emission factors from DEFRA.
Scope 2: Based on electricity consumption(kWh), using emission factors provided by the Energy Commission.
Scope 3: Category 1: Weight-based approach, applying emission factors from Construction Industry Development Board (CIDB) Malaysia.
Scope 3: Category 6 and 7: Distance-based approach, applying emission factors from DEFRA.
4. Scope 3: Category 6: Air transportation activities are reported for the period 1 January 2025 to 30 June 2025.
5. Scope 3: Category 7: Employee commuting emissions were calculated based on 20% of Malaysia-based employees.

SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENTAL SUSTAINABILITY (CONT'D)

WATER MANAGEMENT

Related UNSDGs:



The growing issue of water scarcity is a significant concern, driven by factors such as climate change, poor water management practices, and contamination. As water shortages and supply interruptions become more common, the Group is committed to mitigating the risk of water scarcity by implementing effective water management strategies throughout all of our operations.

Our operations generally do not require significant water usage compared to other industries. While water consumption may vary depending on the size of the operation and specific processes, we consistently strive to optimise water use and minimise waste. This is achieved through efficient water management practices. We are committed to implementing water conservation initiatives across all our premises and raising employee awareness on the importance of proper water management. Measures such as regular inspections and maintenance of toilets and pantries, as well as the installation of dual-flush toilets, help us reduce water wastage effectively.

In FPE 2025, total water usage across all our offices in Malaysia has increased by 28%, from 3,097m³ in FYE 2023 to 3,954m³. This increase is primarily due to the extended 18-month reporting period. When adjusted to a standard 12-month period, water usage is lower than the previous year's levels, mainly as a result of the cessation of operations at our Kuantan office during the financial period.

Water Usage (m ³) Municipal potable water	FYE 2023	FPE 2025
The Group's HQ office	2,747	3,600
Site offices	350	354
Total Water Usage	3,097*	3,954

Note:

* Restated to include water usage at site offices.

SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENTAL SUSTAINABILITY (CONT'D)

WASTE MANAGEMENT

Related UNSDGs:



We prioritise responsible waste management as a key aspect of our environmental sustainability efforts, aiming to mitigate our impact and contribute positively to the communities we serve. Throughout our operations, including the site location, construction, and setup of telecommunications towers, we ensure there are no harmful emissions, effluents, or waste generated. This minimises any potential environmental risks associated with our core activities.

Our waste management involves several key initiatives to minimise waste generation and ensure proper disposal and recycling:

- **Product Development and Sustainability:** We construct telecom towers and infrastructure using durable, high-quality steel structures to provide long-lasting support for communication equipment, antennas, and other network components, ensuring longevity and reducing waste during the lifecycle.
- **Decommissioning, Disposal and Waste Recycling:** When a tower reaches the end of its service life, materials are carefully decommissioned, scrapped, and sold to recycling centres, preventing landfill disposal. This approach mitigates environmental risks such as soil and water contamination, greenhouse gas emissions, and habitat destruction.

By implementing these waste management strategies, we can effectively reduce the environmental impact, promote sustainability, and contribute to a circular economy. For administrative offices, we promote several initiatives to enhance sustainability: encouraging employees to use electronic methods for document sharing and storage to reduce printing and photocopying, and opting for double-sided printing to conserve paper. Additionally, we prioritise recycling and reusing furnishings and fixtures whenever possible. Waste segregation is implemented with designated bins placed throughout our offices to ensure effective sorting and disposal.

Throughout the financial period, we have continued to encourage our employees to embrace the principles of reduce, reuse, and recycle in order to minimise waste disposal to landfills. To reinforce this commitment, we have scheduled a recycling campaign on the third Friday of every month. This initiative aims to raise awareness among our employees about the importance of these practices, helping to reduce greenhouse gas emissions and contribute to the global effort to tackle climate change.



SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENTAL SUSTAINABILITY (CONT'D)

WASTE MANAGEMENT (CONT'D)

Waste administrative offices	FPE 2025 kg
Total waste generated	5,437
Total waste diverted from disposal	150
Total waste directed to disposal	5,287

WORKFORCE SUSTAINABILITY

HUMAN RIGHT

Related UNSDGs:



The Group is dedicated to upholding the rights and well-being of every employee, recognising the invaluable contributions they make to our success. We believe in fostering a workplace where every individual is treated with dignity, respect, and fairness. Our Board and Management team play a crucial role in setting the ethical standards that guide our operations, ensuring that our commitment to human rights is reflected across all aspects of the business.

We are committed to maintaining a safe and healthy work environment, where the right to fair and decent work is prioritised. We promote freedom of association, equal opportunities, and a workplace free from discrimination. These core values are the foundation of our efforts to create an inclusive and supportive environment for all employees.

A comprehensive review was conducted to ensure compliance with the 2024 minimum wage adjustments to ensure that our policies align with local employment laws in the countries where we operate. As part of this review, we have also begun analysing the basic salary of both administrative and technical workforce against the local minimum wage standards. We are pleased to report that across the regions, our compensation practices are in line with, or exceed, the required minimum wage. This review reaffirms our commitment to strict adherence to all applicable laws, ensuring fair, lawful, and equitable treatment for all our employees across the regions in which we operate.

Ratio of standard entry level wage compared to local minimum wage (x: 1)	FPE 2025
Malaysia	1.09
Vietnam	1.00
Myanmar	1.62
Indonesia	1.07

Through these ongoing efforts, we strive to cultivate a workplace that not only meets legal requirements but also reflects our core values of respect, fairness, and integrity. We are committed to continuous improvement in these areas, ensuring that OCK remains a model of ethical conduct and responsibility.

Equal compensation & benefits

We conscientiously evaluate employee compensation and benefits to ensure their welfare and needs are adequately met. Our employment practices strictly adhere to all local labour legislation.

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

HUMAN RIGHT (CONT'D)

List of employee benefits in OCK :

Leave	Annual leave, sick leave, hospitalization leave, marriage leave, maternity leave, paternity leave, compassionate leave	Flexi - work arrangements	8am - 5pm or 9am - 6pm
Insurance	Hospitalization and surgical insurance, personal accident insurance	Sport activity	Badminton - every Wednesday 6-8 pm Football - OCK football team
Wellness	Outpatient, dental, health screening, family medical benefit (manager and above)	Others	Professional subscription fees, Subsidies, Education Assistance Programme (EAP)

Maternity and paternity leave are crucial for supporting employees in their roles as caregivers. At OCK, we actively track and monitor parental leave policies and usage to ensure that our employees have access to adequate time off to care for their families and balance their work responsibilities. This commitment helps us foster a supportive and inclusive work environment where employees feel valued and respected.

Tracking the retention rate of parents is key to understanding the effectiveness of our parental leave policies and support systems. By monitoring how many parents return to work after taking parental leave, we can evaluate the impact of our policies on employee satisfaction, engagement, and overall retention. In FPE 2025, 96% of employees returned to work after their parental leave, which is broadly in line with the 98% return rate observed in FYE 2023. Additionally, 75% of those employees remained with the Group after 18 months. This data allows us to identify areas for further enhancement and ensures that we continue to provide the necessary support to help parents effectively balance their work and family responsibilities.

	FYE 2023	FPE 2025
Total number of employees that were entitled to parental leave	2,325	2,489
Total number of employees that took parental leave	82	130
Total number of employees that returned to work after parental leave ended	80	125
Return to work rate of employees that took parental leave	98%	96%

	FPE 2025
Total number of employees that returned to work after parental leave ended in 2023	80
Total number of employees that returned to work after parental leave ended that were still employed 18 months after their return to work	60
Retention rate of employees took parental leave	75%

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

HUMAN RIGHT (CONT'D)

Access to grievance mechanisms

We have implemented a comprehensive mechanism designed to receive, document, and resolve complaints or grievances. This mechanism is accessible to all individuals, both within and outside our organisation, who may have concerns regarding potential misconduct or unethical practices. This platform offers a safe and confidential space for people to raise their concerns without fear of retaliation.

Our employees are thoroughly informed about our grievance handling process, which is part of our broader commitment to transparency and accountability. We also ensure that they are well-versed in our Whistleblowing Policy, which empowers them to report any wrongdoing they may witness or be affected by.

Our approach prioritises the swift and effective resolution of any violations of policy or inappropriate behaviour. We take all reports seriously and investigate them thoroughly, ensuring that corrective action is taken when necessary. Furthermore, we are particularly focused on providing accessible remediation and redress mechanisms for victims of human rights violations, ensuring they receive the support and justice they deserve.

Our goal is to uphold a culture of integrity and compliance, striving for zero incidents of socioeconomic non-compliance. Through these efforts, we aim to not only address issues promptly but also continuously improve our processes to prevent any recurrence of such violations. By fostering an environment of trust and accountability, we are committed to maintaining the highest ethical standards and safeguarding the rights and well-being of all individuals involved with our organisation.

	FYE 2022	FYE 2023	FPE 2025	Target
Number of substantiated complaints concerning human rights violations	Zero	Zero	Zero	Zero

HEALTH & SAFETY

Related UNSDGs:



In our commitment to fostering a sustainable and safe organisation, OCK places a strong emphasis on employee health and safety. We are steadfast in our goal to eliminate unsafe practices while promoting a proactive “safety-first” culture within the workplace. At OCK, we seamlessly integrate health and safety into our daily operations, making it an essential part of our organisational practices. By enforcing rigorous safety procedures, we ensure the physical well-being of our on-site employees and actively promote mental health awareness. Our aim is to achieve zero fatalities and maintain a zero Lost Time Incident Rate (LTIR).

Safety-first culture

- **Regulatory compliance:** OCK adheres strictly to all relevant local laws and regulations governing occupational safety and health, including the Occupational Safety and Health Act 1994 and the Malaysia Employment Act 1955 in Malaysia, as well as relevant health and safety regulations applicable in Vietnam, Myanmar and Indonesia. These legal frameworks form the foundation of our internal Occupational Safety and Health Policy, reinforcing our commitment to fostering a culture of safety and well-being for all employees. The guidelines outlined in these policies are consistently communicated across all levels of the organisation to ensure full compliance and uphold safety standards. Our Safety Officers in Malaysia are registered with Department of Occupational Safety and Health (DOSH).

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

HEALTH AND SAFETY (CONT'D)

Safety-first culture (Cont'd)

- **Personal protective equipment:** We ensure that all employees working at heights are equipped with proper fall protection gear, such as harnesses, helmets, and lifelines. Safety nets or guardrails are installed on telecom towers and elevated structures to prevent accidents. Routine inspections of all field equipment are conducted regularly to ensure they are functioning properly, minimising the risk of accidents.
- **Leadership commitment:** Our Management team plays a pivotal role in reinforcing the importance of health and safety. They lead by example, setting the tone for the organisation and actively participating in safety initiatives. This includes hosting regular safety meetings, conducting safety audits, and providing visible leadership and support for all safety-related efforts. Their involvement ensures that safety is embedded in the company's culture and is a key focus of operational practices.
- **Emergency response and rescue procedures:** Employees are regularly trained on emergency evacuation plans, particularly for field sites. Given the electrical nature of solar panel systems, we have established clear protocols for handling fires or electrical faults, including the provision of fire extinguishers on-site and training for electrical fire safety. Rapid response teams are also in place to handle accident scenarios.
- **Positive reinforcement:** To continuously improve our occupational safety performance, we have set clear objectives and targets, with ongoing monitoring of KPIs. A structured recognition program has been established to acknowledge employees who consistently follow safety protocols and demonstrate a commitment to maintaining a safe working environment. This positive reinforcement not only motivates employees but also encourages a continuous improvement approach toward workplace safety.

Safety & health upskilling

We believe that training is a cornerstone of building a safety-conscious workforce. We provide comprehensive safety training to all employees, equipping them with the necessary skills and knowledge to work safely. Training covers a wide array of topics, ranging from basic safety protocols to emergency preparedness, work at height, confined space safety, Basic Occupational First Aid, and electrical hazards.

In FPE 2025, 162 employees participated in safety training programs, an increase from the 99 participants in 2023. This training is further supported by regular safety moments, daily safety inductions, and weekly toolbox meetings where safety hazards and risky behaviours are discussed, reinforcing our commitment to a safety-first culture.

Malaysia operation	FYE 2022	FYE 2023	FPE 2025
Number of employees and contractors trained on health and safety standards	297	99	162

In addition to formal training, we maintain continuous education on health and safety through newsletters, which highlight risky behaviours and safety hazards. Employees are actively encouraged to report potential hazards to their safety representative or supervisor, ensuring an ongoing focus on workplace safety.

