



**ORIENTAL  
HOLDINGS  
BERHAD**  
196301000446 (5286-U)

**SUSTAINABILITY  
REPORT**  
*2023*



## OUR VISION

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Oriental Holdings Berhad aims to achieve sustainable business growth and enhance shareholders value.



## OUR MISSION

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We seek to be a highly competitive organisation through innovation, and achieve continuous improvements in our businesses.



## OUR VALUES

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- Our people are our valued business core.
- Our customers are our focus of excellence.
- Our business integrity is our commitment and responsibility.
- Our shareholders are our utmost important business relationship.
- Our dedication for continuous improvement is our core driving force.

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# SUSTAINABILITY HIGHLIGHTS 2023



**Adherence to ISO 45001:2018 standards** within automotive segment



Certification of commitment for non-employment of child labour **awarded to PT Bumi Sawit Sukses Pratama, PT Gunungsawit Binalestari and PT Gunung Maras Lestari.**



**Zero complaints concerning anti-corruption and bribery cases,** as well as breaches of customer privacy and losses of customer data.



**RM972,769.19** of expenditure spent on community development and environmental conservation initiatives across our business operations.



**Additional 998 employees** for FY2023, an **increase of 10.90%** in number of employees, compared to FY2022.

# CORPORATE PROFILE

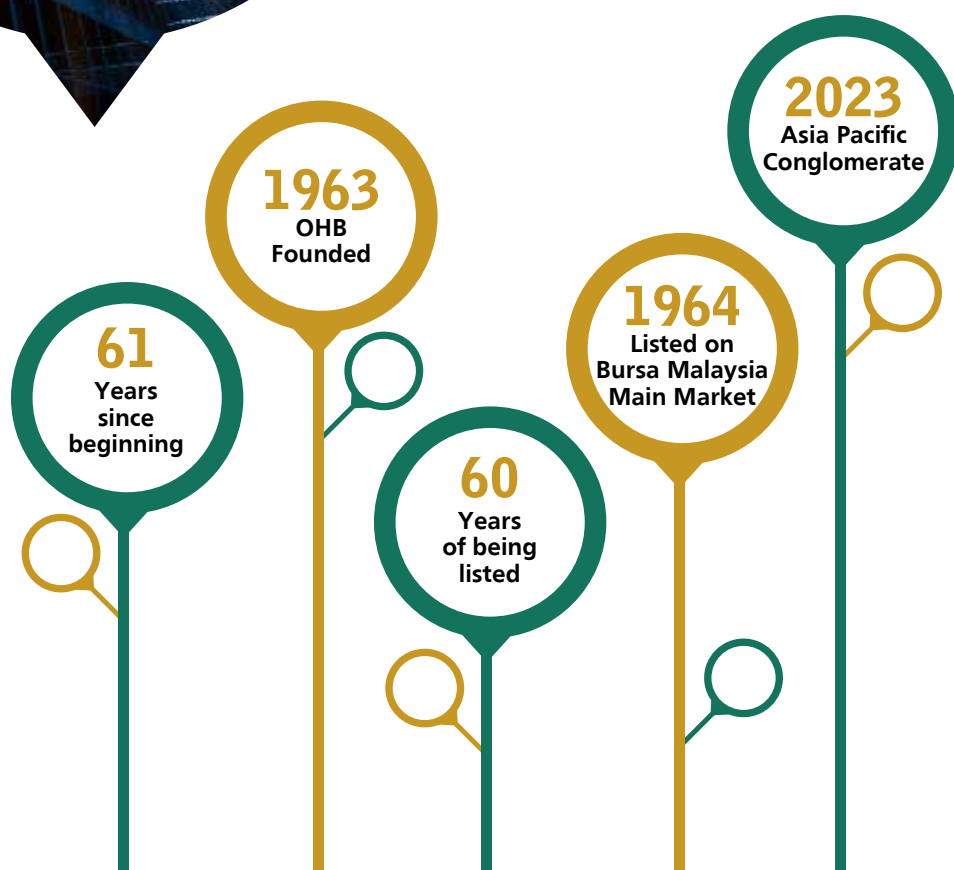


Oriental Holdings Berhad (“OHB” or “the Group”) is a multi-disciplinary and multi-sectoral global conglomerate, now in its 61<sup>st</sup> year of delivering excellence.

We were incorporated as a private limited company on 24 December 1963 and listed on the Main Board of Bursa Malaysia Securities Berhad on 10 March 1964. Since then, we have grown into a major global player, with 71 subsidiaries and 12 associated companies across 10 countries.

Today, our business interests span across the commercial, retail and consumer markets, with our global presence spanning in Malaysia, Singapore, Indonesia, Brunei, Australia, New Zealand, the United Kingdom, Mauritius, Thailand and the People’s Republic of China.

As of 31 December 2023, our assets totalled RM11.7 billion, with total equity attributable to stockholders of the Company of RM7.6 billion, and cash and cash equivalents of RM5.1 billion.



# CORPORATE PROFILE (cont'd)

A focus on generating sustainable value for economies, the environment, and people drives our seven business segments of:

## 01 Automotive and Related Products

An exclusive distributor of Honda cars in both Singapore and Brunei Darussalam. Kah Motor Malaysia operates eight out of the 92 Honda dealerships in Peninsular Malaysia and a dealership in Sabah.

Kah Classic Auto Sdn. Bhd. is a dealer of Mitsubishi Motor Malaysia Sdn. Bhd. focusing on sales and servicing of Mitsubishi-branded vehicles through its sole outlet at Jalan Ipoh, Kuala Lumpur.

We launched a new used car sales business, through Kah Bintang Auto Sdn. Bhd. in 2019, that complements our automotive business.

The Group's automotive segment activities also include providing specialised original automotive parts to both the Original Equipment Manufacturer (OEM) and Replacement Equipment Manufacturer (REM) markets, leveraging long-standing collaborations with key technical partners.

## 02 Plastic Products

The Group's plastic products segment operates as a "one-stop centre", offering fully integrated services that encompass contract research and development, design, prototyping, mould manufacturing, material compounding, spray painting, plastic injection and final product assembly. The segment is headed by Teck See Plastic Sdn. Bhd., which is a 60% subsidiary of the Group.

In 1991, Teck See Plastic formed a joint venture with Hicom Holdings to support Malaysia's national car brand, Perusahaan Otomobil Nasional (Proton). The company then partnered with Kasai Kogyo Co., Ltd. of Japan, a tier-one global supplier of interior trim modules for car manufacturers in Thailand, Indonesia and Malaysia in 2007, 2009 and 2012 respectively.

## 03 Hotels and Resorts

The Hotels and Resorts segment owns 8 operating units, including one in Malaysia and seven other overseas-based units. Bayview Hotel Malacca is located in Malaysia while the remaining seven hotels and resorts located overseas are 30 Bencoolen (Singapore); Chateau Tongariro Hotel (closed permanently from February 2023 onwards) and Wairakei Resort Taupo (New Zealand); The Sydney Boulevard Hotel, and Bayview Geographe Resort (Australia); Somerset Park Suanplu (Thailand) and Thistle Holborn The Kingsley Hotel (United Kingdom).

All resorts are managed by the Group, except for Somerset Park Suanplu in Thailand (managed by The Ascott Limited), and Thistle Holborn The Kingsley Hotel in the United Kingdom (managed by Clermont, f.k.a. Guoman).

The portfolio also includes Bayview International Sdn. Bhd. and Bayview International Hotels Pte. Ltd. which oversees the operations, marketing and promotion activities for Bayview hotels and resorts worldwide.

Our hotel in Singapore was awarded the BCA Green Mark Gold Award in 2022 which only expires in 2025, recognising its corporate responsibilities commitment toward the built environment and achievement in the design and operation of a sustainable property.

## 04 Plantation

Our plantation segment primarily undertakes production activities in Indonesia, where the Group operates eight plantation companies in Indonesia, three on Bangka Island and five in South Sumatra which are currently under development. We also own and operate four Crude Palm Oil (CPO) mills: three in Bangka Island and one in South Sumatra.

In Quarter 4 2022, OHB entered into a corporate proposal with related parties to acquire shares, plantation lands, and other related assets that were not owned, for a total cash consideration of approximately RM1.2 billion. The proposed shares and land acquisitions have been completed in Quarter 3, 2023 and Quarter 1, 2024 respectively.

# CORPORATE PROFILE (cont'd)

The acquisitions have increased the Group's footprint in the oil palm cultivation business in Malaysia by approximately 3,508 hectares, where the planted hectares will increase from 4,794 hectares to approximately 8,302 hectares, with the addition of an oil mill located in Perak. The share acquisitions also enabled the full consolidation of the Group's interests in the plantation subsidiaries in Indonesia.

As of 31 December 2023, the Group's plantation land bank concession stands close to 106,000 hectares, of which 46,047 hectares have been planted with oil palm trees. About 97,397 hectares are in Indonesia (Bangka Island and South Sumatra) while the remaining 8,603 hectares are located in Malaysia (in Pahang, Negeri Sembilan, Penang and Kedah). The segment currently has a matured area of 38,021 hectares.



## 05 Investment Holding

This segment primarily encompasses investment in subsidiaries and other investments for recurring income.



## 06 Investment Properties and Trading of Building Material Products

Our investment properties activities are spearheaded by our subsidiary Ultra Green Sdn. Bhd., which acquired a concession from the Melaka state government in 1994 to reclaim a total of 1,125 acres along the waterfront at Klebang, Melaka. To date, we have reclaimed 1,015 acres of the concession area whereby 690.43 acres have obtained the land title, 137.07 acres are still in progress while 187.50 acres have been surrendered to the state government. The reclamation works for the balance 110 acres of the concession area has commenced on 23 February 2023 which will take about 30 months to complete.

With the aim of generating long-term recurring income and driving capital appreciation, we have also been actively involved in real estate investment activities in Australia since 2014.

Presently, we own two commercial properties in the Central Business District of Melbourne and a commercial complex comprising a block of serviced apartments and retail space in Burwood East, southeast of Melbourne.

The key business activities carried out under the trading of building material products segment include the manufacturing of steel wire, the distributing and trading of cement, and the supply of ready-mixed concrete related products, quarry products and building materials to the property and construction industry.

The Group operates 7 ready-mixed concrete batching plants; six plants in Penang and one plant in Perak.



## 07 Healthcare

The Group's well-established healthcare segment comprises a medical centre, a nursing college and an integrated lifestyle retail pharmacy.

Our first foray into healthcare came in 2011 with the acquisition of a nursing college in Melaka. We then developed Oriental Melaka Straits Medical Centre (OMSMC) on the land that we had reclaimed in Klebang, Melaka, with the project starting in 2012 and the medical centre officially launched in 2015. Since then, OMSMC has grown to become a leading tertiary hospital in the state.

Further growing our presence in the segment, we then launched a lifestyle retail pharmacy, with the first branch being established in March 2020, the second in February 2022 and the third outlet in Segamat began operation at the end of September 2022. The setting-up of these retail pharmacies will create a synergistic effect with the hospital by offering a variety of extended healthcare services which include comprehensive product segmentation to meet the local community's needs.

In March 2021, we incorporated a wholly-owned subsidiary named Oriental Medical (Segamat) Sdn. Bhd., through our direct 51.7% owned subsidiary, Melaka Straits Medical Centre Sdn. Bhd. The step was taken to further expand the outreach of our operations to the Northern Johor region.



# OUR MARKET PRESENCE



**71** subsidiaries  
in **10** countries



**> RM 3.9 billion**  
Market Capitalisation



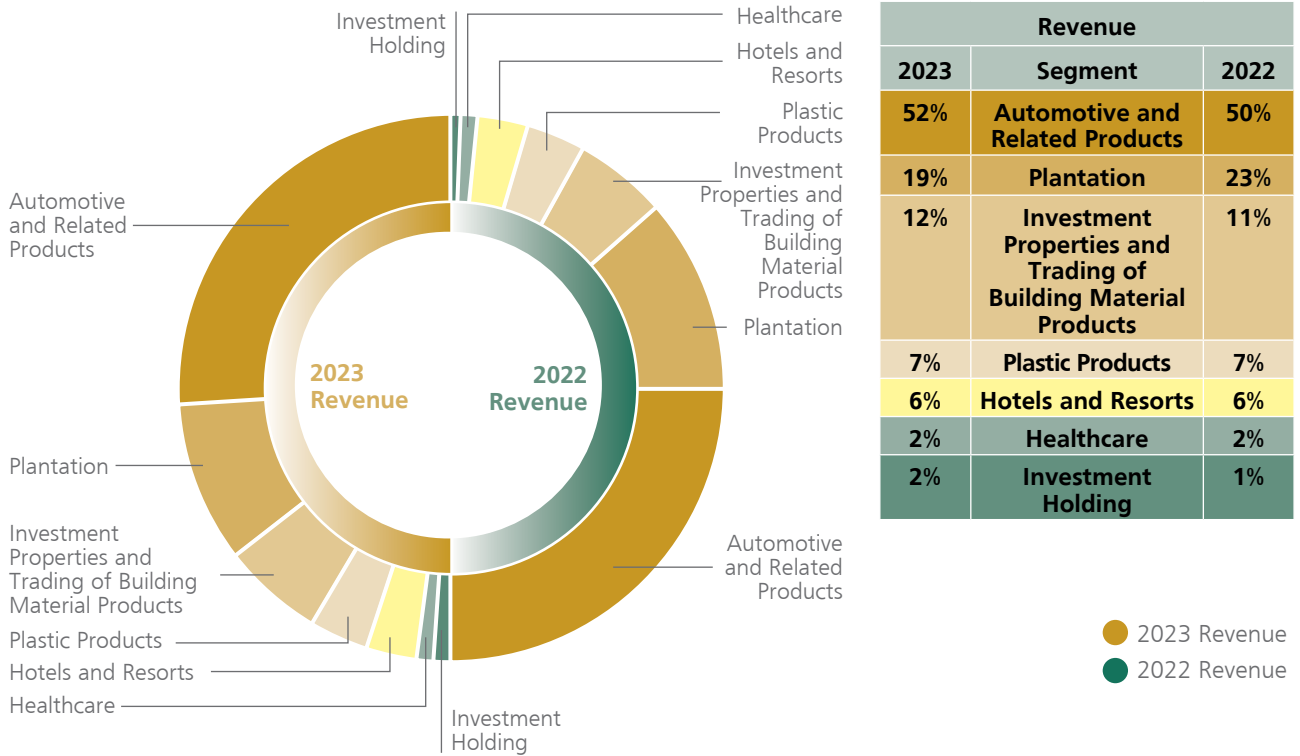
**10,152\***  
Employees

\* Total number of employees are only derived from the holding company (OHB), its subsidiaries and branches.

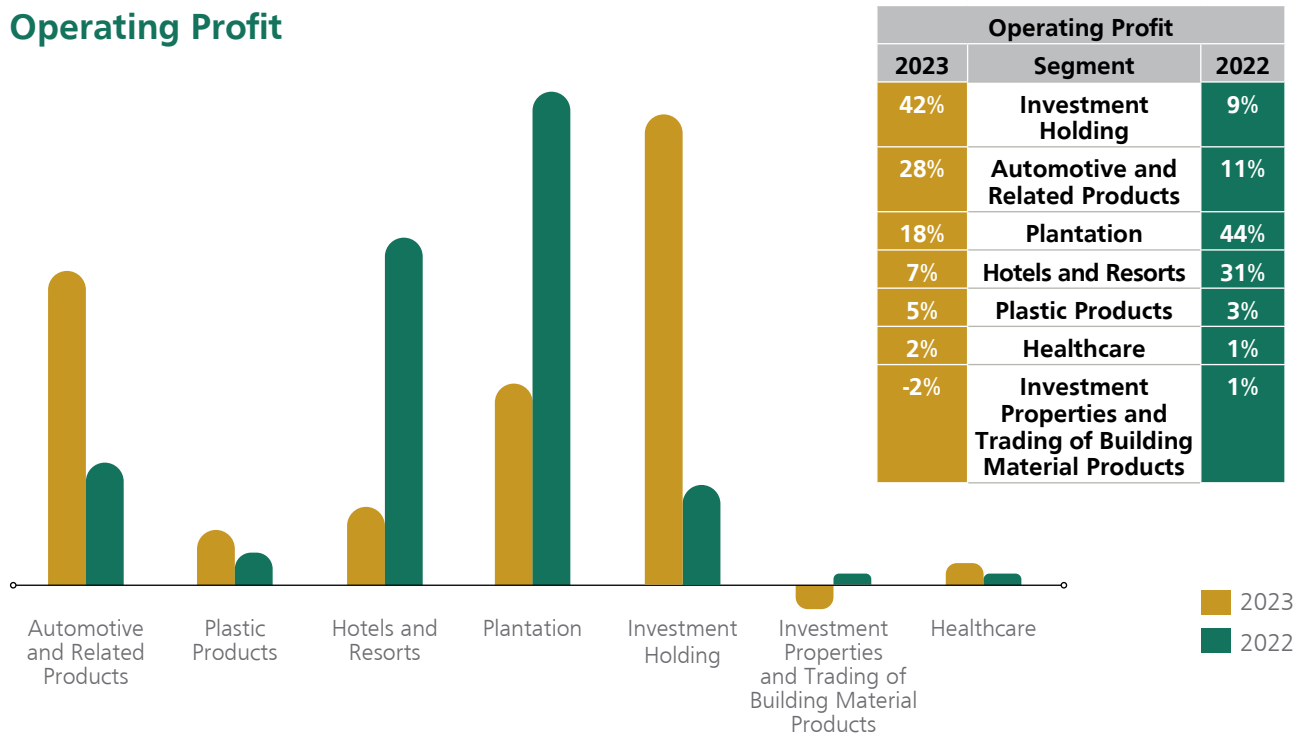


# FINANCIAL HIGHLIGHTS

## Revenue



## Operating Profit

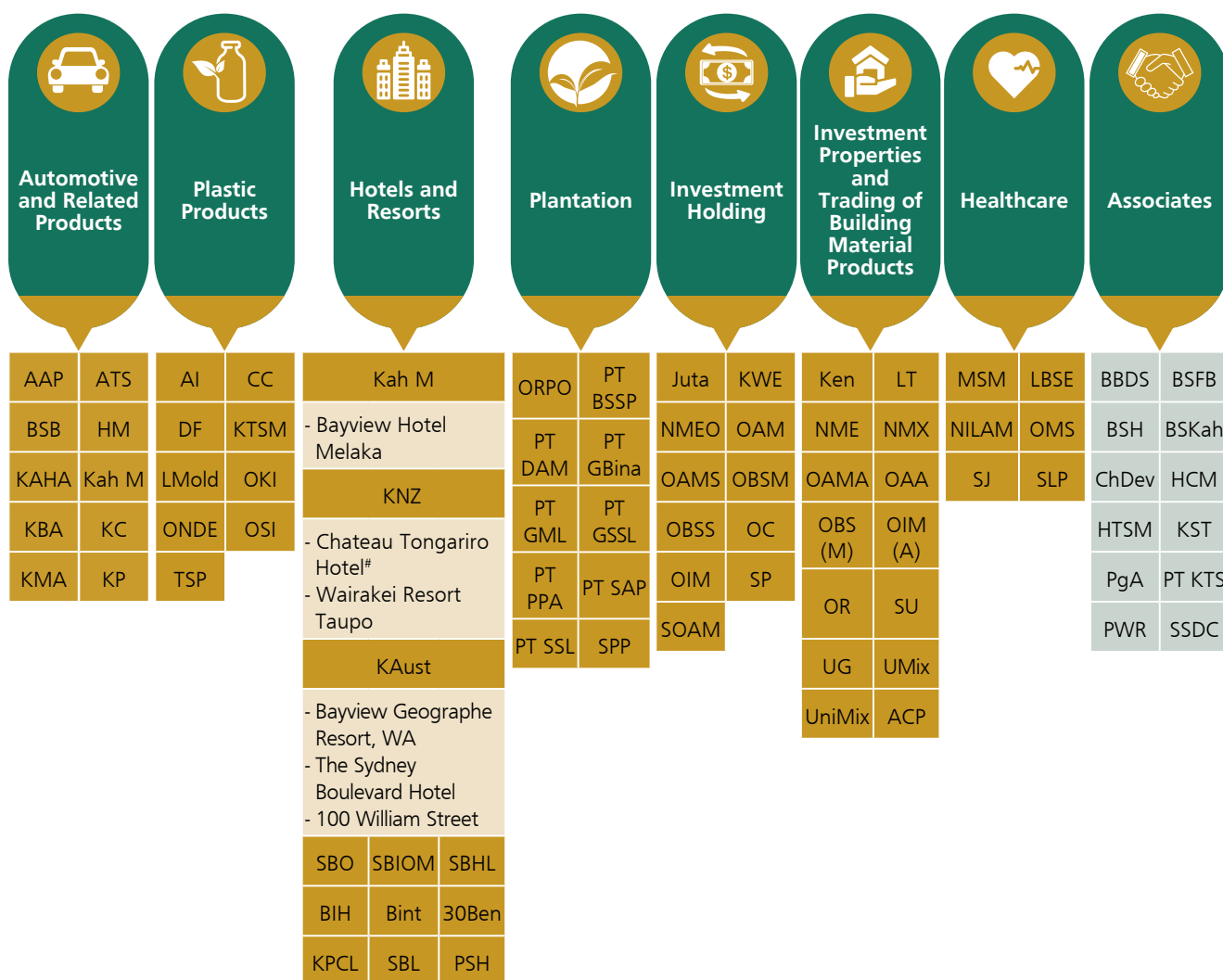


Note: Please refer to Financial Highlights of the Group in the Annual Report 2023.

# GROUP CORPORATE STRUCTURE

## Our Subsidiaries and Associates

### ORIENTAL HOLDINGS BERHAD



■ SUBSIDIARIES ■ ASSOCIATES

# Permanently closed from February 2023 onwards

Note: Refer to the Annual Report 2023 (Notes 34, 35, 36 and 37 to the financial statements) for acquisition of a subsidiary and non-controlling interests, significant events during the financial year, significant events subsequent to the financial year end and information on the subsidiaries and nature of the business during the reporting period.

# GROUP

## CORPORATE STRUCTURE (cont'd)

### Our Subsidiaries and Associates (cont'd)

<b>Automotive and Related Products</b>	<b>AAP</b>	: Armstrong Auto Parts Sdn. Berhad
	<b>ATS</b>	: Armstrong Trading & Supplies Sdn. Bhd.
	<b>BSB</b>	: Boon Siew (Borneo) Sendirian Berhad
	<b>HM</b>	: Happy Motoring Co. Sdn. Bhd.
	<b>KAHA</b>	: Kah Agency Sdn. Bhd.
	<b>Kah M</b>	: Kah Motor Company Sdn. Berhad
	<b>KBA</b>	: Kah Bintang Auto Sdn. Bhd.
	<b>KC</b>	: Kah Classic Auto Sdn. Bhd.
	<b>KMA</b>	: KM Agency Sdn. Bhd.
	<b>KP</b>	: Kah Power Products Pte. Ltd.
<b>Plastic Products</b>	<b>AI</b>	: Armstrong Industries Sdn. Bhd.
	<b>CC</b>	: Compounding & Colouring Sdn. Bhd.
	<b>DF</b>	: Dragon Frontier Sdn. Bhd.
	<b>KTSM</b>	: Kasai Teck See (Malaysia) Sdn. Bhd.
	<b>LMold</b>	: Lipro Mold Engineering Sdn. Bhd.
	<b>OKI</b>	: PT Oriental Kyowa Industries
	<b>ONDE</b>	: Oriental Nichinan Design Engineering Sdn. Bhd.
	<b>OSI</b>	: Oriental San Industries Sdn. Bhd.
	<b>TSP</b>	: Teck See Plastic Sdn. Bhd.
<b>Hotels and Resorts</b>	<b>30Ben</b>	: 30 Bencoolen Pte. Ltd.
	<b>KNZ</b>	: KAH New Zealand Limited
	<b>KAust</b>	: KAH Australia Pty Limited
	<b>Bint</b>	: Bayview International Sdn. Bhd.
	<b>BIH</b>	: Bayview International Hotels Pte. Ltd.
	<b>KPCL</b>	: Kingdom Properties Co. Limited
	<b>SBHL</b>	: Silver Beech Holdings Limited
	<b>SBIOM</b>	: Silver Beech (IOM) Limited
	<b>SBO</b>	: Silver Beech Operations UK Limited
	<b>SBL</b>	: Suanplu Bhiman Limited
	<b>PSH</b>	: Park Suanplu Holdings Co., Ltd.
<b>Plantation</b>	<b>ORPO</b>	: Oriental Rubber & Palm Oil Sdn. Berhad
	<b>PT BSSP</b>	: PT Bumi Sawit Sukses Pratama
	<b>PT DAM</b>	: PT Dapo Agro Makmur
	<b>PT GBina</b>	: PT Gunungsawit Binalestari
	<b>PT GML</b>	: PT Gunung Maras Lestari
	<b>PT GSSL</b>	: PT Gunung Sawit Selatan Lestari
	<b>PT PPA</b>	: PT Pratama Palm Abadi
	<b>PT SAP</b>	: PT Surya Agro Persada
	<b>PT SSL</b>	: PT Sumatera Sawit Lestari
	<b>SPP</b>	: Southern Perak Plantations Sdn. Berhad

# GROUP

## CORPORATE STRUCTURE (cont'd)

### Our Subsidiaries and Associates (cont'd)

<b>Investment Holding</b>	<b>Juta</b>	: Jutajati Sdn. Bhd.
	<b>KWE</b>	: Kwong Wah Enterprise Sdn. Bhd.
	<b>NMEO</b>	: North Malaya Engineers Overseas Sdn. Bhd.
	<b>OAM</b>	: Oriental Asia (Mauritius) Pte. Ltd.
	<b>OAMS</b>	: OAM Asia (Singapore) Pte. Ltd.
	<b>OBSM</b>	: Oriental Boon Siew (Mauritius) Pte. Ltd.
	<b>OBSS</b>	: OBS (Singapore) Pte. Ltd.
	<b>OC</b>	: Syarikat Oriental Credit Berhad
	<b>OIM</b>	: Oriental International (Mauritius) Pte. Ltd.
	<b>SOAM</b>	: Selasih OAM Sdn. Bhd.
	<b>SP</b>	: Selasih Permata Sdn. Bhd.
<b>Investment Properties and Trading of Building Material Products</b>	<b>ACP</b>	: Armstrong Cycle Parts (Sdn.) Berhad
	<b>Ken</b>	: Kenanga Mekar Sdn. Bhd.
	<b>LT</b>	: Lipro Trading Sdn. Bhd.
	<b>NME</b>	: North Malaya Engineers Trading Company Sdn. Bhd.
	<b>NMX</b>	: North Malaya (Xiamen) Steel Co., Ltd.
	<b>OAA</b>	: Oriental Asia (Aust.) Pty. Ltd.
	<b>OAMA</b>	: OAM (Aust) Pty. Ltd.
	<b>OBS(M)</b>	: Oriental Boon Siew (M) Sdn. Bhd.
	<b>OIM(A)</b>	: OIM (Aust) Pty. Ltd.
	<b>OR</b>	: Oriental Realty Sdn. Bhd.
	<b>SU</b>	: Simen Utara Sdn. Bhd.
	<b>UG</b>	: Ultra Green Sdn. Bhd.
	<b>UMix</b>	: Unique Mix (Penang) Sdn. Bhd.
<b>UniMix</b>	: Unique Mix Sdn. Bhd.	
<b>Healthcare</b>	<b>LBSE</b>	: Loh Boon Siew Education Sdn. Bhd.
	<b>MSM</b>	: Melaka Straits Medical Centre Sdn. Bhd.
	<b>NILAM</b>	: Nilam Healthcare Education Centre Sdn. Bhd.
	<b>OMS</b>	: Oriental Medical (Segamat) Sdn. Bhd.
	<b>SLP</b>	: Star Life Pharma Sdn. Bhd.
	<b>SJ</b>	: Star Joy Sdn. Bhd.
<b>Associates</b>	<b>BBDS</b>	: Bukit Batok Driving Centre Ltd.
	<b>BSFB</b>	: BSFB Motorcycles Sdn. Bhd.
	<b>BSH</b>	: Boon Siew Honda Sdn. Bhd.
	<b>BSKah</b>	: B. S. Kah Pte. Ltd.
	<b>ChDev</b>	: Chainferry Development Sdn. Berhad
	<b>HCM</b>	: Hitachi Construction Machinery (Malaysia) Sdn. Bhd.
	<b>HTSM</b>	: Hicom Teck See Manufacturing Malaysia Sdn. Bhd.
	<b>KST</b>	: Kasai Teck See Co., Ltd.
	<b>PgA</b>	: Penang Amusements Company Sdn. Berhad
	<b>PT KTS</b>	: PT Kasai Teck See Indonesia
	<b>PWR</b>	: Penang Wellesley Realty Sdn. Berhad
	<b>SSDC</b>	: Singapore Safety Driving Centre Ltd.



