Appendix A

Queries received during meeting
64th Annual General Meeting

Thursday | 11 June 2026 | 2.30 pm

ORIENTAL HOLDINGS BERHAD

Registration No. 196301000446 (5286-U)

Owner	**Dato' Sri Datuk Wira Tan Hui Jing**
Name	**Mr Toh Hock Chooi**
Q01	Recent Government policy changes reported to have raised the CBU EVs price floor to RM300K. Is the Group aware of these changes?
Response	The Group monitors closely and is aware of the Government policy changes for the automotive industry. The intention of Ministry of Investment, Trade and Industry (MITI) for raising the CBU EV's floor price to RM300K was to protect local industry; manufacturers, supply chain and retail sectors. The Group is not only involved in car sales but also manufactures automotive components as well. So overall, we can't focus only on the final impact on retail price of vehicle alone. We need to be ready when opportunities of EV manufacturing arise.

Owner	**Dato' Sri Datuk Wira Tan Hui Jing**
Name	**Mr Toh Hock Chooi**
Q02	Why not build EV charging stations with the excess cash?
Response	Charge Point Operators (CPO) are not profitable at the moment, with studies indicating utilization rates of only 15%. Furthermore, EV sales remain relatively low, accounting for less than 10% of total new vehicle sales. More than 90% of new vehicles sold are still internal combustion engine (ICE) or hybrid models. While the EV business may appear glamorous on the surface, it comes with its own set of challenges. Therefore, decision should not be driven solely by market trend but based on business feasibility.

Owner Name	Dato' Sri Datuk Wira Tan Hui Jing Joseph Lam Wai
Q03	On automotive segment, as Honda & Mitsubishi (Petrol) being the less favourable brands, what is your future plan in automotive segment beside being the dealer for BYD and Denza (only 3.1% market share). However, both are not exclusively dealership to Oriental, right? Do you see automotive segment as a sunset segment for Oriental? Refer to Annual Report page 30.
Response	Automotive segment is a very important segment for the Group. Honda has maintained its number one position in the non-national passenger vehicle category for 2025. This marks the 12^{th} consecutive year that Honda has maintained this top spot. In Malaysia, more than 90% of new vehicles sold are still ICE or hybrid models. Therefore, Honda and Mitsubishi are not sunset brands with both brands remain relevant and competitive in the automotive industry. Our principals are also aware of the global trends following the Middle East crisis, including the surge in demand for EV, particularly in Singapore. We remain in constant communication with our principals to understand their plans and strategic direction as they navigate the current market environment.

Owner	**Dato' Sri Datuk Wira Tan Hui Jing**
Name	**Joseph Lam Wai**

Q04 What is the reason that Singapore automotive recorded higher sale but lower profit? Refer to Annual Report page 29.

Response

Higher revenue for retail operations in Singapore, but lower operating profit mainly due to higher number of cars sold by 48.0% driven by the consistent rise in Certificate of Entitlement (COE) quotas.

Despite increase in revenue, operating profit decreased mainly due to lower gross profit margin impacted by the surge in COE prices as well as higher operating cost.

Gross profit margin has dropped from 28% to 20.6% due to COE prices as well as lower interest income.

Owner	**Dato’ Sri Datuk Wira Tan Hui Jing**
Name	**Joseph Lam Wai**

Q05

a. There are 5 private hospitals in Melaka. What is the bed occupancy rate for the Melaka hospital? (Refer to Annual Report page 42). What is the market share of Oriental Melaka hospital?

b. What is the strategy for the hospital in terms of foreign patients and new equipments? What is the differentiation compared with the other 4 hospitals in Melaka?

c. Any plan to collaborate with public hospital to reduce the overload capacity?

Response

a. The bed occupancy rate for Oriental Melaka Straits Medical Centre hospital (OMSMC) is between 40% to 60% which is aligned with the industry average. There are 4 private hospitals in Melaka with OMSMC’s market share is approximately 15%.

b. OMSMC serves both local and foreign patients, however, its core strength remains its strong presence in the local market, especially in Melaka, Northern Johor and Southern region of Negeri Sembilan. Medical tourism in Melaka has dropped compared to Penang and Kuala Lumpur due to flight connectivity issue. To strengthen its competitive position, OMSMC is focusing on Cardiology and Orthopaedics, with recruitment of specialist doctors ongoing. In support of this strategy, OMSMC invested approximately RM9.1 million in capital expenditure during 2025 and has budgeted approximately RM14.6 million for 2026, mainly for the acquisition and upgrading of medical equipment and related healthcare infrastructure.

c. Yes, OMSMC collaborates with public hospitals under Hospital Services Outsourcing Programme (HSOP).