Safety & health reporting

We prioritise the health and safety of our employees through vigilant reporting and effective response mechanisms. OCK has established an incident reporting platform that allows employees to confidentially report accidents, near misses, and unsafe conditions. This system ensures that incidents are recorded, investigated, and used as learning opportunities to strengthen safety protocols.

In FPE 2025, we maintained a focus on transparency in our health and safety reporting, with key metrics closely monitored.

Our highest priority is ensuring the health, safety, and well-being of our employees, a commitment we uphold through diligent oversight and ongoing improvement efforts. The presence of an incident reporting mechanism enables us to record occurrences, leading to the development of mitigation plans and preventive measures aimed at reducing workplace incidents.

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

HEALTH AND SAFETY (CONT'D)

Safety & health reporting (Cont'd)

Malaysia operation	FYE 2022	FYE 2023	FPE 2025
Total hours worked	1,226,200	1,320,680	1,392,976
Number of fatalities	Zero	Zero	Zero
Number of lost time injuries	Zero	Zero	Zero
LTIR	Zero	Zero	Zero

DIVERSITY, EQUITY & INCLUSION

Related UNSDGs:



At OCK, embracing diversity in its many forms is a strategic imperative that enriches our workplace culture and drives operational success. We recognise that diversity encompasses a wide range of differences, including race, gender, ethnicity, age, religion, cultural beliefs, disabilities, and sexual orientation. By valuing the unique talents and perspectives of each employee, we unlock a broad spectrum of benefits that enhance our decision-making, problem-solving abilities, and overall innovation.

Our commitment to diversity goes beyond simple acknowledgment; we actively integrate diverse viewpoints into our daily operations and decision-making processes. This inclusive approach fosters creativity and promotes a collaborative environment where employees feel empowered to contribute their best ideas. Ultimately, this results in a competitive advantage and helps us achieve operational excellence.

OCK is dedicated to maintaining a fair, equitable, and inclusive workplace free from discrimination, marginalisation, and harassment. We uphold policies and practices that promote equal opportunity and respect for all employees, ensuring that everyone has the opportunity to succeed based on their abilities and contributions. Our efforts are centered on creating a supportive environment that allows individuals to thrive and advance without bias.

In line with our commitment to equality, we ensure that wages are competitive and free from gender discrimination. Career advancement, performance evaluations, and rewards are based on merit and objective performance metrics, ensuring fairness in all decisions related to promotions and recognition. We are committed to recognising individual achievements and providing equal opportunities for growth and development across all levels.

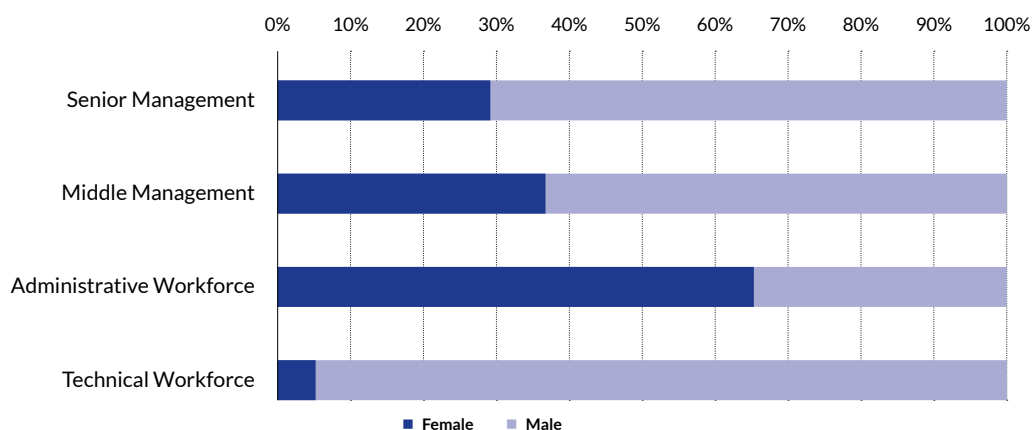
As of 30 June 2025, OCK Group employed a total of 3,684 individuals, with 12% of our workforce being female and the remaining 88% male. While this gender distribution reflects industry norms, particularly in labour-intensive roles traditionally filled by males, we are pleased to report that women make up 53% of our workforce when excluding technical roles. We are committed to achieving 30% female representation in leadership roles and are proud to announce that we have already achieved 34% female participation in managerial positions as of FPE 2025. This milestone underscores our ongoing commitment to fostering gender diversity across all levels and functions within the organisation.

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

DIVERSITY, EQUITY & INCLUSION (CONT'D)

2025 GENDER DIVERSITY BY EMPLOYEE GROUP



The age distribution of our workforce in FPE 2025 reveals a diverse and balanced mix across all organizational levels. Senior management is predominantly composed of individuals aged 41-60, making up 84% of the group, which ensures strong leadership and industry experience. Middle management shows greater diversity, with 44% in the 31-50 age range, reflecting a blend of experienced leaders and emerging talent.

The administrative and technical workforces are younger, with a significant portion in the 21-40 age group. The administrative workforce consists of 34% in the 21-30 range and 46% in the 31-40 range, while the technical workforce includes 34% in the 21-30 range and 42% in the 31-40 range. This age distribution fosters innovation, adaptability, and knowledge transfer, ensuring a dynamic and forward-looking organization.

Age Group	18-20	21-30	31-40	41-50	51-60	>60
Senior Management	0%	0%	16%	41%	37%	6%
Middle Management	0%	3%	44%	41%	11%	1%
Administrative Workforce	0%	34%	46%	16%	3%	1%
Technical Workforce	2%	34%	42%	20%	2%	0%

Ethnicity	Malay	Chinese	Indian	Kinh	Bamar	Karen	Javenese	Sundanese	Rakhine	Shan	Others
Malaysia	71%	20%	4%	0%	0%	0%	0%	0%	0%	0%	5%
Vietnam	0%	0%	0%	97%	0%	0%	0%	0%	0%	0%	3%
Myanmar	0%	0%	0%	0%	77%	3%	0%	0%	4%	2%	14%
Indonesia	0%	0%	0%	0%	0%	0%	39%	38%	0%	0%	23%

To further promote diversity, inclusion, and gender equality in the workplace, OCK tracks the ratio of basic salary and remuneration between women and men. This calculation compares the average basic salary and remuneration of female employees to their male counterparts. By monitoring this ratio, we ensure pay equity and fairness within the organisation, helping to identify and address any disparities in compensation. This practice reinforces our commitment to ensuring that women are paid fairly for their work and have equal opportunities for advancement within OCK.

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

DIVERSITY, EQUITY & INCLUSION (CONT'D)

On average, female employees' earnings are broadly on par with those of male employees across the organisation. The ratios of female-to-male remuneration have shown improvement from FYE 2023 to FPE 2025 across most regions. In Indonesia, the female-to-male earnings ratio in FPE 2025 stands at 1.34, indicating that, on average, female employees earn more than their male counterparts in this region.

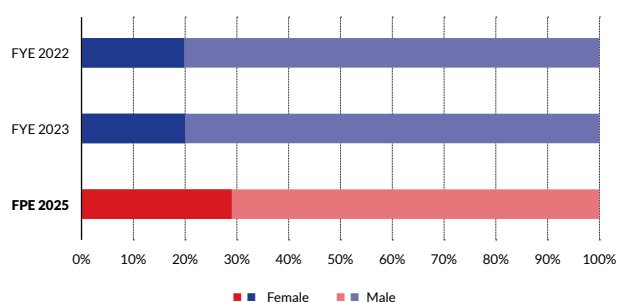
Ratio of basic salary and remuneration of women to men (x: 1)	FYE 2023	FPE 2025
Malaysia	1.12	1.02
Vietnam	1.04	0.92
Myanmar	0.59	0.80
Indonesia	1.61	1.34

Currently, OCK does not have any individuals with disabilities; however, there are no restrictions or barriers to the recruitment of persons with disabilities within the Group. We remain open and supportive of creating inclusive employment opportunities that provide equal access to all qualified candidates.

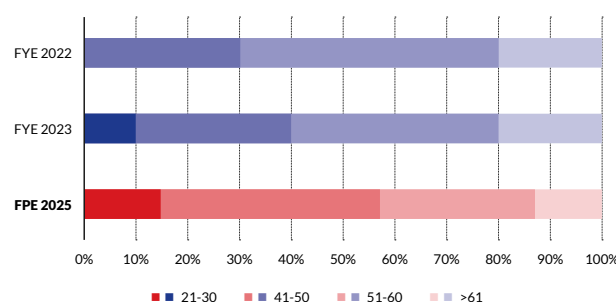
The Nomination Committee is committed to fostering a diverse and inclusive environment within the organisation, recognising that a wide array of experiences, backgrounds, and perspectives enriches the Group and its governance. This diversity is especially important in shaping the Board's composition, as it helps ensure that decisions are well-rounded, innovative, and reflective of the communities we serve. In FPE 2025, the percentage of female directors on the Board increased to 29%, primarily due to the resignation of several board members. This change brings the Group closer to the 30% target outlined in Practice 5.9 of the Malaysian Code on Corporate Governance. OCK remains committed to actively fostering gender equality in leadership roles.

The Board understands that achieving gender diversity is not merely a matter of meeting thresholds, but rather a key element in driving better decision-making, enhancing corporate performance, and fostering a more inclusive culture. Therefore, the Nomination Committee will continue to actively seek qualified female candidates for board positions, as well as in senior leadership roles, ensuring that we create opportunities for women to contribute meaningfully at all levels of the organisation.

BOARD DIVERSITY BY GENDER



BOARD DIVERSITY BY AGE



SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT

Related UNSDGs:



We recognise that our greatest assets are our employees, and our dedication to their well-being is steadfast. We understand that a successful organisation is built on a workforce that feels valued, empowered, and respected. By fostering a secure and healthy work environment, we are committed to ensuring that all employees have equal access to resources, benefits, and opportunities for skill development and career advancement. This commitment not only supports individual growth but also drives sustainable business growth. Through these efforts, we aim to create a dynamic and thriving workplace where both our people and our Group can flourish.

Talent Management Framework



Talent acquisition & onboarding

We are committed to fostering the professional growth of our workforce by providing ample opportunities for career advancement within the Group. We focus on maximising the potential of our internal talent, ensuring that team members have the resources and support needed to thrive in their roles.

When internal promotion is not feasible, our Human Resources team uses a range of assessment tools and methodologies to conduct a fair and thorough recruitment process. We strive to select candidates whose skills, experiences, and values align with the role requirements and our company's broader objectives, ensuring we attract individuals capable of making a positive impact on our mission. We ensure all new hire benefit from a comprehensive and consistent on-boarding programme that incorporates personalised one-on-one support to facilitate a smooth transition into the organisation.

Upskilling & reskilling

Empowering our employees to excel is integral to the growth and success of the Group. To support this, we provide continuous learning opportunities that foster both personal and professional development, enabling our workforce to stay ahead in an ever-evolving industry landscape.

In FPE 2025, we continued to prioritise investment in training and development programs, leveraging both in-person and online platforms. Over the 18-month period, a total of 28,040 hours were dedicated to internal and external learning and development initiatives. When normalised to a 12-month equivalent, this reflects a significant increase compared to FYE 2023. This commitment highlights our ongoing efforts to enhance the skills and knowledge of our workforce and support their continuous growth.

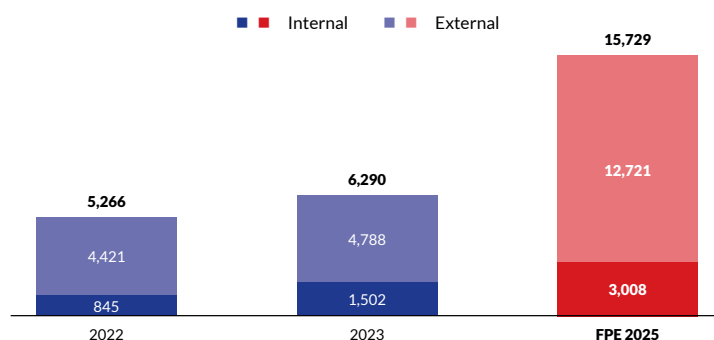
SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

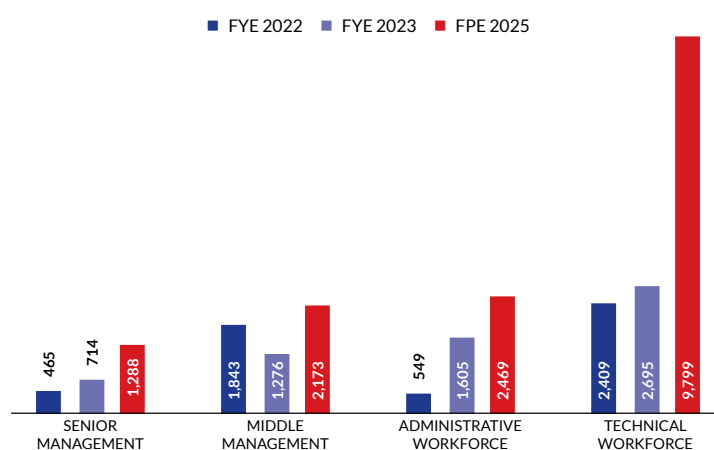
EMPLOYEE MANAGEMENT (CONT'D)

Upskilling & reskilling (Cont'd)

EMPLOYEE TRAINING HOURS BY YEAR



TRAINING HOURS BY EMPLOYEE GROUP



The Group achieved an overall average of 4.3 training hours per employee. While training coverage in Myanmar and Indonesia remains lower compared to other regions, OCK is taking proactive steps to enhance training participation in these markets. Initiatives include expanding access to online learning modules and implementing more structured training plans to uplift employee competencies and align with Group standards.

