



**ORIENTAL
HOLDINGS
BERHAD**

196301000446 (5286-U)

SUSTAINABILITY REPORT 2024

OUR VISION



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

OUR MISSION



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



OUR VALUES



- 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 2024



We strengthened our sustainability governance by transitioning the Board Risk Management Committee into the **Board Risk Management and Sustainability Committee (RMSC)**. This ensures more effective oversight and integration of material **Economic, Environmental, Social, and Governance (EESG) matters** into the Group's strategic and operational decisions.

100% of our operations have been assessed for **corruption related risks** and **Zero confirmed incidents** of corruption reported.



PT Bumi Sawit Sukses Pratama and **PT Gunungsawit Binalestari** received **Indonesian Sustainability Palm Oil (ISPO) Certification**.

Armstrong Auto Parts Sdn Berhad received **Sustainability Shared Prosperity Organisation Certification** by Malaysia Productivity Corporation (MPC).



RM1,108,709.92 of expenditure spent on community development and environmental conservation initiatives across our business operations and we have positively impacted **37,661** individuals through our corporate social initiatives.



CORPORATE PROFILE



Oriental Holdings Berhad (OHB or the Group) is a multi-disciplinary and multi-sectoral global conglomerate, now in its 62nd 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 (Bursa Malaysia) on 10 March 1964. Since then, we have grown into a major global player, with 73 subsidiaries and 13 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 2024, our assets totalled RM11.6 billion, with total equity attributable to stockholders of the Company of RM7.5 billion, and cash and cash equivalents of RM4.6 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

We are the exclusive distributor of Honda cars in both Singapore and Brunei Darussalam. Kah Motor Company Sdn Bhd (Kah Motor Malaysia) currently operates eight out of the 91 Honda dealerships in Peninsular Malaysia and one in Sabah, comprising one 1S (showroom) centre, one 2S (service and body & paint) centre, five 3S (showroom, service and spare parts) centres and three 4S (showroom, service, spare parts and body & paint) centres. Kah Motor's branch in Singapore has two showrooms, six service centres and two body & paint centres while Happy Motoring Co. Sdn Bhd, a subsidiary of Kah Motor boasts one 3S centre and one 1S centre in Brunei Darussalam under its name.

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.

The Automotive Manufacturing sub-segment collaborates strongly with our technical partners to provide custom-made and high-performance automotive parts to both Original Equipment Manufacturer (OEM) and Replacement Equipment Manufacturer (REM) markets.

To further diversify its automotive portfolio, the Group incorporated Kah Progression Auto Sdn Bhd on 27 March 2024 as a wholly-owned subsidiary of OHB. This newly established entity operates as an official dealership for BYD-branded vehicles in Malaysia, marking the Group's entry into the rapidly growing electric vehicle (EV) market.

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 its 60% subsidiary, Teck See Plastic Sdn Bhd, one of the oldest auto parts manufacturing companies in Malaysia.

In 1991, Teck See Plastic Sdn Bhd 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 Malaysia, Thailand and Indonesia.

03 Hotels and Resorts

The Group owns seven hotels, comprising one in Malaysia and six overseas. Bayview Hotel Malacca is the Group's sole property in Malaysia, while its international portfolio includes: 30 Bencoolen (Singapore); 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.

As part of its commitment to sustainability, the Group's 30 Bencoolen in Singapore was awarded the BCA Green Mark Gold certification in 2022, a recognition for its commitment toward the built environment and achievement in the design and operation of a sustainable property. This certification remains valid until 31 December 2025, reaffirming the hotel's dedication to corporate responsibility and environmental stewardship.

Looking ahead to 2025, the segment has recently undergone operational restructuring as part of our broader strategic realignment. We are currently engaging in discussions regarding the appointment of the Third-Party Management Company (TPMC) for our properties. Our focus remains on supporting senior leadership in ensuring a smooth transition to the appointed TPMC.

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.

CORPORATE PROFILE (cont'd)

The corporate exercise for shares and land acquisitions completed in 3rd Quarter 2023 and 1st Quarter 2024 respectively have increased the Group's footprint in the oil palm cultivation business in Malaysia with the addition of an oil mill located in Perak whilst the share acquisitions enabled the consolidation of the Group's increase interests in the plantation subsidiaries in Indonesia.

As of 31 December 2024, the Group's plantation land bank concession stands close to 103,807 hectares, of which 48,548 hectares have been planted with oil palm trees. About 91,753 hectares are in Indonesia (Bangka Island and South Sumatra) while the remaining 12,054 hectares are located in Malaysia (in Pahang, Negeri Sembilan, Penang, Perak and Kedah). The segment currently has a matured area of 39,798 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 795.4 acres have obtained the land title, 32.1 acres are still in progress while 187.5 acres have been surrendered to the state government as part of their one-sixth entitlement. The reclamation works on the balance 110 acres of the concession area 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 service apartments and retail space in Burwood East to the southeast of Melbourne.

The key business activities carried out under the trading of building material products 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, an integrated lifestyle retail pharmacy, elder care services and home nursing services for elderly or handicapped adults.

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. However, Segamat outlet has ceased, with last business operation on 19 July 2024, in view of Segamat Hospital project being forfeited. The setting-up of these retail pharmacies will produce 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 January 2025, we incorporated a wholly-owned subsidiary named Oriental MISH Sdn Bhd, through our direct 51.7% owned subsidiary, Melaka Straits Medical Centre Sdn Bhd. The intended principal activity is to operate as a minimally invasive surgical hospital. On the other hand, our newly set up in-house clinic – Klinik Star Life which is located in Pegoh Melaka, had received Cawangan Kawalan Amalan Perubatan Swasta (CKAPS) Licence on December 2024 and has since commence business operation officially on 2 January 2025. Whilst another in-house clinic completed its renovation works in April 2025, and we target to commence operations by June 2025.

OUR MARKET PRESENCE




73 subsidiaries
in
10 countries



10,604*
Employees

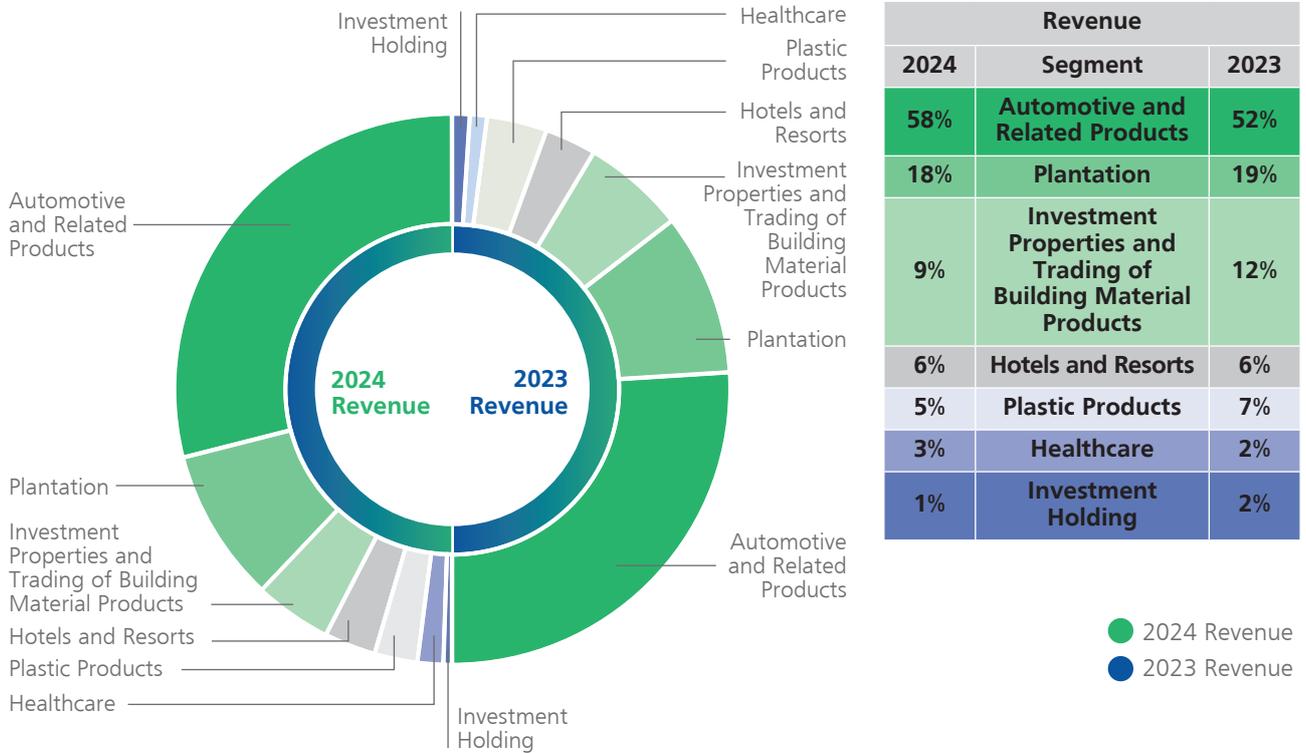


> RM 4.4
billion
Market
Capitalisation

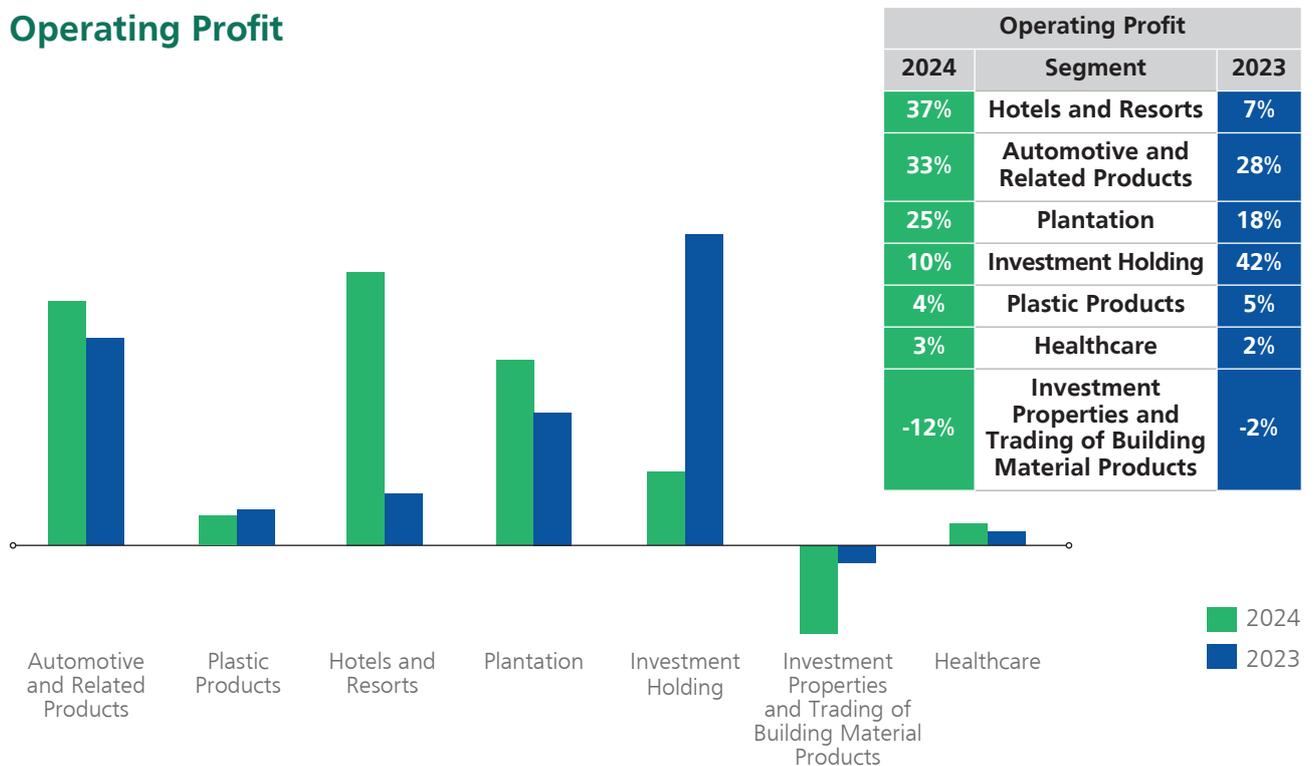
* Total number of employees are derived from the holding company (OHB), its subsidiaries and branches.

FINANCIAL HIGHLIGHTS

Revenue



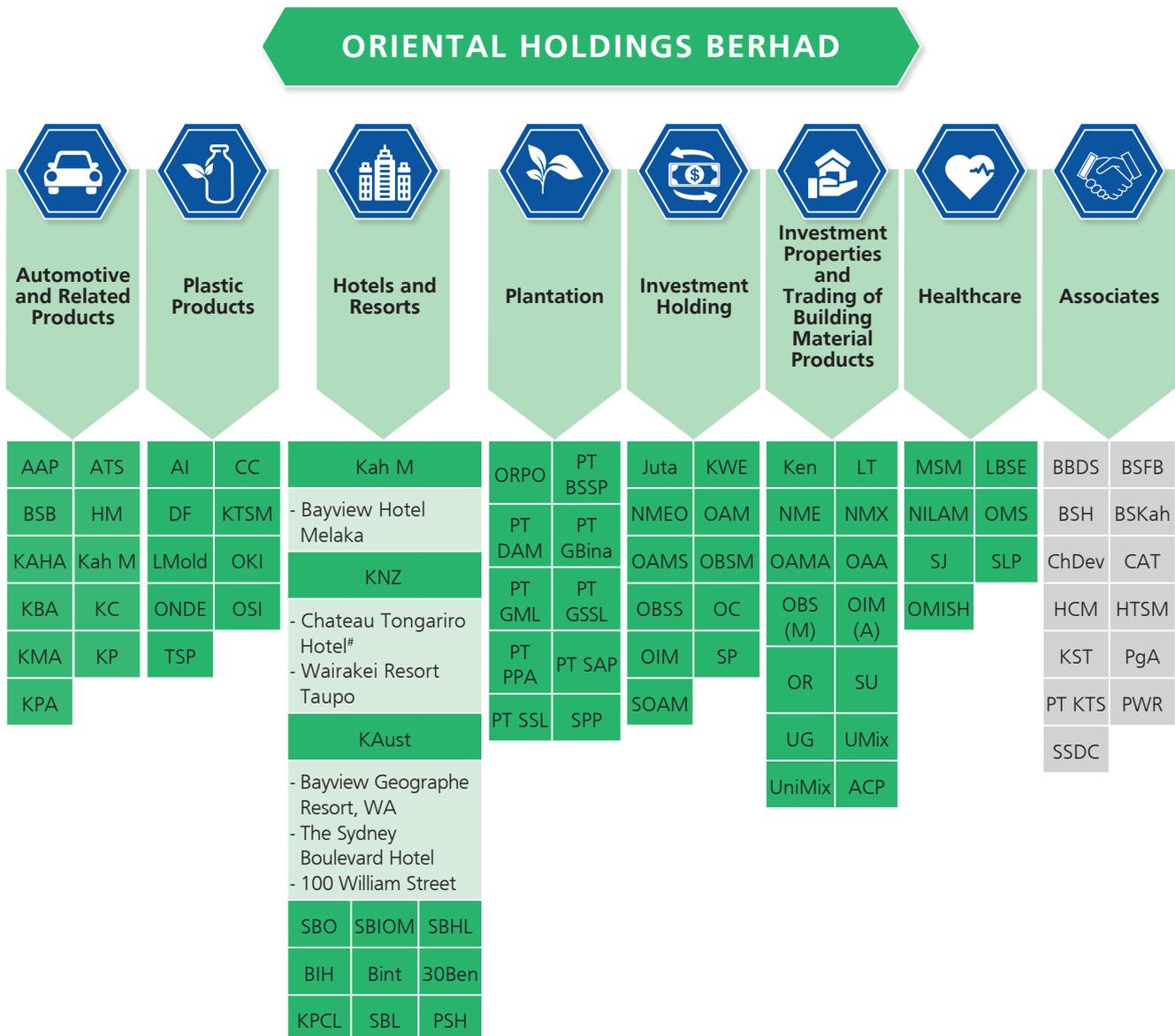
Operating Profit



Note: Please refer to Financial Highlights of the Group in the Annual Report 2024.

GROUP CORPORATE STRUCTURE

Our Subsidiaries and Associates



■ SUBSIDIARIES ■ ASSOCIATES

Permanently closed from February 2023 onwards

Note: Refer to the Annual Report 2024 (Notes 33, 34, 35 and 36 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)

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

GROUP CORPORATE STRUCTURE (cont'd)

Our Subsidiaries and Associates (cont'd)

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

EXECUTIVE CHAIRMAN'S MESSAGE



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

In this report, we outline the resolute actions we have taken to cultivate long-term, shared value across the EESG dimensions, addressing pressing global challenges such as climate change, biodiversity loss, and social equity. Our commitment to sustainability extends beyond compliance, it is deeply embedded in our organisation, shaping our strategies, policies, and culture to create a positive impact.

As a globally diversified entity, we recognise that with challenges come opportunities for transformation. We have elevated our climate resilience efforts, refined employment practices, strengthened human rights advocacy, and enhanced community engagement. Embracing eco-conscious innovations, we continue to adopt sustainable supply chain practices, optimise resource efficiency, and pursue digitalisation as part of our transition to a low-carbon economy.

Sustainability governance remains at the heart of our operations. In 2024, we have strengthened our reporting frameworks by assessing climate-related risks and opportunities, ensuring a closer alignment between our sustainability priorities and business objectives. This approach enables us to build long-term resilience while driving sustainable growth.

With this purpose-driven momentum, we remain steadfast in our commitment to sustainability leadership, striving to enact positive change and contribute to a more resilient, inclusive, and sustainable future for generations to come.

Our Economic Performance

Our commitment to sustainable economic growth underpins everything we do, driving long-term value creation for our stakeholders and contributing to the resilience of our business. Through strategic investments, operational excellence, and prudent financial management, we continue to strengthen our market presence across diverse industries.

We actively seek opportunities for growth through innovation and digital transformation, improving efficiencies while remaining adaptive to evolving market dynamics. Our approach to sustainable finance includes assessing climate-related risks and opportunities, embedding sustainability considerations into capital allocation decisions, and fostering resilient supply chains. By balancing profitability with purpose, we ensure that our financial success translates into positive impacts for our employees, partners, and the broader communities we serve.

EXECUTIVE CHAIRMAN'S MESSAGE (cont'd)



Our Governance

Our robust and effective governance structure cultivates a culture of integrity, transparency, and accountability across our 73 subsidiaries and 13 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. Despite this diversity, our broad presence is united by Group-wide policies that uphold our commitment to ethical and responsible business practices. This includes a stringent zero-tolerance policy towards all forms of bribery and corruption, as well as measures to ensure fair economic benefit distribution across our supply chain.

Our management teams play a pivotal role in engaging stakeholders and gathering on-the-ground insights into the effectiveness of our governance and sustainability practices. This proactive approach allows us to anticipate emerging risks and opportunities, taking swift action to safeguard our business, reputation, and long-term value creation.

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.

We invest in continuous learning through comprehensive training and development programmes, while actively encouraging employee feedback and innovation. Prioritising safety and health, we create an environment where people can perform at their best and grow both personally and professionally.

EXECUTIVE CHAIRMAN'S MESSAGE (cont'd)

Our Environment

Addressing the urgent challenge of climate change is an essential part of our sustainability journey. We recognise our responsibility by adopting policies and fostering collective action to mitigate our environmental impact.

Our dedicated section on "Financial Implications and Other Risks and Opportunities from Climate Change" outlines the steps we have taken to build climate resilience, including investing in energy-efficient technologies, reducing waste through circular economy practices, and launching organisation-wide climate literacy programmes.

Understanding the growing expectations of investors, customers, and regulators, we remain committed to refining our approach and integrating environmental considerations into our decision-making processes. By balancing risk mitigation with sustainable innovation, we aim to protect our long-term success while contributing to a more resilient, sustainable 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. We believe that our success lies in creating value not just for ourselves but for the wider ecosystem we are part of.

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 collective success, and we look forward to continuing this journey together — driving positive impact for our organisation, communities, and the 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.

