



**ORIENTAL
HOLDINGS
BERHAD**

196301000446 (5286-U)

Sustainability Report 2025



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 2025



We have **adopted International Financial Reporting Standards S2** in our FY2025 Sustainability Report to strengthen climate-related disclosures, ensuring alignment with global best practices on **governance, strategy, risk management, and metrics.**



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



PT Gunung Maras Lestari received **Green Gold Label (GGL) Certification Program** for **Sustainable Biomass.**



Kasai Teck See (Malaysia) Sdn. Bhd. received **Gold award** in **Sustainability Shared Prosperity Organisation Certification** by Malaysia Productivity Corporation (MPC).

RM1,261,634.47 of expenditure spent on **community development** and **environmental** conservation initiatives across our business operations and we have positively impacted **18,792** individuals through our corporate social initiatives.

Corporate Profile



Oriental Holdings Berhad (OHB or Company) is a multi-disciplinary and multi-sectoral global conglomerate, now in its 63rd 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 77 subsidiaries, 12 associates and 1 joint venture across 10 countries.

Today, the Group's (collectively, OHB and its subsidiaries) business interests span across the commercial, retail and consumer markets, with our global presence spanning across Malaysia, Singapore, Indonesia, Brunei, Australia, New Zealand, the United Kingdom, Mauritius, Thailand and the People's Republic of China.

As of 31 December 2025, our assets totalled RM11.3 billion, with total equity attributable to stockholders of the Company of RM7.2 billion, and cash and cash equivalents of RM4.8 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. Berhad (Kah Motor Malaysia) and Boon Siew (Borneo) Sendirian Berhad operate eight out of the 92 Honda dealerships in Peninsular Malaysia and one in Sabah, comprising one 1S (showroom) centre, one 2S (service and body & paint) centre, three 3S (showroom, service and spare parts) centres and five 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.

Kah Progression Auto Sdn. Bhd. (KPA) is a dealer for BYD-branded vehicles in Malaysia, specialising in EV sales and servicing at its Setapak, Kuala Lumpur and Miri, Sarawak outlets. In June 2025, KPA was awarded the Denza dealership. Its administrative office is located at Jalan Sungai Pinang, with a temporary showroom at Gurney Paragon, Penang, while its permanent facility is under renovation and expected to be completed by September 2026.

The Automotive Manufacturing sub-segment operates in three locations, namely Alor Gajah, Mak Mandin and Seremban plant. The sub-segment collaborates strongly with technical partners to design and deliver custom-made, high-performance automotive parts to both Original Equipment Manufacturer (OEM) and Replacement Equipment Manufacturer (REM) markets.

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 Melaka is the Group's sole property in Malaysia, while its international portfolio includes: Oakwood Bencoolen Singapore (Singapore); Wairakei Resort Taupo (New Zealand); The Sydney Boulevard Hotel and Bayview Geographe Resort (Australia); Somerset Park Suanplu Bangkok (Thailand) and Thistle London Holborn (United Kingdom).

The portfolio also includes Bayview International Sdn. Bhd. and Bayview International Hotels Pte. Ltd. (BIH) which oversees the operations, marketing and promotion activities for Bayview hotels and resorts worldwide. During the financial year, BIH has transitioned its overseeing process to the third-party management companies, namely The Ascott Limited and Accor Group. Although the hotels and resorts segment transitioned from internally managed operations to third-party operators, ownership of all hotel assets remains fully retained. Bayview Hotel Melaka in Malaysia, Somerset Park Suanplu Bangkok in Thailand and Oakwood Bencoolen Singapore are managed by The Ascott Limited. The Sydney Boulevard Hotel, Bayview Geographe Resort and Wairakei Resort Taupo in Australia and New Zealand are managed by Accor Group while Thistle London Holborn in the United Kingdom is managed by Clermont Hotel Group.

Under the operating restructuring in 2025, the Group retains ownership of the hotel assets. The third-party operators manage daily operations, which is expected to enhance operational efficiency and profitability while supporting service quality and guest satisfaction.

On 13 February 2026, the Group obtained shareholders' approval to acquire 3 hotels located in Pulau Pinang and Langkawi. Upon completion, expected in the third quarter of 2026, the Group's hospitality portfolio in Malaysia will expand from 1 to 4 properties. The assets will be refurbished and rebranded under Ascott's portfolio to upgrade to international standards and enhance long-term returns.

As part of its commitment to sustainability, the Group's Oakwood Bencoolen Singapore 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. The certification is valid until 31 December 2025.

CORPORATE PROFILE (CONT'D)

04 Plantation



Our plantation segment primarily undertakes production activities in Indonesia, where the Group operates eight plantation companies in Indonesia, three in 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.

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 full consolidation of the Group's interests in the plantation subsidiaries in Indonesia.

As of 31 December 2025, the Group's plantation land bank concession stands close to 103,740 hectares, of which 48,731 hectares have been planted with oil palm trees. About 91,677 hectares are in Indonesia (Bangka Island and South Sumatra) while the remaining 12,063 hectares are located in Malaysia (in Pahang, Negeri Sembilan, Penang, Perak and Kedah). The segment currently has a matured area of 39,570 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. Reclamation works for the remaining 110 acres, which commenced on 23 February 2023, are ongoing and targeted to complete by FY2026. The reclaimed land represents a strategic land bank for future commercial, tourism and residential developments.

On 27 October 2025, Ultra Green Sdn. Bhd. entered into two joint venture agreements with Business Park Development Sdn. Bhd., a subsidiary of LBS Bina Group Berhad, to jointly develop all that places and/or parcels

of land measuring approximately 54.75 acres located at Klebang, Melaka into a commercial and residential development project. The first phase of the proposed joint venture encompasses Phase 1A and 1B of the entire four phases of the development and targeted for completion by 2032.

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.

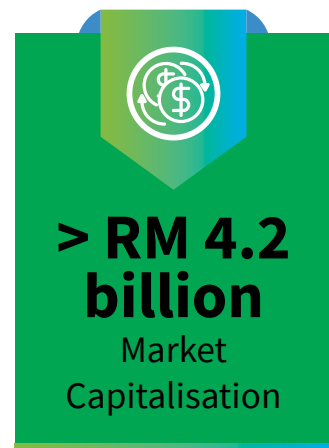
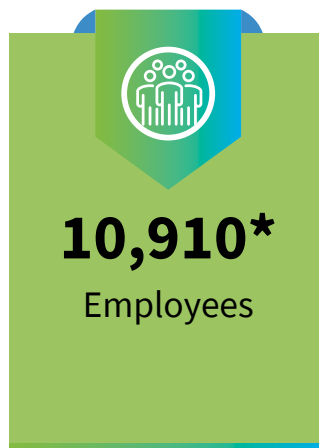
Our first foray into healthcare came in 2011 with the acquisition of a nursing college in Melaka. We then developed Oriental Melaka Straits Medical Centre (OMSMC) on the land that we had reclaimed in Klebang, Melaka, with the project starting in 2012 and the medical centre officially launched in 2015. 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 outlet in Bagan in February 2022. 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.

Our in-house clinic – Klinik Star Life which is located in Pegoh Melaka, had commenced business operations officially on 2 January 2025. Whilst another in-house clinic located at Menara TM Melaka, Ayer Keroh, Melaka had commenced its operations on 1 July 2025.



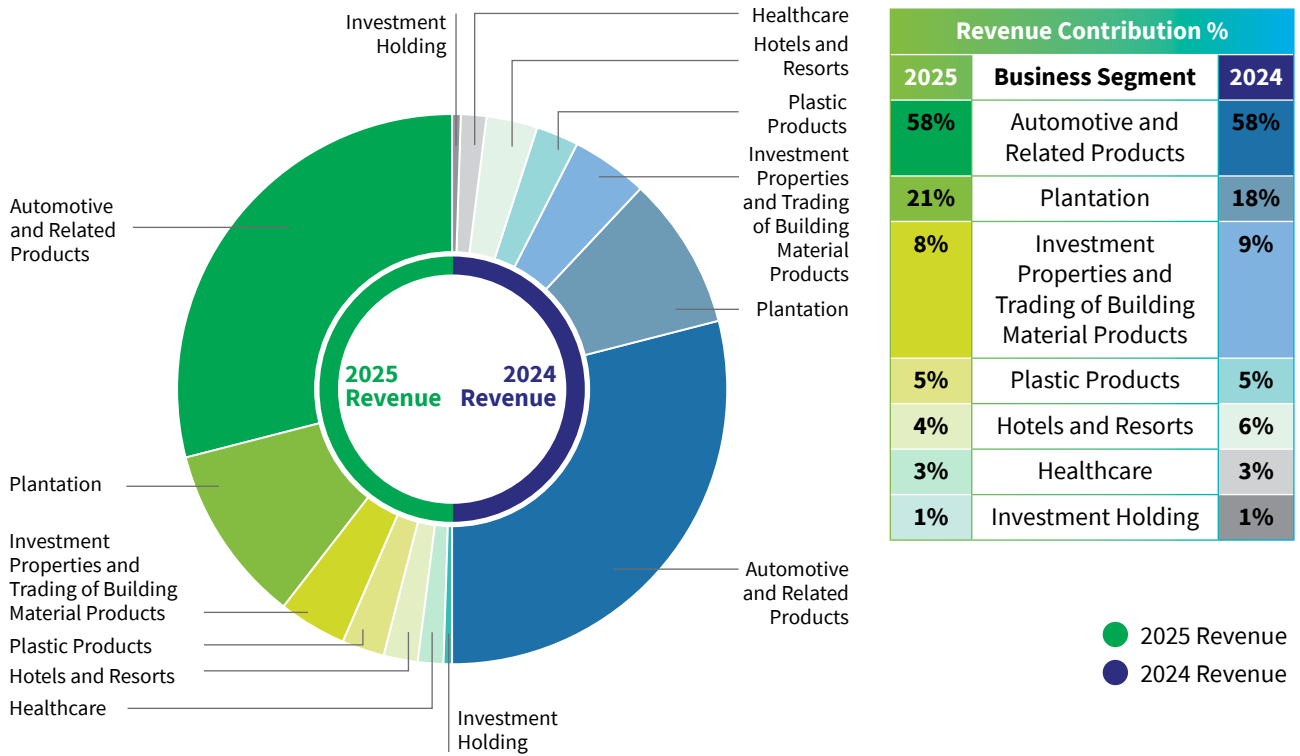
Our Market Presence



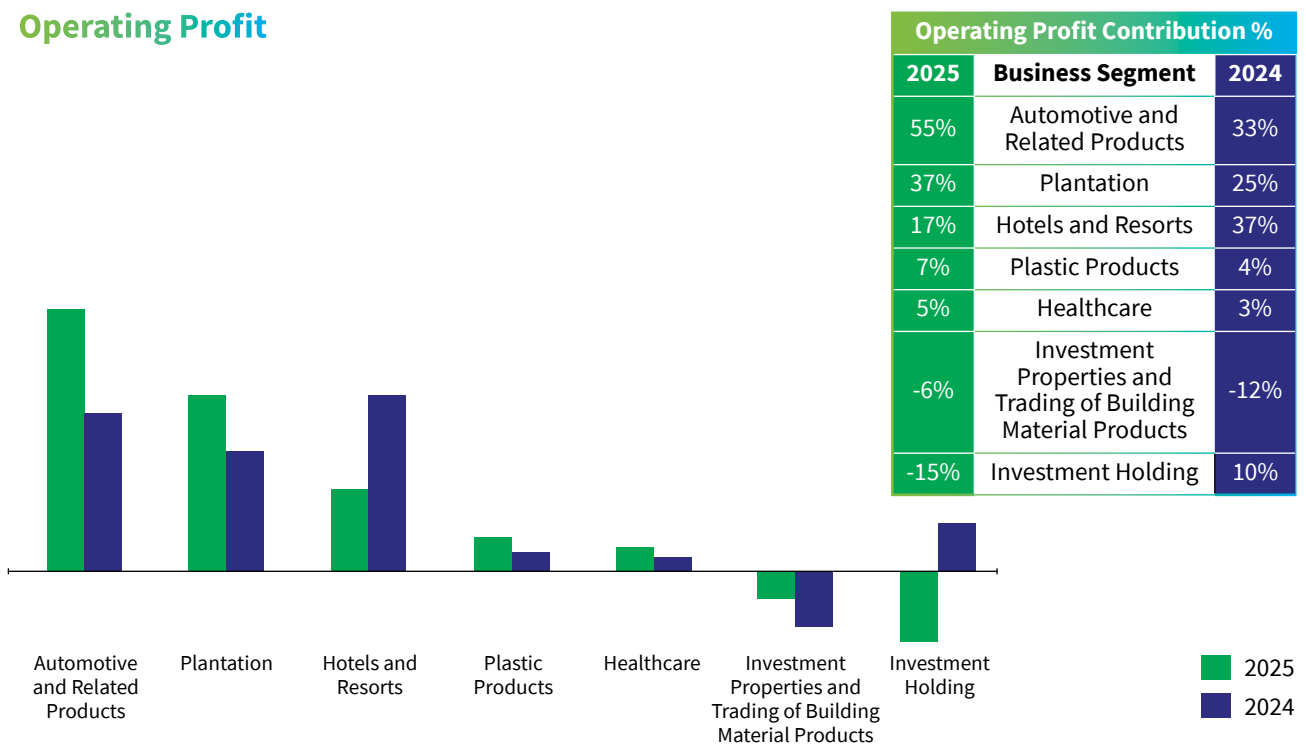
* Total number of employees are derived from the holding company (OHB), its subsidiaries and branches.

Financial Highlights

Revenue



Operating Profit

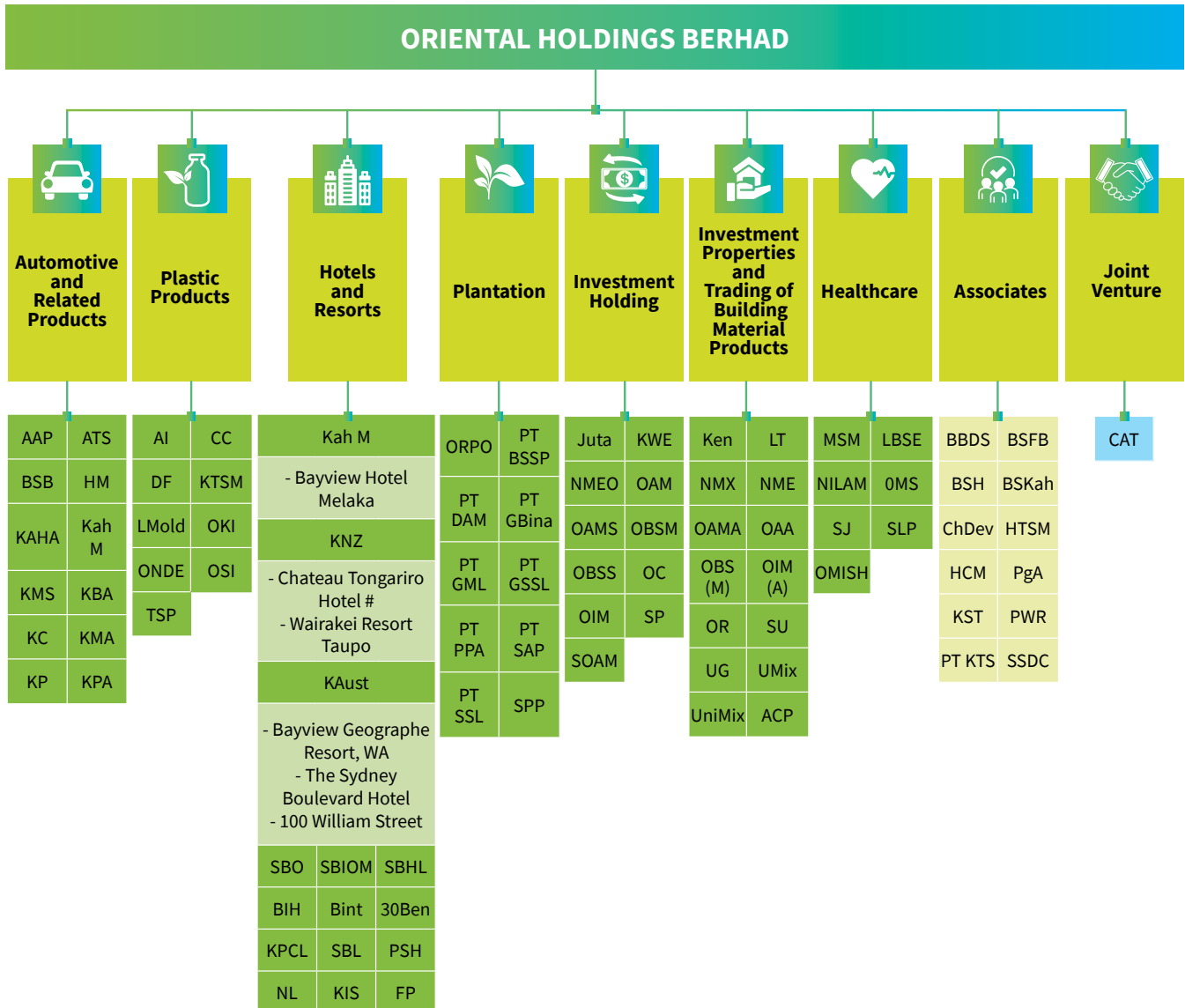


Note: Please refer to Financial Highlights of the Group in the Annual Report 2025.



Group Corporate Structure

Our Subsidiaries, Associates and Joint Venture



■ SUBSIDIARIES
 ■ ASSOCIATES
 ■ JOINT VENTURE

Permanently closed from February 2023 onwards

Note: Refer to the Annual Report 2025 (Notes 34, 35, 36 and 37 to the financial statements) for acquisition of 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, Associates and Joint Venture (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
	KMS	: Kah Motor Singapore Pte. Ltd.
	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.
	FP	: Farquhar Properties Sdn. Bhd.
	KIS	: Kah Investments Singapore Pte. Ltd.
	KPCL	: Kingdom Properties Co. Limited
	NL	: Northam Langkawi Sdn. Bhd.
	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, Associates and Joint Venture (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
	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.
Joint Venture	CAT	:	Chongqing Armstrong Technology Co. Limited

EXECUTIVE CHAIRMAN'S MESSAGE

**Dear Stakeholders,
I am proud to present to you
the tenth 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 Economic, Environmental, Social, and Governance (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.

This year marks an important milestone in our sustainability journey. In line with evolving global expectations for transparent and decision-useful sustainability reporting, we have begun aligning our disclosures with the standards issued by the International Sustainability Standards Board (ISSB) under the International Financial Reporting Standards (IFRS) Foundation. For the first time, we are incorporating climate-related disclosures aligned with IFRS S2 Climate-related Disclosures, reflecting our commitment to providing greater transparency on how climate-related risks and opportunities may affect our strategy, financial position, and long-term enterprise value.