# EXECUTIVE CHAIRMAN'S MESSAGE



**Dear Stakeholders,  
I am proud to present  
to you the eighth  
edition of Oriental  
Holdings Berhad's  
annual Sustainability  
Report.**

Within this document, we delineate the decisive measures we've undertaken to foster mutual and enduring value across the Environmental, Social, and Economic (EES) spectrum, addressing critical global concerns such as climate action, environmental preservation, and human rights advocacy. Additionally, we outline our endeavors to embed sustainability as a core consideration within our organisational ethos, strategies, policies, and culture.

As a globally diversified entity, we encounter not only challenges but also opportunities for advancement. Embracing this potential for growth, we have refined our employment practices, enriched our community engagements, embraced eco-conscious processes, and pursued digitalisation initiatives.

While sustainability governance has long been integral to our operations, we utilised the past year to fortify our reporting structures, harmonising sustainability objectives with our business goals, thereby laying a foundation for heightened value generation across our operations, supply chain, and the communities we serve. Fueled by this purpose-driven momentum, we are committed to maintaining our leadership in sustainability, effecting positive change for present and future generations alike.

# EXECUTIVE CHAIRMAN'S MESSAGE (cont'd)

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## Our Governance

Our robust and effective governance structure cultivates a culture of integrity, transparency, and accountability across our 71 subsidiaries and 12 associates in 10 countries.

Each of our businesses is unique in its identity and needs, with this diversity providing us with access to a wide range of unique perspectives which in turn impact our strategies and approaches. Nevertheless, our broad presence is united by Group-wide policies that enshrine our standards with respect to ethical and responsible business. This includes a stringent zero-tolerance policy to all forms of bribery and corruption as well as policies established to ensure that economic benefit is distributed across our supply chain.

Meanwhile, our management teams are entrusted with engaging with their stakeholders and gaining on-the-ground insights on the effectiveness of our governance and sustainability practices. Through this, we are able to identify risks and opportunities ahead of time, acting swiftly to remain ahead of the curve and avoid any potential dangers posed to our business and our reputation.

## Our People

Our people are our greatest asset and their invaluable contributions have made us who we are today. Through our global presence, we draw our talent from various backgrounds, experiences and cultures, shaping our identity as an employer that recognises strength in diversity.

Adding to this, we continually strive to create an inclusive work culture that fairly rewards the efforts of our diverse workforce, providing them with ample opportunity to grow and develop their careers in an environment that ensures their safety and prioritises their physical and mental wellbeing. To this end, we have continued to improve our training and development initiatives, while striving to listen to our employees' feedback, encourage their ideas, and empower them to create value both within and beyond our business.

All these efforts are aimed at placing us at the forefront of the industries we operate in; seen as an employer of choice that recognises and rewards human potential.

# EXECUTIVE CHAIRMAN'S MESSAGE (cont'd)

## Our Environment

The issue of climate change has become a seminal one for this generation and all that follow. The time to act is now, and as a global organisation, it is our responsibility to set a positive example by setting strong policies and facilitating collective action.

In light of the urgency of the climate crisis, our dedicated section on “financial implications and other risks and opportunities from climate change” details the measures that our diverse businesses have taken, including the adoption of energy-efficiency technologies, the elimination of single-use plastics and the implementation of workforce-wide upskilling programmes. Cognisant of the growing importance placed on climate action by investors, suppliers and customers alike, we will continue to explore means of developing our approach as we move forward.

In summary, by adopting a balanced approach to the risks and opportunities inherent in environmental sustainability, we are best placed to protect our long-term success and create shared, sustainable value, for more balanced future.

## Final Remarks

Change is constant, but so is our ability to grow as an organisation that prioritises its stakeholders and includes them in the pursuit of our strategic goals. Fundamentally, we are only truly successful if our stakeholders benefit from our actions.

To this end, the support, trust, and invaluable contributions from all our stakeholders have played an integral part in making us the sustainability success story we are today. This is our achievement. May we continue our journey together in shaping a better future for our organisation, communities, and environment.

**Datuk Loh Kian Chong**  
Executive Chairman



# AWARDS AND RECOGNITION

We are proud to showcase the following accolades achieved by the Group during the current reporting period. These awards are a true indicator of our commitment to delivering long-term, shared value for our stakeholders, local communities and the environment through our business and operations. Below are some of the awards and recognitions received by each business segment in the year under review.



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1. **Cost Appreciation Award**  
- Armstrong Auto Parts Sdn. Bhd.
2. **FY2022 Top 20 Outlets Nationwide**  
- Kah Classic Auto Sdn. Bhd.
3. **Most Improved Dealer of the Year**  
- Kah Motor Company Sdn. Berhad.
4. **Grade A Certification for Plant Inspection by Department of Safety and Health**  
- Compounding & Colouring Sdn. Bhd.
5. **Best Cost Award**  
- Dragon Frontier Sdn. Bhd.
6. **ISO 14001:2015 Environmental Management System for Development and Management of Properties**  
- Park Suanplu Holdings Co., Ltd.
7. **ISO 45001:2018 Occupational Health and Safety Management System for Development and Management of Properties**  
- Park Suanplu Holdings Co., Ltd



# AWARDS AND RECOGNITION (cont'd)



8



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10



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12



13

**8. Silver Certification for Greengage ECOsmart Hotels and Venues Accreditation**

- Silver Beech Operations UK Limited

**9. Certification of Commitment for Non-Employment of Child Labour**

- PT Bumi Sawit Sukses Pratama

**10. Certification of Commitment for Non-Employment of Child Labour**

- PT Gunung Sawit Bina Lestari

**11. Certification of Compliance with Decree on National Certification System of Biofuel and Bioliqum Sustainability**

- PT Bumi Sawit Sukses Pratama

**12. Certification of Compliance with Decree on National Certification System of Biofuel and Bioliqum Sustainability**

- PT Gunung Sawit Bina Lestari

**13. ISO 9001:2015 Quality Management System**

- Simen Utara Sdn. Bhd.

# ABOUT THIS REPORT



**“At OHB, we aim to exemplify how a global, diverse and multi-national conglomerate should act by delivering sustainable value not only for our business, but also the communities we serve and environments we operate in.”**

To achieve this aim, we strive to integrate best practices in sustainability throughout our policies, processes, and practices. This extends beyond our direct business dealings to the standards we demand of our suppliers and business partners.

We thus proudly present our eighth Sustainability Report (this Report), produced in accordance with Bursa Malaysia’s Enhanced Sustainability Reporting Requirements. In this Report, we have detailed our actions, initiatives, and outcomes in FY2023, across our material sustainability matters which we have identified as central to our business. The material sustainability matters that are covered in this Report are also aligned with the 10 Bursa Malaysia’s Common Sustainability Matters and its respective reporting requirements. This Report also covers the risks, opportunities, and challenges we experienced in the implementation of our sustainability initiatives.

Each material matter is identified through a detailed materiality assessment process that considers the needs and priorities of our stakeholders and the long-term aspirations of the Group itself. Collectively, they outline a clear roadmap to maximising the positive impact that we create over the long-term.

## Our Reporting Approach

To ensure adequate reporting and disclosure, OHB has prepared this Report in reference, where relevant, to the reporting requirements, guidelines, standards and industry practices:

- Part III under Practice Note 9 of Bursa Malaysia’s Main Market Listing Requirements;
- Malaysian Code on Corporate Governance (MCCG), as at 28 April 2021, issued by Securities Commission Malaysia;
- Bursa Malaysia’s 2021 Corporate Governance Guide (4th Edition);
- Bursa Malaysia’s Sustainability Reporting Guide (3rd Edition); and
- Global Reporting Initiatives (GRI) Standards.

The Report was developed to cover the following key reporting principles:

- Stakeholder Inclusiveness: capturing our stakeholders’ expectations and concerns;
- Sustainability Context: presenting our performance in the wider context of sustainability;
- Materiality: identifying and prioritising the key sustainability issues that our Group encounters;
- Completeness: reporting all sustainability topics that are relevant to our Group, and which influence our stakeholders.

# ABOUT THIS REPORT (cont'd)

This report is aligned with the 10 common sustainability matters required by Bursa Malaysia for FY2023 reporting. In addition, we have also reported on our waste management a year in advance. The list of common sustainability matters required by Bursa Malaysia found in this Report are as below:

- Anti-Corruption
- Community/ Society
- Diversity
- Energy Management
- Health and Safety
- Labour Practices and Standards
- Supply Chain Management
- Data Privacy and Security
- Water
- Waste Management

## Sustainability across Supply Chain

We strive to ensure that the value generated by our business is shared across our supply chain and have also undertaken actions that inculcate sustainability best practices amongst our suppliers, in line with our responsibility to set a progressive example.

## Scope and Boundaries

This report refers to the sustainability performance and progress of OHB across all segments for the period of 1 January 2023 to 31 December 2023, unless otherwise stated. In 2023, Silver Beech Operations UK Limited and Southern Perak Plantations Sdn. Berhad have been excluded from our performance data reporting. References to 'OHB', 'the Group', 'the Company' and 'we' refer to Oriental Holdings Berhad and its subsidiaries.

## Restatement of Information

No restatement of information was noted for the current reporting period.

## Membership and Associations

- All Malaysian Estates Staff Union (AMESU)
- Asian Society for Quality in Health Care (ASQua)
- Association of Private Hospitals of Malaysia
- Australian Hotel Association
- Brunei Automobile Traders Association
- Building Materials Distributors Association of Malaysia
- Busselton / Margaret River Tourism Association
- Busselton Chamber of Commerce
- Federation of Malaysian Manufacturers
- Gabungan Pengusaha Kelapa Sawit Indonesia
- Honda Dealer Association Malaysia
- Honda Malaysia Suppliers Club
- Hospitality New Zealand
- Kelab Vendor Perodua Malaysia
- Proton Vendor Association
- Malaysian Association of Hotels (MAH)
- Malaysian Automotive Association
- Malaysian Employers Federation
- Malaysian Institute of Management
- Malaysian Palm Oil Association

- Malaysian Palm Oil Association Security Services Sdn Bhd (MPOASSB)
- Malaysian Plastics Manufacturers Association
- Malaysian Society for Quality in Health
- Malaysian Special Tooling and Machining Association
- National Ready-Mixed Concrete Association of Malaysia
- National Trades Union Congress
- National Union of Plantation Workers (NUPW)
- Singapore Business Federation
- Singapore Hotel Association
- Singapore National Employers Federation
- Steel Wire Association of Malaysia
- Thai Hotels Association Bangkok
- The Incorporated Society of Planters
- The Malayan Agricultural Producers Association
- Tourism Australia Association
- Toyota Suppliers Club Malaysia
- Ultimate Membership - Australia's Southwest
- Western Australia Tourism Association

## Availability

This report is publicly available online via our website [www.ohb.com.my](http://www.ohb.com.my)

## Statement of Assurance

In strengthening the credibility of the Sustainability Report, an internal review was performed by OHB's Internal Audit Team to provide limited assurance on selected material sustainability matter for the financial year ended 31 December 2023, as published in this Report.

The scope of review of the Internal Audit Team of OHB was limited to the material sustainability matter on Anti-Corruption, that was presented in this Report, which covered OHB as a holding company and selected subsidiaries within the Group. Based on the limited assurance procedures and evidence that were analysed by the Internal Audit Team, the reviewed material sustainability matter (i.e., Anti-Corruption) that is presented in the Group's FY2023 Sustainability Report is prepared in accordance with the applicable criteria as below:

- i. Part III under Practice Note 9 of Bursa Malaysia's Main Market Listing Requirements;
- ii. Bursa Malaysia's Sustainability Reporting Guide (3rd Edition); and
- iii. The Group's relevant policies and procedures.

The FY2023 Sustainability Report of OHB was also reviewed and endorsed by the Board.

## Feedback

We welcome your comments, thoughts, and remarks, which can be directed to our headquarters.

### Oriental Holdings Berhad

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# STAKEHOLDER ENGAGEMENT

Our stakeholders play a vital role in shaping our sustainability agenda, and consequently, we give paramount importance to regular and ongoing engagement with the aim of comprehending and addressing their needs and concerns. The feedback provided by our stakeholders guides our prioritisation process, while their insights into specific issues pertinent to industries and regions where our business operates empower us to devise more effective sustainability strategies.

The profound impacts of the pandemic have altered the way we interact with our stakeholders, prompting the adoption of alternative approaches such as virtual platforms. This transition has yielded positive outcomes by enabling us to engage with a broader spectrum of individuals and reducing our environmental footprint associated with engagement activities. Consequently, we have continued to employ these methods even as mobility restrictions have eased. The table below delineates our approach to stakeholder engagement, along with the concerns and expectations documented.

Stakeholders	Mode of Engagement	Frequency of Engagement	Stakeholder Concerns / Sustainability Issues	Expectations
Shareholders and Investors	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Briefing / Meeting</li> <li>Extraordinary General Meeting</li> <li>Performance Review</li> <li>Meeting with EXCO and Board</li> <li>Electronic Communication</li> </ul>	Annually As needed As needed Quarterly Quarterly As needed	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Anti-Corruption</li> <li>Environmental Compliance</li> <li>Employment</li> <li>Customer Privacy</li> </ul>	<ul style="list-style-type: none"> <li>Provide training and education to all employees</li> <li>Annual or periodical qualitative and quantitative goals and targets for all aspects</li> <li>Safe work environments that ensure the health and safety of all workers and employees are taken care of</li> <li>Diversity in the representation of all employee categories (age group, gender, minority group etc.), and equal opportunity</li> <li>Safe disposal of effluents and waste from all operations that have the least impact on communities and biodiversity</li> <li>Security and privacy of sensitive customer data in accordance with applicable laws</li> <li>Establish robust sustainability governance and strategy across all business segments</li> </ul>
Media	<ul style="list-style-type: none"> <li>Media events</li> <li>Press Interviews / Releases</li> </ul>	As needed As needed	<ul style="list-style-type: none"> <li>Economic Performance</li> </ul>	
Government	<ul style="list-style-type: none"> <li>Income tax filing</li> <li>Annual Return</li> <li>SST reporting</li> <li>Electronic Communication</li> <li>Local authorities</li> </ul>	Annually Semi-Annually Bimonthly As needed As needed	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Anti-Corruption</li> <li>Environmental Compliance</li> <li>Occupational Health and Safety</li> </ul>	
Suppliers	<ul style="list-style-type: none"> <li>Project Centric</li> <li>Supplier Audit</li> <li>Orders Placement</li> <li>Meetings</li> <li>Electronic Communication</li> </ul>	Regular As needed Monthly As needed As needed	<ul style="list-style-type: none"> <li>Procurement Practices</li> </ul>	
Customers	<ul style="list-style-type: none"> <li>Customer Feedback</li> <li>Questionnaire / Survey</li> <li>Social media</li> <li>Electronic Communication</li> </ul>	As needed As needed As needed As needed	<ul style="list-style-type: none"> <li>Anti-Corruption</li> <li>Local Communities</li> <li>Customer Privacy</li> </ul>	
Employees	<ul style="list-style-type: none"> <li>Monthly payroll</li> <li>Employee appraisals</li> <li>Training and product knowledge</li> <li>Management Meeting with Union</li> <li>Performance Review / Incentives</li> <li>Individual Development Programme</li> <li>Electronic Communication</li> </ul>	Monthly Annually Periodically Monthly Annually As needed As needed	<ul style="list-style-type: none"> <li>Training and Education</li> <li>Employment</li> <li>Occupational Health and Safety</li> <li>Diversity and Equal Opportunity</li> <li>Non-Discrimination</li> </ul>	
Local Communities	<ul style="list-style-type: none"> <li>Community Engagement</li> <li>Programmes through Corporate Social Responsibility</li> </ul>	As needed As needed	<ul style="list-style-type: none"> <li>Local Communities</li> </ul>	



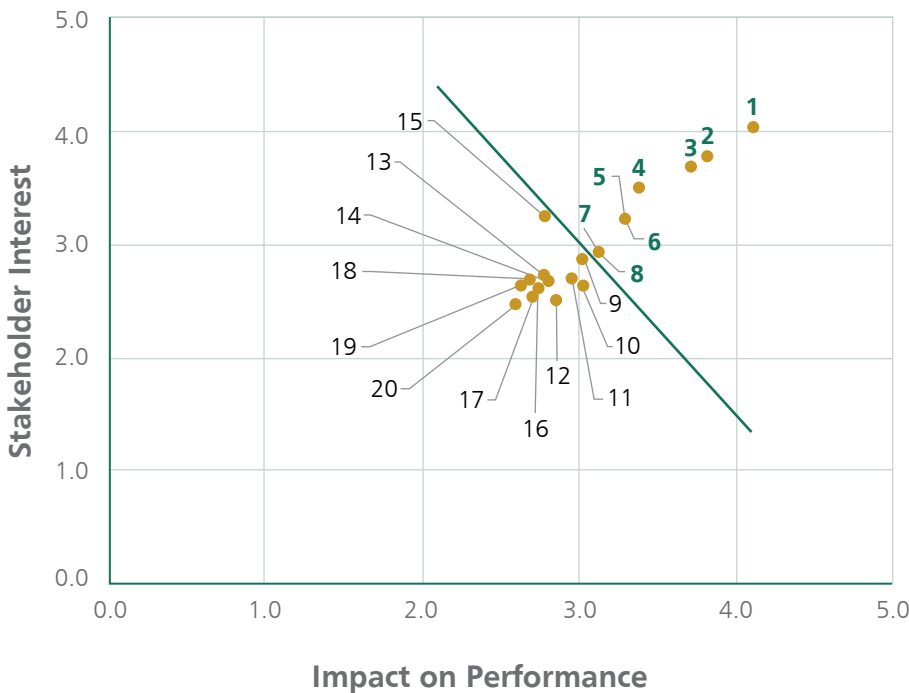
# MATERIALITY MATTERS

As a conglomerate with footprints around the globe, it is essential for us to determine our key sustainability matters that are material to our organisation and business operations. Therefore, via a materiality assessment, we are not only better able to identify the matters that are important to our operations and our stakeholders, but able to identify the opportunities and mitigate the risks posed by each of the material sustainability matters.

OHB last conducted its materiality assessment in FY2022, which was facilitated and assisted by an independent consultant. In assessing and prioritising our sustainability material matters, we have engaged with our stakeholders' representatives to rate the importance of each of the material matters.

For FY2023, the Board and Management reviewed the materiality matrix and found that it to be relevant for the current financial year, our strategic direction, and priorities. The matters that are of our high and emerging priority also includes Bursa Malaysia's Common Sustainability Matters. We cross-referenced and analysed the actual and potential impacts of each of our sustainability material matters on our business operations and our stakeholders, thereby generating a clear picture of the issues which matter most. Moving forward, we aim to review and revise our materiality matters every three years and/or whenever it is deemed necessary.

Based on the outcome of this process, eight (8) sustainability material matters were classified as 'High Priority'. The eight (8) High Priority matters are disclosed within this Report, as approved by OHB's Board. The illustration below depicts our Materiality Matrix.



### High Priority

1. Environmental Compliance
2. Economic Performance/ Financial Stability
3. Data Privacy and Security
4. Health and Safety
5. Labour Practices and Standards
6. Supply Chain Management
7. Anti-Corruption
8. Non-Discrimination, Diversity & Equal Opportunities

### Emerging Priority

9. Effluents and Waste Management
10. Responsible Material Sourcing & Consumption
11. Energy Management
12. Biodiversity & Land Use
13. Water Management
14. Emissions Management
15. Human Rights and Child Labour
16. Climate Change Vulnerability
17. Product Carbon Footprint
18. Socioeconomic Compliance
19. Community/ Society Contribution
20. Product Innovation

# CORPORATE GOVERNANCE

## Corporate Governance at OHB

We recognise the importance of effective governance in achieving sustainability. To that end, we have adopted the required standards of corporate governance in our operations, with our overall framework aligning with the following guidelines:

1. Malaysian Code on Corporate Governance (as at 28 April 2021) (referred to herein as "the Code" or "MCCG");
2. Bursa Malaysia Securities Berhad (Bursa Malaysia)'s Sustainability Reporting Guide (3rd Edition);
3. Bursa Malaysia Berhad's Corporate Governance Guide (4th Edition), and
4. Bursa Malaysia's Main Market Listing Requirements (Listing Requirements).

With these guidelines, we wish to strengthen our governance model to be robust and well-equipped to deliver sustainable outcomes through the day-to-day operations of our business segments, furthering the responsible and ethical culture that we strive for.

Our approach to governance is further geared to our sustainability ambitions in the areas of Economic, Environmental and Social (EES), as outlined below.



### ECONOMIC

Our focus on creating long-term sustainable growth for our stakeholders requires us to constantly review our business practices. This facilitates the delivery of economic performance built on good corporate governance and high ethical standards. We ensure compliance with various national laws in Malaysia, Indonesia, Singapore, Australia, New Zealand, and other markets where we carry out our business activities.



### ENVIRONMENT

We strive to reduce our environmental footprint by adopting best practices in our daily operations, monitoring our performance against key indicators, and taking appropriate corrective action when necessary to reduce our environmental impact. We work with our stakeholders to enhance awareness of environmental issues, promote sustainable practices, and utilise operational processes that do not adversely affect the environments in which we operate.



### SOCIAL

We consider our people to be our greatest asset, and we strive to provide them with adequate support, protection, and growth opportunities at the workplace. We also believe that the Group's success and growth should bring meaningful impact to the communities in which we conduct our business.



# CORPORATE GOVERNANCE (cont'd)

## Sustainability Governance Structure

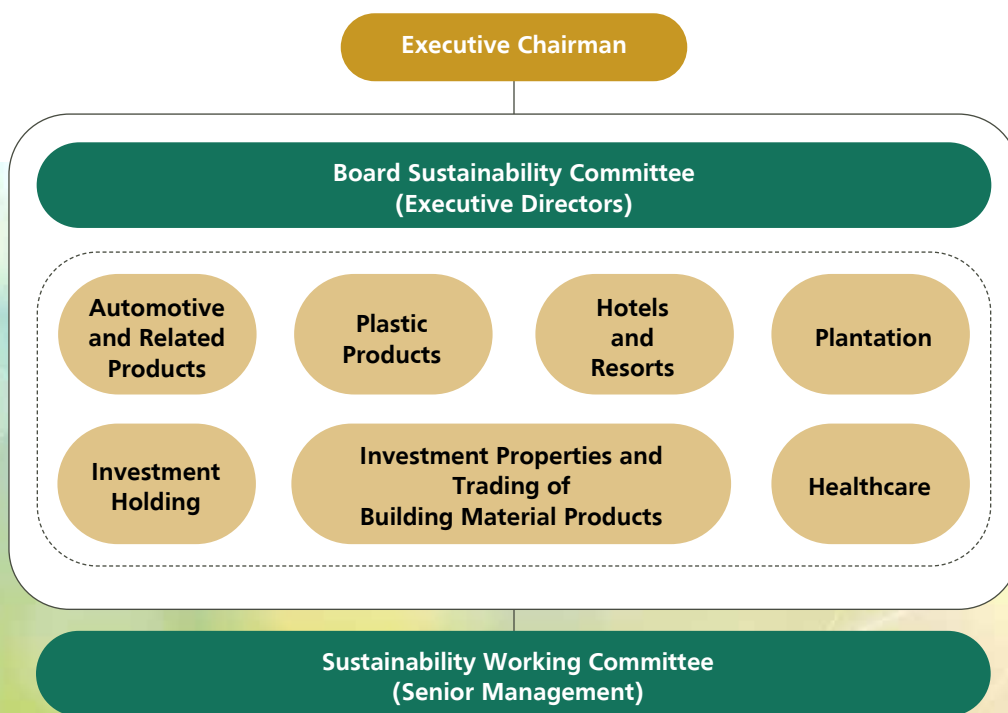
Our sustainability directives stem from the head of our organisation, with the Board of Directors (Board) setting the tone and maintaining responsibility for our overall business conduct. This process is led by the Board Sustainability Committee (BSC), which comprises the Executive Directors that oversee our seven business segments and hold responsibility for providing oversight and guidance in the formulation and direction of our corporate strategies and policies.

To achieve greater efficiency in our approach, the BSC is supported by our Sustainability Working Committee (SWC), which consists of Senior Management personnel. The SWC reviews and sets goals and targets for identified key sustainability matters, while overseeing the progress of our efforts towards these targets.

Our quarterly Executive Committee (EXCO) meeting provides a platform for the BSC to highlight and deliberate on any matters relating to our sustainability approach and reporting.