1. Sustainability Shared Prosperity Organisation Certification by Malaysia Productivity Corporation (MPC)

- Armstrong Auto Parts Sdn Berhad



1

2. CEO Champion Award in Life At Work Awards (LAWA) by TalentCorp Malaysia

- Armstrong Auto Parts Sdn Berhad



2

3. Contribution to ESG Social Impact through Private Retirement Scheme (PRS) Vesting Programme Certification by Public Mutual

- Armstrong Auto Parts Sdn Berhad



3

4. Second Price Award on Best Commitment 2024 by Azman Hamzah Plastik Sdn Bhd

- Compounding & Colouring Sdn Bhd



4

5. Best Vendor Category Raw Material 2024 by PD Kawamura Kako Manufacturing

- Compounding & Colouring Sdn Bhd



5

6. Overall Best Raw Material Vendor 2024 by PD Kawamura Kako Manufacturing

- Compounding & Colouring Sdn Bhd



6

AWARDS AND RECOGNITION (cont'd)



7



8



9



10



11



12



13

7. **Best Development Award and Grand Champion Award from Boon Siew Honda**
- Dragon Frontier Sdn Bhd
8. **Best Spare Parts Supplier by Proton**
- Kasai Teck See (Malaysia) Sdn Bhd
9. **Top 5 QIT Projects by Proton**
- Kasai Teck See (Malaysia) Sdn Bhd
10. **The 6 Back-To-Basic Program 2024 by Proton**
- Kasai Teck See (Malaysia) Sdn Bhd
11. **4th Runner Up Proton Supplier QIT Convention 2024 by Proton**
- Kasai Teck See (Malaysia) Sdn Bhd
12. **ISO 14001:2015 Environmental Management System for Development and Management of Properties**
- Park Suanplu Holdings Co., Ltd
13. **ISO 45001:2018 Occupational Safety and Health Management System for Development and Management of Properties**
- Park Suanplu Holdings Co., Ltd

AWARDS AND RECOGNITION (cont'd)

14. Indonesian Sustainability Palm Oil (ISPO) Certification

- PT Bumi Sawit Sukses Pratama
- PT Gunungswit Binalestari



14

15. Public Disclosure Program for Environmental Compliance (PROPER) Certification

- PT Bumi Sawit Sukses Pratama
- PT Gunungswit Binalestari



15

16. Zero Accident Award 2024

- PT Sumatera Sawit Lestari

17. New Renewable Energy and Energy Conservation (EBTKE) Award 2024 (Bioenergy)

- PT Gunung Maras Lestari



16

17

18. ISO 9001:2015 Quality Management System for Trading of Building Materials

- Simen Utara Sdn Bhd



18

19

19. Malaysian Society for Quality in Health (MSQH) Accreditation

- Melaka Straits Medical Centre Sdn Bhd



AWARDS AND RECOGNITION (cont'd)



20

20. Patient Safety Initiative of the Year by Healthcare Asia Award

- Melaka Straits Medical Centre Sdn Bhd

21. Malaysian Qualifications Agency - Diploma In Nursing

- Nilam Healthcare Education Centre Sdn Bhd



21



22

22. Malaysian Qualifications Agency - Post Basic In Critical Care Nursing

- Nilam Healthcare Education Centre Sdn Bhd



23



24

23. Malaysian Qualifications Agency - Post Basic In Perioperative Nursing

- Nilam Healthcare Education Centre Sdn Bhd

24. Malaysian Qualifications Agency - Post Basic In Orthopedic Nursing

- Nilam Healthcare Education Centre Sdn Bhd



25

25. Malaysian Qualifications Agency - Post Basic In Renal Nursing

- Nilam Healthcare Education Centre 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 ninth 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 FY2024, 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 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); and
- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition).

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.

Based on our 2024 Stakeholders Materiality Assessment, we have identified key sustainability matters, including the nine core matters required by Bursa Malaysia. This below list helps us focus on areas that matter most to our stakeholders and drive positive impact:

- Anti-Corruption
- Community/Society
- Diversity
- Energy Management
- Occupational Safety and Health
- Labour Practices and Standards
- Supply Chain Management
- Data Privacy and Security
- Water Management
- Waste Management
- Greenhouse Gas (GHG) Emissions Management
- Economic Performance/Financial Stability
- Innovation

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.

ABOUT THIS REPORT (cont'd)

Scope and Boundaries

This report refers to the sustainability performance and progress of OHB across all segments for the period of 1 January 2024 to 31 December 2024, unless otherwise stated. References to 'OHB', 'the Group', 'the Company' and 'we' refer to Oriental Holdings Berhad and its subsidiaries.

Restatement of Information

We verify and update historical data to ensure accuracy annually. These revisions were made in accordance with updated external reference data, improved calculation methodologies and data quality.

Membership and Associations

- All Malaysian Estates Staff Union (AMESU)
- American Chamber of Commerce in Thailand
- Asian Society for Quality in Health Care (ASQua)
- Association of Private Hospitals of Malaysia
- Australian Hotel Association
- Australian Institute of Hotel Engineering Inc
- Australian-Thai Chamber of Commerce
- Belgian-Luxembourg/Thai Chamber of Commerce
- British Chamber of Commerce Thailand
- Brunei Automobile Traders Association
- Building Materials Distributors Association of Malaysia
- Busselton/Margaret River Tourism Association
- Busselton Chamber of Commerce
- Employers and Manufacturers Association (New Zealand)
- European Association for Business and Commerce
- Federation of Malaysian Manufacturers (FMM)
- Gabungan Pengusaha Kelapa Sawit Indonesia
- Honda Dealer Association Malaysia
- Honda Malaysia Suppliers Club
- Hospitality New Zealand
- Kelab Vendor Perodua Malaysia
- Love Taupo (Regional Tourism Organisation)
- Malaysian Association of Hotels (MAH)
- Malaysian Automotive Association
- Malaysian Employers Federation (MEF)
- 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
- Malaysian-Thai Chamber of Commerce
- National Ready-Mixed Concrete Association of Malaysia
- National Trades Union Congress
- National Union of Plantation Workers (NUPW)
- Netherlands-Thai Chamber of Commerce
- North Malaysia Engineering & Motor Parts Traders' Association (NMEMPTA)
- Penang Centre of Medical Tourism
- Proton Vendor Association
- Singapore Business Federation
- Singapore Hotel Association
- Singapore National Employers Federation

- Singapore-Thai Chamber of Commerce
- Steel Wire Association of Malaysia
- Thai Hotels Association Bangkok
- The Incorporated Society of Planters
- The Japanese Chamber of Commerce
- 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

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 2024, as published in this Report.

The scope of review of the Internal Audit Team of OHB was limited to the material sustainability matter on Occupational Safety and Health (OSH), that was presented in this Report, which covered 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., OSH) that is presented in the Group's FY2024 Sustainability Report is prepared in accordance with the applicable criteria as below:

- i. Bursa Malaysia's Sustainability Reporting Guide (3rd Edition);
- ii. The Global Reporting Initiative (GRI) Sustainability Reporting Standards; and
- iii. The Group's relevant policies and procedures.

The FY2024 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.

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SUSTAINABILITY GOVERNANCE

Board of Directors

At OHB, the Board of Directors (Board) holds overall responsibility for sustainability matters, including overseeing and endorsing sustainability strategies, approving frameworks and ensuring effective risk management. Sustainability considerations are integrated into the Enterprise Risk Management (ERM) Framework to guide strategic decisions. While the Board delegates the role of ongoing risk monitoring and reporting to the Risk Management and Sustainability Committee (RMSC), it retains accountability and reviews sustainability-related risks and reports presented by the RMSC.

Risk Management and Sustainability Committee

The RMSC is responsible for driving sustainability policies and strategies across the Group. Its key functions include:

- Overseeing the Group's sustainability framework and ensuring compliance with Bursa Malaysia's sustainability reporting guidelines;
- Identifying, assessing, and monitoring sustainability risks and ensuring proper mitigation measures are in place; and
- Reviewing sustainability-related internal controls and reporting key risks to the Board.

Risk Coordinator

The Risk Coordinator serves as the central point of contact for sustainability-related matters within the Group. Key responsibilities include:

- Coordinating sustainability-related activities within the Group;
- Supervising policy implementation and facilitating training sessions at the Group level;
- Aggregating the Group's sustainability risk data and reporting to the RMSC; and
- Liaising with the Internal Audit function to address control deficiencies related to sustainability risks.

Risk Management Units (RMU)

RMUs are established at core business segments, subsidiaries and significant associates (including joint ventures), where appropriate, to oversee its sustainability risk management at their respective levels and to present their sustainability risk management activities and sustainability risk profile updates to the RMSC on periodic basis.

Risk Officers

Risk Officers are appointed by Management of each RMU to support on sustainability-related matters. The Risk Officers are primarily responsible for coordinating sustainability-related activities, supervising policy implementation and facilitating training for employees within the RMU.

Day-to-day Sustainability Risk Management

The responsibility for actively managing sustainability risks on a daily basis lies with the Management of respective subsidiaries. Their key duties include identifying, assessing, and mitigating sustainability risks within their operational scope, embedding sustainability considerations into business decisions and processes and reporting key risk exposures to the RMUs for further escalation to the RMSC.

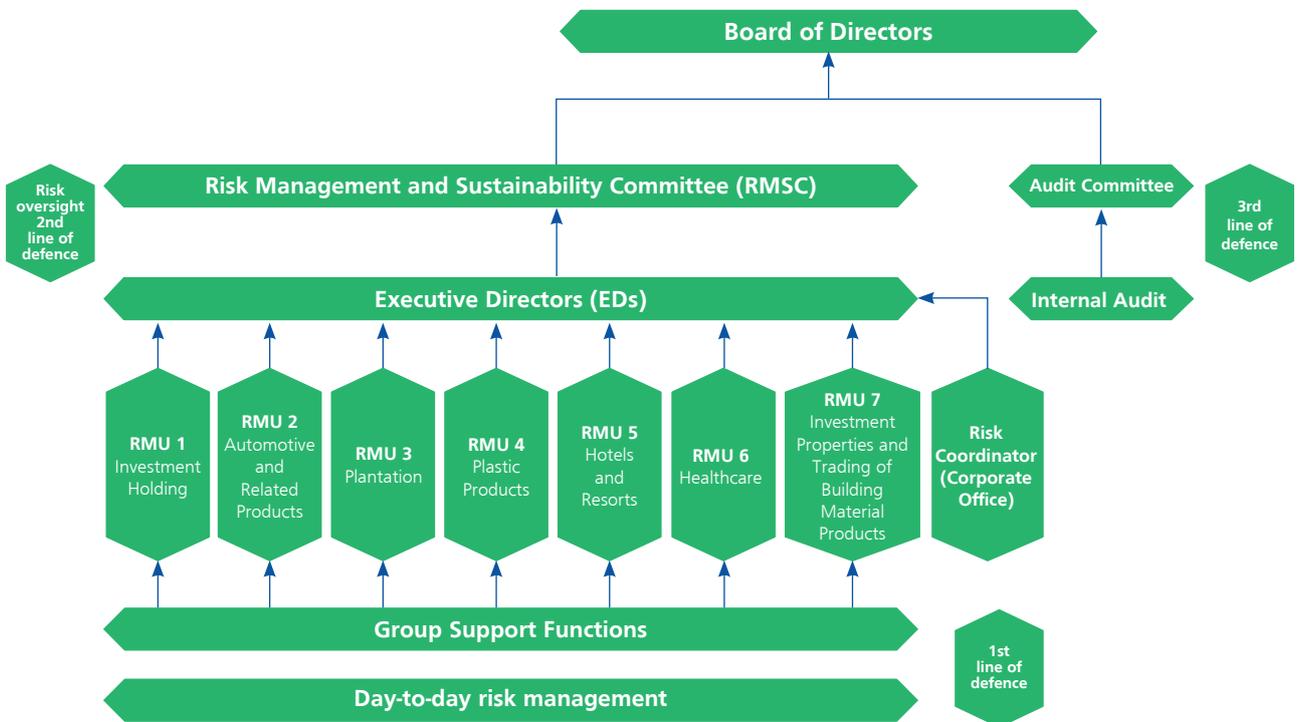
The illustration below further depicts our current sustainability governance structure. We will continue our efforts to periodically review and refresh our sustainability governance structure to ensure our EESG material matters are adequately overseen and managed.



SUSTAINABILITY GOVERNANCE (cont'd)



OHB's Sustainability Governance Structure



RMU: Risk Management Unit – each unit represents entity within the Group i.e. core business segments in OHB, subsidiaries and significant associates including joint ventures of the Group, where appropriate

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

MATERIALITY MATTERS

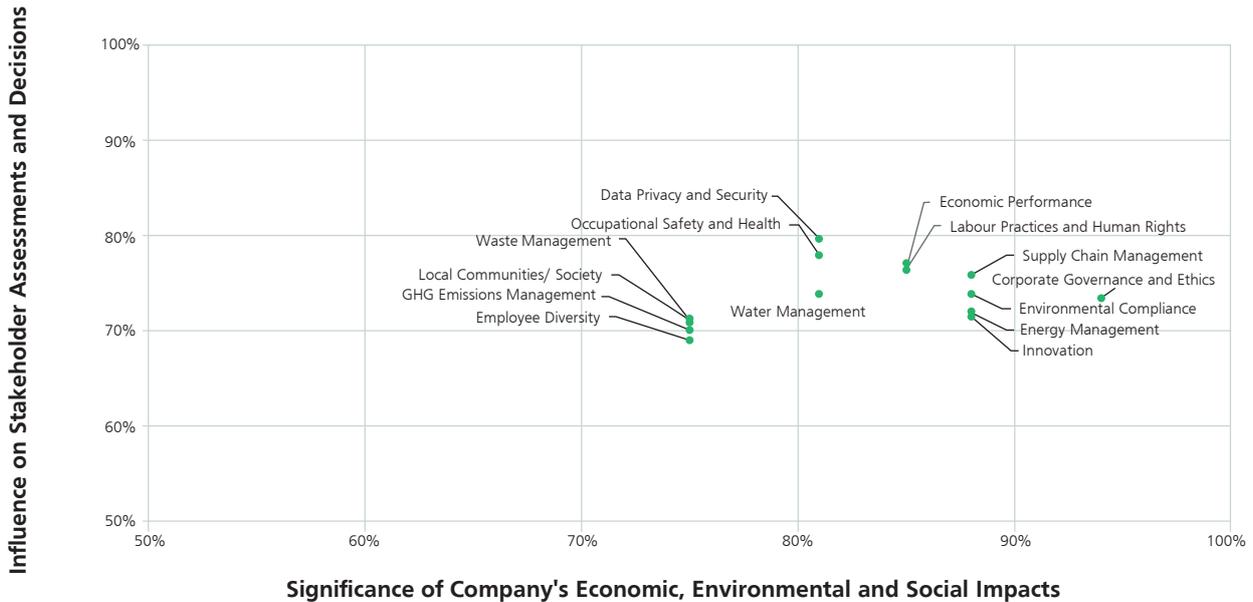
As a conglomerate with footprints around the globe, it is essential for us to determine our key sustainability matters that are material to our organisation and business operations. Therefore, via a materiality assessment, we are not only better able to identify the matters that are important to our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

In FY2024, we conducted a comprehensive review and revision of our sustainability material matters through a materiality assessment facilitated by an independent consultant. This process involved engaging with our stakeholders' representatives to evaluate and rate the importance of each material matters. By cross-referencing

these inputs with an analysis of the actual and potential impacts of each sustainability matter on our business operations and stakeholders, we developed a clear picture of the issues which matter most to our organisation. Moving forward, we aim to review and revise our materiality matters every three years and/or whenever it is deemed necessary.

The insights gathered during the assessment were systematically tabulated and visualised on a materiality matrix. This matrix illustrates the relative importance of each material sustainability matter, reflecting both its significance to the Group and its importance to our stakeholders.

Materiality Matrix



Economic	Environmental	Social	Governance
<ul style="list-style-type: none"> Supply Chain Management Innovation Economic Performance 	<ul style="list-style-type: none"> Environmental Compliance Energy Management Water Management Waste Management GHG Emissions Management 	<ul style="list-style-type: none"> Occupational Safety and Health Labour Practices and Human Rights Local Communities/ Society Employee Diversity 	<ul style="list-style-type: none"> Corporate Governance and Ethics Data Privacy and Security

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. MCCG as at 28 April 2021;
2. Bursa Malaysia's Sustainability Reporting Guide (3rd Edition);
3. Bursa Malaysia's 2021 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 four areas namely EESG, 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.



ENVIRONMENTAL

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.



GOVERNANCE

We recognise that effective governance is essential to achieving our sustainability goals. To uphold the highest standards of accountability and integrity, we have adopted a robust corporate governance framework that aligns with industry best practices and regulatory requirements.

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 EESG 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 including climate-related risks and opportunities 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)

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 or handicap.

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 safety and health 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, Instagram, X (formerly known as 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.

CORPORATE GOVERNANCE (cont'd)

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 the Company.



CORPORATE GOVERNANCE (cont'd)

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)

Whistle Blowing Policy

Our Group's Whistle Blowing 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's 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. 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 that arose, persist or may arise are determined on a fair, reasonable, and consistent basis.



ANTI-CORRUPTION

Why It Matters?

Our commitment to ethical business practices remains unwavering, as we recognise that integrity is the foundation of our long-term success. Upholding a strong anti-corruption stance is not only a legal and ethical obligation but also a critical factor in maintaining trust with our stakeholders.

Over the past year, we have continued to enhance our anti-corruption framework by strengthening governance structures, refining compliance mechanisms and reinforcing ethical awareness across all levels of our organisation. These efforts help safeguard our reputation and ensure that we operate with transparency and accountability in every market we serve.

Looking ahead, we remain dedicated to continuously improving our anti-corruption measures, fostering a culture of integrity, and adapting to emerging risks. Through ongoing trainings, policy enhancements, and strict enforcement of ethical standards, we reaffirm our commitment to conducting business responsibly and sustainably.



Our Governance Sustainability Target by Business Segment

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2024
Plantation	Percentage of employees trained on anti-bribery and corruption			
	- Executive	100%	100%	99% ^(N1)
	- Non-Executive	100%	100%	99% ^(N1)
	Percentage of operations assessed for corruption-related risks	100%	100%	100%
	Number of confirmed incidents of corruption	0	0	0
Healthcare	Percentage of employees trained on anti-bribery and corruption			
	- Executive	100%	100%	100%
	- Non-Executive	100%	100%	100%
	Percentage of operations assessed for corruption-related risks	100%	100%	100%
	Number of confirmed incidents of corruption	0	0	0

Note: In 2024, performance targets are set for the plantation and healthcare segments as a priority focus. Plans are in place to progressively extend target-setting across other business segments in the coming years, ensuring a phased and structured approach to driving sustainability performance across the Group.

N1: The remaining staff have been scheduled for the anti-bribery and corruption training in January 2025.

ANTI-CORRUPTION (cont'd)

How We Approach It?

We are committed to maintaining the highest standards of integrity and ethical conduct across all business segments. To uphold a zero-tolerance policy towards corruption, in addition to the Group's ERM Framework, we have implemented a comprehensive anti-corruption framework that aligns with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009 (Amendment 2018) and global best practices on 22 August 2024. Our key initiatives include:

- Establishing Group-wide Anti-Corruption policies in adherence to the MACC Act and ensuring their adoption across all business segments;
- Regularly reviewing and aligning our Group-level Anti-Corruption policies with evolving regulatory requirements to ensure robust compliance;
- Involvement of Board Committee and Senior Management to monitor and review the anti-corruption framework and compliance programmes;
- Establishing Group's authorisation limit and declaration tools for providing and accepting gift, entertainment, donation, sponsorship, travel and hospitality;
- Requiring annual Conflict of Interest Declarations from all management-level employees and Directors;
- Ensuring all employees and Directors sign a Code of Ethics declaration annually to reaffirm their commitment to integrity;
- Conducting annual corruption risk assessments to proactively identify and mitigate potential threats;
- Developing Key Risk Indicator (KRI) for monitoring corruption risks and maintaining a corruption risk register;
- Mandating third-party vendors and suppliers to sign a Supplier Code of Conduct and Declaration (SCCD), which includes anti-corruption clauses, ensuring alignment with the Group's zero-tolerance stance on corruption;
- Encouraging employees to report suspicious activities without fear of retaliation, strengthening our ability to detect and address potential corruption risks;
- Embedding anti-corruption guidelines and disciplinary actions in the Employee Handbook;
- Conducting annual anti-corruption awareness sessions for the employees, including Directors, to reinforce ethical business practices; and

- Providing briefings on any updates to the company's policies and anti-corruption regulations.

Together, these measures form the foundation of our approach to anti-corruption, which are critical in achieving our ongoing 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 Whistle Blowing 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 Whistle Blowing 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 SCCD form, committing them to a zero-tolerance stance against corruption and acknowledging the anti-corruption requirements outlined in Section 17A of the 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 Resource Department, employees are required to provide a signature of acknowledgment and receive yearly updates on Group policies.

ANTI-CORRUPTION (cont'd)

With regards to Whistle Blowing, 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).

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 Whistle Blowing 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.



ANTI-CORRUPTION (cont'd)

To strengthen 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 Holding

The investment holding segment is equally committed to maintaining the Group's zero-tolerance policy on corruption and unethical practices. This commitment is embedded into the segment's governance practices, with rigorous measures in place to safeguard ethical conduct and promote responsible decision-making at all levels.

To uphold this policy, the segment enforces strict internal controls, including clear limits of authority, thorough due diligence processes for investment decisions, and regular audits to detect and address potential compliance risks. Any suspected instances of unethical behaviour must be reported through the established Whistle Blowing channels, with all reports handled confidentially and reviewed by the Chairman of the Audit Committee or the Head of Internal Audit.

Investment Properties and Trading of Building Material Products

The segment upholds a zero-tolerance policy towards corruption in line with the Group's policy. This commitment is reinforced through strict regulatory compliance and by fostering a culture of integrity, transparency, and accountability across its subsidiaries. To ensure the effectiveness of its practices, the segment conducts regular monitoring and internal reviews, continuously strengthening its anti-corruption measures.

In driving ethical business practices, the segment has put several key policies and initiatives in place, including a Code of Conduct & Ethics, an 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.

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 Whistle Blowing procedures as an alternative and anonymous reporting channel.



ANTI-CORRUPTION (cont'd)

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 business segments. We have continued to communicate our Anti-Bribery and Corruption 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 FY2024, we are glad to announce that we have reached our target as we received 0 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.

Percentage of employees that have been trained on anti-corruption by employee category (%)

Business segment	2023		2024	
	Executive	Non-Executive	Executive	Non-Executive
Automotive and Related Products	99	99	70	89
Plastic Products	100	100	100	100
Hotels and Resorts	48	37	95	64
Plantation	91	97	99	99
Investment Holding	0 ^(N1)	0 ^(N2)	100	0 ^(N2)
Investment Properties and Trading of Building Material Products	82	97	97	100
Healthcare	71	25	100	100
Total (Group-wide)	87	91	87	96

N1: Data in the table marked "0" indicates that there is no attendance at the Executive level in the business segment.

N2: Data in the table marked "0" indicates that there is no employees at the Non-Executive level in the business segment.

