

CORPORATE GOVERNANCE REPORT

STOCK CODE : 4006
COMPANY NAME : Oriental Holdings Berhad
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Directors ("Board") is responsible for governing and directing the affairs of Oriental Holdings Berhad ("OHB" or "Company") and its subsidiaries (collectively referred to as the "Group"), enhancing long-term shareholder value whilst taking into account the interests of other stakeholders and maintaining high standards of transparency, accountability, and integrity, as well as oversight of material sustainability and climate-related risks and opportunities, having regard to their impact on the Company's stakeholders and long-term value creation.</p> <p>In discharging its duties, the Board sets the Group's vision, mission, and values which are published on the corporate website and communicated to all stakeholders.</p> <p>The Board reviews and adopts the Group's strategic plan which includes business sustainability considerations. Amongst others, the activities of the Board include approving annual business plans, annual capital and operating budget, overseeing material risks and opportunities of the Group, including sustainability and climate-related risks and opportunities and monitoring the Group's performance and progress towards meeting its strategic objectives in the medium to long term.</p> <p>The Board has also established a Corporate Disclosure and Communications Policy to guide effective and orderly communication of information to investors, stakeholders, and the general public. Through Management, various channels are also deployed to engage with the Group's stakeholders with a view to communicate relevant information and obtain stakeholders' views to understand their interests and concerns which are then considered in the business decision-making process.</p>

Premised on high standards of transparency, accountability and integrity, the Board is dedicated to discharging its duties with unfettered objectivity, due care and skill in the best interests of the Company as enshrined in the Board Charter, which includes a formal schedule of matters reserved for the Board.

In order to effectively discharge its stewardship role, the Board has established Board Committees, namely, the Executive Committee (“EXCO”), Audit Committee (“AC”), Remuneration Committee (“RC”), Nominating Committee (“NC”) and Risk Management and Sustainability Committee (“RMSC”), to oversee matters within their purviews approved by the Board and to report to the Board on key issues deliberated at their respective meetings. The ultimate responsibility for decision-making, however, resides with the Board.

In determining the strategic objectives of the Group, the Board is supported by the EXCO which develops the Group’s strategic objectives and plans for the Board’s adoption. The EXCO is responsible for overseeing the implementation of strategies, plans, and policies, as adopted by the Board, in the Group’s business segments. The EXCO meets at least quarterly to review the business performance and Key Performance Indicators (“KPI”) of the Group’s business segments, which are presented by the respective segment’s Performance Coordinating Team (“PCT”), and subsequently reports to the Board. In carrying out its roles and responsibilities, the EXCO also incorporates considerations relating to business sustainability including environmental, social, and governance matters.

The AC assists and supports the Board to review the process for the preparation of the Group’s financial reports including significant financial reporting issues and judgements, the integrity of internal control system, and the external and internal audit processes and outcomes.

The RC is primarily responsible for reviewing and recommending to the Board the remuneration of Executive Directors in accordance with the Director Remuneration Policy.

The NC oversees the nomination and election of new Directors, the conduct of Directors’ annual assessment and the facilitation of Directors’ induction, training and succession programmes.

The RMSC is tasked to review the Group’s risk management system, processes, and strategies. It assists the Board to fulfil its oversight responsibility to ensure the management of overall risk exposure of the Group and the identification and management of material climate-related risks and opportunities that affect the Group’s success in the short to long term.

	<p>Details of the functions of the AC, RC, NC, and RMSC are disclosed under Corporate Governance Overview Statement, AC Report, and Statement on Risk Management and Internal Control in the OHB's Annual Report 2025.</p> <p>The Board also sets the tone on corporate social responsibility and sustainable development activities which stem from the fundamental principles of good corporate governance and striking a harmonious synergy between corporate pursuits and social obligations. The Group is committed to ensure that economic, environment and social considerations are integrated into business activities. In this regard, the Board has established a Sustainability Policy which guides the overall sustainability direction of the Group.</p>	
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied
Explanation on application of the practice	:	<p>The Chairman of the Board is Datuk Loh Kian Chong who was appointed on 1 January 2015.</p> <p>As outlined in the Board Charter, the responsibilities of the Chairman, amongst others, are as follows:</p> <ul style="list-style-type: none">• acting as chief spokesperson and representative of the Board and Company;• ensuring that the Board is aware of its statutory obligations to the Company, its shareholders, employees and other stakeholders;• presiding at Board and shareholder meetings and ensuring the proceedings thereof comply with good conduct and practices;• establishing frequency and timing of Board meetings as well as reviewing such practice from time to time, as considered appropriate, or as requested by the Board;• functioning as facilitator at Board meetings and ensuring that no member, whether executive or otherwise, dominates discussion. The Chairman shall also encourage Board members to participate in discussions and that relevant opinions amongst members are forthcoming, resulting in logical and understandable outcomes;• ensuring that all Directors are enabled and encouraged to participate in Board meetings. This includes ensuring that all relevant issues are on the agenda and that all Directors receive timely and relevant information tailored to their needs and that they are properly briefed on issues arising at Board meetings;• ensuring Executive Directors accept their share of responsibilities of governance and provide regular updates on all issues pertinent to the welfare and future of the Group to the Board;• liaising and co-ordinating input from all Directors, especially Board Committees' Chairman, to optimise the effectiveness of the Board and its Committees;• ensuring the adequacy and integrity of the Board governance processes;• performing other responsibilities assigned by the Board from time to time; and• stay abreast with and understand the sustainability issue relevant to the Group and its business, including climate-related risks and opportunities.

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3

The positions of Chairman and CEO are held by different individuals.