EXECUTIVE CHAIRMAN'S MESSAGE (CONT'D)

At the same time, we have begun progressively enhancing our reporting practices to align with the broader requirements of IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, which establishes a comprehensive framework for the disclosure of sustainability-related risks and opportunities that could reasonably be expected to affect the Group's prospects.

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.

Our Governance

Our robust and effective governance structure cultivates a culture of integrity, transparency, and accountability across our 77 subsidiaries, 12 associates and 1 joint venture 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.



EXECUTIVE CHAIRMAN'S MESSAGE (CONT'D)

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.

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 “IFRS S2 Climate-related Disclosures” 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 and 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 broader ecosystem in which we operate.

Our sustainability success is built on the trust, support and contributions of our stakeholders. This shared achievement inspires us to continue our journey together, creating 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.



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1. **FY2024 Best Technical Team by Mitsubishi Motors Malaysia**
Kah Classic Auto Sdn. Bhd.

2. **FY2024 Top Outlets Nationwide by Mitsubishi Motors Malaysia**
Kah Classic Auto Sdn. Bhd.

3. **FY2024 Best Sales Satisfaction Index (SSI) Outlet, Central Region by Mitsubishi Motors Malaysia**
Kah Classic Auto Sdn. Bhd.

4. **Certificate of Achievement for Calendar Year (CY) 2025 Supplier Enhancement Program by Proton**
Armstrong Auto Parts Sdn. Berhad

5. **4th Runner Up for Proton Supplier QIT Program 2025**
Armstrong Auto Parts Sdn. Berhad

6. **Best Value Improved Award by Boon Siew Honda**
Dragon Frontier Sdn. Bhd.

7. **Sijil Penghargaan by KWSP**
Armstrong Industries Sdn. Bhd.

AWARDS AND RECOGNITION (CONT'D)



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8. **Overall Best Child Part Vendor by PD Kawamura Kako Manufacturing**
Kasai Teck See (Malaysia) Sdn. Bhd.

9. **Best Improvement In Delivery by Toyota**
Kasai Teck See (Malaysia) Sdn. Bhd.

10. **Appreciation Award Towards Quality for the Year 2024 by Toyota**
Kasai Teck See (Malaysia) Sdn. Bhd.

11. **Sustainability Shared Prosperity Organisation Certification by Malaysia Productivity Corporation (MPC)**
Kasai Teck See (Malaysia) Sdn. Bhd.

12. **Evaluation of Plantation Efforts Operational Level Class II (Good) Bangka Selatan**
PT Bumi Sawit Sukses Pratama

13. **Appreciation from the Central Statistics Agency**
PT Bumi Sawit Sukses Pratama

14. **Certificate of Appreciation by Bangka Belitung University**
PT Bumi Sawit Sukses Pratama



AWARDS AND RECOGNITION (CONT'D)



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15. **Green Gold Label (GGL) Certification Program for Sustainable Biomass**
PT Gunung Maras Lestari

16. **Groundwater Tax Award Charter 2024**
PT Gunung Maras Lestari

17. **Appreciation Charter for Support and Participation in Preventing and Reducing Stunting Rates in Bakam Subdistrict**
PT Gunung Maras Lestari

18. **ISO 9001: 2015 Quality Management System**
Simen Utara Sdn. Bhd.

19. **Patient Safety Initiative of the Year – Malaysia by Healthcare Asia Award 2025**
Melaka Straits Medical Centre Sdn. Bhd.

20. **Best Hospital (Obstetrics & Gynaecology Services) by BabyTalk MamaPapa Awards**
Melaka Straits Medical Centre Sdn. Bhd.

AWARDS AND RECOGNITION (CONT'D)



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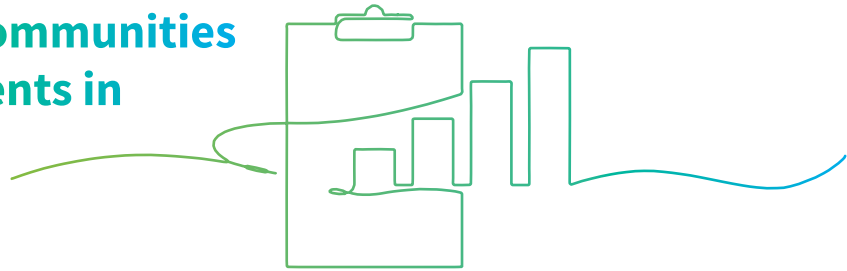
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| <p>21. The BrandLaureate World's Best Brand of the Year Award 2024 for Excellence in Multidisciplinary Healthcare and Medical Tourism Solutions
Melaka Straits Medical Centre Sdn. Bhd.</p> <hr/> <p>22. Malaysian Qualification Agency Full Accreditation for Diploma Course
Nilam Healthcare Education Centre Sdn. Bhd.</p> <hr/> <p>23. Malaysian Qualification Agency Full Accreditation for Post Basic Certificate in Critical Care Nursing
Nilam Healthcare Education Centre Sdn. Bhd.</p> <hr/> | <p>24. Malaysian Qualification Agency Full Accreditation for Post Basic Certificate in Orthopedic Nursing
Nilam Healthcare Education Centre Sdn. Bhd.</p> <hr/> <p>25. Malaysian Qualification Agency Full Accreditation for Post Basic Certificate in Perioperative Nursing
Nilam Healthcare Education Centre Sdn. Bhd.</p> <hr/> <p>26. Malaysian Qualification Agency Full Accreditation for Post Basic Certificate in Renal Nursing
Nilam Healthcare Education Centre Sdn. Bhd.</p> <hr/> |
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ABOUT THIS REPORT

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



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 tenth Sustainability Report (this Report), produced in accordance with Bursa Malaysia’s Main Market Listing Requirements. This Report provides a comprehensive overview of our sustainability performance, initiatives, and outcomes for the financial year ended 31 December 2025 (FY2025). It outlines how we manage our material sustainability matters, as well as the climate-related risks and opportunities relevant to our operations and long-term business resilience.

The sustainability matters disclosed in this Report are identified through a structured materiality assessment process that considers both stakeholder priorities and the potential impact of sustainability-related and climate-related risks and opportunities on our long-term value creation. This process enables us to prioritise the issues that are most significant to our stakeholders and most relevant to our strategy, resilience, and future growth.

Collectively, these material matters provide a clear roadmap to guide our sustainability journey. By focusing on areas that matter most, we aim to strengthen our resilience, support sustainable value creation, and maximise the positive environmental, social, and economic impact generated through our business activities over the long term.



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 2025 to 31 December 2025, unless otherwise stated. References to "we", "our" and "us" in this report are to OHB and its subsidiaries, collectively referred to as the Group, unless otherwise stated. This Report should be read in conjunction with the Group's consolidated financial statements which are prepared in accordance with the Malaysian Financial Reporting Standards (MFRS), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

This Report covers only climate-related risks and opportunities that could reasonably be expected to affect OHB's prospects, including its business model, strategy, financial performance and financial position.

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) 2021, issued by Securities Commission Malaysia;
- Bursa Malaysia's Corporate Governance Guide (4th Edition);
- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition); and
- IFRS S2 Climate-related Disclosures.

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.

First-time Adoption of IFRS Sustainability Disclosure Standards and Transition Reliefs

OHB is reporting under the IFRS Sustainability Disclosure Standards for the first time in FY2025. The following standards issued by the ISSB have been applied for the reporting period commencing 1 January 2025:

- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information; and
- IFRS S2 Climate-related Disclosures.

As of 31 December 2025, no other IFRS Sustainability Disclosure Standards have been issued by the ISSB.

The IFRS Sustainability Disclosure Standards provide certain transition reliefs for the first annual reporting period in which an entity applies the standards. In addition, Bursa Malaysia's Main Market Listing Requirements and Malaysia's National Sustainability Reporting Framework (NSRF) provide phased implementation provisions for Main Market listed issuers.

In preparing this Report, we have applied the following transition reliefs for our first reporting period:

- Disclosing information focusing on climate-related risks and opportunities in accordance with IFRS S2;
- Not disclosing comparative information for climate-related risks and opportunities disclosures; and
- Not disclosing all Scope 3 greenhouse gas emissions for FY2025 except for Category 6: Business Travel and Category 7: Employee Commuting.

We will progressively enhance our sustainability and climate-related disclosures in accordance with the NSRF implementation timeline in future reporting periods.

Connectivity with Financial Statements

This Report contains the climate-related financial information of OHB for FY2025 and aligns with the reporting period of our consolidated financial statements.

Where relevant, this Report establishes linkages with the financial statements to provide a cohesive view of how climate-related risks and opportunities may affect our financial position, financial performance, and cash flows over the short, medium and long term.

The presentation currency of the climate-related financial disclosures is Ringgit Malaysia (RM), which aligns with the presentation currency used in the consolidated financial statements.

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)

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-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)
- Malaysia Healthcare Travel Council (MHTC)
- 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 Petroleum & Chemistry Industry (NUPCW)
- National Union of Plantation Workers (NUPW)
- Netherlands-Thai Chamber of Commerce
- North Malaysia Engineering & Motor Parts Traders' Association (NMEMPTA)
- 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
- Tourism Export Council of New Zealand (TECNZ)

- Toyota Suppliers Club Malaysia
- Wairakei Tourist Park
- 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 2025, as published in this Report.

The scope of review of the Internal Audit Team of OHB was limited to the material sustainability matter on total energy consumption scope 1 and scope 2 greenhouse gas (GHG) emissions, that was presented in this Report, which was performed on sampling basis covering 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. total energy consumption scope 1 and scope 2 GHG emissions) that is presented in the Group's FY2025 Sustainability Report is prepared in accordance with the applicable criteria as below:

- i. Bursa Malaysia's Sustainability Reporting Guide (3rd Edition);
- ii. IFRS Sustainability Disclosures Standards (IFRS S1 and IFRS S2);
- iii. Greenhouse Gas Protocol (GHG Protocol); and
- iv. The Group's relevant policies and procedures.

The FY2025 Sustainability Report of OHB was reviewed and endorsed by the Board.

Feedback

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

Oriental Holdings Berhad

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Telephone: +604 263 8590
E-mail: ir@ohb.com.my

SUSTAINABILITY GOVERNANCE



Board of Directors

At OHB, the Board of Directors (Board) holds overall responsibility for the Group's strategic direction on sustainability, including the oversight of the Group's sustainability-related risks and opportunities and climate-related risks and opportunities, in accordance with its duties as set out in the **Board Charter**.

The Board's responsibilities include:

- Overseeing and endorsing sustainability and climate-related strategies, frameworks and ensuring effective risk management;
- Overseeing the integration of sustainability and climate-related considerations into the Enterprise Risk Management (ERM) Framework to guide strategic decisions;
- Reviewing updates and reports on sustainability-related risks and opportunities and climate-related risks and opportunities presented by the Risk Management and Sustainability Committee (RMSC) twice a year, including updates on key risk exposures and emerging developments, progress of mitigation measures and management actions, as well as potential implications on strategy, operations and financial performance;
- Evaluating the potential impacts and trade-offs associated with sustainability-related risks and opportunities and climate-related risks and opportunities, taking into account financial performance, operational resilience, regulatory requirements and long-term value creation when reviewing strategic initiatives and major transactions; and
- Overseeing the setting of targets relating to sustainability-related risks and opportunities and climate-related risks and opportunities, and monitoring progress against these targets through periodic updates by the RMSC.

Supported by the RMSC, the Board assesses whether the appropriate skills and competencies are in place to oversee climate-related risks and opportunities, including through periodic evaluations of Board composition, targeted training, and updates from management and external advisors to ensure informed decision-making.

In line with the Board Charter, the Directors are required to continuously enhance their knowledge and competencies, including in areas relevant to sustainability and climate-related matters, to effectively discharge their oversight responsibilities.

All the Directors except for Kunitomo Asano and Dato' Yaep Chin Yee had participated in the Mandatory Onboarding Programme on Sustainability as per Bursa Malaysia's Listing Requirements which was designed to enhance their capability to address sustainability considerations effectively. Both the Directors will attend the said training within the specific timeframe. Details of Directors' training programmes attended during FY2025, including sustainability and climate-related topics, are disclosed in the Corporate Governance Overview Statement of the Group's Annual Report.

Risk Management and Sustainability Committee

The RMSC is responsible for driving sustainability and climate-related policies and strategies across the Group. The roles, authority and responsibilities of the RMSC are set out in the Terms of Reference of the Risk Management and Sustainability Committee.

Key responsibilities of the RMSC include:

- Overseeing the Group's sustainability and climate-related framework and ensuring compliance with Bursa Malaysia's sustainability reporting guidelines;
- Identifying, assessing, and monitoring sustainability-related risks and opportunities and climate-related risks and opportunities, and ensuring proper mitigation measures are in place;
- Reviewing and deliberating on the sustainability and climate-related targets established at the respective Risk Management Unit (RMU) level, taking into account operational priorities, risk exposures and segment-specific considerations;
- Monitoring performance against approved sustainability and climate-related targets through periodic updates from the RMUs, and evaluating progress, key trends and any material deviations;



SUSTAINABILITY GOVERNANCE (CONT'D)

- Reviewing the effectiveness and performance of sustainability and climate-related internal controls twice a year to ensure sustainability-related risks and opportunities and climate-related risks and opportunities were effectively managed; and
- Reporting the findings and recommendations from the RMSC meetings to the Board for consideration and decision-making twice a year.

Risk Coordinator

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

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

Risk Management Units

RMUs are established at core business segments, subsidiaries and significant associates (including joint ventures), where appropriate, to oversee its sustainability and climate-related risk management at their respective levels.

The RMUs are responsible for:

- Identifying, assessing and evaluating sustainability-related risks and opportunities and climate-related risks and opportunities within their respective business operations;
- Establishing sustainability and climate-related targets at the operational level, aligned with segment-specific risk exposures, strategic priorities and the Group's overall sustainability objectives;
- Developing and implementing action plans and mitigation measures to manage the identified sustainability-related risks and opportunities and climate-related risks and opportunities;

- Monitoring performance against approved sustainability and climate-related targets, including tracking key metrics and identifying material deviations;
- Ensuring appropriate governance processes, internal controls and reporting procedures are in place to manage sustainability-related risks and opportunities and climate-related risks and opportunities effectively;
- Escalating material risks, performance gaps and emerging issues to the RMSC on a periodic basis; and
- Providing updates on sustainability and climate-related risk profiles, target performance and management actions to the external consultants for consolidation and reporting to RMSC twice a year.

Management at the RMU level is accountable for embedding sustainability and climate-related considerations into operational decision-making processes and ensuring that risk mitigation measures and performance monitoring mechanisms are functioning effectively within their respective areas of responsibility.

Segmental Risk Officers

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

Day-to-day Sustainability Risk Management

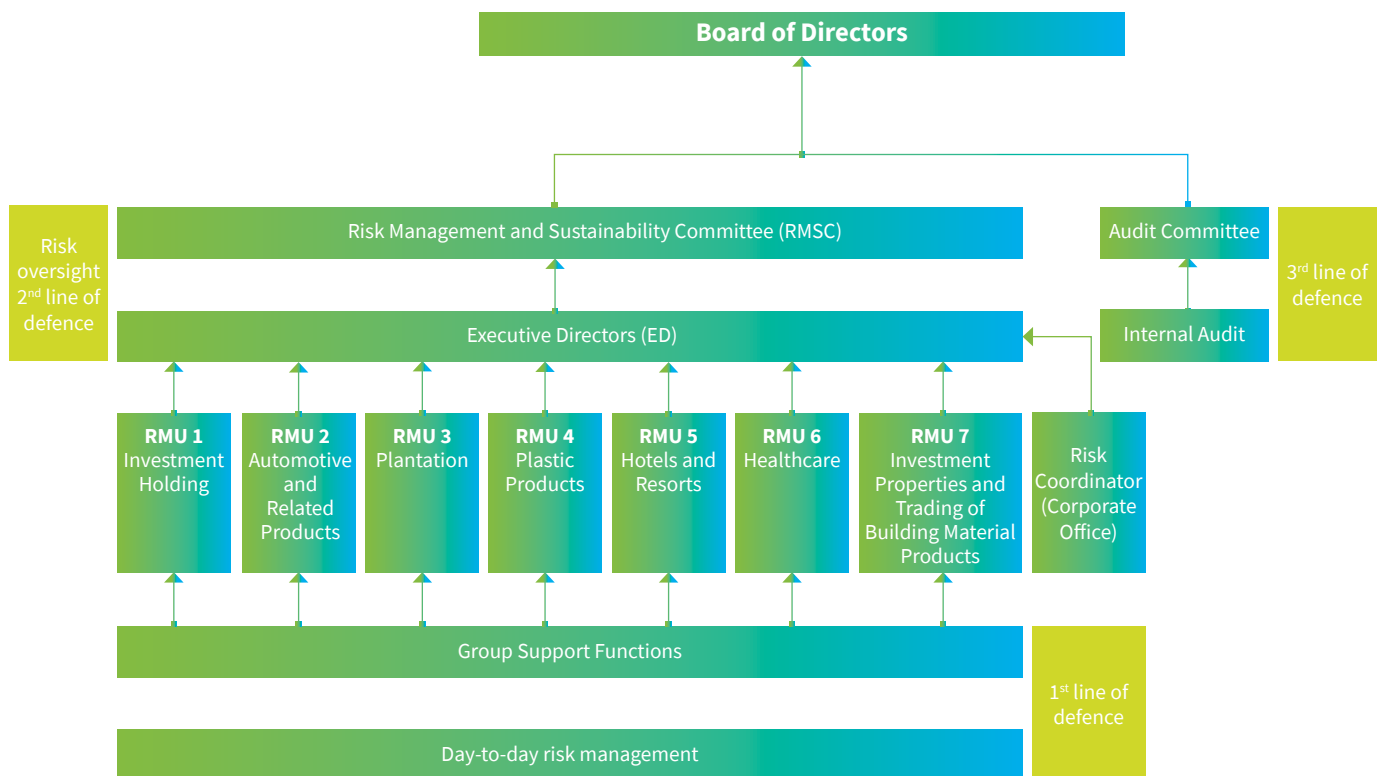
The responsibility for actively managing sustainability and climate-related risks on a daily basis lies with the Management of respective subsidiaries. Their key duties include identifying, assessing, and mitigating sustainability and climate-related risks within their operational scope, embedding sustainability and climate 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



SUSTAINABILITY GOVERNANCE (CONT'D)

Risk Management Process

We manage sustainability-related and climate-related risks and opportunities through our ERM Framework, which provides a structured process for the identification, evaluation, management, monitoring and reporting of risks and opportunities across our operations.