Percentage of operations assessed for corruption related risks (%)

Business segment	2023	2024
Automotive and Related Products	100	100
Plastic Products	100	100
Hotels and Resorts	100	100
Plantation	100	100
Investment Holding	100	100
Investment Properties and Trading of Building Material Products	100	100
Healthcare	100	100
Total (Group-wide)	100	100

ANTI-CORRUPTION (cont'd)

Total number of confirmed incidents of corruption (Number)

Business segment	2023	2024
Automotive and Related Products	0	0
Plastic Products	0	0
Hotels and Resorts	0	0
Plantation	0	0
Investment Holding	0	0
Investment Properties and Trading of Building Material Products	0	0
Healthcare	0	0
Total (Group-wide)	0	0

Total number of confirmed incidents in which employees were dismissed or disciplined for corruption (Number)

Business segment	2023	2024
Automotive and Related Products	0	0
Plastic Products	0	0
Hotels and Resorts	0	0
Plantation	0	0
Investment Holding	0	0
Investment Properties and Trading of Building Material Products	0	0
Healthcare	0	0
Total (Group-wide)	0	0

Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption (Number)

Business segment	2023	2024
Automotive and Related Products	0	0
Plastic Products	0	0
Hotels and Resorts	0	0
Plantation	0	0
Investment Holding	0	0
Investment Properties and Trading of Building Material Products	0	0
Healthcare	0	0
Total (Group-wide)	0	0

Note: On 22 August 2024, OHB had adopted Corruption Risk Management Policy and Guidelines in addition to OHB ERM Framework. Therefore, the data presented reflects the operations within our active subsidiaries.

DATA PRIVACY AND SECURITY

Why It Matters?

In today's fast-paced digital world, safeguarding data is no longer just a technical necessity, it is a cornerstone of trust and resilience for any business. At OHB, we recognise that the information we hold, whether about our customers, employees or stakeholders, is invaluable. Protecting this sensitive data from unauthorised access, theft or misuse is essential not only for maintaining trust but also for ensuring the continuity of our operations.

As a global organisation, we navigate a complex landscape of data protection laws, from Malaysia's Personal Data Protection Act (PDPA) to international standards like the General Data Protection Regulation and Privacy Acts. Adhering to PDPA regulations is more than just avoiding fines or legal repercussions; it is about fulfilling our responsibility to safeguard the information entrusted to us.

Strong data privacy and security also serve as the bedrock of our competitive edge. By protecting our intellectual property and trade secrets, we preserve the innovation and ingenuity that set us apart in the marketplace. Proactive risk management through measures like encryption, access controls and robust monitoring systems allows us to mitigate cyber threats and data breaches effectively, ensuring our business remains resilient in the face of evolving risks.

Above all, our commitment to data privacy reflects our dedication to fostering trust and loyalty among those who matter most – our customers, employees, and shareholders. By securing their information, we not only protect their interests but also reinforce the integrity of our operations, ensuring that we continue to grow responsibly and sustainably in an interconnected world.

Our Governance Sustainability Target by Business Segment

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2024
Plantation	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Healthcare	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

Note: In 2024, performance targets are set for the plantation and healthcare segments as a priority focus. Plans are in place to progressively extend target-setting across other business segments in the coming years, ensuring a phased and structured approach to driving sustainability performance across the Group.

How We Approach It?

Across the Group, we are steadfast in our commitment to achieving zero reported cases of customer privacy breaches or data losses. To uphold this standard, we have developed a multi-layered approach to data security, ensuring that customer information is handled with the utmost care and protection.

Our efforts begin with deploying advanced security software designed to detect and mitigate potential threats. This is complemented by the implementation of comprehensive data protection policies and adherence to industry best practices, which serve as a foundation for our operations. Recognising that technology alone is not enough, we invest in ongoing initiatives to enhance employee awareness and understanding of data privacy, ensuring that everyone within the Group plays an active role in safeguarding sensitive information.

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 employees 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

DATA PRIVACY AND SECURITY (cont'd)

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.

AAP has implemented comprehensive IT policies to safeguard the confidentiality, integrity and availability of its data, systems and networks. Its IT Security Policy ensures protection against cybersecurity threats while maintaining compliance with legal and regulatory requirements. This policy applies to all employees, contractors, consultants, temporary staff and third-party personnel.

To enhance software security and compliance, AAP enforces an IT Software Policy that governs the procurement, installation, usage and management of software within the organisation. This policy ensures that only authorised and legally compliant software is used on company-owned or managed devices, minimising risks associated with unauthorised installations or outdated systems.

Data privacy is further reinforced through the IT Data Storage Policy, which regulates the storage and handling of company data across its servers. Strict controls are in place to protect confidential files and databases, ensuring that only authorised personnel can access and manage sensitive information.

Plastic Products

Our subsidiaries have established comprehensive IT policies at the subsidiary-level to safeguard data privacy and uphold stringent IT security measures. These policies govern access control for both customer data and sensitive business information, ensuring that only authorised personnel can access critical data. By implementing structured IT governance, we strive to minimise risks associated with data breaches, cyber threats and unauthorised access while ensuring compliance with relevant data protection regulations.

To reinforce confidentiality, employees and relevant stakeholders are required to sign confidentiality agreements and acknowledge non-disclosure clauses in their employment contracts before commencing their roles. These agreements serve as a commitment to maintaining data security and preventing the unauthorised sharing or misuse of confidential information. In addition, role-based access controls are implemented to restrict access to sensitive data based on job responsibilities, with periodic reviews conducted to ensure that only necessary personnel retain access privileges. This approach helps mitigate the risk of data leaks and enhances overall security.

To protect data integrity and enable recovery in case of system failures or cyber threats, regular data backups are performed both on-site and off-site, with periodic testing of recovery processes. In the event of a breach, theft or loss of data, an internal investigation is conducted to determine the source, followed by appropriate disciplinary and/or legal action.

To further enhance IT security, our subsidiaries have adopted a range of cybersecurity measures designed to protect critical information assets and IT infrastructure. These include:

- Creating and revoking user access promptly, including monitoring email access and retaining emails temporarily for successors
- Mandating the use of licensed software, conducting bi-annual software audits and enforcing regular system updates
- Implementing firewalls and maintaining separate secure networks for guest Wi-Fi
- Deploying antivirus software and endpoint detection tools to prevent security threats
- Collecting only necessary data with clearly defined retention periods and implementing mechanisms to manage user consent for data collection and processing

Hotels and Resorts

The segment maintains a strict and updated data security and customer privacy policies to prevent substantiated complaints and breaches. To strengthen data protection, 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.

DATA PRIVACY AND SECURITY (cont'd)

To further reinforce data privacy and cybersecurity, the segment has established comprehensive policies, including:

- **Information Security Policy:** Ensures the safeguarding of information belonging to our subsidiaries and its stakeholders (including third-parties, customers and the public) within a secure environment
- **Access Control Policy:** Defines guidelines for granting and revoking system access, ensuring that sensitive information remains protected from unauthorised access and data breaches
- **Password Protection Policy:** Establishes standards for creating strong passwords, protecting credentials, and implementing periodic password changes
- **Personal Data Protection Policy:** Outlines compliance with PDPA requirements, covering the collection, use, and disclosure of personal data while allowing individuals to update or withdraw their information
- **Retention and Disposal Policy:** Regulates the proper storage, retention and disposal of data to prevent unauthorised access or misuse
- **Incident Management Plan:** Provides a structured approach to identifying, responding to, and mitigating security incidents, ensuring swift resolution and minimising potential risks
- **Acceptable Use Policy:** Establishes guidelines for the responsible use of computer equipment and IT resources, protecting the organisation from cybersecurity threats such as virus attacks, network compromises, and legal liabilities
- **Internet and E-mail Usage Policy:** Ensures that internet access and company email is used strictly for business purposes to prevent the misuse of company resources, mitigate productivity loss, and reduce legal and reputational risks
- **Employee Social Media Policy:** Guides employees on appropriate social media usage to prevent unauthorised disclosure of company or customer information
- **IT Computer Remote Support Policy:** Ensures secure remote access and technical support procedures to prevent unauthorised system intrusions

Additionally, firewall protection, endpoint security and encryption technologies are continuously maintained to safeguard guest and corporate data from cyber threats. These comprehensive measures underscore the segment's commitment to ensuring confidentiality, integrity, and availability of information while delivering a secure and trusted hospitality experience.

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.

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 Whistle Blowing Policy.

Investment Holding

In our investment holding segment, we prioritise the protection of critical business data through stringent cybersecurity and data management practices. These measures ensure compliance with regulatory requirements, safeguard sensitive information, and enhance resilience against cyber threats.



DATA PRIVACY AND SECURITY (cont'd)

The key initiatives include deploying robust endpoint security and firewall systems across the servers and individual computers to safeguard against malware, ransomware, and external cyber threats. Besides that, periodic backups are performed on critical business information, including accounting and fixed asset management systems, to ensure data integrity and availability. System and data access are strictly managed and restricted to authorised personnel only, minimising the risk of unauthorised access or breaches.

By implementing these security measures, we reinforce our commitment to data confidentiality, integrity, and availability while ensuring the continued protection of our investment holding operations.

Investment Properties and Trading of Building Material Products

We undertake stringent customer data protection measures in this segment that include strict abidance by the PDPA, along with relevant Group policies and applicable laws in our countries of operation. Clearly defined security measures are in place for both hardware and software used to store data, ensuring that all information is processed under strict control, while physical documents are securely stored in a data safe. Additionally, we continuously enhance IT security by updating and renewing cybersecurity software and related licenses in a timely manner.

To reinforce data security, we have implemented the following measures:

- Backup of critical data and information is performed periodically to prevent data loss and ensure business continuity
- Firewall, endpoint security systems and antivirus software are installed on servers and individual computers to safeguard against external intrusions, malware and cyber threats
- Servers are set to automatically shut down after working hours and remain offline on Sundays and public holidays. This automated process reduces the risk of unauthorised access, minimise exposure to cyber threats during non-operational hours and helps optimise energy efficiency
- Access to IT systems and sensitive data is strictly restricted to authorised personnel based on their roles and responsibilities. Access rights are reviewed periodically to prevent unauthorised data exposure or potential breaches



- Employees receive ongoing cybersecurity training to stay informed on best practices for data security, including secure password creation, phishing detection, safe browsing habits and proper data handling. This ensures that our workforce remains vigilant against potential cyber risks and adheres to security protocols in their daily operations

When collecting personal information from customers, customers will be clearly informed in writing about the personal information collected and the usage of those information. When disclosing information, customers are required to sign a Consent Authorisation Letter, acknowledging that their information will only be used for pre-agreed purposes. Employees are also made aware of the consequences of non-compliance and are required to sign non-disclosure agreements to reinforce their responsibility in safeguarding sensitive data.

Healthcare

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

Senior management at our subsidiaries oversee these policies and procedures, ensuring that both employees and patients are briefed on the PDPA as well as Group and subsidiary level privacy policies. To reinforce confidentiality, all employees are required to sign a Non-Disclosure Agreement upon joining and attend data privacy training as part of their orientation. Additionally, awareness campaigns are conducted regularly on the importance of handling sensitive data and records securely.

To enhance patient data security, we have established a Health Information Management System (HIMS) Committee, which meets quarterly to discuss and implement action plans related to patient information and records management. A monthly user access audit is conducted to monitor data security compliance. Furthermore, antivirus software and firewalls are in place to protect against cyber threats.

DATA PRIVACY AND SECURITY (cont'd)

In cases of misconduct related to data privacy, Heads of Departments and the Human Resource Department may conduct counselling sessions, issue reminders and warning letters, and initiate a domestic inquiry. Any breach must be reported via a hospital occurrence report, followed by an investigation conducted in accordance with our policy. If necessary, legal advice may be sought, and the incident reported to the relevant authorities. Only authorised senior personnel may publicly disclose breaches.

To further strengthen data security and maintain zero substantiated complaint concerning breaches of customer privacy and data loss, the healthcare segment is planning to implement the following controls:

- External IT cybersecurity assessment to identify vulnerabilities and strengthen system defences
- In-house phishing assessment audit to evaluate employee awareness and responsiveness to cyber threats

By maintaining robust controls and continuously enhancing our data privacy measures, we remain committed to protecting patient information and ensuring compliance with all relevant regulations.

Our Performance

In FY2024, 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.



Number of substantiated complaints concerning breaches of customer privacy and losses of customer data (Number)

Business segment	2023	2024
Automotive and Related Products	0	0
Plastic Products	0	0
Hotels and Resorts	0	0
Plantation	0	0
Investment Holding	0	0
Investment Properties and Trading of Building Material Products	0	0
Healthcare	0	0
Total (Group-wide)	0	0





ECONOMIC



ECONOMIC PERFORMANCE AND INNOVATION

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 strategic investments to diversify and strengthen our business portfolio, including expanding into new sectors such as electric vehicle (EV) dealership. These efforts have not only supported Gross Domestic Product (GDP) growth in our operating regions but have also created job opportunities and improved livelihoods.

Innovation is key to staying competitive and ensuring long-term success. Across our business segments, we continuously seek new ways to improve processes, products, and services. We also encourage a culture of innovation within the organisation, empowering employees to share ideas and contribute to ongoing improvements. By embracing innovation, we are better equipped to navigate challenges, seize new opportunities, and create lasting value for all stakeholders.

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 segment-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 in order to adhere to 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 Suppliers Club Malaysia, and the MIDA Lighthouse Project enables accurate updates and monitoring of changes in government policies and market conditions.

ECONOMIC PERFORMANCE AND INNOVATION (cont'd)

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.

In FY2024, our subsidiaries actively participated in various trade exhibitions and events to enhance brand visibility, engage potential customers, and drive sales performance. By leveraging targeted marketing efforts, collaborations, and interactive activities, these engagements not only increased public awareness but also contributed directly to economic performance by securing bookings and boosting sales. The heightened consumer engagement, coupled with promotional incentives, translated into tangible business growth while reinforcing the brand's market presence.

HM

Test Drive Event for the month of September 2024



Mini Roadshow at Tutong Tamu on 10 and 24 October 2024



Digital World Roadshow from 13 to 20 October 2024



BIBD Mega Karnival Roadshow from 13 to 17 November 2024



The Mall Roadshow from 18 to 22 December 2024



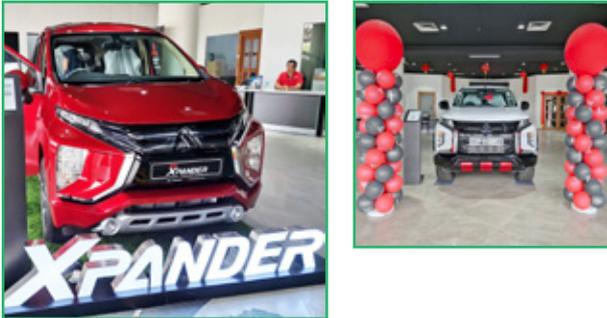
ECONOMIC PERFORMANCE AND INNOVATION (cont'd)

KC

Roadshow event at Hong Leong Bank Jalan Ipoh's Chinese New Year Open House on 3 February 2024



"Dragon Roar With Triton" event at Wisma Kah Motor Showroom on 24 February 2024



"Merdeka X Milestone" event at Wisma Kah Motor Showroom on 24 August 2024



"New Xpander Launching" event at Wisma Kah Motor Showroom on 21 September 2024



AAP

Auto Show in Beijing, China from 25 April to 5 May 2024



Automotive Manufacturing Expo in Beijing China from 1 to 3 August 2024



ECONOMIC PERFORMANCE AND INNOVATION (cont'd)

Daihatsu Motor Corporation Export Expo in Osaka, Japan from 21 to 22 October 2024



In line with our commitment to innovation and operational excellence, AAP have achieved key advancements across its production and supply chain. A major milestone was securing window regulators supply to a key customer for in its first EV model. This marks a significant expansion beyond our traditional cable supply, positioning us for future collaborations in advanced automotive components and reinforcing our presence in the growing EV market.

As part of our ongoing commitment to sustainable growth and economic efficiency, we have strategically implemented warehouse automation. This investment not only optimises space utilisation and reduce reliance on manual labour but also enhances our operational resilience, contributing to cost savings and resource efficiency. By integrating these technologies, we are driving both our environmental and economic sustainability goals, fostering long-term value for our stakeholders.



On the production front, automation initiatives such as the Remote Locking Bending Machine, Inner Wire Cutting Machine and Outer Casing Cutting Machine have been introduced to replace aging equipment, improve process control and increase capacity. These upgrades not only strengthen in-line process reliability but also minimise rejection rates, promote a safer and more ergonomic work environment and drive overall productivity. Through these innovations, we are paving the way for a more agile and technologically advanced manufacturing ecosystem.



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.

ECONOMIC PERFORMANCE AND INNOVATION (cont'd)

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).



To enhance our manufacturing process, CC introduced auto-bulk bag system equipped with a metal detector, reinforcing both product safety and operational efficiency. This innovation ensures that any metal contaminants are detected and removed before products reach customers, safeguarding quality and consumer trust. By automating the bulk material handling process from filling and weighing to discharging, the system streamlines operations, reducing manual labour and increasing efficiency. Additionally, it minimises product loss by isolating contaminated batches without discarding entire loads, leading to significant material and cost savings. With fewer manual inspections required, the risk of human error is reduced, allowing for a more consistent and reliable production process. This advancement reflects our ongoing commitment to innovation, quality, and operational excellence.

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. For example, at 30Ben, we have introduced the HotSOS and Vouch programs to boost productivity, ensure prompt service delivery, and enhance guest convenience through AI-driven solutions. 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 AND INNOVATION (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 FY2024 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 Holding

The investment holding segment plays a strategic role in strengthening the Group's financial resilience and long-term sustainability. This segment focuses on strategic, long-term investments that not only deliver financial returns but also align with the Group's sustainability vision. Investment decisions are made with a view to fostering innovation, supporting emerging industries, and diversifying revenue streams.

Investment Properties and Trading of Building Material Products

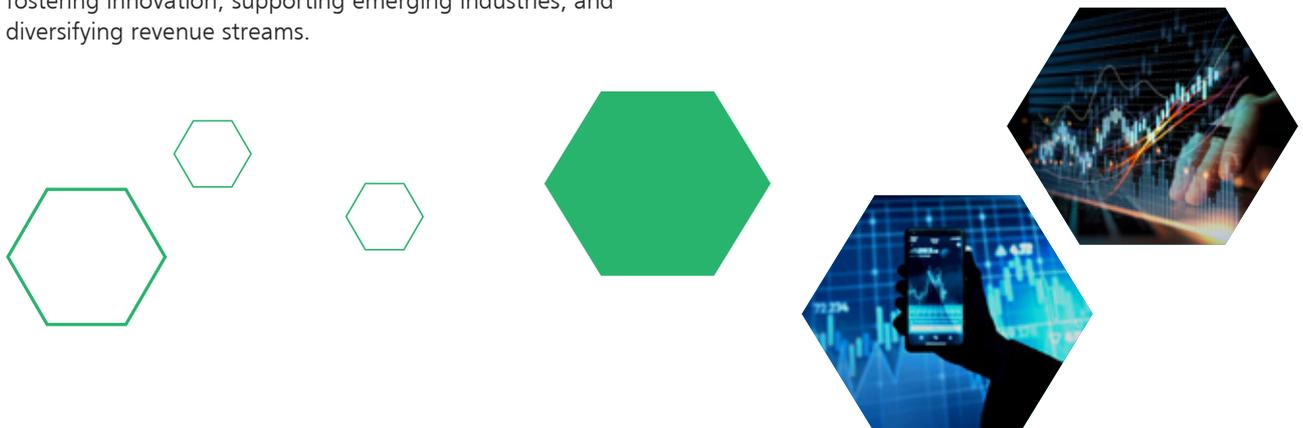
We generate economic value in this segment through rental income and sales of construction materials. To ensure we optimise this value, we have established a strong governance structure that oversees daily operations and ensures business continuity.

Regular management meetings are convened to address key operational matters, while Heads of Department closely monitor daily operations and consistently provide updates to the General Manager to ensure smooth and efficient performance.

Employees are supported with ample opportunities for upskilling through regular seminars and workshops, including safety and health trainings.

To ensure continuous compliance with ISO 9001:2015 standards at one of our subsidiaries within the segment, internal audits are conducted half-yearly. These audits assess the effectiveness of the Quality Management System (QMS), identify areas for improvement, and ensure that corrective actions are taken where necessary. The audit findings are reviewed by senior management to enhance operational efficiency and maintain quality standards across the segment.

In FY2024, UMix introduced an innovative method of concrete production by substituting one of its existing raw materials with a more cost-effective and environmentally friendly alternative. This innovation effectively reduces raw material costs by 5% while also contributing to sustainability efforts by lowering carbon emissions associated with cement production. Additionally, it strengthens UMix's market position by offering a cost-efficient and eco-friendly alternative, appealing to customers seeking more sustainable construction materials.



ECONOMIC PERFORMANCE AND INNOVATION (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 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.

In FY2024, NILAM participated in Karnival Pendidikan Kerjaya Murid (Sukses 3.0) and Carnival JOM Masuk U as part of its student recruitment efforts to attract prospective students and promote its nursing programs.

Our Performance

For the detailed explanation of our economic performance for the FY2024, kindly refer to the "Consolidated Statement of Financial Position" and "Consolidated Statement of Profit and Loss and Other Comprehensive Income" section of our FY2024 Annual Report.



FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

Why It Matters?

Climate change presents both challenges and opportunities that can significantly impact our business operations, financial performance and long-term sustainability. Rising global temperatures, regulatory shifts and evolving market expectations have increased the demand for low-carbon solutions, energy-efficient processes and sustainable products.

As a responsible corporate citizen, we acknowledge the risks posed by extreme weather events, resource scarcity and policy changes, which may affect operational costs, supply chain stability and compliance requirements. At the same time, transitioning to a low-carbon economy offers opportunities for innovation, cost savings and market expansion.

By addressing climate-related risks and leveraging emerging opportunities, we aim to enhance our resilience, strengthen our competitive advantage and create long-term value for our stakeholders.

How We Approach It?