The illustration below further depicts our current sustainability governance structure. We will continue our efforts to periodically review and refresh our sustainability governance structure to ensure our EES material matters are adequately overseen and managed.

### OHB Group Governance Structure



# CORPORATE GOVERNANCE (cont'd)



## Sustainability Policy, Code of Ethics and Compliance at OHB

We strive to embed sustainability into our business through our overarching Sustainability Policy and the implementation of well-considered and responsible business practices including:



- **Following our Sustainability Policy** which covers the Group's overall approach to sustainability and commitments across the Environment, Social and Governance spectrum for OHB's main business segments;



- **Adhering to the requirements** of all laws and regulatory requirements, standards and better practices to which the Group subscribes and establishes;



- Adopt **high ethical values** and ensure these practices are upheld across our business through our code of ethics and employee training programmes;



- Establish and nurture open, honest and timely communications, and being **responsive to concerns**;



- Establish a **comprehensive enterprise-wide risk management framework**, which includes a process to identify, evaluate and manage risks faced by the Group in its pursuit of its business objectives and strategies;



- Establish **emergency response plans** to ensure that official, coordinated and fully resourced response and control measures can be activated to meet the specific needs of all emergency situations within the size of our operations, communities and transportation routes in the event of emergency;



- Establishing **shareholders communication policy** which allows the Group to effectively communicate with its shareholders, prospective investors, stakeholders and the general community, including maintaining a dedicated website that facilitates easy access to corporate information, annual reports and Group announcements; and



- Establishing **robust policies and procedures** to ensure the adequacy and integrity of the Group's internal control system and management information systems, including systems for compliance with applicable laws, regulations, rules, directives, and guidelines.



# CORPORATE GOVERNANCE (cont'd)

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## Code of Ethics

In striving to maintain the highest standards of business conduct, we have developed and adhere to detailed codes that pertain to specific areas of impact, covering key operational functions and environmental issues that are relevant to our business. Aside from the areas covered below, we have also outlined on usage of the Group's property, employment outside OHB Group, opportunities, insider trading, abuse of power, money laundering, facilitation payment, sexual harassment, and reports of violation. We will continue our efforts to periodically review and refresh our Code of Ethics to ensure its appropriateness and relevancy to our business.

## Code of Ethics on External Environment

We shall be committed to preserving the environment and obeying environmental legislation, acting with social responsibility, and respecting human dignity.

Accordingly, we are required to be diligent, responsible, and respectful in our relations with authorities, clients, competitors, suppliers, members of the communities and all other individuals, companies, and organisations with which the Company relates in the exercise of its regular activities. Covered Persons must always seek to preserve the Group's good reputation, image and relations. We shall refrain from establishing commercial relations with companies that knowingly do not follow ethical standards compatible with those followed by the OHB Group.

## Code of Ethics on Work Environment

Each of us has a responsibility to help provide a work atmosphere free of harassing, abusive, disrespectful, disorderly, disruptive, or other non-professional conduct. Our Directors, Officers, Senior Management, and employees seek to foster a work environment that is free from fear of retribution or reprisal. We provide equal employment opportunities by recruiting, hiring, training, and promoting applicants and employees without discrimination based on race, colour, religion, national origin, gender, age, ancestry, sexual orientation, disability, handicap, or veteran status.

## Code of Ethics on Safe and Healthy Environment

OHB Group is committed to providing a drug-free, safe, and healthy work environment for all Covered Persons, customers, business partners and visitors. Every Covered Person has a personal responsibility to support this commitment. Covered Persons are obliged to carry out their work in a safe manner, without causing harm to themselves or others, and to report any potentially unsafe or unhealthy situations immediately. They must observe and follow all safety and environmental regulations laid down in the operational instructions, including putting on the necessary safety equipment, where applicable.

Using or being under the influence of alcohol or illegal drugs while on the job is strictly prohibited, and smoking is restricted to designated areas. Each of us is responsible for compliance with applicable health and safety laws and regulations.

Any environmental risks that may arise within our properties or from our operations shall be identified and managed in accordance with applicable laws and regulations.

## Code of Ethics on Compliance with Laws

We conduct our business in accordance with all applicable laws and regulations. Compliance with the law does not comprise our or a Covered Person's entire ethical responsibility. Rather, it is a minimum, essential condition for the performance of our and a Covered Person's duties.

The complex, rapidly changing laws and issues would affect the Covered Person's personal conduct outside of our business environment. Hence, the Covered Persons are responsible for knowing and complying with all applicable laws and regulations and are urged to consult with OHB Group's respective Heads of Department. Covered Persons shall not take any action on behalf of the Group which a Covered Person knows or should reasonably know would violate any law or regulation and shall not use any personnel or assets for any unlawful purpose.

## Code of Ethics on Fair Dealing with Others; Illegal or Questionable Gifts or Favours

We will not take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other unfair practices. We will not make materially false, misleading or unsubstantiated statements about our competitors or ourselves on internet message boards, blogs, social media sites (e.g. Facebook, Twitter and YouTube), or similar forums, or by other means of communication. Covered Persons, as our representatives, must adhere to these standards in a Covered Person's conduct on our behalf. Covered Persons shall not post information about us on the internet anonymously and shall only speak for us if authorised to do so.

Buying, selling, and bidding on our behalf must be done on an "arm's length" basis. Covered Persons are not permitted to offer, give, or solicit or accept any payment, gift, bribe, secret commission, favours, or other business courtesies that constitute, or could be reasonably perceived as constituting unfair business inducements, or that would violate laws or regulations or our other policies. Any questions regarding the appropriateness of offering, giving, soliciting, or accepting a gift or invitation shall be addressed to the any of the respective companies' Human Resource Department.

## Code of Ethics on Gifts and Entertainment

Covered Persons are required to comply with Gift and Entertainment Policy pertaining to the providing and accepting gifts and entertainment.

Only in very limited, rare, and defined cases, it is permissible for Covered Persons to give or receive any gifts, entertainment and/ or hospitality such as during festive seasons or during any promotional activities or where refusal of such gifts, entertainment and/ or hospitality might be taken as a gesture of disrespect. Such gifts, entertainment and/ or hospitality may be given or accepted if the quantum is below the nominal value and the provision and acceptance is done in a bona fide manner.

## Code of Ethics on Travel and Hospitality

When it comes to travel and hospitality, Covered Persons are prohibited from offering gifts and entertainment, including travel related expenses, to any party, including government officials or their family/ household members without permission from the Human Resource Department,

the Head of Department, or the head of their respective operating unit. Covered Persons may accept lodging and other expenses provided by Counterparties, Business Partners, or other stakeholders within the host country if the trip is strictly for business purposes only.

## Code of Ethics on Donations and Sponsorship

Covered Persons are required to comply with Donation and Sponsorship Policy pertaining to the providing of donations and sponsorships.

Covered Persons must ensure that all donations and sponsorships on behalf of the Company are given through legal and proper channels. Particular care must be taken in ensuring that the charities or sponsored organisations on the receiving end are valid bodies and are able to manage the funds properly.

## Code of Ethics on Foreign Transactions

OHB Group conducts its business in many parts of the world and is committed to fostering sound international business relationships based on mutual consideration, compliance with laws and regulations and, whenever possible, respect for the lawful customs of all countries.

Covered Persons shall not be involved in offering, paying, promising or authorising the payment of money or other thing of value to any foreign official, foreign political party or official of any foreign political party ("Foreign Party") for the purpose of influencing the Foreign Party's decisions or acts in its official capacity.

These laws also prohibit giving anything of value to any person knowing or being aware that it is probable that all or any portion of such payment will be passed on to such Foreign Party with the intent to influence official acts or decisions to gain an unfair business advantage for the Group.

## Code of Ethics on Political Contribution and Activities

We encourage a Covered Person's involvement in civic affairs and their participation in the political process. That involvement and participation must be on an individual basis, on the Covered Persons' own time and at their own expense, and not as our representative. Any political activity that could cause someone to believe that such actions reflect OHB Group's views or position requires the prior approval from the Board of Directors of the Company.

## Code of Ethics on Conflict of Interest

Covered Persons must be sensitive to activities, interests or relationships that interfere with, or which appear to interfere with our interests as a whole. These activities, interests or relationships are considered "conflicts of interest".

Covered Persons are under a continuing obligation to disclose any situation that presents a conflict of interest as disclosure is the key to be in compliance with this Code. This enables our representatives who are independent of the conflict of interest to understand the conflict of interest and to determine whether our interests, as a whole, are being protected or otherwise.

If Covered Persons discover that, as a result of changed circumstances or otherwise, they have become involved in a conflict of interest or are in competition with us in a manner that violates or may violate this Code, they must report that conflict as provided above as soon as the matter comes to their knowledge. Unless they obtain appropriate approval, they must promptly eliminate that conflict or competitive situation.

## Code of Ethics on Fraud

Where an employee, officer, Senior Management or Director has concerns, or receives information about any fraud in connection with the affairs of the Group, it is their equal responsibility to report those concerns or information.

Let it be known that OHB does not tolerate fraud in any of its business conducts. Therefore, the Company find it imperative to implement a formal policy for all reporting and investigation of fraud and has proceeded to document it on the Whistle Blowing Policy.

## Code of Ethics on Gratification, Bribery and Corruption

OHB Group takes zero-tolerance approach towards any form of bribery and corruption. Covered Persons are prohibited from, in any circumstances, directly or indirectly, accept or obtain, or agree to accept or attempt to obtain, from any party, for themselves or for any other party (including their family members), any form of bribery or gratification as an incentive or a reward for doing or forbearing to do, or for having done or forborne to do, any act in relation to the Company's affairs or business, or for showing or forbearing to show favour or disfavour to any party in relation to the Company's affairs or businesses.

Covered Persons must also refrain from any activity or behaviour that could give rise to the perception or suspicion of any corrupt conduct or the attempt thereof. Promising, offering, giving or receiving any improper advantage in order to influence the decision of the recipient or to be so influenced may not only result in disciplinary action but also criminal charges.

If the Covered Persons have made or received any payment, which could be misconstrued as bribery and corruption, Covered Persons shall immediately report to the Company.

A "bribe" or a "gratification" is any gift, payment, benefit or other advantage, pecuniary or otherwise, offered, given, or received in order to secure an undue or improper result, award, decision, benefit or advantage of any kind. A bribe need not involve cash or another financial asset, it can be any kind of advantage, including the unpaid use of corporate services or property, loan guarantees or the provision of employment to the family or friends of people with whom OHB deals.

*Note: Covered Persons: Directors, Officers, Senior Management and employees of OHB Group*

## Compliance

We strive to ensure strict compliance with the applicable laws and regulations set forth by local authorities where we operate. To this end, our country management representatives closely monitor regulated areas to avoid any non-compliance with local legislations.

At the level of day-to-day operations, we seek to drive continuous compliance by establishing a stringent set of internal policies that outlines the requirements that govern how we conduct our business. Some of the internal policies guides our business conduct are as below.



# CORPORATE GOVERNANCE (cont'd)

## Whistleblowing Policy

Our Group Whistleblowing Policy governs our grievance mechanism to ensure that there is an open communication in place regarding the Group's business conducts. This Policy provides an alternative route for both the internal and external stakeholders of OHB Group to raise concerns on wrongful activities or wrongdoings carried out by Covered Person(s) where common lines of communication are unavailable. Generally, all disclosures pursuant to this Policy are to be made to any of the Designated Officers, i.e., the Chairman of the Audit Committee and/or the Head of Internal Audit. Stakeholders and employees who submit proper reports on illegal or unethical conduct will be protected from retaliation and discrimination.

## Investment Policy

Our Group Investment Policy applies to all business activities of the Group with regard to investment feasibility evaluation, securing of approval, implementation, monitoring and reporting of investment outcome against target. Resources of the Group will be invested in accordance and compliant with the provisions and written administrative procedures (where applicable) of the Group's Investment Policy.

## Corporate Disclosure and Communication Policy

As a public listed company, OHB is also obligated to provide information about the Group, its Management, operations, and financial situation as well as its future prospects to shareholders, stakeholders and the general public. This document outlines the Company's policy on the determination and dissemination of sensitive and material information to investors, stakeholders, local media, the investing public, and other relevant persons in line with applicable legal and regulatory requirements. This Policy is applicable to all Directors, Management staff, officers and employees of the Company and its subsidiaries.



## Personal Data Protection Policy

This Policy is designed to outline the process of collecting, recording, safekeeping, distributing, and disclosing of personal data in respect of commercial transactions with OHB Group. As we recognise that an effective personal data protection and compliance framework will contribute to robust corporate responsibility strategy, increased consumer confidence and strengthened corporate reputation and brand image. For this purpose, emphasis has been placed in aligning this Policy to the seven (7) personal data protection principles as promulgated by the Malaysian Personal Data Protection Act 2010. This Policy supplements, and does not replace, applicable laws in respect to data privacy and protection.

## Anti-Bribery and Corruption Policy

In our commitment to place the highest priority in conducting business with integrity and fully supports the National Integrity Plan, we seek to advocate good corporate governance, business ethics and corporate social responsibility. OHB Group has adopted a zero-tolerance policy against all forms of bribery and corruption. Any violation of this Policy will be regarded as a serious matter by the Group. Covered Persons under this Policy include Directors, Officers, Senior Management, employees of the OHB Group, and extended to our other stakeholders as well.

## Related Party Transaction and Conflict of Interest Policy

Given OHB Group's complex corporate structure and integrated business operations, issues involving related party transactions and conflict of interest issues may arise. Therefore, this Policy was developed to ensure that all transactions that involve related parties or conflicts of interest are determined on a fair, reasonable, and consistent basis.



# ECONOMIC





# ECONOMIC PERFORMANCE

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## Why It Matters?

As an entity with diverse business operations, our economic performance is core to enable us to maintain the profitability and long-term sustainability of the businesses. Only by maintaining a robust economic performance, we will also be able to profit our shareholders and investors, better care for the environment and our employees, as well as heighten our contributions for the betterment of the local communities and the nation. Therefore, we are aware of the need to carefully monitoring the diverse internal and external factors that would influence our capabilities in generating sustainable economic value to the organisation and its stakeholders.

To this end, we have made significant investments in expanding and restructuring our business portfolios and taking advantage of new market opportunities during the year in review. As a result, we have been able to deliver strong contributions to Gross Domestic Product (GDP) growth in our footprint, all while also creating employment opportunities and empowering livelihoods.

## How We Approach It?

Our approach to economic performance seeks to strike a balance between business performance and contributions to the economy, people, and the environment, with the specific strategic actions implemented at sector-level detailed below.

## Automotive and Related Products

Across the segment, we focus on economic performance-related issues with the guidance of the relevant subsidiary-level management. In doing so, we employ key information and tools such as customer data, new model forecasts, and competitor pricing and promotion analysis to gain insights and take informed actions. Our teams also monitor financial results and engage in regular reviews with the management team to ensure that we meet internal targets and projects, address ongoing issues and action feedback received.

We keep abreast of changes in market dynamics and updates in the National Automotive Policy at an industry-level scale, regularly reviewing analysis reports and responding appropriately to policy changes. For HM, we work closely with Honda Japan to capitalise on Brunei's National Automotive Policy directives related to vehicle safety, striving to contribute to the nation's target of achieving 60% electric vehicle sales by 2035.

The segment also boasts a rigorous annual risk monitoring and assessment process that considers risks such as loss of dealership, changes in government policies related to the automotive trade and/or non-national cars, and the impact of recession on economic activities.

In mitigating manufacturing risks, we strive to maintain high standards of quality, cost, and delivery. These standards are reinforced by IATF 16949:2016, ISO 9001:2015 and ISO 14001:2015 certifications. For our dealers, the standards are set by their respective principals to be complied to. These standards are monitored via Key Performance Indicators (KPIs) such as market share and customer satisfaction to track our performance and ensure competitiveness. KPIs may be reassessed from time to time depending on market conditions and organisational objectives, to ensure alignment with internal targets and projections. These KPI reports are reviewed quarterly in Executive Committee (EXCO) meetings. For our dealers, internal review of performance against the expectations and market conditions are conducted by our principals.

Operational and financial audits are conducted by external auditors, OHB's internal auditor, principals, and third-party system audits, ensuring operational effectiveness and the accuracy of financial disclosures. Audit findings are reflected in EXCO presentation papers, which are submitted quarterly.

Constant monitoring of risk is also conducted across the subsidiaries of this segment. These monitoring activities covers certain events such as loss of dealership, adverse changes in government policies relating to the automotive trade, which includes non-national cars, and recession.

At the subsidiary level, AAP's membership in the Proton Vendor Association, the Honda Malaysia Suppliers Club, the Toyota Supplier Association, and the MIDA Lighthouse Project enables accurate updates and monitoring of changes in government policies and market conditions.

Our processes have enabled us to provide stable and long-term employment to our employees, most of whom are hired from localities surrounding relevant operations. Their stable employment benefits their communities economically, and our sustained economic performance contributes to the respective governments and communities in the form of taxes and employer contributions.

# ECONOMIC PERFORMANCE (cont'd)

## Examples of Subsidiary-Level Quality Focused Initiatives

Subsidiaries set KPIs related to market share, customer satisfaction and other key metrics, which are aligned with the standards set by their respective principals. In turn, principals audit these KPIs regularly in order to drive continuous improvement in performance.

A key example can be found in AAP's business segment, which sets sales and customer performance standards that are monitored regularly. In addition, HM is developing an internal survey to measure customer satisfaction which is expected to be rolled out by Q4 2024.

### Plastic Products

For the plastic products segment, economic value generated is a key metric of performance. To ensure consistent performance standards, the segment's Central Management conducts regular evaluations that include monthly reviews of overall company performance. These evaluations consider several performance criteria, such as sales, rejections, key component cost ratio, stock ageing, debtors' collections, and budget for the following two months.

Benchmarking is conducted amongst subsidiaries to ensure the continued competitiveness of the segment, which is reflected in the subsidiaries' monthly KPI reports. Key factors evaluated during benchmarking include sales level, gross profit margin and net profit margin ratio. In addition, product-level information is monitored and evaluated by General Manager, Central Management and/or Head of Department, and chaired by Managing Director. This monitoring and evaluation exercise is done on a periodic basis that varies across the subsidiaries (weekly or monthly), which includes sales, cost, output, stock ageing and rejection rate. Counter measures on rejected goods from customers are also discussed and implemented. Direct Material Ratio (DMR) and product profitability are the factors to take into consideration during request for quotation stage and out-sourcing pricing. Constant review to mitigate DMR by Value Analysis and Value Engineering (VAVE) activities and outsourcing for parts with low profit margin.

Plant-level performance is also closely monitored, gauged based on delivery defects and late deliveries, the plant's accident rate, Overall Equipment Effectiveness (OEE), and progress made on value-adding or cost reduction initiatives. Based on the results of these evaluations, a budget is allocated for the following two months.

To aid performance monitoring and improvement, monthly presentations are prepared by members of the operations and finance teams. These presentations include monthly and YTD profit/loss, profit/loss forecasts, stock ageing, headcount and overtime, sales, progress against KPIs, resin loss, monthly cost reduction amount, process defect disposal amount rate, cost variance report and OEE (machine loading and spray capacity loading). Clear targets are set for cost reduction, including a purging rate of 0.3% and a rejection rate of 1%. Should these targets not met, Central Management implements performance improvement measures.

### Hotels and Resorts

Our Hotel Managers and Heads of Department are responsible for ensuring satisfactory financial results and long-term performance, enforcing strict control points and performance targets, and leading regular senior management meetings to discuss pricing, promotions, advertisement, and channel distribution techniques.

Within the segment, emphasis is placed on revenue generation, cost saving measures, and initiatives geared towards improving service quality and offerings. To achieve these aims, financial resources are allocated to improve operations, such as by procuring new technologies, innovating service offerings, undertaking marketing projects, carrying out website enhancements and more. The initiatives are regularly followed up to ensure the team stays on track to meeting targeted outcomes.

Beyond meeting resource needs, our ability to fulfil our customers' expectations directly impacts the economic performance of this segment. We also use a hotel reputation management system, i.e, Revinate to gather customer feedback, enabling better understanding of customer satisfaction levels. The guests' comments are reviewed daily by the departments and remediations swiftly put in place wherever necessary. All feedback is additionally reviewed by either the Duty Manager or the General Manager of the entity in question.

# ECONOMIC PERFORMANCE (cont'd)

## Hotels and Resorts (cont'd)

To enhance employee performance and job satisfaction, we continue to invest in the development of our people, offering robust training programmes that improve their competency and knowledge in key areas, including by way of training for new employees and refresher trainings. Employees are also kept abreast of customer feedback and reviews to drive continuous improvement in service standards.

To exhibit our commitment to create positive impact in the local environment and community, some of our subsidiaries collaborate with external parties to create a positive impact to the local environment and community. For instance, KNZ, through our Wairakei Resort, collaborates with Greening Taupo, a Non-Governmental Organisation (NGO) that focuses on greening and improving Taupo environment.

## Plantation

Managed by the Plantation Committee at the Group's headquarters, the plantation segment is a crucial component of the Group.

The committee convened regular meetings throughout FY2023 to systematically evaluate each entity's economic performance and to discuss potential issues that could impact the segment's long-term business objectives. In addition, the committee approves yearly economic performance targets set by Heads of Departments, reporting on these targets and the progress therein to the EXCO on a quarterly basis.

## Investment Properties and Trading of Building Material Products

We generate economic value in this segment through rental income and sales of construction materials. To ensure we optimise this value, we have established a strong governance structure that oversees daily operations and ensures business continuity.

To ensure quality and timely delivery, each department sets an annual performance target, with subsidiary-level performance data collected and submitted monthly to the General Manager for evaluation. Results are reported for feedback, which the General Manager and management team act upon by implementing required measures. Some

of our subsidiaries in this segment conducts an annual management review meeting with senior management and ISO team members of the subsidiary to discuss on the following issues:

- Status of actions from previous management review meeting;
- Review of quality policy;
- Changes in external and internal issues that are relevant to Quality Management System (QMS);
- Information on the performance and effectiveness of the QMS;
- The adequacy of resources;
- The effectiveness of actions taken to address risk and opportunities; and
- Opportunities for improvement

In addition, the management team holds regular meetings to discuss critical business issues, with the controller holding periodic meetings with each department to ensure that they are meeting their economic targets. Meanwhile, Heads of Department monitor daily dispatch and update Operation Managers and Sales Managers on progress.

We adhere to ISO 9001:2015 quality standards across the segment. Our technical teams, including QC and R&D professionals, monitor the quality of raw materials on a weekly basis, while tracking daily cube test reports to ensure that quality standards are always met. Through this adherence, we seek to continuously improve the effectiveness of our Quality Management System and provide the best quality services to achieve total customer satisfaction.

The segment provides ample opportunities for employees to upskill themselves and acquire new knowledge through regular seminars and workshops, including safety and health trainings, while a yearly training plan is implemented based on the quality objective outlined in ISO 9001:2015. We also incentivise and recognise performance with rewards and benefits such as trips, distributed in accordance with internally established KPIs.

# ECONOMIC PERFORMANCE (cont'd)

## Healthcare

The segment's Chief Executive Officer spearheads a senior management team which oversees our employees and businesses. This structure enables the execution of performance-optimising procedures which include internal and external audits, in-house operational reviews conducted by each entity, periodical risk assessments and risk mitigation exercises.

Supporting this, the segment places great emphasis on developing and maintaining policies and procedures that align with regulations set out by local authorities, such as the Malaysian Ministry of Health (MOH) and the Malaysian Society for Quality in Health (MSQH). This allows us to consistently maintain best-in-class standards in healthcare delivery while supporting the health and vitality of society.

In driving continuous performance enhancement, our teams regularly conduct subsidiary reviews to evaluate the need for additional financial and technological resources, with performance reviewed against qualitative criteria that include patient load, number of students enrolled, and revenue generated.

In this endeavour, they are supported by our Finance Department, which regularly reviews financial performance and budget utilisation, the results of which are communicated to top management monthly. As a result, new initiatives deemed impactful to bottom-line performance can be efficiently budgeted and executed.

As the technological requirements of quality healthcare consistently evolve, our approach must be equally flexible. To this end, we have invested in recruiting experts in high-tech medical services and in increasing the capacity of our facilities to cater to the growing healthcare market.

## Our Performance

For the detailed explanation of our economic performance for the FY2023, kindly refer to the "Consolidated Statement of Financial Position" and "Consolidated Statement of Profit and Loss and Other Comprehensive Income" section of our FY2023 Annual Report.



# FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

## Why It Matters?

We recognise the wide-ranging actual and potential impacts of climate change, which apply not just within our business environment but also beyond it.

The rising threat of global warming has resulted in a higher demand for environmentally friendly products and solutions at the consumer level and innovative green manufacturing processes at the corporate level. To lead by example, maintain our reputation and stay competitive, we approach climate change with a proactive stance.

The initiatives outlined in this topic discuss the measures we have taken to mitigate the effects of climate change on our financial performance, as well our efforts to capitalise on opportunities presented by the low-carbon economy.

## How We Approach It?

### Automotive and Related Products

Climate change is impacting the global automotive sector in terms of both consumer demand and the manufacturing landscape, with the growing awareness of climate change increasing demand for environmentally friendly vehicles and automotive products. As a result, manufacturers must evolve and adopt more environmentally friendly processes, materials, and technologies to meet this demand and remain relevant.

To stay up to date with the latest environmental regulations, we update our internal policies to accommodate any regulatory changes in the markets where we operate. Our management team and subsidiaries also monitor changes in market demand and manufacturing technologies to ensure that our resources align with the climate change agenda and that our targets for return on investments are met.

We recognise that due to climate change, additional investment is now vital for research and development, acquiring new technology, and for training. To this end, investment requirements for new initiatives are discussed with all relevant partners prior to implementation.

AAP's products primarily involve shock absorbers, lighting, side mirror, power window regulator, latch, door handle and control cables. Hence, our products are integral to both Electric Vehicles (EV) and conventional cars that use Internal Combustion Engines (ICE), which means reduced risk as the market shifting towards EV. Nevertheless, AAP also monitors and tracks development of new manufacturing technologies to ensure that our investments are prudent and able to re-coup within an acceptable timeframe.

Through constant dialogue with partners, the company seeks to incorporate new technology into its processes and manufacturing capabilities to further mitigate against such risks. AAP has also introduced a product design and development plan until 2025 to drive improvements in performance, operation and temperature durability, and corrosion and chemical resistance. The plan takes into consideration the impact of future government initiatives in encouraging the use of low-emissions vehicles.

Meanwhile, our other subsidiaries follow the direction set by their principals, guiding considered investment into environmentally friendly and low-carbon technologies.