The ERM Framework considers a broad range of risk categories, including strategic, operational, financial, sustainability, reputational and corruption risks. Climate-related risks and opportunities are integrated into this framework to ensure they are assessed and managed alongside other enterprise risks.

Risks and opportunities are identified and assessed at both the business segment and Group levels through management-led discussions and periodic risk review exercises. Identified risks are prioritised using an established likelihood and impact assessment approach, taking into account their potential implications for our operations, financial performance and long-term resilience.

The heads of our business segments are responsible for managing identified risks and implementing mitigating measures to maintain risk exposures within acceptable levels. This includes the use of Key Risk Indicators (KRIs), where relevant, to support the ongoing monitoring of risk exposure, control effectiveness and the progress of management action plans as part of our broader internal control and risk management processes.

Our business segments report identified risks and the effectiveness of the mitigation measures to OHB and the RMSC periodically. The RMSC ensures priority is placed on the significant risks faced by the Group, setting out rigorous review of the top five (5) business risks, top three (3) climate-related risks, top three (3) climate-related opportunities and top three (3) corruption risks. These risks are monitored against KRIs, where applicable, together with the effectiveness of controls and the progress of management action plans.

In assessing sustainability-related and climate-related risks and opportunities, Management considers relevant inputs and parameters such as operational data, regulatory developments, market trends and other external information relevant to our business segments and geographic locations.

Climate-related risks and opportunities are evaluated across different time horizons to capture both near-term and longer-term impacts on our business. For the purposes of risk assessment, we define our time horizons as follows:

- Short term (0 to 12 months)
- Medium term (1 to 5 years)
- Long term (beyond 5 years)

These time horizons are aligned with the Group's strategic planning cycle, capital investment decisions, and asset lifecycles across its business segments. Through this integrated approach, climate-related risks and opportunities are embedded within our overall ERM processes, enabling us to monitor emerging issues, strengthen organisational resilience and support informed strategic decision-making.

Linkage of Sustainability Performance to Remuneration

The Group's remuneration framework is designed to align the interests of Executive Directors and Key Senior Management with the long-term interests of shareholders and the sustainable performance of the organisation. Performance-related elements of remuneration are structured to reflect both financial and non-financial performance indicators, including sustainability and climate-related considerations where appropriate.

In determining performance-based remuneration, the Remuneration Committee will take into account relevant Key Performance Indicators (KPIs) that reflect the Group's strategic priorities, including measurable sustainability and climate-related metrics where applicable. These may include indicators related to environmental management, operational efficiency, governance practices or other sustainability objectives that are material to the Group's business operations.

Through this approach, sustainability considerations are progressively integrated into performance evaluation and reward mechanisms, reinforcing Management's accountability in delivering the Group's sustainability and climate-related objectives while supporting long-term value creation.



STAKEHOLDER ENGAGEMENT

Our stakeholders play a vital role in shaping our sustainability agenda, and consequently, we prioritise 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 key issues pertinent to industries and regions where our business operates empower us to devise more targeted and 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
Media	<ul style="list-style-type: none"> Media events Press Interviews/Releases 	As needed As needed	<ul style="list-style-type: none"> Economic Performance 	<ul style="list-style-type: none"> Safe work environments that ensure the safety and health of all workers and employees are taken care of
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 	<ul style="list-style-type: none"> Diversity in the representation of all employee categories (age group, gender, minority group etc.), and equal opportunity
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 	<ul style="list-style-type: none"> Safe disposal of effluents and waste from all operations that have the least impact on communities and biodiversity
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 	<ul style="list-style-type: none"> Security and privacy of sensitive customer data in accordance with applicable laws
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 	<ul style="list-style-type: none"> Establish sustainability governance and strategy across all business segments
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 ASSESSMENT

As a globally diversified conglomerate, it is important for us to identify and prioritise the sustainability matters that are most relevant to our organisation, business operations and stakeholders. Through our materiality assessment process, we are able to determine the sustainability matters that may have significant impacts on our business while also reflecting the interests and expectations of our stakeholders. This process enables us to better identify opportunities and manage potential risks associated with our key sustainability matters.

In FY2025, we conducted a comprehensive review and update of our material sustainability matters through a structured materiality assessment facilitated by an independent consultant. The assessment involved identifying a long list of sustainability topics based on relevant reporting frameworks, industry considerations, peer analysis and regulatory developments.

In identifying the relevant sustainability topics, we also referred to the industry-based disclosure topics and metrics outlined in the Industry-based Guidance on Implementing IFRS S2 Climate-related Disclosures, issued by the ISSB. These industry-based topics were considered as part of our assessment to evaluate their applicability to our diverse business segments. While we are not fully adopting all industry-based metrics at this stage, the guidance has informed our understanding of climate-related risks and opportunities relevant to our operations. We will continue to review the applicability of these industry-based disclosures as we progressively enhance our sustainability and climate-related reporting practices in the future.

As part of the assessment process, we engaged with representatives from key stakeholder groups to evaluate and rate the relative importance of each sustainability topic. These inputs were analysed alongside our internal evaluation of the actual and potential impacts of each sustainability matter on our operations, strategies and long-term value creation. Through this process, we identified and prioritised the sustainability matters that are most significant to our organisation and stakeholders.



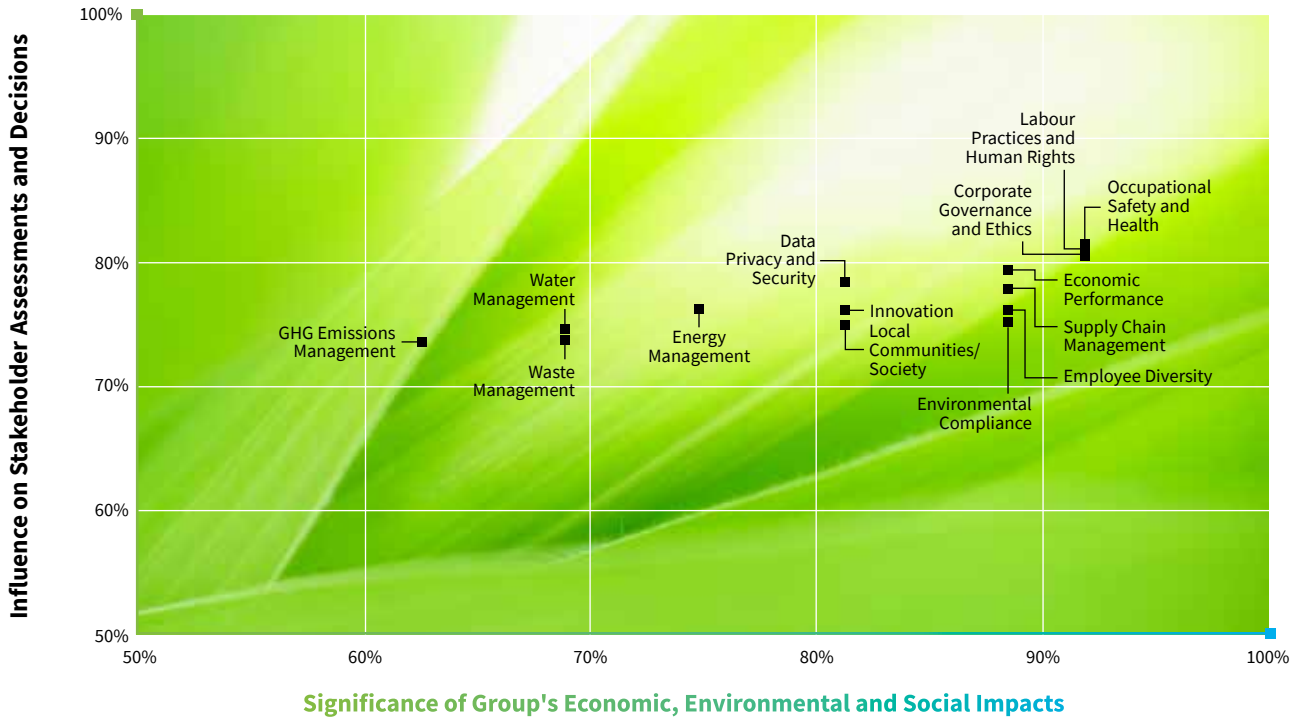
The insights gathered during the assessment were systematically analysed and presented in a materiality matrix, which illustrates the relative importance of each sustainability matter based on its significance to our organisation and its importance to our stakeholders. The material sustainability matters identified through this process are presented in the matrix below, followed by a summary of the key matters under each sustainability category.

Moving forward, we aim to review and update our material sustainability matters every two years, or earlier where significant changes to our operating environment, regulatory landscape or stakeholder expectations arise.



MATERIALITY ASSESSMENT (CONT'D)

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 GHG Emissions Management Water Management Waste 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. MCGG 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.



	<p>Economic</p> <p>Our focus on creating long-term sustainable growth for our stakeholders requires us to constantly review of 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.</p>
	<p>Environmental</p> <p>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. In FY2025, this pillar was further strengthened through enhanced climate-related disclosures, including the identification and assessment of climate-related risks and opportunities, climate scenario analysis, and initiatives relating to energy management, emissions reduction, renewable energy adoption, water resilience, waste management and operational adaptation.</p>
	<p>Social</p> <p>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.</p>
	<p>Governance</p> <p>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.</p>

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:

	<ul style="list-style-type: none"> • 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;
	<ul style="list-style-type: none"> • Adhering to the requirements of all laws and regulatory requirements, standards and better practices to which the Group subscribes and establishes;
	<ul style="list-style-type: none"> • Adopt high ethical values and ensure these practices are upheld across our business through our code of ethics and employee training programmes;
	<ul style="list-style-type: none"> • Establish and nurture open, honest and timely communications, and being responsive to concerns;
	<ul style="list-style-type: none"> • 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;
	<ul style="list-style-type: none"> • 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;
	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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 preserve 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 provide 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.

CORPORATE GOVERNANCE (CONT'D)

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.

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.



CORPORATE GOVERNANCE (CONT'D)

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.

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 Whistleblowing 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

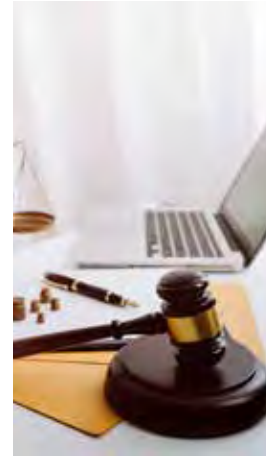
We strive to ensure strict compliance with the applicable laws and regulations set forth by local authorities in the jurisdictions where we operate. To this end, our country management representatives closely monitor regulated areas to avoid any non-compliance with local legislations.

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

CORPORATE GOVERNANCE (CONT'D)

Whistleblowing Policy

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

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). 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.

ANTI-CORRUPTION (CONT'D)

Automotive and Related Products

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

With the goal of achieving zero incidents of corruption each year, the segment's management team and Human Resource Department coordinate these anti-corruption efforts by arranging regular trainings to help employees comply with regulatory requirements. Specifically, employees attend briefing sessions are required to provide their signatures to confirm attendance and acknowledge the Group's Corporate Governance Policies. Employees are also required to sign a Code of Ethics declaration form and receive briefings on Anti-Bribery and Corruption policies. Aside from this, once a refreshment on Conflict of Interest to the employees were completed, the Conflict of Interest declaration forms and Annual Declaration of Adherence to Code of Ethics and Professional Conduct were then signed off by the employees. As a constant reminder to our employees, informational posters and reading materials on Anti-Bribery and Corruption were posted and distributed.

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

To further combat corruption, third-party vendors and suppliers are required to sign a 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.

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

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

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 vital to the segment's reputation, given that a large share of its inventory comes from external vendors.

In this regard, in addition to adhering to OHB's Group-wide policies, KNZ and KAust have also adopted relevant Accor's Policies, including the Code of Conduct, Whistleblower Policy, and Conflict of Interest Policy, which provide employees with clear guidance on reporting unethical behaviour, managing conflicts of interest and upholding ethical standards in accordance with Group requirements.

Human Resource Department is 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 controls. Furthermore, monthly internal checks for cash floats are conducted, and reminders on ethical behaviour standards are provided during staff briefings. For KNZ, the cash float checks are conducted daily by the Night Audit function.





ANTI-CORRUPTION (CONT'D)

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

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

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

Plantation

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

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



To strengthen compliances, 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 Whistleblowing channels, with all reports handled confidentially and reviewed by the Chairman of the Audit Committee or the Head of Internal Audit.

ANTI-CORRUPTION (CONT'D)

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. For instance, OBS(M) and UG obtain multiple price quotes from various suppliers, contractors, or consultants to perform a comparison. Meanwhile, ACP engages a consultant to review the pricing and scope of work to ensure they are appropriate.

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.

With regard to 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, all employees within the segment receive training on anti-corruption measures to strengthen awareness of ethical conduct and support compliance with applicable anti-bribery and anti-corruption requirements. Furthermore, suppliers of the segment are required to sign a SCCD form upon registration. This commitment ensures that they adhere to the relevant regulations and internal standards of the Group in all business dealings.

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



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 FY2025, 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		2025	
	Executive	Non-Executive	Executive	Non-Executive	Executive	Non-Executive
Automotive and Related Products	99	99	70	89	68	80
Plastic Products	100	100	100	100	97	100
Hotels and Resorts	48	37	95	64	62	63
Plantation	91	97	99	99	98	94
Investment Holding	0 ^(N1)	0 ^(N2)	100	0 ^(N2)	100	0 ^(N2)
Investment Properties and Trading of Building Material Products	82	97	97	100	97	100
Healthcare	71	25	100	100	40	99
Total (Group-wide)	87	91	87	96	80	92

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	2025
Automotive and Related Products	100	100	100
Plastic Products	100	100	100
Hotels and Resorts	100	100	100
Plantation	100	100	100
Investment Holding	100	100	100
Investment Properties and Trading of Building Material Products	100	100	100
Healthcare	100	100	100
Total (Group-wide)	100	100	100

ANTI-CORRUPTION (CONT'D)

Total number of confirmed incidents of corruption (Number)

Business segment	2023	2024	2025
Automotive and Related Products	0	0	0
Plastic Products	0	0	0
Hotels and Resorts	0	0	0
Plantation	0	0	0
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	0	0	0
Healthcare	0	0	0
Total (Group-wide)	0	0	0

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

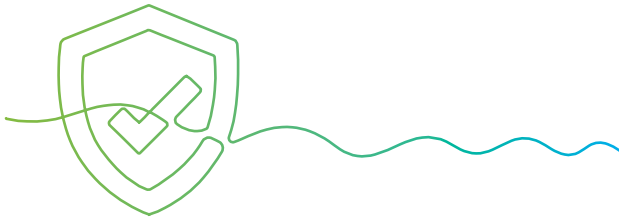
Business segment	2023	2024	2025
Automotive and Related Products	0	0	0
Plastic Products	0	0	0
Hotels and Resorts	0	0	0
Plantation	0	0	0
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	0	0	0
Healthcare	0	0	0
Total (Group-wide)	0	0	0

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	2025
Automotive and Related Products	0	0	0
Plastic Products	0	0	0
Hotels and Resorts	0	0	0
Plantation	0	0	0
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	0	0	0
Healthcare	0	0	0
Total (Group-wide)	0	0	0



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 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.

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 the consequences of failing to comply, an Annual Declaration of Adherence to Code of Ethics and Professional Conduct is signed. Alongside this, we also ensure that the Person in Charge (PIC) receive training by our principals, on our Non-Disclosure Agreement to prevent any breaches of customer information.

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

DATA PRIVACY AND SECURITY (CONT'D)

AAP has implemented comprehensive Information Technology (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
- Upgrading 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 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.

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



DATA PRIVACY AND SECURITY (CONT'D)

- **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 Whistleblowing 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.

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.

DATA PRIVACY AND SECURITY (CONT'D)

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 that 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.

In FY2025, SU and LT have strengthened their data privacy framework by successfully registering as Data Controllers under the Personal Data Protection Act 2010 in August 2025. This initiative ensures full adherence to the PDPA and reinforcing our commitment to safeguard the personal data of our stakeholders.



Certification of the Personal Data Protection Commissioner for Simen Utara Sdn. Bhd. - KL Office



Certification of the Personal Data Protection Commissioner for Simen Utara Sdn. Bhd. - PG Office



Certification of the Personal Data Protection Commissioner for Lipro Trading Sdn. Bhd.



DATA PRIVACY AND SECURITY (CONT'D)

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.

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.

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

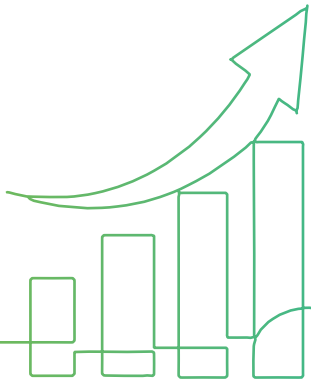
By maintaining robust controls and continuously enhancing our data privacy measures, we remain committed to protecting patient information and ensuring compliance with all relevant regulations.

Our Performance

In FY2025, 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	2025
Automotive and Related Products	0	0	0
Plastic Products	0	0	0
Hotels and Resorts	0	0	0
Plantation	0	0	0
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	0	0	0
Healthcare	0	0	0
Total (Group-wide)	0	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 be able to generate returns for 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 respond to 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% EV 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 KPI 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 auditors, 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 participation in the MIDA Lighthouse Project enables timely updates and effective monitoring of changes in government policies and market conditions.

Our processes have enabled us to provide stable and

ECONOMIC PERFORMANCE AND INNOVATION (CONT'D)

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 FY2025, 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.

AAP participated in several key industry events in Japan during November 2025. These included the **Japan Mobility Show** held at Tokyo Big Sight from **7 to 9 November**, the **Tokyo Mobility Show** in Tokyo on **9 November**, and the **Paint & Coating Expo** at Makuhari Messe from **12 to 13 November**.