Our approach to managing climate-related risks and opportunities is guided by a proactive strategy that integrates sustainability into our business operations. Climate-related risks and opportunities have been added to the latest Group's ERM policy and guidelines adopted on 22 August 2024, ensuring that potential impacts on our business are identified, assessed, and addressed. We continuously assess the financial implications of climate change and implement mitigation measures to reduce our carbon footprint, enhance energy efficiency, and improve resource management. This includes adopting sustainable manufacturing practices, investing in renewable energy, and optimising supply chain processes to minimise emissions. Additionally, we align with regulatory requirements and emerging industry trends to ensure compliance and future readiness. By embracing innovation and sustainable growth, we position ourselves to capitalise on opportunities in the green economy while mitigating the risks associated with climate change.

Below are the specific approaches taken by each business segment.

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 New Energy Vehicle (NEV) 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 introduced a product design and development plan extending until 2027 to enhance the performance and efficiency of our produced parts. This plan aligns with anticipated government initiatives promoting low-emission vehicles. As part of these efforts, AAP aims to localise guide rail production by 2027, reinforcing our commitment to product innovation and development.

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



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

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 systems 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 room amenities and single-use plastics such as plastic straws. We also promote recycling and encourage responsible consumption of resources among our employees and guests. 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.

30Ben, a Singapore-based subsidiary, is subject to carbon tax under the Singapore Carbon Pricing Act. The tax is imposed at a rate of SGD25 per tonne of CO₂ equivalent (tCO₂e). For the reporting period, 30Ben paid a total of SGD9,216.92 in carbon tax.

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, we have embedded climate-related risks and opportunities into the Group's ERM policy and guidelines to ensure a structured approach to risk identification and mitigation. Our ERM system, in collaboration with the Sustainability and Finance Departments at Group headquarters, works closely with Estate Managers and Chief Risk Coordinators at each operating centre to monitor and assess climate risks in real time.

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.



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

Investment Holding

The investment holding segment is focused on building a diversified and future-proof portfolio that aligns with the Group's long-term sustainability and growth objectives. Climate-related risks and opportunities are factored into the segment's decision-making processes to safeguard the Group's financial stability and enhance value creation.

By embedding climate awareness into our governance framework and fostering strategic partnerships, we remain agile and well-positioned to drive financial performance while contributing to a more sustainable future.

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.

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 employees. 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 employees 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 FY2024 by some of our business 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)
Automotive and Related Products				
Risk	Government policy on electrification of motor vehicles	Restriction on sales of internal combustion engine (ICE) vehicles	Discuss with the principal on plans to launch hybrid or EVs in the future to grow its market share	Not quantifiable
Risk	Rising mean temperature driven by climate change	<ul style="list-style-type: none"> Increasing energy demand for cooling system Increasing electricity consumption 	Installation of solar panels	RM2.1 million across two manufacturing plants. Estimated 20-30% savings in electricity cost
Risk	Global warming/ greenhouse effect	<ul style="list-style-type: none"> Interruption of supply chain Increase in raw material price 	Managing buffer stocks	Not quantifiable
Risk	Natural disaster caused by climate change (e.g. storm/ hurricane, heavy rain, flooding, drought, etc.)	<ul style="list-style-type: none"> Physical damage to business plant/premises Power failure Additional cost of repair 	Insurance to cover any physical damage to the premises due to natural disaster	Not quantifiable
Opportunity	Development of climate-resilient or low emission products	<ul style="list-style-type: none"> Diversification of business activities Improved revenue 	<ul style="list-style-type: none"> Ongoing exploration and development of new products Feasibility study 	Not quantifiable
Opportunity	Process automation	<ul style="list-style-type: none"> Reduction in energy consumption Improved production efficiency 	Investment in machinery	RM250,000 Estimated savings on RM12,000 per month
Opportunity	Ordering engine oil in bulk quantities	<ul style="list-style-type: none"> Cost savings Reduce waste of plastics and carton box 	Continue to order engine oil in bulk quantities	Savings for FY2024: RM13,563
Opportunity	Digitalisation of business processes	Reduction in CO ₂ due to reduced 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	Savings for FY2024: RM23,339
Opportunity	Transition to solar energy	<ul style="list-style-type: none"> Reduction in electricity and non-renewable resources consumption Reduction in carbon emissions 	Investment in solar panels installation	RM2.1 million across two manufacturing plants. Savings for FY2024: RM87,601
Opportunity	Increase in body and paint service	Increase in major repair job for cars hit by floods	Offer quality service	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)
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Plastic Products

Risk	Natural disaster such as flood	<ul style="list-style-type: none"> Consequential loss Interruptions to supply chain Physical damage to plant 	<ul style="list-style-type: none"> Adequate insurance coverage Availability of power generator Crisis management plan Manage buffer stocks 	Not quantifiable
Risk	Environmental pollution through improper waste disposal	<ul style="list-style-type: none"> 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
Risk	Enhanced emissions reporting obligations	Failure to comply or submission of inaccurate data may lead to penalties from authorities	Attend trainings	Not quantifiable
Opportunity	Transition to solar energy	<ul style="list-style-type: none"> Reduction in electricity and non-renewable resources consumption Reduction in carbon emissions 	Internal funding in solar panel installation	RM5.1 million across three subsidiaries
Opportunity	Use of recycled plastics parts	<ul style="list-style-type: none"> Reduction in material cost Reduction in production waste 	Carry out recycling program	Not quantifiable
Opportunity	Development of low emission products	<ul style="list-style-type: none"> Improved revenue Involvement in EV market 	Collaboration with key business partners	Not quantifiable

Hotels and Resorts

Risk	Climate change	<ul style="list-style-type: none"> Beach erosion and flooding Exposed to extreme weather Resource scarcity Reduction in tourism activities Reduction in revenue 	<ul style="list-style-type: none"> Adequate insurance coverage Emergency response training 	Not quantifiable
Risk	Power failure due to adverse natural events (e.g. flood, thunderstorm, etc.)	<ul style="list-style-type: none"> Service disruptions Loss of revenue Damage to reputation 	<ul style="list-style-type: none"> Backup power generators and UPS system Preventive maintenance 	Not quantifiable
Risk	Water disruption	<ul style="list-style-type: none"> Service disruptions Loss of revenue Damage to reputation 	<ul style="list-style-type: none"> Emergency response plan Engage water broker Monitor bore water allocation 	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)
Hotels and Resorts				
Opportunity	Waste reduction and recycling program	<ul style="list-style-type: none"> • Cost reduction • Enhance reputation among eco-conscious travelers 	<ul style="list-style-type: none"> • Awareness campaign on recycling program • Implement separate bins for non-recyclable and recyclable waste 	Not quantifiable
Opportunity	Switch to energy/water saving equipment	<ul style="list-style-type: none"> • Reduction in electricity consumption • Reduction in water consumption 	Implement energy-efficient equipment and systems (such as LED lighting, low-flow shower heads, air-conditioning sensors etc)	Not quantifiable
Opportunity	Sustainable travel option	<ul style="list-style-type: none"> • Eco travel for the travelers of tomorrow • Reduction in carbon footprint • Cost reduction 	<ul style="list-style-type: none"> • Eliminate single use plastic • Use carbon neutral guest products • Replace old equipment 	Not quantifiable
Plantation				
Risk	Climate change can lead to an increase in the incidence of new and existing pests and diseases	<ul style="list-style-type: none"> • Impact crop yield and quality • Potential financial losses 	Installation of barn owl boxes, as well as planting and upkeeping of beneficial plants	RM198,968
Risk	Oil palm crops may lack resilience to elevated temperatures and increasingly erratic rainfall patterns caused by climate change	<ul style="list-style-type: none"> • Reduction in productivity • 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	RM1,797,090
Risk	Flooding	<ul style="list-style-type: none"> • Crop damage • Soil erosion • Prolonged waterlogging • Infrastructure damage 	<ul style="list-style-type: none"> • Road and bridge reinforcement • Improve drainage system • Riverbank reinforcement • Soil conservation practices 	RM18 million invested for infrastructure upgrades
Risk	Wildfires	<ul style="list-style-type: none"> • Environmental damage • Air pollution affecting health of local communities • Damage to plantations 	<ul style="list-style-type: none"> • No burning policy for replanting • Early warning systems during dry seasons • Dedicated firefighting team 	RM182,000
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	RM198,858

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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Plantation

Opportunity	Conversion to biomass energy	<ul style="list-style-type: none"> Waste reduction Reduction in CO₂ emission 	Utilising organic waste from plantations such as empty fruit bunches (EFB), palm kernel shells (PKS) and mesocarp fibers (MF) for energy production	No cost incurred.
Opportunity	Use of organic fertilisers	<ul style="list-style-type: none"> Cost reduction Improve soil fertility 	<ul style="list-style-type: none"> Integrate palm oil mill by-products into the plantation's nutrient management plan Selling excess bunch ash to other agricultural operations or local markets 	The sales of excess bunch ash contributed RM239,625 in FY2024.
Opportunity	Addressing social sustainability issues can lead to improvement in worker satisfaction and productivity	Enhance company's reputation	Addressing workers' welfare, recreation, and accommodation	RM4,941, 653

Investment Properties and Trading of Building Material Products

Risk	Natural disaster (e.g. tsunami, landslides, flood and typhoon)	<ul style="list-style-type: none"> Physical damage to properties Financial loss Diminishing property value Interruption of supply chain Operational downtime Increased insurance premium 	<ul style="list-style-type: none"> Property valuation report Market forecast report Adequate insurance coverage Diversify suppliers and logistics routes Adequate insurance coverage Crisis Management Committee 	Not quantifiable
Risk	Stringent carbon emission regulations	<ul style="list-style-type: none"> Increased cost of compliance Investment required to meet new regulatory standards 	Invest in cleaner production technologies, such as electric arc furnaces which have lower emissions	Not quantifiable
Opportunity	Upgrade of concrete mixer trucks with green diesel engine	Increase in production and control emission of smoke from concrete mixer trucks	Investment using internal fund or loans from financial institutions	Not quantifiable
Opportunity	Transition to more environmental-friendly raw materials	<ul style="list-style-type: none"> Cost reduction Reduction in carbon emissions 	Replace 25% of Ordinary Portland Cement (OPC) with Pulverized Fuel Ash (PFA) in our product	This has resulted in savings of approximately RM330,000 in FY2024.

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)
Investment Properties and Trading of Building Material Products				
Opportunity	Transition to solar energy	<ul style="list-style-type: none"> Reduction in electricity and non-renewable resources consumption Reduction in carbon emissions 	Investment in solar panels installation	RM600,000
Healthcare				
Risk	Natural disaster such as flood	<ul style="list-style-type: none"> Long-term damage to healthcare infrastructure Increased maintenance and repair cost Financial losses due to downtime Inability to provide medical services 	<ul style="list-style-type: none"> Development of disaster recovery plan and annual emergency response drills 	Not quantifiable
Risk	Deteriorating air quality due to increasing frequency of haze and rising temperature	<ul style="list-style-type: none"> Health impact on existing patients Increased admissions of patients 	<ul style="list-style-type: none"> Monitoring of air quality Replacement of HEPA filters Air duct inspection and cleaning 	Approximately RM90,000/year
Risk	Greenhouse effect leading to increased energy demand for cooling systems and cold storage for medical supplies	<ul style="list-style-type: none"> Potential power outages Higher electricity costs Overworked equipment 	<ul style="list-style-type: none"> Installation of solar panels Power generator availability 	RM2.1 million
Opportunity	Higher number of respiratory patients	<ul style="list-style-type: none"> Increase in revenue 	<ul style="list-style-type: none"> Providing medical equipment (such as nebulizers) with respiratory services Ensuring the availability of drugs and therapies related to respiratory care 	Not quantifiable
Opportunity	Sustainable transportation (e.g. adoption of EV)	<ul style="list-style-type: none"> Opportunity to generate revenue from providing EV charging stations 	<ul style="list-style-type: none"> Installation of EV charging stations 	Not quantifiable
Opportunity	Transition to solar energy	<ul style="list-style-type: none"> Reduction in electricity and non-renewable resources consumption Reduction in carbon emissions 	<ul style="list-style-type: none"> Investment in solar panels installation 	RM2.1 million Saving for FY2024: RM360,000

PROCUREMENT PRACTICES AND SUPPLY CHAIN MANAGEMENT

Why It Matters?

In line with our commitment to supporting local communities, we have implemented initiatives to encourage the procurement of local suppliers. By localising our supply chain, we aim to create better value for our operations while fostering economic growth in the communities where we conduct business. This approach not only generates opportunities for local enterprises but also enhances competitiveness among suppliers, driving higher standards in quality, innovation, and service. Additionally, sourcing locally can reduce costs associated with shipping, storage, emissions, and energy usage, contributing to a more sustainable and resilient supply chain.

Effective supply chain management is crucial to ensuring the consistent delivery of high-quality products and services. Choosing the right suppliers goes beyond cost considerations, it involves evaluating their reliability, ethical practices, and ability to meet our stringent quality standards. A supplier's actions and conduct directly impact our company's reputation, making it essential to work with partners who uphold integrity, environmental responsibility, and fair labour practices.

How We Approach It?

While we recognise that our local sourcing initiatives may yield uneven benefits initially, we remain committed to expanding our network of local suppliers where feasible, ensuring that our business growth translates into meaningful and lasting contributions to the community.

To mitigate risks and enhance supply chain resilience, we continuously assess and engage with our suppliers. Third-party vendors and suppliers are required to sign a SCCD form to ensure that our suppliers adopt best practices that align with our company's values and operational excellence.

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), and Kah Motor Singapore and KP (Singapore).

AAP has a well-established procurement policy with clearly defined procedures and responsibilities to ensure that all goods and services purchased are fit for purpose and sourced in a socially and ethically responsible manner. To maintain high quality standards, AAP enforces a stringent supplier evaluation process ensuring that externally provided products, processes, and services conform to customer requirements. Supplier performance is closely monitored on a monthly basis through a systematic grading system. Suppliers with poor performance are required to provide corrective actions and may be selected for supplier audits to ensure compliance with AAP's quality and ethical standards.

Plastic Products

To ensure the highest quality products and meet customer expectations, our approach to supplier selection and procurement is guided by both customer influence and stringent internal policies. For our injection moulding subsidiaries in particular, customers play a key role in determining the sourcing of materials and components. Other critical factors considered in our procurement process include cost, quality requirements, and adherence to customers' target pricing.

In addition, certain subsidiaries take full responsibility for the selection of their suppliers, ensuring a mutual understanding of material quality in accordance with engineering specifications. To further strengthen our procurement practices, we have established a subsidiary-level procurement policy that outlines clear guidelines for supplier selection, evaluation, and ongoing compliance. A comprehensive background check is conducted for all potential suppliers, assessing key areas such as financial stability, operational capacity, and legal compliance.

As part of our due diligence, we obtain and verify whether suppliers hold critical certifications (e.g., ISO standards, quality certifications) to ensure they meet industry and regulatory standards. To maintain high supplier performance, we conduct regular performance evaluations using key metrics such as delivery timelines, quality of goods/services, pricing, and adherence to contractual terms.

Additionally, we closely monitor and ensure that all suppliers acknowledge and comply with our SCCD, which covers ethical business practices, labour standards, environmental compliance, and anti-corruption policies.

PROCUREMENT PRACTICES AND SUPPLY CHAIN MANAGEMENT (cont'd)

During the course of business, any non-compliance by suppliers will trigger corrective action plans, and in cases of severe or repeated breaches, contracts may be terminated.

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.

To ensure transparency, compliance and cost-effectiveness, a structured vendor selection and approval process is in place within the segment. Each departmental head is responsible for obtaining quotations from at least three vendors for price and service comparison. The selected quotation is then submitted for approval by the Hotel Manager.

Once approved, the Finance Manager conducts a thorough review to check against the OHB related party listing to identify if the transaction with selected vendor constitutes a related party transaction (RPT). For new vendors, a comprehensive due diligence process is conducted. Prior to vendor creation in the system, email approval must be obtained from Executive Director. Only upon receiving this approval can the vendor be registered for invoice processing and payment.

To further enhance procurement efficiency and financial control, BIH utilises the SAP Concur solution, which streamlines expense management, automates approvals, and improves visibility into procurement activities.

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.

In Indonesia, we are committed to implementing “No Deforestation, No Peat and No Exploitation” policy. This commitment ensures that all new and existing FFB suppliers do not engage in deforestation, new land clearing in peatlands and exploitation of local communities or workers. To uphold this, the subsidiaries continuously assess third-party FFB suppliers through a structured screening, selection, and monitoring mechanism carried out by the mills.

Investment Holding

Our investment holding segment plays a pivotal role in supporting the long-term sustainability and growth of the Group by strategically allocating capital to ventures that align with our sustainability principles.

Beyond financial capital, we provide strategic guidance and governance oversight to our subsidiaries, helping them enhance their ESG performance. We also encourage knowledge sharing and cross-sector collaboration to foster innovation and drive continuous improvement across all our business segments. Through this approach, we ensure that our investment strategies not only secure long-term value creation but also reinforce our commitment to building a more sustainable future.



PROCUREMENT PRACTICES AND SUPPLY CHAIN MANAGEMENT (cont'd)

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.

For our subsidiaries involved in investment properties, we maintain close partnership with property management firm for day-to-day operations including maintenance, tenant management, and collection of rentals. We are committed to adhere to the local regulations and ensure strict compliance to the reporting requirements on each country. As a safeguard and mitigating action, we will monitor and review our existing insurance to ensure sufficient insurance coverage for our properties.

For our subsidiaries involved in trading of building material products, we will conduct a rigorous supplier selection and evaluation process before onboarding any potential suppliers. This ensures that only reliable and high-quality suppliers are qualified as our approved supplier. As part of our Supplier Due Diligence, all potential suppliers must undergo a thorough assessment to verify their legitimacy and ability to meet our requirements. Potential suppliers are assessed based on key criteria, including product quality, service standards, pricing, delivery lead time, and payment terms. To maintain high performance and consistency, we also conduct annual supplier evaluations, ensuring compliance with our standards and fostering continuous improvement in our supply chain.

Additionally, we have established robust purchasing policies that requires competitive quotations to be obtained to ensure fair pricing, cost efficiency and value for money. We have implemented clear delegation of authority for purchasing decisions ensuring accountability at every level. This structured approach reinforces our commitment to responsible decision-making and enhances the overall effectiveness of our supply chain management.



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.

By optimising procurement strategies and reinforcing supplier relationships, the segment remains well-positioned to adapt to evolving industry demands while delivering quality care without compromise.

Our Performance

The table below indicates the proportion of our spending on suppliers that are local to that operation, expressed as a percentage and categorised by 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.

Proportion of spending on local suppliers (%)

Business segment	2023	2024
	%	%
Automotive and Related Products	86	80
Plastic Products	84	84
Hotels and Resorts	97	90
Plantation	100	95
Investment Holding	100	99
Investment Properties and Trading of Building Material Products	99	98
Healthcare	100	100
Total (Group-wide)	89	86

Note: The proportion of spending on local suppliers for FY2023 includes only subsidiaries located in Malaysia, across all business segments. For FY2024, it covers all subsidiaries of OHB.



ENVIRONMENTAL



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.

Our Environmental Sustainability Target by Business Segment

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2024
Plantation	ISPO Certification	Two out of five plantation units in South Sumatra are set to receive ISPO certification by the end of FY2030	Three out of five plantation units in South Sumatra are set to receive ISPO certification by the end of FY2032	Ongoing
	Peatland conservation	No new planting on peatland, regardless of depth	No new planting on peatland, regardless of depth	No new planting on peatland
	Land clearing for new planting, replanting, or other developments	No burning for new planting, replanting, or other developments	No burning for new planting, replanting, or other developments	No burning for new planting, replanting, or other developments
	Organic fertilisers application	Achieve a 5% increase in the use of organic fertilisers by FY2029, based on the tonnage used in FY2024	Achieve a 5% increase in the use of organic fertilisers by FY2032, based on the tonnage used in FY2029	Ongoing
	Use of paraquat and other pesticides categorised as World Health Organisation Class 1A or 1B, and listed by the Stockholm or Rotterdam Conventions	No use of paraquat and other pesticides categorised as World Health Organisation Class 1A or 1B, and listed by the Stockholm or Rotterdam Conventions	No use of paraquat and other pesticides categorised as World Health Organisation Class 1A or 1B, and listed by the Stockholm or Rotterdam Conventions	No use of paraquat and other pesticides
Healthcare	Total renewable energy consumption	>10% energy consumption savings from FY2024	>10% energy consumption savings from FY2024	Ongoing

Note: In 2024, performance targets are set for the plantation and healthcare segments as a priority focus. Plans are in place to progressively extend target-setting across other business segments in the coming years, ensuring a phased and structured approach to driving sustainability performance across the Group.

ENVIRONMENTAL COMPLIANCE (cont'd)

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.

Environmental, 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.

ENVIRONMENTAL COMPLIANCE (cont'd)

- 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.
- Storm water monitoring to ensure final water discharge does not exceed of number water pollutants and compliance to Environment Quality (Industrial Effluent) Regulation 2009.
- Boundary noise monitoring to ensure noise emitted in acceptable range based on Guidelines for Environmental Noise Limits.
- Stack monitoring to ensure air emission discharge is not exceed contaminants level and to comply Environmental Quality (Clean Air) Regulation 2014.

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 LMold, have employed a Certified Environmental Professional in Scheduled Waste Management (CePSWaM) officer and OSH 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 Resource Department. 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.

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, we installed water refill machines in the lobby for our guests.

ENVIRONMENTAL COMPLIANCE (cont'd)

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 Singapore and The National Environment Agency (NEA) of Singapore. Also, 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 2024, 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 Indonesia Sustainable Palm Oil (ISPO).

Sustainability is at the core of our plantation operations, and we are steadfast in our commitment to minimising environmental impact. Our policies ensure no deforestation, with all new developments undergoing rigorous High Conservation Value (HCV) and High Carbon Stock (HCS) assessments to prevent land clearing in sensitive ecosystems. Additionally, we enforce a strict No Open Burning policy and prohibit the development of plantations on peatlands of any depth. For existing plantations on peatland, we implement Best Management Practices (BMPs) to maintain optimal water levels, prevent subsidence, and mitigate environmental degradation.