Application	:	Applied
Explanation on application of the practice	:	<p>The positions of Chairman and Chief Executive Officer ("CEO") of OHB are held by different individuals, i.e. Datuk Loh Kian Chong as the Chairman while Dato' Seri Lim Su Tong holds the position of Group Managing Director. Dato' Sri Datuk Wira Tan Hui Jing serves as the Deputy Group Managing Director and Ms. Tan Kheng Hwee is the Executive Director.</p> <p>The Board believes that segregation of positions of the Chairman and CEO allows OHB to promote accountability and facilitate division of responsibilities as well as ensure a balance of power between Chairman and the CEO.</p> <p>Additionally, the Board has established an EXCO comprising all four (4) Executive Directors to assist the Board in overseeing the execution of day-to-day activities of the Company with a view of achieving long-term business sustainability.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Applied
Explanation on application of the practice :	The Chairman of the Board is not a member of the AC, NC, or RC. Each of the AC, NC, and RC is comprised exclusively of Independent Non-Executive Directors. The AC, NC, and RC carry out their roles and responsibilities in accordance with their respective Terms of Reference objectively. The Chairman does not participate in any of the meetings of the AC, NC, or RC.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied
Explanation on application of the practice	:	<p>Ms. Ong Tze-En (MAICSA 7026537) and Ms. Tai Yit Chan (MAICSA 7009143) were appointed as the joint Company Secretaries of OHB on 31 December 2012. They are Chartered Secretaries by profession and their qualifications are in accordance with Section 235(2)(a) of Companies Act 2016. Being members of Chartered Secretaries Malaysia (MAICSA), Company Secretaries have taken the steps to keep themselves apprised on changes to legislative promulgations, particularly those relevant to corporate governance.</p> <p>The Company Secretaries oversee the Board's adherence with Board policies and procedures and brief the Board on the content and timing of announcements to Bursa Malaysia Securities Berhad, amongst others. The Board is also regularly updated and advised by the Company Secretaries on statutory and regulatory requirements to guide the Board in adopting the best practices in the realm of corporate governance, with an aim to enhance the effective functioning of the Board and ensure regulatory compliance.</p> <p>The right to appoint and remove the Company Secretaries in accordance with Sections 236 and 239 of Companies Act 2016 is enshrined in the Company's Constitution.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company Secretaries circulate the meeting pack including the meeting agenda and meeting materials to all Directors at least seven (7) calendar days prior to the meeting to ensure Directors have sufficient time to review meeting materials and facilitate an effective meeting.</p> <p>In rare circumstances, exceptions may be made by OHB for ad-hoc and urgent agenda items where meeting materials will be circulated less than 7 calendar days prior to the meeting. During the deliberation of such matters, the Chairman of the meeting will ensure all Directors or Board Committee members have sufficient information and clarification to make informed decisions.</p> <p>Company Secretaries record decisions of the Board and Board Committees, including key deliberations, rationale of each decision made and any significant concerns or dissenting views during the meeting. The minutes also indicate whether any Director abstained from voting or excused himself/herself from deliberating on particular matters. The meeting minutes will be circulated to the Board and Board Committee for confirmation subsequent to the meeting in a timely manner to ensure the completeness and accuracy of the minutes.</p> <p>As stated in the Board Charter, every Director has the right to the resources, whenever necessary and reasonable for the performance of his/her duties, at the cost of OHB, including but not limited to:</p> <ul style="list-style-type: none">• obtaining full and unrestricted access to any information pertaining to the OHB;• obtaining full and unrestricted access to the advice and services of the Company Secretaries; and• obtaining independent professional or other advice. <p>This is in line with the Paragraph 15.04 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements").</p>

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has reviewed and updated the Board Charter on 16 April 2026, taking into consideration changes to Listing Requirements and Malaysian Code on Corporate Governance. The Board Charter is published on the OHB's website at which outlines the following:</p> <ul style="list-style-type: none"> • OHB Group's vision, mission and values; • the roles and responsibilities of the Board including matters reserved for the decision of the Board; • the Board structure including Board balance and mix, roles and responsibilities of the Chairman, Executive Directors, Non-Executive Directors and Company Secretary; • application of the Group's Fit and Proper Policy to the Board; • restriction on the tenure of Independent Non-Executive Directors; • the roles of individual Board Committees (i.e. EXCO, AC, RC, NC and RMSC); • the Board's relationship with shareholders and stakeholders; • Board processes (e.g. meeting frequency, agenda, meeting papers, access to information and senior management, independent professional advice, appointment, vacation of office and removal of Directors, induction process, Directors' continuing education, Directors' external commitments and conflict of interest); • Directors' remuneration; • annual assessment of the Board, Board Committees, and individual Directors; • representation of the Company; • delegation of authority to Board Committees (e.g. EXCO, AC, RC, NC and RMSC) whilst retaining overall responsibility and oversight; and • Directors' Code of Ethics.
Explanation for departure	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<p>OHB Directors are subject to the Directors' Code of Ethics which is incorporated in the Board Charter and reviewed periodically. It guides the conduct of Directors so as to act in the best interests of the OHB and its stakeholders, observe high standards of corporate governance, exercising ethical business practices including addressing conflict of interest situations via declaration, and prohibiting misuse of information such as insider trading.</p> <p>OHB has also formalised a Code of Ethics which serves to provide guidance for employees on how ethical matters are to be dealt with. The Code of Ethics covers issues related to:</p> <ul style="list-style-type: none"> • External environment; • Work environment; • Safe and healthy environment; • Usage of OHB's property; • Compliance with laws; • Fair dealing with others, illegal or questionable gifts or favours; • Gifts and entertainment; • Travel and hospitality; • Donations and sponsorships; • Employment outside OHB Group; • Foreign transactions; • Political contribution and activities; • Opportunities; • Conflicts of interests; • Fraud and actions constituting fraud; • Insider trading; • Abuse of power; • Money laundering; • Gratification, Bribery and Corruption; • Facilitation payment; and • Sexual harassment.

	<p>A summary of OHB's Code of Ethics is available on the Company's website.</p> <p>The Board has established the following supporting policies:</p> <ul style="list-style-type: none"> • Anti-Bribery and Corruption Policy – <i>Made available on the Company's website;</i> • Corporate Disclosure & Communications Policy – <i>Made available on the Company's website;</i> • Director Remuneration Policy – <i>Made available on the Company's website;</i> • Fit and Proper Policy – <i>Made available on the Company's website;</i> • Occupational Health and Safety Policy – <i>Made available on the Company's website;</i> • Sustainability Policy – <i>Made available on the Company's website;</i> • Whistleblowing Policy – <i>Made available on the Company's website;</i> • Gift and Entertainment Policy – <i>Internal policy;</i> • Donation and Sponsorship Policy – <i>Internal policy;</i> • Conflict of Interest Declaration Form for all Directors and Executive and above – <i>Internal document;</i> and • Disciplinary procedure – <i>Internal document.</i> <p>The implementation of these policies and procedures is driven by the Management while the Board reviews the effectiveness of the policies and procedures from time to time via the assessment of the Group's internal control systems.</p>	
<p>Explanation for departure :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure :</p>		
<p>Timeframe :</p>		

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied
Explanation on application of the practice	:	<p>OHB has formalised its Whistleblowing Policy and it is made available on the Company's website.</p> <p>As outlined in the policy, stakeholders, employees and members of the public can raise legitimate concerns, unethical or questionable practices in confidence without the risk of reprisal to the designated recipients of OHB, i.e. the Chairman of the AC and the Head of Internal Audit. Whistleblowers may report the suspected wrongdoing through various channels such as phone, electronic mail ("e-mail"), or in writing under confidential cover.</p> <p>The identity of a whistleblower shall be maintained confidential within the legitimate needs of laws and ensuing evaluation or investigation. The Whistleblowing Policy also accord the whistleblower with protection from reprisal within the OHB Group as a direct consequence of their disclosure. Retaliation against a whistleblower is prohibited and deemed to be a violation of the Whistleblowing Policy.</p> <p>The Internal Audit function oversees the implementation of the Whistleblowing Policy of OHB as well as assisting the AC to investigate the reports made where required. Whistleblowing reports will be escalated and discussed with the AC, prior to channelling them to the Board of Directors of OHB depending on the seriousness and nature of the suspected wrongdoings. The Board reserves the right to make the final decision on whistleblowing reports.</p> <p>The Whistleblowing Policy was reviewed by the Board on 28 May 2025. Following the review, the AC approved the revisions, which were subsequently adopted by the Board. The revisions aim to strengthen governance oversight by improving the quality and reliability of whistleblowing reports.</p> <p>During the financial year under review, the Internal Audit Department received a total of eight (8) whistleblowing letters. All cases were duly reviewed and investigated by the Internal Audit Department and deliberated by the AC. Matters assessed to fall outside the scope of</p>