KPA

Penang Green Summit 2025 at Penang Waterfront Convention Centre on 31 October 2025



KAH MOTOR SINGAPORE

Singapore Motorshow 2025 at Suntec City from 9 to 12 January 2025



Tampines 1 Roadshow at Tampines 1 Mall from 24 February to 2 March 2025



Seletar Mall Roadshow at Seletar Mall from 24 to 30 March 2025





ECONOMIC PERFORMANCE AND INNOVATION (CONT'D)

Jurong Point Roadshow at Jurong Point Mall from 14 to 20 April 2025



Car Expo at Singapore Expo Hall from 3 to 4 May 2025



North Point Roadshow at North Point Mall from 9 to 15 June 2025



Bukit Panjang Roadshow at Bukit Panjang Plaza from 14 to 20 July 2025



IMM Roadshow at IMM Mall from 11 to 17 August 2025



Car Expo at Singapore Expo Hall from 4 to 5 October 2025



City Square Roadshow at City Square Mall from 27 October to 2 November 2025



ECONOMIC PERFORMANCE AND INNOVATION (CONT'D)

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, AAP have strategically implemented warehouse and production automation initiatives since FY2024, to strengthen efficiency, resilience, and long-term value creation. These automation systems are now fully operational under mass-production. By integrating advanced technologies into our workflow, we continue to improve cost efficiency, process stability, and overall resource optimisation. Looking ahead to FY2026, AAP plans to introduce 3 additional automation projects to further optimise efficiency, improve quality control and reduce operational cost.

Plastic Products

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

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

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. With projection made, 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.



Auto Bulk Bag System



Metal Detector



ECONOMIC PERFORMANCE AND INNOVATION (CONT'D)

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, with 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. Revinato 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 subjected to additionally review by either the entity's Duty Manager or the General Manager.

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 Taupo, maintains a non-contractual relationship with Greening Taupo, a Non-Governmental Organisation (NGO) that focuses on greening and improving Taupo environment. In addition, Bayview Geographe Resort undertook a beach clean-up initiative in September 2025 as part of its efforts to support environmental stewardship and community well-being.



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 FY2025 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. In FY2025, SU and LT held their 2nd Annual Sales Meeting on 6 November 2025 at One World Hotel.

ECONOMIC PERFORMANCE AND INNOVATION (CONT'D)

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. Both KL and PG branches of SU conducted their internal audits on 5 May 2025 to evaluate the QMS compliance with ISO 9001, the company's QMS requirements and ensuring effectively implemented and maintained.

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.

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.

Our Performance

For the detailed explanation of our economic performance for the FY2025, kindly refer to the "Consolidated Statement of Financial Position" and "Consolidated Statement of Profit and Loss and Other Comprehensive Income" section of our FY2025 Annual Report.





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 vendors and 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.

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.

PROCUREMENT PRACTICES AND SUPPLY CHAIN MANAGEMENT (CONT'D)

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 Head of Department 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.

Across the segment, digital systems continue to be adopted to strengthen procurement efficiency and financial control. 30Ben utilises digital tools to support procurement workflows and e-invoicing. KNZ and KAust have also commenced the implementation of a new procurement system in FY2025 for Bayview Geographe Resort and Wairakei Resort Taupo.

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. For example, PT GML has successfully implemented 941.9 hectares of community garden (Plasma) programs across the Revitalization and Program Kemitraan Kebun Kelapa Sawit Rakyat initiatives, with the support of 680 participant households.



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 Fresh Fruit Bunch (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. For example, UG will conduct a tendering process for their projects. 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. For example, OBS(M) and UG compare quotes from different suppliers, contractors or consultants. 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 supply for the segment in the event any vendors experience tight supply condition.

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	2025
	%	%	%
Automotive and Related Products	86	80	86
Plastic Products	84	84	85
Hotels and Resorts	97	90	86
Plantation	100	95	98
Investment Holding	100	99	88
Investment Properties and Trading of Building Material Products	99	98	99
Healthcare	100	100	100
Total (Group-wide)	89	86	90

Note: The proportion of spending on local suppliers for FY2023 includes only subsidiaries located in Malaysia, across all business segments. For FY2024 and FY2025, 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 to investors and stakeholders. In response, we have adopted a proactive approach to environmental issues, with the aim of driving sustainable growth and continuously enhancing stakeholder value.

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

How We Approach It?

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

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

Automotive and Related Products

To address growing concerns over the environmental impact of automobiles and their manufacturing, the segment has taken firm steps to minimise its environmental footprint. This starts with ensuring strict compliance with applicable environmental regulations including the Environmental Quality (Scheduled Wastes) Regulations 2005 as well as globally adopted standards such as ISO 14001:2015 (Environmental Management Systems) 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 wastes 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, such as Certificate of Certified Environmental Professional in Scheduled Waste Management (CePSWaM) 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. 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 COMPLIANCE (CONT'D)

At KC, these efforts are further reinforced through a dedicated environmental governance structure comprising the Environmental Performance Monitoring Committee (EPMC), which monitors performance and reports quarterly, and the Environmental Regulatory Compliance Monitoring Committee (ERCMC), which reviews overall compliance annually, approves budgets, and ensures alignment with Department of Environment (DOE) requirements and OHB's environmental objectives. In addition, KC also conducts Noise Risk Assessment and Chemical Health Risk Assessment to identify workplace noise and chemical and to establish controls to minimise related health risks.

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:

- Process monitoring on a daily basis by management, the EHS committee and designated safety personnel, with observations reported weekly and any incidents of non-conformance reported to the respective PIC for further action.
- Establishing an EHS committee, which holds meetings every three months and conducting annual management reviews where potential actions to mitigate environmental issues, reduce water usage, and reduce electricity consumption are discussed.
- Establishment of an Emergency Response Team (ERT) to further improve the resilience of the subsidiaries towards environmental risks. New and existing ERT members are trained periodically to ensure they are kept abreast of the latest development of their responsibilities.
- Storm water monitoring to ensure final water discharge does not exceed allowable limits for 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 does not exceed contaminants level and compliance to Environment 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 Systems standard, ISO 9001:2015 Quality Management Systems 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 CePSWaM officer to monitor compliance with applicable local environmental laws and standards. In addition, KTSM has appointed an OSH Coordinator to support compliance monitoring and workplace safety management.

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.



ENVIRONMENTAL COMPLIANCE (CONT'D)

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.

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.

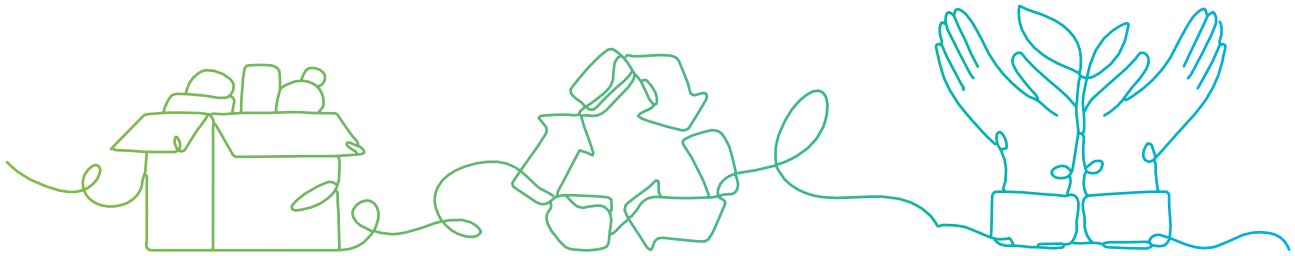
Plantation

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 2025, 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.

ENVIRONMENTAL COMPLIANCE (CONT'D)



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 empty fruit bunches (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.

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. For example, OBS(M) and UG projects engage environmental consultants to monitor the reclamation works. 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. For instance, ACP ensures that all tenants obtained the necessary approvals from the Department of Environment to verify that their business operations align with regulatory standards.

Reclamation projects strictly adhere to the guidelines issued by the 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 UG'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.



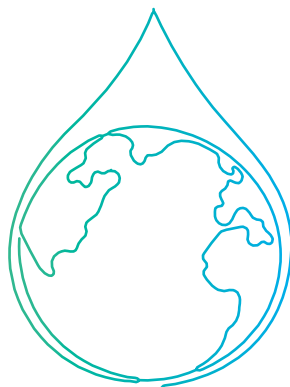
ENVIRONMENTAL COMPLIANCE (CONT'D)

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 trading of building material products segment, 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 Construction Industry Development Board (CIDB). Additionally, to ensure compliance with Clause 8.4 of ISO 9001:2015 that outlines on the control of externally provided processes, products, and services, some of our subsidiaries have 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 established 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 are 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 CLIMATE CHANGE MANAGEMENT

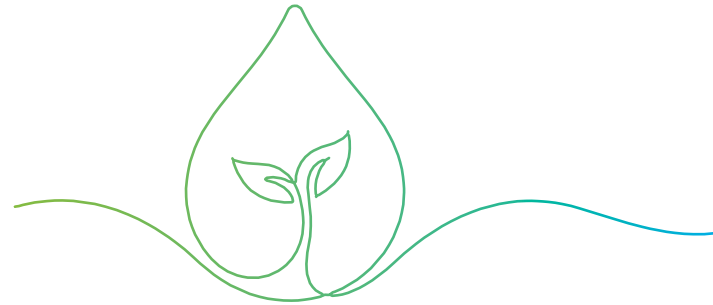
Why It Matters?

Climate change presents both challenges and opportunities that can significantly influence our business operations, financial performance and long-term resilience. Rising global temperatures, evolving regulatory requirements and shifting stakeholder expectations are accelerating the transition towards a low-carbon economy, increasing demand for energy-efficient operations, responsible resource management and lower greenhouse gas (GHG) emissions across industries.

As a diversified conglomerate operating across multiple sectors and geographic markets, we recognise that climate-related developments may affect our operations in various ways. Physical risks such as extreme weather events and changing climate patterns may disrupt operations and supply chains, while transition risks arising from evolving climate policies, carbon pricing mechanisms and market expectations may influence operating costs, investment decisions and regulatory compliance requirements.

Energy consumption is closely linked to these risks and opportunities. For many of our business activities, energy represents a significant operational cost, and fluctuations in energy prices, changes in energy policies and increasing pressure to reduce emissions can have direct financial and operational implications. At the same time, improving energy efficiency and adopting more sustainable energy practices can support cost optimisation, enhance operational resilience and strengthen long-term competitiveness.

Beyond operational considerations, businesses also play an important role in supporting broader global efforts to mitigate climate change. Increasing reliance on non-renewable energy sources and the growing urgency to reduce global emissions have heightened expectations for organisations to manage their energy consumption responsibly and contribute to climate mitigation efforts.



In response to this evolving landscape, we recognise the importance of adopting a structured and proactive approach to energy and emissions management. Through responsible energy management practices and initiatives to improve operational efficiency, we aim to reduce our carbon footprint, strengthen business resilience and contribute to the global transition towards a lower-carbon economy.

How We Approach It?

A structured approach to energy and climate change management is applied across the Group, beginning with strong climate governance at Board and segment-level management teams, who oversee accountability and ensure alignment with Group-wide policies. Climate-related risks and opportunities are systematically integrated into enterprise risk management processes, enabling proactive identification and mitigation across operations. Strategic priorities are shaped to support the transition to a low-carbon economy, embedding sustainability into business planning and investment decisions. Finally, we emphasise transparent reporting supported by clear metrics and targets to track progress.





IFRS S2 CLIMATE-RELATED DISCLOSURES

a) Climate Governance

The Group adopts a structured process to identify and assess financially material climate-related risks and opportunities. Risk officers appointed by Management of each RMU first conduct climate-related risk and opportunity assessments within their respective business units. These assessments are then reviewed by the respective Executive Directors to ensure consistency and alignment with Group-wide priorities. The segmental climate-related risks and opportunity, and Group's climate-related risks and opportunity are subsequently reported to the RMSC for oversight and validation. Finally, the outcomes are presented to the Board for consideration and approval, ensuring that climate-related matters are integrated into overall governance and decision-making.

The responsibilities for climate-related risks and opportunities are reflected in Board Charter, the terms of reference of RMSC and the role descriptions stated in the Group's ERM framework. Regular training courses and capacity-building programmes are attended by Board members, RMSC and risk officers to equip themselves with up-to-date knowledge on climate governance, risk management practices, and sustainability reporting standards. Where specialised expertise is required, the Board may also obtain advice from external climate and sustainability experts.

OHB exercises robust oversight and management over its climate-related risks and opportunities. In 2025, two RMSC meetings were conducted to review the Group's climate-related risk management updates and progress on Sustainability including climate-related reporting. The outcome of the RMSC meetings were reported to the Board for oversight and decision making, where appropriate. Through this governance process, the Board ensures that climate considerations are embedded into decision-making and related policies, with regular reviews to assess potential impacts on long-term value creation. Trade-offs associated with these risks and opportunities are carefully evaluated, balancing financial, operational, and sustainability objectives to support resilient and responsible business growth.



Proposed targets related to climate-related risks and opportunities are developed by risk officers of the respective RMU and thereafter reviewed by the Executive Directors to ensure alignment with the Group's overall strategy and risk management framework. Progress towards these targets is monitored through regular reporting cycles, enabling the Board to assess performance and make adjustments where necessary. Regular monitoring, reporting, and review processes enable respective RMU to provide timely updates to the Executive Directors, RMSC and the Board.

This section shall be read in conjunction with the detailed OHB's Sustainability Governance Structure as disclosed in this report.

b) Risk Management

OHB manages climate-related risks and opportunities through its ERM Framework, which provides a structured process for identification, evaluation, management, monitoring and reporting across all operations. Climate-related risks and opportunities were formally integrated into the ERM Policy and guidelines in August 2024. It includes the integration or climate risk identification, assessment and monitoring into risk registers ensuring they are assessed alongside other enterprise risks such as strategic, operational, financial, reputational and corruption risks. This integration strengthens the Group's resilience and supports responsible growth by embedding sustainability into enterprise-wide risk management and governance.

IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Climate-related risks and opportunities are identified using operational data, regulatory requirements, market trends, and external information relevant to our business segments and geographic locations. Risks are assessed using a structured likelihood and impact methodology, supported by both qualitative factors and quantitative thresholds, to determine their nature, likelihood, and magnitude. This ensures that climate-related risks are systematically considered alongside other strategic, operational, financial, reputational, and corruption risks.

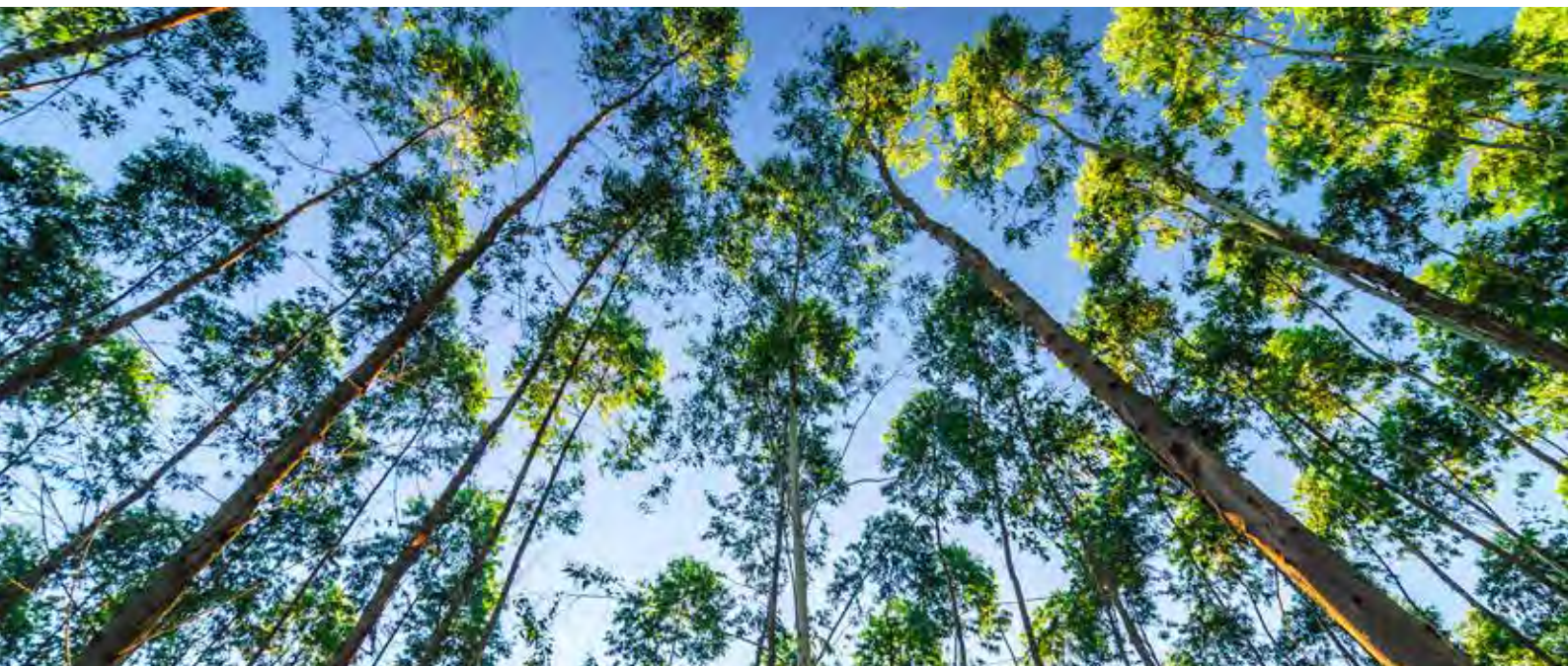
Group's top climate-related risks and opportunities are being reviewed on annual basis ensuring they are prioritised relative to other enterprise risks. Monitoring of climate-related risk is supported by KRIs, periodic reporting from RMUs, and escalation of material risks to the Board, where necessary. Selected sustainability and climate-related indicators are incorporated into performance evaluations for Key Senior Management where relevant. This structured oversight enables proactive identification of performance gaps and emerging issues, reinforcing organisational resilience.

c) Strategy

At OHB, climate change is already part of our business reality. It influences how our plantations perform, how our manufacturing facilities operate, how our hospitality businesses adapt to regulation, and how our supply chains remain reliable. These impacts guide the way we plan, invest, and build resilience across the Group.

The purpose of our climate-related disclosures is to help stakeholders understand how OHB is managing these challenges and opportunities. We aim to show clearly how climate considerations are integrated into our strategy and decision-making, and how they shape our financial planning and long-term resilience.

In preparing climate-related disclosures, we recognise that judgement plays an important role. Climate-related reporting often requires interpretation of evolving standards, the use of assumptions, and decisions on what information is most relevant and useful for stakeholders.





IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

The table below summarises key judgements applied in preparing climate-related disclosures in this report.