In line with our commitment to biodiversity conservation, we actively protect native flora and fauna, particularly rare, threatened, and endangered species. Illegal activities such as hunting and the destruction of habitats are strictly prohibited. Recognising the importance of addressing environmental risks, we implement measures to mitigate human-wildlife conflicts and prevent forest fires. Fire-fighting teams are established, and community members are actively involved in fire prevention efforts.



We also actively monitor and manage GHG emissions from our plantations and mills. Our primary sources of emissions include carbon dioxide from land conversion and fuel combustion, methane from Palm Oil Mill Effluent (POME), and nitrous oxide from synthetic fertiliser application. To reduce our emissions, we carefully regulate fertiliser usage through precision application methods and integrate organic fertilisers, such as recycled EFB, decanter solids, and POME, to minimise synthetic fertiliser dependency. Our approach to pesticide management is guided by Integrated Pest Management (IPM), which prioritises biological controls over chemical alternatives.

To ensure compliance with sustainability standards, we continuously track, calculate, and report our emissions using the ISPO GHG Calculator or equivalent methodologies. This allows us to assess fuel and energy consumption, fertiliser and pesticide application, methane emissions from wastewater treatment, and land-use changes. By actively monitoring these parameters, we strengthen our ability to mitigate risks, reduce our carbon footprint, and align with global environmental sustainability goals.

Investment Holding

The investment holding segment is committed to upholding environmental compliance by integrating sustainability considerations into investment decisions and governance practices. While this segment does not have direct operational impacts, it plays a crucial role in overseeing the environmental performance of its diverse portfolio companies.

The segment ensures that the subsidiaries align with national and international environmental regulations, including the Environmental Quality Act 1974 and industry-specific requirements. This oversight is reinforced through regular sustainability performance reviews, which assess each entity's adherence to environmental policies, resource management practices, and carbon reduction efforts.

ENVIRONMENTAL COMPLIANCE (cont'd)

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 the guidelines issued by the Department of Environment (DOE), including measures to manage environmental impacts. As such, there is an Environmental Management Plan (EMP) for each Phase of the reclamation, whereas for Environmental Impact Assessment (EIA), there is a dedicated EIA Report for Phase 4 while for all other Phases, there is a Macro EIA Report covering Ultra Green Sdn Bhd's reclamation and other concessionaires' reclamation. In compliance with the DOE's guidelines, all EIA Reports are prepared by reputable Environmental Consultants with the support of specialists, all registered with the DOE. Through this exercise, site surveys, data collection and risk assessments are conducted to carefully identify and mitigate potential environmental impacts and risks. Environmental monitoring is also carried out during the implementation stage to ensure that all reclamation works are performed in a sustainable manner, as well as to minimise the potential negative environmental impacts.

Other relevant environmental initiatives conducted during land reclamation projects includes control of spreading of reclamation fill materials, air pollution control, noise pollution control, marine water pollution control and scheduled waste management. Parameters related to such initiatives are assessed by the appointed Environmental Monitoring Consultant.

As for the segment on trading of building material products, some of the efforts 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 have concentrated their efforts in sourcing for eco-friendly building materials, in compliance with Act 520 of 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 an OSH Unit for the subsidiary. This internal structure was established to promote sustainable healthcare services within the segment. This function is also supported by the hospital's OSH Committee and its EHS Committee.

The OSH Committee and EHS Committee is responsible for implementing environmental management measures such as 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 Safety and Health Officer. To drive compliance, the Committees are obliged to several requirements, i.e., The MSQH, Environmental Quality Act 1974, and other regulations stipulated by the Department of Occupational Safety and Health (DOSH) without exception.

ENERGY AND GHG EMISSION 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.

Our Environmental Sustainability Target by Business Segment

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2024
Healthcare	Total Renewable Energy Consumption	> 10% energy consumption saving from FY2024	> 10% energy consumption saving from FY2024	Ongoing

Note: In 2024, performance targets are set for the healthcare segment as a priority focus. Plans are in place to progressively extend target-setting across other business segments in the coming years, ensuring a phased and structured approach to driving sustainability performance across the Group.

How We Approach It?

To enhance energy efficiency and reduce GHG emissions, we remain committed to optimising energy use across our diversified business operations while continuously exploring opportunities for improvement. Our approach focuses on optimising energy efficiency, transitioning to cleaner energy sources, and integrating sustainable practices into our operations. The specific initiatives undertaken by each business segment are outlined below.

Automotive and Related Products

In FY2024, solar panels are being installed at Wisma Kah Motor and AAP's facilities. AAP's solar panel system which became operational in August 2024 is designed to achieve cost savings on electricity, targeting a 20-30% reduction in monthly usage. With a system capacity of 465.75 kWp, it is projected to generate approximately 683,472 kWh annually and reduce CO₂ emissions by around 502 tons per year.



AAP also implemented solar street light at its facilities in Mak Mandin, Penang. Equipped with high-efficiency solar panels and LED technology, it delivers reliable and consistent lighting throughout the night. This system is ideal for enhancing safety, visibility, and functionality in outdoor spaces, offering a sustainable and energy-efficient lighting solution.

ENERGY AND GHG EMISSION MANAGEMENT (cont'd)

Plastic Products

The plastic products segment has adopted a proactive approach to energy management by integrating energy-efficient technologies, optimising electricity usage, and exploring renewable energy solutions to reduce its overall carbon footprint.

A key initiative in the segment's sustainability strategy is the planned installation of solar panels at DF, CC, and AI in 2025. This project, with an estimated investment of RM5.1 million, is expected to significantly reduce reliance on conventional electricity sources, lower operational costs, and contribute to the segment's long-term environmental sustainability goals. Meanwhile, the feasibility of installing solar panels at KTSM is still under review, with ongoing assessments to determine the potential benefits and return on investment.

In addition to renewable energy integration, the segment has already implemented LED lighting across its facilities, reducing energy consumption compared to traditional lighting systems. Furthermore, capacitors are used to regulate and optimise electricity usage for machines, ensuring efficient energy distribution and minimising power wastage. This approach not only helps in lowering energy costs but also enhances the overall operational efficiency of the segment.

By continuously exploring and adopting energy-saving technologies, the plastic products segment aims to improve its energy efficiency while aligning with the Group's broader sustainability objectives.

Hotels and Resorts

The hotels and resorts segment is committed to reducing its energy consumption through a combination of technology-driven solutions, energy-efficient upgrades, and sustainable operational practices.

One of the key initiatives is the installation of motion sensors in guest rooms, which automatically switch off lights and air conditioning when no movement is detected. This ensures that energy is only used when necessary, preventing wastage and improving overall efficiency. Similarly, in non-operational areas of the hotel, lighting and air conditioning are either reduced or completely turned off to conserve energy.

In addition to these automated energy-saving measures, the hotel has actively upgraded its infrastructure to energy-efficient equipment. This includes the transition to LED lighting, which consumes significantly less electricity compared to traditional lighting, as well as the installation of energy-efficient HVAC (Heating, Ventilation, and Air Conditioning) systems that optimise energy use while maintaining guest comfort.

To further enhance energy efficiency, the hotel enforces strict energy-saving practices among its employees and operations. This involves turning off unused machines, lights and equipment when they are not in use, promoting a culture of energy-conscious behaviour. Employees are encouraged to adopt best practices for energy conservation, ensuring that sustainability efforts are embedded in daily hotel operations.

Through these combined efforts, the hotels and resorts segment aims to significantly reduce its carbon footprint while maintaining high standards of service and guest experience.

Plantation

Efficient energy use and renewable energy adoption play a key role in reducing our carbon footprint. Within our plantation and milling operations, we prioritise the use of biomass energy, utilising palm kernel shells and fibre as renewable fuel sources to power our mills. By maximising the use of biomass, we significantly reduce our dependence on fossil fuels, limiting their use to initial startup processes only.

In addition, we continuously track our energy consumption, ensuring that our operations remain efficient and sustainable.

By integrating renewable energy solutions, optimising energy efficiency, and reducing our reliance on fossil fuels, we are taking proactive steps to minimise our carbon footprint while maintaining a sustainable and responsible palm oil production process.

Investment Holding

The segment is mindful of the global target on "Net Zero by 2050" and continuously monitors the energy and carbon footprint of its subsidiaries, encouraging them to adopt sustainable practices such as energy-efficient technologies, renewable energy adoption, and systematic emissions tracking.

ENERGY AND GHG EMISSION MANAGEMENT (cont'd)

Investment Properties and Trading of Building Material Products

In the segment, we are committed to managing energy consumption efficiently and reducing GHG emissions. Our approach focuses on optimising energy usage and integrating sustainable practices into daily operations.

To enhance energy efficiency, we have implemented energy-saving light bulbs across our properties and facilities, reducing electricity consumption while maintaining optimal lighting conditions. Additionally, we encourage energy-conscious practices, such as switching off unused equipment and optimising air conditioning usage in shared spaces.

Moving forward, we will continue exploring sustainable energy solutions to further minimise our environmental impact and improve overall operational efficiency.

Healthcare

For the healthcare segment, MSM and NILAM invested a combined RM2.1 million in conducting energy audits to identify potential areas for renewable energy integration and installation of solar panels at our medical centre and nursing college. The objective of implementing solar energy is to reduce electricity costs and enhance energy security. The solar panels, which became fully operational in July 2024 for MSM and October 2024 for NILAM, have resulted in total electricity cost savings of approximately RM360,000 in FY2024.



This initiative is part of our broader energy management strategy, aimed at improving energy efficiency and reducing reliance on conventional fossil fuel-based electricity. By integrating renewable energy sources into our operations, we are actively working towards reducing our carbon footprint while ensuring long-term energy resilience. The installation of solar panels not only optimises energy consumption but also contributes to reducing peak energy demand, leading to lower overall operational costs.

Additionally, the transition to solar energy plays a crucial role in our GHG emission management efforts. By replacing a portion of our electricity consumption with clean, renewable energy, we effectively lower Scope 2 emissions – those associated with purchased electricity. The reduction in fossil fuel-based energy consumption translates to decreased carbon emissions, supporting our commitment to environmental sustainability and aligning with national and global decarbonisation goals.

Besides that, the segment also implemented various measures to reduce electricity consumption, that includes switching to LED T5 tube light, implement timer control for lighting, air-conditioning and solar street lighting.



Going forward, the healthcare segment is looking to change company vehicle from diesel to electric vehicles. By supporting green mobility with the installation of 5 EV charging stations, we are making eco-friendly travel more accessible for all.



In addition, the initiative focuses on creating lush green spaces with trees and gardens to enhance biodiversity and provide a refreshing environment for our community.



ENERGY AND GHG EMISSION MANAGEMENT (cont'd)

Our Performance

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

Energy category	Metric	2023						
		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	3,016,678.25 ^(N1)	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
Electricity, heating, cooling, and steam sold		(73.89)	0	0	0	0	0	0
Total energy consumption		42,234.08	451,406.97	3,065,870.12	70,654,693.33	176.13	13,540,636.79	228,129.38
Total energy consumption (Group-wide)		87,983,146.80						

Energy category	Metric	2024						
		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)	212,761.96	545,314.76	150,869.64	81,636,056.84	98.22	12,001,749.12	93,582.57
Non-renewable electricity consumed		26,326.40	71,263.35	51,074.77	10,395.16	104.26	6,592.75	37,306.27
Renewable fuel consumed		0	0	817.52	89,154.22	0	0	0
Renewable electricity consumed		10,060.39	0	6,739.68	0	0	0	2,366.25
Electricity, heating, cooling, and steam sold		(1,813.22)	0	0	0	0	0	0
Total energy consumption		247,335.53	616,578.11	209,501.61	81,735,606.22	202.48	12,008,341.87	133,255.09
Total energy consumption (Group-wide)		94,950,820.91						

N1: This number has been reinstated to refine the conversion formula.

Note: Data in the table marked "0" indicates non-consumption of such energy.

WATER MANAGEMENT

Why It Matters?

Water is a vital resource for the sustainability and continuity of our operations, especially in our plantation, hotels, healthcare and production segments. Without adequate and reliable water supply, our operations could face disruptions, leading to reduced productivity and potential financial losses.

As water is a shared resource, it must be consumed responsibly to avoid negative impacts not only on our business and supply chain but also on the local communities in areas in which we operate. This is particularly important in Malaysia, where the majority of our operations are located and where water scarcity remains a pressing concern. Given our reliance on water, it is our responsibility to address water-related risks, ensure the sustainability of our operations, and contribute to the continuous availability of this essential resource for all stakeholders, especially the local communities.

By prioritising responsible water consumption and management, we aim to mitigate risks, maintain operational resilience, and support long-term water security for our business and the local communities.

How We Approach It?

We are committed to responsible water management by optimising water usage and minimising wastage. Our approach focuses on efficiency, conservation and sustainable practices to reduce our environmental impact. Below are the approaches taken by each business segment.



Automotive and Related Products

In FY2024, Kah M implemented a rainwater harvesting system to enhance water conservation efforts and reduce dependency on municipal water sources. This system captures and stores rainwater for various non-potable uses, such as cooling processes, equipment cleaning, and general facility maintenance. By utilising harvested rainwater, Kah M not only lowers overall water consumption but also contributes to sustainability goals by reducing water waste and promoting efficient resource management.



Plastic Products

In our plastic products segment, we actively monitor and manage water consumption to enhance efficiency and reduce wastage. Water usage is tracked through meters, allowing us to analyse consumption patterns, detect abnormalities, and implement corrective measures where necessary.

This proactive approach helps us optimise water usage, control costs, and support sustainability efforts within our operations.

Hotels and Resorts

The hotels and resorts segment is committed to sustainable water management practices to minimise environmental impact while maintaining high-quality guest experiences. Given the significant water consumption in hospitality operations, a comprehensive approach has been implemented to optimise water usage across all properties.

One of the key initiatives involves installing water-efficient fixtures, such as low-flow taps, showerheads, and dual-flush toilets, to reduce water wastage without compromising guest comfort.

WATER MANAGEMENT (cont'd)

To further enhance sustainability, rainwater harvesting systems have been implemented at 30Ben, where collected rainwater is used for irrigation and landscaping. This reduces reliance on treated water and supports efforts to maintain lush green spaces in an environmentally responsible manner.

Through these proactive measures, the hotels and resorts segment continue to integrate sustainability into its daily operations, balancing guest satisfaction with responsible water management.

Plantation

In alignment with local regulations and the requirements of MSPO and ISPO, our plantation segment has established a robust water management procedure to ensure the sustainable use of this vital resource. Water is not only essential for our operations but also for the surrounding communities and ecosystems that depend on it. Recognising its importance, we have implemented structured measures to identify, manage, and monitor water sources, ensuring long-term availability while preventing environmental degradation.

Our plantations rely on both surface and groundwater sources, including rivers, water catchments, bore wells, and wetlands, which are carefully mapped and monitored. These water bodies play a critical role in sustaining agricultural productivity and biodiversity. To safeguard them, we have established riparian buffer zones, which act as natural filters to prevent runoff contamination, minimise soil erosion, and maintain water quality. In addition, all identified water sources are clearly marked on estate maps, with designated sampling points to facilitate continuous monitoring.

The significance of our SOPs on water management extends beyond operational efficiency. These guidelines ensure that our activities do not contribute to water pollution, particularly from agrochemical runoff, sedimentation, or industrial waste. By maintaining optimal water levels, especially in peatland areas, we not only support oil palm growth but also prevent peat subsidence and fire risks. Compliance with these SOPs helps us meet regulatory expectations while strengthening our role as a responsible steward of natural resources.

To manage our water supply effectively, we have implemented strict conservation measures. Our approach includes maintaining controlled drainage systems, such as bunds, water gates, and weirs, to regulate water flow and minimise wastage. Regular water quality monitoring is conducted at both intake and exit points to ensure that any water released back into the environment meets safety standards. We also keep detailed records of rainfall data, monthly water consumption, and usage per ton of Fresh Fruit Bunch (FFB) processed, allowing us to optimise water allocation and identify areas for improvement.

Beyond supply management, we are equally committed to responsible water usage. Our plantations employ efficient irrigation techniques and soil conservation practices, such as terracing, frond stacking, and silt pits, to minimise runoff and enhance water retention. Additionally, routine maintenance of water infrastructure, including treatment facilities and drainage systems, ensures efficiency while preventing leaks and overflows.

Through these proactive measures, our plantation segment upholds a responsible and sustainable approach to water management. By integrating environmental conservation into our daily operations, we not only protect our business interests but also contribute to the preservation of ecosystems and the well-being of surrounding communities. Water is a shared resource, and our commitment to its responsible use ensures that it remains abundant and unpolluted for future generations.

Investment Holding

While the direct water consumption of the investment holding segment is minimal, we recognise the critical role water management plays in fostering environmental sustainability across our portfolio. As part of our broader commitment to responsible resource management, we advocate for sustainable water practices and encourage subsidiaries to adopt efficient water conservation measures.

Investment Properties and Trading of Building Material Products

In the segment, we are committed to responsible water usage by implementing water-saving measures across our operations. This includes using water-efficient fixtures and promoting awareness among employees and tenants to reduce unnecessary water consumption.

By continuously monitoring and optimising water usage, we aim to minimise waste, lower operational costs, and contribute to environmental sustainability.

WATER MANAGEMENT (cont'd)

Healthcare

A structured approach has been implemented to monitor, control and optimise water usage across all healthcare facilities. To ensure efficient water consumption, monthly reports on water usage are generated, allowing management to track patterns and identify any unusual fluctuations. In cases of abnormal usage, immediate investigations are carried out to pinpoint potential causes such as leaks, inefficient usage or malfunctioning equipment. Any identified issues are promptly addressed to prevent water wastage and reduce operational costs.

In addition, a proactive maintenance program is in place to promptly attend to and resolve water leakage complaints. Facility management teams conduct routine inspections to detect leaks early, ensuring timely repairs and minimising unnecessary water loss.

To foster awareness and encourage responsible water use, educational initiatives have been introduced for both staff and patients. Water-saving reminders are prominently displayed throughout healthcare facilities, reinforcing best practices such as turning off taps after use and reporting leaks immediately.

We have also installed a cooling tower for water management. Sustainable cooling eliminates the use of harmful chemicals in cooling tower water treatment while conserving resources through water harvesting.



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 FY2024, our total water consumption across our subsidiaries and business segments is 2,614.15 Megalitres. The table below outlines the water consumption, which is categorised based on our business segments.

Water consumption (Megalitres)

Business segment	2023	2024
Automotive and Related Products	95.06	92.71
Plastic Products	103.53	87.50
Hotels and Resorts	298.07	329.38
Plantation	1,545.11 ^(N1)	1,861.34
Investment Holding	4.20	0.17
Investment Properties and Trading of Building Material Products	125.68 ^(N1)	128.48
Healthcare	108.26 ^(N1)	114.57
Total (Group-wide)	2,279.91	2,614.15

N1: These numbers have been reinstated to refine the conversion formula.

WASTE MANAGEMENT



Why It Matters?

Effective waste management is a key component of our sustainability practices, enabling us to operate efficiently while contributing positively to environmental conservation. By reducing waste generation and prioritising reuse and recycling, we minimise resource consumption and divert waste from landfills, thereby reducing our environmental footprint and supporting circular economy principles.

Our commitment extends across the Group and our supply chain as we strive to adopt and enhance proper waste disposal and management practices. We aim to ensure that waste is handled responsibly, generating positive environmental impacts while aligning with our broader sustainability goals. Through continuous monitoring and accurate data collection on waste generation, recycling rates, and waste diversion, we remain focused on improving our practices and outcomes over time.

How We Approach It?

Our approach to waste management is guided by three key priorities: reducing waste generation, responsibly disposing of non-recyclable waste to minimise environmental impact and enhancing recycling and reuse practices.

To achieve these goals, we implement a structured approach tailored to the unique requirements of each business segment. Segment-level management teams play a pivotal role in collaborating with external parties for the responsible disposal and recycling of waste while ensuring compliance with internal policies and guidelines. They are also responsible for monitoring performance metrics and identifying areas for improvement.

In addition to operational measures, we are committed to fostering a culture of eco-consciousness and environmental responsibility across our workforce. By embedding these values into our daily practices, we empower our teams to take an active role in minimising waste and driving sustainable outcomes.

Through these efforts, we not only manage waste responsibly but also contribute to a cleaner environment and a more sustainable future.

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 M, an EHS team is established in each branch. The EHS team is primarily responsible in overseeing the timely disposal and recycling of waste according to 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.

In addition to ensuring the proper handling of scheduled waste, AAP has proactively implemented specific training sessions to educate employees on safe waste management practices:

- **Schedule waste training:** This training is provided to waste generators to ensure they understand how to comply with the Environmental Quality (Scheduled Wastes) Regulation 2005. It focuses on the correct procedures for handling and disposing of scheduled waste.
- **Chemical handling and spillage management training:** This training is designed for chemical handlers, equipping them with the knowledge of proper chemical handling procedures and the correct actions to take in the event of a chemical spill.

WASTE MANAGEMENT (cont'd)

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 does not 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 e-SWIS website.

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.

As part of the commitment to sustainability, the plastic products segment also implements recycling programs to further reduce waste and support a circular economy. Rejected or painted plastic parts that are not suitable for sale are collected, crushed, and reused in the production process, significantly reducing part costs and contributing to waste minimisation. This initiative not only helps to lower

material costs but also reduces the environmental impact of plastic waste, as it minimises the need for virgin plastic and reduces landfill waste. By integrating recycling into the production process, the segment is able to contribute positively to resource conservation and environmental protection while maintaining cost efficiency.

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 KAust engage with Cleanaway and Enviro Waste Services for the removal of general waste, in compliance with the Protection of Environment Operation Act (NSW) and the WA 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.