In addition to consumer demand and manufacturing processes, the increasing occurrence of natural disasters is also a significant aspect of climate change. At the management level, risks stemming from natural disasters are discussed during the project planning phase and monitored through our Risk Management Framework, with emphasis on operations recovery and mitigation.

### Plastic Products

Our plastic products segment is committed to energy conservation by regularly monitor and review our energy consumption.

To improve energy conservation efforts, we consider investments in energy-efficient technology, including upgrading existing machinery and exploring the use of renewable energy. We have also been continuously inculcating sustainable practices within our workforce through signage on saving electricity for each department.

Driven by customer demand, AI and KTSM have already adopted the EMS 14001 Environmental Management System, whereas ONDE has adopted ISO 9001:2015 Quality Management System. Our other subsidiaries in the segment will consider adopting these system in the future.

### Hotels and Resorts

We recognise the importance of acting on climate-related issues at our hotels and resorts. To this end, we have introduced various environmental initiatives.

Our multi-faceted approach includes implementing the use of eco-friendly and biodegradable amenities and reusable products, while gradually phasing out single-use plastics such as plastic straws. We also promote recycling and encourage responsible consumption of resources among our staff and guests.



# FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE (cont'd)

Moreover, we have already implemented several environmental initiatives across different properties in FY2023. For instance, 30Ben has reduced using plastic bottles and single-use room amenities, installed sensor-based Air Conditioning and Mechanical Ventilation (ACMV) and lighting to reduce energy consumption. In the near future, 30Ben is also looking to switch their single-use room amenities to reusable/ refillable wall mounted ones. KA has provided waste and recycling bins and obliged with all government regulations regarding maintenance and preservation of local flora and fauna. Additionally, energy-saving applications and lighting have been installed at all our hotels to reduce our environmental footprint. We also place priority on energy efficiency when purchasing new equipment.

Going forward, we will continue to prioritise sustainability and innovation by adhering to Group and segment-wide sustainability policies, while collaborating with local community representatives to develop initiatives that are sensitive to the local environment.

## Plantation

Climate change poses a significant threat to our plantation operations, as they rely on a stable and predictable climate. The rising occurrence of extreme weather, forest fires, and prolonged drought seasons exacerbates this risk.

In response, our Enterprise Risk Management (ERM) system and our respective operating centres closely monitor climate change and climate risks. The Finance Department and Sustainability Department at our Group headquarters provides support on climate-related issues. Estate Managers and Chief Risk Coordinators further monitors the climate change and climate risks at respective operating centres.

To mitigate the potential impact of sudden weather events on our segment, we have continued our allocation of specific funds for mitigation actions. The individual operating centres are responsible for executing action plans, and report any observations or findings to top management and the Plantation Committee regularly.

## Investment Properties and Trading of Building Material Products

Climate change has the potential to have both positive and negative impact on the segment's operations. While government regulations may create opportunities for cost-effective financing of environmentally friendly projects, there also exists a risk of delays in project approvals and the potential for additional compliance commitments.

To identify and monitor risks and opportunities, operating centres within the segment use our ERM system as a tool, guiding the implementation of mitigation strategies at the subsidiary level. These actions include providing training for technicians and workers to ensure compliance with Construction Industry Development Board (CIDB) regulations. Equipped with training on quality, technology, and environmental safety conducted by National Ready-Mixed Concrete Association of Malaysia (NRMCA), our quality manual is in line with NRMCA's requirements.

We evaluate the effectiveness of the ERM system at the subsidiary level on an annual basis to ensure its continued relevance.



# FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE (cont'd)

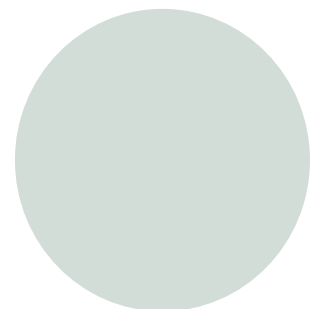
## Healthcare

Our healthcare segment recognises that climate change will have far-reaching effects beyond environmental damage, particularly with regard to emerging health issues. Therefore, our focus lies in building resilience against the health consequences of this crisis.

To this end, practices on identifying, managing, and addressing climate-related issues are communicated to the staff. Through this awareness and capacity building effort, we hope to better identify and manage climate-related issues that affect the delivery of our products and services. To ensure our healthcare services appropriately addresses varying health issues, it is important for our staff to closely monitor shifting environmental trends related to health issues. We also seek to understand the impact of climate change to the population we serve, which results in increasing health issues and demand for effective healthcare services. With such intention to enhance our service, we continuously educate all levels of our workforce on climate-related health issues to improve their readiness in facing the future health complications due to climate change.

## Our Performance

The following table provides a summary of selected risks and opportunities identified and updated for FY2023 by some of our segments, including their impact, financial implications, mitigation strategies, and the associated cost of those strategies.



# FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE (cont'd)

Risk/ Opportunity	Description	Impact	Mitigation/ Utilisation of Opportunity	Cost of Mitigating Action/ Manage Opportunity (RM)
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## Automotive and Related Products

Risk	Global warming / greenhouse effect	Interruption of supply chain	Keeping buffer stocks for one month	Not quantifiable
Risk	Physical risks (e.g. storm/ hurricane, heavy rain, flooding, drought, etc.)	Physical damage to business plant/premises	Insurance to cover any physical damage to the premises due to natural disaster	RM212,249/year
Risk	Storm and floods hit nationwide	Affect supply chain on new cars and spare parts	Insure on company assets against storm tempest and flood	Not quantifiable
Opportunity	Government grants for investment in green energy	Cost reduction in operation	Implementation of green technologies	Not quantifiable
Opportunity	Paperless business operations	Reduction in CO <sub>2</sub> due to paper usage	Digitalisation of business administration	Not quantifiable
Opportunity	Water conservation by utilising the rainwater collection for general usage	Reduction in water consumption	Rainwater harvesting	RM10,000
Opportunity	Lower dependency on the electricity to cushion the impact on tariff hike	Cost reduction in electricity	Installation of solar panel	RM65,050/year
Opportunity	Increase in body and paint service	Increase in major repair job for cars hit by floods	Improved revenue	Not quantifiable
Opportunity	Increase in sales of Energy Efficient Vehicle (EEV) in the market	Usage of EEV will reduce carbon emission, thus improve the livelihood of the people	Investment required to enhance the vehicle sales to meet the EEV standards set by Government	Depending on the initiative by car manufacturer

## Plastic Products

Risk	Floods	Consequential loss	Protect environment and insurance coverage	Not quantifiable
Risk	Environmental pollution through improper waste disposal	Penalties from local authorities, contamination of the environment, adverse publicity and negative image	Scheduled waste to be disposed by contractors that are approved by Department of Environment	Not quantifiable
Opportunity	Solar panel installation	Reduction in electricity and non-renewable resources consumption, enabling reduction in carbon emissions	Internal funding in solar panel installation	Not quantifiable

# FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE (cont'd)

Risk/ Opportunity	Description	Impact	Mitigation/ Utilisation of Opportunity	Cost of Mitigating Action/ Manage Opportunity (RM)
<b>Hotels and Resorts</b>				
Risk	Climate change	Beach erosion and flooding, exposed to extreme weather, resource scarcity and reduction in tourism activities and revenue	Insurance coverage	N/A
Opportunity	Digitalisation of business	Reduce energy consumption and cost, efficient productivity, and delivery of services	Upgrade to new server system	RM588,140
<b>Plantation</b>				
Risk	Climate change can lead to an increase in the incidence of new and existing pests and diseases	This can significantly impact crop yield and quality, leading to potential financial losses	Installation of barn owl boxes, as well as planting and upkeeping of beneficial plants	RM164,025
Risk	Oil palm crops may lack resilience to elevated temperatures and increasingly erratic rainfall patterns caused by climate change	This could lead to reduction in productivity and increased costs for irrigation and other climate adaptation measures	Mulching of empty fruit bunches are done to maintain soil moisture as well as, pruning and frond stacking	RM3,371,625
Risk	Changes in climate can disrupt supply chains	This can lead to incremental costs and potential losses	Road maintenance	RM6,378,750
Opportunity	The demand for sustainable palm oil production is increasing	Achieving certification from bodies like the RSPO and MSPO can open up new markets and improve the company's reputation	Sustainability expenses	RM172,000
Opportunity	Commitments to net zero goals can lead to the development of new technologies and practices	For example, the development of biogas plants to capture methane from palm oil mill effluent can lead to additional revenue streams	Clean technologies	N/A
Opportunity	Addressing social sustainability issues can lead to improvement in worker satisfaction and productivity	This can also enhance the company's reputation	Addressing workers' welfare, recreation, and accommodation	RM1,257,525

# FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE (cont'd)



Risk/ Opportunity	Description	Impact	Mitigation/ Utilisation of Opportunity	Cost of Mitigating Action/ Manage Opportunity (RM)
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## Investment Properties and Trading of Building Material Products

Risk	Flood	Stop production, wire rusty	Level up floor	Approximately RM50,000
Risk	Flood	Machine breakdown	Insurance coverage	RM100,000
Risk	Typhoon	Stop production	Insurance coverage	RM30,000
Opportunity	Upgrade of concrete mixer trucks with green diesel engine	Increase in production and control emission of smoke from concrete mixer trucks	Company profit invested or loans from financial institutions	RM500,000
Opportunity	Responsible waste management	Responsible management of waste and enhance company image in environmental stewardship	Scheduled waste to be disposed by contractors that are approved by Department of Environment	Not quantifiable

## Healthcare

Risk	Environmental risk such as pandemic	Operational loss, short of manpower, adverse impact of image	Compliance with latest guidelines from Health Ministry	Not quantifiable
Opportunity	Seasonal sickness (wet and dry season)	Increase in revenue	Readiness with drips, medications, and vaccinations	Approximately RM3,000/ year
Opportunity	Digitalisation of business conduct	Increase product variability, improve shopping experience and loyalty programme, and increase in revenue	Feedback of improvement from medical consultants and customers	Not quantifiable



# PROCUREMENT PRACTICES AND SUPPLY CHAIN MANAGEMENT

## Why It Matters?

In line with our objective of supporting local communities, we have implemented initiatives to encourage the procurement of local suppliers. The goal is to mirror our success and growth in the communities where we conduct business by giving back in meaningful and impactful ways.

Localising our supply chain not only creates better value and directly impacts the community, but also encourages competitiveness among suppliers. This approach has the potential to reduce costs for shipping, storage, emissions, and energy usage. Additionally, it can ensure a more stable supply of materials and services.

While our initiatives have the potential to bring about positive change to local communities, we recognise that there may be perceived uneven benefits. Therefore, we aim to address this issue by engaging more local suppliers in the future, as far as feasible.

## Our Approach

### Automotive and Related Products

To support local businesses and economies, we allocate a significant portion of our procurement budget for automotive and related products to local suppliers, unless items or services are not available locally or are priced significantly higher. Local suppliers are defined as manufacturers or distributors with registered offices in the same country as our operations, with most of them located in Malaysia, except for HM (Brunei), Kah Motor Singapore and KP (Singapore).

### Plastic Products

To ensure the highest quality products and satisfy customer expectations, the suppliers of materials for our products are primarily influenced by our customers. For our injection moulding subsidiaries in particular, customers decide mostly on the sourcing of materials and components. Other factors that are considered in our procurement process include cost and quality requirements, aside from meeting customers' expectations or target price.

In addition, certain subsidiaries also take full responsibility in the selection of their suppliers, with mutual understanding on the quality of procured materials in accordance to engineering specifications.

## Hotels and Resorts

Where possible, local suppliers will be prioritised over non-local suppliers in the procurement process. In addition to geography and location, we consider cost as a major determining factor in the procurement of goods and services. Through our approach to procurement, we aim to have a positive effect on the local economy, including impacting community growth, shared success, increased competition and better efficiencies in the economy.

## Plantation

Our plantation segment continues to support human rights for workers and contractors, in addition to indigenous peoples and local communities within the vicinity of our operations. To this end, we have contributed to the economic development of the community by prioritising the procurement of local suppliers at the subsidiary level, with our major operations in South Sumatera and Bangka Island giving preference to local suppliers of products and services. We also engage with local communities and the government to establish mutually beneficial approaches, exemplified by the community programmes they support.

Nevertheless, the gap between local supply and our operational requirements may create conflicts such as perceived uneven benefits among local suppliers. To address this, an independent third-party Social Impact Assessment (SIA) was conducted exclusively at our operating centres in Indonesia. Conversely, the SIA for our operating centres in Malaysia was carried out internally. We continue to collect feedback through channels like the Grievances Handling Mechanism to evaluate the effectiveness of our measures, where all submitted reports have been successfully resolved.

## Investment Properties and Trading of Building Material Products

Within the segment, our aim is to ensure all spending is local. Depending on the location of our subsidiaries, local suppliers are defined as those who exist within a national market. In addition to this, we also consider cost, availability, and quality considerations when procuring goods and services. Our procurement processes are governed by relevant policies, such as Anti-Bribery and Corruption policies. Further, all procurement requires approval from necessary authorising figures, such as a General Manager.

# PROCUREMENT PRACTICES AND SUPPLY CHAIN MANAGEMENT (cont'd)

## Healthcare

Post-pandemic period, the procurement process of supplies for the healthcare segment have been improving. In addition, the subsidiaries have also worked on sourcing for alternative suppliers to further improve the procurement process.

Currently, all medical consumable items are sourced from local vendors who are registered under Medical Device Authority (MDA) Malaysia. The availability of alternative suppliers has also enabled continuous supplies for the segment in the event any vendors have tight supply issues.

## Our Performance

The table below indicates our proportion of spending on local suppliers and the percentage of procurement spent on suppliers that are local to that operation, categorised based on our business segments. Moving forward, we will continue our efforts to maintain and enhance our procurement with local suppliers, as part of our efforts to continuously support the local community and businesses.



Business segment	Proportion of spending on local suppliers (RM)	Percentage of procurement spent on suppliers local to those operations (%)
Automotive and related Products	1,123,291,066.67	86
Plastic Products	257,571,145.66	84
Hotels and Resorts	11,336,000.30	97
Plantation	9,430,402.64	100
Investment Holding	10,076,113.55	100
Investment Properties and Trading of Building Material Products	524,679,555.67	99
Healthcare	56,048,018.68	100
<b>Total (Group-wide)</b>	<b>1,992,432,303.17</b>	<b>89</b>

Note: The proportion of spending on local suppliers for FY2023 only covers the subsidiaries located in Malaysia, across all business segments.

# ANTI-CORRUPTION

## Why It Matters?

Our reputation as an ethical organisation is a key driver of the sustainability of our business in the markets and industries where we operate. It is vital that we maintain a stringent approach to corruption and other unethical business practices.

In understanding that unethical business practices can damage stakeholder perceptions of our company and result in significant legal and financial consequences, we have implemented comprehensive measures while maintaining a robust governance structure that provides clear oversight of practices across our business footprint.

The initiatives outlined in this topic describe the steps we have taken in this crucial area.

## How We Approach It

To ensure an ethical business environment and prevent corruption, we have implemented a range of measures across our operations. Our approach includes:

- Establishing Group-level Anti-Corruption policies in adherence to relevant regulatory requirements
- Adopting these policies across our operating segments
- Communicating our Code of Ethics to employees towards promoting a culture of integrity and transparency
- Providing clear information on the procedures for reporting unethical behaviour.

Together, these measures form the foundation of our approach to anti-corruption, which are critical in achieving our on-going Group-wide target of zero cases of bribery, corruption, and unethical business practices.

## Automotive and Related Products

To prevent corruption in its operations, the segment uses the Group's Corporate Governance Framework as a foundation, incorporating various measures and approaches that include employee training, Anti-Bribery and Corruption policies, and whistleblowing procedures.

With the goal of achieving zero incidents of corruption each year, the segment's management team and Human Resource Department coordinate these anti-corruption efforts by arranging regular trainings to help employees comply with regulatory requirements. Specifically, employees attend briefing sessions are required to provide their signatures to confirm attendance and acknowledge the Group's Corporate Governance Policies.

Employees are also required to sign a Code of Ethics declaration form and receive briefings on Anti-Bribery and Corruption policies. Aside from this, once a refreshment on Conflict of Interest to the employees were completed, the Conflict of Interest declaration forms were then signed off by the employees. As a constant reminder to our employees, informational posters and reading materials on Anti-Bribery and Corruption were posted and distributed.

The segment has whistleblowing and grievance procedures in place, as outlined in the Group's Governance Policy. Employees can use this trustworthy channel to report unethical behaviour, with the disclosures directed to the Chairman of the Audit Committee or the Head of Internal Audit.

To further combat corruption, third-party vendors and suppliers are required to sign a Supplier Code of Conduct Declaration (SCCD) form, committing them to a zero-tolerance stance against corruption and acknowledging the anti-corruption requirements outlined in Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009 (Amendment 2018).

## Plastic Products

To uphold the Group's zero-tolerance policy against corruption and unethical business conduct, the segment implements Group-level policies approved by the Board. This is facilitated by training programmes provided to Key Management personnel who then will disseminate the information to employees. After receiving the relevant briefings by Key Management personnel and Human Resources Department, employees are required to provide a signature of acknowledgment and receive yearly updates on Group policy.

With regards to whistleblowing, a grievances procedure has been established in this segment. As outlined in the Group's Governance Policy, employees can utilise this channel to report any unethical behaviour, with disclosures directed to the Chairman of the Audit Committee, or the Head of Internal Audit, with thorough investigations promptly carried out in response to the suspected non-compliance incident.

The segment also applies the same standards to suppliers by requiring third parties to sign on SCCD form of acknowledgment of the Group's Anti-Bribery and Corruption policy and the anti-corruption requirements outlined in Section 17A of the MACC Act 2009 (Amendment 2018).

# ANTI-CORRUPTION (cont'd)

## Hotels and Resorts

The segment has adopted a zero-tolerance policy toward corrupt practices and comply with national regulatory requirements in the geographics that they operate in. Employees are provided with clear guidelines to report and combat unethical behaviour. This is essential to the segment's reputation as a significant portion of its inventory is supplied by external vendors.

Heads of Department are responsible for ensuring that the staff members follow the relevant Anti-Corruption policies and procedures, with spot checks and audits conducted by Hotel Managers and Finance Departments to enhance control. Furthermore, monthly internal checks for cash floats are conducted, and reminders on ethical behaviour standards are provided during staff briefings.

To facilitate reporting of suspected unethical behaviour, an open-door policy is maintained across the segment's operations, allowing employees to lodge a complaint to their relevant Head of Department, the Human Resource Department, or a Hotel Manager. Employees can also utilise skipped-level reporting or the Group's whistleblowing procedures and channel to submit a complaint or grievance anonymously, with thorough investigations promptly carried out in response to the suspected non-compliance incident.

Further to its overarching policies, the segment has also established additional procedures that govern how our hotels and resorts procure goods and services. Examples of these procedures include requiring three quotations for non-operating purchases, electronic signature of purchase orders by the Financial Controller or Accountant and General Manager, two authorised bank signatories for payments, and refunds to be documented with supporting paperwork and authorised by Financial Controller or Accountant and General Manager.

Lastly, Human Resource Departments organise comprehensive training and education programmes for employees to understand their obligations under applicable anti-corruption legislation. These programmes provide practical guidance on responsible and ethical behaviour in the workplace.



## Plantation

The Plantation segment continues to maintain its stance on a zero-tolerance policy against any unethical practices, including corruption, with decisive action taken against any confirmed incident. This is supported by robust protocols and internal policies, with ongoing monitoring by the sustainability teams at the respective operation centres to ensure compliance.

Any instances of unethical behaviour are to be immediately reported to a relevant Head of Department, as per the segment's internal policy. Heads of Department are then responsible for reporting incidents to the Plantation Committee, who will assess and report such instances to the Board on a periodic basis.

In ensuring compliance, the segment has implemented various policies and initiatives including an ERM framework, limits of authority on cheque issuance, ongoing monitoring of changes to anti-corruption laws, and ongoing analysis of the root causes of relevant incidents in the organisation. Revisions to the monitoring system, including the ERM and Limits of Authority, are made where necessary.

In addition, the segment requires suppliers to sign the Group's SCCD forms, committing them to upholding the Group's standards in business conduct and integrity. Employees are also provided with specific training programmes which provide guidance on acting ethically and reporting instances of unethical conduct, in addition to meaningful updates on local anti-corruption regulations.

## Investment Properties and Trading of Building Material Products

The segment has a "zero incident" target regarding corruption for FY2023, which it achieves through regulatory compliance and by promoting integrity, transparency, and accountability across its subsidiaries. To this end, the segment conducts regular monitoring and internal reviews to ensure the effectiveness of its practices.

In driving ethical business practices, the segment has put several key policies and initiatives in place, including a Code of Conduct & Ethics, an Enterprise Risk Management (ERM) system, and an Internal Control Framework. In addition, subsidiaries are tasked with developing and implementing practices to address potential areas of negative impact relevant to their business, such as maintaining price transparency and including compliance as a metric in employee performance reviews.

# ANTI-CORRUPTION (cont'd)

## Investment Properties and Trading of Building Material Products (cont'd)

Across the segment, employees receive relevant training, covering the latest anti-corruption regulations and company-level handbooks have also been introduced to provide guidance to employees on ethical business conduct.

Regarding suppliers, the segment requires them to sign a declaration form committing them to the Group's strict anti-corruption standards. As for some of our investment properties, the suppliers are managed by our property agents, therefore being subjected to the company policies of these agents. To address cases where suppliers are reluctant to cooperate, the subsidiaries have incorporated an anti-bribery and corruption clause in purchase orders to align suppliers with its standards.

## Healthcare

The healthcare segment's policies and procedures against corruption are in line with the Group's overarching anti-corruption framework, including the Group's zero-tolerance stance against corruption.

To this end, the segment's C-suite personnel receive training on corporate liability related to corruption, while management-level employees receive training on anti-bribery and anti-corruption measures. Furthermore, suppliers of the segment are required to sign a SCCD form upon registration. This commitment ensures that they adhere to the relevant regulations and internal standards of the Group in all business dealings.

To report unethical behaviour, the segment provides a grievance mechanism that includes guidance on filing complaints. The mechanism is distributed to new employees during orientation, and complaints can be emailed directly to the Human Resource Department. Unresolved cases are escalated to Senior Management for further action. Additionally, employees and stakeholders of the segment can also use the Group-level whistleblowing procedures as an alternative and anonymous reporting channel.

## Our Performance

Our reputation as a progressive and globally respected company is built on our unwavering zero-tolerance policy against bribery, corruption, and unethical business practices. We enforce this policy strictly both internally and throughout our supply chain, with the success of this approach reflected in our low corruption risk ratings and the absence of confirmed incidents of corruption within our segments. We have continued to communicate our Anti-Corruption and Anti-Bribery policy to our business partners via our SCCD.

During the current reporting period, we focused our efforts on educating our employees about our Anti-Corruption policies and procedures and assessing our operations for corruption related risks. In FY2023, we are glad to announce that we have reached our target as we received zero complaints with regard to bribery, corruption, and unethical business practices. Our performance related to our efforts in ensuring zero-tolerance against bribery, corruption, and unethical business practices are outlined in the table below.





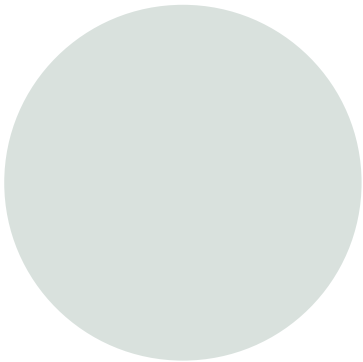
# ANTI-CORRUPTION (cont'd)

Business segment	Percentage of employees that have been trained on anti-corruption (%)		Percentage of employees to whom anti-corruption policies have been communicated to (%)	
	Executive	Non-executive	Executive	Non-executive
Automotive and Related Products	99	99	100	100
Plastic Products	100	100	100	100
Hotels and Resorts	48	37	86	100
Plantation	91	97	91	97
Investment Holding	0	0	100	0
Investment Properties and Trading of Building Material Products	82	97	100	100
Healthcare	71	25	100	100
<b>Total (Group-wide)</b>	<b>87</b>	<b>91</b>	<b>95</b>	<b>98</b>

Note: Data in the table marked "0" indicates that there are no attendance at the executive level whilst no employees at the non-executive level in the business segment.

Business segment	Percentage of operations assessed for corruption related risks (%)	Total number of confirmed incidents of corruption	Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption
Automotive and related Products	100	0	0	0
Plastic Products	100	0	0	0
Hotels and Resorts	100	0	0	0
Plantation	100	0	0	0
Investment Holding	100	0	0	0
Investment Properties and Trading of Building Material Products	100	0	0	0
Healthcare	100	0	0	0
<b>Total (Group-wide)</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Corruption risk assessment is part of OHB Enterprise Risk Management Framework. Therefore, the data presented reflects the operations within our active subsidiaries.



# ENVIRONMENT



# ENVIRONMENTAL COMPLIANCE

## Why It Matters?

Corporate reputation increasingly depends on a company's environmental impact, making compliance with environmental regulations and best practices crucial for investors and stakeholders. In response, we have taken a proactive approach to environmental issues, with the aim of driving sustainable growth and the continuous enhancement of stakeholder value.

Our approach involves the development of in-house policies and procedures, strategic committees, impactful training programmes, and other initiatives aimed at ensuring continued compliance. These efforts have enabled us to meet and exceed regulatory expectations and stakeholder demands, thereby enhancing our reputation as a responsible and forward-thinking organisation across our markets and countries of operation.

## How We Approach It?

A structured approach to environmental management is applied across the business segments, with segment-level management teams responsible for monitoring environmental performance in line with internal policies and guidelines. Management teams are also tasked with instilling a culture of eco-consciousness and environmental responsibility within their respective teams.

Through this approach, and with the aid of the various policies, programmes, and procedures in place, we aim to make a positive contribution to the environments in which we operate, going beyond mere compliance.

## Automotive and Related Products

To address growing concerns over the environmental impact of automobiles and their manufacturing, the segment has taken firm steps to minimise its environmental footprint. This starts with ensuring strict compliance with applicable environmental regulations including the Environmental Quality (Scheduled Wastes) Regulations 2005 as well as globally adopted standards such as ISO 14001:2015 (Environmental Management System) across the subsidiaries. An example of its implementation is the disposal of hazardous waste products from our service centres, whereby regular collection of oil waste is conducted by authorised parties under Jabatan Alam Sekitar. Recovery of these waste are scheduled under the Environmental Quality (Scheduled Wastes) Regulations 2005, which determines and classifies a product generated from recovery, recycling, or reconstituting.