	<p>the Whistleblowing Policy were addressed through the Company's grievance and operational processes, while whistleblowing matters reviewed did not result in any conclusive findings following due diligence procedures. Where necessary, recommendations were escalated to the Board for further review and action. The whistleblowers' identities were protected at all times, in accordance with our commitment to fostering a culture of transparency and accountability within the Group.</p>	
<p>Explanation for departure :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure :</p>		
<p>Timeframe :</p>		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	:	Applied
Explanation on application of the practice	:	<p>One of the principal responsibilities of the Board in OHB's Board Charter is to oversee the governance of sustainability in the Company, including setting the Company's sustainability strategies, priorities and targets. This includes ensuring that the Company's obligations to shareholders and other stakeholders are met and understood.</p> <p>The Board has established a Sustainability Policy which aims to communicate the Company's direction and commitment with regards to sustainability in its businesses, focusing on four (4) main areas of economic, environmental, social, and governance aspects. The Sustainability Policy is published on OHB's corporate website.</p> <p>To ensure the Group's long-term sustainability, the EXCO, the RMSC, and the Board work collaboratively to integrate sustainability considerations into the Group's strategic framework.</p> <p>On a quarterly basis, subsidiaries compile and present Sustainability data to the EXCO for review. The EXCO evaluates the data, monitors progress towards sustainability targets and provides strategic direction to address sustainability-related challenges and opportunities. Any critical issues or recommendations are escalated to the RMSC for further assessment.</p> <p>The RMSC is responsible for overseeing the establishment of processes for identifying, assessing, prioritising, managing, and reporting on sustainability matters that impact the Group's objectives. The RMSC met two (2) times during the year to review the sustainability performance of each segment, ensuring that key risks and opportunities were effectively managed. The findings and recommendations from these reviews are reported to the Board for consideration and decision-making.</p>

	<p>The Board plays an essential role in reviewing and endorsing the corporate strategies and business plans of each business segment. In these reviews, the Board carefully considers the Group’s Sustainability Policy, alongside factors that influence long-term business resilience and sustainable value creation. Through this structured approach, the Board ensures that sustainability remains a core element of the Group’s overall strategic direction.</p> <p>To strengthen this commitment, the Climate-Related Risks and Opportunities Assessment has been integrated into the Group’s annual Enterprise Risk Management exercise.</p> <p>The Board reviews the Group’s material sustainability matters annually. The material sustainability matters are determined via the Group’s materiality assessment processes considering matters which significantly reflect the business sustainability impacts and matters which substantively influence stakeholders’ assessments and decisions.</p> <p>In FY2025, the Group undertook a comprehensive sustainability materiality assessment process by distributing online survey forms to stakeholders to gather their inputs on material sustainability matters. A summary of the Group’s sustainability materiality assessment process is available on OHB’s Sustainability Report FY2025.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2

The board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	: Applied
Explanation on application of the practice	<p>The Board Charter stipulates the responsibility of the Board in ensuring the Company's sustainability strategies, priorities, and targets, as well as performance against these targets are communicated to its internal and external stakeholders.</p> <p>In line with this, the Board has formalised a Sustainability Policy and published it on OHB's website as a communication to stakeholders.</p> <p>Based on both corporate strategy and feedback from internal and external stakeholders, the Board has identified four (4) key areas of focus in its Sustainability Policy as follows:</p> <ul style="list-style-type: none">• Economic - the Group aims to create long-term economic value for all stakeholders by constantly review its business practice, ensuring sustainable growth, and enhancing the overall performance of its business segments.• Environmental - the Group strives to reduce the environmental footprint by adopting best practices in daily operations, monitoring performance against key indicators, and taking appropriate corrective action when necessary to reduce our environmental impact.• Social - the Group considers people to be the greatest asset and strives to provide them with adequate support, protection and growth opportunities at the workplace. The Group believes that the Group's success and growth should bring meaningful impact to the communities in which we conduct our business.• Governance - the Group believes that good governance is more than just a pursuit towards complying with all the prescripts but that it translates into better business performance and creates a more sustainable value for the Group. <p>The Group also communicates relevant sustainability strategies and progress to stakeholders through its corporate website, various reports including Annual Report, and engagements with stakeholders through the Group's various stakeholder engagement channels. This includes the Sustainability Report which serves as a key tool to communicate sustainability strategies, priorities, and targets and achievements to internal and external stakeholders.</p>

	A summary of the Group’s engagement channels with stakeholders and the relevant sustainability focus is available on OHB’s Sustainability Report FY2025.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board consists of a mix of skills and experience, enabling the Board to consider sustainability from various perspectives in its review of the business strategies and performance.</p> <p>In addition, the Executive Directors who are actively involved in the Group's businesses, reports to the Board on sustainability issues or concerns faced by the business and the relevant industries, enabling the Board to be apprised of specific sustainability issues and trends involved in the Group's business.</p> <p>The Board is also supported by competent Company Secretaries who also provide regular updates on sustainability issues and requirements.</p> <p>During the year, all Directors attended trainings to stay abreast of the latest regulatory developments, including the Review of Goods for Service Tax and Expansion of the Scope for Service Tax, and Stamp Duty requirements. In addition, some Directors attended training on Carbon Accounting for Organisations: Measuring and Reducing Your Footprint, the 2025 Malaysian Financial Reporting Standards ("MFRS") Update and Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level. These Initiatives were undertaken to ensure that the Directors remain up to date with and have a clear understanding of sustainability matters relevant to the Company and its business, including climate-related risks and opportunities.</p> <p>The Board is mindful of the capacity and competency required in addressing sustainability and materiality issues and is taking necessary steps to enhance the understanding and knowledge of the Directors.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company’s material sustainability risks and opportunities.