Owner	**GCFO**
Name	**Joseph Lam Wai**

Q06 On plantation segment, any risk of the land seizure by Indonesia government and its potential penalty?

Response

The Group has conducted a review of its land concession to make sure the concession boundaries do not overlap with unauthorized areas or designated forest reserve land.

Should any land be identified as being located within unauthorised areas or overlapping with forest reserve boundaries, the Group will take the necessary steps to surrender such land to the relevant authorities in accordance with applicable regulations.

To date, the Group has not faced any significant impact arising from such matters.

The Group maintains close communication and engagement with the relevant authorities to ensure that its operations remain within approved concession boundaries and comply with all applicable land use requirements.

Owner	**GCFO**
Name	**Joseph Lam Wai**

Q07 Out of the Group land bank of 104k hectare (Ha), only 49k Ha planted. How much planted areas are for Indonesia Operations and Malaysian Operations and what is the plan for those unplanted land as capital expenditure only RM38 million in 2026? Refer to Annual Report page 34.

Response Malaysia planted area is 11,225 Ha while Indonesia is 37,473 Ha.

From a plantation perspective, given the complexities associated with developing concession areas, it is estimated that, on average, approximately 60% of a concession area can be acquired for development, of which around 80% is suitable for planting. The remaining 20% is typically allocated for infrastructure and other use.

Currently, the Group is placing greater emphasis on its replanting programme, as the age profile of certain palm oil plantations is not optimal, and has contributed to a decline in harvestable crop yields. The replanting program is therefore essential to rejuvenate the plantation, improve long-term productivity and ensure sustainable future yields.

Owner	**GCFO**
Name	**Joseph Lam Wai**
Q08	Indonesia new ruling on export will pose any impact and risk to the plantation segment?
Response	We are not directly exposed to the new export policy ruling as all of our products are sold domestically to refineries who export. However, impact will still be felt indirectly by plantation segment as export controlled by State-Owned Enterprise (SOE) with pricing involved. Exporters must now repatriate 100% of their proceeds and retain the funds exclusively at SOE banks. Currently, the process still being fine-tuned. Pricing issues and cash flows would likely be affected, requiring management to rethink dividend repatriation, group debt servicing, working capital and forex hedging. The actual impact will be assessable once the structure is finalized for implementation on 1 January 2027. We will need to review future plans going forward.

Owner	**GCFO**
Name	**Joseph Lam Wai**

Q09 — Shortage of fertilizer and high price, how will it impact the plantation segment? How to reduce the utilization of fertilizer amid higher price?

Response

So far, our fertilizer supplies remain adequate, with no shortages in the market. Ammonia based fertilizer prices have increased by 15% whilst non ammonia based fertilizer prices increased by 10%. The CPO prices have increased parallel as well. Therefore, the margin has been maintained.

Lower utilisation of fertilizer will affect the crops with fertilizer accounts 34% of the cost.

For matured areas, Empty Fruit Bunch (EFB) mulching of 30mt per Ha is the best option to reduce the usage of Muriate of Potash (MOP) fertilizers by 20%. Beside EFB application, bunch Ash application also help to reduce fertilizer input.

We will consider the replacement of compound fertilizers with straight fertilizers which are cheaper in price.

Owner	**GCFO**
Name	**Joseph Lam Wai**
Q10	What is the reason for the drop in extraction rate to 18.96% compared to 19.09% in FY2024? Refer to Annual Report page 34.
Response	Decrease in extraction rate to 18.96% compared to 19.09% in FY2024 was due to age profile and seasonal factors (heavy rainfall, etc).

Owner	**GCFO**
Name	**Joseph Lam Wai**

Q11 Indonesian Operations yield is 3% lower compared to Malaysian Operation (refer to Annual Report page 37). What is the reason and what action the management take to increase the yield?

Response

Yields for the matured Malaysian operation was 22.69 MT/Ha in 2025 (2024: 21.58 Ha) while the 3 matured plantations on Bangka achieved an average yield of 23.09 MT/Ha (2024: 21.75 MT/Ha).

The 5 immature plantations in South Sumatra achieved an average yield of 13.92 MT/Ha in 2025 (2024: 13.49 MT/Ha).

The yield per Ha for Malaysia and Bangka has exceeded the yield of industry standard of 19 MT/Ha in FY2025. However, the lower yield recorded in South Sumatera is primarily attributable to newly matured planting areas that have not yet reached their optimal production levels. As these areas continue to mature, yield performance is expected to improve progressively.

With proper agricultural input, the Group expects yields to increase further, with yields of up to 22 MT/Ha being achievable as a larger proportion of the replanted and newly matured areas enter their peak harvesting years.