To ensure responsible stewardship and continued compliance, we maintain a comprehensive internal structure within our segment. This structure is guided by our Environmental Policy, which provides an overarching framework for environmental responsibility and prescribes procedures for our employees. Management personnel and employees are required to attend regular briefings and training programmes on the latest environmental regulations in their respective business areas. New employees are also briefed during their induction and training upon employment.

Environment, Health, and Safety (EHS) training and awareness programmes are offered across the segment with the aim of keeping staff members up-to-date on the latest environmental regulations. Additionally, we have established a segment wide EHS Department to manage environmental issues and overall environmental compliance, including the responsible management and disposal of hazardous waste generated from operations. The department also conducts regular Hazard Identification, Risk Assessment and Risk Control (HIRARC) exercises and EHS audits, in addition to external surveillance audits.

Through this multi-layered control structure, we aim to maintain continued environmental compliance and drive responsible stewardship of the environment.

### Environmental-related Practices by Our Dealership Subsidiaries

Our dealership subsidiaries, as a crucial component of the automotive industry's supply chain, are fully committed to conducting their business in an environmentally responsible manner. To achieve this goal, we have established an environmental committee to oversee the environmental performance of these subsidiaries and identify opportunities to improve their environmental practices.

In the important focus area of waste management, our service centres allocate necessary resources to ensure compliance with regulations including the Environmental Quality (Scheduled Wastes) Regulations 2005.

## Environmental-related Practices by Our Manufacturing Subsidiaries

Our subsidiaries have implemented specific practices that address environmental risks and opportunities in their respective businesses. These include:

- Monthly inspections of processes conducted by management, the safety committee and designated safety personnel, with any incidents of non-conformance reported to the respective person-in-charge for further action.
- Establishing an EHS committee, which holds meetings every three months and conducting annual management reviews where potential actions to mitigate environmental issues, reduce water usage, and reduce electricity consumption are discussed.
- Establishment of an Emergency Response Team (ERT) to further improve the resilience of the subsidiaries towards environmental risks. New and existing ERT members are trained periodically to ensure they are kept abreast of the latest development of their responsibilities.

## Plastic Products

In response to the growing scrutiny faced by the plastic manufacturing industry, our subsidiaries have aligned their environmental policies with the ISO 14001:2015 Environmental Management System standard, ISO 9001:2015 Quality Management System standard, and local environmental relation regulations. These policies provide detailed guidance on environmentally responsible actions tailored to the specific risks and challenges faced by each business area. Supporting the practices outlined therein, we regularly conduct internal and external audits to evaluate our environmental controls and ensure compliance with national laws and internal standards. Subsidiaries that are certified in accordance with ISO 14001:2015 and ISO 9001:2015, such as LME, have employed a Certified Environmental Professional in Scheduled Waste Management (CePSWaM) officer and Occupational Safety and Health (OSHA) Coordinator to monitor compliance against these local environmental laws and standards.

To mitigate the negative environmental impacts associated with our operations, we have taken the lead in various initiatives aimed at reducing waste, minimising pollution, and increasing energy efficiency.

Internal and external audits are also conducted by our internal audit team, customers, and external certification bodies to evaluate the effectiveness of our controls in key areas and ensure compliance with applicable laws and standards.

As part of our future initiatives, we are looking to develop our subsidiaries in the plastic products segment to be in compliant with ISO 14001:2015, as deemed relevant.

## Hotels and Resorts

In response to the growing trend of environmentally conscious holidaymakers, the segment has made environmental management and action a top priority. We understand that by strengthening our environmental management and compliance with relevant regulations, we will be able to eliminate the exposure to fines, contribute to the conservation of the environment, and create a positive impression amongst our stakeholders, who are increasingly environmentally conscious.

In ensuring environmental compliance of this segment, Heads of Department of each subsidiary are tasked with continuously monitoring our sustainability performance and ensuring compliance is cascaded through regular training sessions arranged by Human Resources. Staff are also encouraged to share their ideas and feedback towards improving sustainability, whereby these suggestions are discussed in our monthly meetings. Through these trainings, we seek to instil awareness amongst our staff of the best practices in maintaining compliance and advocate eco-friendly practices and culture.

In striving to be responsible stewards of the environments and communities in which we operate, our Sustainability Taskforce supports the segment to implement environmental benefit programmes and initiatives. These cover enhanced waste management, recycling, installation of energy-efficient lighting, promotion of mindful consumption through our room services, and water, energy, and hazardous chemicals usage reduction.

Additionally, plastic bags are banned in the operations where required by local legislation, and we are working to eliminate the use of single-use plastic bottles across our properties.

# ENVIRONMENTAL COMPLIANCE (cont'd)

One of our challenges include finding the next best suitable and practical alternative for drinking water provided in single-use plastic bottles while managing our costs. In the meantime, to promote water refilling, in FY2023, we installed water refill machines in the lobby for our guests.

To further highlight our approach to environmental conservation and compliance in the year under review, our subsidiary, 30Ben, has followed the recommended measures to manage and reduce their waste. In addition, they have switched to chemicals for cleaning and sanitising, that are approved by both Ministry of Health (MOH) in Malaysia and The National Environment Agency (NEA) of Singapore. Also, in FY2023, 30Ben prioritised energy conservation via reduction in energy, water, and gas consumption in areas of the hotels that were not occupied or operational. Moving forward, they are looking to provide signage for all rooms on their sustainability efforts to raise the guests' awareness and encourage them to adopt sustainability measures during their stay.

## Plantation

Importers and consumers are prioritising sustainability when selecting palm oil sources due to increasing attention on the environmental impact of the palm oil industry. In 2023, we continued the implementation of sustainable business practices in our upstream operation, in accordance with globally recognised standards such as the Roundtable Sustainable Palm Oil (RSPO), Malaysian Sustainable Palm Oil (MSPO), and Indonesian Sustainable Palm Oil (ISPO). Our Group-wide Sustainability Policy, which was updated in 2022, incorporates these practices and focuses on five areas:

- Environmental protection and management;
- Social responsibility towards workers;
- Social and Community engagement;
- Responsible business practices; and
- Traceability.

Our policy and practices are promptly revised whenever global standards are updated to maintain strict compliance.

Beyond these practices, the segment invests in peatland protection and biodiversity conservation in areas surrounding our operations, as well as maintains our "No Deforestation" pledge. Additionally, we ensure our vendors and suppliers adhere to our traceability standards, which prohibit the sourcing of fresh fruit branches from illegal suppliers or those involved in deforestation, burning for new planting, or planting on peatland.

On 15 November 2018, the Roundtable on Sustainable Palm Oil (RSPO) transitioned from the High Conservation Value (HCV) assessment report to the integrated HCV-High Carbon Stock Approach (HCV-HCSA) assessment report. This change was facilitated using the HCSA Toolkit and the HCV-HCSA Manual. To be aligned with the changes that took place, plantation units in Bangka hold the HCV Assessment Report, whereas those in Lubuk Linggau own the Integrated HCV-HCS Assessment Report.

## Investment Properties and Trading of Building Material Products

In ensuring that our operations and properties are environmentally responsible and compliant with local regulations, the segment follows the Sustainability Policy of the Group, seeking the assistance of environmental consultants where needed. Furthermore, some of the subsidiaries of this segment also outsources the task of monitoring and ensuring compliance with environmental laws and regulations to their respective property agents.

Reclamation projects strictly adhere to guidelines issued by the Department of Environment (DOE), including measures to manage environmental impacts. As such, each phase of every project has an Environmental Management Plan (EMP) and Environmental Impact Assessment (EIA). In compliance with DOE guidelines, the EIA is carried out by a management team with the support of qualified external consultants. Through this exercise, site surveys, data collection and risk assessments are conducted to carefully identify and mitigate potential environmental risk. Environmental monitoring is also carried out during the planning and implementation stage to ensure any reclamation works are performed in a sustainable manner, as well as to minimise the potential negative impacts.

Other relevant environmental initiatives conducted during land reclamation projects includes sedimentation control, air pollution control, noise control, water pollution control and schedule waste management. Parameters related to such initiatives are assessed by the appointed Environmental Consultant.

As for the segment on trading of building material products, some of the efforts in the year under review include adoption of fuel monitoring systems. This includes forecasting, load aggregation, and rate analysis on machineries. In addition, data from trucks were also collected through the mandatory installation of sensors and Global Positioning System (GPS) into the trucks. This allows the subsidiaries' systems to record the routes taken by the trucks.

To ensure quality assurance and sustainable practices in the construction industry, some of our subsidiaries



# ENVIRONMENTAL COMPLIANCE (cont'd)

have concentrated their efforts in sourcing for eco-friendly building materials, in compliance with Act 520 of Construction Industry Development Board (CIDB). Additionally, to ensure compliance with Clause 8.4 of ISO 9001:2015 that outlines on the control of externally provided processes, products, and services, some of our subsidiaries established and maintained their own purchasing procedures. These procedures were developed to ensure externally provided products and services are in conformity with requirement and specifications.

For continuous effective implementation, some of the subsidiaries also undertake annual re-evaluation and re-selection of all of their suppliers in their respective approved suppliers list. This is done to ensure the capabilities of the suppliers in providing processes, products, and services in accordance with the set requirements.

## Healthcare

To promote sustainable healthcare services within the segment, we established a Department of Occupational Safety and Health (DOSH) for the segment. This internal structure was established to promote sustainable healthcare services within the segment. This structure includes the segment's Occupational Health and Safety Committee and its Environmental Compliance Safety Services Committee.

The Environmental Compliance Safety Services Committee is responsible for implementing environmental management measures such as briefings on fire safety, infection control programmes, and staff awareness drives on relevant hospital emergency codes. They also conduct

annual emergency code drills, annual medical surveillance exercises, chemical exposure monitoring, and noise risk assessments, while facilitating mandatory inspections of the segment's chemical registry in collaboration with DOSH. To drive compliance, the Committees are obliged to several requirements, i.e., The Malaysian Society of Quality in Health (MSQH), Environmental Quality Act 1974, and other regulations stipulated by the DOSH without exception.

In FY2023, the segment adopted new environmental management KPIs including safety training for new staff, annual training for existing staff, hazard identification training conducted on a quarterly basis, yearly review of infection control awareness, and monthly environmental audit. Aside from the above, some of our healthcare subsidiaries have conducted monthly environmental rounding, bi-annual and annual emergency code drill, annual medical surveillance, and monitoring of chemical exposure.

## Our Performance

In the year under review, the Group recorded 3 instances of non-compliance with applicable environmental laws and regulations, which resulted in a total value of RM3,739.35 fine paid. The table below outlines the breakdown of the number of instances of non-compliance with environmental laws and the total value of fines paid.

Looking ahead, we will remain vigilant in tracking changes to relevant regulations, ensuring that any updates are promptly incorporated into our comprehensive environmental management protocol.

Business segment	Number of significant instances of non-compliance with environmental laws	Total value of fines paid for instances of non-compliance with environmental laws (RM)
Automotive and related Products	0	0
Plastic Products	0	0
Hotels and Resorts	1	1,739.35
Plantation	0	0
Investment Holding	0	0
Investment Properties and Trading of Building Material Products	2	2,000.00
Healthcare	0	0
<b>Total (Group-wide)</b>	<b>3</b>	<b>3,739.35</b>

# ENERGY MANAGEMENT

## Why It Matters?

Like many other organisations, energy management is critical for us as it induces a significant cost factor. In a bigger picture, it is the responsibility of corporate entities to reduce greenhouse gas emission via various strategies that aimed at optimising energy usage, improve efficiency, and transitioning to a cleaner energy source.

Therefore, we see an increasing trend of corporate entities taking proactive measures to manage their energy utilisation and contributing to energy securitisation. Similarly, it is important for us to implement energy management strategies to reduce our energy consumption and improve our overall operational efficiency.

Additionally, we are witness to the increasing reliance on and overutilisation of non-renewable energy sources, which poses a risk to our energy security. As an organisation with diversified business operations, it is crucial for us to undertake initiatives to manage our energy utilisation to minimise the risk of depleting energy resources.

Flowing from the above, in our aspiration to be a responsible and sustainable organisation, we aim to undertake actions that would enable us to diversify our energy consumption, improve our energy efficiency, and better enable our business continuity. Alongside that, we also aim to actively contribute to the reduction of carbon footprint and greenhouse gas emission.

## How We Approach It?

As we are undertaking the first step in our energy management efforts, we have concentrated our efforts on measuring our current energy consumption, which would enable us to better understand our current utilisation. From there, we would develop and implement appropriate policies and initiatives to effectively utilise energy in our business operations and minimise impact to the environment in the coming years. To this end, two of our subsidiaries in the Automotive and Related Products segment have taken the initiative to install solar panels in FY2023. The solar power generated are intended to be utilised internally prior to any excess being sold to the state-owned electricity and gas distribution company of the country the subsidiaries operate in. With these two subsidiaries exhibiting their commitment in effective energy management, the Group is actively pursuing to progressively switch to renewable energy generation and consumption across our other subsidiaries and segments, in the near future. We believe such initiative will reduce our dependency on non-renewable energy sources and contribute to the environmental sustainability via the reduction of GHG emission.

As we move forward in this journey, we will continuously enhance our energy management and utilisation framework, as well as our data collection to provide a more detailed and progressive disclosure on this material matter.

## Our Performance

The table below outlines our energy consumption for FY2023, across all our business segments.

Energy category	Metric	Automotive and related Products	Plastic Products	Hotels and Resorts	Plantation	Investment Holding	Investment Properties and Trading of Business Material Products	Healthcare
Non-renewable fuel consumed	Gigajoule (GJ)	5,901.09	378,289.80	14,138,005.48	70,574,984.66	81.98	13,534,679.73	190,252.51
Non-renewable electricity consumed		36,216.16	73,117.17	49,190.92	6,213.33	94.15	5,957.06	37,876.87
Renewable fuel consumed		0	0	0	73,495.34	0	0	0
Renewable electricity consumed		190.72	0	0.95	0	0	0	0
Self-generated electricity, heating, cooling, and steam which are not consumed		0	0	0	0	0	0	0
Electricity, heating, cooling, and steam sold		73.89	0	0	0	0	0	0
Total energy consumption		42,234.08	451,406.97	14,187,197.35	70,654,693.33	176.13	13,540,636.79	228,129.38
<b>Total energy consumption (Group-wide)</b>		<b>99,104,474.03</b>						

Note: "0" indicates non-consumption of such energy.

# WATER MANAGEMENT

## WATER MANAGEMENT

### Why It Matters?

As a business entity with varying operations, water is a crucial resource for the sustainability and continuity of our operations, especially in our plantation, hotels, healthcare, and production sectors. We understand that without adequate and reliable water supply, we face disruptions in our operations, which leads to a decrease in our productivity and potential financial losses.

Water being a common and shared resource, it should be consumed responsibly to avoid any disruption not only to our operations and our supply chain, but also to the local community in the areas we operate. The issue on lack of water source, such as in Malaysia, is a major concern for us. This is primarily because Malaysia is the geographical location where majority of our operations are located in, which are also heavily reliant on water source to operate. Therefore, it is incumbent on us to address water-related risks, sustainability of our business, and contribute to the continuous availability of water source to our other stakeholders, especially the local communities. We hope to ensure this through responsible consumption and management of water.

### How We Approach It?

Currently, the water consumption of our business segments, except for Plantation, sources water from the respective state water department in the locality we operate in. As for the Plantation sector, groundwater is sourced from water wells. Currently, we only monitor our water consumption through our monthly water bills. Moving forward, we aspire to improve our data collection methodology to provide a more detailed disclosure on this matter.

Aside to the above, with water management being one of our emerging priorities and also a common sustainability matter to be disclosed as per the requirements set out by Bursa Malaysia, we aspire to enhance our focus on this matter in the coming financial years. Recognising the importance of water to our business and people, we aspire to develop and implement robust guidelines and practices to ensure our water security. Our future focus will include water management, guidelines on water utilisation by subsidiaries based on the nature of their businesses, water saving initiatives, and alternative water sources.

### Our Performance

While we look forward to heightening our efforts and scope in our water management efforts in the coming years, we have documented the water consumption of each of our segments for the year under review. We believe that through this first step, we would be able to set a baseline for future improvements.

In FY2023, our total water consumption across our subsidiaries and business segments is 1,967.65 Megalitres. The table below outlines the water consumption, which is categorised based on our business segments.

Business segment	Water consumption (Megalitres)
Automotive and related Products	95.06
Plastic Products	103.53
Hotels and Resorts	298.07
Plantation	1,372.88
Investment Holdings	4.20
Investment Properties and Trading of Building Material Products	0.75
Healthcare	93.16
<b>Total (Group-wide)</b>	<b>1,967.65</b>



# WASTE MANAGEMENT



## Why It Matters?

Waste management is a key component of our sustainability practices, as it can contribute to the smooth operationalisation of our business segments and enable us to contribute positively to environmental conservation. We believe that we can prevent unnecessary resource consumption through reduction in waste generation and reusing and recycling will allow us to divert waste from landfills, reducing our environmental footprint and support circular economy principles.

Therefore, we will continue to adopt and improve our proper waste disposal and management practices across the Group and supply chain to ensure continuity of our positive impacts. We will also continuously ensure that proper monitoring is done to enable accurate data collection on waste generation, recycling rates, and waste diversion.

## How We Approach It?

Our three main focuses in waste management are to reduce our waste generation, responsibly dispose non-recyclable waste to minimise its impact to the environment, and enhance our recycling and reusing practices. A structured approach to waste management is applied across the business segments, with segment-level management teams responsible for liaising with external parties in responsible disposal and recycling of waste, as well as monitoring the performance in line with internal policies and guidelines. Management teams are also tasked with instilling a culture of eco-consciousness and environmental responsibility within their respective teams.

## Automotive and Related Products

The wastes of the subsidiaries are segregated by general and hazardous waste. We ensure that only the incinerable, non-recyclable wastes are brought to incineration plants by the general waste collectors, while hazardous wastes are disposed via licensed chemical waste collectors and transporters to ensure safe disposal. Recyclable wastes are either collected by appointed recycling companies or sent to licenced or certified disposal centres.

The subsidiaries in the Automotive segment manage and monitor their waste via various internal departments, based on the nature of operations. For the car distributing and service centres such as HM, the person-in-charge will periodically liaise with waste oil collector and recycling company for the recycling of used oil, boxes, and metal. As for Kah Motor Malaysia, an Environmental, Health and Safety (EHS) team is established in each branch. The EHS team is primarily responsible in overseeing the timely disposal and recycling of waste according to Department of Environment (DOE) regulations and monitoring system, i.e., the Electronic Scheduled Waste Information System (e-SWIS website).

The personnel in charge are always vigilant to ensure their respective waste management and disposal process are in compliant with the required regulations and standards in the location they operate in. For instance, our Malaysian subsidiaries schedules the recovery of their waste under the Environmental Quality (Scheduled Wastes) Regulations 2005 for determining and classifying a product generated from recovery, or recycling or reconstituting. Our Singaporean subsidiary is compliant with Workplace Safety and Health Act, Environmental Public Health (General Waste Collection) Regulations, and the Singapore Standard SS603 Code of Practice for Hazardous Waste Management.

## Plastic Products

The subsidiaries in this business segment are compliant with Environmental Quality (Prescribed Premises) (Scheduled Wastes Treatment and Disposal Facilities) Regulation 1989. The common approach deployed by the subsidiaries of the plastic business segment is to separate their scheduled hazardous and non-hazardous wastes in proper labelled drums and stored at the waste disposal area. In accordance with the Regulation 9(5) of the Environmental Quality Act 1974 (EQ Scheduled Waste Regulation 2005), these wastes are monitored to ensure the quantity of the waste accumulated doesn't exceed 20 metric tonnes and are only stored for 180 days or lesser after generation. To ensure further compliance, the waste is scheduled for disposal every six months with a registered waste collector under DOE. Monitoring of waste disposal is done via the Electronic Scheduled Waste Information System (e-SWIS) website.

# WASTE MANAGEMENT (cont'd)

To ensure responsible disposal and diversion of waste, AI has adopted varying approaches in recovering its waste. For the recyclable materials, they are internally reused whenever possible. The remaining will be sent to licensed vendors as scrap materials, in accordance with the Environmental Quality Act 1974.

In the management of its waste paint sludge (SW 416), AI undertakes a minimisation approach, whereby filtration is used to filter press process to extract the excessive water content from the sludge and reduce the weight of the sludge. The semi-dried sludge will then be disposed to approved licenced vendors.

As for the hydraulic oil that can't be reused (SW 306), minimisation is also done via heating process to reduce the water content in the oil, which allows the reduction in the weight of the oil to be disposed to approved licenced vendors.

Similar to the Automotive segment, the subsidiaries in the Plastic Products Segment have varying personnel and departments that are held accountable for the management and responsible disposal of their waste. Aside from the Production Managers and Departments, Human Resource Officers and Departments, as well as the Operation Managers and Departments that oversee the waste management process, some of our subsidiaries also have in place Certified Professional Scheduled Waste Manager or Environmental Officer, who have undergone training for Certified Environmental Professional in Scheduled Waste Management (CePSWaM) and registered under DOE. These certified personnel are primarily responsible to oversee the:

- Appropriate segregation of wastes based on their codes;
- Intact packaging with labels, to ensure no leakage;

- Storage of waste in compliance with Environmental Quality (Scheduled Wastes) Regulation 2005 and Environmental Quality (Prescribed Premises) (Scheduled Wastes Treatment and Disposal Facilities) Regulation 1989; and
- Implementation and enhancement in the environmental monitoring programs.

## Hotels and Resorts

Waste management of this business segment primarily relies on the external vendors and professionals that are certified and registered under the national department and ministry in the geography we operate in, such as the DOE of Malaysia, Ministry of the Environment in New Zealand, and Department of Agriculture, Water, and Environment of Australia. For instance, hotels under KA engage with Cleanway and Sydney Waste Services for the removal of general waste, in compliance with the Protection of Environment Operation Act (NSW) and the WA Environmental Protection Act. In addition, JJ's Waste and Recycling are engaged in the disposal of liquid grease, adhering to the NSW Environmental Protection Act.

The external waste management vendors and professionals are carefully chosen not only based on their pricing, but also their business practices, ethics, and dedication to environmental protection. The maintenance team of our hotels and resorts oversee the activities of these external vendors and professionals via the collection invoice or report provided by these external parties that details the waste disposed, recycled, and reused.

Designated waste bins are provided in our hotels and resorts. Our staff are responsible for gathering the recyclable and non-recyclable waste from these bins across the property and sorting them into the appropriate skip bins for collection by the external vendors and professionals. To ensure effective implementation of waste collection and segregation, our staff are periodically trained on the importance of recycling, proper waste sorting techniques, and specific recycling programmes implemented at the hotels and resort.

In addition, our hotels and resorts also concentrate their efforts to minimise waste generation. To this end, our guests are also continuously encouraged to reuse and recycle items whenever possible. For instance, we have implemented towel reuse initiative in our hotel rooms under KA. Room cleaning services are provided every third day to reduce the use of linen and cleaning products. Soon, we are planning to develop a comprehensive waste management plan and promote products that are made from recycled materials.



# WASTE MANAGEMENT (cont'd)

## Plantation

In the plantation segment, the Manager and his management team are responsible for identifying and monitoring all waste and pollution, improving the efficiency of resource utilisation and recycling process, and establishing and implementing a waste management plan. Through the establishment and implementation of the SOP on Waste Management and Disposal, the segment seeks to be aligned with the standards and requirement under the Malaysian and Indonesian legislation:

- Malaysian Sustainable Palm Oil (MSPO) Standards
- Environmental Quality (Scheduled Wastes) Regulations 2005
- Indonesian Sustainable Palm Oil (ISPO) Standards
- PP No.22 Tahun 2021 – Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup

In managing the waste generated, the management primarily adheres to zero-burning policy and adopts the 3R practices, i.e., Reduce, Reuse, and Recycle. For instance, empty fruit bunches and palm kernel shells from the oil palm plantation area are recycled as organic mulch or biofuel. Upon undergoing waste minimisation and 3R, the remaining biodegradable waste are disposed into a dumping pit using a mini landfill concept. This process is applicable only for oil palm plantation in remote areas with difficulties to send the waste to the public disposal system and areas. For non-hazardous waste disposal, the management collaborates with waste collectors, ensuring that all disposals are accompanied by the necessary documentation. As for hazardous waste, it is strictly disposed of through contractors who are licensed by the DOE in Malaysia or *Badan Lingkungan Hidup* in Indonesia.

## Investment Properties and Trading of Building Material Products

Waste management in this segment is primarily under the responsibility of the Production Department or EHS Department. All scheduled wastes are collected and disposed periodically to a licenced contractor under DOE, in accordance with Environmental Quality Act 1974 and Environmental Quality (Scheduled Waste) Regulations 2005.



## Healthcare

The waste management practices of the healthcare subsidiaries are aligned with the Environmental Quality Act 1974 and Environmental Quality (Scheduled Wastes) Regulations 2005, which is monitored by the Hospital Support Service department of the subsidiaries. To this end, the housekeeping personnel are responsible for collecting general and clinical waste from across all departments and bringing them to the designated area. The general waste are then segregated as recyclable and non-recyclable items, whereby boxes and jerry cans are separated from the rest.

Recyclable oil produced by our food and beverage section are collected and sold to certified vendors. Clinical hazardous wastes are disposed in separate yellow bins and sharps bins. These bins are then collected by our housekeeping personnel and transported to Kualiti Alam for disposal. The transporter will weigh the waste transported and provide a consignment note as a proof to our subsidiaries. This would then be concurred with the certificate of disposal provided by Kualiti Alam. The Hospital Support Services department will then document the required data on the e-SWIS website of DOE.

## Our Performance

During the year under review, a total of 417,220.47 Mt of waste was generated across our business segments, whereby 150,367.56 Mt (36%) of waste was diverted from disposal and 266,852.91 Mt (64%) of the waste was directed to disposal. The table below further breaks down the total weight of waste generated, waste diverted from disposal, and waste directed to disposal. Looking ahead, we will continue to enhance our waste management, disposal and recovering, as well as data collection and monitoring efforts.