Average training hours per employee	FPE 2025
Malaysia	16.2
Vietnam	8.0
Myanmar	2.8
Indonesia	2.3
Total average	4.3

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Performance management & compensation

We are dedicated to fostering a culture of results-driven performance, accountability, collaboration, and shared success. These core values guide our approach to both individual and team performance, helping us achieve meaningful outcomes, take responsibility for our actions, work cohesively, and celebrate collective accomplishments.

At the start of each year, we ensure clear expectations are set through initial conversations with our employees. We establish KPIs for both the business and individual roles, aligning them with our broader organisational objectives. Our employees' performance is then reviewed annually, allowing us to provide valuable feedback on their contributions and achievements. This ongoing dialogue helps us understand their professional development needs and aspirations for career growth.

We believe in recognising and rewarding outstanding performance. Employees who consistently deliver high-quality results and demonstrate exceptional behaviour are rewarded through bonuses and opportunities for promotion. To ensure our team members are fairly compensated, we regularly assess our remuneration packages, ensuring they are competitive within the industry and aligned with local market standards and practices.

We utilise an employee portal that is accessible online, providing both employees and managers with the tools to efficiently manage and access key aspects of their employment. This includes functions such as leave management, performance appraisals, access to internal information such as employee handbook and policies as well as tax documents such as the EA form. Payslips are emailed to employees' personal email addresses maintained in the system. The primary goal of this initiative is to streamline HR processes and reduce the reliance on paper printing, contributing to a more environmentally sustainable approach within our Human Resource operation. Through this digital transformation, we aim to enhance operational efficiency while promoting sustainability across the organisation.

Succession planning

Succession planning for key and leadership roles is a critical element of our long-term strategy and sustainability efforts at OCK. To ensure the continued success of the Group, our Nomination Committee, with support from the Audit and Risk Management Committee, regularly reviews the human resources plan, including the succession management framework and associated activities.

The succession planning process is implemented in stages, with a focus on preparing future leaders through targeted training programs designed specifically for managerial staff. Additionally, we establish clear and detailed job descriptions for each role within the organisation, ensuring that expectations are defined and future leaders are adequately prepared to step into critical positions. This approach supports a seamless transition and strengthens the Group's ability to maintain continuity and performance.

Employee engagement

OCK fosters a culture of engagement, inclusion, and well-being by organising a variety of activities that promote team cohesion and celebrate our employees. These activities range from festive season celebrations to sports events, all aimed at enhancing employee morale and creating an environment of unity and camaraderie.

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Festive Celebrations

Chinese New Year

At OCK, the Chinese New Year celebration is a cherished annual tradition. Each year, we welcome the festive season with a vibrant gathering at our headquarters. Employees dressed in festive attire, adding to the celebratory atmosphere. The highlight of the event was a lively lion dance performance and a firecracker display, symbolising good fortune and prosperity for the year ahead. Following the performance, employees enjoyed a festive lunch, providing an opportunity to connect and celebrate together.

2024 Chinese New Year



2025 Chinese New Year



SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Festive Celebrations (Cont'd)

Hari Raya Jamuan

Hari Raya at OCK is marked with warmth, gratitude, and togetherness. Each year, a festive jamuan is hosted at our headquarters, where employees come together to enjoy a spread of traditional delicacies. This act of sharing traditional dishes allowed us to come together, reflect on cultural significance, and strengthen our workplace relationships.

2024 Hari Raya



SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Festive Celebrations (Cont'd)

Hari Raya Jamuan (Cont'd)

2025 Hari Raya



SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Festive Celebrations (Cont'd)

Deepavali Lunch Feast

Another example of our commitment to celebrating diverse cultural traditions, OCK hosted a Deepavali lunch feast to mark this significant Hindu festival. The event offered employees a chance to indulge in festive delicacies and connect with colleagues in a warm, inclusive atmosphere.

2024 Deepavali



SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Annual Dinner

The "Around the World" themed Annual Dinner, held on 20 October 2024 at Le Méridien, Petaling Jaya, was an extraordinary celebration of cultural diversity. Employees were invited to dress in costumes representing various cultures, creating a colourful and festive environment. A standout moment of the evening was the Best Dressed Contest, where the most impressive cultural costume was awarded a prize. The event was further enhanced by captivating performances from our talented colleagues, showcasing their diverse skills and talents. The night was topped off with a thrilling Lucky Draw, offering employees the chance to win exciting prizes. The Annual Dinner provided a perfect occasion for employees to bond and celebrate OCK's commitment to fostering an inclusive and diverse workplace.



SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

International Women's Day

OCK celebrated International Women's Day by giving flowers to all women staff at the headquarters. This simple yet meaningful gesture was a symbol of appreciation, highlighting the value and contributions of women in the workplace. Through this act, OCK reinforced its commitment to gender equality and recognition of the significant roles that women play in driving the success of the Company.



SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Sports and Team-Building Activities

At OCK, we place a strong emphasis on physical well-being and teamwork through sports and team-building activities. These events promote a healthy lifestyle while fostering collaboration and friendly competition. We organised friendly football matches and tournaments, which provided employees with an opportunity to come together, stay active, and showcase their team spirit. These activities not only encourage health and fitness but also strengthen unity and teamwork among staff. Furthermore, the competitive nature of these events helps develop leadership skills and enhances collaboration between colleagues across various departments.



SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Employee retention & attribution

In FPE 2025, our total turnover rate reported at 57%. High turnover rate was primarily reflects the nature of our workforce in Indonesia, where a significant portion of our employees are on contract employment. In the telecommunications industry, particularly in Indonesia, it is common for employees on temporary contracts to transition to new opportunities once their projects are completed. This cyclical staffing approach is a standard practice in the industry and is a key factor contributing to the high turnover rate. It's important to note that this turnover includes temporary staff and does not impact the overall operations of the Group, as the nature of our business in Indonesia accommodates this staffing model.

To provide a more accurate picture of employee movement, we have refined our approach to turnover reporting beginning in FPE 2025 by disclosing voluntary separation rates as a more meaningful metric. This better reflects actual employee-initiated departures. In both FYE 2023 and FPE 2025, the voluntary separation rate stood at 26%. This consistency, despite the extended 18-month reporting period in FPE 2025 compared to the 12 months in FYE 2023, reflects sustained progress in employee engagement and retention efforts.

Employee Category	Total numbers of new hires FYE 2023	Total numbers of new hires FPE 2025
Senior Management	4	10
Middle Management	27	63
Administrative Workforce	92	94
Technical Workforce	1,616	2,005
Total	1,739	2,172

Employee Category	Total numbers of employee separation FYE 2023		Total numbers of employee separation FPE 2025	
Senior Management	Involuntary	Voluntary	Involuntary	Voluntary
Senior Management	5	6	3	3
Middle Management	8	25	13	17
Administrative Workforce	11	105	28	147
Technical Workforce	990	823	1,074	778
Total	1,014	959	1,118	945
Total separation by year	1,973		2,063	

	FYE 2023	FPE 2025
New hire rates (%)	47%	60%
Total turnover rates (%)	53%	57%
Voluntary separation turnover rates (%)	26%	26%

SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE SUSTAINABILITY (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Below is an overview of our temporary staffing percentage across various operational regions. Temporary staff, including those on contract, play a crucial role in maintaining our flexibility and responsiveness to market demands. Our employment practices, whether for permanent or temporary staff, ensure fair labour practices and equitable treatment for all employees. This approach allows us to adapt effectively to the needs of the business while maintaining a commitment to the welfare of our workforce.

Percentage of Temporary Workforce	FYE 2023	FPE 2025
Malaysia	67%	61%
Vietnam	16%	38%
Myanmar	64%	90%
Indonesia	100%	100%
Total	92%	93%

SOCIAL SUSTAINABILITY

SUPPLY CHAIN MANAGEMENT

Related UNSDGs:



At OCK, trust, integrity, and transparency are fundamental in all our supplier relationships. As a responsible organisation operating in Malaysia and the broader region, we recognise our crucial role in supporting the local economy, particularly in helping small and medium-sized enterprises (SMEs) recover and grow. We are committed to fostering sustainable partnerships with our suppliers to promote the collective growth of our communities and regions.

Our commitment to ethical business practices extends throughout our supply chain, where we hold ourselves and our suppliers to the highest standards. We expect our suppliers to align with our core values, ensuring that fairness, accountability, and transparency guide their operations. We prioritise engaging suppliers who share our vision for quality, social responsibility, and environmental stewardship.

To uphold these principles, our procurement process is designed to engage suppliers who meet stringent ethical and operational standards. We carefully evaluate suppliers to build long-term, mutually beneficial relationships that contribute to sustainable business practices.

Supplier selection process



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY

SUPPLY CHAIN MANAGEMENT (CONT'D)

Supplier selection process (Cont'd)

When starting any new project, identifying suitable suppliers is a key priority. The quality of service and product output are key factors considered during the tender or bid process. To ensure only the most suitable suppliers are selected, the Procurement Department utilises an internal checklist as part of the Supplier Registration Form.

Suppliers must not only demonstrate operational efficiency but also align with the Group's broader business goals. They are required to uphold environmental responsibility, a clean record of human rights and fair labour practices, and adherence to anti-corruption and anti-bribery standards. Additionally, suppliers must be free from any pending environmental issues. All suppliers are also expected to adhere to our Supplier Code of Conduct and the Non-Conformance policy in line with ISO 9001:2015 – Quality Management Systems. This rigorous selection process ensures we engage only those who meet our high standards, fostering strong, ethical partnerships.

At the conclusion of each service contract, a comprehensive supplier audit is conducted to assess both environmental and operational performance. If any supplier is found to be non-compliant with environmental or operational standards during the contract period, it may result in the termination of the contract, in accordance with our policies.

Supporting local economies

In the telecommunication industry, the nature of our business is highly localised. As such, the Group's procurement activities focus on engaging local vendors to support job creation, drive price competitiveness, and ensure timely service delivery. During the period under review, our business units in Malaysia, Vietnam, Myanmar, and Indonesia have successfully allocated most of their procurement budgets to sourcing and engaging local suppliers with strong service records, free from reputational issues, and capable of meeting delivery schedules.

In FPE 2025, we are proud to report a significant increase in local sourcing in our Myanmar operations, which achieved 96.37% of procurement from local suppliers, up from 80.7% in FYE 2023. This improvement underscores our commitment to local sourcing and supporting the Myanmar economy.

Our goal is to achieve 100% local sourcing wherever feasible. This approach supports our commitment to the viability and requirements of our business operations while contributing to the local economy.

Proportion of Spending on Local Suppliers	FYE 2023	FPE 2025
Malaysia	99.80%	99.78%
Vietnam	100.00%	100.00%
Myanmar	80.70%	96.37%
Indonesia	99.99%	100.00%

SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT

Related UNSDGs:



We are dedicated to being a responsible corporate citizen by actively engaging with and supporting the communities where we operate. Our commitment goes beyond traditional business practices; we strive to make a meaningful impact by fostering strong, positive relationships with the local communities. We recognise that social inclusion and community well-being are crucial to sustainable success. By contributing to local initiatives, supporting community development, and encouraging active participation, we aim to enhance the quality of life for residents and create a positive ripple effect throughout the region. We firmly believe that nurturing these connections not only benefits the communities we serve but also yields favourable outcomes for our business in the long term. Through our efforts, we seek to build a foundation of trust, collaboration, and mutual growth.