Application	:	Applied	
Explanation on application of the practice	:	The assessment forms for the annual evaluation of the Board and individual Directors were last revised in 2024 to incorporate criteria that assess the Board’s effectiveness in managing the Group’s material sustainability risks and opportunities. The revisions emphasize clear communication of sustainability strategies and performance to stakeholders, monitoring Key Senior Management’s achievement of sustainability goals, balancing Environmental, Social and Governance (“ESG”) KPIs with operational and financial metrics, ensuring compliance with evolving sustainability regulations, and evaluating resource adequacy for sustainability initiatives.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application	:	Applied
Explanation on application of the practice	:	<p>The NC reviews the Board composition and tenure of each Director on annual basis and makes relevant recommendations to the Board. At the deliberations, the Director being discussed abstains from taking part in the deliberations.</p> <p>Annually, the NC reviews the Directors who are subject to re-appointment or re-election. In its review, the NC considers, amongst others, the needs of the Board, tenure of the Director, as well as the quality and performance of the Director. On these bases, the NC makes recommendation to the Board. The Board further makes recommendation to the stockholders and includes them in the notice to Annual General Meeting ("AGM").</p> <p>The NC and the Board reviewed the Directors who are retiring at the forthcoming AGM and subject to re-election pursuant to Clause 103 of the Company's Constitution:</p> <ul style="list-style-type: none">• Dato' Md Radzaif Bin Mohamed• Mr. Lee Kean Teong• Dato' Ong Eng Bin <p>The NC has reviewed the fit and proper assessment of Dato' Md Radzaif Bin Mohamed and is satisfied that he meets the Board's requirements and expectations in terms of performance, experience, and contribution.</p> <p>The NC, with Mr. Lee Kean Teong abstaining from deliberation and decision-making, has also reviewed his fit and proper assessment as well as his independence. The NC is satisfied that he continues to bring objective judgement to Board decisions and devote sufficient time to the Group's affairs, notwithstanding his tenure exceeding nine years. Accordingly, the NC recommends retaining Mr. Lee Kean Teong as an Independent Non-Executive Director and the Board will seek shareholders' approval at the forthcoming AGM.</p> <p>Dato' Ong Eng Bin, who was appointed as an Independent Non-Executive Director on 1 July 2023, has notified the NC and the Board of his decision not to seek re-election as Director of the Company at the</p>

	<p>forthcoming AGM.</p> <p>In line with these reviews, the Board concurs with the NC's recommendation that Mr. Lee Kean Teong and Dato' Md Radzaif Bin Mohamed be proposed to shareholders for re-appointment and/or re-election at the forthcoming AGM. The rationale for each recommendation is set out in the notice of AGM.</p>	
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.2

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Board does not comprise a majority of Independent Directors with the composition as shown below:</p> <ul style="list-style-type: none"> • 4 Executive Directors; • 4 Independent Non-Executive Directors; and • 1 Non-Independent Non-Executive Director. <p>The composition, however, is in line with the Board Charter and Paragraph 15.02(1) of the Listing Requirements which requires at least one third of the Board members to be independent.</p> <p>The presence of Non-Executive Directors, including Independent Non-Executive Directors, brings objectivity to the Board oversight and decision-making process, enabling it to constructively challenge and probe Management’s proposals for strategies as well as management performance, at the same time bringing diverse perspectives and insights to the Board. The Non-Executive Directors provide checks and balances within the Group’s governance structure. In addition, they serve as conduits between stakeholders and Management by taking into account feedback received from stakeholders during Board discussions.</p> <p>Based on the annual assessment of the Board and Board Committees carried out for FY2025, the Board is satisfied with the current Board composition and believe the decisions were made objectively in the best interests of the Company, taking into account diverse perspectives and insights.</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	The NC and the Board will continue to assess the effectiveness and objectivity of the Board’s performance, placing emphasis on a composition that facilitate an efficient and effective decision-making in the best interest of the Company.

Timeframe	:	Others	Nil
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Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>As outlined in the Board Charter, the Board has set a limit for the tenure of Independent Non-Executive Director to a consecutive or cumulative term of nine (9) years. The Independent Non-Executive Director may continue to serve on the Board beyond the 9 years tenure in the capacity of a Non-Independent Non-Executive Director. Nonetheless, the Board may recommend, with justifications, for stockholders' approval to retain an Independent Non-Executive Director beyond the 9-year tenure and below the 12-year limit as stipulated in the Listing Requirements.</p> <p>Mr. Lee Kean Teong, appointed to the Board on 31 March 2015, has served as a Board member beyond 9 years by FY2025. The NC had, with Mr. Lee abstaining from deliberation and decision-making, reviewed his fit and proper assessment and recommended to the Board to retain him as an Independent Non-Executive Director. The Board concurred with the NC's recommendation and recommended with justifications, for stockholders' approval in the forthcoming AGM on 11 June 2026 to retain Mr. Lee as an Independent Non-Executive Director beyond the 9-year tenure and below the 12-year limit as stipulated in the Listing Requirements.</p> <p>The Board does not adopt a 2-tier voting process as the Board wishes to maintain:</p> <ul style="list-style-type: none"> • consistency with the 1-share 1-vote standard under the Companies Act 2016 ("Act"); • fairness in terms of voting rights amongst the same class of stockholders; and • consistency with the Company's Constitution.
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

Measure	: On the basis of respecting stockholders' rights in accordance with the 1-share 1-vote standard under the Act, principle of equal voting rights amongst the same class of stockholders, and to maintain consistency with the Company's Constitution, the Board is of the view that the single-tier voting approach towards obtaining stockholders' approval for the continuance of Independent Non-Executive Directors beyond their 9-year tenure is a more practical approach for the Company. In addition, the Board will continue to ensure all stockholders are able to provide relevant feedback to the Board in relation to the continuance of Independent Non-Executive Directors beyond their 9-year tenure limit. The outcome of the single-tier voting will also be considered by the Board and the NC in their understanding of the stockholders' viewpoints, especially if there is significant number of votes against such resolution.
Timeframe	: Others Nil

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.4 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.5

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board considers the appointment of Directors based on merits and qualities such as skills and experience. The Board also strives to ensure that there is no discrimination on the basis of, but not limited to, race, age, ethnicity, gender, nationality, political affiliation, religious affiliation, sexual orientation, marital status, education, physical ability or geographic region when deciding the composition of the Board.</p> <p>The NC is responsible to review and assess the Board and Key Senior Management’s composition and mix and make recommendations on the appointment of new Directors and Key Senior Management (where relevant).</p> <p>As stated in the Terms of Reference of NC, the suitability of the candidate will be assessed based on the Group’s Fit and Proper Policy and the criteria as outlined below:</p> <ul style="list-style-type: none"> • Skills, knowledge, expertise and experience; • Professionalism; • Diversity; • Level of integrity; • Commitment; • Competence; • Character; • Contribution and performance; • Time commitment and value contribution (number of directorships and other external obligations held); • Any potential or actual conflict of interest situations; and • Tenure for existing directors (to ensure that the composition of the Board is refreshed periodically). <p>The appointment of and promotion to Key Senior Management positions are mainly merit-driven and with due regard to the above criteria, as well.</p>