# WASTE MANAGEMENT (cont'd)

## Our Performance (cont'd)

### Total Weight of Waste Generated (Metric tonne)

Business segment	Total weight of waste generated (Mt)		
	Hazardous waste	Non-hazardous waste	Total waste generated
Automotive and related Products	444.14	486.17	930.31
Plastic Products	202.18	10.11	212.29
Hotels and Resorts	26.53	41,770.51	41,797.04
Plantation	40.24	360,205.33	360,245.57
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	13.80	13,700.00	13,713.80
Healthcare	83.71	237.75	321.46
<b>Total (Group-wide)</b>	<b>810.60</b>	<b>416,409.87</b>	<b>417,220.47</b>

### Total Weight of Waste Diverted from Disposal (Metric tonne)

Business segment	Total weight of waste diverted from disposal (Mt)		
	Hazardous waste	Non-hazardous waste	Total waste diverted from disposal
Automotive and related Products	126.67	486.17	612.84
Plastic Products	117.45	6.01	123.46
Hotels and Resorts	0	41,651.03	41,651.03
Plantation	0.93	107,979.30	107,980.23
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	0	0	0
Healthcare	0	0	0
<b>Total (Group-wide)</b>	<b>245.05</b>	<b>150,122.51</b>	<b>150,367.56</b>

### Total Weight of Waste Diverted from Disposal, Broken Down by Recovery Options (Metric tonne)

Business segment	Total weight of waste diverted from disposal, by recovery options (Mt)				
	Reused	Recycled	Other recovery operations	In storage, preparation for reuse	Total waste diverted from disposal
Automotive and related Products	0	463.55	149.29	0	612.84
Plastic Products	15.05	107.48	0.93	0	123.46
Hotels and Resorts	19.61	200.15	41,431.27	0	41,651.03
Plantation	103,473.51	145.19	0	4,361.53	107,980.23
Investment Holding	0	0	0	0	0
Investment Properties and Trading of Building Material Products	0	0	0	0	0
Healthcare	0	0	0	0	0
<b>Total (Group-wide)</b>	<b>103,508.17</b>	<b>916.37</b>	<b>41,581.49</b>	<b>4,361.53</b>	<b>150,367.56</b>

# WASTE MANAGEMENT (cont'd)



## Our Performance (cont'd)

### Total Weight of Waste Directed to Disposal (Metric tonne)

Business segment	Total weight of waste directed to disposal (Mt)		
	Hazardous waste	Non-hazardous waste	Total waste directed to disposal
Automotive and related Products	317.47	0	317.47
Plastic Products	84.73	4.10	88.83
Hotels and Resorts	26.53	119.48	146.01
Plantation	39.31	252,226.03	252,265.34
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	13.80	13,700.00	13,713.80
Healthcare	83.71	237.75	321.46
<b>Total (Group-wide)</b>	<b>565.55</b>	<b>266,287.36</b>	<b>266,852.91</b>

### Total Weight of Waste Directed to Disposal, Broken Down by Disposal Operations (Metric tonne)

Business segment	Total weight of waste directed to disposal, by disposal operations (Mt)					
	Incineration (with energy recovery)	Incineration (without energy recovery)	Landfilling	Other disposal operations	Disposal for a later time	Total waste directed to disposal
Automotive and related Products	0	0	0	317.47	0	317.47
Plastic Products	0	68.73	16.00	4.10	0	88.83
Hotels and Resorts	0	0	119.48	26.53	0	146.01
Plantation	171,042.34	77,414.14	3,769.55	22.52	16.79	252,265.34
Investment Holding	0	0	0	0	0	0
Investment Properties and Trading of Building Material Products	0	0	13,700.00	13.80	0	13,713.80
Healthcare	0	0	0	321.46	0	321.46
<b>Total (Group-wide)</b>	<b>171,042.34</b>	<b>77,482.87</b>	<b>17,605.03</b>	<b>705.88</b>	<b>16.79</b>	<b>266,852.91</b>



# SO**CIAL**



# EMPLOYMENT

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## Why It Matters?

The competence, expertise and know-how of our personnel is vital to our ability to achieve our goals and confront future obstacles alike. To this end, we strive to maintain a diverse and multifaceted workforce that brings a wide range of perspectives, abilities, and talents, placing us ideally to succeed in our increasingly interconnected and intricate world.

Our approach to employment also includes creating a supportive work atmosphere that fosters personal and professional growth and promotes job satisfaction. We also view meritocracy, equitable pay, diversity, and equal opportunities as critical in attracting and retaining top talent.

## How We Approach It?

Our employment practices are built on the principles of fairness, equal opportunity, and anti-discrimination, as set out in our Group-wide Code of Ethics. Across the segments, subsidiaries comply with local laws and regulations, including minimum wage requirements, contributions to the Social Security Organisation (SOCSO), the Employment Insurance System (EIS) and the Employees' Provident Fund (EPF), in addition to adhering fully to the regulations Malaysian Employment Act.

Beyond this, each of our business segments have developed their own unique approach to attracting and retaining top talent over the long-term, as detailed below.

## Automotive and Related Products

The principles of equality and fairness are firmly established as the basis of employment practices in this segment, in accordance with the Group's Code of Ethics and employee handbook. Additionally, the segment also adheres to guidelines set by collective agreements.

We maintain a merit-based hiring process that is free from bias based on gender, race, religion, or age, with senior management and Heads of Departments ensuring that the recruitment process is non-discriminatory and based on the candidate's achievements and suitability for the role in question. Further to this, employees are clearly communicated on their rights and responsibilities during onboarding, kept updated on key employment matters through monthly meetings with Management and Head of Departments, and benefit from an open-door policy to encourage two-way communication on relevant issues. Engagement and communications with employees are also conducted via the use of technology such as emails, memo, AAP Intranet and Microsoft Teams.

In addition, employee performance reviews are conducted via annual appraisal, in an impartial and transparent manner based on established KPIs.

Further to this, we provide maternity leave, paternity leave and compassionate leave under our employment. Specific measures have also been implemented in some of our subsidiaries to create a conducive work environment for women, such as designating parking bays for pregnant women and re-employment practice for competent workers reaching retirement age to continue working via Post Retirement Contract Procedure.

In all of the above areas, we conduct regular reviews and audits to ensure compliance with prevailing government laws and regulations and to maintain alignment with local and international standards and policies. For instance, AAP is a member of Malaysian Employers Federation (MEF) and Federation of Malaysian Manufacturers (FMM) that enables them to be continuously updated in the event of any changes in the regulations.

## Plastic Products

To maintain its responsible and human-centric reputation, the segment follows the Group's Code of Ethics and Collective Agreement for employment practices. This ensures fairness in areas such as recruitment, performance reviews, remuneration and leave entitlements.

There are ongoing training programmes that develop the skillsets required for success in the fast-evolving plastic industry. By driving continuous professional development in this way, we encourage employee retention, thereby equipping subsidiaries with the necessary competencies to remain highly competitive.

Finally, we maintain an open workplace culture to promote collaboration and two-way communication between employees and management-level professionals, encouraging constructive feedback and open communication of concerns. We also have a grievance mechanism, whereby our subsidiaries must attend to and rectify formal grievances within 20 working days, in line with the segment's Collective Agreement and Code of Ethics.



# EMPLOYMENT (cont'd)

## Hotels and Resorts

The hospitality industry depends heavily on the competence and satisfaction of its employees. To this end, we prioritise the implementation of employment practices that promote a secure, supportive, and productive workplace. Our approach to achieve this goal involves establishing fair and inclusive employment policies that align with the Group's standards. We also keep a close eye on country-level laws and regulations to ensure that any updates are promptly incorporated into our internal policies and contracts.

### Measures adopted by our subsidiaries

Our subsidiaries have taken a collaborative approach to prioritise employee wellbeing, personal growth and career advancement. Measures adopted include:

- Measures to counter bullying, discrimination and harassment
- Maintaining an open-door philosophy for employees to raise concerns and provide feedback
- Enhancing their disciplinary and grievance management processes
- Prioritising health and safety through additional measures
- Introducing an Employee Assistance Programme with mental health resources to support emotional wellbeing

Ensuring employee satisfaction, personal development and career progression is a top priority for our subsidiaries. To achieve this, we have implemented collaborative measures such as tailored training programmes to support employees at all levels and address any challenges they may encounter.



Furthermore, we understand the importance of fair and competitive compensation, and as such, our Human Resource Department regularly benchmarks annual staff salary reviews against the latest industry wage statistics. When recruiting new staff members, additional salary reviews, supported by the General Manager are conducted, staff union recommendations and demands are also taken into consideration.

To maintain employee engagement, we regularly communicate with our employees through internal channels, such as employee satisfaction surveys. The feedback received from these surveys helps us to evaluate employment practices and identify areas for improvement in our hotels and resorts. Additionally, we have structured grievance procedures in place, providing employees with a safe and anonymous means of addressing any sensitive issues that may arise.

## Plantation

The success of our plantation segment heavily relies on retaining employees who possess the necessary skills relevant to our business operations. We continue to considerably invest in ensuring a safe and healthy work environment that promotes employee satisfaction. To achieve this, we implement several segment-wide Standard Operating Procedures (SOPs), including:

- Implementing anti-child or forced labour policies
- Maintaining workplace health and safety standards
- Providing equal employment opportunities to all employees
- Offering additional benefits to female employees, such as not assigning night shifts and protecting pregnant women from hazardous environments
- Establishing a whistleblowing channel for employees to report violations of employee and human rights
- Taking steps to prevent potential issues such as sexual harassment

## Plantation (cont'd)

While some policies are determined at the subsidiary level, established SOPs dictate our segment's overall approach regarding recruitment, training, development, employee welfare services and facilities, fair compensation, overtime, and handling grievances. The SOPs have been distributed to plantation units to ensure compliance and consistency. Additionally, each plantation unit has formed a Health and Safety Committee consisting of management and employee representatives, with a designated Sustainability Officer or Health and Safety Officer conducting internal audits to ensure ongoing compliance. Each plantation also has appointed persons tasked with monitoring compliance with applicable laws and regulations.

Annual external audits of the Malaysian Sustainable Palm Oil (MSPO) and Indonesian Sustainable Palm Oil (ISPO) certified plantation units are conducted to identify areas for improvement and ensure continued compliance.

Our plantations often employ foreign labour, primarily from Indonesia, India, and Bangladesh. Recognising the vital role these employees play in our operations, we strive to create a conducive and fulfilling environment for them, even in the remoteness of a plantation. To this end, we provide a range of facilities and services, such as on-site clinics, accommodation, prayer areas, canteens, childcare centres, and sports facilities, to support their well-being. Furthermore, we have extended employee insurance coverage to include incidents occurring outside of working hours, offering additional protection for those who may be at risk or vulnerable.

Lastly, we continue to implement a rigorous mechanism that ensures the employees have a safe means of reporting any issues or grievances. This involves logging complaints and escalating them to management for verification and resolution within 14 to 21 working days of filing. In the event that a complaint remains unresolved, the employee may escalate it to their labour union, and if necessary, it will be resolved through mediation.



## Key Employment Practices in the Plantation Segment

Amongst other areas, segment-wide employment practices have been implemented dictating:

- **Ethical conduct of and monitoring over recruitment of workers for our upstream operations**

This helps to guarantee that members of our workforce are not implicated in situations whereby their wages, identification cards, travel documents and other personal belongings could be illegally withheld without their consent.

- **Ensuring no child or forced labour practices**

We rigorously perform registration checks and assessments on new recruits to prevent any incidences of child or forced labour practices within our segment.

- **Regular training to enhance knowledge and awareness of exploitative practices**

Trainings are consistently provided for workers to develop their competencies and imprint the awareness to notice signs of exploitative employment practices. The frequent training sessions, which are conducted through workshops and on-the-job coaching, include topics such as workers' rights, human trafficking, forced labour and inhumane working conditions.

- **Listening to and addressing worker concerns**

Relevant training programmes also provide workers with the knowledge and skills to initiate the necessary course of action where areas which require improvements or rectifications are identified.



## Investment Properties and Trading of Building Material Products

The competency and experience of employees is vital to maintain mutually beneficial trading relationships and seize property development opportunities in this segment. Therefore, the segment's priority is to empower its staff to deliver innovative ideas and contributions while ensuring fair, equal, and opportunistic work environments.

Subsidiaries comply with local laws and regulations, including minimum wage requirements, contributions to the Social Security Organisation (SOCSO), the Employment Insurance System (EIS) and the Employees' Provident Fund (EPF), in addition to adhering fully to the regulations Malaysian Employment Act.

In providing employees with the complete information regarding their rights and entitlements, the Personnel Policy Handbook outlines key employment matters including compensation benefits, training, and leave entitlements. Further to this, we encourage an open and collaborative approach, welcoming employee feedback to identify and pre-emptively resolve any prevailing matters.

The segment also maintains a robust grievance procedure that offers employees anonymity when reporting issues, with these issues then promptly elevated to the management level for resolution. In UMix, the employee can file complaints directly to their respective Head of Department, Operation Manager, and Human Resources personnel, whereby the case will be monitored by the Managing Director of the subsidiary involved. This process is essential, especially given the prevalence of industry trade unions, enabling us to identify common problems and build sustainable relationships with our employees and within the industry.

## Healthcare

As healthcare is crucial to the development the communities where we operate, we recognise the importance of policies that ensure our employees are retained over the long-term and provided with effective training on essential practices and innovative procedures. By supporting our professionals, we can continue to thrive in this field.

Maintaining healthy and safe working environments is an important consideration in the segment's approach to employment. To uphold the Occupational Safety and Health Act's recommended practices, we prioritise creating a safe and healthy work environment through monthly Economic, Environmental and Social (EES) rounding, yearly updates to chemical registries, annual noise monitoring exercises, twice-yearly chemical exposure monitoring, yearly local exhaust monitoring, and yearly audiometry tests. As regulations regarding safety and health evolve, we promptly update our policies and communicate any new or revised practices to our employees through regular training sessions, with this frequent and open communication proving to be vital during the COVID-19 pandemic.

Above all, we maintain fair employment practices that include merit-based policies for recruitment, evaluation, and compensation, with timely updates made to employment agreements to reflect changes in employment law guidelines. Additionally, we leverage healthcare resources to offer our employees exceptional medical benefits such as free influenza vaccinations, annual lipid profile check-ups, and discounts on outpatient and inpatient bills. The entitlements for these benefits vary by subsidiary.

# EMPLOYMENT (cont'd)

## Our Performance

To foster a happy, productive, and loyal workforce, we take a holistic approach that balances employee health and safety, fair and inclusive employment practices, and ample opportunities for personal and professional development. Further to this, we take employee grievances seriously and resolve them amicably through our management team.

To this end, the table below illustrates the number of substantiated complaints concerning human rights violation across our business segments. In the year under review, there was one human right related complaint that was reported. In adherence to our commitment to transparency and human rights, we acknowledged and addressed this worker-initiated human rights concern, ensuring confidentiality while taking proactive measures to investigate, develop suitable mitigation plans and resolve the issue.

Business segment	Number of substantiated complaints concerning human rights violations
Automotive and Related Products	0
Plastic Products	0
Hotels and Resorts	0
Plantation	1
Investment Holding	0
Investment Properties and Trading of Business Material Products	0
Healthcare	0
<b>Total (Group-wide)</b>	<b>1</b>

In addition to the above, the tables below illustrate total number of new hires, employee turnovers, and total employees remaining in FY2023 – which has been broken down by age, gender, employee category, and working period, as applicable.

### **Breakdown of Total New Hires by Age (Number and Percentage)\***

Business segment	Number of new hires				
	Under 30 years old	30-50 years old	51-55 years old	Over 55 years old	Total new hires
Automotive and Related Products	446	152	6	11	615
Plastic Products	245	58	2	0	305
Hotels and Resorts	155	120	17	16	308
Plantation	437	414	12	12	875
Investment Holding	1	1	0	0	2
Investment Properties and Trading of Building Material Products	8	15	4	1	28
Healthcare	93	63	4	4	164
Total (Group-wide)	1,385	823	45	44	2,297

## EMPLOYMENT (cont'd)

### Breakdown of Total New Hires by Age (Number and Percentage) (cont'd)

Business segment	Percentage of new hires (%)			
	Under 30 years old	30-50 years old	51-55 years old	Over 55 years old
Automotive and Related Products	72	25	1	2
Plastic Products	80	19	1	0
Hotels and Resorts	50	39	6	5
Plantation	50	48	1	1
Investment Holding	50	50	0	0
Investment Properties and Trading of Building Material Products	29	54	14	3
Healthcare	57	39	2	2
<b>Total (Group-wide)</b>	<b>60</b>	<b>36</b>	<b>2</b>	<b>2</b>

### Breakdown of Total New Hires by Gender (Number and Percentage)\*

Business segment	Number of new hires		
	Male	Female	Total
Automotive and Related Products	467	148	615
Plastic Products	235	70	305
Hotels and Resorts	154	154	308
Plantation	803	72	875
Investment Holding	1	1	2
Investment Properties and Trading of Building Material Products	26	2	28
Healthcare	42	122	164
<b>Total (Group-wide)</b>	<b>1,728</b>	<b>569</b>	<b>2,297</b>

Business segment	Percentage of new hires (%)	
	Male	Female
Automotive and Related Products	76	24
Plastic Products	77	23
Hotels and Resorts	50	50
Plantation	92	8
Investment Holding	50	50
Investment Properties and Trading of Building Material Products	93	7
Healthcare	26	74
<b>Total (Group-wide)</b>	<b>75</b>	<b>25</b>



# EMPLOYMENT (cont'd)

## Breakdown of Employees Turnover by Age (Number and Percentage)\*

Business segment	Number of employees turnover				
	Under 30 years old	30-50 years old	51-55 years old	Over 55 years old	Total
Automotive and Related Products	269	179	15	30	493
Plastic Products	43	29	11	2	85
Hotels and Resorts	138	96	27	27	288
Plantation	326	359	57	34	776
Investment Holding	0	1	0	1	2
Investment Properties and Trading of Building Material Products	7	15	2	8	32
Healthcare	69	78	2	7	156
<b>Total (Group-wide)</b>	<b>852</b>	<b>757</b>	<b>114</b>	<b>109</b>	<b>1,832</b>

Business segment	Percentage of employees turnover (%)			
	Under 30 years old	30-50 years old	51-55 years old	Over 55 years old
Automotive and Related Products	55	36	3	6
Plastic Products	51	34	13	2
Hotels and Resorts	48	33	10	9
Plantation	42	46	7	5
Investment Holding	0	50	0	50
Investment Properties and Trading of Building Material Products	22	47	6	25
Healthcare	44	50	1	5
<b>Total (Group-wide)</b>	<b>47</b>	<b>41</b>	<b>6</b>	<b>6</b>

## Breakdown of Employees Turnover by Gender (Number and Percentage)\*

Business segment	Number of employees turnover		
	Male	Female	Total
Automotive and Related Products	370	123	493
Plastic Products	63	22	85
Hotels and Resorts	144	144	288
Plantation	735	41	776
Investment Holding	1	1	2
Investment Properties and Trading of Building Material Products	28	4	32
Healthcare	40	116	156
<b>Total (Group-wide)</b>	<b>1,381</b>	<b>451</b>	<b>1,832</b>

## EMPLOYMENT (cont'd)

### Breakdown of Employees Turnover by Gender (Number and Percentage) (cont'd)

Business segment	Percentage of employees turnover (%)	
	Male	Female
Automotive and Related Products	75	25
Plastic Products	74	26
Hotels and Resorts	50	50
Plantation	95	5
Investment Holding	50	50
Investment Properties and Trading of Building Material Products	88	12
Healthcare	26	74
<b>Total (Group-wide)</b>	<b>75</b>	<b>25</b>

### Breakdown of Employees Turnover by Employees Category (Number and Percentage)\*

Business segment	Number of employees turnover		
	Executive	Non-Executive	Total
Automotive and Related Products	85	408	493
Plastic Products	19	66	85
Hotels and Resorts	16	272	288
Plantation	22	754	776
Investment Holding	2	0	2
Investment Properties and Trading of Building Material Products	2	30	32
Healthcare	25	131	156
<b>Total (Group-wide)</b>	<b>171</b>	<b>1,661</b>	<b>1,832</b>

Business segment	Percentage of employees turnover (%)	
	Executive	Non-Executive
Automotive and Related Products	17	83
Plastic Products	22	78
Hotels and Resorts	6	94
Plantation	3	97
Investment Holding	100	0
Investment Properties and Trading of Building Material Products	6	94
Healthcare	16	84
<b>Total (Group-wide)</b>	<b>9</b>	<b>91</b>

# EMPLOYMENT (cont'd)

## Breakdown of Employees Remaining in FY2023 by Employee Category (Number and Percentage)\*

Business segment	Number of employees in FY2023		
	Executive	Non-Executive	Total
Automotive and Related Products	330	1,503	1,833
Plastic Products	72	658	730
Hotels and Resorts	79	333	412
Plantation	181	5,510	5,691
Investment Holding	23	0	23
Investment Properties and Trading of Building Material Products	83	207	290
Healthcare	15	582	597
<b>Total (Group-wide)</b>	<b>783</b>	<b>8,793</b>	<b>9,576</b>

Business segment	Percentage of employees in FY2023 (%)	
	Executive	Non-Executive
Automotive and Related Products	18	82
Plastic Products	10	90
Hotels and Resorts	19	81
Plantation	3	97
Investment Holding	100	0
Investment Properties and Trading of Building Material Products	29	71
Healthcare	3	97
<b>Total (Group-wide)</b>	<b>8</b>	<b>92</b>

## Breakdown of Employees Remaining in FY2023 by Employee Category and Age (Number and Percentage)\*

Business segment	Number of employees in FY2023								Total
	Employee Category								
	Executive				Non-Executive				
	Age Groups								
	Under 30 years old	30-50 years old	51-55 years old	Over 55 years old	Under 30 years old	30-50 years old	51-55 years old	Over 55 years old	
Automotive and Related Products	67	173	39	51	611	712	91	89	1,833
Plastic Products	0	28	23	21	320	261	54	23	730
Hotels and Resorts	7	43	13	16	128	140	29	36	412
Plantation	6	106	40	29	1,661	3,481	291	77	5,691
Investment Holding	1	18	0	4	0	0	0	0	23
Investment Properties and Trading of Building Material Products	0	35	15	33	16	82	45	64	290
Healthcare	2	10	1	2	229	313	20	20	597
<b>Total (Group-wide)</b>	<b>83</b>	<b>413</b>	<b>131</b>	<b>156</b>	<b>2,965</b>	<b>4,989</b>	<b>530</b>	<b>309</b>	<b>9,576</b>

## EMPLOYMENT (cont'd)

### Breakdown of Employees Remaining in FY2023 by Employees Category and Age (Number and Percentage)\* (cont'd)

Percentage of employees in FY2023 (%)									
Business Segment	Employee Category								Total
	Executive				Non-Executive				
	Age Groups								
	Under 30 years old	30-50 years old	51-55 years old	Over 55 years old	Under 30 years old	30-50 years old	51-55 years old	Over 55 years old	
Automotive and Related Products	4	9	2	3	33	39	5	5	100
Plastic Products	0	4	3	3	44	36	7	3	100
Hotels and Resorts	2	10	3	4	31	34	7	9	100
Plantation	0	2	1	1	29	61	5	1	100
Investment Holding	4	78	0	18	0	0	0	0	100
Investment Properties and Trading of Building Material Products	0	12	5	11	6	28	16	22	100
Healthcare	1	2	0	1	38	52	3	3	100
<b>Total (Group-wide)</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>31</b>	<b>52</b>	<b>6</b>	<b>3</b>	<b>100</b>

### Breakdown of Employees Remaining in FY2023 by Employees Category and Gender (Number and Percentage)\*

Number of employees in FY2023					
Business Segment	Employees Category				Total
	Executive		Non-Executive		
	Gender Groups				
	Male	Female	Male	Female	
Automotive and Related Products	176	154	1,110	393	1,833
Plastic Products	49	23	482	176	730
Hotels and Resorts	41	38	167	166	412
Plantation	158	23	4,773	737	5,691
Investment Holding	10	13	0	0	23
Investment Properties and Trading of Building Material Products	54	29	160	47	290
Healthcare	5	10	130	452	597
<b>Total (Group-wide)</b>	<b>493</b>	<b>290</b>	<b>6,822</b>	<b>1,971</b>	<b>9,576</b>

Percentage of employees in FY2023					
Business Segment	Employees Category				Total
	Executive		Non-Executive		
	Gender Groups				
	Male	Female	Male	Female	
Automotive and Related Products	10	8	61	21	100
Plastic Products	7	3	66	24	100
Hotels and Resorts	10	9	41	40	100
Plantation	3	0	84	13	100
Investment Holding	43	57	0	0	100
Investment Properties and Trading of Building Material Products	19	10	55	16	100
Healthcare	1	2	22	75	100
<b>Total (Group-wide)</b>	<b>5</b>	<b>3</b>	<b>71</b>	<b>21</b>	<b>100</b>

\*Note: The data presented for the above categories only encompass permanent and temporary employees across the business segments. Data in the table marked "0" indicates that there are no employees in respective categories in the business segment.

# EMPLOYMENT (cont'd)

## **Breakdown of Employees Remaining in FY2023 by employees working period (Number and Percentage)**

Business segment	Number of employees in FY2023		
	Permanent	Temporary	Total
Automotive and Related Products	1,745	88	1,833
Plastic Products	729	1	730
Hotels and Resorts	408	4	412
Plantation	4,485	1,206	5,691
Investment Holding	23	0	23
Investment Properties and Trading of Building Material Products	241	49	290
Healthcare	495	102	597
<b>Total (Group-wide)</b>	<b>8,126</b>	<b>1,450</b>	<b>9,576</b>

Business segment	Percentage of employees in FY2023 (%)	
	Permanent	Temporary
Automotive and Related Products	95	5
Plastic Products	100	0
Hotels and Resorts	99	1
Plantation	79	21
Investment Holding	100	0
Investment Properties and Trading of Building Material Products	83	17
Healthcare	83	17
<b>Total (Group-wide)</b>	<b>85</b>	<b>15</b>

Besides, the following tables show a breakdown of our parental leave utilisation between our male and female employees throughout the year.

## **Breakdown of Number of Employees Entitled to Parental Leave (Number)**

Business segment	Number of employees		
	Male	Female	Total
Automotive and Related Products	899	428	1,327
Plastic Products	318	153	471
Hotels and Resorts	175	168	343
Plantation	3,996	565	4,561
Investment Holding	10	13	23
Investment Properties and Trading of Building Material Products	233	57	290
Healthcare	134	461	595
<b>Total (Group-wide)</b>	<b>5,765</b>	<b>1,845</b>	<b>7,610</b>



## EMPLOYMENT (cont'd)

### **Breakdown of Number of Employees Who Took Parental Leave (Number)\*\***

Business segment	Number of employees		
	Male	Female	Total
Automotive and Related Products	49	26	75
Plastic Products	9	3	12
Hotels and Resorts	3	4	7
Plantation	74	15	89
Investment Holding	0	1	1
Investment Properties and Trading of Building Material Products	3	0	3
Healthcare	9	35	44
<b>Total (Group-wide)</b>	<b>147</b>	<b>84</b>	<b>231</b>

### **Breakdown of Number of Employees that Returned to Work in the Reporting Period After Parental Leave Ended (Number)\*\***

Business segment	Number of employees		
	Male	Female	Total
Automotive and Related Products	49	26	75
Plastic Products	9	3	12
Hotels and Resorts	3	2	5
Plantation	74	15	89
Investment Holding	0	1	1
Investment Properties and Trading of Building Material Products	3	0	3
Healthcare	9	35	44
<b>Total (Group-wide)</b>	<b>147</b>	<b>82</b>	<b>229</b>

### **Breakdown of Return-to-Work Rate for the Employees that Took Parental Leave (Percentage)\*\***

Business segment	Return-to-Work rate (%)	
	Male	Female
Automotive and Related Products	100	100
Plastic Products	100	100
Hotels and Resorts	100	50
Plantation	100	100
Investment Holding	0	100
Investment Properties and Trading of Building Material Products	100	0
Healthcare	100	100
<b>Total (Group-wide)</b>	<b>100</b>	<b>98</b>

\*\*Note: The "0" for Investment Holding as well as Investment Properties and Trading of Building Material Products segments under the above categories indicates that no employees of that gender took leave for the year under review.