In FPE 2025, OCK is pleased to report a substantial increase in our community contributions, with a total donation amounting to RM706,100. This marks a significant rise from RM306,080 in FYE 2023. This achievement reflects our strengthened commitment to fostering positive change in the communities where we operate, and underscores our dedication to creating lasting value for society.

	FYE 2022	FYE 2023	FPE 2025
Total amount invested where the target beneficiaries are external to OCK (RM)	112,000	306,080	706,100
Total number of beneficiaries of the investment in communities (number of organisations)	5	24	34
Total number of beneficiaries of the investment in communities (number of individual)	N/A	N/A	14,156

During this financial period, our community investment initiatives focused on key areas, including education, community health, and local sports development. We believe in investing in the future of our communities by supporting educational institutions, improving health and well-being, and promoting youth engagement through sports. By directing our resources towards these meaningful causes, we aim to empower individuals, strengthen community bonds, and contribute to the holistic development of society.

Education & Youth Development

Donation to Maahad Tahfiz Tok Guru Fakeh Abd Samad

On 31 January 2024, OCK proudly donated RM30,000 to Propadu Holdings Berhad to support the corporate social responsibility (CSR) activities undertaken at Maahad Tahfiz Tok Guru Fakeh Abd Samad. This contribution was directed toward several much-needed improvements at the institution, including the installation of new ceiling fans, provision of 20 new lockers, installation of an emergency door, roof repairs for the surau, replacement of windows, and repainting of the building. In addition, various hostel repairs were made to enhance the living conditions of the students. These upgrades not only provide a safer, more comfortable, and functional environment for the students but also create a better and more conducive learning space. Through this partnership, OCK Group Berhad underscores its unwavering commitment to education and community support, positively impacting the future of the students and the surrounding community.

SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT (CONT'D)

Donation to Six Primary Schools

In a further demonstration of our commitment to education, OCK Group Berhad made a significant donation of RM100,000 to support six primary schools. The schools that benefited from this generous donation are:

- SJK(C) Sin Ming
- SJK (C) Yak Chee
- SJK (C) Kheng Chee Puchong
- SJK (C) Shin Cheng (Harcroft)
- SJK (C) Han Ming
- SJK (C) Poi Min

This initiative is part of our ongoing effort to ensure that educational institutions have the resources they need to create a conducive learning environment for students. The donation was used to fund various educational improvements, including infrastructure upgrades, teaching aids, and extracurricular activities that promote holistic development. By investing in these schools, we aim to empower the next generation and ensure they are equipped with the tools they need to thrive academically and socially.



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT (CONT'D)

WiFi 7 at University Malaya

In February 2025, OCK successfully completed the rapid implementation of WiFi 7 infrastructure at University Malaya, Kolej Kediaman 7, delivering over 1,800 units, 179 switches, and cabling within just three weeks. Undertaken through an open tender awarded by the Malaysian Communications and Multimedia Commission (MCMC), this project highlights OCK's strong execution capabilities and commitment to supporting Malaysia's digital transformation agenda. The initiative was officiated by YB Fahmi Fadzil, Minister of Communication, alongside University Malaya's leadership and MCMC's management team, further underscoring the project's national significance.

By providing seamless, high-speed WiFi 7 connectivity, OCK is helping to enhance the learning environment for students, enabling them to access digital resources more effectively and thrive in today's technology-driven world. This investment reflects OCK's dedication to bridging the digital divide and empowering youth through education and technology. The project not only strengthens students' educational experiences but also reinforces OCK's role as a long-term partner in advancing community development through connectivity.



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT (CONT'D)

Health & Community Well-being

Blood Donation Drive

On May 6, 2024, December 18, 2024 and June 23, 2025, OCK hosted a blood donation drive at our headquarters, emphasising our commitment to promoting community health and well-being. The event, open not only to OCK staff but also to their families, aimed to address the critical shortage of blood in local hospitals. The importance of blood donations cannot be overstated, as a single unit of blood can save up to three lives. Through this initiative, we played an integral role in supporting local healthcare facilities and patients in urgent need of blood. This initiative also helped raise awareness about the ongoing demand for blood donations, encouraging more individuals to regularly participate in life-saving efforts. By facilitating this event, OCK demonstrated its role as a responsible corporate entity dedicated to making a positive impact on the health and lives of many.



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT (CONT'D)

Health & Community Well-being (Cont'd)

Fun Run Sponsorship

On 20 October 2024, we sponsored the BBK Run 2024, held in Bandar Baru Klang, which aimed to promote health, fitness, and community spirit. As part of our CSR strategy, we provided sponsorship to support this community event, which brought together residents and participants of all ages to engage in physical activity and raise awareness about the importance of a healthy lifestyle. By supporting the event, we contributed to fostering a sense of unity and well-being within the community. The Fun Run also served as a platform to encourage physical fitness, promote a healthy and active lifestyle, and bring people together for a common cause. This sponsorship aligns with OCK's focus on supporting initiatives that enhance the physical and mental health of individuals and encourage the promotion of community cohesion.



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT (CONT'D)

Sport & Community Engagement

Donation for Selangor Football Club

As part of our commitment to local sports development, OCK donated RM300,000 to Selangor Football Club, officially becoming an Official Bronze Partner of the club. This partnership is an embodiment of OCK's continued support for community-based initiatives that promote sportsmanship, athletic excellence, and youth development. By contributing to the club, we are not only helping to foster talent in the sporting arena but also promoting a sense of unity and pride among the local community. This collaboration reflects our commitment to social responsibility, as we work alongside the Selangor Football Club to create more opportunities for youth engagement, provide platforms for skill development, and inspire future generations of athletes.

Sponsorship of Selangor Crown Prince Golf Charity Cup

OCK participated as a Bronze Sponsor in the Selangor Crown Prince Golf Charity Cup, held on 30 November 2024 at Tropicana Golf & Country Resort, with a sponsorship contribution of RM30,000. Organised by the Selangor Youth Community (SAY), this prestigious event successfully raised RM1.2 million to support various youth empowerment initiatives, including sports and wellness programs, arts and culture projects, entrepreneurship development, and community service activities. SAY, founded by His Highness Tengku Amir Shah in 2017, is dedicated to fostering a dynamic, progressive, and engaged youth community. OCK's sponsorship reflects our ongoing commitment to youth development and community empowerment, contributing to the growth and advancement of young individuals in Selangor.



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT (CONT'D)

Sport & Community Engagement (Cont'd)

Sponsorship of Selangor Crown Prince Golf Charity Cup (Cont'd)



Participation in the Sign Language Workshop

To foster an inclusive environment, OCK actively encourages employee participation in initiatives that promote social awareness and community engagement. On 23 June 2024, 20 of our employees took part in a Sign Language Workshop, aimed at enhancing communication with the hearing-impaired community. By supporting our staff's participation in such workshops, we aim to foster a more inclusive and empathetic workplace while also contributing to broader societal goals of accessibility and equal opportunity. This initiative reflects our dedication to breaking down barriers and empowering individuals to engage with and support diverse communities. Through continued participation in community-based programs, we strive to enhance understanding, communication, and inclusivity, making a positive difference both within our organisation and the wider community.



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT (CONT'D)

Sport & Community Engagement (Cont'd)

Participation in the Sign Language Workshop (Cont'd)



Through these contributions, OCK continues to uphold its corporate responsibility, aligning our efforts with our core values of social impact and sustainability. The significant increase in our community donations reflects both our business growth and our heightened sense of duty to contribute to the greater good. We are proud of the positive difference we are making and remain committed to building stronger, healthier, and more vibrant communities for future generations.

Participation in the 2nd Selangor FC Partners' Day

On 7 December 2024, OCK Group participated in the 2nd Selangor FC Partners' Day, an event that brought together corporate partners to foster collaboration, camaraderie, and community spirit through a variety of sporting activities. Our team enthusiastically took part in a series of fun yet competitive events, including badminton, football, and tug of war. By engaging in these activities, OCK not only strengthened our partnership with Selangor FC but also demonstrated our ongoing support for local sports and community initiatives. The event served as an opportunity for team-building, promoting unity, healthy competition, and physical well-being among participants. It also aligned with our broader commitment to enhancing employee engagement and contributing positively to the communities in which we operate.



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

COMMUNITY INVESTMENT (CONT'D)

Sport & Community Engagement (Cont'd)

Participation in the 2nd Selangor FC Partners' Day (Cont'd)



MOVING FORWARD

In conclusion, sustainability is not just a core value for us at OCK, it is a guiding principle that shapes every aspect of our business. We believe that embracing sustainable practices is not only the right thing to do but also a powerful strategic advantage in today's rapidly changing business environment.

Our commitment to sustainability is embedded in our day-to-day operations, and we are continuously working to set new standards for responsible business practices. By integrating sustainability initiatives into our business model, we aim to drive long-term growth while fulfilling our responsibility to protect the environment and support social well-being.

SUSTAINABILITY STATEMENT (CONT'D)

PERFORMANCE DATA TABLE FROM ESG REPORTING PLATFORM

As a listed entity, OCK is obligated to provide mandatory ESG disclosures in accordance with the Main Market Listing Requirements and the enhanced Sustainability Reporting Guide, 3rd Edition. The following performance data table, sourced from the ESG Reporting Platform, presents key indicators that are aligned with our identified Material Matters, reflecting our commitment to transparency and accountability in addressing sustainability priorities.

Indicator	Measurement Unit	2022	2023	2024	2025
Economic Performance					
Economic Value Generated	MYR	624,508,504.00	736,054,611.00 *	No Data Provided	985,662,787.00
Economic Value Distributed	MYR	606,664,380.00	703,323,063.00 *	No Data Provided	962,016,663.00
Economic Value Retained	MYR	17,844,124.00	32,731,598.00 *	No Data Provided	23,646,124.00
Customer Satisfaction					
Customer Satisfaction Score	Percentage	76.00	78.00	No Data Provided	85.00
Bursa (Anti-corruption)					
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category					
BOD	Percentage	-	80.00	No Data Provided	100.00
Senior Management	Percentage	-	73.00	No Data Provided	90.00
Middle Management	Percentage	-	76.00	No Data Provided	93.00
Administrative Workforce	Percentage	-	73.00	No Data Provided	92.00
Technical Workforce	Percentage	-	93.00	No Data Provided	98.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	-	100.00	No Data Provided	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	No Data Provided	0
Cybersecurity & Data Protection					
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	No Data Provided	0
Policy & Regulatory Compliance					
Number of case of fines that relates to non-compliance of ESG elements	Number	-	0	No Data Provided	0
Climate Action					
Bursa C4(a) Total energy consumption	Megawatt	2.53	3,477.48 *	No Data Provided	3,810.57
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	-	744.61 *	No Data Provided	749.45
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	-	195.81 *	No Data Provided	244.24

Internal assurance

External assurance

No assurance

(*)Restated

SUSTAINABILITY STATEMENT (CONT'D)

PERFORMANCE DATA TABLE FROM ESG REPORTING PLATFORM (CONT'D)

Indicator	Measurement Unit	2022	2023	2024	2025
Climate Action					
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	-	-	8,917.45
Water Management					
Bursa C9(a) Total volume of water used	Megalitres	3.804000	3.097000 *	No Data Provided	3.954000
Bursa (Waste management)					
Bursa C10(a) Total waste generated	Metric tonnes	-	-	-	5.44
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	-	-	0.15
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	-	-	5.29
Human Right					
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	-	0	No Data Provided	0
Bursa (Health and safety)					
Bursa C5(a) Number of work-related fatalities	Number	0	0	No Data Provided	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00	No Data Provided	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	297	99	No Data Provided	162
Diversity, Equity & Inclusion					
Bursa C3(a) Percentage of employees by gender and age group, for each employee category					
Age Group by Employee Category					
Senior Management 18-20	Percentage	0.00	0.00	No Data Provided	0.00
Senior Management 21-30	Percentage	0.00	0.00	No Data Provided	0.00
Senior Management 31-40	Percentage	11.00	16.00	No Data Provided	16.00
Senior Management 41-50	Percentage	52.00	44.00	No Data Provided	41.00
Senior Management 51-60	Percentage	35.00	38.00	No Data Provided	37.00
Senior Management above 60	Percentage	2.00	2.00	No Data Provided	6.00
Middle Management 18-20	Percentage	0.00	0.00	No Data Provided	0.00
Middle Management 21-30	Percentage	10.00	3.00	No Data Provided	3.00
Middle Management 31-40	Percentage	48.00	47.00	No Data Provided	44.00
Middle Management 41-50	Percentage	34.00	41.00	No Data Provided	41.00

Internal assurance

External assurance

No assurance

(*)Restated

SUSTAINABILITY STATEMENT (CONT'D)