To ensure proper waste segregation, designated waste bins are strategically placed throughout our hotels and resorts, allowing for the separation of recyclable, organic, and hazardous waste. Employees are responsible for gathering waste from these bins and sorting them into appropriate skip bins for collection by external vendors. 30Ben, for example, has a structured recycling program where paper, cans, e-waste and plastics are separated into dedicated bins and collected by specialised waste vendors. Meanwhile, KAust has taken additional steps to reduce waste at the source by minimising the use of packaging materials.

Beyond waste collection and segregation, the segment is committed to minimising overall waste generation and involving guests in sustainability initiatives. For example, our KAust hotels have introduced a towel reuse program, encouraging guests to reuse towels to reduce excessive laundry, conserving both water and energy. Additionally, room cleaning services are scheduled every third day, significantly decreasing the use of linen, cleaning products and water consumption.

WASTE MANAGEMENT (cont'd)

To reinforce sustainable waste management, employees undergo periodic training on proper waste segregation techniques, recycling initiatives and responsible waste disposal practices. These efforts ensure that waste reduction strategies are effectively implemented across all properties.

Looking ahead, the segment is preparing to develop a comprehensive waste management plan to further optimise waste handling and promote the use of recycled materials in daily operations.

Plantation

In our pursuit of environmental sustainability, we have adopted robust waste management practices designed to mitigate the impact of our operations. Guided by compliance with national environmental regulations, including the MSPO Standards, ISPO Standards, and respective environmental laws, we aim to minimise environmental pollution, recycle resources, and ensure the safe disposal of all waste generated from our operations.

Our plantation segment generates various types of non-hazardous waste, including domestic, agricultural, and industrial waste. To manage these effectively, we have implemented the following practices:

- **Organic Recycling:** Palm oil by-products such as decanter solids, EFB, POME are treated and utilised as organic fertilisers or mulches. These not only enrich soil nutrients but also reduce the usage of chemical fertiliser and maintain soil moisture.
- **Reuse Initiatives:** Items like empty fertiliser bags are reused for collecting loose fruits or decanter solids, while scrap tires are repurposed for landscaping.
- **Zero-Burning Policy:** Open burning of any waste, including agricultural residues, is strictly prohibited to reduce environmental pollution.
- **3R Practices (Reduce, Reuse, Recycle):** We actively reduce waste at the source, segregate it for recycling, and responsibly dispose of non-recyclable items. Segregated collection facilities and education for employees ensure the efficient application of 3R principles.
- **Domestic Waste Management:** Waste from employee housing is categorised as organic and inorganic, systematically collected, and either recycled or disposed of in authorised facilities.

Our operations generate hazardous or scheduled waste, which is managed under strict protocols to minimise environmental and health risks:

- **Identification and segregation:** Hazardous wastes such as used oil and laboratory waste are identified, labelled, and stored in compatible, leak-proof containers.
- **Compliance with regulations:** Scheduled wastes are managed according to Malaysia's Environmental Quality (Scheduled Wastes) Regulations 2005 and Indonesia's PP No.22 Tahun 2021 – Penyelenggaraan Perlindungan and Pengelolaan Lingkungan Hidup. Only contractors licensed by the DOE or Badan Lingkungan Hidup handle the transportation and disposal of hazardous waste.
- **Storage protocols:** Hazardous waste is stored in designated areas with appropriate safety features like secondary containment, ventilation, fire extinguishers, and spill prevention measures. Regular inspections ensure compliance.
- **Spill response:** Any accidental spills or discharges are reported immediately, with corrective measures taken promptly to mitigate environmental impact.

We have implemented innovative practices to convert waste into energy and reduce reliance on fossil fuels. Palm kernel shells and pressed fibres are utilised as biofuel to generate steam for operational processes. The resulting ash is recycled as fertiliser, completing the cycle of resource reuse.

For plantations in remote areas where access to public disposal systems is limited, biodegradable waste is disposed of using a mini landfill concept. The landfill sites are carefully selected and managed to ensure they are safe and environmentally sound, with considerations such as proper signage, distance from water sources, and covering of stagnant water to prevent the breeding of disease vectors.

We conduct regular monitoring of treated effluent, air emissions, and soil quality to ensure compliance with environmental standards. These monitoring and reviews help refine our waste management plans and adopt emerging best practices.



WASTE MANAGEMENT (cont'd)



Through these comprehensive strategies, we aim to foster a circular economy within our operations, transforming waste into valuable resources while safeguarding the environment for future generations.

Investment Holding

Although the waste generated by the investment holding segment is limited, we are committed to upholding responsible waste management practices across our operations. We promote the principles of reduce, reuse, and recycle, encouraging sustainable behaviours within the workplace and across subsidiaries to minimise environmental impact.

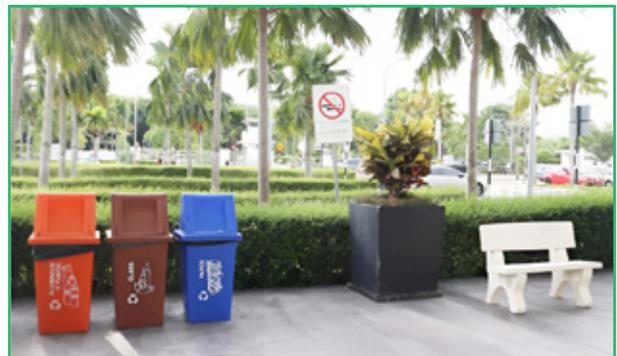
Investment Properties and Trading of Building Material Products

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 the departments and bringing them to the designated area. The general waste is 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 by 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.



SOCIAL



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY

Why It Matters?

The strength of our organisation lies in our people. Their competence, expertise and know-how drive our success and prepare us to navigate future challenges. As a multinational organisation, we strive to maintain a diverse and multifaceted workforce that brings a wide range of abilities, experiences and perspectives, placing us ideally to succeed in our increasingly interconnected and intricate world.

We recognise that fostering an inclusive, fair and supportive work environment not only enhances employee well-being but also drives innovation, strengthens our culture and contributes to long-term sustainability.

We are committed to maintaining a workplace that is free from discrimination and bias, where every individual is treated with fairness, dignity, and respect, regardless of race, religion, gender, age, nationality, or background. Additionally, we uphold human rights principles in our employment practices, ensuring that employees receive fair treatment, equitable pay, and equal opportunities for growth and development.



Our Social Sustainability Target by Business Segment

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2024
Plantation	Zero forced or child labour incident	Zero forced or child labour incident	Zero forced or child labour incident	Zero forced or child labour incident
	Number of substantiated complaints concerning human rights violations	0	0	0
Healthcare	Percentage of female employees (Non-Executive)	> 70%	> 70%	78%
	Total number of employee turnover	< 26% per year	< 26% per year	17%
	Number of substantiated complaints concerning human rights violations	0	0	0

Note: In 2024, performance targets are set for the plantation and healthcare segments as a priority focus. Plans are in place to progressively extend target-setting across other business segments in the coming years, ensuring a phased and structured approach to driving sustainability performance across the Group.

How We Approach It?

Our employment policies and practices are built on the principles of fairness, equal opportunity, and non-discrimination, in alignment with our Group-wide Code of Ethics and Sustainability Policy. We are committed to upholding ethical employment practices by strictly adhering to local labour laws and regulations, including minimum wages requirements and mandatory contributions to social security programs, employment insurance and retirement savings scheme.

We are committed to fostering a culture of diversity, equity, and inclusion, where every employee, regardless of background, has access to equal opportunities. By embracing different perspectives and experiences, we cultivate an environment that drives collaboration, sparks innovation and strengthens our collective success. Our approach to recruitment, training and performance assessments is rooted in transparency and meritocracy, ensuring that hiring decisions, career advancements and professional development opportunities are based solely on skills, experience, and performance rather than personal characteristics or biases.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

We continuously benchmark our policies against industry standards and best practices, enhancing them to ensure better support and benefits for our employees. By upholding fair employment practices and fostering an inclusive workplace, we nurture talent, empower employees and drive sustainable growth for our organisation.

Automotive and Related Products

We maintain a merit-based hiring process that is free from bias based on gender, race, religion, or age. Senior management and Heads of Departments ensures that the recruitment process remains non-discriminatory and is based solely on the candidate's qualifications, achievements and suitability for the role.

To foster transparency, employees are clearly informed of their rights and responsibilities during onboarding and are kept updated on key employment matters through monthly meetings with Management and Head of Departments. We adopt an open-door policy to encourage two-way communication, with engagement further facilitated through digital platforms such as emails, memos, the AAP Intranet and Microsoft Teams.

Performance reviews are conducted annually through a structured appraisal system based on established KPIs, ensuring impartiality and transparency. We have standardised approaches to employee incentives, appraisals, and recruitment, promoting a consistent and merit-driven workplace culture. Additionally, mandatory exit interviews or informal discussions with Heads of Departments provide valuable insights into employee experiences and help refine our policies.

To maintain compliance with labour laws and industry best practices, we regularly review our policies and conduct internal audits. For instance, AAP is a member of Malaysian Employers Federation (MEF) and Federation of Malaysian Manufacturers (FMM), which allows us to stay informed about regulatory changes and industry updates, ensuring that our policies remain aligned with evolving standards.

We uphold fundamental human rights principles in our employment practices, ensuring that the employees are treated with fairness and dignity. Employees are encouraged to voice concerns to their immediate superiors or the Human Resource Department, and a grievance mechanism has been established for escalating unresolved issues.

In addition to internal reporting channels, employees also have access to industry unions, which provide further advocacy for workers' rights. AAP has established collective bargaining agreements with unions, such as

the National Union of Transport Equipment and Allied Industries Workers of Malaysia, to ensure that employees' best interests are represented. These agreements are periodically reviewed and updated to align with current needs and regulatory requirements.

We are also committed to maintaining fair labour practices by continuously monitoring turnover levels and analysing trends to enhance employee retention strategies. The Employee Suggestion Scheme (ESS) Programme, open to all full-time employees, serves as an additional platform for employees to share feedback and contribute to workplace improvements.

Further to this, we provide maternity leave, paternity leave, and compassionate leave as part of our employment benefits. 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 employees. Additionally, we have introduced a Post-Retirement Contract Procedure, allowing competent workers reaching retirement age to continue contributing to the organisation.

Beyond these policies, we are committed to ensuring the overall well-being of our employees by offering a comprehensive range of benefits, privileges, and welfare programs. These include health and life insurance, Employee Assistance Programs, bonuses, paid time off, and flexible working arrangements. Employees also benefit from education assistance programs, transportation subsidies, meal allowances, and discounts on company products. To recognise dedication and performance, we have established long-service awards, recognition programs, and company-sponsored sports events. Additional support includes medical and dental benefits, company vehicles, phone allowances, festive meal allowances, outstation and overseas allowances, private retirement schemes, and company uniforms. These initiatives collectively ensure that our employees feel valued, supported, and empowered to excel in their professional and personal lives.

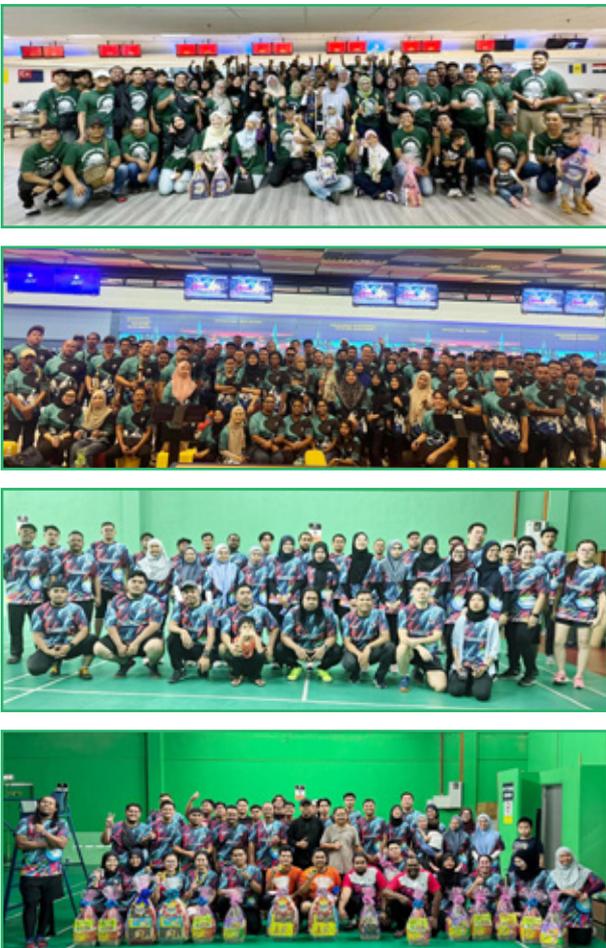
In FY2024, subsidiaries in this segment organised various team building and bonding activities including annual dinner, team outings, team lunches and gatherings, cultural and festive celebrations, sports activities and wellness programs. These initiatives foster camaraderie and teamwork among employees, providing a platform to strengthen interpersonal relationships outside the workplace. By promoting inclusivity, well-being, and work-life balance, they boost morale, productivity, and job satisfaction, contributing to a positive and cohesive workplace culture.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

HM: Staff and family buffet on 22 March 2024, Staff get-together dinner with Executive Director on 18 May 2024



AAP: Bowling Tournament on 3 March 2024 and 17 November 2024, Badminton Tournament on 1 December 2024



AAP: Chinese New Year, Hari Raya and Deepavali Celebration 2024



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.

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.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

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.

Besides that, we offer a comprehensive range of benefits and privileges to support the well-being of our employees. These include health and life insurance, bonuses, paid time off and transportation subsidies. We also offer meal allowances or cafeteria subsidies, as well as recognition programs. To foster team spirit and morale, we organise team outings, annual company trips and company-sponsored sports events.

Through these initiatives, we aim to create an environment where our employees feel valued, supported, and empowered to reach their full potential, contributing to the ongoing success and growth of the plastic products segment.

CC: Annual company trip and annual dinner on 6 July 2024



KTSM: Team Building and Management Conference



Hotels and Resorts

The hospitality industry depends heavily on the competence and satisfaction of its employees. To foster a secure, supportive and productive workplace, we are committed to implementing fair and inclusive employment practices that align with the Group's standards. Additionally, we continuously monitor country-specific laws and regulations, ensuring that updates are promptly reflected in our internal policies and employment contracts.



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

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 safety and health 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, our Human Resource Department regularly conduct salary reviews, benchmarking against the latest industry wage statistics to ensure fair compensation. When recruiting new employees, the salary review process involves input from the General Manager, staff union recommendations and demands are also taken into consideration.

Communication plays a key role in maintaining employee engagement. To better understand and address concerns, we conduct employee satisfaction surveys that provide invaluable feedback for evaluating and improving our employment practices. We also have a structured grievance mechanism in place, allowing employees to report issues confidentially and anonymously, ensuring they feel safe when raising concerns.

Diversity is at the heart of our operations. We value the contributions of individuals from different backgrounds, as they bring diverse perspectives that enhance our business performance. To foster an inclusive workplace, we uphold a zero-tolerance policy towards discrimination. We actively promote an open and inclusive work culture where employees' feedback is encouraged, and leadership regularly engages with staff through meetings and briefings. The feedback collected is discussed in Heads of Department meetings and shared across teams to continually improve workplace culture.

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.

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, sports activities, team outings and staff 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 staffs, monthly or quarterly employee appreciation events are held to highlight the high-performing staff and boost their morale.

To further enhance employee well-being, we provide a wide range of benefits including health and life insurance, fitness benefits, employee assistance programs, bonuses, paid time off, flexible working hours, remote work options, transportation subsidies, meal allowances and discounted company products. The entitlements for these benefits vary by subsidiary. Nevertheless, these offerings ensure that our employees feel valued and supported both professionally and personally.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

In FY2024, several employee engagement initiatives were organised to further strengthen our commitment to staff well-being and job satisfaction.

Bayview Hotel Melaka: Staff birthday celebration



KNZ: Sports activities



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, healthy and fair work environment that promotes employee satisfaction. To achieve this, we implement several segment-wide SOPs, including:

- Prohibiting child or forced labour and ensuring strict compliance
- Maintaining high workplace safety and health standards across the operating units
- Providing equal employment opportunities for the employees
- Offering additional benefits to female employees, such as not assigning night shifts and protecting pregnant women from hazardous environments

PSH: Staff outings



KAust: Team gathering



- Establishing a Whistle Blowing channel for employees to report violations of employee and human rights
- Preventing workplace misconduct, including sexual harassment through training and awareness initiatives.

While some policies are determined at the subsidiary level, our segment-wide SOPs ensure consistency in key areas such as 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 Safety and Health Committee consisting of management and employee representatives, with a designated Safety and Health 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 MSPO and ISPO certified plantation units are conducted to identify areas for improvement and ensure continued compliance.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

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 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.

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.

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 segment 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.

Thye Group Estate: Team lunch and gathering on 6 January 2024



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

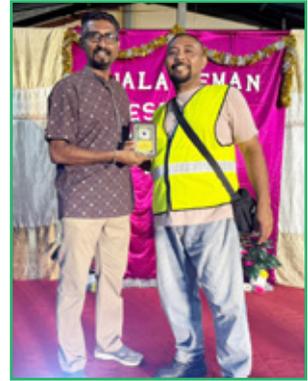
PPA Estate: Sports event in conjunction with Indonesian 79th Independence Day from 15 to 17 August 2024



ORPO Kuala Reman Estate: Birthday celebration for employees on 4 March 2024, 14 June 2024 and 18 September 2024



ORPO Kuala Reman Estate: Family day and presentation of long service award on 24 December 2024



GBina Estate & Palm Oil Mill: Indonesian 79th Independence Day celebration on 17 August 2024



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

GML Palm Oil Mill: Recognition awards presentation to workers who met the assessment criteria, which included compliance with OSH, SOP and punctuality on 1 February 2024



GML Estate & Palm Oil Mill: Family Day on 19 October 2024 and 9 November 2024



BSSP Palm Oil Mill: Buka Puasa gatherings with employees on 26 March 2024



BSSP Estate & Palm Oil Mill: Family Day on 15 September 2024 and 25 November 2024



Investment Holding

The segment provides employees with a comprehensive range of benefits, including health, life, and personal accident (PA) insurance, performance bonuses, and education assistance program. Additional perks include transportation subsidies, meal allowances, employee recognition programs, long service award, team lunches and company-sponsored trips.

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 employees to deliver innovative ideas and contributions while ensuring fair, equal, and opportunistic work environments.

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.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

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.

The segment understands that creating safe, inclusive and equitable 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 their commitment to quality and operational excellence by adhering 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.

To enhance employee well-being, a range of benefits and privileges are provided, including health and life insurance, bonuses, paid time off, flexible work arrangements, transportation and meal subsidies, recognition programs, team outings, company trips and long-service rewards. Additionally, some subsidiaries support employee unions, reinforcing their commitment to workplace welfare.

SU: Chinese New Year dinner on 3 February 2024



SU: Company trip to Phuket as celebration of the company's 40th years anniversary from 10 to 14 April 2024



UMix: Team building at Hard Rock Hotel on 15 September 2024



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

Healthcare

As healthcare is crucial to the development of the communities where we operate, we recognise the importance of retaining skilled employees and providing them with continuous training on essential practices and innovative medical procedures. By investing in the growth and well-being of our professionals, we strengthen our ability to thrive in this demanding field while ensuring high-quality patient care.

We uphold fair and transparent employment practices, ensuring that all recruitment, evaluation and compensation policies are merit-based. We continuously update employment agreements to reflect the latest employment laws and industry best practices, promoting a workplace that is equitable, inclusive and free from discrimination.

To attract and retain talents, we take a proactive approach to understanding and addressing the causes of employee turnover. Exit interviews are conducted to gain insights into the reasons employees leave and identify areas for improvement. Salary reviews are performed regularly to ensure competitive compensation aligned with market standards, preventing attrition due to wage discrepancies.

We prioritise the welfare of our employees by offering a comprehensive benefits package, which includes health and life insurance, bonuses, paid time off, education assistance and meal allowance. Additionally, we leverage healthcare resources to offer our employees exceptional medical benefits such as free influenza vaccinations, annual lipid profile and blood glucose check-ups, infectious disease screening and vaccination, and discounts on outpatient and inpatient bills. The entitlements for these benefits vary by subsidiary.

Beyond professional development and workplace policies, we foster a sense of belonging and community through employee engagement activities. In FY2024, NILAM organised a variety of events, including:

- **Chinese New Year and Hari Raya Celebrations:** Bringing employees together to celebrate cultural traditions
- **Annual Lunches:** Strengthening workplace relationships and recognising employee contributions
- **Sports Day:** Encouraging team spirit and promoting physical well-being



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, harassment and unfair employment practices.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

Non-violence and non-harassment posters have been displayed to raise awareness among employees about respectful workplace behaviour. 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.

As part of our ongoing efforts to uphold human rights and ethical labour practices, we are implementing additional measures to reinforce our zero-tolerance policy towards human rights violations. These include:

- **Conducting a human rights violation risk assessment:** To proactively identify, assess, and mitigate risks related to labour rights and workplace ethics
- **Establishing a Human Rights Committee:** A dedicated team responsible for investigating any reported human rights violations and ensuring compliance with ethical employment practices

We are dedicated to promoting workforce diversity, ensuring equal opportunities for the employees. As part of this commitment, we have implemented a Workforce Diversity Policy and actively monitor gender representation. Our goal is to achieve and maintain a workforce where at least 70% of Non-Executive employees are women. The Human Resource Department closely tracks this metric, implementing targeted recruitment strategies to foster gender diversity.

Our Performance

To foster a happy, productive, and loyal workforce, we take a holistic approach that balances employee safety and health, 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.

The table below illustrates the number of substantiated complaints concerning human rights violation across our business segments. In the year under review, no human right related complaints were reported. As part of our commitment to transparency and human rights, we remain vigilant in monitoring and addressing any potential concerns, ensuring a safe and respectful workplace for all.