## EMPLOYMENT (cont'd)

### **Breakdown of Number of Employees that Returned to Work After Parental Leave Ended that were Still Employed 12 Months After Their Return to Work**\*\*\*

Business segment	Number of employees		
	Male	Female	Total
Automotive and Related Products	50	27	77
Plastic Products	6	2	8
Hotels and Resorts	4	0	4
Plantation	26	11	37
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	0	0	0
Healthcare	1	26	27
<b>Total (Group-wide)</b>	<b>87</b>	<b>66</b>	<b>153</b>

### **Breakdown of the Retention Rate of Employees that Returned to Work After Parental Leave Ended that were Still Employed 12 Months After Their Return to Work**\*\*\*

Business segment	Retention rate (%)	
	Male	Female
Automotive and Related Products	91	90
Plastic Products	67	100
Hotels and Resorts	4	0
Plantation	41	85
Investment Holding	0	0
Investment Properties and Trading of Building Material Products	0	0
Healthcare	50	72
<b>Total (Group-wide)</b>	<b>65</b>	<b>77</b>

\*\*\*Note: The "0" for Investment Holding segment as well as Investment Properties and Trading of Building Material Products segment under the above categories indicates that no employees of that gender took leave in FY2022. However, the "0" for Hotels and Resorts segment under the similar categories indicates that the employees were still not employed 12 months after their return to work.

# OCCUPATIONAL HEALTH AND SAFETY

## Why It Matters?

Ensuring the safety and health of our employees is vital for two reasons. Firstly, when employees feel protected and supported in their work, they are more likely to produce consistent high-quality output. Secondly, prioritising safety and health safeguards our reputation and contributes to our performance as a sustainable organisation.

In prioritising occupational health and safety, we are committed to creating work environments that put the needs of our employees first, allowing them to focus on achieving their goals and advancing in their careers. Moreover, by implementing comprehensive policies that address the physical, mental, and emotional wellbeing of our employees, we can reduce risks associated with health and safety, while also establishing the Group as an attractive place to work.

## How We Approach It?

### Automotive and Related Products

To address the potential hazards associated with the segment, a comprehensive Occupational Health and Safety (OHS) policy has been implemented to minimise any safety and health concerns for our employees, customers, visitors, and stakeholders. The policy conforms to ISO 45001:2018 certification and is regularly audited by regulatory bodies, including DOSH, DOE, Fire and Rescue Department (BOMBA), as well as internally. As for our dealers, they will be in compliant with the respective principal's OHS requirements.

The EHS Committee plays a key role in managing health and safety issues within the segment, conducting monthly inspection, identifying the root cause of incidents, and recommending actions to prevent their recurrence. The committee conducts quarterly meetings with workers and employees, as well as periodical inspections to identify and report findings to the management for necessary remediation actions.

We view employee participation is crucial in maintaining occupational health and safety standards. To this end, the EHS Committee operates an open-door policy to encourage employees to report any issues, which are then considered systematically and raised during the Executive Committee meetings. To this end, AAP adopts this practice whereby the employees are encouraged to report on any OHS issues. To ease and streamline the process, Grievances Procedure and Employee Suggestion Schemes

are in place. Whistleblowing Policy and procedures are also explained during induction and periodic briefing sessions. Safety or health-related incidents in AAP are addressed in daily operation meetings, leading to thorough investigations and appropriate actions carried out by the EHS department.

In addition, employees receive relevant OHS training to improve their knowledge, skills, and responsibility in relation to health and safety issues, which are identified through a training needs analysis and conducted by both internal and external parties.

### OHS Training Offered by AAP to Employees in FY2023

- Ergonomic Trained Person – Initial Era
- Training on Chemical Management and Spillage
- ISO 14001:2015 Awareness Training
- Effective Hearing Conservation Training
- Personal Protective Equipment (PPE) Awareness Training
- 5S Practice Awareness
- Machine Safety Training
- Electrical Safety and Loto Training
- Certified Environmental Professional in Scheduled Waste Management (CEPSWAM) Training
- Safety and Health Officer training for part timers
- Competent Forklift Safety Training
- Basic Fire Training by the Fire Department

# OCCUPATIONAL HEALTH AND SAFETY (cont'd)

## Automotive and Related Products (cont'd)

### Means of Employee Engagement on OHS Related Issues

We are committed to fostering a culture of responsibility by actively engaging our employees on current issues, best practices and regulatory developments pertaining to occupational health and safety. To achieve this, we have established various engagement channels, including training modules, safety and health policy card, safety bulletins, induction and direct briefings for employees, and discussions on safety topics in our subsidiary-level intranets and newsletters.

The ongoing identification of potential risks is crucial to effective occupational health and safety management. In this segment, we identify risks through the HIRARC process, with designated personnel in each department responsible for reporting potential hazards to their respective management for further action. Additionally, we engage with external regulators if necessary.



The steps to be taken in the event of an accident are clearly outlined in the feature box below.

### Procedures in the Event of an Accident

The EHS Committee is responsible for overseeing and governing the clear processes detailed below, ensuring compliance with regulatory requirements as set out by DOSH and SOCSO.

- Upon an accident taking place, the victim is promptly given first aid treatment and/or sent to a hospital or clinic based on the severity of the injury.
- The EHS Department of the subsidiary in question launches an investigation into the supervisor and leader of the project and takes their statements.
- The EHS Department contacts the victim to take his or her statement, while also giving an advice note to the victim.
- Based on the information provided, a report is prepared.
- Based on the report, discussions on necessary improvements are initiated, involving the subsidiary's engineering and maintenance teams together with the relevant Head of Department.
- Improvement plans are set out and executed according to the deadline set.

Concurrent with the processes above, an accident report which involved death, serious bodily injury, occupational poisoning, and disease is sent to the DOSH for their further action.

Subsidiaries also implement OHS measures, including baseline noise risk assessments and noise monitoring mapping and audiometric testing for operators. Our employees' well-being is equally important, and we prioritise it by providing access to medical insurance, panel clinics, and team bonding activities.

# OCCUPATIONAL HEALTH AND SAFETY (cont'd)

## Automotive and Related Products (cont'd)

Lastly, promoting best practices in occupational health and safety involves not only our subsidiaries but also our suppliers. To facilitate meaningful action in this area, suppliers and contractors will acknowledge the Group's Environmental Policy and fill in their details in a logbook, as recommended by DOSH. Contractors are required to fill up the Permit-to-Work form, together with risk assessment before proceeding with any work in the subsidiaries' premises, to allow EHS to identify the risks involved and control measures required. Additionally, we conduct safety briefings for our suppliers, vendors, contractors, and visitors before they enter our premises.

## Plastic Products

To achieve the goal of having zero workplace accidents and maintaining a production process that is free of harmful elements, our workplace safety policies are based on established health and safety practices within the segment and are governed by the segment's health and safety system, which adheres to the requirements of the Occupational Safety and Health Act (OSHA) 1994. This system applies to the workers, suppliers, contractors, and customers. Requirements include machinery and factory certifications by DOSH, scheduled waste management inventories, PPE inventory checklists and quarterly internal meetings to ensure compliance with BOMBA requirements.

Policies are developed at the subsidiary level to address specific safety challenges and risks, and employees receive detailed training on both Group and subsidiary-level safety practices. An OHS committee, assisted by management, is responsible for overseeing safety matters and ensuring consistent implementation of these practices, with regular operational meetings where employees can provide feedback and express concerns. CC's Safety, Health, and Environment (SHE) Committee is responsible to carry out their duties, in alignment with Occupational Safety and Health (OSHA) 1994 requirement. The outcome of inspections conducted by DOSH will also be reflected in CC's SHE practices.

Further to this, periodic meetings between management and workers' representatives allow for open discussion and deliberation of safety matters, with a focus on risks associated with the use of chemicals in the plastic production process.

Employees are provided with PPE and medical surveillance to mitigate potential risks, and the OHS Committee regularly audits the functionality of safety equipment and measures. Employees also receive comprehensive training, including ERT, first aid, forklift and reach-truck handling, overhead crane handling, fire safety, and waste disposal procedures, in addition to regular refresher training on the use and disposal of chemicals, as well as on the use of PPE.

In the case of workplace accidents, an investigation process is launched in compliance with DOSH guidelines, with processes dependent on the severity of the accident. Employees who sustain serious injuries are eligible for sick leave and SOCSO claims.

Finally, contractors must agree to the segment's stringent safety requirements, including mandatory use of PPE and a commitment to upholding safety standards.

## Hotels and Resorts

Our hotels and resorts operate across different jurisdictions and therefore require a system that enables the creation of customised OHS Policy Statements. Such a system ensures compliance with specific guidelines in the countries of operation while maintaining alignment with the Group's guidelines and provides subsidiaries with the flexibility to introduce practices that cater to their specific health and safety challenges. 30Ben, our Singaporean subsidiary, receives regular OHS updates from the Ministry of Manpower and Singapore Hotel Association then shares the information with its operation Heads of Departments to discuss, establish, and enforce safety protocols. These internal OHS protocols are then shared with the operational teams.

For some subsidiaries, OHS Committees comprising of management and employee representatives are established. These committees provide oversight on workplace practices, hold meetings to review established protocols, and ensure that incidents are handled appropriately. They also support individual departments in adopting, documenting, and maintaining best practices using OHS checklists as a guide. Additionally, employees can raise issues and provide recommendations during toolbox meetings, which are conducted quarterly or as necessary.

Subsidiaries are also required to include their OHS Policy Statement in their Employee Handbook and communicate the contents clearly during the employee onboarding process.



# OCCUPATIONAL HEALTH AND SAFETY (cont'd)

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## Hotels and Resorts (cont'd)

In turn, employees are provided with comprehensive and updated training modules covering topics ranging from general OHS policies and legal requirements to first aid, fire safety and precautionary measures, emergency evacuation, bomb threat preparedness, and more. Internal trainings primarily use toolbox discussions as the mode of delivery, with Heads of Department taking the lead in delivering the module. External trainers, sourced exclusively from registered training organisations with relevant industry experience, are engaged where necessary.

In addition to trainings, employees are regularly engaged on safety and health matters through briefings, emails, and the Group's message board.

Suppliers and contractors are required to adhere to the same high OHS standards as subsidiaries. They are required to sign an acknowledgement of hotel safety standards before being appointed, undertake a worksite hazard inspection process upon arrival, and adhere to health and safety protocols throughout their work engagement. The contractors must also be licensed and possess up-to-date public liability and work cover insurance.

We maintain high standards in health and safety through a series of control procedures, including on-site cameras for monitoring, ongoing risk assessments, HIRARC procedures, and toolbox discussions. External audits are conducted annually by relevant safety and health authorities in each of our locations, with the segment aiming to achieve good or above-average ratings across the audits.

In the event of an incident, managers must log incident forms daily, and Heads of Department or the relevant person in charge must investigate the incident and obtain statements from the affected employee. A root cause analysis is then undertaken to determine remediation actions, with these actions and any changes to the subsidiaries' protocols and practices taking effect promptly. Injured employees are compensated through insurance, which in KA and KNZ includes coverage of weekly benefits, rehabilitation services, medical expenses and insurance that covers outpatient and dental treatment, as well as some personal items damaged during the accident. In the event of death or permanent disability, a lump sum payment is provided.

## Plantation

Our plantation segment recognises the crucial role that employee health and safety plays in maintaining productivity levels and reputation. In FY2023, we have continued the implementation of a comprehensive OHS policy that upholds the highest standards. This policy is enforced across our subsidiaries and applies to our own business activities as well as those of our suppliers, with Health and Safety Officers and Committees responsible for ensuring that these standards are consistently applied.

The established Health and Safety Committee is made up of a balanced representation of management teams and workers' representatives, working collaboratively to develop safety and health systems that meet the specific requirements of each operating centre. It also creates safe operating procedures which are distributed to relevant parties and revised as regulations are updated.

The implementation of comprehensive Safety and Health Plans at our operating centres are in line with MSPO and ISPO requirements. This plan includes regular training on safety and health, check-ups, safety risk assessments, workplace inspections, provision of PPE, display of signage, and the Emergency Response Plan (ERP), with these measures monitored to ensure compliance.

In identifying occupational safety and health risks, detailed HIRARC assessments have been established internally at operating centres. The HIRARC reports are reviewed annually by respective operating centres and are complemented by internal and external audits to ensure regulatory compliance and safety standards. To detect potential hazards, the Health and Safety Committee conducts workplace inspections according to the respective workplace inspection program, which includes monthly, three-monthly or six-monthly frequencies. Employees can also report hazards to the committee for review, where any potential hazards deemed relevant result in non-conformance reports being produced and appropriate preventive actions suggested.

All incidents and accidents on our plantations are thoroughly investigated and documented in reports. These reports are discussed in safety and health meetings, where corrective and preventative measures are developed and implemented promptly. In addition, incidents may be reported to relevant authorities as per the provisions of OSHA 1994.

# OCCUPATIONAL HEALTH AND SAFETY (cont'd)

## Plantation (cont'd)

Our plantations have a range of health and safety controls in place, including the mandatory use of appropriate PPE by employees, installation of warning signs identifying workplace hazards, elimination and/or substitution of hazardous processes, and established safety and health training provided to employees on a yearly basis.

Comprehensive medical resources are available on our plantations to minimise the consequences of workplace accidents, including first aid kits, on-site clinics staffed by hospital assistants, certified first aiders and periodic employee health checks conducted by doctors. Annual check-ups conducted by an Occupational Health Doctor are mandatory for employees who handle chemicals or work in high-risk environments.

Our employees also have access to general healthcare services provided by Hospital Assistants (HA) employed by the segment. The HA has the authority to refer employees to a government hospital if necessary.

To ensure consistent application of our policies, we engage our employees on health and safety practices through communication from their Health and Safety Officer, briefings by their immediate superior, and a safety and health corner containing important information on policies, meeting minutes, memos, and details on briefings and events.

We continue to conduct training needs analysis annually to develop effective training programmes for our employees in collaboration with the Health and Safety Committee. Experienced trainers then customise modules based on job scope and identified areas of shortfall. Employees can access refresher training to maintain their competency levels, and they have various channels to provide feedback on training programmes.

Our suppliers and contractors are required to adhere to safety and health requirements that match our standards and are subject to regular inspections by our operating centre's Health and Safety Officer.



## Investment Properties and Trading of Building Material Products

The segment has implemented policies and protocols that prioritise workplace safety and health standards, with the aim of eliminating hazards and protecting employees, customers, and other stakeholders. These policies are customised to meet business requirements while also complying with regulations set by entities such as CIDB, the National Ready - Mixed Concrete Association of Malaysia and other local authorities, as well as international safety standards.

To achieve zero health and safety incidents, the subsidiary has established robust health and safety management structures, which include Health and Safety Committees and Health and Safety Officers responsible for monitoring and reviewing the entity's performance in maintaining safe work environments. These structures are continuously evaluated by the Board of Directors, with improved health and safety measures for specific subsidiaries developed with guidance from the Human Resource Department.

The segment follows a range of practices in driving improved occupational safety and health performance, including on-the-job employee training, investment in machinery and process upgrades, and regular inspections of equipment, vehicles, fixtures, and fittings. A systematic process for identifying and reporting risks are also followed, with potential hazards reported directly to the General Manager or relevant Head of Department.

In the event of an accident, an investigation is launched to identify the root cause, and corrective measures are implemented to minimise risk moving forward. Safety SOPs and HIRARC assessments are strictly adhered to, with employees educated on health and safety practices through various channels including notices, memos, direct communication from safety officers and regular safety briefings. Employees are also provided with relevant PPE such as safety shoes and vests, aside from medical insurance coverage.

To ensure safety across its supply chain, legal work permits are required for vendors and suppliers, with strict compliance to established safety SOPs mandated.

# OCCUPATIONAL HEALTH AND SAFETY (cont'd)

## Healthcare

The segment's safety and health practices, alongside the Safety, Health, and Environment Policy conform to Occupational Safety and Health (OSHA) 1994, Environmental Quality Act (EQA) 1974, Factory Machinery Act 1967. Guided by the Safety, Health and Environment Policy, the subsidiaries are better guided with regards to identification and management of workplace hazards specific to the healthcare industry, with KPIs based on the 5th edition of MSQH.

The policy covers general procedures as well as specific safety issues pertaining to chemical safety, radiation safety, waste management, vector and pest control, disaster management, emergency codes and response preparedness, and the use of PPE in healthcare settings. Health and Safety Officers and Committees are responsible for implementing the policy's key practices.

The segment also uses emergency colour codes to effectively indicate and communicate the nature of incident and its severity. Compulsory safety training drills on colour codes, especially for Code Red and Code Orange incidents, are also conducted for staff to strengthen their capabilities in responding rapidly and appropriately in critical situations. Employees and vendors undergo safety briefings covering evacuation routes and fire safety protocols. The segment has also implemented HIRARC procedures to identify, assess and control emerging risks, and reports incidents in compliance with regulations while conducting root cause analyses.

All the while, employee health is prioritised with training and updates provided by Health and Safety Officers, in addition to yearly cholesterol checks, immunisation programmes, and personal insurance coverage.

To indicate a tailored approach in managing pandemic related challenges, we have done adjustments to the COVID-19 protocol requires the usage of face masks when in the healthcare premise. However, swab tests aren't mandatory, unless the individual is symptomatic or entering high-risk areas.

We will continue to assess and refresh these policies and practices to ensure the subsidiaries are capable in addressing new challenges and incorporate best practices as the industry evolves. To this end, we will continuously engage with our staff and stakeholders through regular training and briefing sessions on occupational health and safety, to achieve and maintain a high level of service quality and safety standards.

## Our Performance

We continue to ensure the priority of our employees by ensuring that our culture of continuous improvement is maintained. In FY2023, our performance as detailed below reflects our proactive approach to health and safety.



### **Breakdown of total number of employees trained on health and safety standards and covered in the OHS system per business segment (Number)**

Business segment	Number of employees trained on health and safety standards	Number of employees covered in the OHS system		
		Male	Female	Total
Automotive and Related Products	547	1,284	537	1,821
Plastic Products	128	487	197	684
Hotels and Resorts	316	209	201	410
Plantation	5,691	4,840	701	5,541
Investment Holding	0	6	12	18
Investment Properties and Trading of Building Material Products	23	208	41	249
Healthcare	473	134	461	595
<b>Total (Group-wide)</b>	<b>7,178</b>	<b>7,168</b>	<b>2,150</b>	<b>9,318</b>

# OCCUPATIONAL HEALTH AND SAFETY (cont'd)

## **Breakdown of OHB's Occupational Health and Safety Performance per business segment (Number)**

Business segment	Total number of injuries	Total number of occupational diseases <sup>#</sup>	Total number of incidents resulting in lost workdays <sup>##</sup>	Total number of fatalities
Automotive and Related Products	26	2	16	0
Plastic Products	2	5	7	0
Hotels and Resorts	7	0	3	0
Plantation	431	72	382	0
Investment Holding	0	0	0	0
Investment Properties and Trading of Building Material Products	1	0	1	0
Healthcare	1	1	1	0
<b>Total (Group-wide)</b>	<b>468</b>	<b>80</b>	<b>410</b>	<b>0</b>

Note:

# **Total number of occupational disease cases** = The number of cases resulting from disease contracted primarily as a result of an exposure to risk factors arising from work activity

## **Total number of incidents resulted in lost workdays** = The number of cases that contained lost workdays (each incident only counts as one for the purposes of this calculation, no matter how many days of work were missed as a result)

## **Breakdown of OHB's Occupational Health and Safety Performance per Business Segment (Rate)**

Business segment	Injury rate	Occupational disease rate	Lost day rate	Fatality rate
Automotive and Related Products	1.16	0.09	0.71	0
Plastic Products	0.24	0.61	0.86	0
Hotels and Resorts	1.70	0	0.73	0
Plantation	6.99	1.17	6.20	0
Investment Holding	0	0	0	0
Investment Properties and Trading of Building Material Products	0.27	0	0.27	0
Healthcare	0.14	0.14	0.14	0
<b>Total (Group-wide)</b>	<b>4.35</b>	<b>0.74</b>	<b>3.81</b>	<b>0</b>

# TRAINING AND EDUCATION

## Why It Matters?

Investing in the training and development of our workforce is crucial in sustaining and growing our business.

By providing our employees with ample opportunities to improve their skills and knowledge, we can achieve steady and incremental improvements in product development and service delivery, resulting in enhanced customer satisfaction and loyalty. Moreover, nurturing a supportive environment for growth ensures job satisfaction, leading to improvement in staff retention rates.

To foster work environments that are conducive to continual growth, we have established a comprehensive and customised training and education framework that caters specifically to the needs of each business segment.

## How We Approach It?

We place great emphasis on providing training and development opportunities that equip our employees with the necessary skills and qualifications to perform their duties safely and efficiently. To this end, we have tailored our training and education initiatives to meet the specific needs of each business segment.

Our subsidiaries' Human Resource Departments are granted considerable independence in organising and personalising in-house training programmes, given the distinct demands and characteristics of each business segment.

## Automotive and Related Products

The business segment's training and development initiatives are aimed at meeting the requirements of Human Resource Development Corporation (HRDC). To this end, the segment's Human Resource Department and individual Heads of Department work together to identify training plans that address the unique strengths and needs of each employee, with a focus on both soft and technical skills. This is aided by the Training Needs Analysis Forms filled out by the employees, helping us prioritise training based on necessity.

We continuously evaluate and improve our training programmes by requiring trainees to complete a Training Feedback and Effectiveness Evaluation Form, and we welcome feedback from employees at any time. The Human Resource Department together with the respective Head of Departments, regularly reviews feedback and collaborates with the management team to assess the effectiveness and relevance of each programme, making upgrades where necessary.



## Plastic Products

Our plastic products segment places a strong emphasis on the long-term development of employee competencies to maintain the high quality of our products and services. To achieve this, we have established specific Human Resource KPIs that guide our training and development framework.

To meet these KPIs, employees are required to undertake both internal and external training programmes each year. Our Human Resource team, with the support of relevant Heads of Department, identifies suitable internal and external training programmes for each employee via the Training Needs Analysis and may utilise Human Resource Development Funds (HRDF) resources when necessary to achieve our objectives. To illustrate, LME provides both internal trainings such as those relating to production, Value Analysis and Value Engineering (VAVE), and CAM software; and external training such as CePSWaM, Occupational Safety and Health (OSHA) coordination, Chemical Health Risk Analysis (CHRA), and noise monitoring.

Post-training evaluation forms are used to analyse the success of our training initiatives, providing valuable insights to the Human Resource Department and management teams for improving our training allocation and needs in line with our key objectives of maintaining our competitive edge in the plastic industry.



# TRAINING AND EDUCATION (cont'd)

## Hotels and Resorts

Success in the hospitality industry is primarily determined by the quality of service and guest satisfaction. Therefore, our subsidiaries in this segment prioritise training and development initiatives that aim to enhance the competencies of our staff towards exceeding the discerning expectations of our customers. To monitor the quality of our service, we also utilise third-party software to obtain and analyse the satisfaction of our guests.

To achieve this objective, the subsidiary tailors its training approach to meet the specific needs of its market and customer demographics, with Human Resource Departments responsible for setting training objectives at the departmental and employee level. Meanwhile, Heads of Departments undertake specific Training Needs Assessments for their teams, helping to drive continual improvement in trainings provided.

The allocation of training funds is the responsibility of the Senior Management and General Manager of each property, with programmes mainly focusing on cross-training, on-the-job training, and the attainment of specific qualifications.

To ensure the ongoing effectiveness and relevance of our training initiatives, we have a stringent framework that empowers us to receive feedback and continually optimise our approach. This includes post-training evaluations, conducted through interview sessions, which are conducted by Human Resource Departments in tandem with management teams. The feedback received is subsequently analysed and cross-referenced against retention rates and customer satisfaction to holistically assess the success of each training module.

## Plantation

Our training initiatives in the plantation segment continue to be geared towards fulfilling the industry-specific stringent Occupational Health and Safety (OHS) requirements.

We provide comprehensive training to new employees upon their engagement with the Company. Once the new hires complete the predetermined training programme, they undergo an evaluation process that is overseen by an immediate supervisor before they can commence work.

Training modules offered cover industry-related themes such as safety and health, environmental protection, sustainability-related topics including socialization,

traceability and supply chain oversight, and compliance with regional and global regulatory standards such as RSPO, MSPO, and ISPO.

The Human Resources Department is responsible for overseeing the allocation of training funds within the annual budget, while management teams at our estates and palm oil mills, including Managers, Assistant Managers, Sustainability Officers and Health and Safety Officers oversee the development and progress of training programmes within each subsidiary. We also conduct annual internal and external audits at the subsidiary level to facilitate continuous improvement and compliance.

## Investment Properties and Trading of Building Material Products

Our focus in this segment is to develop competencies among our workforce that will enhance the quality of our products and maintain efficiencies in cost per sale.

To this end, the Human Resource Department and respective Heads of Department identify training needs, submit plans, and source relevant programmes to meet the requirements. Heads of Department then plan and oversee training programmes, with external, specialised training initiatives leveraged where deemed necessary to equip employees with the knowledge and skills required to meet the challenging demands of their job roles.

We use a qualitative and quantitative approach to evaluate the effectiveness of our training framework. Quantitative assessment is undertaken by cross-referencing KPIs against our performance, while qualitative assessment focuses on evaluating the development of employees' soft skills relevant to our operations.

To maintain our ISO 9001:2015 certification, our training activities align with the standard's requirements. Heads of Department identify performance improvement in knowledge, skills, and behaviour to gauge the effectiveness of each training programme. In this regard, SU has established a training procedure in accordance with ISO 9001:2015 Quality Management System requirements to ensure appropriate training opportunities are available to each employee, a training record for each employee is maintained, individual training plans and competency requirements are developed, and effective induction is conducted for new hires.