PERFORMANCE DATA TABLE FROM ESG REPORTING PLATFORM (CONT'D)

Indicator	Measurement Unit	2022	2023	2024	2025
Diversity, Equity & Inclusion					
Middle Management 51-60	Percentage	8.00	9.00	No Data Provided	11.00
Middle Management above 60	Percentage	0.00	0.00	No Data Provided	1.00
Administrative Workforce 18-20	Percentage	0.00	1.00	No Data Provided	0.00
Administrative Workforce 21-30	Percentage	45.00	41.00	No Data Provided	34.00
Administrative Workforce 31-40	Percentage	42.00	44.00	No Data Provided	46.00
Administrative Workforce 41-50	Percentage	10.00	11.00	No Data Provided	16.00
Administrative Workforce 51-60	Percentage	1.00	2.00	No Data Provided	3.00
Administrative Workforce above 60	Percentage	1.00	1.00	No Data Provided	1.00
Technical Workforce 18-20	Percentage	1.00	1.00	No Data Provided	2.00
Technical Workforce 21-30	Percentage	42.00	39.00	No Data Provided	34.00
Technical Workforce 31-40	Percentage	41.00	42.00	No Data Provided	42.00
Technical Workforce 41-50	Percentage	16.00	16.00	No Data Provided	20.00
Technical Workforce 51-60	Percentage	0.00	2.00	No Data Provided	2.00
Technical Workforce above 60	Percentage	0.00	0.00	No Data Provided	0.00
Gender Group by Employee Category					
Senior Management Male	Percentage	76.00	74.00	No Data Provided	71.00
Senior Management Female	Percentage	24.00	26.00	No Data Provided	29.00
Middle Management Male	Percentage	72.00	68.00	No Data Provided	64.00
Middle Management Female	Percentage	28.00	32.00	No Data Provided	36.00
Administrative Workforce Male	Percentage	46.00	45.00	No Data Provided	35.00
Administrative Workforce Female	Percentage	54.00	55.00	No Data Provided	65.00
Technical Workforce Male	Percentage	94.00	95.00	No Data Provided	94.00
Technical Workforce Female	Percentage	6.00	5.00	No Data Provided	6.00
Bursa C3(b) Percentage of directors by gender and age group					
Male	Percentage	80.00	80.00	No Data Provided	71.00
Female	Percentage	20.00	20.00	No Data Provided	29.00
Under 30	Percentage	0.00	10.00	No Data Provided	14.29
31-40	Percentage	0.00	0.00	No Data Provided	0.00
41-50	Percentage	30.00	30.00	No Data Provided	42.86
51-60	Percentage	50.00	40.00	No Data Provided	28.57
Above 61	Percentage	20.00	20.00	No Data Provided	14.29

Internal assurance

External assurance

No assurance

(*)Restated

SUSTAINABILITY STATEMENT (CONT'D)

PERFORMANCE DATA TABLE FROM ESG REPORTING PLATFORM (CONT'D)

Indicator	Measurement Unit	2022	2023	2024	2025
Diversity, Equity & Inclusion					
Number of Board Directors	Number	10	10	No Data Provided	7
Number of women on the board	Number	2	2	No Data Provided	2
Employee Management					
Bursa C6(a) Total hours of training by employee category					
Senior Management	Hours	465	714	No Data Provided	1,288
Middle Management	Hours	1,843	1,276	No Data Provided	2,173
Administrative Workforce	Hours	549	1,605	No Data Provided	2,469
Technical Workforce	Hours	2,409	2,695	No Data Provided	9,799
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	-	92.00	No Data Provided	93.00
Bursa C6(c) Total number of employee turnover by employee category					
Senior Management	Number	5	11	No Data Provided	3
Middle Management	Number	12	33	No Data Provided	17
Administrative Workforce	Number	56	115 *	No Data Provided	147
Technical Workforce	Number	1,171	1,814	No Data Provided	778
Bursa (Supply chain management)					
Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.90	99.80	No Data Provided	99.82
Community Investment					
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	112,000.00	306,080.00	No Data Provided	706,100.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	5	24	No Data Provided	14,156

Internal assurance

External assurance

No assurance

(*)Restated

Note:

1. "No Data Provided" for the year 2024 as the Group has changed its financial year end from 31 December 2024 to 30 June 2025. As a result, the reporting year 2025 covers an 18-month period from 1 January 2024 to 30 June 2025
2. Total energy consumption for the year 2023 has been restated to include energy from fuel consumption.
3. Scope 1 emissions for the year 2023 have been restated due to a change in the emission factor.
4. Scope 2 emissions for the year 2023 have been restated to reflect the revised emission factor established by the Emission Commission.
5. Total volume of water used for the year 2023 has been restated to include usage at site offices.
6. Employee turnover reported for the year 2025 includes only voluntary separations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("Board") of OCK Group Berhad ("OCK" or "the Company") is committed to uphold the high standards of corporate governance throughout OCK and its subsidiaries ("the Group") with the ultimate objective of realising long-term shareholder value while taking into account the interest of other stakeholders. This Corporate Governance Overview Statement sets out the extent to which the Company has applied the practices encapsulated in the Principles of the Malaysian Code on Corporate Governance ("MCCG") except where stated otherwise.

Details of the Group's application of each practice set out in the MCCG are disclosed in the Corporate Governance Report, which is available on the Group's website at www.ock.com.my.

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

Board Charter and Board Committees

The Board is responsible and is accountable to shareholders for managing the business of the Group. The Board retains full and effective controls of the Company and is committed to take full responsibility for the overall corporate governance of the Group, including its strategic business direction and overall well-being.

The Board has retained for itself decisions in respect of matters significant to the Group's business operations which include the approval of key corporate plans, major business transactions involving either the acquisitions or disposal of business, interests and/or assets, consideration of significant financial matters and announcements of financial results, appointments to the Board and control structure within the Group.

In performing its duties, the Board is guided by the Board Charter that sets out amongst others its roles, composition, responsibilities, powers, board committees and board meeting procedures. The key elements of governance principles embedded in the Board Charter regulate the Board's conducts and guide the business strategic initiative of the Group. The Board Charter was reviewed and updated during the financial period and is available on the Company's website at www.ock.com.my.

The Board has established three (3) Board Committees, namely Audit and Risk Management Committee, Nomination Committee and Remuneration Committee that are delegated with specific responsibilities and authorities to assist the Board in executing its duties and to provide the Board with recommendations and advice. The delegation of authority to the Committees enables the Board to achieve operational efficiency, by empowering each Committee to review, report and make recommendations to the Board on matters relevant to their roles and responsibilities. Each Committee is governed by its own Terms of Reference which sets out its functions and duties, composition, rights and meeting procedures. These Terms of Reference are reviewed annually in accordance with the needs of the Company and taking into account the changes in the business, governance and legal environment that may have an impact on the discharge of the Committees' duties and responsibilities.

The Chairperson of the various committees will report to the Board the outcome of the Committee meetings which will be recorded in the minutes of the Board meeting. The ultimate responsibility for decision making, however, lies with the Board.

Company Secretary

The Board is supported by a qualified and competent Company Secretary who provide advice and regularly update the Board on good governance, board policies and procedures, administrative matters and corporate compliances. All Directors have unhindered access to the advice and services of the Company Secretary, whose appointment and removal is a matter of the Board as a whole.

The Company Secretary also ensures that the Board is kept well informed on any regulatory requirements and update on the developments in the area of corporate governance that affect the duties and responsibilities of the Directors as well as the Company being a public listed company. In this respect, the Company Secretary has attended training and seminars conducted by relevant regulators to keep abreast with the relevant updates on statutory and regulatory requirements and updates on the Main Market Listing Requirements ("MMLR") of Bursa Securities.

The Company Secretary also serves notice to the Directors and Principal Officers to notify them of closed periods for trading in the Company's shares, in accordance with Chapter 14 of the MMLR of Bursa Securities. Deliberations during the Board and Board Committees' meetings were properly minuted and documented by the Company Secretary.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I. Board Responsibilities (Cont'd)

Information and Support for Directors

In order to manage the Group's business effectively, the Board meets on a quarterly basis to review the Group's financial and operational results, major investments, report from various Board Committees, related party transactions, strategic decisions and the overall direction of the Group. Additional meetings may be convened when urgent and important decision needs to be taken between the scheduled meetings. All the Directors had committed their time to the board meetings held during the financial period. Prior to the meetings, notice of agenda together with previous minutes and other relevant information were circulated to all directors on a timely basis in order to enable the directors to be well informed and briefed before the meetings.

Besides board meetings, the Board also exercises control on matters that require its approval through the circulation of resolutions.

All the Directors have full and free access to all relevant Company's information, access to management and may obtain independent professional advice at the Company's expense that are deemed necessary to carry out their duties, subject to prior consultation with the Chairman.

The External Auditors also briefed the Board members on the latest Malaysian Financial Reporting Standards that would affect the Group's financial statements during the period.

Code of Conduct and Ethics

Good governance at all levels is essential for sustainable development. The Board is committed to embrace the highest standards of corporate governance practices and ethical standard throughout the Group.

In this respect, the Group has established a Code of Ethics and Code of Conduct to provide direction and guidance to all Directors, Senior Management, employees and external parties in the discharge of their duties and responsibilities that will be in the best interest of the Group. The Code of Ethics and Conduct had been uploaded on the Company's website at www.ock.com.my.

Whistle-blowing Policy

The Board is committed to achieving and maintaining high standards of corporate governance practices across the Group. A Whistle-blowing policy is implemented to provide a channel to enable Directors, Employees, Shareholders, Vendors or any parties with a business relationship with the Group with an avenue to report suspected wrongdoings that may adversely impact the Group. The Company treats all reports in a confidential manner and at the same time provides protection to anyone who reports such concerns in good faith.

Further details pertaining to the Whistle-blowing Policy can be found at the Company's website.

II. Board Composition

The Board recognises the importance of having a diverse Board in terms of age, ethnicity and gender as this, provides the necessary range of perspectives, experience and expertise in bringing value to the Company and achieve effective stewardship.

The present Board of seven (7) Directors is made up of one (1) Non-Independent Non-Executive Chairman, two (2) Executive Directors, one (1) Chief Executive Officer, and three (3) Independent Non-Executive Directors.

The Executive Directors are responsible for the making of the day-to-day business and operational decisions and the implementation of Board policies. There is a clear division of duties and responsibilities amongst them in order to maintain a balance of control, power and authority within the Management.

The Independent Non-Executive Directors are responsible in exercising independent judgement and to act in the best interests of the Group in ensuring that decisions made by the Board are deliberated fully and objectively with regard to the long-term interest of all stakeholders. They have declared themselves to be independent from management and free of any relationship which could interfere with the exercise of their independent judgement and objective participation and decision making process of the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II. Board Composition (Cont'd)

The Board is confident that its current size and composition reflects an appropriate balance of Executive and Non-Executive Directors which is adequate for the scope and nature of the Group's business and operations.

The Company does have a policy to limit the tenure of its independent directors to nine (9) years. The Chairman of the Board, YBhg. Dato' Indera Syed Norulzaman Bin Syed Kamarulzaman who completed his 9 years of service on the Board of OCK at the 11th AGM on 27 June 2022 and was redesignated as Non-independent Non-Executive Director after the conclusion of the 11th AGM.

In accordance with MCCG 2021, the tenure of an Independent Director should not exceed a cumulative term of nine (9) years from the date of the first appointment as Director. Accordingly, the Company will seek the shareholders' approval at the forthcoming Annual General Meeting ("AGM") via a two-tier voting process for En. Mahathir Bin Mahzan, who has served as an Independent Director of the Company for a cumulative term of more than nine (9) years.

However, the Board believes that the length of service on the Board did not impair the objectivity of these Independent Directors. Moreover, the Independent Directors have made significant contributions to the Board in view of their sufficient breadth of understanding of the Group's activities and corporate history that will continue to add value to the Board.

Diversity on Board and Senior Management

The Board and the Nomination Committee take into account the current diversity in the skills, experience, age, race/ethnicity (cultural background) and nationality of the existing Board in seeking potential candidate(s).

The Committee has the responsibility to ensure that the Board comprises suitably qualified members that demonstrate appropriate qualities and experience that contribute to effective oversight and stewardship.

The Board has achieved the optimum Board size at 7 based on the review of the Board composition in 2025. The optimal size would enable effective oversight, delegation of responsibilities and productive discussions amongst members of the Board.

Gender Diversity

The Board is committed to maintaining an appropriate balance in terms of diversity in experience, skills, competence, caliber and gender in order to have balanced, comprehensive and thorough decision makings. The Board consists of members with a broad range of skills, well-rounded experience and knowledge in different fields relevant to oversee the business. The Board ensures that each member has a proper understanding of the Group's business and competence to deal with current and emerging issues of the Group.