	On 13 January 2026, the appointment of Dato' Yaep Chin Yee, the alternate director to Dato' Seri Lim Su Tong, is based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied
Explanation on application of the practice	:	<p>The NC's Terms of Reference provides that the NC is responsible for sourcing candidates for directorships to OHB's Board and making recommendations to the Board. The NC's Terms of Reference further provides that the sourcing for candidates for directorships may consider various sources including directors' registry, open advertisements and independent search firms, in addition to recommendations by Directors, Senior Management, or shareholders.</p> <p>NC is responsible for developing and reviewing the Board Diversity Policy (covering Board members and Key Senior Management) to ensure a diverse range of qualified candidates are considered for Board appointments.</p> <p>The NC utilises independent sources and recommendations from Directors to identify potential candidates for filling vacancies for Independent Non-Executive Directors when necessary. This approach is part of the NC's ongoing practice to ensure a robust and transparent selection process.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied
Explanation on application of the practice	:	<p>The profiles of all Directors are published in the Annual Report. The particulars of each director are disclosed in accordance with Appendix 9C of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, which include the following:</p> <ul style="list-style-type: none">a) The name, age, gender, nationality, qualification and whether the position is an executive or non-executive one and whether such director is an independent director;b) Working experience and occupation;c) The date he/she was first appointed to the Board;d) The details of any Board Committee to which he/she belongs;e) Any other directorship in public companies and OHB;f) Any family relationship with any director and/or major shareholder of OHB;g) The nature and extent of any conflict of interest or potential conflict of interest, including interest in any competing business that he/ she has with OHB and its subsidiaries;h) Other than traffic offences, the list of convictions for offences within the past 5 years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year, if any; andi) The number of Board meetings attended in the financial year. <p>In the notice of OHB's 63rd AGM, the Board included comments on whether the Board supports the resolutions relating to the re-appointment, election, and re-election of Directors, together with the Board's rationale for each of the Directors, which were based on reasons including the contribution of the said Directors to the functioning of the Board.</p>
Explanation for departure	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.8

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied		
Explanation on application of the practice	:	The NC comprised exclusively of Independent Non-Executive Directors. The composition of NC is presented in the table below:		
		Name of Director	Position	Directorate
		Puan Nazriah Binti Shaik Alawdin	Chairman	Independent Non-Executive Director
		Mr. Lee Kean Teong	Committee member	
		Dato' Ong Eng Bin		
	Dato' Md Radzaif Bin Mohamed			
Explanation for departure	:			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
Measure	:			
Timeframe	:			

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	At present, the composition of our Board comprises two (2) women Directors out of nine (9) Directors, i.e. 22%.	
		The Board is mindful that any gender representation should be in the best interests of the Company. Our Board has established a Board Diversity Policy to guide the composition of the Board.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The NC and the Board will continue to leverage various channels, including independent recruitment firms, directors' registries and professional body memberships to identify a wider spectrum of suitable and talented individuals for directorships, including female candidates.	
Timeframe	:	Others	Nil

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board strives to ensure that there is no discrimination on the basis of, but not limited to, race, age, ethnicity, gender, nationality, political affiliation, religious affiliation, sexual orientation, marital status, education, physical ability or geographic region when deciding the composition of the Board.</p> <p>The Board and NC ensure that the recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and that there are no conscious or unconscious biases against certain candidates.</p> <p>The Board has formalised a Board Diversity Policy which sets out the approach to diversity for the Board and Key Senior Management. The policy is central to:</p> <ul style="list-style-type: none"> • identifying and creating the right balance of skills and industry experience, background and gender of Directors; • retaining Directors based on performance and merit, in the context of skills, time commitment and experience, in order for the Board to be effective; • providing a safe and healthy environment for the views of Board members to be heard, their concerns attended to and where bias, discrimination and harassment on any matter are not tolerated; and • reviewing and assessing the Board and Key Senior Management's composition and mix and make recommendations on the appointment of new Directors and Key Senior Management.
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	

Timeframe	:		
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Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<p><i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i></p>	
<p>Application</p>	<p>: Applied</p>
<p>Explanation on application of the practice</p>	<p>: The Terms of Reference of the NC outlined the assessment criteria on the effectiveness of the Board as a whole, Board Committees and the contribution of each individual Director (“Board Assessment”) on an annual basis.</p> <p>The NC has established a Board Assessment process which includes a set of policies and procedures guiding the following:</p> <ul style="list-style-type: none"> (a) assessment of the Board, as a whole; (b) Director’s self and peer assessment; (c) Director’s skill set matrix form; (d) self-evaluation/declaration of Director’s independence; and (e) assessment of each Board Committee. <p>The assessments are carried out via self and peer-assessment forms (“Performance Assessment Forms”), as applicable.</p> <p>For the financial year ended 31 December 2025, the NC has engaged an independent external consultant to facilitate the Board Assessment.</p> <p>The Board Assessment activities carried out during the year are summarised as follows:</p> <ul style="list-style-type: none"> 1) The independent external consultant reviewed the Performance Assessment Forms and their criteria, considering the following, amongst others: <ul style="list-style-type: none"> (a) assessment of the Board: <ul style="list-style-type: none"> i board mix and composition, including size, knowledge, and experience; ii independence of Directors;