Lastly, regular internal audits are conducted to facilitate effectiveness and continuous improvement within the subsidiary.

# TRAINING AND EDUCATION (cont'd)

## Healthcare

In the dynamic healthcare industry, we place great emphasis on the training and development of our employees to maintain our competitiveness. To this end, our five-year staff development programme aims to equip our workforce with specialised technical skills and competencies that keep pace with advancements and enhance the effectiveness of our services.

As part of the programme, our nursing staff are required to complete at least 25 hours of training annually to obtain and renew their license, while non-nursing staff are encouraged to attend at least 10 hours of training per year. Supplementing this requirement, we have offered customised on-the-job training programmes to each employee since 2018.

To manage our training and development initiatives in the segment, a dedicated Training Committee works with our Human Resource Department and Nursing Education Department. Their responsibilities include managing the budget, procuring training programmes (including HRDF certified courses), and evaluating the effectiveness of the training provided by collecting feedback through evaluation forms.

## Our Performance

In FY2023, we have continued to demonstrate continued commitment to the development of our employees, as demonstrated below.

### **Breakdown of the Average Hours of Training per Employee, per Gender Group, and per Employee Category (Hours)\*\*\*\***

Business segment	Average training hours per employee	Average training hours as per employee gender		Average training hours per employee category	
		Male	Female	Executive	Non-Executive
Automotive and Related Products	9.25	9.36	9.00	25.03	5.79
Plastic Products	3.63	3.75	3.24	6.65	3.30
Hotels and Resorts	20.28	19.67	20.91	21.88	19.90
Plantation	4.28	4.38	3.62	8.29	4.15
Investment Holding	17.02	20.30	14.50	17.02	0
Investment Properties and Trading of Building Material Products	2.33	1.08	7.44	4.38	1.51
Healthcare	16.25	13.67	17.00	286.48	9.28
<b>Total (Group-wide)</b>	<b>6.59</b>	<b>5.72</b>	<b>9.51</b>	<b>21.74</b>	<b>5.24</b>

### **Breakdown of Total Hours of Training by Employee Category (Hours)\*\*\*\***

Business segment	Executive	Non-Executive	Total
Automotive and Related Products	8,259	8,701	16,960
Plastic Products	479	2,170	2,649
Hotels and Resorts	1,729	6,628	8,357
Plantation	1,500	22,876	24,376
Investment Holding	392	0	392
Investment Properties and Trading of Building Material Products	363	312	675
Healthcare	4,297	5,402	9,699
<b>Total (Group-wide)</b>	<b>17,019</b>	<b>46,089</b>	<b>63,108</b>

\*\*\*\*Note: Data in the table marked "0" indicates that there are no employees at the non-executive level in the business segment.

# NON-DISCRIMINATION AND DIVERSITY

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## Why It Matters?

As a multinational organisation, we understand that diversity is crucial for our success and sustainability. Further to this, we also recognise that there is a clear and demonstrated link between human potential and operational outcomes.

As such, we aim to provide a supportive environment that enables our talent to achieve their potential. We do this by building workplaces that promote diversity, equity, and inclusion, and which are free of discrimination. At the same time, we treat the employees equally, regardless of their race, religion, gender, age, and nationality.

Ultimately, we believe that treating our employees equally and with the utmost respect is vital to achieving both our business and our sustainability objectives.

## How We Approach It?

Our recruitment, training and performance assessment practices prioritise meritocracy and non-discrimination, in line with our Group-wide Code of Ethics and Sustainability Policy. We regularly compare these practices against industry standards and best practices to continuously enhance them, thereby benefitting our employees and driving improved business performance.

## Automotive and Related Products

Our objective in the segment is to maintain our reputation as a preferred employer by complying with Government mandates and striving towards zero discrimination cases. To achieve this goal, we have implemented merit-based company cultures with standardised approaches to performance appraisals, employee incentives, and recruitment processes.

Open and transparent communication is enforced across our subsidiaries to ensure that our employees understand their management's expectations and are kept abreast of their own ongoing performance. Aside to this, our Heads of Departments and Management have been trained on a standardised process for annual performance, so as to facilitate a more comprehensive and fair performance oversight and evaluation. Such practices not only enable management to have thorough oversight of staff

performances, but also allows them to counsel and discuss on career development with the relevant staff. Employees are encouraged to speak with their immediate superiors or the Human Resource Department if they have any concerns, and we have established a grievance mechanism for them to escalate any unresolved issues. Industry unions provide additional support for employees to advocate for their rights and concerns, wherein we have established collective bargaining agreements with unions to represent workers' best interests, which will be periodically reviewed and refreshed to best fit the current needs and requirements. To illustrate, AAP have established Collective Agreement with National Union of Transport Equipment and Allied Industries Workers of Malaysia.

To promote fair employment practices, we have implemented mandatory exit interviews or informal chats with Heads of Departments for departing staff, continually monitor and analyse turnover levels to identify trends, and introduced an Employee Suggestion Scheme (ESS) Programme, which is open to all full-time employees of the organisation.

## Plastic Products

The segment is guided by the Group's fair employment practices, which emphasises that employment, career advancement and training opportunities should be based solely on merit. The subsidiaries also conduct performance evaluation during annual staff appraisal, which facilitates their merit-based incentives.

To promote discrimination-free workplaces and foster employee satisfaction and productivity, the segment has allocated a specific budget for training modules that are offered to the employees regardless of their race, age, or gender. We identify the appropriate and required trainings for our staff via the annual training needs analysis that is prepared by the respective Heads of Departments of each subsidiary. Additionally, there is a well-established grievance mechanism in place that allows employees to raise concerns to the relevant Human Resource Department for prompt action.

The segment also boasts a diverse management team, enabling different perspectives and experiences to be brought to the table.

# NON-DISCRIMINATION AND DIVERSITY (cont'd)

## Hotels and Resorts

The segment embraces and celebrates diversity, recognising the value that differing perspectives, cultures, and backgrounds bring to business performance. To this end, a zero-tolerance policy against direct and indirect discrimination is upheld and continual efforts are made to create inclusive and supportive work environments. In addition, leaders actively seek feedback from employees on how to improve workplace culture, whereby the feedback from HR are shared during Heads of Department meetings, incorporated into the respective department briefings, and circulated as memos during staff meetings.

In the view of impending Workplace Fairness Legislation, our Singaporean subsidiary, 30Ben, adheres to the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), which are good employment practices covering various areas such as fair recruitment practices, flexible work arrangements and grievance handling processes.

Should employees encounter any discrimination, they may utilise a standardised grievance mechanism. The grievance is directed to relevant management, including the employee's immediate supervisor, Head of Department, the Human Resource Department, and top management, with investigations conducted within stipulated timeframes and handled discreetly. Open door policy has been implemented across our subsidiaries to better allow any escalation of complaints and grievances, with guaranteed confidentiality and anonymity. To foster trust and bridge the gap between our management and below management staff, the subsidiaries practices HR Cares programme, whereby the HR Director would conduct properties visits on a quarterly basis to engage with the employees. This programme is also conducted with an aim to better understand field related concerns, boost staff morale, and harness innovative ideas that would assist in improving the quality of the products and services offered.

Beyond our core responsibility of provide discrimination-free and merit-based workplaces, we also emphasise the importance of community and camaraderie. In promoting this, we organise events such as quarterly departmental gatherings, year-end thank you lunches, festive season lunches, and monthly birthday celebrations to encourage team bonding and collaboration across different

departments. We also hold orientation, townhall sessions, and physical meetings with Heads of Departments to help employees develop stronger bonds within teams and promote greater collaboration across the organisation. To show our appreciation to our valuable and performing staff, monthly or quarterly employee appreciation events are held to highlight the high-performing staff and boost their morale.

## Plantation

The segment operates in an industry that has traditionally been male-dominated, and we recognise the importance of promoting gender diversity and providing safe and fair working conditions for women. To achieve this goal, the segment's Sustainability Officers continue to lead efforts in raising awareness among women about career opportunities within the business and to address any hidden biases that may hinder their career advancement.

Supporting this, the segment is committed to provide equal pay for both men and women based on job position and employs detailed evaluation methods to continuously review and enhance employment practices across its subsidiaries.

## Investment Properties and Trading of Building Material Products

The segment understands that creating safe and inclusive working environments is crucial to improving productivity, retaining employees, and achieving growth objectives. As a result, it will comply with applicable laws and regulations in the jurisdictions where it operates, while monitoring industry best practices with a view to reviewing and improving existing policies. Aside to this, some of our subsidiaries have also indicated the commitment and adherence to the ISO 9001:2015 Quality Management System.

At the subsidiary level, compliance is guided by the Group's Code of Ethics and the Employee Handbook of the relevant subsidiary. Additionally, subsidiaries strictly adhere to deadlines for renewing relevant licenses. Furthermore, the segment has taken further steps to ensure that employees are not subjected to exploitation, violence, or any other negative or disruptive factors in the workplace.

# NON-DISCRIMINATION AND DIVERSITY (cont'd)

## Healthcare

The healthcare professionals in this segment are highly valued for their expertise and commitment, and we strive to create supportive work environments that encourage their growth and which are free from discrimination and unfair employment practices.

Further to this, we prioritise open communication and welcome feedback from our employees. Any grievances can be reported through the segment's grievance mechanism, with the Human Resource Department investigating the issue and immediately escalating it to Senior Management if not resolved. We provide our employees with detailed orientation on these grievance procedures to ensure they are aware of their options for raising concerns.

## Our Performance

In FY2023, we received zero complaints related to discrimination. To increase transparency on the diversity in our organisation, we are pleased to disclose a breakdown

of our staff and directors by age group, gender, and employee category, in this Report. The performance data on percentage of employee by gender, age group, and employee category are available under Employment section.

In FY2023, we have 69 directors providing their oversight across different business segments and subsidiaries. The tables below exhibit our Board composition, by age and gender, for the year under review. As there are overlaps in the directorship of the Board members across different business segment and subsidiaries, the table below illustrates the Board composition as a whole for OHB Group. To this end, we are committed to continuously improve our Board diversity to be compliant with regulatory requirement and better industry practices.

In addition, we will continue our efforts to enhance our data collection on other indicators of diversity to improve our reporting for the coming years.

### Breakdown of Directors by age group (Number and Percentage)

Age group	Number of Directors	Percentage of Directors (%)
Under 30 years old	0	0
30 to 50 years old	25	35
51 to 55 years old	13	18
Over 55 years old	34	47
<b>Total (Group-wide)</b>	<b>72</b>	<b>100</b>

### Breakdown of Directors by gender (Number and Percentage)

Gender	Number of Directors	Percentage of Directors (%)
Male	52	72
Female	20	28
<b>Total (Group-wide)</b>	<b>72</b>	<b>100</b>





# DATA PRIVACY AND SECURITY

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## Why It Matters?

With rapid technological developments, cybersecurity is always of paramount importance to a business organisation. Similarly, to OHB, it is incumbent on us to ensure our data privacy and security is assured by robust policies, procedures, and systems, and handled by competent people. This is primarily due to the amount of sensitive information we hold that is relevant to our business and our stakeholders. Therefore, safeguarding our customers, employees, shareholders, and many others' data is crucial for protecting sensitive information from unauthorised access, theft, and misuse. Maintaining data privacy and security helps prevent breaches that could lead to financial loss, legal liabilities, and reputational damage.

In addition, as a business organisation that has footprints in Malaysia and many other nations, it is our responsibility to ensure our data is secured as part of our compliance to the respective nations' data protection regulations and standards, such as Personal Data Protection Act, General Data Protection regulation, Privacy Act 2020, Privacy Act 1988 and many other that are applicable. Non-adherence to these relevant regulations may result in significant fines, penalties, and legal consequences. Therefore, ensuring data privacy and security would greatly assist us to avoid regulatory scrutiny and legal liabilities.

As we operate in various industries and segments, through strong data privacy and security, we are able to protect our intellectual property and trade secrets that are critical in maintaining our competitive advantage in the market. Data privacy and security measures assist us in protecting sensitive business information from theft, espionage, or unauthorised disclosure, preserving the company's intellectual assets and innovation.

Lastly, establishing data privacy and security policy, procedures, and systems indicate our risk management ability in this aspect, whereby proactive management of data privacy and security enables us to identify, assess, and mitigate risks associated with data breaches, cyber threats, and regulatory non-compliance. By implementing security controls, encryption, access controls, and monitoring systems, we are able to reduce the likelihood and impact of security incidents. This not only ensures our business continuity, but also strengthens the trust and loyalty of our stakeholders.

## How We Approach It?

Across the Group, it is our target to retain zero cases of complaint concerning breaches of customer privacy or losses of customer data. To this end, we are committed to ensuring that customer data is handled with care and have implemented measures to this end including the deployment of up-to-date security software, the implementation of wide-reaching policies and practices, and initiatives to drive staff awareness of data privacy issues.

## Automotive and Related Products

Recognising the importance of safeguarding customer data, we strictly prohibit the release of any information to third parties, except for certain exceptions whereby the customers' data is required in completing our direct or indirect trade, sales, and services. Such exceptions include car registration process, insurance, warranty registration and claims, as well as servicing details. To ensure the exceptions are notified to our customers, we have included relevant clauses in the customer PDPA consent form for the release of such information to third parties, as required to complete our operations. Furthermore, the existing and new staff are educated on our Personal Data Protection Policy (PDPP), via PDPP Annual Briefing and Orientation for new employees and refresher briefing for existing employees, to ensure that they are constantly kept abreast of data protection and aware of the consequences of failing to comply. Alongside this, we also ensure that the Person in Charge (PIC) receive training by our principals, on our Non-Disclosure Agreement to prevent any breaches of customer information.

Our Corporate Affairs Departments, Heads of Department, management teams, and Data Protection Officers are responsible for handling any complaints related to data privacy breaches and following clear procedures for the appropriate courses of action. With an open-door policy, any reported breaches are promptly addressed with mitigation measures and thorough investigations into the source of the breach. After conducting due process and investigations of any allegations brought to the relevant PICs, the perpetrator will be reported to the relevant authorities, if necessary.

# DATA PRIVACY AND SECURITY (cont'd)

## Plastic Products

In this segment, our subsidiaries adhere to Group-wide policies, guidelines, and codes of conduct to safeguard customer privacy, in addition to complying with government policies and regulations.

Our standard operating procedures (SOPs) in handling data are informed by this adherence, with a focus on mitigating any risk of breach. Customer data is only accessible to authorised personnel, and it is stored in compliance with company-specific and Group-level policies. Furthermore, the employees are required to read and comprehend a non-disclosure clause included in their employment letter before commencing their role.

Any breaches involving employee data are reported directly to the Human Resources Department, while breaches of customer data are reported to the appropriate departments. In the event of a breach, theft, or loss of customer data, we conduct an internal investigation to determine the source, and take appropriate disciplinary and/or legal action. Following that, we implement additional measures to prevent recurrence.

## Hotels and Resorts

The segment maintains a strict and updated data security and customer privacy policies to prevent substantiated complaints and breaches. Further, relevant personnel are assigned to oversee the protection of customer data to ensure the proper application of our policies and procedures. The respective Information Technology (IT) Department of each subsidiary is the responsible party that handles and manages the data and ensures data protection system via server encryption and other security features are well functioning.

## Plantation

To ensure the protection of customer privacy, the employees in the segment comply with the Group's Code of Ethics and relevant regulations in the countries where we operate.

Strict measures that have been implemented continue to prevent the unauthorised disclosure of confidential information. This includes protecting and securing documents containing the information, and enforcing the non-disclosure of this information to anyone who is not authorised to receive it. These measures apply to all forms of communication, including social media sites, message boards and blogs.

Thanks to our adherence to these policies, we have maintained a spotless record with no incidents of leaks, thefts, or loss of customer data in FY2023.

Any breaches that occur are to be reported through established channels such as the Grievances Handling Mechanism, with management responsible for investigating the breaches and seeking legal advice if deemed necessary. Stakeholders affected by breaches are kept informed of progress and may participate in proposed actions where appropriate, while whistleblowers are protected under the Group's Whistleblowing Policy.

## Investment Properties and Trading of Building Material Products

We undertake stringent customer data protection measures in this segment that include strict abidance by the Personal Data Protection Act (PDPA), related Group and company policies, and laws and regulations in our countries of operation. Clearly defined security measures have also implemented for both hardware and software used to store data, ensuring that information is processed with strict control and that any hard copies are stored securely in a data safe. To support IT security, our cyber security software and related licences are updated and renewed on time.

Throughout our subsidiaries, there have been no identified leaks, thefts, or losses of customer data, for FY2023. The plants of one of our subsidiaries, i.e., UMix, are also certified with the Construction Research Institute of Malaysia (CREAM), which enables them to meet the relevant regulatory, national product standard, as well as the Construction Industry Standards and Fourth Schedule Act 520 of CIBD.

When disclosing information, customers and clients are required to sign a Consent Authorisation Letter acknowledging that we will only use their information for pre-agreed purpose. Our staff are also made aware of the consequences of non-compliance and have signed non-disclosure agreements.



# DATA PRIVACY AND SECURITY (cont'd)



## Healthcare

To safeguard sensitive patient information, healthcare providers must uphold strict confidentiality standards. To this end, our policies on customer privacy comply with the PDPA and include procedures for data protection, security of medical records, requests for patients' medical documents, requests of medical records, and medical document record movement, with each procedure implemented at the hospital level.

Senior management at our subsidiaries oversee these policies and procedures, and the staff and patients are briefed on the PDPA as well as Group and subsidiary level privacy policies to ensure full compliance. In addition, employees are required to sign a Confidentiality Policy during their orientation. In cases of misconduct, Heads of Department and the Human Resources Department may conduct counselling sessions, issue reminders and warning letters, and initiate a domestic inquiry.

We are proud to report that there have been no breaches in customer data across all our subsidiaries.

In the event of a breach, we act on a case-by-case basis. Breaches must be reported via a hospital occurrence report, and an investigation will be conducted according to our policy. If necessary, legal advice may be sought, and the incident reported to the relevant authorities. Only authorised senior personnel may disclose the breach publicly.

## Our Performance

In FY2023, we are glad to announce that we have reached our target as we received zero substantiated complaint concerning breaches of customer privacy or losses of customer data, as illustrated in the table below.

Business segment	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data
Automotive and Related Products	0
Plastic Products	0
Hotels and Resorts	0
Plantation	0
Investment Holding	0
Investment Properties and Trading of Building Material Products	0
Healthcare	0
<b>Total (Group-wide)</b>	<b>0</b>

# COMMUNITY AND SOCIETY CONTRIBUTION

## Why It Matters?

Being a responsible business owner, we recognise our responsibility to generate positive value for our communities. As such, we strive to provide meaningful contributions to the communities where our businesses operate, with the aim to uplift and improve lives.

We believe that engaging in corporate social responsibility impacts our organisation. Through our initiatives, we demonstrate our commitment to environmental and social sustainability. In addition, we would be able to better build our resilience and mitigate emerging risks, by proactively addressing social and environmental issues around us. Such a situation would also enable us to better adapt to the changing societal expectations and needs, mitigate environmental impacts, and build stronger relationship with our other stakeholder groups.

Aside from the direct impact we make to the communities we serve, we believe that through our corporate social responsibilities, we are able to indirectly impact our other stakeholder groups. For instance, through employee volunteerism, we would be able to foster a sense of

teamwork and personal fulfilment, which would improve our employees' morale, satisfaction, and productivity at work.

## Our Approach

As a conglomerate with various business segments, we understand our impact to the lives of the local communities in the areas we operate in, through our business operations. Therefore, in our efforts to invest in the betterment of the communities, we have developed and undertaken initiatives based on the business nature of each segments, combined with the need of the targeted communities. This section will further explain our initiatives for FY2023 towards the local communities.

## Automotive and Related Products

In the year under review, our Automotive segment has contributed a total of RM68,372.24, which benefitted 851 individuals. Some of the initiatives conducted are food donation drive, blood donation campaign, donation of furniture for schools and old folks' home, and donation drive for flood victims, as illustrated below.



07.12.2023 | The

### DAILY MORNING MEETING

**Kutipan Derma Kilat**  
Berkas 1000 Salinan 1000 Salinan 1000 Salinan

TOTAL RECEIVED CONTRIBUTION		
NO.	DEPARTMENT	RM
1	PURCHASING	RM320.00
2	ADMIN	RM405.00
3	PRODUCTION	RM538.00
4	PRODUCTION SHIFT C	RM177.00
5	SALES – OEM/ATS	RM70.00
6	PROD OFFICE	RM300.00
7	LONG CABLE	RM39.00
8	OUTER CASING	RM43.00
9	ANONYMOUS	RM16.00
<b>TOTAL</b>		<b>RM1,908.00</b>





# COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)

## Plastic Products

In FY2023, our plastic products segment has contributed a total of RM1,999.65, which benefitted 43 individuals. The contributions include groceries and other household supplies to those in need, as well as food distribution to homeless individuals in a community centre in Kuala Lumpur. Below are some of our recipients:



## Hotels and Resorts

The Corporate Social Responsibility activities of the subsidiaries in this segment were focused on environmental conservation, as illustrated below. The activities include a visit to a wildlife quarantine centre in Thailand, whereby food, drinking water and other basic needs were donated to the staff and animals in the quarantine centre. In addition, a beach clean-up initiative was also conducted to increase public awareness of the cleanliness of the beach and promote ocean conservation.





# COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)

## Plantation

As our plantation sector heavily relies on physical manpower, we give back to our workers, their families, and the local communities where our estates and offices are located at. We believe through the contribution to these groups, we will not only able to uplift their lives, but also show our appreciation for their hard work in our plantation sites.



Our plantation segment contributed a total of RM859,544.95 to the organisations and individuals in need for FY2023. Through their contribution, 68,387 individuals benefitted. The financial and non-financial contributions include donation, educational scholarships, repair works of roads, and distribution of groceries to our plantation workers during festive celebrations. Some of their community contributions are as below.



# COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)

## Investment Properties and Trading of Building Material Products

This segment contributed a total of RM11,800.00, which benefitted 4,264 individuals. The nature of the CSR initiatives were primarily monetary donations to those in need, such as for Non-Governmental Organisation (Kiwanis Rehab Centre), home for the differently abled individuals (SIMA Handicapped Centre), and schools.



## Healthcare

Aligned to the mandate of our healthcare sector, we believe that it is important for our contribution to alleviate the physical and mental wellbeing of the community we serve. Therefore, we have developed many social initiatives that are aimed to increase awareness of the society on health and wellness, in-kind contributions to our patients on special occasions, and health related programmes such as blood donation drives and health check-ups. We hope that through our initiatives, the community would be able to better care for their health and wellbeing.





# COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)

## Healthcare (cont'd)

Through our subsidiaries in the healthcare segment, we were able to contribute a total of RM31,052.35 to 3,811 individuals. As a healthcare service provider, we have organised health and wellness-based initiatives. These initiatives include public health talk that intends to raise public awareness on different health topics, free health check-ups, blood donation drive, and walks. In addition, we contributed to flood victims and charity centres. To commemorate festive seasons, we have also provided in-kind contribution to selected inpatients and celebrated babies born during festive seasons in our Oriental Melaka Straits Medical Centre. Some of our community-based initiatives and contributions are as below.



# COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)

## Our Performance

During the reporting period, we contributed a total of RM972,769.19 via our subsidiaries, for community development and environmental conservation activities. Overall, we believe that we have positively impacted 77,356 individuals through our corporate social initiatives. The table below outlines the total amount that was invested in community related initiatives and the number of beneficiaries for each of our business segments. Selected initiatives in relation to this sustainability topic are documented below.

Business segments	Total amount invested in the community where the target beneficiaries are external to the listed issuer (RM)	Total number of beneficiaries of the investment in communities
Automotive and Related Products	68,372.24	851
Plastic Products	1,999.65	43
Hotels and Resorts	0	0
Plantation	859,544.95	68,387
Investment Holding	0	0
Investment Properties and Trading of Building Material Products	11,800.00	4,264
Healthcare	31,052.35	3,811
<b>Total (Group-wide)</b>	<b>972,769.19</b>	<b>77,356</b>



# PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2023
<b>Bursa (Supply chain management)</b>		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	89.00
<b>Bursa (Anti-corruption)</b>		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Executive	Percentage	87.00
Non-executive/Technical Staff	Percentage	91.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
<b>Environmental Compliance</b>		
Total costs of environmental fines and penalties during financial year	MYR	3,739.35
<b>Bursa (Energy management)</b>		
Bursa C4(a) Total energy consumption	Megawatt	27,529,020.56
<b>Bursa (Water)</b>		
Bursa C9(a) Total volume of water used	Megalitres	1,967.650000
<b>Bursa (Waste management)</b>		
Bursa C10(a) Total waste generated	Metric tonnes	417,220.47
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	150,367.56
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	266,852.91
<b>Bursa (Labour practices and standards)</b>		
Bursa C6(a) Total hours of training by employee category		
Executive	Hours	17,019
Non-executive/Technical Staff	Hours	46,089
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	15.00
Bursa C6(c) Total number of employee turnover by employee category		
Executive	Number	171
Non-executive/Technical Staff	Number	1,661
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	1
<b>Bursa (Diversity)</b>		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Executive Under 30	Percentage	1.00
Executive Between 30-50	Percentage	4.00
Executive Between 51-55	Percentage	1.00
Executive Above 55	Percentage	2.00
Non-executive/Technical Staff Under 30	Percentage	31.00
Non-executive/Technical Staff Between 30-50	Percentage	52.00
Non-executive/Technical Staff Between 51-55	Percentage	6.00
Non-executive/Technical Staff Above 55	Percentage	3.00
Gender Group by Employee Category		
Executive Male	Percentage	5.00
Executive Female	Percentage	3.00
Non-executive/Technical Staff Male	Percentage	71.00
Non-executive/Technical Staff Female	Percentage	21.00
Bursa C3(b) Percentage of directors by gender and age group		
Male		
Under 30	Percentage	72.00
Between 30-50	Percentage	28.00
Female		
Under 30	Percentage	0.00
Between 30-50	Percentage	35.00
Between 51-55	Percentage	18.00
Over 55	Percentage	47.00
Number of Board Directors	Number	10
Number of independent Directors on the board	Number	4
Number of women on the board	Number	2
<b>Bursa (Health and safety)</b>		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	3.81
Bursa C5(c) Number of employees trained on health and safety standards	Number	7,178
<b>Bursa (Data privacy and security)</b>		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
<b>Bursa (Community/Society)</b>		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	972,769.19
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	77,356
Annual General Meeting: Number of days between the date of notice and date of meeting	Number	43

Internal assurance

External assurance

No assurance



(\*)Restated



## **ORIENTAL HOLDINGS BERHAD**

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