Topic	Description
Materiality assessment process	<p>To identify relevant climate-related risks and opportunities and determine material information for disclosure, Management applied significant judgement in assessing impacts and dependencies across the value chain that could reasonably be expected to affect the Group's strategy, business model, financial position, and financial performance over the short, medium, and long term.</p> <p>The Group operates across multiple segments, including plantation, healthcare, automotive and related products, hotels and resorts, investment properties and trading of building material products, plastic products, and investment holding. These segments have been considered in determining the relevance and application of IFRS Sustainability Disclosure Standards and related industry-based guidance.</p> <p>Nevertheless, judgement was also applied in considering which metrics to be included within the industry-specific disclosure topics of the Sustainability Accounting Standards Board ("SASB") were most relevant and applicable to the Group.</p>
GHG emissions	<p>Management exercised judgement when selecting:</p> <ul style="list-style-type: none"> • appropriate emission factors for each category; and • proxy activity data for Scope 3 emissions where actual data was unavailable. <p>These judgements were necessary due to limitations in data availability across certain parts of the value chain.</p>
Scenario selection	<p>Selecting scenarios for climate-related scenario analysis required judgement to reflect a range of temperature outcomes and transition pathways that capture the uncertainties that are most likely to affect the Group's strategy, business model, financial position and financial performance under different climate futures.</p>

While the above judgements are necessary to ensure our disclosures are meaningful and decision-useful, it is equally important to acknowledge that climate-related reporting often relies on evolving methodologies, incomplete data, and forward-looking assumptions. This means that even with careful judgement, some level of measurement uncertainty is unavoidable.

The table below summarises the main sources of measurement uncertainty affecting the amounts disclosed in this report.

Topic	Description
GHG emissions	<p>Quantification of GHG emissions is inherently subject to limitations due to incomplete scientific knowledge and the nature of measurement methodologies used to determine emission factors and activity data. Different but acceptable choices of emission factors, estimation approaches, or system boundaries could result in materially different GHG emissions values being reported.</p>
Resilience assessment	<p>Climate resilience assessments rely on forward-looking assumptions regarding future climate conditions, policy developments, technological changes and market responses. These assessments are subject to uncertainty because the timing, magnitude and interaction of climate-related risks and opportunities may differ from the assumptions applied. As a result, the outcomes of scenario analysis and resilience assessments should be interpreted as indicative rather than predictive of future impacts.</p>

IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Climate-related Risk and Opportunity Assessment

As part of our risk management process, climate-related risks and opportunities are identified across all subsidiaries and business segments through management-led discussions and periodic risk review exercises.

Risks and opportunities are evaluated using operational data, regulatory developments, market trends, and climate projections. They are considered across three time horizons to capture both near-term and longer-term impacts:

- Short term (0-12 months)
- Medium term (1-5 years)
- Long term (beyond 5 years)

These time horizons are aligned with the Group's strategic planning cycle, capital investment decisions, and asset lifecycles across its business segments. Climate risks are measured and prioritised using a risk matrix that combines three key dimensions:

- Likelihood of occurrence – based on scenario analysis, historical data, and forward-looking climate projections.
- Financial parameters – potential impact on revenue and profit before tax.
- Non-financial parameters - extent to which the risk could affect continuity of operations, reputation and stakeholder relationships.

Each risk is evaluated against the Group's defined materiality threshold as set out in the KRI. Currently, risks that fall under the red threshold for 4 consecutive quarters are escalated to the RMSC and subsequently to the Board for oversight and strategic direction.

Through this structured assessment, OHB integrates climate considerations into its risk management and strategic planning, enabling the Group to anticipate emerging risks, capture opportunities, and strengthen resilience across diverse business activities.

In 2025, the following Group's climate-related risks and opportunities had been identified:

Climate risks

Topic	Description	Time Horizon
Physical risks • Acute • Chronic	Natural disasters such as flooding, droughts, and wildfires threaten crop yields, plantation infrastructure, and supply chain continuity. Changing precipitation patterns may affect long-term productivity and water availability for OHB's group of companies.	Short, Medium, Long Term
Transition risk • Policy and Legal risk	Policy and Legal risk arising from stricter environmental regulations, including carbon pricing mechanism and evolving market expectations may increase compliance costs across manufacturing and hospitality operations. In addition, market shifts toward electric vehicles and sustainable mobility challenge traditional automotive models.	Short, Medium, Long Term

The Group has assessed its climate-related risks and has not identified any individual risk that is currently expected to result in a significant risk of material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Nevertheless, the Group continues to monitor emerging risks and evolving external conditions that may give rise to such uncertainties in future reporting periods.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Climate Opportunity

Topic	Description	Time Horizon
Energy source	Investing in solar and biomass energy enables OHB to cut emissions, reduce reliance on fossil fuels, and manage long-term energy costs. These initiatives strengthen resilience against carbon pricing and regulatory changes while reinforcing OHB's commitment to sustainable growth.	Short, Medium, Long Term
Market	<p>Rising temperatures, extreme weather events, and shifting disease patterns are contributing to respiratory conditions, heat-related illnesses, and the spread of infectious diseases. For OHB, this presents an opportunity to expand healthcare offerings by developing specialised services, strengthening preventive care, and investing in facilities that are better equipped to respond to climate-related health challenges.</p> <p>Global and local shifts toward sustainability are driving demand for green products and services. OHB can leverage this trend by broadening its portfolio of eco-friendly products.</p>	Short, Medium, Long Term
Resource efficiency	Improving resource efficiency through waste reduction and recycling programmes offers both environmental and financial benefits. By optimising operational processes, reducing resource consumption, and expanding recycling initiatives, OHB can lower disposal costs, enhance compliance with evolving regulations, and support circular economy practices.	Short, Medium Term

Climate-related Scenario Analysis

In FY2025, OHB conducted a climate-related scenario analysis to evaluate the resilience of our operations and strategy under a range of plausible future climate conditions. This analysis tested our business model against both physical risks (such as natural disasters and shifting precipitation patterns) and transition risks (including stricter regulations, carbon pricing, and evolving market expectations).

The analysis is based on publicly available climate data and projections from internationally recognised sources, including climate modelling frameworks adopted by the Intergovernmental Panel on Climate Change (IPCC). In particular, the assessment considers climate pathways based on the combined Shared Socio-economic Pathways (SSPs) and Representative Concentration Pathways (RCPs), which are widely used in climate modelling to assess potential climate futures under different emissions trajectories.

IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

These scenarios represent varying levels of global climate mitigation ambition and therefore reflect different combinations of transition risks and physical climate risks that may affect businesses. By analysing multiple climate pathways, we are able to evaluate how potential changes in climate policies, energy systems and physical climate impacts may influence our operations and strategic priorities over time.

Scenario analysis was performed for the financial year ended 31 December 2025 and will be reviewed annually, with a more comprehensive reassessment undertaken at least once every three years or when significant new climate data that may materially affect the analysis becomes available.

The scenarios represent different levels of global climate mitigation ambition, which influence the pace of decarbonisation, the severity of physical climate impacts and the scale of transition risks faced by businesses.

As part of this assessment, the Group evaluated three representative scenarios based on the SSPs: **SSP1-2.6**, **SSP2-4.5** and **SSP5-8.5**, each reflecting different assumptions regarding climate policy ambition, technological development, emissions trajectories and resulting climate impacts as summarise below:

Climate Scenario	Impact on the Group's strategy and business model
<p>Scenario 1: Low Emissions Scenario (SSP1-2.6) High Transition Risk</p>	<p>This scenario reflects a future in which strong global climate policies are implemented to significantly reduce greenhouse gas emissions, limiting global temperature increases to approximately 1.5°C by FY2100. Governments introduce more stringent climate regulations, including expanded carbon pricing mechanisms and accelerated decarbonisation policies. Renewable energy deployment increases rapidly, supported by advancements in energy storage technologies and widespread investments in low-carbon infrastructure.</p> <p>Under this pathway, the transition towards a low-carbon economy occurs more rapidly, which may increase transition risks in the near term to OHB Group due to regulatory changes, evolving market expectations and shifts in energy systems. However, physical climate risks are comparatively lower as global mitigation efforts help limit the severity of climate impacts.</p> <p>In response to this, OHB plan to accelerate decarbonisation across operations, prioritising energy efficiency, renewable energy adoption, and low-carbon product innovation.</p>
<p>Scenario 2: Intermediate Emissions Scenario (SSP2-4.5) Moderate Transition and Physical Risk</p>	<p>This scenario represents a continuation of current global development trends, where climate mitigation efforts progress gradually but without aggressive policy intervention. Carbon pricing mechanisms and climate regulations continue to develop across jurisdictions, but at a moderate pace. Renewable energy capacity expands steadily, although the pace of technological deployment and infrastructure development varies across regions.</p> <p>Under this pathway, global temperatures are projected to increase by approximately 1.7°C to 3.2°C by FY2100, resulting in a moderate increase in the frequency and intensity of extreme weather events. This scenario reflects a balanced exposure to both transition risks and physical climate risks for OHB's Group.</p> <p>In response to this, moderate efficiency improvements will be introduced after careful considerations.</p>



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Climate Scenario	Impact on the Group's strategy and business model
Scenario 3: Very High Emissions Scenario (SSP5-8.5) High Physical Risk	<p>This scenario assumes limited global action on climate mitigation, with continued reliance on fossil fuels and slower adoption of renewable energy technologies. Governments prioritise economic growth and energy security over emissions reduction, resulting in relatively limited carbon pricing mechanisms and inconsistent climate policies across jurisdictions.</p> <p>As a result, greenhouse gas emissions continue to increase significantly, leading to higher global temperature increases and more severe physical climate impacts. Global temperatures may rise by approximately 3.2°C to 5.4°C by FY2100, resulting in a substantial increase in the frequency and intensity of extreme weather events. Such conditions may pose heightened risks to infrastructure, supply chains and operational continuity for OHB's Group.</p> <p>In response to this, OHB will focus on physical risk adaptation, including infrastructure improvement, disaster preparedness and supply chain resilience.</p>

Impact of Climate-Related Risks and Opportunities on OHB's Business Model, Value Chain and Financials

Building on the climate-related risk and opportunity assessment and scenario analysis conducted in FY2025, OHB has developed a clearer understanding of how climate factors intersect with our operations, value chain, and long-term prospects.

OHB's Value Chain	Potential Climate Impact
Raw Materials/Upstream Suppliers	Exposure to physical climate risks , including supply volatility caused by extreme weather events that may affect agricultural inputs and commodity availability. Disruptions in raw material supply may also occur across other business segments where suppliers are affected by climate-related events such as floods, droughts or heatwaves.
Manufacturing/Operations	Exposure to transition risks, including rising energy costs, carbon pricing mechanisms and compliance with increasingly stringent emissions regulations . These factors may increase operational costs and require investments in energy efficiency, cleaner technologies and low-carbon operations.
Logistics & Distribution	Exposure to fuel price volatility, transport emission regulations and climate-related disruptions , such as extreme weather events affecting transport infrastructure and supply chain continuity. These factors may lead to increased logistics costs and delivery delays.
Customers/Downstream Demand	Climate-related market opportunities and transition risks may influence customer demand, including a growing preference for low-carbon and environmentally responsible products and services. This may create opportunities for the Group in areas such as EVs, eco-certified hospitality services and sustainable healthcare solutions.

IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

In assessing these impacts, OHB has, to the best of our ability, identified both quantitative and qualitative effects across short, medium, and long-term horizons. While certain financial implications can be measured with greater precision, others are more appropriately expressed in qualitative terms given the inherent uncertainties of climate change, showing how climate considerations are being embedded into decision-making and financial planning to strengthen resilience and capture opportunities in the transition to a low-carbon economy. OHB reports only those impacts considered material to the Group's prospects, strategy, and financial performance. As this is the first reporting period in which the Group has formally documented and disclosed its climate-related risks and opportunities at this level of detail, quantitative and qualitative information on the progress of previously disclosed plans is not currently available.

It is important to note that the quantitative impacts presented are intended solely to illustrate potential exposure and resilience under different climate scenarios. They are not forecasts of financial performance, nor should they be interpreted by stakeholders as guidance for projecting or anticipating the Group's future results. In addition, climate-related considerations are progressively integrated into the Group's financial planning processes, including evaluation of capital expenditure for energy-efficient technologies, renewable energy adoption and climate-resilient infrastructure. The Group is progressively enhancing its data collection processes and methodologies to improve the reliability and completeness of future disclosures.

Physical risks

a) Natural Disasters

Natural disasters, including flooding, drought, wildfires and other extreme weather events, represent a physical climate-related risk that may affect the Group's operations, assets and value chain. As a diversified conglomerate with operations across different sectors and geographic locations, the Group is exposed to a range of acute and chronic climate-related hazards, depending on the nature and location of each business activity.

This risk is relevant across all time horizons. In the short term, sudden extreme weather events may cause immediate disruption to facilities, logistics and utility supply. Over the medium to long term, increasing climate variability, more frequent intense rainfall, overflowing rivers, prolonged dry seasons and rising temperatures may heighten the Group's exposure to physical damage, operational interruptions and require greater investment in climate-resilience infrastructure.

Natural disasters may affect the Group's business model and value chain through damage to physical assets, disruption to operations and interruptions to transport and supply networks. Severe weather events may damage buildings, machinery, equipment, inventories and supporting infrastructure, resulting in repair or replacement costs, downtime and delayed fulfilment of customer demand. Flooding and storms may also interrupt access roads, transport routes and supplier operations, affecting both the inflow of raw materials and the delivery of finished goods.

Certain business activities are more notably exposed due to their operational characteristics. For example, plantation operations are particularly sensitive to flooding and fire-related events. Flooding may cause significant damage to crops, contribute to soil erosion and disrupt plantation activities, while peatlands drained for oil palm cultivation may be highly flammable and vulnerable to fire. Such fires can be especially intense and difficult to control, resulting in prolonged environmental and operational impacts. Wildfires may also occur in other plantation areas, particularly during prolonged dry seasons.

In addition, operationally intensive facilities, such as manufacturing plants, healthcare facilities, hotels and other infrastructure-dependent operations, may also be affected by power outages, water supply disruptions and damage to critical infrastructure, which may in turn affect production continuity, service delivery, storage conditions and overall operational reliability. Across the Group, these disruptions may lead to business interruption, supply chain delays, higher maintenance costs, damage to assets and potential revenue loss.

In automotive and related products segment, natural disaster risks are considered during the project planning phase and monitored through the Risk Management Framework, with emphasis placed on operational recovery and mitigation.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

In response, the Group incorporates natural disaster risk considerations into its operational planning, facility management and broader risk management practices. Existing mitigation and adaptation measures across subsidiaries include maintaining insurance coverage for properties, machinery, equipment and inventories, which supports risk transfer but also gives rise to ongoing insurance premium costs. As climate-related physical risks intensify over time, insurance costs may continue to increase, particularly for operations and assets with greater exposure to flooding and other extreme weather events.

To support continuity during utility disruptions, certain operations maintain backup power generators and uninterruptible power supply systems, while some sites also maintain emergency water storage and alternative water sourcing arrangements where relevant. In locations with more pronounced flood exposure, the Group has implemented or considered drainage improvements, floor level enhancements, riverbank reinforcement and other infrastructure-related measures to reduce physical vulnerability.

For plantation operations, these efforts may be complemented by water management practices, soil conservation measures, early warning systems, reforestation or afforestation efforts, peatland restoration and firefighting readiness, where relevant. Certain subsidiaries also undertake climate risk assessments, weather monitoring, emergency response planning, crisis management arrangements and business continuity planning to strengthen preparedness and reduce operational disruption.

These actions influence the Group's strategy and decision-making by placing greater emphasis on asset resilience, continuity preparedness, infrastructure reliability and location-specific risk management when operating existing facilities and planning future investments. Natural disaster risk may also give rise to consequential financial effects if the risk materialises, including repair and restoration costs, inventory losses, operational downtime, logistics disruption, higher maintenance expenditure and potential productivity losses over time. At this stage, the Group is unable to reasonably estimate the full extent of such consequential financial impacts,

as these depend on the frequency and severity of events, the location and vulnerability of affected assets, and the effectiveness of mitigation measures already in place.

In FY2025, the quantifiable financial effects of this risk in the plantation segment amounted to approximately RM38.4 million. This arose mainly from flooding-related operational and infrastructure costs, including desilting infield and boundary drains, repairing pipe gates, constructing earth soil bunds along rivers, additional transport trips and double handling of crops due to restricted access, as well as repair and maintenance costs for roads, paths, bridges and culverts. While flooding may also reduce output, delay harvesting and affect revenue, the related yield or revenue losses are not quantified at this stage.

Based on the scenario analysis, the quantified financial effects of flooding-related impacts in the plantation segment are expected to increase across all scenarios over time. Under SSP1-2.6, the total financial effect is estimated to range from approximately RM39.6 million to RM40.8 million in the short term, RM43.3 million to RM44.6 million in the medium term, and RM47.3 million to RM48.7 million in the long term. Under SSP2-4.5, the total financial effect is estimated to range from approximately RM40.8 million to RM42.0 million in the short term, RM44.6 million to RM45.9 million in the medium term, and RM48.7 million to RM50.2 million in the long term. Under SSP5-8.5, the total financial effect is estimated to range from approximately RM42.0 million to RM43.3 million in the short term, RM45.9 million to RM47.3 million in the medium term, and RM50.2 million to RM51.7 million in the long term.

Relevant operational controls and resilience measures are already in place across the Group, providing a foundation for the continued strengthening of its approach to managing natural disaster risk.

IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

There remains uncertainty regarding the exact timing, severity, duration and location-specific effects of future natural disasters. Climate projections may vary depending on the assumptions and models used, and actual impacts will depend on the effectiveness of mitigation measures, insurance coverage, infrastructure conditions, utility resilience and the preparedness of suppliers, contractors and service providers. Despite these uncertainties, the Group has an existing capacity to adjust and adapt through its ERM framework, diversified business portfolio and operational controls already implemented across subsidiaries. Measures such as insurance coverage, backup power systems, drainage improvements, water resilience arrangements, emergency response plans, weather monitoring and business continuity planning help strengthen the Group's ability to respond to climate-related disruptions. Over time, as data quality, risk assessments and operational experience continue to improve, the Group expects to further enhance its ability to adapt its strategy, infrastructure planning and resource allocation to address natural disaster risk and support long-term resilience.

The Group expects to utilise a combination of internal funding, existing operational budgets and available internal personnel to continue implementing and strengthening mitigation measures, where necessary.

The Group does not expect any additional costs arising from its initiative to engage with and assist its suppliers in their mitigation initiatives as this is expected to be handled by its existing workforce.

Based on current assessments, management does not expect any material adjustment to the carrying amounts of reported assets and liabilities within the next 12 months.

b) Changing Precipitation Patterns

Changing precipitation patterns represent a physical climate-related risk for the Group, as long-term shifts in the frequency, intensity and distribution of rainfall may affect operational performance, asset conditions and value chain stability. These changes may manifest through prolonged dry periods, excessive rainfall or more unpredictable rainfall patterns, with impacts that vary depending on the nature and location of the relevant business activities.