	<ul style="list-style-type: none"> iii effectiveness of Board meetings; iv the Board’s effectiveness in the review of governance, risk, and controls of the Group; v the Board’s review of the Group’s sustainability; vi the Board’s activities carried out in relation to its responsibilities stipulated in the Board Charter; vii whether the Board is kept abreast of relevant developments and updates, including in relation to sustainability issues; <p>(b) assessment of each Board Committees:</p> <ul style="list-style-type: none"> i the Board Committee’s activities carried out in relation to its responsibilities stipulated in their respective Terms of References; ii the contribution and performance of each of the Board Committee members; <p>(c) assessment of each Director:</p> <ul style="list-style-type: none"> i character; ii integrity; iii time commitment; iv skills, experience and their individual contribution to the Board; v ability to express dissenting views; vi ongoing professional development including in relation to sustainability issues. <p>2) The independent external consultant distributed the Performance Assessment Forms to the Directors for their completion;</p> <p>3) The Directors completed and incorporated their feedback/ comments in the relevant Performance Assessment Forms and submitted the same to the independent external consultant;</p> <p>4) The independent external consultant compiled and analysed the results from the completed Performance Assessment Forms taking into consideration the Directors’ comments;</p> <p>5) The independent external consultant prepared a report on the Board Assessment, based on the compiled results, and presented to the NC. The report incorporated the Directors’ comments on a no-name basis to provide anonymity to the Directors;</p> <p>6) The Board Assessment indicated that the Board had performed well in maintaining independence when deliberating conflict of interest matters, its review on financial matters, risk management and internal controls, as well as the Chairman’s leadership to the Board in encouraging deliberation and participation in decision-making;</p> <p>7) The NC deliberated the review and recommendations of the independent external consultant and a number of enhancements were agreed upon. The NC presented the Board Assessment results and key enhancements to the Board in relation to:</p>
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	<p>(a) Board Governance and Strategic Direction; (b) Risk Management and Control; (c) ESG and Sustainability; (d) KPI, Performance and Monitoring; and (e) Succession Planning and Talent Management.</p> <p>The Board Assessment process facilitated by the independent external consultant provided independence and objectivity to the Board Assessment process. The Board is satisfied with the effectiveness of the Board, Board Committees and individual Directors, based on the mix and composition of the Board members which comprises wide skills set and range of experiences.</p> <p>In addition, the independent external consultant also shares the overall assessment results of each individual Director to the respective Directors, including highlights of areas where they have done well and areas where there could be improvements, to enable their performance improvement.</p> <p>The Board, assisted by the NC, has also identified topics and areas of training which will be provided to the Board/Directors in the coming financial year.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	: Applied
Explanation on application of the practice	<p>The Board via its RC has formalised a Director Remuneration Policy to guide the Board Committee in determining the remuneration of Directors and Key Senior Management. Generally, there are two types of remuneration packages, i.e. for the Executive Directors/Key Senior Management and for the Non-Executive Directors.</p> <p>Executive Directors/Key Senior Management (N1)</p> <p>For Executive Directors/Key Senior Management, performance-related elements such as Company's growth and profitability are taken into the consideration of assessment in order to align the interest of the Executive Directors/Key Senior Management with long-term objectives and business strategy of the Company. The Committee ensures that the remuneration is linked to the performance of OHB.</p> <p>Remuneration for Executive Directors/Key Senior Management consists of both fixed (i.e. base salary) and variable (performance-based incentive) remuneration components. The remuneration of the Executive Directors/Key Senior Management is designed to ensure the Company's continued ability to attract and retain the most qualified Executive Board members/Key Senior Management.</p> <p>N1: The EXCO members by virtue of their positions as Executive Directors of the Group forms part of the Key Senior Management of the Group that is primarily responsible for the business operations of OHB's core business and principal subsidiaries.</p>

	<p>Non-Executive Directors</p> <p>On the other hand, the remuneration of Non-Executive Directors must reflect the experience, time commitment, scope of responsibilities and contribution to the effective functioning of the Board.</p> <p>The fees of the Non-Executive Directors are reviewed by the Board as and when necessary, taking into account the fees paid to Non-Executive Directors of comparable companies and capacity to attract and retain highly competent Non-Executive Directors. Non-Executive Directors are not entitled to receive performance-based bonuses nor participate in short-term and/or long-term incentive plans.</p> <p>The Director Remuneration Policy is published on OHB’s corporate website. Further details on Board remuneration matters are also available in the Corporate Governance Overview Statement which is included in OHB’s Annual Report FY2025.</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</p>		

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has established a committee, namely the RC, that is responsible for reviewing and recommending to the Board the remuneration of Executive Directors in accordance with the Director Remuneration Policy, as well as reviewing the overall remuneration framework and relevant criteria.</p> <p>The Board, as a whole, deliberates the recommended remuneration of Non-Executive Directors with the Directors concerned abstaining from the decision in respect of his or her individual remuneration. The proposal on Directors' fees and benefits payable is tabled for stockholders' approval at the forthcoming AGM.</p> <p>The Terms of Reference of RC, which deals with the roles and responsibility as well as matters reserved for the Committee is formalised in Board Charter and made available on the Company's website.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	<p>The RC reviewed and recommended to the Board, the remuneration for all Executive Directors of the Company. The Board, as a whole, deliberated the recommended remuneration of Directors with the Directors concerned abstaining from the decision-making in respect of their individual remuneration. Directors' fees and benefits payable will be tabled for approval at the forthcoming AGM.</p> <p>The remuneration received/receivable by the Directors of the Company for FY2025 is as follows (the disclosure below also serves to comply with paragraph 11 of Part A, Appendix 9C of Listing Requirements):</p> <p><i>Notes:</i> Fee: including Director fees, meeting attendance fees, Chairman and Board Committee fees.</p> <p>Other emoluments: including EPF & SOCSO, provision/reversal for Directors' performance, remuneration received from local and oversea subsidiaries Company.</p> <p>Allowance: including meeting allowance.</p> <p>@ Mr. Kunitomo Asano (appointed on 1 April 2025) is the representative from Honda Motor Co., Ltd. Director fee received by Honda Motor Co., Ltd. whilst meeting attendance fees received by himself.</p>

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Datuk Loh Kian Chong	Executive Director	333.0	-	-	-	-	-	333.0	426.6	-	2,716.2	253.0	-	2,704.8	6,100.6
2	Dato' Seri Lim Su Tong	Executive Director	116.5	-	-	-	-	-	116.5	213.5	-	4,136.0	653.7	-	289.4	5,292.6
3	Dato' Sri Datuk Wira Tan Hui Jing	Executive Director	123.0	-	-	-	-	-	123.0	259.4	4.7	3,487.0	271.5	7.3	1,362.7	5,392.6
4	Ms. Tan Kheng Hwee	Executive Director	123.0	-	-	-	-	-	123.0	211.8	-	2,946.4	223.8	28.4	2,119.6	5,530.0
5	Mr. Lee Kean Teong	Independent Director	236.0	-	-	-	-	-	236.0	236.0	-	-	-	-	-	236.0
6	Puan Nazriah Binti Shaik Alawdin	Independent Director	235.0	-	-	-	-	-	235.0	235.0	-	-	-	-	-	235.0
7	Dato' Ong Eng Bin	Independent Director	201.0	-	-	-	-	-	201.0	201.0	-	-	-	-	-	201.0
8	Dato' Md Radzaif Bin Mohamed	Independent Director	201.0	-	-	-	-	-	201.0	201.0	-	-	-	-	-	201.0
9	Mr. Kunitomo Asano @ (Appointed on 1 April 2025)	Non-Executive Non-Independent Director	152.0	-	-	-	-	-	152.0	152.0	-	-	-	-	-	152.0
10	Mr. Mitsuharu Funase (Resigned on 1 April 2025)	Non-Executive Non-Independent Director	2.0	-	-	-	-	-	2.0	2.0	-	-	-	-	-	2.0
11	Dato' Robert Wong Lum Kong (Retired on 10 June 2025)	Non-Executive Non-Independent Director	60.5	-	-	-	-	-	60.5	212.7	-	-	-	-	-	212.7

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board believes that disclosing the remuneration packages of the top five senior management, including a non-Board member, could adversely impact its human resource management. The Board is of the opinion that maintaining this confidentiality information does not compromise the interests of its shareholders.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Board may consider disclosing the remuneration of the top five senior management on a band basis at a later stage if the Board, after thorough consideration and deliberation, determines that such disclosure will not have a detrimental impact on the management of the Group's human resources. Nonetheless, the Board continually reviews the remuneration of top senior management to ensure it is aligned with their responsibilities, individual performance, and the overall performance of the Group.	
Timeframe	:	Others	Nil