At this juncture, the Board has no specific policy on gender and age for candidates to be appointed to the Board. The evaluation of the suitability of candidates is based on the candidates' competency, character, time commitment, integrity and experience in meeting the needs of the Company.

However, the Board acknowledged the importance of participation of women in senior management and recognised the significance of Diversity, Equity and Inclusion in attaining effective strategic objectives to enhance sustainable growth and development and in promoting better corporate governance within OCK Group. The Nomination Committee will continue to take steps to ensure that the gender and age of the candidates will be taken into consideration as part of its recruitment exercise.

Nomination Committee

The Board has established a Nomination Committee to provide advice and assistance to the Board in matters relating to appointment of new Directors, board composition, training program and performance evaluation on effectiveness of the Board, Board Committees and individual directors. Full details of the Nomination Committee's duties and responsibilities are stated in its Term of Reference which is available on the Company's website.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II. Board Composition (Cont'd)

Nomination Committee (Cont'd)

The Nomination Committee comprises exclusively of Independent Non-Executive Directors. The Committee meets as and when required, at least once a year. During the financial period, three (3) meetings were carried out, with attendance as follows:

Name of Director	Designation	No. of Meetings Attended
Ong Yee Ling @ Sharon (Independent Non-Executive Director)	Chairperson	3/3
Mahathir Bin Mahzan (Independent Non-Executive Director)	Member	3/3
Low Ngai Yuen (Independent Non-Executive Director)	Member	3/3

During the financial period, the Nomination Committee had carried out the following activities:

- Assessed the performance of the Board, Board Committees and individual Director, including the term of office and performance of the Audit and Risk Management Committee and each of its members;
- Assessed the independence of all three (3) Independent Directors whose tenure had exceeded a nine (9) year term;
- Reviewed the performance of retiring Directors and recommended them to the Board for re-election at the forthcoming AGM;
- Reviewed the position of the Independent Director and recommended the same to the Board;
- Reviewed the size of the Board against the size of the Group and the complexity of the business to assess the impact of the number upon its effectiveness;
- Reviewed and assessed the performance of the key Senior Management;
- Ensure all Directors receive appropriate continuous training programmes;
- Leads the succession planning and appointment of new Audit and Risk Management Committee's chairman and new Chief Executive Officer;
- Reviewed and updated the Director's Recruitment Criteria and Process; and
- Reviewed and updated its Term of Reference pursuant to the new MCCG.

Evaluation of Board, Board Committees and Individual Directors

The Nomination Committee annually performs a board self-evaluation to evaluate the performance of the Board, Board Committees and individual Directors, in order to verify that the Board is operating effectively and efficiently as a whole. Each Director completed a detailed questionnaire in the Directors' Performance Evaluation which covered matters relevant to the Board performance, among other things, contribution to interaction, quality of input, understanding of role and personal developments. An evaluation of each Board Committee was done by assessing the structure, roles and responsibilities, performance of the respective Chairman, as well as Committee's performance against its Term of Reference. The assessment was internally facilitated, with the results compiled, documented and reported to the Board as part of the Company's ongoing corporate governance practices.

Based on the assessment carried out during the financial period, the Nomination Committee had concluded the following: -

- The Board was found to be competent and had a dynamic and balanced mix of skills and experience wherein the Directors were able to contribute effectively to the Board's decision-making process;
- The current structure, size and composition of the Board, which comprises people who possess a wide range of expertise and experience in various fields with diverse backgrounds and specialisations, would enable the Board to lead and manage the Company effectively;
- The Directors had discharged their responsibilities in a commendable manner, acted competently, contributed effectively to the Board and demonstrated full commitment to their duties as Directors;
- The Board and Board Committees had contributed positively to the Company and its subsidiaries and were operating in an effective manner;
- The Board Chairman had performed in an excellent manner and contributed to the Board; and
- The performances of the Board Committees were found to be effective.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II. Board Composition (Cont'd)

Evaluation of Board, Board Committees and Individual Directors (Cont'd)

The Board recognises the importance of continuous training to remain abreast of the latest developments in related industries and changes to the regulatory environment. The assessment of individual directors also provided the Board with valuable insights into training and development needs of each Director, to ensure that each Board member's contribution to the Board remains informed and relevant.

During the financial period, all the Directors had participated in various training programs. Particulars of the seminars and courses attended are as follows:

Name of Directors	Date	Seminar / Training Course Title
YBhg. Dato' Indera Syed Norulzaman Bin Syed Kamarulzaman	13.01.2024	Webinar: 1H 2024 Market Outlook: Rising Momentum
	12.06.2024 to 13.06.2024	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Mahathir Bin Mahzan	05.09.2024	Audit Committee Conference 2024
Low Ngai Yuen	10.07.2024 to 11.07.2024	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Ong Yee Ling @ Sharon	10.07.2024 to 11.07.2024	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
YBhg. Datuk Wira Ooi Chin Khoon	26.11.2024 to 27.11.2024	TowerXchange Meetup Asia 2024
	07.01.2025	International Regulatory Conference
	20.05.2025 to 21.05.2025	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
YBhg. Datuk Low Hock Keong	12.03.2024	Webinar on "Beyond COP: From Insights to Competitive Advantage"
	07.05.2024	TMT M&A Forum APAC at the Marina Bay Sands Exhibition and Convention Centre in Singapore
	12.06.2024	Kenanga 5G Conference in Kuala Lumpur
	26.11.2024 to 27.11.2024	TowerXchange Meetup Asia 2024
	07.01.2025	International Regulatory Conference
	13.05.2025	PwC Malaysia's AI Leadership Conference 2025
	20.05.2025 to 21.05.2025	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Ooi Inn Huei	15.04.2024 to 16.04.2024	The Fundamentals of Leadership
	20.05.2024 to 23.05.2024	Habits of Highly Effective Leaders
	24.10.2024	Malaysia Cloud & Datacenter Convention
	28.10.2024 to 29.10.2024	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

III. Remuneration

Remuneration Policy

The Board has recognised the need to establish a fair and transparent Remuneration Policy with the objective to guide the Group in attracting, retaining and motivating highly qualified individuals to serve on the Board and key senior management. On a yearly basis, the Remuneration Committee reviewed and recommended to the Board the remuneration packages of the Executive Directors, while the remuneration for the Non-Executive Directors was determined by the Board as a whole. Fees and benefits payable to the Directors are subject to approval by the shareholders at the Company's AGM. The affected Directors had abstained from participation in deliberations and decisions regarding their individual remuneration.

In making its recommendation, the Remuneration Committee considered the principles set out in the Remuneration Policy. The remuneration was structured to align rewards to corporate and individual performances besides adequately compensate the Directors for risks and complexities of the duties and responsibilities they assumed. The Remuneration Committee also obtained data for similar roles of other public listed companies in the same industry for comparison.

All Executive Directors and Key Senior Management are subject to an annual performance rating which serves as a basis to determine their variable compensation payments. The Remuneration Policy also covers the bonus framework for the Executive Directors and key Senior Management, which links their appraisal process to specific reward and incentive outcomes. The appraisal process will assess the individual performance against the Key Performance Indicator targets and competency capability in meeting the Group's core values and Leadership and Management Expectations.

Remuneration Committee

The Remuneration Committee was established to assist the Board in developing remuneration policies and procedures that enable the Group to attract, motivate and retain qualified Directors and Key Senior Management personnel. Full details of the functions and duties of the Remuneration Committee are stated in its Term of Reference which is available on the Company's website.

The Remuneration Committee comprises mainly Independent Non-Executive Directors as follows:-

Name of Director	Designation	No. of Meetings Attended
Low Ngai Yuen (Independent Non-Executive Director)	Chairperson	2/2
Mahathir Bin Mahzan (Independent Non-Executive Director)	Member	2/2
Ong Yee Ling @ Sharon (Independent Non-Executive Director)	Member	2/2

The responsibilities of Remuneration Committee are as follows: -

- Reviewed and assessed the performance and the remuneration package of the Executive Directors and key Senior Management;
- Reviewed and assessed the Directors' fees and benefits payable for the financial period ended 30 June 2025;
- Reviewed and updated its Term of Reference;
- Reviewed the Board and Key Senior Management Remuneration Policy; and
- Provide clarification to shareholders during general meetings on matters pertaining to remuneration of directors and senior management.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

III. Remuneration (Cont'd)

Remuneration of Directors

Pursuant to the respective service contracts with the Company and its subsidiaries, the remuneration packages of the Executive Directors shall include a compensation payment amounting up to six (6) months of that Director's last drawn salary, in the event of loss of office.

The details of individual Directors' remuneration are as follows: -

Group Level

Name of Directors	Salaries and Other Emoluments (RM'000)	Bonus (RM'000)	EPF and SOCSO (RM'000)	Benefits in Kind (RM'000)	Total (RM'000)
Non-Executive Directors					
YBhg. Dato' Indera Syed Norulzaman Bin Syed Kamarulzaman	113.0	-	-	26.2	139.2
Mahathir Bin Mahzan	102.0	-	-	-	102.0
Low Ngai Yuen	84.0	-	-	-	84.0
Ong Yee Ling @ Sharon	84.0	-	-	-	84.0
Rear Admiral (R) Dato' Mohd Som Bin Ibrahim (Resigned on 1 July 2024)	20.9	-	-	-	20.9
Executive Directors					
YBhg. Datuk Wira Ooi Chin Khoon	2,933.0	428.0	404.6	35.9	3,801.5
YBhg. Datuk Low Hock Keong	1,567.5	221.5	215.1	38.3	2,042.4
Ooi Inn Huei	377.0	56.0	53.3	-	486.3
Abdul Halim Bin Abdul Hamid (Resigned on 19 June 2024)	353.2	34.5	33.7	-	421.4
Chang Tan Chin (Resigned on 19 June 2024)	332.2	49.2	46.6	-	428.0

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

III. Remuneration (Cont'd)

Remuneration of Directors (Cont'd)

Company Level

Name of Directors	Salaries and Other Emoluments (RM'000)	Bonus (RM'000)	EPF and SOCSO (RM'000)	Benefits in Kind (RM'000)	Total (RM'000)
Non-Executive Directors					
YBhg. Dato' Indera Syed Norulzaman Bin Syed Kamarulzaman	113.0	-	-	26.2	139.2
Mahathir Bin Mahzan	102.0	-	-	-	102.0
Low Ngai Yuen	84.0	-	-	-	84.0
Ong Yee Ling @ Sharon	84.0	-	-	-	84.0
Rear Admiral (R) Dato' Mohd Som Bin Ibrahim (Resigned on 1 July 2024)	20.9	-	-	-	20.9
Executive Directors					
YBhg. Datuk Wira Ooi Chin Khoon	2,933.0	428.0	404.6	35.9	3,801.5
YBhg. Datuk Low Hock Keong	1,567.5	221.5	215.1	38.3	2,042.4
Ooi Inn Huei	377.0	56.0	53.3	-	486.3
Abdul Halim Bin Abdul Hamid (Resigned on 19 June 2024)	243.2	34.5	33.7	-	311.4
Chang Tan Chin (Resigned on 19 June 2024)	1.5	-	-	-	1.5

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

III. Remuneration (Cont'd)

Remuneration of Senior Management

The remuneration of the Senior Managements are set out as follows:-

Range of Remuneration (RM)	Number of Senior Management
RM100,000 to RM150,000	N/A
RM150,001 to RM200,000	N/A
RM200,001 to RM250,000	N/A
RM250,001 to RM300,000	1
RM300,001 to RM350,000	1
RM350,001 to RM400,000	N/A
RM400,001 to RM450,000	N/A
RM450,001 to RM500,000	N/A
Above RM500,001	8

(The details of senior management's remuneration are not shown, as the Board considers the information of the said remuneration to be sensitive and proprietary in view of the competitive nature of the human resource market and to support the Company's efforts in retaining executive talents. The Board is of the view that the transparency and accountability aspects of corporate governance as applicable to senior management's remuneration are appropriately served by the disclosures in the RM50,000 bands. The total remuneration paid to each senior management reflects the time and effort devoted to fulfilling his or her responsibilities on the Board and is linked to the Group's performance.)