This risk is relevant across all time horizons, although it is particularly significant over the medium to long term as changing climate conditions continue to influence water availability, rainfall intensity and overall environmental stability. In the short term, heavy rainfall events may disrupt transportation routes, supplier operations and operational access. Over the medium to long term, sustained shifts in rainfall patterns may affect agricultural productivity, increase soil degradation risks, strain water management systems and require additional adaptation measures to support continuity and resilience.

The Group's exposure to this risk is most notable in the plantation segment, where changing precipitation patterns may directly affect oil palm productivity, plantation health and operational efficiency. Prolonged periods of low rainfall may reduce water availability for irrigation and plantation operations, while excessive rainfall may increase the risk of flooding, damage to plantation infrastructure and crop losses. Changes in precipitation patterns, particularly prolonged warm and humid conditions, may also increase the occurrence and severity of pest infestations such as bagworms and nettle caterpillars. In addition, rainy or flood seasons may contribute to soil erosion, resulting in loss of topsoil and reduced soil fertility, which may affect plantation health and long-term productivity.

To manage this risk, the Group continues to adopt a range of mitigation and adaptation measures that are tailored to the operational characteristics of the affected segments. In plantation operations, these measures include the use of sustainable agricultural practices, water management initiatives, reforestation and afforestation efforts, and infrastructure improvements, particularly the enhancement of drainage systems within plantations. The Group also implements cover cropping during the immature stage to help maintain plantation resilience and mitigate heat and water stress. While cover cropping during the immature stage is quantifiable through a separate account, cover cropping for mature palms are not separately quantified, although they continue to support plantation resilience and ongoing productivity. In addition, the Group continues to monitor pest and disease developments and implement the necessary treatment, biological control and field management measures to reduce the impact of climate-sensitive infestation risks.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

These actions influence the Group's strategy and decision-making by increasing the emphasis placed on water resilience, agricultural sustainability, pest and disease management, soil conservation and location-specific infrastructure planning. Changing precipitation patterns may also give rise to broader financial implications over time, including lower crop output, increased irrigation and water management costs, drainage and infrastructure expenditure, higher recovery costs following flooding, and additional operating expenditure for pest and disease control and soil rehabilitation.

In FY2025, the total quantifiable financial effect of this risk amounted to approximately RM77.3 million, arising mainly from increased operating expenditure in the plantation segment. This includes costs associated with pest and disease management, sustainable agricultural practices such as cover cropping, and additional fertiliser application required in areas affected by soil erosion. While changing precipitation patterns may also result in lower yields and reduced revenue, these impacts are not quantified at this stage.

Under SSP1-2.6, stronger global climate mitigation efforts may help moderate the long-term severity of rainfall variability and related physical climate impacts, although operational adjustments and resilience measures may still be required. Under this scenario, the total financial effect of this risk is estimated to range from approximately RM79.6 million to RM82.0 million in the short term, RM87.0 million to RM89.6 million in the medium term, and RM95.0 million to RM97.9 million in the long term.

Under SSP2-4.5, moderate climate mitigation may result in increasing rainfall variability and a more noticeable rise in both water stress and excessive rainfall events over time, leading to higher adaptation and pest management costs. Under this scenario, the total financial effect is estimated to range from approximately RM82.0 million to RM84.4 million in the short term, RM89.6 million to RM92.3 million in the medium term, and RM97.9 million to RM100.8 million in the long term.

Under SSP5-8.5, more severe climate change may intensify both prolonged dry periods and extreme rainfall events, increasing the likelihood of flooding, water scarcity, soil degradation, pest infestations and wider operational disruption. Under this scenario, the total financial effect is estimated to range from approximately RM84.4 million to RM87.0 million in the short term, RM92.3 million to RM95.0 million in the medium term, and RM100.8 million to RM103.8 million in the long term.

The existing agricultural, infrastructure and supply chain controls already in place provide a foundation for strengthening the Group's response to this risk over time.

There remains uncertainty regarding the pace and extent of future changes in rainfall distribution, the localised effects of climate change on water availability and flooding, and the degree to which these conditions may affect plantation productivity, pest prevalence and supply chain reliability across different geographies. Actual impacts will depend on the severity of future weather patterns, local land and water conditions, operational preparedness and the effectiveness of adaptation measures. Despite these uncertainties, the Group believes it has a reasonable capacity to adapt through its ERM framework, its operational controls in plantation and supply chain management, and its ongoing efforts to strengthen resilience through infrastructure improvements, sustainable agricultural practices and contingency arrangements.

At this stage, the Group expects to fund its response through a combination of internal funding, existing operational budgets and available personnel, with further resource allocation assessed based on the scale and urgency of future operational and climate-related developments.

The Group does not expect any additional costs arising from its initiative to engage with and assist its suppliers in their mitigation initiatives as this is expected to be handled by its existing workforce.

Based on current assessments, management does not expect any material adjustment to the carrying amounts of reported assets and liabilities within the next 12 months.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Transition risk

a) Policy and Legal

Stricter environmental regulations represent a transition climate-related risk for the Group, as evolving legal, regulatory and policy requirements may affect how we operate across different sectors and jurisdictions. As governments and regulators continue to strengthen expectations relating to emissions, pollution control, waste management, biodiversity protection and climate-related disclosures, the Group may be required to adapt its operations, processes, systems and reporting practices to remain compliant.

This risk is relevant across all time horizons. In the short term, newly introduced or revised requirements may increase compliance obligations, monitoring requirements and administrative effort. Over the medium to long term, progressively tighter standards and more stringent enforcement may require broader operational changes, investment in new systems or technologies, and stronger internal governance and reporting capabilities. In certain cases, failure to respond adequately may result in operational restrictions, increased scrutiny or disruption to affected operations.

The impact of stricter environmental regulations varies depending on the nature of the business activity involved. Across operational businesses, tighter environmental requirements may lead to higher compliance costs, including costs associated with emissions control, scheduled waste management, environmental monitoring, reporting and upgrades to facilities or processes. Stricter requirements relating to pollution control, air and water quality, and biodiversity protection may also require changes to operating procedures or supporting infrastructure. In addition, evolving sustainability reporting and assurance expectations may require stronger internal controls, more robust data collection processes and greater external support to meet regulatory and stakeholder expectations.

In addition, certain subsidiaries are directly exposed to environmental regulatory costs. For example, 30Ben, a Singapore-based subsidiary within the hotels and resorts segment, is subject to carbon tax under the Singapore Carbon Pricing Act, resulting in an effect on the Group's financial performance and cash flows of approximately RM0.03 million during the reporting period.

In response to evolving environmental requirements and market expectations, certain subsidiaries update internal policies to reflect regulatory changes in the markets where they operate, while management continues to monitor developments in manufacturing technologies and low-emission product trends. In the automotive-related operations, investment requirements for new initiatives, technology adoption and training are assessed together with relevant business partners to support prudent implementation and acceptable returns on investment.

To manage this risk, the Group has taken steps to strengthen both compliance readiness and sustainability reporting capability. These measures include conducting an annual review of the legal register in accordance with ISO 14001:2015 Environmental Management Systems requirements, undertaking a comprehensive gap assessment between the Group's current sustainability disclosures and the ISSB Standards, engaging external advisers to support implementation of IFRS S1 and IFRS S2 disclosure requirements, and conducting pre-assurance of key climate disclosures to enhance the credibility and reliability of reported information.

In parallel, the Group has continued to implement operational measures that support compliance with stricter environmental requirements. These include compliance with scheduled waste disposal requirements under the Jabatan Alam Sekitar, together with strengthened internal systems and processes to support environmental monitoring, reporting and overall compliance management.

These actions influence the Group's strategy and decision-making by increasing the emphasis placed on regulatory preparedness, reporting readiness, compliance capability and timely operational adaptation. In FY2025, the financial effects of this risk arose mainly from costs incurred for ISO audits, various environment assessment tests, gap assessment on sustainability and climate-related reporting, external advisory support for IFRS S1 and IFRS S2 implementation, and scheduled waste disposal requirements. These costs amounted to approximately RM0.52 million, reflecting the Group's efforts to strengthen compliance with evolving environmental and reporting expectations while also supporting longer-term operational adaptation.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Beyond these current-year costs, stricter environmental regulations may also give rise to broader consequential financial effects over time, including higher compliance and administrative costs, additional monitoring and assurance requirements, expenditure on process or facility upgrades, and potential penalties, reputational damage or operational restrictions if compliance is inadequate.

Under SSP1-2.6, earlier and more ambitious climate policy action may accelerate the introduction of more stringent environmental regulations, which may increase transition-related costs and compliance obligations in the short to medium term, particularly in relation to environmental monitoring, reporting, assurance and compliance support. Under this scenario, the quantified financial effect is estimated to range from approximately RM0.53 million to RM0.54 million in the short term, RM0.16 million to RM0.17 million in the medium term, and RM0.12 million in the long term.

Under SSP2-4.5, regulatory developments may progress at a more moderate pace, resulting in a steadier increase in compliance requirements over time. Under this scenario, the quantified financial effect is estimated to range from approximately RM0.50 million to RM0.51 million in the short term, RM0.14 million in the medium term, and RM0.12 million in the long term.

Under SSP5-8.5, policy responses may be less coordinated or delayed in certain jurisdictions, which could reduce near-term regulatory pressure in some areas, but may also create inconsistency and uncertainty in regulatory expectations across markets. Based on currently identified compliance-related costs, the quantified financial effect is estimated to range from approximately RM0.50 million to RM0.51 million in the short term, RM0.14 in the medium term, and RM0.12 million in the long term.

Compliance-related controls and management practices are already in place, providing a starting point for further strengthening the Group's approach to regulatory transition risk.

There remains uncertainty regarding how quickly environmental regulations will evolve, the level of enforcement that may be applied across different jurisdictions, and the extent to which future requirements may differ by sector. The ultimate impact on the Group will depend on the scale of future regulatory change, the readiness of affected business units, the availability of practical compliance solutions and the effectiveness of internal monitoring and response mechanisms. Despite these uncertainties, the Group believes it has a reasonable capacity to adapt through its ERM framework, diversified business portfolio and existing compliance management practices. Over time, the Group expects to continue strengthening its internal capabilities, governance processes and operational planning to respond to stricter environmental requirements in a measured and timely manner.

At this stage, the Group expects to fund its response through a combination of internal funding, existing operational budgets and available personnel, with further resource allocation assessed based on the scale and urgency of future regulatory developments.

The Group does not expect any additional costs arising from its initiative to engage with and assist its suppliers in their mitigation initiatives as this is expected to be handled by its existing workforce.

Based on current assessments, management does not expect any material adjustment to the carrying amounts of reported assets and liabilities within the next 12 months.

Climate opportunities

a) Energy Source

The adoption of renewable energy presents a climate-related opportunity for the Group by supporting lower-emission operations, improving energy resilience and reducing long-term dependence on conventional energy sources. As energy costs, regulatory expectations and stakeholder interest in decarbonisation continue to evolve, renewable energy adoption may strengthen the Group's operational efficiency and support its transition towards a lower-carbon business model.

IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

This opportunity is relevant across all time horizons. In the short term, renewable energy initiatives may require upfront capital investment, site assessment and technical integration. Over the medium to long term, these investments may contribute to greater energy security, lower operating costs and reduced exposure to future electricity price volatility and carbon-related regulatory pressure.

The opportunity is evident across multiple business segments. In the automotive and related products segment, solar panels have already been installed at Wisma Kah Motor and AAP's facilities. The solar panel system at AAP is targeted to achieve a 20% to 30% reduction in monthly electricity usage, while solar-powered street lighting has also been introduced at AAP's facilities in Mak Mandin, Penang to provide a more sustainable and energy-efficient lighting solution. In FY2025, solar panel installations were completed across multiple Kah M showrooms, service centres and body & paint centres, as well as KPA's BYD Setapak showroom, with total capital expenditure of approximately RM3.9 million invested during the year.



In the plastic products segment, renewable energy adoption continues to progress through ongoing solar panel installations at selected facilities. In FY2025, capital expenditure of approximately RM1.4 million was incurred for solar panel installation at AI, with the remaining balance of approximately RM0.3 million expected to be paid in the short term. Capital expenditure of approximately RM1.3 million was also incurred for solar panel installation at CC, while approximately RM1.4 million was incurred for installation at DF. In addition, KTSM incurred approximately RM0.6 million in FY2025 for solar panel installation, with a further RM0.6 million expected to be incurred in the short term ahead of targeted completion in mid-2026.

These investments are intended to reduce reliance on conventional electricity supply and support longer-term energy cost optimisation. In addition, the segment has also implemented supporting energy optimisation measures, including the installation of a capacitor system at CC to help manage fluctuations in maximum demand. While this is not a renewable energy initiative in itself, it complements the segment's broader efforts to improve energy efficiency and reduce electricity costs.

In the healthcare segment, solar panels have already been installed at MSM and NILAM, and the segment is currently benefiting from related energy cost savings. In FY2025, the financial effect of this opportunity in the healthcare segment amounted to approximately RM0.7 million in electricity cost savings. This amount is based on the energy generated by the solar photovoltaic system and an assumed cost-saving factor derived from the applicable tariff components and therefore does not directly represent the actual reduction in the monthly electricity bill. Actual savings may vary depending on consumption patterns, timing of solar energy usage, tariff structure and other bill components that are not affected by solar generation. At this stage, the Group is unable to reasonably forecast the short, medium and long-term savings that may arise from these installations, as the actual level of savings will depend on factors such as electricity tariffs, system performance, operating conditions and future energy consumption patterns.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)



In the plantation segment, the adoption of renewable energy also includes the use of biomass energy within plantation and milling operations. The mill converts palm oil biomass waste, including shells, fibre and empty fruit bunch fibre, into energy for the self-generation of steam and electricity, supporting improved waste utilisation and enhanced energy self-sufficiency during mill operations. In FY2025, the financial effect of this opportunity was estimated at approximately RM9.4 million on a notional basis, based on the estimated cost that would have been incurred if diesel had been used to generate an equivalent amount of electricity. This amount therefore does not represent an actual financial gain, but rather an indicative measure of the cost avoidance associated with biomass-based energy generation.

These initiatives influence the Group's strategy and decision-making by increasing the emphasis placed on renewable energy integration, long-term energy cost management, lower-emission operations and operational resilience. In FY2025, the currently identifiable financial effects of this opportunity arose mainly from capital expenditure incurred for solar panel installations in the automotive and plastic products segments, energy cost savings achieved in the healthcare segment, and significant biomass-related energy cost savings in the plantation segment. While some operating segments have already started to realise measurable savings, the full financial upside of renewable energy adoption across the Group is expected to materialise progressively over time as implementation expands.

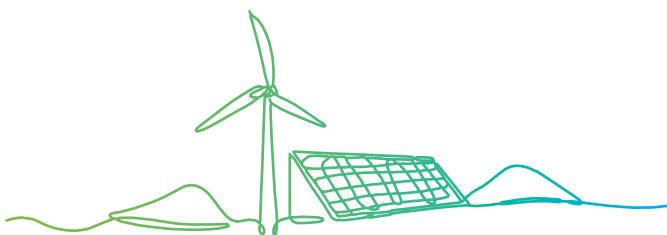
Under SSP1-2.6, stronger climate policy support and faster decarbonisation may improve the attractiveness of renewable energy investments through stronger policy alignment, reduced emissions intensity and continued energy cost benefits. In the short term, the financial effect is expected to arise mainly from capital expenditure on planned solar panel installations at AAP's Seremban Plant and Kah M's Ipoh showroom of between RM1.07 million and RM1.12 million, together with continued savings from existing solar installations.

Under SSP2-4.5, renewable energy is expected to continue providing strategic value through gradual cost savings, improved energy resilience and reduced exposure to future electricity cost increases, although the pace of financial benefit realisation may vary by segment and implementation timeline.

Under SSP5-8.5, while climate policy may be less coordinated, renewable energy may still offer important operational and financial advantages by strengthening energy security and reducing dependence on conventional power sources. At this stage, the Group is not yet able to reasonably quantify the full short, medium and long term financial effects of this opportunity across all segments, as these depend on implementation progress, final capital costs, system performance, electricity tariffs, biomass availability and future operating conditions.

The renewable energy initiatives had been implemented and currently underway provide a practical foundation for further strengthening lower-emission energy adoption across the Group.

There remains uncertainty regarding the pace of future renewable energy deployment, the final capital cost of planned installations, the long-term performance of solar and biomass systems, changes in electricity pricing and the extent of future policy support for renewable energy investments. Despite these uncertainties, the Group believes it has the capacity to continue pursuing this opportunity through its existing capital planning processes, operational capabilities and segment-specific energy management initiatives.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)



At this stage, the Group expects to fund its response through a combination of internal funding, existing operational budgets and available personnel, with further resource allocation assessed based on the scale and timing of future renewable energy projects.

Currently, OHB Group's mitigation and adaptation strategies are designed to address the moderate levels of the climate-related risks. The Group has not fully provided quantitative information arising from climate-related risks as the level of measurement uncertainty is significant that the resulting data is not useful to the users of this report. This includes data about climate outcome in the long term and the effect of those outcomes on the Group.

b) Market

Health solutions for climate-related illnesses represent a climate-related opportunity for the Group, particularly within the healthcare segment, as climate change may contribute to the increasing prevalence of certain climate-sensitive health conditions. Changes in temperature, rainfall patterns and mosquito breeding conditions may increase the incidence of vector-borne diseases such as dengue, thereby creating additional demand for related diagnostic and healthcare services.

This opportunity is relevant across all time horizons. In the short term, changes in weather patterns and disease transmission may increase demand for rapid diagnostic testing and early-stage treatment services. Over the medium to long term, the opportunity may expand as climate-related health risks become more pronounced, supporting greater demand for healthcare solutions that improve early detection, treatment readiness and patient management.

The Group's healthcare operations are positioned to respond to this opportunity through the provision of rapid dengue diagnostic tests, which support early identification and timely clinical intervention for dengue-related cases. This enhances the Group's ability to meet evolving healthcare needs arising from climate-related health risks, while also creating an additional source of revenue within the healthcare segment.

In FY2025, the financial effect of this opportunity arose from the sales of rapid dengue diagnostic tests, which generated additional revenue. This reflects the Group's ability to capture emerging demand for climate-related healthcare solutions and to support community health outcomes through timely diagnostic services.

This opportunity also influences the Group's strategy and decision-making by reinforcing the importance of clinical preparedness, service responsiveness and the ability to meet changing healthcare demands associated with climate-related illnesses. As climate-sensitive health conditions become more prominent, the Group may continue to strengthen relevant healthcare services, enhance patient access to early diagnosis and improve readiness to respond to emerging disease patterns.