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.3 - Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.1

The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied	
Explanation on application of the practice	:	<p>At present, the Chairman of the AC is Mr. Lee Kean Teong, who is distinct from the Chairman of the Board. In addition, the Chairman of the AC is an Independent Non-Executive Director, as enumerated under paragraph 15.10 of Listing Requirements.</p> <p>The roles and responsibilities of the AC are clearly detailed in AC's Terms of Reference and the AC Report under Annual Report, addressing the independence and objectivity of the Committee.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.2

The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied
Explanation on application of the practice	:	The Terms of Reference of AC provides that a former partner of the external audit firm of the listed company shall observe a cooling-off period of at least three (3) years before being appointed as a member of the AC. There was no appointment of a former partner of OHB Group's external audit firm as OHB's AC member during the year.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	<p>The Terms of Reference of AC has outlined the roles and responsibilities of AC in reviewing the suitability, objectivity, and independence of the External Auditor. In FY2025, the AC and Board have streamlined the policies and procedures on non-audit services and non-assurance services to enhance the efficiency.</p> <p>On an ongoing basis, the AC reviews the non-audit services rendered by the External Auditor and their affiliates at both the Company and Group levels.</p> <p>The assessment on the suitability, objectivity and independence of the External Auditor is conducted yearly by AC.</p> <p>Amongst others, the AC's assessment on the External Auditor considers the quality, performance, independence and objectivity, audit scope and planning as well as audit communications of the External Auditor.</p> <p>The AC assessed the External Auditor and has also received confirmation from the External Auditor that the team from External Audit firm has been independent throughout the conduct of audit engagement in accordance with the terms of relevant professional and regulatory requirements. The AC made recommendations to the Board to support its proposal on the appointment of External Auditor to be tabled at the forthcoming AGM.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The AC currently comprises solely of Independent Non-Executive Directors.

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

Application	:	Applied		
Explanation on application of the practice	:	As at 31 December 2025, one (1) out of the four (4) members of the AC, namely Mr. Lee Kean Teong is a member of professional accountancy bodies, which is in accordance with paragraph 15.09(1)(c) of the Listing Requirements.		
		Name	Qualification	Background
		Mr. Lee Kean Teong (Chairman)	Chartered Accountant of Malaysian Institute of Accountants Member of Malaysian Institute of Certified Public Accountants	He was a partner of KPMG Malaysia for more than 20 years. Extensive experience in audit and management consulting.
		Puan Nazriah Binti Shaik Alawdin (Committee Member)	Bachelor of Laws (Honours)	Partner of a leading legal firm based in Penang, Kuala Lumpur, and Johor Bahru. Extensive experience in banking, commercial and land matters.
		Dato' Ong Eng Bin (Committee Member)	Bachelor of Arts (Honours) in Accounting and Finance	Extensive experience in banking.
		Dato' Md Radzaif Bin Mohamed (Committee Member)	Degree in Mechanical Engineering and Masters in Welding Technology	Extensive experience in automotive.

	<p>Based on the outcome of Board Assessment conducted for FY2025, the Board is satisfied with the performance of the AC and AC members, including their demonstration of ability to understand matters under the purview of the AC including the financial reporting process.</p> <p>During the year under review, the Chairman of the AC, Mr. Lee Kean Teong, attended the Tax Summit 2025, while Dato' Md Radzaif Bin Mohamed and Dato' Ong Eng Bin, members of the AC, attended training on the 2025 MFRS updates.</p> <p>Refer to the Corporate Governance Overview Statement in the Annual Report FY2025 for the details of training attended by the Directors during the year.</p>	
<p>Explanation for departure</p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>	<p>:</p>	
<p>Timeframe</p>	<p>:</p>	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.1

The board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board oversees the development and maintenance of an adequate and effective risk management and internal control framework for the Group and respective segments to identify, evaluate and monitor the business risks, as well as establishing or enhancing internal controls to manage risks.</p> <p>In this regard, the Board is assisted by the RMSC whose role includes overseeing and reviewing risk management matters of the Group. The Board is also assisted by the AC who reviews the Group's internal control systems via the works of the Internal and External Auditors.</p> <p>Through the work of the RMSC and the AC, as well as considering the written assurance from the Executive Chairman, Group Managing Director, Deputy Group Managing Director, Executive Director and Group Chief Financial Officer, the Board reviews the adequacy and effectiveness of the Group's risk management and internal control systems on an annual basis.</p> <p>Further details are available under the Statement on Risk Management and Internal Control in the Annual Report FY2025.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has an Enterprise Risk Management ("ERM") Framework which facilitates the structured identification, evaluation, management, monitoring, and reporting of risks faced by the Group's business. The ERM supports the continuous enhancement of the internal control system, which prioritises resource in addressing risks which may have greater significance to the Group.</p> <p>Details regarding the features of the Group's risk management and internal control systems, as well as the Board's comments on their adequacy and effectiveness are available under the Statement on Risk Management and Internal Control in the Annual Report FY2025.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied
Explanation on application of the practice	:	<p>The Group maintains an in-house Internal Audit function, and the Head of Internal Audit reports to the AC directly. The roles and responsibilities of the AC, in relation to the Internal Audit activities and Internal Auditors, are outlined in the Terms of Reference of AC.</p> <p>The AC assesses the performance of Internal Auditors on an annual basis, including ensuring that the Internal Auditors perform their functions effectively and independently throughout the course of their engagement. The AC also ensures that Internal Audit function carries out their work according to a recognised framework (i.e. International Professional Practices Framework (“IPPF”) promulgated by The Institute of Internal Auditors), covering governance, risk management and internal control processes.</p> <p>The activities performed by the AC for FY2025 in relation to the Internal Audit function include the following:</p> <ul style="list-style-type: none"> • Reviewed the Internal Audit Plan (scope of work inclusive of governance, risk management and selected internal control processes) with the Head of Internal Audit to ensure adequate scope and comprehensive coverage of the activities of the Group; • Reviewed the Internal Audit Report from the Head of Internal Audit and discussed the findings, root cause, audit issues and weaknesses highlighted, Management action plans, and progress; • Reviewed and approved the Internal Audit Department’s operating budget; • Reviewed the Internal Audit Charter and structure to ensure it remains effective; • Reviewed the skills and experience present within the Internal Audit Department, including the Internal Auditors’ training and training policy; and • Endorsed any remuneration adjustments of the Internal Auditors.
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure	:		
Timeframe	:		