Number of substantiated complaints concerning human rights violations (Number)

Business segment	2023	2024
Automotive and Related Products	0	0
Plastic Products	0	0
Hotels and Resorts	0	0
Plantation	1	0
Investment Holding	0	0
Investment Properties and Trading of Business Material Products	0	0
Healthcare	0	0
Total (Group-wide)	1	0



To increase transparency on the diversity in our organisation, we are pleased to disclose a breakdown of our employees and directors by age group, gender, and employee category.

In FY2024, 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.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

Number and Percentage of Directors by age group (Number/%)

Age group	2023		2024	
	Number of Directors	%	Number of Directors	%
Under 30 years old	0	0	0	0
30 to 50 years old	25	35	21	30
Above 50 years old	47	65	48	70
Total (Group-wide)	72	100	69	100

Number and Percentage of Directors by gender (Number/%)

Gender	2023		2024	
	Number of Directors	%	Number of Directors	%
Male	52	72	51	74
Female	20	28	18	26
Total (Group-wide)	72	100	69	100

Number of employees by employee category and age group (Number)

Business segment	2023						Total
	Employee Category						
	Executive			Non-Executive			
	Age Groups						
	Under 30 years old	30-50 years old	Above 50 years old	Under 30 years old	30-50 years old	Above 50 years old	
Automotive and Related Products	67	173	90	611	712	180	1,833
Plastic Products	0	28	44	320	261	77	730
Hotels and Resorts	7	43	29	128	140	65	412
Plantation	6	106	69	1,661	3,481	368	5,691
Investment Holding	1	18	4	0	0	0	23
Investment Properties and Trading of Building Material Products	0	35	48	16	82	109	290
Healthcare	2	10	3	229	313	40	597
Total (Group-wide)	83	413	287	2,965	4,989	839	9,576

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

Number of employees by employee category and age group (Number) (cont'd)

Business segment	2024						Total
	Employee Category						
	Executive			Non-Executive			
	Age Groups						
	Under 30 years old	30-50 years old	Above 50 years old	Under 30 years old	30-50 years old	Above 50 years old	
Automotive and Related Products	62	203	84	563	754	188	1,854
Plastic Products	0	35	40	316	254	74	719
Hotels and Resorts	3	63	27	161	160	78	492
Plantation	8	132	75	1,745	4,266	381	6,607
Investment Holding	5	16	5	0	0	0	26
Investment Properties and Trading of Building Material Products	1	34	44	15	91	105	290
Healthcare	2	10	1	233	327	43	616
Total (Group-wide)	81	493	276	3,033	5,852	869	10,604

Percentage of employees by employee category and age group (%)

Business segment	2023						Total
	Employee Category						
	Executive			Non-Executive			
	Age Groups						
	Under 30 years old	30-50 years old	Above 50 years old	Under 30 years old	30-50 years old	Above 50 years old	
Automotive and Related Products	4	9	5	33	39	10	100
Plastic Products	0	4	6	44	36	10	100
Hotels and Resorts	2	10	7	31	34	16	100
Plantation	0	2	2	29	61	6	100
Investment Holding	4	78	18	0	0	0	100
Investment Properties and Trading of Building Material Products	0	12	16	6	28	38	100
Healthcare	1	2	1	38	52	6	100
Total (Group-wide)	1	4	3	31	52	9	100

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

Percentage of employees by employee category and age group (%) (cont'd)

Business segment	2024						Total
	Employee Category						
	Executive			Non-Executive			
	Age Groups						
	Under 30 years old	30-50 years old	Above 50 years old	Under 30 years old	30-50 years old	Above 50 years old	
Automotive and Related Products	3	11	5	30	41	10	100
Plastic Products	0	5	6	44	35	10	100
Hotels and Resorts	1	13	5	33	32	16	100
Plantation	0	2	1	26	65	6	100
Investment Holding	19	62	19	0	0	0	100
Investment Properties and Trading of Building Material Products	0	12	15	5	32	36	100
Healthcare	0	2	0	38	53	7	100
Total (Group-wide)	1	5	2	29	55	8	100

Number of employees by employee category and gender (Number)

Business segment	2023					2024				
	Employee Category				Total	Employee Category				Total
	Executive		Non-Executive			Executive		Non-Executive		
	Gender Groups					Gender Groups				
	Male	Female	Male	Female	Male	Female	Male	Female		
Automotive and Related Products	176	154	1,110	393	1,833	196	153	1,106	399	1,854
Plastic Products	49	23	482	176	730	49	26	471	173	719
Hotels and Resorts	41	38	167	166	412	51	42	193	206	492
Plantation	158	23	4,773	737	5,691	201	14	5,564	828	6,607
Investment Holding	10	13	0	0	23	12	14	0	0	26
Investment Properties and Trading of Building Material Products	54	29	160	47	290	52	27	183	28	290
Healthcare	5	10	130	452	597	4	9	134	469	616
Total (Group-wide)	493	290	6,822	1,971	9,576	565	285	7,651	2,103	10,604



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

Percentage of employees by employee category and gender (%)

Business segment	2023					2024				
	Employee Category				Total	Employee Category				Total
	Executive		Non-Executive			Executive		Non-Executive		
	Gender Groups				Gender Groups					
Male	Female	Male	Female		Male	Female	Male	Female		
Automotive and Related Products	10	8	61	21	100	11	8	60	21	100
Plastic Products	7	3	66	24	100	7	4	65	24	100
Hotels and Resorts	10	9	41	40	100	10	9	39	42	100
Plantation	3	0	84	13	100	3	0	84	13	100
Investment Holding	43	57	0	0	100	46	54	0	0	100
Investment Properties and Trading of Building Material Products	19	10	55	16	100	18	9	63	10	100
Healthcare	1	2	22	75	100	1	1	22	76	100
Total (Group-wide)	5	3	71	21	100	5	3	72	20	100

Number of employees by employee working period (Number)

Business segment	2023			2024		
	Permanent	Temporary	Total	Permanent	Temporary	Total
Automotive and Related Products	1,745	88	1,833	1,798	56	1,854
Plastic Products	729	1	730	700	19	719
Hotels and Resorts	408	4	412	492	0	492
Plantation	4,485	1,206	5,691	5,104	1,503	6,607
Investment Holding	23	0	23	26	0	26
Investment Properties and Trading of Building Material Products	241	49	290	288	2	290
Healthcare	495	102	597	616	0	616
Total (Group-wide)	8,126	1,450	9,576	9,024	1,580	10,604

Percentage of employees by employee working period (%)

Business segment	2023		2024	
	Permanent	Temporary	Permanent	Temporary
Automotive and Related Products	95	5	97	3
Plastic Products	100	0	97	3
Hotels and Resorts	99	1	100	0
Plantation	79	21	77	23
Investment Holding	100	0	100	0
Investment Properties and Trading of Building Material Products	83	17	99	1
Healthcare	83	17	100	0
Total (Group-wide)	85	15	85	15

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (cont'd)

Total number of employees turnover by employee category (Number)

Business segment	2023			2024		
	Executive	Non-Executive	Total	Executive	Non-Executive	Total
Automotive and Related Products	85	408	493	73	226	299
Plastic Products	19	66	85	13	210	223
Hotels and Resorts	16	272	288	31	216	247
Plantation	22	754	776	41	1,164	1,205
Investment Holding	2	0	2	2	0	2
Investment Properties and Trading of Building Material Products	2	30	32	3	3	6
Healthcare	25	131	156	6	100	106
Total (Group-wide)	171	1,661	1,832	169	1,919	2,088

Percentage of employees turnover by employee category (%)

Business segment	2023		2024	
	Executive	Non-Executive	Executive	Non-Executive
Automotive and Related Products	17	83	24	76
Plastic Products	22	78	6	94
Hotels and Resorts	6	94	13	87
Plantation	3	97	3	97
Investment Holding	100	0	100	0
Investment Properties and Trading of Building Material Products	6	94	50	50
Healthcare	16	84	6	94
Total (Group-wide)	9	91	8	92

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.

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.



OCCUPATIONAL SAFETY AND HEALTH

Why It Matters?

Ensuring a safe and healthy workplace is fundamental to our commitment to the well-being of our employees and stakeholders. A strong safety culture not only protects our employees and stakeholders against workplace hazards but also enhances productivity, minimises operational disruptions, and reinforces our reputation as a responsible and caring organisation.

By prioritising occupational safety and health, we create an environment where employees feel secure, valued and empowered to perform at their best. Proactive risk management allows us to minimise workplace accidents, injuries, and health-related issues, ensuring the continued resilience and sustainability of our operations. This commitment not only safeguards our workforce but also strengthens our ability to achieve long-term operational excellence.

Our Social Sustainability Target by Business Segment

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2024
Plantation	Number of work-related fatalities	0	0	0
	Percentage of employees trained on safety and health standards	100%	100%	95% ^(N1)
Healthcare	Number of work-related fatalities	0	0	0
	Lost time incident rate	<2.2	<2.2	0.28
	Percentage of employees trained on safety and health standards	100%	100%	94% ^(N2)

Note: In 2024, performance targets are set for the plantation and healthcare segments as a priority focus. Plans are in place to progressively extend target-setting across other business segments in the coming years, ensuring a phased and structured approach to driving sustainability performance across the Group.

N1: Management is in the midst of implementing actions to meet the target in the near future.

N2: MSM has achieved its target, while the other subsidiaries are in process of achieving the target set.

How We Approach It?

A Group-level OSH Policy has been established to ensure full compliance with the Occupational Safety and Health Act 1994 and its 2022 amendments (OSHA), as well as other applicable regulations. Each subsidiary is responsible for adhering to specific safety requirements and implementing tailored procedures to meet the unique challenges of their respective workplaces.

To foster a strong safety culture, we provide comprehensive training programs, including onboarding sessions, annual refresher courses, and specialised safety workshops. Supervisors play a vital role in monitoring compliance, reinforcing safety protocols, and encouraging employees to actively participate in safety initiatives. This collaborative approach helps drive continuous improvements in workplace safety and health.

Our commitment to achieving zero workplace fatalities is supported by rigorous hazard identification, risk assessment, and the enforcement of strict safety controls. Safety equipment is regularly inspected and maintained, while periodic reviews of risk assessments ensure our mitigation strategies remain effective. In the event of an incident, we conduct thorough investigations to identify root causes and implement corrective actions. Emergency response procedures are firmly established to enable swift, effective actions, protecting the stakeholders and minimising risks.

At the subsidiary level, safety and health management structures have been established. These include Safety and Health Committees and designated Safety and Health Officers or Coordinators who actively monitor and evaluate safety performance. Their insights and recommendations are reviewed by the Board, with guidance from the Human Resource Department to ensure continuous improvement in our safety measures.

OCCUPATIONAL SAFETY AND HEALTH (cont'd)

Automotive and Related Products

To address the potential hazards associated with the segment, a comprehensive OSH policy has been implemented to minimise any safety and health concerns for our employees, customers, visitors and stakeholders. The policy aligns with industry best practices and is regularly audited by regulatory bodies, including DOSH, DOE, and the Fire and Rescue Department (BOMBA), as well as through internal assessments. Additionally, our dealers are required to comply with their respective principal's OSH requirements.

The OSH Committee plays a key role in managing safety and health 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 employees, as well as periodical inspections to identify and report findings to the management for necessary remediation actions.

We believe that employee participation is vital in maintaining a strong safety culture. To encourage proactive engagement, we operate an open-door policy, enabling employees to report OSH concerns to the OSH Committee.

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 safety and health. 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 safety and health 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.

Promoting best practices in OSH 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.

In FY2024, AAP, our subsidiary involved in manufacturing of automotive parts, has implemented a series of key initiatives aimed at enhancing workplace safety, protecting employee well-being, and ensuring compliance with occupational safety and health regulations. These initiatives include:

- **Indoor air quality assessment:** Conducted to assess and monitor indoor air quality to ensure a healthy working environment for employees
- **First aid and CPR training:** Conducted for designated employees to equip them with essential life-saving skills, enabling them to provide immediate first aid treatment when necessary
- **Audiometric test and medical examination:** Performed by an Occupational Health Doctor to assess employees' hearing ability at specific frequency levels
- **Local Exhaust Ventilation (LEV) monitoring:** Regular inspection and testing of the LEV system to ensure its efficiency in trapping dust from outer casing cutting process and controlling airborne contaminants
- **Chemical exposure monitoring:** Identifying hazardous chemicals as required under Regulation 26 of the Occupational Safety and Health (Use and Standards of Exposure of Chemicals Hazardous to Health) Regulations to safeguard employee health
- **Chemical health risk assessment:** Conducted to identify potential chemical hazards, evaluate exposure risks, and implement appropriate control measures. Includes monitoring welding contaminants to ensure exposure levels remain within permissible limits
- **Fire certificate renewal:** Ensuring compliance with BOMBA regulations to maintain fire safety standards
- **HIRARC training:** Providing employees with the knowledge to assess workplace hazards based on likelihood and severity
- **Chemical management and spillage training:** Training employees on the proper identification, storage, and transportation of hazardous chemicals, along with developing an in-house emergency response plan
- **Internal fire drill training:** Conducted to improve emergency preparedness and response among employees
- **Regular fire equipment service:** Ensuring that fire extinguishers, alarms, and suppression systems are maintained in optimal working condition

OCCUPATIONAL SAFETY AND HEALTH (cont'd)

- **Hearing conservation training:** Educating employees on workplace noise hazards and preventive measures to reduce the risk of Noise-Induced Hearing Loss
- **Ergonomic training:** Helping employees identify and prevent work-related injuries caused by poor ergonomic practices.
- **Emergency Response Team training:** Enhancing the competence of the Fire Safety Organisation in emergency response and crisis management
- **Personal Protective Equipment (PPE) training:** Educating employees on the correct use of PPE to minimise workplace injuries and ensure compliance with safety protocols



Plastic Products

In our commitment to achieving zero workplace accidents and maintaining a safe, hazard-free production environment, our workplace safety policies are based on established safety and health practices within the segment and are governed by the segment's safety and health system, which adheres to the requirements of OSHA. This system applies to the workers, suppliers, contractors and customers. To uphold the highest safety standards, the segment enforces critical regulatory requirements, including:

- Machinery and factory certifications by DOSH
- Scheduled waste management inventories to ensure proper handling and disposal
- PPE inventory checks to maintain adequate protective gear for all employees

- Quarterly internal safety 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. Recognising that workplace safety requires collaboration at all levels, OSH committees are established with the primary responsibility of overseeing safety matters and ensuring consistent implementation of these practices, with regular operational meetings where employees can provide feedback and express concerns.

To strengthen communication and awareness, periodic safety discussions between management and workers' representatives focus on hazards related to chemical handling, a key risk in plastic production. These discussions ensure that risks are proactively identified and mitigated before they escalate into workplace incidents.

Employees are provided with PPE and medical surveillance to mitigate potential risks, and the OSH Committee regularly audits the functionality of safety equipment and measures.

Beyond protecting our employees, we also enforce strict safety protocols for contractors, requiring them to adhere to the segment's stringent safety requirements, wear mandatory PPE while on-site and commit to upholding all workplace safety standards.

This year, we continued investing in employee safety training and preparedness through the following programs:

- Forklift competency training and overhead crane training
- Emergency response plan and preparedness training
- Audiometric testing for operation workers
- Fire safety training and evacuation drills
- First aid and CPR training



OCCUPATIONAL SAFETY AND HEALTH (cont'd)



Hotels and Resorts

Ensuring a safe and healthy environment is a top priority in the hotels and resorts segment, as it directly impacts the well-being of employees, guests and business operations. A well-managed OSH framework not only minimises risks but also enhances operational efficiency, guest satisfaction and regulatory compliance.

To proactively manage workplace safety, the segment has implemented comprehensive OSH policies and procedures tailored to each operation. Given that our hotels and resorts segment operate across multiple jurisdictions, it is essential to ensure compliance with country-specific safety and health regulations while maintaining alignment with the Group's guidelines. These policies include emergency response and evacuation protocols to ensure swift and effective action during critical situations, such as fires or medical emergencies.

For some subsidiaries, OSH 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. Additionally, employees can raise issues and provide recommendations during toolbox meetings, which are conducted quarterly or as necessary.

Suppliers and contractors are required to adhere to the same high OSH standards as per our 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 safety and health protocols throughout their

work engagement. The contractors must also be licensed and possess up to date public liability and work cover insurance.

Key initiatives undertaken to uphold safety and health standards include:

- **Fire safety training and evacuation drills:** Employees undergo yearly fire safety trainings to understand fire prevention measures, safe handling of fire extinguishers and emergency response protocols. Regular evacuation drills are conducted to ensure employees are well-prepared to handle emergencies, minimising risks to guests and employees.
- **First aid and CPR training:** Selected employees receive certified first aid and CPR training, equipping them with the skills to provide immediate medical assistance in case of workplace incidents.
- **Routine inspections and hazard assessments:** The segment conducts scheduled inspections of equipment, machinery and workspaces to ensure all safety measures are in place. Regular risk assessments help identify and mitigate potential hazards, reinforcing a proactive safety culture.
- **Regulatory compliance and continuous improvement:** The segment stays up to date with relevant safety and health regulations, ensuring full compliance with industry standards and legal requirements.
- **Toolbox discussions:** Regular safety discussions are conducted to discuss potential workplace hazards, reinforce safety protocols and address any concerns raised by employees.
- **Safety briefings during onboarding:** New employees receive dedicated safety and health briefings during their onboarding process, ensuring they understand workplace hazards, emergency procedures, and OSH expectations from the outset.



OCCUPATIONAL SAFETY AND HEALTH (cont'd)



Plantation

Our plantation segment prioritises employee safety and health to maintain productivity and uphold our reputation. In FY2024, we remain committed to maintaining high occupational safety and health standards across our subsidiaries and these standards applies to our own business activities as well as those of our suppliers.

A dedicated Safety and Health Committee, comprising of management and workers' representatives, oversees the implementation of safety protocols, conducts regular HIRARC assessments, and ensures compliance with regulations through internal and external audits. Workplace inspections are carried out periodically to detect hazards, with employees encouraged to report risks for prompt corrective action.

To meet MSPO and ISPO requirements, we implement comprehensive Safety and Health Plans at our operating centres. This includes regular safety and health training, check-ups, risk assessments, workplace inspections, provision of PPE, clear display of safety signage, and an Emergency Response Plan (ERP) to ensure compliance. Employees handling chemicals or working in high-risk environments are required to undergo mandatory annual check-ups by an Occupational Health Doctor.

Comprehensive medical resources are available on our plantations to minimise the consequences of workplace accidents. On-site medical support is available through first aid stations, certified first aiders, on-site clinics and Hospital Assistants, who can refer employees to government hospitals if needed.

Training programs in FY2024 covered key safety topics, including hygiene, SOPs, HIRARC, PPE usage, fire evacuation drills, first aid, safe chemical handling and safe operation of motorcycles and tractors. Periodic medical surveillance and checkups were also conducted to monitor employees' health.

To ensure consistent application of safety policies, employee engagement is reinforced through supervisor briefings, safety corners with key updates, and annual training needs analysis. This process helps customise training based on job scope and skill gaps.

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 Safety and Health Officer. Additionally, we provide training to suppliers and contractors to ensure they understand and comply with our safety protocols, fostering a safer working environment across our supply chain.

To reinforce our unwavering commitment to ensuring zero work-related fatalities, we have made it mandatory for all workplaces to undergo rigorous safety inspections at least once every three months. These inspections are conducted to proactively identify and eliminate any conditions that could jeopardise the safety and health of our employees, ensuring a workplace that upholds the highest safety standards.



OCCUPATIONAL SAFETY AND HEALTH (cont'd)



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 safety and health 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.

In FY2024, our subsidiaries have implemented several initiatives in alignment with the latest amendments to the OSHA, which came into effect on 1 June 2024. As part of our commitment to workplace safety and regulatory compliance, we have appointed dedicated Occupational Safety and Health Coordinators and facilitated their participation in relevant training programs conducted by external training providers. These initiatives reinforce our commitment to maintaining a safe and healthy work environment while equipping our personnel with the necessary knowledge to uphold OSH standards.

Investment Holding

In FY2024, the segment has conducted briefings on OSH policies and procedures to educate the employees on workplace hazards, preventive measures and emergency protocols. These briefings play a critical role in fostering a culture of safety, reducing the risk of workplace accidents and ensuring compliance with regulatory requirements.

Investment Properties and Trading of Building Material Products

The segment has implemented comprehensive OSH policies and protocols tailored to meet business requirements while ensuring compliance with regulations set by relevant authorities such as CIDB, the National Ready-Mixed Concrete Association of Malaysia, as well as international safety standards.

The segment follows a range of practices in driving improved OSH 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.



OCCUPATIONAL SAFETY AND HEALTH (cont'd)

Healthcare

Occupational safety and health is of paramount importance in the healthcare segment, particularly in the operation of a hospital, where ensuring the safety of employees, patients and visitors is critical. Given that the hospital serves as a major medical service centre for the public, any disruption due to emergencies or safety incidents can have significant consequences on healthcare delivery and patient well-being.

In compliance with OSHA, the segment recognises its duty as an employer to provide a safe and secure working environment for the employees while also ensuring the safety of patients, visitors and other personnel within the hospital premises. This responsibility extends to effectively managing and controlling emergency situations that could pose risks to individuals within the facility.

A hospital setting presents unique OSH challenges, particularly in the event of an evacuation. The process of evacuating critical patients requires meticulous planning and execution to prevent life-threatening complications. Furthermore, given that hospitals are public spaces, emergencies can quickly escalate into chaotic situations if not properly managed.

To address these challenges, the healthcare segment has established robust and comprehensive OSH policies designed to proactively mitigate risks, ensure business continuity and protect all stakeholders. These policies encompass stringent safety protocols – including chemical safety, radiation safety, laser safety and fire safety – along with emergency response procedures and structured risk management strategies that align with industry best practices and regulatory requirements.