Under all climate scenarios, the demand for diagnostic and related healthcare services may increase as climate-related health risks evolve. However, at this stage, the Group is not able to reasonably quantify the short, medium and long-term financial effects of this opportunity, as these will depend on factors such as future disease prevalence, patient demand, healthcare access, treatment patterns and the evolving severity of climate-related health conditions.

As this is the first reporting period in which the Group has formally documented and disclosed its climate-related opportunities at this level of detail, quantitative and qualitative information on the progress of previously disclosed plans is currently not available. Nevertheless, the healthcare capabilities already in place provide a foundation for the Group to continue strengthening its response to emerging health needs linked to climate change.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

There remains uncertainty regarding the future prevalence, timing and geographic spread of climate-related illnesses, as well as the extent to which weather variability and climate conditions may influence demand for related healthcare services. Actual financial benefits will depend on future disease patterns, patient demand, healthcare access and the Group's ability to continue meeting these evolving service needs. Despite these uncertainties, the Group believes it has the capacity to continue pursuing this opportunity through its existing healthcare infrastructure, clinical services and ongoing efforts to improve readiness for climate-related health impacts.

At this stage, the Group expects to fund its response through a combination of internal funding, existing operational budgets and available personnel, with further resource allocation assessed based on the scale and urgency of future healthcare and climate-related developments.

c) Resource efficiency

Waste reduction and recycling initiatives represent a climate-related opportunity for the Group by improving resource efficiency, reducing material wastage and supporting more sustainable operational practices. Through reducing paper usage, digitising approval processes, reusing recyclable materials and adopting cloud-based storage, the Group is able to lower its dependence on physical resources while improving administrative efficiency and supporting broader environmental objectives.

This opportunity is relevant across short and medium term time horizons. In the short term, the transition from paper-based processes to digital systems can reduce administrative waste, improve workflow efficiency and lower resource consumption. Over the medium term, broader integration of digital approvals, cloud-based storage and recycling practices may strengthen cost efficiency, reduce operational wastage and support more consistent resource management. At this stage, the long-term financial effects cannot be reasonably foreseen, as these will depend on the scale of future digitalisation, changes in technology, user adoption and evolving operational needs.



The opportunity is reflected across several business activities. Within the Group's administrative and operational processes, the use of digital communication platforms, electronic approval tools and cloud-based storage helps improve productivity while lowering paper consumption, courier usage and physical document storage needs. Recycling, reuse of recyclable materials and digitisation of approval workflows also support more efficient use of resources and reduce unnecessary waste generation. Together, these measures strengthen the Group's focus on digitalisation, circularity, responsible consumption and process efficiency. In FY2025, the financial effects arising from the adoption of these tools and systems were reflected in the related expenditure incurred to support implementation and usage, with the impact on the Group's financial position amounting to approximately RM0.03 million, the impact on financial performance amounting to approximately RM0.02 million, and the impact on cash flows amounting to approximately RM0.03 million.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Under all SSP scenarios, the Group currently expects the short to medium-term financial effects of this opportunity to remain broadly consistent, as the benefits are driven mainly by internal process improvements and operational efficiencies rather than differences in climate severity. In the short term, the effect on financial position is estimated at approximately RM0.01 million, while the effect on financial performance is estimated at approximately RM0.02 million. In the medium term, the effect on position is estimated at approximately RM0.03 million, the effect on financial performance is estimated at approximately RM0.01 million, and the effect on cash flows is estimated at approximately RM0.03 million. At this stage, the long-term financial effects cannot be reasonably foreseen.

In the hotels and resorts segment, this opportunity is reflected through the use of eco-friendly and biodegradable amenities and reusable products, together with the gradual phasing out of single-use room amenities and single-use plastics such as plastic straws. Recycling is promoted among employees and guests, while responsible resource consumption is encouraged as part of day-to-day operations. The segment has also introduced measures that reduce energy wastage, including the use of motion sensors in guest rooms, card switches that control electrical equipment usage, and the reduction or switching off of lighting and air conditioning in non-operational areas. These initiatives not only reduce waste and unnecessary resource use but also support greater operating efficiency.

In the plantation segment, excess palm oil mill by-products, including bunch ash, sludge oil and palm kernel shell (PKS), are sold to local markets. This enables the Group to recover value from by-products that would otherwise require further handling or disposal, while also supporting improved resource utilisation within mill operations. In FY2025, this generated a positive financial effect of approximately RM6.8 million from by-product sales. In addition to this revenue, the Group may also realise operational savings from reduced waste disposal, although such disposal-related savings are not separately quantified at this stage.

In addition, the investment properties and trading of building material products segment recorded positive financial effects on financial performance and cash flows of approximately RM0.08 million, arising from other operating income generated through the sale of recyclable materials such as scrap, wire ends, metal and cardboard. This demonstrates how waste reduction and recycling initiatives may create value not only through cost savings and resource efficiency, but also through the recovery and monetisation of recyclable materials.

As this is the first reporting period in which the Group has formally documented and disclosed its climate-related opportunities at this level of detail, quantitative and qualitative information on the progress of previously disclosed plans is not currently available. Nevertheless, the digitisation, recycling and waste reduction measures already implemented across the Group provide a practical foundation for further strengthening resource efficiency and circular practices over time.

There remains uncertainty regarding the extent of future financial benefits that may be derived from these initiatives, as this will depend on the pace of digital adoption, the scale of recycling and reuse practices, changes in operating models, and the extent to which employees, customers and guests continue to support sustainable behaviours. Despite these uncertainties, the Group believes it has the capacity to continue advancing this opportunity through its existing operational systems, digital platforms, internal processes and ongoing sustainability initiatives.

At this stage, the Group expects to fund its response through a combination of internal funding, existing operational budgets and available personnel, with further resource allocation assessed based on the scale and pace of future digitalisation and waste reduction initiatives.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

d) Metrics and Targets

Climate Transition Plan

The global transition towards a low-carbon economy presents both challenges and opportunities for businesses across industries. As governments, investors and other stakeholders continue to strengthen climate-related expectations, the Group recognises the importance of progressively integrating climate considerations into its long-term strategy and operational decision-making.

The Group supports the global objectives of the Paris Agreement, which aims to limit global temperature rise and advance the transition towards a net-zero emissions economy by around FY2050. In line with these global efforts, we recognise the importance of reducing GHG emissions and improving energy efficiency across our operations.

While the Group does not currently maintain a formalised climate transition plan, we continue to evaluate opportunities to enhance energy efficiency, optimise operational processes and adopt lower-emission technologies where feasible. These efforts support our broader objective of managing climate-related risks and opportunities while contributing to the global transition towards a lower-carbon economy.

As a diversified conglomerate operating across multiple sectors, the pace and pathway of decarbonisation may vary across our business segments depending on operational requirements, technological feasibility and regulatory developments. Accordingly, the Group adopts a progressive approach in strengthening its climate-related governance, risk management and emissions monitoring practices. Progress is reviewed periodically by Management and reported to the RMSC and Board to ensure alignment with strategic objectives.

As at the reporting period, the Group has not entered into significant contractual instruments such as renewable energy certificates (RECs) or power purchase agreements (PPAs). The Group will disclose such arrangements when they become material.

Looking ahead, we will continue to enhance our understanding of climate-related risks and opportunities and assess potential measures to reduce emissions and improve energy performance across our operations. As our climate-related capabilities, data availability and operational initiatives evolve, the Group will progressively evaluate the development of a more structured climate transition pathway to support long-term decarbonisation efforts.

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 FY2025
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

IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Business segment	Indicators	Short term target (up to 5 years)	Long term target (up to 10 years)	Status in FY2025
	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
Automotive and Related Products	Percentage of petrol litre reduction target (%)	5% reduction based on FY2024	10% reduction based on FY2024	Ongoing
	Percentage of water consumption reduction target annually (%)	6% reduction based on FY2024	11% reduction based on FY2024	Ongoing
Hotels and Resorts	Percentage reduction target (%) - Electricity intensity (kWh/ RM'000)	2% reduction based on FY2025	2% reduction based on FY2025	Ongoing
	Percentage reduction target (%) - Water Intensity (m3/ RM'000)	3% reduction based on FY2025	3% reduction based on FY2025	Ongoing

Note: As of FY2025, performance targets are set for the plantation, healthcare, hotels and resorts, and automotive and related products segments as a priority focus. In FY2026, OHB will introduce climate-related indicators, with GHG emissions identified as a key metric, reinforcing the Group's commitment to measuring, managing, and reducing its carbon footprint in line with evolving regulatory expectations and stakeholder priorities. Currently, the Group's climate-related targets are internally developed and have not been externally validated. The Group will consider third-party validation in the future to enhance credibility and alignment with best practices.





IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Our Performance

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

		2023						
Energy category	Metric	Automotive and Related Products	Plastic Products	Hotels and Resorts	Plantation	Investment Holding	Investment Properties and Trading of Building Material Products	Healthcare
Non-renewable fuel consumed	Gigajoule (GJ)	5,901.09	378,289.80	3,016,678.25	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						

		2024						
Energy category	Metric	Automotive and Related Products	Plastic Products	Hotels and Resorts	Plantation	Investment Holding	Investment Properties and Trading of Building 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						

IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Energy category	Metric	2025						
		Automotive and Related Products	Plastic Products	Hotels and Resorts	Plantation	Investment Holding	Investment Properties and Trading of Building Material Products	Healthcare
Non-renewable fuel consumed	Gigajoule (GJ)	226,896.47	192,383.58	128,529.65	76,064,575.67	128.19	21,980,098.14	100,329.03
Non-renewable electricity consumed		20,783.84	71,594.54	41,540.45	9,561.18	114.93	5,938.32	35,564.72
Renewable fuel consumed		0	0	0	94,019.80	0	0	0
Renewable electricity consumed		15,730.78	509.56	9,994.70	0	0	930.56	5,528.55
Electricity, heating, cooling, and steam sold		(2,480.26)	(103.10)	0	0	0	(301.19)	(360.66)
Total energy consumption		260,930.83	264,384.58	180,064.80	76,168,156.65	243.12	21,986,665.83	141,061.64
Total energy consumption (Group-wide)		99,001,507.45						

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

Emission data tracking commenced in FY2025, the table below outlines our GHG emission in all our business segments.

GHG category	Metric	2025						
		Automotive and Related Products	Plastic Products	Hotels and Resorts	Plantation	Investment Holding	Investment Properties and Trading of Building Material Products	Healthcare
Scope 1	tCO ₂ e	378.68	209.25	762.07	7,730.31	8.77	2,354.09	31.67
Scope 2 - Location-based		4,223.93	14,716.66	6,431.77	2,281.84	23.63	1,176.22	7,310.53
Scope 3								
Category 6: Business Travel		24,070.54	94.70	4.74	1,027.88	0.54	52.83	1.58
Category 7: Employee Commuting		2,106.82	613.52	344.22	6,032.33	30.39	582.90	1,052.46
Total GHG emissions		30,779.97	15,634.13	7,542.80	17,072.36	63.33	4,166.04	8,396.24
Total GHG emissions (Group-wide)		83,654.87						

Note:

a) Scope 1 GHG emissions

These comprise emissions generated from the consumption of petrol and diesel in vehicles, generators, LPG, natural gas, and renewable fuel. Calculations are based on reported fuel consumption, applying emission factors from the Department for Environment, Food and Rural Affairs (DEFRA) 2025 for FY2025.

b) Scope 2 GHG emissions

These comprise emissions generated from electricity consumption, calculated based on reported energy usage. For FY2025, the emission factor from the Malaysia Energy Commission 2024 Grid Emission Factor was applied.

c) Scope 3 GHG emissions

Currently, Scope 3 disclosures focus on Category 6 (Business Travel) and Category 7 (Employee Commuting). DEFRA 2025 emission factors were applied for FY2025. In line with IFRS S1 requirements for transparency and governance, we are committed to progressively expanding our Scope 3 disclosures. By FY2027, we expect to disclose all material categories of Scope 3 emissions, consistent with our Net Zero Transition Plan and regulatory requirements. In the interim, our disclosures will continue to cover Categories 6 and 7, while preparations for broader coverage are undertaken.



IFRS S2 CLIMATE-RELATED DISCLOSURES (CONT'D)

Prescribed Table

Oriental Holdings Berhad IFRS S2		Date & Time: 2026-04-27 16:18:18 FYE 31/12/2025			
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Climate	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	11,474.84	Net Zero Emission by 2050	Internal
Climate	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	36,764.58	Net Zero Emission by 2050	Internal
Climate	Total Scope 3	Metric tonnes of carbon dioxide equivalents (tCO2e)	36,015.45	Net Zero Emission by 2050	No assurance
Climate	Scope 3 – Category 6: Business Travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	25,252.81	-	No assurance
Climate	Scope 3 – Category 7: Employee Commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	10,762.64	-	No assurance
Climate	Amount and percentage of operations susceptible to climate transition risk	Amount (RM'000) and percentage (%)	Nil(0.0%)	-	No assurance
Climate	Amount and percentage of assets susceptible to climate physical risks	Amount (RM'000) and percentage (%)	Nil(0.0%)	-	No assurance
Climate	Capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	RM'000	8,600	-	No assurance
Climate	Annual sourcing of renewable electricity	%	0.03	-	No assurance

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

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.

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.



WATER MANAGEMENT (CONT'D)

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 tonne of 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 FY2025, our total water consumption across our subsidiaries and business segments is 2,779.75 Megalitres. The table below outlines the water consumption, which is categorised based on our business segments.

Water consumption (Megalitres)

Business segment	2023	2024	2025
Automotive and Related Products	95.06	92.71	79.16
Plastic Products	103.53	87.50	87.30
Hotels and Resorts	298.07	329.38	305.17
Plantation	1,545.11	1,861.34	2,050.55
Investment Holding	4.20	0.17	13.61
Investment Properties and Trading of Building Material Products	125.68	128.48	121.42
Healthcare	108.26	114.57	122.54
Total (Group-wide)	2,279.91	2,614.15	2,779.75



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, waste cards are in place to guide safe hazardous waste handling and spill response. 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. For KBA & KC, waste management and monitoring are overseen by designated internal departments and an Environmental Committee, supported by certified personnel, in accordance with DOE requirements. 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 Singapore 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.

WASTE MANAGEMENT (CONT'D)

- 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.



KC Scheduled Waste Management (SWM) Training

In compliance with DOE regulations, the scheduled waste storage area is equipped with spill response and fire safety equipment, supported by appropriate signage and labelling, with all scheduled wastes securely packaged and properly labelled.



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 and Environmental Quality (Scheduled Waste) Regulations 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.



Spent Hydraulic Oil Storage



Waste of Halogenate Organic Solvent Storage



Contaminated Empty Containers Storage



Contaminated Rags Storage



WASTE MANAGEMENT (CONT'D)

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 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. To support compliance with regional waste management requirements, KAust engages with third-party contractors for the collection, removal and recycling of waste. For instance, Bayview Geographe Resort maintains a long-standing contract with Cleanaway (Australia's waste management and resource recovery company) for the removal of general waste, recyclable waste and green waste, while The Sydney Boulevard Hotel has regular waste collection arrangements in place and separates recyclable waste and food waste from general waste. The Sydney Boulevard Hotel also uses a Contractor Management System platform to help ensure that contractors' compliance certificates, licences and insurance are kept valid and up to date.

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.

WASTE MANAGEMENT (CONT'D)

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.

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. Water stations are introduced to replace single-use plastic bottles, reducing plastic waste and promoting refillable options. Additionally, room cleaning services are scheduled every third day for most guests, with long-stay guests serviced every fourth day, significantly reducing the use of linen, cleaning products, and water consumption.

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. For KNZ and KAust, sustainability updates are shared with staff via notice boards in the staff room and canteen, electronic screens, and quarterly Heartist updates.

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 and POME, are utilised as organic fertilisers or mulches. POME undergoes treatment before use, whereas decanter solids and EFB are applied directly without prior treatment. 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.



WASTE MANAGEMENT (CONT'D)

- **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 to 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.

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.



WASTE MANAGEMENT (CONT'D)

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.

Our Performance

The table below illustrates the waste diverted from and to disposal, across all business segments.



Total waste generated (metric tonne)

Business segment	2025		
	Total weight of waste diverted from disposal	Total weight of waste directed to disposal	Total waste generated
Automotive and Related Products	721.36	719.22	1,440.58
Plastic Products	132.59	87.87	220.46
Hotels and Resorts	111,585.24	12,486.96	124,072.20
Plantation	136,407.06	286,660.58	423,067.64
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	10,950.00	2,168.57	13,118.57
Healthcare	14.42	422.92	437.34
Total (Group-wide)	259,810.67	302,546.12	562,356.79





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.

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.



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 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.



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

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 MEF and 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. In FY2025, AAP has established a new nursing room to provide female staff with a private, safe, and hygienic space for breastfeeding and milk expression. 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 FY2025, we further enhanced our workplace infrastructure to improve employee comfort and welfare. For instance, AAP had installed four new microwaves across key pantry areas to provide greater convenience during meal breaks. Upgrades were also carried out on existing toilet facilities and the staff canteen, alongside improvements to the training centre.

During FY2025, 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.

AAP: Bowling Tournament on 18 May 2025, Badminton Tournament on 27 September 2025



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)



AAP: Chinese New Year and Hari Raya Goodies Bag Distribution 2025



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.

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.



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

CC: Team Building



KTSM: Annual Dinner 2025



KTSM: Hari Raya Celebration 2025



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.

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.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

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 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.

In FY2025, several employee engagement initiatives were organised to further strengthen our commitment to staff well-being and job satisfaction.

Bayview Hotel Melaka : Team bonding event





FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

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
- Establishing a Whistleblowing 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.

Our plantations often employ foreign labour, primarily from Indonesia, India, and Bangladesh. Recognising the vital role of 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.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

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.

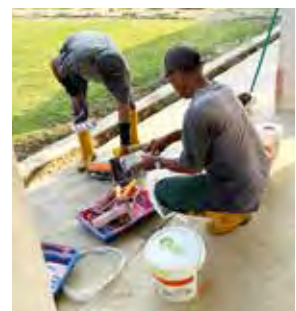
- **Listening to and addressing worker concerns**

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.