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

I. Audit and Risk Management Committee

The Audit and Risk Management Committee consists of the following members:

Name of Director	Designation	No. of Meetings Attended
Mahathir Bin Mahzan Independent Non-Executive Director	Chairperson	11/11
Ong Yee Ling @ Sharon Independent Non-Executive Director	Member	11/11
Low Ngai Yuen Independent Non-Executive Director	Member	11/11

The Chairperson of the Audit and Risk Management Committee is not the Chairman of the Board. In addition, the Audit and Risk Management Committee comprises wholly of Independent Non- Executive Directors. The Audit and Risk Management Committee Report is set out separately in this Annual Report. Full details of the Audit and Risk Management Committee's duties and responsibilities are stated in its Terms of Reference, which is available on the Company's website.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

I. Audit and Risk Management Committee (Cont'd)

Oversight of External Auditors

The Group has always recognised the need to uphold independence. None of the members of the Board were former key audit partners within the cooling-off period of three (3) years. Hence, there is no such person being appointed as a member of the Audit and Risk Management Committee.

The Board, through its Audit and Risk Management Committee maintains a formal and transparent relationship with its External Auditors. The Board had delegated the responsibility to the Audit and Risk Management Committee for making recommendations on the appointment, re-appointment or removal of the External Auditors as well as on their remunerations. The Audit and Risk Management Committee ensured that the External Auditors work closely with the Internal Auditors to enhance the effectiveness of the overall audit process. The Audit and Risk Management Committee assessed the performance and effectiveness of the External Auditors annually, considering amongst others, their qualifications, effectiveness of the audit process, quality of service and their independence.

In the course of their audit, the External Auditors presented the Audit and Risk Management Committee review its 2025 Audit Plan which outlined its engagement team, audit timeline, the areas of audit emphasis, and their focus on key audit matters. The External Auditors also highlighted to the Audit and Risk Management Committee matters pertaining to financial reporting. During the financial period, the private meetings between them were held twice without the presence of the Management and Executive Directors, to discuss any issues that may require the attention of the Audit and Risk Management Committee.

The full details of the role of the Audit and Risk Management Committee in relation to the External Auditors is set out in the Audit and Risk Management Committee Report of this Annual Report.

II. Risk Management and Internal Control Framework

The Board is of the view that the system of internal control and risk management of the Group is sound and sufficient to maintain effective governance and sharpen corporate strategy. Supported by the Management and internal audit function, the Group is in compliance with with all applicable provisions of law and regulations. Appropriate risk management systems are in place throughout the Group.

Currently, the Board is assisted by the Audit and Risk Management Committee in fulfilling the oversight responsibilities of reviewing the control systems in general and assessing the adequacy and effectiveness of the risk management and internal control practices conducted by the Management. The Audit and Risk Management Committee and the management are responsible to identify, evaluate and manage significant risks facing the organisation in its businesses and operations. To facilitate effective monitoring, the Board regularly receives reports from the Management on any business risks related to its business activities that have impacted or likely to impact the Company from achieving its objectives and strategies.

Compliance relating to risk recognition and management is presented in the Group's Statement on Risk Management and Internal Control as set out separately in this Annual Report.

Internal Audit Function

The Group outsources its internal audit function to a professional services firm, IA Essential Sdn. Bhd. The Head of Internal Auditor holds professional memberships with the Malaysian Institute of Certified Public Accountants (MICPA), Chartered Accountants Australia and New Zealand (CAANZ), the Institute of Internal Auditors Malaysia (CMIIA) as a Chartered Member, as well as a QAR Assessor certified by the Institute of Internal Auditors. The Internal Auditors provide an independent evaluation of the effectiveness of the Group's risk management, internal control, and governance processes. Additionally, the Internal Auditors conduct an annual follow-up review of the audit issues raised to ensure that management has implemented the proposed action plan accordingly.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

II. Risk Management and Internal Control Framework (Cont'd)

Internal Audit Function (Cont'd)

The outsourced internal audit function reports directly to the Audit and Risk Management Committee. Annually, the Audit and Risk Management Committee reviews the adequacy of the scope, functions and resources of the Internal Audit function as well as the competency of the Internal Auditors.

The scope of work covered by the internal audit function during the financial period is summarised in the Statement on Risk Management and Internal Control and the Audit and Risk Management Committee Report of this Annual Report.

PRINCIPLE C – INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Communication with Stakeholders

The Group is committed to ensure that its communication with the shareholders and various stakeholders is transparent, timely and with quality disclosure as each group of stakeholders expect a varying level of interaction from the Board based on their differing levels of interest in the Company. They expect the Company to communicate in a timely and open manner, adopt good corporate governance practices, prompt feedback and to engage stakeholders when making significant decisions.

In this respect, the Group has designed an Investor Relations Website and an Investor Relations Privacy Policy which provides guidance to the Management and employees on the Company's disclosure requirements, handling of material information, and in dealing with investors, analysts, media and the investing public. The Group also maintains comprehensive control of all important corporate information and prohibits any insider trading by any director or principal officer when he or she is in possession of price sensitive information.

Apart from that, the Group has in place the following initiatives to facilitate effective communication with its shareholders:

- Ensure the Annual Report consist of important information such as Management's Discussion and Analysis, financial statements, and information on the Audit and Risk Management Committee, Corporate Governance, Sustainability and Corporate Social Responsibility, and Risk Management and Internal Control;
- Timely announcements made to Bursa Securities via Bursa LINK, which include the release of financial results on a quarterly basis, changes in substantial shareholder's interest, changes in Boardroom and any other matters. Concurrent with the release of financial results, all the announcements will be uploaded on the Company's website, and press releases forwarded to major newspapers and public media;
- Attending to shareholders' and investors' emails and phone enquiries; and
- The Company's website at www.ock.com.my under Investor Relations section, which houses Board Charter, annual reports, quarterly report announcements, press releases, analyst briefings, analyst coverage and other corporate information.

The timely release of quarterly announcements and full year financial reports reflects the Board's accountability to its shareholders.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE C – INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

Integrated Reporting

The nature and pace of change in businesses today have evolved over time and stakeholders are now placing greater emphasis on the future performance and non-financial information of a company. In tandem with the growing demand, the Company would consider adopting integrated reporting in the near future; as such integrated reporting is still new in the current market. The Company will adopt integrated reporting based on a globally recognised framework.

Conduct of General Meetings

Notice of General Meeting

General meetings are the important platform for the shareholders to exercise their rights in the Company, either in AGM or Extraordinary General Meetings.

Given the significance of general meetings, the notice of meeting together with the annual report is sent to the shareholders at least 28 days prior to the AGM, so as to maximise their attendance and to provide sufficient time to consider the resolutions that will be discussed and decided at the general meeting. Concurrently, the notice of AGM is advertised in a nationally circulated English daily newspaper. In order to facilitate informed decisions by the shareholders, notice of meeting is also accompanied by explanatory notes on the items of business to further explain the nature of business of the meeting.

Attendance of Directors at General Meetings

OCK's AGM is an important means of communicating with its shareholders. It enables the shareholders to interact directly with the Board and gain insights on the Company's business and financial position. It serves as a platform for shareholders to have a full understanding of the Company and of the Group.

Issues such as directors' remuneration, financial performance, and the company's strategic direction are key areas in which shareholders typically have a strong interest.

During the AGM, the Chairman ensures that shareholders are given the opportunity to comment or raise questions on matters related to the agenda, the annual report, the Group's strategy, or developments within the Group. Through this process, communication between the Board and shareholders is further strengthened.

The Chairman plays a vital role in fostering constructive dialogue between the Board and the shareholders. All the members of the Board and the respective chairmen of the Board's Committees are present at the meetings to address queries raised by the shareholders which are relevant to their areas of responsibility. The Company's External Auditors also attend the AGM and are available to answer questions from the shareholders pertaining to the audit matters and the auditor's report.

Voting

In the event that shareholders are unable to attend the AGM in person, they are encouraged to appoint one (1) or up to two (2) proxies to attend and vote in his/her stead. The outcome of the meeting is announced to Bursa Securities on the same day, which is also accessible on the Company's website.

The Company conducts a poll voting on each resolution tabled during the general meetings to support shareholders' participation. As the number of shareholders of the Company is not large, the Company currently conducts manual poll voting instead of electronic poll voting. With the poll voting, each shareholder presents in person or represented by proxy at the general meeting will be entitled to vote on a one-share, one-vote basis. The results of the poll were validated by Strategic Capital Advisory Sdn. Bhd., the Independent Scrutineer appointed for the purpose.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

ADDITIONAL COMPLIANCE INFORMATION

Statement of Directors' Responsibility in respect of the Financial Statements

The Board is committed to prepare the financial statements for each financial year which give a true and fair view of the state of affairs, and of the results of the operations of the Group and of the Company for the financial year then ended. As required by the Companies Act 2016 and the MMLR, the financial statements have been prepared in accordance with applicable approved financial accounting standards. The Board has applied appropriate accounting policies on a consistent basis and made judgements that are reasonable and prudent.

COMPLIANCE STATEMENT

The Board is satisfied that the Group has substantially complied with the majority of the practices of the MCCG throughout the financial period. In pursuit of safeguarding the interest of the shareholders and other stakeholders, the Board is committed and will continue to strengthen its application of the best practices in corporate governance.

This Corporate Governance Overview Statement is made in accordance with the resolution of the Board of Directors dated 27 October 2025.

AUDIT AND NON-AUDIT FEES

During the financial period under review, the audit and non-audit fees for External Auditors of the Group were RM2,099,000 and RM514,000 respectively.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

1. COMPOSITION AND DESIGNATION OF AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee comprises three (3) members of the Board, all of whom are Non-Executive Independent Directors. The members during the financial period ended 30 June 2025 are as follows:-

Membership	Name of Director	Designation
Chairman :	Mahathir bin Mahzan	Independent Non-Executive Director
Members:	Low Ngai Yuen Ong Yee Ling @ Sharon	Independent Non-Executive Director Independent Non-Executive Director

2. AUDIT AND RISK MANAGEMENT COMMITTEE MEETINGS ATTENDANCE

During the financial period, the Audit and Risk Management Committee conducted 11 meetings all of which were duly convened with sufficient notices given to all Audit and Risk Management Committee members together with the agenda, report and proposals for deliberation at the meetings. The Executive Director was invited to all Audit and Risk Management Committee meetings to facilitate direct communication as well as to provide clarification on audit issues and the operations of the Group.

Representatives from the External Auditors and Internal Auditors, as the case may be, were in attendance to present the relevant reports and proposals to the Audit and Risk Management Committee at the meetings including, inter alia, the Auditors' audit plans and audit reports and the audited financial statements for the financial period ended 30 June 2025.

In the Audit and Risk Management Committee meetings, the members were given opportunities to raise any matters and were given unrestricted access to the External Auditors to contact them at any time should they become aware of incidents or matters during the course of their audits or reviews. Minutes of the Audit and Risk Management Committee meetings were tabled for confirmation at the following Audit and Risk Management Committee meeting and subsequently presented to the Board for notation.

Details of attendance of the Audit and Risk Management Committee members at the Audit and Risk Management Committee meetings during the financial period are as follows:

Name of Director	Designation	Attendance
Mahathir bin Mahzan	Independent Non-Executive Director	11/11
Low Ngai Yuen	Independent Non-Executive Director	11/11
Ong Yee Ling @ Sharon	Independent Non-Executive Director	11/11

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

3 ACTIVITIES OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee's activities during the financial period under review comprised of the following:-

Quarterly Financial Statements and Audited Financial Statements

- Reviewed the audited financial statements of the Group prior to submission to the Board for their perusal and approval. This was to ensure compliance of the financial statements with the provisions of the Companies Act, 2016 and the applicable approved accounting standards as per Malaysian Accounting Standards Board;
- Reviewed the unaudited financial results before recommending them for Board's approval, focusing particularly on:-
 - Any change in accounting policies
 - Significant adjustments arising from audit; and
 - Compliance with accounting standards and other legal requirements; and
- Took note of the progress update of the Transfer Pricing.

External Auditors

- Reviewed the external audit committee memorandum and the response from the management;
- Consideration and recommendation to the Board for approval of the audit fees payable to the External Auditors;
- Reviewed the performance and effectiveness of the External Auditors in the provision of statutory audit services and recommended to the Board for approval on the re-appointment of External Auditors; and
- Reviewed and evaluated the factors relating to the independence of the External Auditors.

At the Audit and Risk Management Committee Meeting held on 27 October 2025, the Audit and Risk Management Committee recommended to the Board for approval of the audit fee of RM2,099,000 in respect of the financial period ended 30 June 2025.

The Board at its meeting held on 27 October 2025, approved the audit fee based on the recommendation of the Audit and Risk Management Committee.

Internal Auditors

The Group outsources its Internal Audit Function to a professional services firm. The Internal Auditors were engaged to conduct regular reviews and appraisals of the effectiveness of the governance, risk management and internal control processes within the Company and the Group.