In addition to OSHA compliance, the hospital also ensures strict compliance to Occupational Safety and Health (Use and Standard Exposure of Chemical Hazardous to Health) Regulation 2000 (USECHH) by carrying out health surveillance programme for employees with potential of exposure to hazardous chemicals as stated in Schedule II of the USECHH.

We prioritise creating a safe and healthy work environment through monthly Environmental Safety Services Audit rounding, periodic chemical and noise assessment as per statutory requirement, followed by updates to chemical registries, noise monitoring exercises, chemical exposure monitoring, local exhaust monitoring, and audiometry tests based on assessment recommendation. 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.

During the year, several OSH-related trainings sessions were conducted to enhance workplace safety awareness and preparedness among employees. These trainings aimed to equip employees with essential skills and knowledge to prevent, respond to and mitigate workplace hazards effectively.

Key training sessions included:

- Fire extinguisher usage training: Employees were trained on the proper handling and operation of different types of fire extinguishers, understanding fire classifications and responding swiftly to fire emergencies to prevent escalation.
- Emergency rescue training: This training provided employees with the necessary skills to perform basic emergency rescues, including first aid response, evacuation procedures and assisting injured colleagues during workplace incidents.
- Fire evacuation drills and emergency code drills: Annual evacuation drills were conducted to familiarise employees with emergency evacuation procedures, assembly point protocols and communication channels during fire emergencies. These drills reinforced the importance of quick and coordinated responses to ensure the safety of all personnel.



OCCUPATIONAL SAFETY AND HEALTH (cont'd)

By conducting these OSH-related training sessions, the organisation strengthened its commitment to maintaining a safe and secure work environment, ensuring employees are well-prepared to handle emergency situations effectively.



Our Performance

We continue to prioritise the safety and health of our employees by fostering a culture of continuous improvement. In FY2024, our performance as detailed below, reflects our proactive approach to workplace safety and our employees' well-being.



Total number of employees trained on safety and health standards (Number)

Business segment	2023	2024
Automotive and Related Products	547	537
Plastic Products	128	138
Hotels and Resorts	316	328
Plantation	5,691	6,260
Investment Holding	0	0
Investment Properties and Trading of Building Material Products	23	175
Healthcare	473	580
Total (Group-wide)	7,178	8,018



OCCUPATIONAL SAFETY AND HEALTH (cont'd)

Occupational safety and health performance per business segment (Number)

Business segment	2023		2024	
	Number of incidents resulting in lost workdays	Number of work-related fatalities	Number of incidents resulting in lost workdays	Number of work-related fatalities
Automotive and Related Products	16	0	15	0
Plastic Products	7	0	4	0
Hotels and Resorts	3	0	1	0
Plantation	382	0	411	0
Investment Holding	0	0	0	0
Investment Properties and Trading of Building Material Products	1	0	2	0
Healthcare	1	0	2	0
Total (Group-wide)	410	0	435	0

Note:

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)

Occupational safety and health performance per business segment (Rate)

Business segment	2023		2024	
	Lost time incident rate	Fatality rate	Lost time incident rate	Fatality rate
Automotive and Related Products	0.71	0	0.69	0
Plastic Products	0.86	0	0.47	0
Hotels and Resorts	0.73	0	0.20	0
Plantation	6.20	0	5.83	0
Investment Holding	0	0	0	0
Investment Properties and Trading of Building Material Products	0.27	0	0.59	0
Healthcare	0.14	0	0.28	0
Total (Group-wide)	3.81	0	3.74	0

Note:

Lost time incident rate calculation method: Total number of lost time injuries in relation to total number of hours worked in the reporting period, multiplied by 200,00, which represents a standardised value of the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100x 40 x 50 = 200,000)



TRAINING AND EDUCATION

Why It Matters?

The core of our success lies a commitment to investing in the growth and development of our workforce. We understand that empowering our employees with the skills and knowledge they need not only drives individual excellence but also strengthens our organisation's collective capability.

By offering ample opportunities for training and education, we enable our employees to enhance their expertise, capabilities, contributing to continuous improvements in product development and service delivery. This directly translates to greater customer satisfaction, stronger loyalty, and a competitive edge in the market. Beyond these business outcomes, our investment in professional growth fosters job satisfaction and a sense of purpose, which is pivotal in improving employee retention and attracting top talent.

Moreover, in today's rapidly evolving industries, having a well-trained and adaptable workforce ensures that we remain resilient and ready to embrace change. Our investment in training and education is more than just a commitment to our employees, it is an investment in our future, ensuring long-term sustainability and success. By nurturing a culture of continuous learning, we build a workforce that is not only capable but also motivated to drive our business forward.



Our Social Sustainability Target by Business Segment

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2024
Plantation	Total hours of training by employee category	Increase the average training hours per employee to 5.0 hours for Non-Executives and 10.0 hours for Executives by FY2029, compared to the average training hours per employee in FY2024	Increase the average training hours per employee to 6.0 hours for Non-Executives and 12.0 hours for Executives by FY2035, compared to the average training hours per employee in FY2024	Ongoing
Healthcare	Average Training Hours	Increase average training hours of all employees to 20.0 hours by FY2028	Increase average training hours of all employees to 24.0 hours by FY2033	41 hours
	Percentage of employees who fulfilled required training hours	To achieve 100% with FY2024 as base year	To achieve 100% with FY2024 as base year	Ongoing

Note: In 2024, performance targets are set for the plantation and healthcare segments as a priority focus. Plans are in place to progressively extend target-setting across other business segments in the coming years, ensuring a phased and structured approach to driving sustainability performance across the Group.

TRAINING AND EDUCATION (cont'd)

How We Approach It?

We are dedicated to providing training and development opportunities that equip our employees with the skills, qualifications and knowledge to perform their roles safely, effectively and with confidence. To meet the diverse and specific requirements of each business segment, we have established a comprehensive, tailored training and education framework.

Each subsidiary's Human Resource Department is granted the autonomy to organise and customise in-house training programs, allowing them to address the distinct demands and characteristics of their respective operations. This decentralised approach ensures that the training provided is relevant, practical, and directly aligned with the needs of the business and its employees.

Whether it is technical skills, leadership development, or safety training, we prioritise initiatives that empower our workforce to excel in their roles. Our approach is not just about meeting immediate operational needs but also about fostering a pipeline of skilled talent that can adapt to industry trends and challenges.

Through this thoughtful and adaptive approach to training and development, we ensure that our employees are well-prepared, confident, and motivated to contribute to our success while maintaining the highest standards of safety and efficiency.

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.

In FY2024, AAP once again organised a Quality Control Circle (QCC) event, an initiative aimed at fostering innovation and leadership development within the organisation continuing the success of previous years. This QCC event provided a valuable platform for associates to showcase their ideas and demonstrate their problem-solving and presentation skills. Additionally, this event served as an opportunity for Management to identify and nurture future leaders.

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, Code of Ethics and professional conduct and external training such as OSH compliance, e-invoicing and tax transparency ESG and Beyond.

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.

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 employees towards exceeding the discerning expectations of our customers.



TRAINING AND EDUCATION (cont'd)

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 is responsible to assess the training needs 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.

Plantation

Our training initiatives in the plantation segment continue to be geared towards fulfilling the industry-specific stringent OSH requirements, as well as industry-related themes such as environmental protection, sustainability-related topics (including socialisation, traceability and supply chain oversight), and compliance with regional and global regulatory standards such as RSPO, MSPO, and ISPO.

We provide comprehensive training to new employees upon joining the company. Once they complete the predetermined training programme, they need to undergo an evaluation process that is overseen by an immediate supervisor before they can commence work.

To achieve our targeted training hours, our respective plantation units (both estates and palm oil mills) must conduct essential training sessions for the employees on an annual basis. These includes, but not limited to:

- OHB Group Policies
- Vision, Mission and Sustainability Policy
- Emergency preparedness and response, such as fire drills at workplaces
- Complaints and Grievances Handling Mechanism
- Information Request Procedure
- HIRARC training
- First-aid system
- FFB Ripeness Standards (applicable to palm oil mill only)
- On-the-job training at workplaces (including harvesting, manuring, spraying, and mill's operations)
- Waste Management and Disposal Plan

We maintain detailed records of all training sessions, including attendance, topics covered, and any assessments or evaluations conducted to ensure accountability. To continuously improve our training modules and stay aligned with industry developments, we implement a continuous improvement system based on employee feedback and conduct regular audits on our training programmes.

The Human Resource 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 Safety and Health 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 Holding

The investment holding segment encourages employees to pursue continuous learning and self-development through relevant training programmes. Employees are supported in enhancing their skills and knowledge to stay updated with industry developments and contribute more effectively to the organisation. Training opportunities are made available to foster personal growth, improve job performance, and strengthen overall capabilities.

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, develops training plan, and source relevant programmes to address the skill gaps. 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.

TRAINING AND EDUCATION (cont'd)

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.

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 obtain at least 25 hours of continuous professional development points annually to obtain and renew their practicing certificate. To further support skill development, we have offered customised on-the-job training programs 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 Unit to manage the training budget, procuring training programmes (including HRDC certified courses), and evaluating the training effectiveness through employee feedback and evaluation forms.

To achieve our targeted training hours, we have implemented strong controls, including:

- Establishing an annual training calendar
- Implementing a comprehensive training policy
- Allowing employees to attend external training at the company's expense
- Providing both internal and external training opportunities
- Having the Human Resource Department monitor training hours on a monthly basis
- Conducting an annual review of the Training Needs Analysis based on anticipated industry requirements

Our Performance

In FY2024, we have continued to demonstrate continued commitment to the development of our employees, as demonstrated below.

Total hours of training by employee category (Hours)

Business segment	2023			2024		
	Executive	Non-Executive	Total	Executive	Non-Executive	Total
Automotive and Related Products	8,259	8,701	16,960	8,105	7,637	15,742
Plastic Products	479	2,170	2,649	1,758	7,239	8,997
Hotels and Resorts	1,729	6,628	8,357	1,579	6,599	8,178
Plantation	1,500	22,876	24,376	2,384	37,597	39,981
Investment Holding	392	0	392	469	0	469
Investment Properties and Trading of Building Material Products	363	312	675	977	2,459	3,436
Healthcare	350 ^(N1)	9,402 ^(N1)	9,752	149	25,181	25,330
Total (Group-wide)	13,072	50,089	63,161	15,421	86,712	102,133

N1 These numbers have been reinstated due to improved calculation methodologies.

Note: Data in the table marked "0" indicates that there are no employees at the Non-Executive level in the business segment.

COMMUNITY AND SOCIETY CONTRIBUTION

Why It Matters?

We believe that a business prospers when its surrounding communities thrive. As a responsible organisation, we recognise that our role extends beyond profit generation. Our business operations will bring direct impact to the well-being of the communities where we operate. This drives us to create meaningful impact, ensuring that our presence contributes positively to society.

Corporate Social Responsibility (CSR) is more than an obligation, it is a reflection of our core values. Through our initiatives, we strive to uplift lives, promote environmental and social sustainability and proactively address pressing societal challenges. In doing so, we strengthen our resilience, mitigate emerging risks and adapt to the evolving global needs.

Beyond the direct benefits to the communities we serve, our CSR efforts have a far-reaching impact on our broader stakeholder network. For example, employee volunteerism cultivates teamwork, enhances personal fulfilment, and boosts morale, ultimately leading to higher job satisfaction and productivity.

Ultimately, CSR is deeply embedded in our business strategy. By integrating it into our operations, we are not only building a more sustainable future but also reinforcing our mission to create lasting and meaningful change for generations to come.



Our Social Sustainability Target by Business Segment

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2024
Plantation	Amount invested in the community (RM)	At least RM200,000 annually from FY2025 to FY2029	At least RM300,000 annually from FY2030 to FY2035	RM990,264

Note: In 2024, performance targets are set for the plantation segment as a priority focus. Plans are in place to progressively extend target-setting across other business segments in the coming years, ensuring a phased and structured approach to driving sustainability performance across the Group.

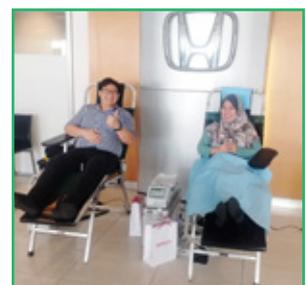
How We Approach It?

Our commitment to creating a positive impact drives us to develop targeted initiatives that align with the unique characteristics of each business segment while addressing the specific needs of the communities we serve. By tailoring our efforts, we aim to make meaningful contributions that uplift lives and support sustainable development.

This section highlights our key initiatives for FY2024, showcasing our dedication to social responsibility and community development. Through these efforts, we continue to strengthen our role as a responsible corporate citizen, building a future where businesses and communities thrive together.

Automotive and Related Products

In FY2024, HM organised two Blood Drive events – one at Gadong Showroom on 3 October 2024 and another at Kuala Belait Showroom on 4 December 2024 – successfully collected a total of 64 pints.



COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)

Plastic Products

The strength of our plastics products segment lies in the commitment and dedication of our employees, whose hard work is essential to driving our operations forward. We recognise that our success is closely tied to the well-being of our workforce and the broader communities we serve. Guided by this belief, we are committed to giving back as a reflection of our gratitude for their contributions.

During the year, the segment supported Sekolah Tahfiz dan Penjagaan Anak Yatim Seksyen 13, Shah Alam and Pertubuhan Kebajikan Asnaf AL Barakh Malaysia, contributing to initiatives that uplift and support those in need.



Plantation

The heart of our plantation segment lies in the hands of our workers, their unwavering dedication and hard work form the very foundation of our operations. We believe that our success is intertwined with the well-being of our workers, their families, and the local communities that surround our estates and offices. That belief drives us to give back in meaningful ways, as an expression of our gratitude for their invaluable contributions.

Our commitment goes far beyond financial support. It is rooted in a desire to uplift lives and foster a sense of community. In FY2024, this commitment came to life through a range of initiatives aimed at creating a lasting impact. We extended donations to local communities, schools, and places of worship – small gestures of solidarity that echoed our appreciation for the neighbourhoods that support our work.

Hotels and Resorts

The success of our hotels and resorts segment is built upon the dedication and passion of our employees, whose relentless efforts ensure exceptional guest experiences and operational excellence. We understand that our growth is deeply connected to the well-being of our people and the local communities we are a part of. With this in mind, we are committed to giving back as a gesture of gratitude for the support we receive.

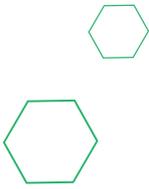
During the year, the segment contributed to Shalom Care Centre, Anak Yatim Al-Zaharah, and Pusat Jagaan Kanak-kanak Ceria, supporting initiatives that make a meaningful difference in the lives of those in need.



COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)



When floods disrupted lives, we stood by those affected, offering assistance to help them rebuild.



Recognising the importance of education in breaking barriers, we provided scholarships to deserving students, paving the way for brighter futures.

During festive celebrations, our estates came alive with the spirit of giving, as groceries were distributed to our plantation workers, ensuring their families could partake in the joy of the season.



Through these acts of care and generosity, we not only aim to uplift the lives of those who sustain our operations but also to cultivate a community where everyone feels valued, supported and empowered. Together, we strive to grow not just as a company, but as a family united by shared goals and mutual respect.

COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)

Investment Holding

The strength of our investment holding segment lies in its commitment to long-term growth and responsible stewardship. We recognise that our success extends beyond financial returns, it is also about contributing to the well-being of the broader community. Guided by this belief, we are dedicated to supporting social initiatives and community development as a way to give back and create positive change. During FY2024, OHB had contributed to Tunku Abdul Rahman University of Management and Technology on 1 Million Trees Planting Program and sponsored Penang Chess Association on the 8th Eastern Asian Youth Chess Championship.

Investment Properties and Trading of Building Material Products

We recognise the importance of building strong relationships with the communities in which we operate. As part of our commitment to social responsibility, we actively seek opportunities to contribute to local communities through various charitable initiatives and support programs.

Throughout the year, the segment has provided support to community organisations and local causes, reflecting our dedication to fostering community well-being and creating a positive impact. Whether through donations of materials, or volunteer efforts, we strive to make a meaningful difference and support the growth and development of the communities we serve.

During the year, the segment contributed to SJKC Khai Tee, Tsun Jin High School, SJKC Thorburn, SIMA Handicapped Centre and Majlis Bahasa Cina Malaysia, supporting initiatives that positively impact the communities.

Healthcare

At the heart of our healthcare segment mission is a deep-rooted commitment to engage with and give back to the community. Through a series of meaningful initiatives, we strive to extend our care beyond the walls of our hospitals, reaching those in need and fostering stronger connections with the public.

Every two months, we organise Public Forums, where medical professionals share valuable insights on health and wellness topics, equipping the public with knowledge to make informed decisions about their well-being. These sessions provide a platform for open discussions, allowing attendees to ask questions and gain expert guidance on various health concerns.

Our commitment to senior citizens is reflected in our dedicated efforts to connect with and support them throughout the year. Every Hari Raya Puasa, our team visits Old Folks' Homes, bringing festive cheer, companionship and essential care to elderly residents. We also collaborate quarterly with Senior Citizen Groups, organising activities and health check-ups that promote their well-being and provide them with the attention they deserve.

Recognising the importance of celebrating life's special moments, we make it a priority to spread joy to patients during New Year, festive seasons, National Day, Malaysia Day, and Women's Day through inpatient ward visits. Our teams visit hospital wards to uplift the spirits of patients, offering warm wishes, small gifts and heartfelt conversations that remind them they are not alone in their journey to recovery.

Children hold a special place in our hearts, which is why we organise three children's events every year. These events create a fun and engaging environment for young patients, filled with activities that bring smiles and laughter, making their hospital experience a little brighter. Additionally, we honour the arrival of Festive Babies born on New Year, National Day and Malaysia Day, celebrating their birth with special gifts and warm gestures to welcome them into the world on these significant occasions.

In times of natural disasters, we recognise the urgency of providing immediate medical assistance. Our healthcare teams respond on an ad-hoc basis, ensuring that victims receive critical care, medical support and relief aid during challenging times.



World sight day talk to Public 2024



CPR Fun Run Carnival 2024

COMMUNITY AND SOCIETY CONTRIBUTION (cont'd)

Our Performance

During the reporting period, we contributed a total of RM1,108,709.92 via our subsidiaries, for community development and environmental conservation activities. Overall, we believe that we have positively impacted 37,661 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.



Total amount invested in the community where the target beneficiaries are external to the listed issuer (RM)

Business segment	2023	2024
Automotive and Related Products	68,372.24	8,686.75
Plastic Products	1,999.65	5,448.75
Hotels and Resorts	0	5,256.56
Plantation	859,544.95	990,264.45
Investment Holding	0	26,000.00
Investment Properties and Trading of Building Material Products	11,800.00	13,400.00
Healthcare	31,052.35	59,653.41
Total (Group-wide)	972,769.19	1,108,709.92

Total number of beneficiaries of the investment in communities (Number)

Business segment	2023	2024
Automotive and Related Products	851	876
Plastic Products	43	200
Hotels and Resorts	0	73
Plantation	68,387	25,812
Investment Holding	0	2
Investment Properties and Trading of Building Material Products	4,264	4,728
Healthcare	3,811	5,970
Total (Group-wide)	77,356	37,661

PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2023	2024
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Executive	Percentage	87.00	87.00
Non-executive/Technical Staff	Percentage	91.00	96.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	89.00	86.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	24,439,763.00 *	26,375,228.03
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	0.00	0.00 ^(N1)
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	0.00	0.00 ^(N1)
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	Metric tonnes	0.00	0.00 ^(N1)
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	2,279.910000 *	2,614.150000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	417,220.47	0.00 ^(N2)
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	150,367.56	0.00 ^(N2)
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	266,852.91	0.00 ^(N2)
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Executive	Hours	13,072 *	15,421
Non-executive/Technical Staff	Hours	50,089 *	86,712
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	15.00	15.00
Bursa C6(c) Total number of employee turnover by employee category			
Executive	Number	171	169
Non-executive/Technical Staff	Number	1,661	1,919
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	1	0
Bursa (Diversity)			
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	1.00
Executive Between 30-50	Percentage	4.00	5.00
Executive Above 50	Percentage	3.00 *	2.00
Non-executive/Technical Staff Under 30	Percentage	31.00	29.00
Non-executive/Technical Staff Between 30-50	Percentage	52.00	55.00
Non-executive/Technical Staff Above 50	Percentage	9.00 *	8.00
Gender Group by Employee Category			
Executive Male	Percentage	5.00	5.00

Internal assurance External assurance No assurance

(*) Restated

PERFORMANCE DATA TABLE (cont'd)

Indicator	Measurement Unit	2023	2024
Executive Female	Percentage	3.00	3.00
Non-executive/Technical Staff	Percentage	71.00	72.00
Male			
Non-executive/Technical Staff	Percentage	21.00	20.00
Female			
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	72.00	74.00
Female	Percentage	28.00	26.00
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	35.00	30.00
Over 50	Percentage	65.00 *	70.00
Number of Board Directors	Number	10	10
Number of independent Directors on the board	Number	4	4
Number of women on the board	Number	2	2
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	3.81	3.74
Bursa C5(c) Number of employees trained on health and safety standards	Number	7,178	8,018
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	972,769.19	1,108,709.92
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	77,356	37,661

Note :

N1 - Bursa (Emissions management) : A value of 0 indicates that Scope 1, 2 and 3 emissions data are not disclosed in this reporting cycle, in alignment with the updated sustainability disclosure requirements. Nevertheless, the Group is committed to responsible emission management.

N2 - Bursa (Waste management) : A value of 0 indicates that waste data is not disclosed in this reporting cycle, in alignment with the updated sustainability disclosure requirements. Nevertheless, the Group is committed to responsible waste management.

Internal assurance External assurance No assurance

(*) Restated

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