Program Gotong Royong Madani on 23 August 2025 at Sekolah Kebangsaan Panching, Kuantan





FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

MPOB Basic Social Impact Assessment (SIA) Training on 29 - 30 September & 1 October 2025 at Southern Perak Plantations Sdn. Berhad, Hutan Melintang, Perak



The Annual Joint Rotary Health Screening Project on 21 September 2025 at Dewan Orang Ramai, Kampung Panching, Kuantan



Air Belo village open archery competition event



Fun Run Program in Conjunction with Merdeka Day at Kuantan



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

Activities for the National Garbage Commemoration Day in the village of Air Limau



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

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

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.

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.



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

SU: Team building at Hard Rock Hotel Desaru Coast on 31 August 2025



UMix: Team building at E&O Hotel on 17 May 2025



Healthcare

As healthcare is crucial to the development 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 FY2025, the segment continued to organise a range of initiatives aimed at strengthening team spirit, recognising employees and encouraging meaningful interaction across the workplace. These activities helped cultivate a more inclusive, connected and supportive work environment, while also reinforcing employee morale and a shared sense of appreciation and belonging.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

MSM: 10th Anniversary Annual Dinner at Ames Hotel on 18 January 2025



MSM: Bowling Tournament at Melaka International Bowling Club on 16 February 2025



MSM: Staff birthday celebrations



MSM: Decoration contest for Chinese New Year, Hari Raya and Deepavali



MSM: Paintball Battle at Flashpoint Paintball Park on 3 August 2025





FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

MSM: Dinner for Chinese New Year, Hari Raya and Deepavali



SLP: Staff birthday celebrations



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.

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. In FY2025, we have achieved our goal to 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.

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

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	2025
Automotive and Related Products	0	0	0
Plastic Products	0	0	0
Hotels and Resorts	0	0	0
Plantation	1	0	0
Investment Holding	0	0	0
Investment Properties and Trading of Building Material Products	0	0	0
Healthcare	0	0	0
Total (Group-wide)	1	0	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 FY2025, we have 64 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.

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

Age group	2023		2024		2025	
	Number of Directors	%	Number of Directors	%	Number of Directors	%
Under 30 years old	0	0	0	0	0	0
30 to 50 years old	25	35	21	30	20	31
Above 50 years old	47	65	48	70	44	69
Total (Group-wide)	72	100	69	100	64	100

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

Gender	2023		2024		2025	
	Number of Directors	%	Number of Directors	%	Number of Directors	%
Male	52	72	51	74	49	77
Female	20	28	18	26	15	23
Total (Group-wide)	72	100	69	100	64	100



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

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	

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	

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

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

Business segment	2025							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	63	280	77	457	746	192	1,815	
Plastic Products	0	30	43	278	237	87	675	
Hotels and Resorts	9	56	33	147	156	87	488	
Plantation	11	123	68	2,158	4,162	461	6,983	
Investment Holding	6	15	5	0	0	0	26	
Investment Properties and Trading of Building Material Products	0	35	42	17	90	100	284	
Healthcare	1	12	2	231	345	48	639	
Total (Group-wide)	90	551	270	3,288	5,736	975	10,910	

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	

Business segment	2025							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	15	4	25	41	11	100	
Plastic Products	0	5	6	41	35	13	100	
Hotels and Resorts	2	11	7	30	32	18	100	
Plantation	0	2	1	31	60	6	100	
Investment Holding	23	58	19	0	0	0	100	
Investment Properties and Trading of Building Material Products	0	12	15	6	32	35	100	
Healthcare	0	2	0	36	54	8	100	
Total (Group-wide)	1	5	2	30	53	9	100	

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

Number of employees by employee category and gender (Number)

Business segment	2023				
	Employee Category				Total
	Executive		Non-Executive		
	Gender Groups				
	Male	Female	Male	Female	
Automotive and Related Products	176	154	1,110	393	1,833
Plastic Products	49	23	482	176	730
Hotels and Resorts	41	38	167	166	412
Plantation	158	23	4,773	737	5,691
Investment Holding	10	13	0	0	23
Investment Properties and Trading of Building Material Products	54	29	160	47	290
Healthcare	5	10	130	452	597
Total (Group-wide)	493	290	6,822	1,971	9,576

Business segment	2024				
	Employee Category				Total
	Executive		Non-Executive		
	Gender Groups				
	Male	Female	Male	Female	
Automotive and Related Products	196	153	1,106	399	1,854
Plastic Products	49	26	471	173	719
Hotels and Resorts	51	42	193	206	492
Plantation	201	14	5,564	828	6,607
Investment Holding	12	14	0	0	26
Investment Properties and Trading of Building Material Products	52	27	183	28	290
Healthcare	4	9	134	469	616
Total (Group-wide)	565	285	7,651	2,103	10,604



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

Number of employees by employee category and gender (Number) (Cont'd)

Business segment	2025				Total
	Employee Category				
	Executive		Non-Executive		
	Gender Groups				
	Male	Female	Male	Female	
Automotive and Related Products	226	194	1,048	347	1,815
Plastic Products	48	25	452	150	675
Hotels and Resorts	57	41	189	201	488
Plantation	186	16	5,925	856	6,983
Investment Holding	13	13	0	0	26
Investment Properties and Trading of Building Material Products	49	28	179	28	284
Healthcare	7	8	123	501	639
Total (Group-wide)	586	325	7,916	2,083	10,910

Percentage of employees by employee category and gender (%)

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

FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

Percentage of employees by employee category and gender (%) (Cont'd)

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

Business segment	2025				
	Employee Category				Total
	Executive		Non-Executive		
	Gender Groups				
	Male	Female	Male	Female	
Automotive and Related Products	12	11	58	19	100
Plastic Products	7	4	67	22	100
Hotels and Resorts	12	8	39	41	100
Plantation	3	0	85	12	100
Investment Holding	50	50	0	0	100
Investment Properties and Trading of Building Material Products	17	10	63	10	100
Healthcare	1	1	19	79	100
Total (Group-wide)	5	3	73	19	100



FAIR EMPLOYMENT PRACTICES, HUMAN RIGHTS AND DIVERSITY (CONT'D)

Number of employees by employee working period (Number)

Business segment	2023			2024			2025		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
Automotive and Related Products	1,745	88	1,833	1,798	56	1,854	1,717	98	1,815
Plastic Products	729	1	730	700	19	719	661	14	675
Hotels and Resorts	408	4	412	492	0	492	470	18	488
Plantation	4,485	1,206	5,691	5,104	1,503	6,607	5,458	1,525	6,983
Investment Holding	23	0	23	26	0	26	24	2	26
Investment Properties and Trading of Building Material Products	241	49	290	288	2	290	281	3	284
Healthcare	495	102	597	616	0	616	639	0	639
Total (Group-wide)	8,126	1,450	9,576	9,024	1,580	10,604	9,250	1,660	10,910

Percentage of employees by employee working period (%)

Business segment	2023		2024		2025	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Automotive and Related Products	95	5	97	3	95	5
Plastic Products	100	0	97	3	98	2
Hotels and Resorts	99	1	100	0	96	4
Plantation	79	21	77	23	78	22
Investment Holding	100	0	100	0	92	8
Investment Properties and Trading of Building Material Products	83	17	99	1	99	1
Healthcare	83	17	100	0	100	0
Total (Group-wide)	85	15	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			2025		
	Executive	Non-Executive	Total	Executive	Non-Executive	Total	Executive	Non-Executive	Total
Automotive and Related Products	85	408	493	73	226	299	132	315	447
Plastic Products	19	66	85	13	210	223	10	94	104
Hotels and Resorts	16	272	288	31	216	247	42	172	214
Plantation	22	754	776	41	1,164	1,205	25	666	691
Investment Holding	2	0	2	2	0	2	2	0	2
Investment Properties and Trading of Building Material Products	2	30	32	3	3	6	3	30	33
Healthcare	25	131	156	6	100	106	4	99	103
Total (Group-wide)	171	1,661	1,832	169	1,919	2,088	218	1,376	1,594

Percentage of employees turnover by employee category (%)

Business segment	2023		2024		2025	
	Executive	Non-Executive	Executive	Non-Executive	Executive	Non-Executive
Automotive and Related Products	17	83	24	76	30	70
Plastic Products	22	78	6	94	10	90
Hotels and Resorts	6	94	13	87	20	80
Plantation	3	97	3	97	4	96
Investment Holding	100	0	100	0	100	0
Investment Properties and Trading of Building Material Products	6	94	50	50	9	91
Healthcare	16	84	6	94	4	96
Total (Group-wide)	9	91	8	92	14	86

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.

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.

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.

OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

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 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 FY2025, our subsidiaries 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, including the display of expiry date stickers on fire extinguishers
- **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
- **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



OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

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
- Emergency response plan and preparedness training
- Audiometric testing for operation workers
- Fire safety training and evacuation drills

KTSM: Fire Training



OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

CC: Forklift Safety & Certification Training



DF: Mock Evacuation Training



DF: ERT training



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 departmental briefings, which are conducted at the start of each shift.

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.



OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

- **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.
- **Departmental briefings:** 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.

Plantation

Our plantation segment prioritises employee safety and health to maintain productivity and uphold our reputation. In FY2025, 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 FY2025 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.

Training on chemical handlings, pre-mixing and handlings of empty chemical containers



OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

Investment Holding

The segment continues to promote awareness of OSH policies and procedures among employees, covering workplace hazards, preventive measures and emergency protocols. Such efforts play an important role in fostering a culture of safety, reducing the risk of workplace accidents and supporting 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.

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.

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.

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 exposure to hazardous chemicals as stated in Schedule II of the USECHH.



OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

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, recognising that frequent and open communication is essential to maintaining a safe, compliant and well-informed workplace.

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.

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 FY2025, 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	2025
Automotive and Related Products	547	537	565
Plastic Products	128	138	135
Hotels and Resorts	316	328	294
Plantation	5,691	6,260	5,258
Investment Holding	0	0	1
Investment Properties and Trading of Building Material Products	23	175	27
Healthcare	473	580	598
Total (Group-wide)	7,178	8,018	6,878

OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

Occupational safety and health performance per business segment (Number)

Business segment	2023		2024		2025	
	Number of incidents resulting in lost workdays	Number of work-related fatalities	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	14	0
Plastic Products	7	0	4	0	1	0
Hotels and Resorts	3	0	1	0	5	0
Plantation	382	0	411	0	409	0
Investment Holding	0	0	0	0	0	0
Investment Properties and Trading of Building Material Products	1	0	2	0	0	0
Healthcare	1	0	2	0	3	0
Total (Group-wide)	410	0	435	0	432	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		2025	
	Lost time incident rate	Fatality rate	Lost time incident rate	Fatality rate	Lost time incident rate	Fatality rate
Automotive and Related Products	0.71	0	0.69	0	0.66	0
Plastic Products	0.86	0	0.47	0	0.13	0
Hotels and Resorts	0.73	0	0.20	0	0.96	0
Plantation	6.20	0	5.83	0	5.46	0
Investment Holding	0	0	0	0	0	0
Investment Properties and Trading of Building Material Products	0.27	0	0.59	0	0	0
Healthcare	0.14	0	0.28	0	0.40	0
Total (Group-wide)	3.81	0	3.74	0	3.59	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 200,000, 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 (100 x 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.

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.

Building on the success of previous year, AAP organised Quality Control Circle (QCC) Convention 2025, an initiative aimed to fostering innovation and leadership development within the organisation. 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.

TRAINING AND EDUCATION (CONT'D)

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. The segment 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.

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



TRAINING AND EDUCATION (CONT'D)



TRAINING AND EDUCATION (CONT'D)





TRAINING AND EDUCATION (CONT'D)

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.



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, the Head of Unit or Head of Department 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.

TRAINING AND EDUCATION (CONT'D)

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 FY2025, 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			2025		
	Executive	Non-Executive	Total	Executive	Non-Executive	Total	Executive	Non-Executive	Total
Automotive and Related Products	8,259	8,701	16,960	8,105	7,637	15,742	6,207	7,484	13,691
Plastic Products	479	2,170	2,649	1,758	7,239	8,997	1,029	4,460	5,489
Hotels and Resorts	1,729	6,628	8,357	1,579	6,599	8,178	1,953	6,538	8,491
Plantation	1,500	22,876	24,376	2,384	37,597	39,981	1,693	33,594	35,287
Investment Holding	392	0	392	469	0	469	352	0	352
Investment Properties and Trading of Building Material Products	363	312	675	977	2,459	3,436	829	952	1,781
Healthcare	350	9,402	9,752	149	25,181	25,330	111	20,991	21,102
Total (Group-wide)	13,072	50,089	63,161	15,421	86,712	102,133	12,174	74,019	86,193

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.

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 FY2025, 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 collaboration with local hospitals, AAP organised and participated in several blood donation campaigns during FY2025:

- AAP Seremban, in collaboration with Seremban Hospital, successfully organised two blood donation campaigns on 20 February 2025 and 4 September 2025; and
- AAP Mak Mandin, in collaboration with Hospital Sultan Abdul Halim Sungai Petani, organised a blood donation campaign on 17 April 2025, and with Hospital Seberang Jaya on 15 October 2025.

These campaigns received encouraging responses from employees across the respective locations, demonstrating strong internal support for community-focused healthcare initiatives. The programmes contributed to strengthening the national blood supply while fostering a spirit of volunteerism among employees.



COMMUNITY AND SOCIETY CONTRIBUTION (CONT'D)

In March 2025, AAP organised two food donation programmes to support elderly care centres in our operating regions. On 20 March 2025, the Jalinan Kasih Food Donation Programme was carried out at Rumah Sejahtera Permatang Tinggi, a care centre housing 36 elderly residents. The donation drive was conducted from 4 March 2025 to 14 March 2025, with active participation from employees of AAP Mak Mandin.

Subsequently, on 21 March 2025, a Donation Drive Programme was organised at Mahligai Kasih Juju, a care centre accommodating 20 elderly residents, with participation from employees of AAP Alor Gajah and Seremban.

For both initiatives, employees contributed generously alongside the Company's contribution. A total of RM1,178.50 was raised for Rumah Sejahtera Permatang Tinggi, while RM1,114.37 was raised for Mahligai Kasih Juju. The funds collected were utilised to provide essential supplies and support for the elderly residents.

These initiatives reflect our continued commitment to supporting vulnerable communities while fostering employee volunteerism and collective social responsibility.



On 12 October 2025, AAP Mak Mandin participated in the Fun Run organised by Bagan Specialist Centre. This charity event aimed to raise funds and provide financial support to breast cancer patients, with all proceeds channelled to Persatuan Dermawan Jishan. As a gesture of care and support for this noble initiative, AAP Mak Mandin contributed RM10,000 to assist Bagan Specialist Centre in its efforts to extend aid to those in need.



Plastic Products

The strength of our plastic 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 extended its support to Rumah Anak Yatim At-Taqwa and Pusat Jagaan dan Rawatan Orang Tua Al-Ikhlas, contributing to community initiatives that help improve the well-being of vulnerable groups, including children and the elderly.





COMMUNITY AND SOCIETY CONTRIBUTION (CONT'D)



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 FY2025, the segment continued to support local communities through a series of charitable initiatives aimed at assisting vulnerable groups and individuals in need. On 16 January 2025, the segment extended support to Golden Age Care Centre Malacca, benefiting 70 residents through the contribution of packed dinners, kitchen items and dry food supplies.



On 10 March 2025 and 13 October 2025, the segment supported Rumah Anak-anak Yatim Darul Aitam and Pusat Jagaan Kasih Sayang Angel, benefiting a total of 100 children and young individuals through the provision of packed dinners, kitchen items and dry food supplies. The latter initiative was carried out in conjunction with Deepavali, reflecting the segment's efforts to share festive cheer with the community.



On 12 March 2025, the segment carried out a Bubur Lambuk distribution programme, reaching 250 beneficiaries from the local community.



COMMUNITY AND SOCIETY CONTRIBUTION (CONT'D)



On 18 December 2025, the segment also provided kitchen and dry food items to three underprivileged families in conjunction with Christmas, as part of its efforts to support those in need during the festive season.



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 FY2025, 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.





COMMUNITY AND SOCIETY CONTRIBUTION (CONT'D)

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



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



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.



COMMUNITY AND SOCIETY CONTRIBUTION (CONT'D)



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.

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.

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 RM5,000 to Majlis Bahasa Cina Malaysia, RM380 to the Perak Contractors Association, and RM8,020 to Lembaga Air Perak's Capital Contribution Fund for Storage Reservoir. These contributions reflect the segment's commitment to supporting educational, industry and infrastructure-related initiatives that benefit the wider community.

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.

Throughout FY2025, the segment organised and participated in numerous public health talks, physical and virtual wellness sessions, health screening activities and medical education events, covering a broad range of healthcare and well-being topics. These initiatives provided members of the public with greater access to health information, preventive care awareness and professional medical guidance, while also strengthening the segment's role in promoting community health literacy.

The segment also continued its community and CSR engagement efforts through activities involving welfare homes, elderly care centres, children and other community groups. These initiatives reflect the segment's commitment to supporting vulnerable communities and promoting well-being through meaningful outreach and engagement.

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.



COMMUNITY AND SOCIETY CONTRIBUTION (CONT'D)

Children hold a special place in our hearts, and the segment continues to organise child-focused events that create a fun and engaging environment for young patients and families. These initiatives are designed to bring joy, learning and meaningful engagement, helping to make the healthcare experience more positive and memorable. In addition, the segment also celebrates special newborn milestones through festive baby initiatives, extending warm gestures to welcome babies born on significant occasions such as the New Year and Merdeka Day.

In addition, the segment undertook or participated in various special events and awareness programmes, including blood donation drives, family-oriented community events, and collaborative programmes with external organisations. Collectively, these efforts demonstrate the segment's commitment to delivering positive social impact while strengthening relationships with the communities it serves.

Our Performance

During the reporting period, we contributed a total of RM1,261,634.47 via our subsidiaries, for community development and environmental conservation activities. Overall, we believe that we have positively impacted 18,792 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	2025
Automotive and Related Products	68,372.24	8,686.75	17,994.97
Plastic Products	1,999.65	5,448.75	3,060.48
Hotels and Resorts	0	5,256.56	5,671.81
Plantation	859,544.95	990,264.45	966,270.89
Investment Holding	0	26,000.00	0
Investment Properties and Trading of Building Material Products	11,800.00	13,400.00	13,400.00
Healthcare	31,052.35	59,653.41	255,236.32
Total (Group-wide)	972,769.19	1,108,709.92	1,261,634.47

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

Business segment	2023	2024	2025
Automotive and Related Products	851	876	1,254
Plastic Products	43	200	2
Hotels and Resorts	0	73	424
Plantation	68,387	25,812	7,523
Investment Holding	0	2	0
Investment Properties and Trading of Building Material Products	4,264	4,728	3
Healthcare	3,811	5,970	9,586
Total (Group-wide)	77,356	37,661	18,792

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