The Internal Auditor reports to the Audit and Risk Management Committee. The Internal Auditors are given access to the information needed to perform their work.

The Audit and Risk Management Committee had approved the 2024-2026 Internal Audit Plan, and reviewed and deliberated the internal audit reports covering the following areas and entities:-

- Recurrent Related Party Transactions
- Conflict of Interest Policies and Procedures
- Updates on the Group Oversight Framework on Risk Management
- OCK Telco Infra Sdn Bhd
- OCK Setia Engineering
- PT Harapan Utama Prima
- Sustainability Statement
- Follow-up Audit

The cost incurred for the Internal Audit function for the eighteen (18) month financial period ended 30 June 2025 was RM134,580 (2023: RM86,770).

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

4. RELATED PARTY TRANSACTION AND CONFLICT OF INTEREST

At each quarterly meeting, the Audit and Risk Management Committee reviewed the Recurrent Related Party Transactions ("RPT") and conflict of interest situations that may arise within the Company and its Group including any transaction, procedure or course of conduct that may raise questions of management integrity.

The Audit and Risk Management Committee also ensured adequate oversight of controls on the identification of interested parties and possible conflict of interest situations before entering into such transaction.

The Audit and Risk Management Committee also requested the Internal Auditor to review the procedures and transactions of the Recurrent Related Parties Transactions carried out by the Group in the financial period ended 30 June 2025.

Following the amendments to Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad in relation to enhanced conflict of interest ("COI") disclosures, the Audit and Risk Management Committee's scope of review has expanded to include COI situations that have arose, are persisting, in addition to those that may arise. The review includes measures taken to resolve, eliminate or mitigate the COI. Based on the Audit and Risk Management Committee's recommendation, the Board adopted a comprehensive COI Policy in March 2025, to ensure that Directors, Key Senior Management and Employees act in the best interests of the Group and free from any personal, financial, non-financial or other conflicts that may compromise their judgement or impartiality. During the year under review, there were no COI or potential COI, including the interest in any competing business with the Group and/or its subsidiaries identified.

The Internal Auditors' report in relation to Conflict of Interest was presented to the Audit and Risk Management Committee in financial period 2025.

The Conflict of Interest Policy is accessible on the Company's website: <https://www.ock.com.my/corporate-governance>

5. INTERNAL AUDIT FUNCTION

The purpose of the Internal Audit function is to provide the Board, through the Audit and Risk Management Committee, with reasonable assurance of the adequacy and effectiveness of the risk management, control and governance processes reviewed in the Group.

To ensure that the responsibilities of Internal Auditors are fully discharged, the Audit and Risk Management Committee reviews the adequacy of the scope, functions and resources of the Internal Audit function as well as the competency of the Internal Auditors.

The Internal Auditors also highlighted to the Audit and Risk Management Committee the audit findings to be followed-up and the outstanding audit issues which required corrective action plans to strengthen the internal control systems of the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors ("Board") of OCK Group Berhad is pleased to present its Statement on Risk Management and Internal Control of the Company and its subsidiaries ("the Group") for the financial period ended 30 June 2025. The disclosure of this Statement is presented pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

BOARD RESPONSIBILITIES

The Board acknowledges its overall responsibility for risk management and internal control. It recognises the principal risks associated with the Group's business and understands that sound decision-making requires balancing risk and returns to generate sustainable shareholder value.

To ensure the effectiveness of risk management and internal control systems, the Board and the Audit and Risk Management Committee ("ARMC") undertake the following oversight measures during the financial period:

- i. Reviewed the financial results, annual report and audited financial statements in consultation with the Management and assessed the integrity of the financial information and disclosures;
- ii. Deliberated audit findings reported by the External Auditors and sought explanations from Management on critical audit matters and corrective actions to be taken to address the audit matters;
- iii. Considered the adequacy and effectiveness of internal controls and timeliness of improvement action plans taken by Management, based on internal audit reports;
- iv. Reviewed the related party and potential conflict of interest situations and the control procedure to ensure that these transactions and situations do not deprive the shareholders' interests;
- v. Discussed with the Group Managing Director, Group CEO, and Group CFO the business, financial and operational performances and measures taken by the Group to mitigate and manage the business challenges during the board meetings;
- vi. Established a group oversight framework that enables scrutiny of risk management at the subsidiary level;
- vii. Defined and formalised a shared authority limit with the Group management and retained the Board's authority to approve significant strategic business transactions covering business acquisition, financing, investing, divesting and joint venture; and
- viii. Received management assurance that the Group's risk management and internal control systems are adequate and effective in all material respects.

RISK MANAGEMENT

The Board acknowledges that risk management is an integral part of corporate governance, and effective risk oversight is crucial to establishing the right tone and culture in developing robust risk management and internal control systems.

The Group's risk management is primarily driven and managed by all Executive Directors, Chief Executives and members of senior management. The Group has defined its risk policy in reference to the general principles of the international risk management framework. This risk management policy outlines the principles of risk management, the responsibilities of the Board and management, and the objectives that the Board expects to achieve by implementing a risk management framework for the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

RISK MANAGEMENT (CONT'D)

As mentioned in the Board Responsibilities section above, the Board has established a Group Oversight Framework ("GOF") that enables risk management scrutiny at the subsidiary level. Under this framework, the Board identified the following five (5) key risk-focused areas and the corresponding reporting and information requirements for these areas.

- i. **Risk Appetite and Tolerance**
Risk appetite and tolerance refer to the amount of risk that the individual subsidiary can accept under its financial position when pursuing its business strategies and objectives in new ventures.
- ii. **SWOT and Business Competitiveness**
This review occurs concurrently with the Board's review and deliberation of the Group's annual business plan and budget of the significant subsidiaries under financial oversight.
- iii. **Government Policies and Landscape, and Material Litigation**
This review covers updates on new business regulations, issues, and news, including changes in the political landscape, policy, government, and key officers in related industries, as well as their potential impact on businesses.
- iv. **Business Continuity and Recovery Plan**
The business continuity and recovery plan addresses operational risks, including fire, information systems and data breaches, safety and health issues, and natural disasters.
- v. **Sustainability Risks and Opportunities**
This involves considering the sustainability risks and opportunities based on the priority of the material matters identified.

Through this structured risk management reporting framework, the Board and ARMC can access relevant information, enabling them to perform their oversight more effectively while promoting consistency in risk reporting across the Group.

Save for sustainability risks and opportunities, the Board and ARMC have, during the financial period, applied the GOF in reviewing the risk management of OCK Setia Engineering Sdn. Bhd., OCK Telco Infra Sdn. Bhd., Dynasynergy Sdn. Bhd., El Power Technologies Sdn. Bhd. and PT Putra Mulia Telecommunication.

KEY INTERNAL CONTROLS

The Group implemented various frameworks and procedures to ensure effective risk detection, prevention and mitigation. In summary, these key control frameworks and procedures are as follows:

- i. Board comprising half of the non-executive and independent directors provide objective oversight on management performance and effectiveness;
- ii. Management organisation structure defining the level of reporting, accountability and authority of the management functions in all subsidiaries;
- iii. Head Office oversight on subsidiaries through monthly management reporting and meetings with the subsidiary's management team to review the financial performance, cash flow projection, project status, procurement, business outlook, headcount and operating expenses;
- iv. Annual Group Budget detailing the estimation of revenue and expenditures of the Group, which is used as a yardstick to control and identify performance deviations;
- v. Periodic Group Management Review Meeting monitoring the Group's performance against budget, business initiatives and other management and corporate issues. These meetings are attended by the C-Suite executives and division heads;
- vi. Internal audit function assisting the Board and ARMC in conducting independent assessments of the governance practices, risk management and internal control;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

KEY INTERNAL CONTROLS (CONT'D)

- vii. The ARMC's review of the Group's financial results, internal control and the follow-up audit findings to ensure that Management implements appropriate corrective action plans;
- viii. Insurance policies protect the Group's assets and interests and minimise its financial exposures;
- ix. Implementation of a Quality Management System for the supply and installation of telecommunication, mechanical, and electrical systems, as well as related civil engineering works, ensuring the performance quality consistency; and
- x. Establishment of the Anti-Corruption and Anti-Bribery Policy ("Policy") and whistleblowing reporting channel setting the responsibilities of the Group, the employees and business partners to comply with the corruption and bribery laws and whistleblowing procedures to be followed to deal with suspected corruption and bribery.

BOARD ASSURANCE AND LIMITATION

Save for the associated companies' risk management and internal control systems, which are not being considered due to their immateriality to the Group's financial performance, the Board believes the current risk management and internal control systems are adequate and satisfactory for the financial period under review. The Board is unaware of any significant weaknesses in the systems of risk management and internal controls that had a material impact on the Group's operations. At the same time, the Board has received assurances from the Group Managing Director, Group CEO, and Group CFO that the Group's risk management and internal control systems are operating adequately and effectively in all material aspects.

The Board wishes to reiterate that, due to the limitations inherent in any internal control and risk management systems, such systems can only manage and mitigate risk within tolerable levels, rather than eliminating every possible risk the Group encounters. Therefore, these systems can only provide reasonable but not absolute assurance against the possibility of material errors, misstatements, fraud, or losses.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the MMLR, the External Auditors have reviewed this Statement in accordance with the Audit and Assurance Practice Guide 3 ("AAPG3") issued by the Malaysia Institute of Accountants.

The External Auditors reported to the Board that nothing had come to their attention that was inconsistent with their understanding of the process adopted by the Board and Management in reviewing the adequacy and effectiveness of the group's risk management and internal control systems.

This Statement is made by a Board resolution on 27 October 2025.

ADDITIONAL COMPLIANCE INFORMATION

STATEMENT OF DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

The Directors are responsible for ensuring that:

- (i) The annual audited financial statements of the Group and of the Company are drawn up in accordance with applicable Financial Reporting Standards, the provisions of the Companies Act 2016 and the MMLR so as to give a true and fair view of the state of affairs of the Group and of the Company for the financial year; and
- (ii) Proper accounting records are kept. The accounting records should disclose with reasonable accuracy the financial position of the Group and of the Company so as to enable the Directors to ensure that the financial statements comply with the Act. The Directors have the general responsibilities for taking such steps as are reasonably available to them to safeguard the assets of the Group and the Company and to detect and prevent fraud and other irregularities.

In the preparation of the financial statements for the financial period ended 30 June 2025, the Directors have adopted appropriate accounting policies and have consistently applied them in the financial statements with reasonable and prudent judgments and estimates. The Directors are also satisfied that all relevant approved accounting standards have been followed in the preparation of the financial statements.

MATERIAL CONTRACTS

No material contracts had been entered into for the financial period under review between the Group and the Directors and/or Major Shareholders.

RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

Details of transactions with related parties undertaken by the Group during the financial period under review are disclosed in Note 40 to the Financial Statements.

EMPLOYEES' SHARE OPTION SCHEME ("ESOS")

The Employees' Share Option Scheme of the Company ("ESOS") was implemented on 8 January 2021 and will be in force for a period of five (5) years from 13 November 2020. The ESOS will expire on 12 November 2025.

The total number of options granted, exercised and outstanding under the ESOS, is set out in the table below:-

Description	Number of Options (Since commencement of ESOS to 30 June 2025)	
	Grand Total	Directors
(a) Granted	26,502,000	5,600,000
(b) Exercised	(12,346,911)	(900,000)
(c) Lapsed	-	-
(d) Outstanding	14,155,089	4,700,000

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

EMPLOYEES' SHARE OPTION SCHEME ("ESOS") (CONT'D)

Percentages of options applicable to Directors and Senior Management under the ESOS:-

Directors and Senior Management	During the financial period 2025	Since commencement up to 30 June 2025
(a) Aggregate maximum allocation	45%	45%
(b) Actual granted	36.41%	36.41%

ADDITIONAL INFORMATION ON DIRECTORS:

- None of the Directors has any family relationship with any Directors and/or Major Shareholders of the Company, with the exception that Mr. Ooi Inn Huei is the son of YBhg. Datuk Wira Ooi Chin Khoo.
- None of the Directors has any conflict of interest with the Company or has any conviction for offences within the past ten (10) years other than traffic offences, if any.

AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid or payable to the Company's external auditors and firms affiliated to the external auditors' firm by the Group and the Company for the financial period ended 30 June 2025 are as follows: -

	Group RM'000	Company RM'000
- Audit fees	1,431	240
- Non-audit fees	514	254

Services rendered by the Company's external auditors and firms affiliated to the external auditors' firm are not prohibited by regulatory and other professional requirements and are based on globally practiced guidelines on auditors' independence.