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied	
Explanation on application of the practice	:	<p>The Internal Audit Department is currently led by Mr. Choo Mun Yew, a member of Malaysian Institute of Accountants (“MIA”), Malaysian Institute of Certified Public Accountants (“MICPA”) as well as a chartered member of The Institute of Internal Auditors Malaysia (“IIAM”).</p> <p>The Internal Audit Department governs itself through adherence to IPPF promulgated by The Institute of Internal Auditors. The IPPF encompasses the Definition of Internal Auditing, Core Principles, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing.</p> <p>The AC assesses the performance of Internal Audit function on an annual basis to ensure the Internal Auditors have performed effectively and have acted independently in the conduct of Internal Audit activities. All nine (9) Internal Audit personnel (including the Head of Internal Audit) are free from any relationships or conflicts of interest which could impair their objectivity and independence.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board recognises its roles in fostering a transparent, active and constructive communication with its stakeholders. In this regard, the Board ensures there are channels to engage with stakeholders to obtain sufficient understanding of their interest and needs, as well as to communicate relevant information to stakeholders including relevant sustainability strategies, priorities, targets, and performance.</p> <p>The Board has also formalised a "Corporate Disclosure and Communication Policy" to govern the dissemination of information to stakeholders. Amongst others, the policy covers the procedures on publications of reports, conduct of events such as analyst and investors' engagement sessions, procedures on responding to market rumours, confidential information and leakage of private information. These procedures ensure timely and effective dissemination of information to stakeholders, focusing on shareholders.</p> <p>As the primary contact person dealing with investor relations matters, the contact numbers and addresses of Group Chief Financial Officer are made available on the corporate website of OHB. Furthermore, OHB's investor relations' e-mail, ir@ohb.com.my is provided on the website.</p> <p>The Board reviews the Group's overall engagement with stakeholders on an annual basis. A summary of the Group's engagement with stakeholders during the financial year under review is discussed in the Sustainability Report FY2025.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

Measure	:		
Timeframe	:		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application :	Departure
Explanation on application of the practice :	
Explanation for departure :	<p>OHB has published an Annual Report and a Sustainability Report that is in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad for the financial year ended 31 December 2025.</p> <p>OHB's Annual Report is not yet an Integrated Report based on the parameters set out by the International Integrated Reporting Council's ("IIRC") Integrated Reporting Framework.</p> <p>The Board is of the view that the existing Annual Report and Sustainability Report together provides a holistic view of the Group's performance, including financial and non-financial information, the long-term sustainability of the Group's businesses, and includes elements of an integrated report such as the organisation overview, outlook and external environment, governance policies, performance and the basis of preparation and presentation.</p> <p>In addition to the Annual Report and Sustainability Report, the contact details of the Company Secretaries and the Group Chief Financial Officer are also made publicly available to ease stakeholders' access and enquiry(ies) to pertinent information for informed decision-making.</p> <p>The Board believes that the present format of the Annual Report provided sufficient information for stakeholders to make informed decisions.</p> <p>The Board will ensure that the Group engages sufficiently with stakeholders to better understand their objectives and expectations and, via established engagement channels, communicate relevant information required by stakeholders to make informed decisions, including with respect to the governance, environmental, and social</p>

	responsibilities of the Company.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The Board will seek to undertake a readiness assessment to identify the structural changes that would be necessitated from the proposed transition to Integrated Reporting.
Timeframe	:	Others Nil

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied	
Explanation on application of the practice	:	The notice of OHB's 63 rd AGM was circulated on 30 April 2025, which is at least 28 days prior to the date of the meeting, i.e. 10 June 2025.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>All directors were present at the AGM held on 10 June 2025, except for Dato' Robert Wong Lum Kong, DSSA, JP, CMJA (UK), who retired on the same date.</p> <p>During the AGM, all questions raised by stockholders and the Minority Shareholders Watch Group ("MSWG") in relation to operational, sustainability, and financial matters, including the audited financial statements for the financial year ended 31 December 2024 were addressed directly by the Executive Chairman, Deputy Group Managing Director and Group Chief Financial Officer.</p> <p>No questions were being raised to the Chairpersons of the Board Committees during the 63rd AGM.</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	The Board is fully aware of the importance of attending AGMs to promote stockholders' engagement. All directors have committed to making their best effort to attend future AGMs physically.
Timeframe	:	Within 1 year

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.3

Listed companies should leverage technology to facilitate–

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

Application	:	Applied
Explanation on application of the practice	:	<p>In accordance with paragraph 8.29A of Listing Requirements, all resolutions set out in the notice of the 63rd AGM were put to vote by way of poll.</p> <p>Voting on the ten (10) Ordinary Resolutions tabled for approval was conducted electronically using the BoardRoom e-Vote App administered by BoardRoom. A briefing video was played to guide shareholders on the e-voting procedures and the outcome of the AGM was announced to Bursa Securities on the same meeting day.</p> <p>To ensure transparency and proper verification, TJH Consultancy Services Sdn. Bhd. was appointed as the independent scrutineer to verify the polling results.</p> <p>Stockholders who were unable to attend the physical meeting may appoint a proxy to attend and vote on behalf. This is provided for in the Company's Constitution.</p> <p>The Board, in its selection of service providers for the AGM, considered the credibility and track record of the providers, cyber security, and data protection and security, amongst others.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.

Application	:	Applied
Explanation on application of the practice	:	<p>At OHB's 63rd AGM, stockholders were briefed on their rights to participate, speak, and vote on the resolutions set out in the notice of the Meeting. Stockholders were also requested to introduce themselves by stating their name and capacity as stockholder, proxy or corporate representative prior to raising any questions.</p> <p>The meeting commenced with a corporate presentation by the Group Chief Financial Officer, who provided an overview of the Group's FY2024 performance and the outlook for 2025. Stockholders were then invited to raise questions on all proposed resolutions. All queries from stockholders and the MSWG were addressed directly by the Executive Chairman, Deputy Group Managing Director and Group Chief Financial Officer.</p> <p>The outcomes of the ten ordinary resolutions were announced during the AGM after verification and confirmation by the independent scrutineer.</p> <p>The full minutes of the AGM, including the questions posed by stockholders and OHB's responses, were published on the Company's website within 30 business days of the meeting.</p> <p>The 64th AGM will be conducted physically on 11 June 2026.</p>
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
Application :	Not Adopted - only physical general meetings were conducted during the financial year
Explanation on application of the practice :	The 63 rd AGM on 10 June 2025 was conducted physically at Sri Mas Ballroom, Level 4, Bayview Hotel Georgetown Penang, 25A Farquhar Street, 10200 George Town, Penang, Malaysia.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application :	Applied
Explanation on application of the practice :	The minutes of OHB’s 63 rd AGM (held on 10 June 2025), which details the meeting proceedings including the questions and answers discussions, were published on OHB’s website on 22 July 2025, i.e. no later than 30 business days after the AGM.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

**SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES
PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA
MALAYSIA**

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

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