Owner	**GCFO**
Name	**Joseph Lam Wai**
Q12	What is the reason on the huge drop in Indonesian Operations operating profit (refer to Annual Report page 37).
Response	Lower Operating Profit was mainly impacted by the unrealised foreign exchange loss of RM166.3 million (FY2024 : RM2.8 million) on the weakening of IDR against the CHF and JPY denominated borrowings.

Owner	**GCFO**
Name	**Joseph Lam Wai**

Q13 Why the Malaysian Operations planted areas lower compared to Indonesian Operations?

Response

The planted area for the Malaysian Operations is lower compared to the Indonesian operations as the Malaysian Operations comprise only 2 subsidiaries, namely Oriental Rubber & Palm Oil Sdn. Berhad and Southern Perak Plantations Sdn. Berhad, with a total planted area of 11,258 Ha.

In contrast, the Indonesian operations consist of 8 subsidiaries with a combined planted area of 37,473 Ha. These include 3 subsidiaries located in Bangka (PT Gunung Maras Lestari, PT Bumi Sawit Sukses Pratama and PT Gunungsawit Binalestari) and 5 subsidiaries in South Sumatera (PT Dapo Agro Makmur, PT Gunung Sawit Selatan Lestari, PT Pratama Palm Abadi, PT Surya Agro Persada and PT Sumatera Sawit Lestari).

Owner	**Ms Tan Kheng Hwee**
Name	**Joseph Lam Wai**
Q14	On Hotels and Resorts segment, how is the current transition progress? Is it still affecting booking and sale? Bayview Geographe Resort and Wairakei Resort Taupo average hotel occupancy rate is at 50%, what is the breakeven rate? Refer to Annual Report page 40.
Response	The 2 hotels in Australia and 1 hotel in New Zealand have transitioned to third party management under Accor since May 2025, whilst Bayview Hotel Melaka has transitioned to third party management under Ascott since December 2025. The breakeven occupancy rate is estimated to be approximately 40%. The hotels have not yet operating optimally, as refurbishment works and rebranding initiatives are still ongoing. While the operational systems have since stabilised following the transition, the hotels have not yet been able to fully leverage Accor's global distribution network and customer reach.

Owner	**Ms Tan Kheng Hwee**
Name	**Joseph Lam Wai**

Q15 How much capital expenditure estimated to be invested for the renovation of Group’s hotels and resorts segment?

Response The planned capital expenditure for renovation projects is as follows:

- Hotels in Malaysia are expected to incur capital expenditure of RM236 million;

- The Sydney Boulevard Hotel in Australia is expected to incur capital expenditure of AUD50 million to AUD60 million whilst office building attached to the hotel is expected to require an additional AUD10 million to AUD15 million in capital expenditure;

- The property in Western Australia is expected to incur capital expenditure of AUD10 million;

- The New Zealand hotel remains under evaluation as the new business model has yet to be finalized. Accordingly, no capital expenditure estimate has been determined at this stage.

Owner	**Chairman, Dato' Sri Datuk Wira Tan Hui Jing, Dato' Yaep Chin Yee**
Name	**Joseph Lam Wai**

Q16 The Group has a large portfolio of assets which are not generating sufficient returns to shareholders. What is the Board view on these "lazy assets"?

Response

Our reclaimed land banks in Melaka are not generating returns yet to shareholders as
(a) Reclamation for the 110 acres are expected to be completed by 1st Quarter 2027;
(b) The infrastructure for the reclaimed areas are being completed;
(c) Titles for 2 lots still pending.

Our Medical Hub (Hospital and Nursing College) which is doing well is located on 25 acres of the reclaimed lands.

The reclaimed land banks are primarily held for capital appreciation.

Opportunities being explored to dispose of non-core and non-productive assets.

We have invested in hotels, joint venture with LBS as part of strategy to enhance overall returns on investment for the long term.

Owner	**GCFO**
Name	**Joseph Lam Wai**
Q17	What is your plan for the remaining Klebang land bank besides the joint venture with LBS?
Response	The LBS joint venture has just commenced, and the progress of development just started. The remaining land bank will be reviewed in due course.

Owner	**GCFO**
Name	**Joseph Lam Wai**
Q18	Where can I get the full list of asset? Annual report only published top 10 asset.
Response	The 10 largest properties of the Group which has been disclosed in the Annual Report on Page 235 to 236 is in compliance with Appendix 9C Paragraph 25 of Main Market Listing requirements.

Owner	**GCFO**
Name	**Joseph Lam Wai**
Q19	What are the impairment loss on Investment Properties of RM26 million? (Refer to Annual Report Page 173).
Response	The investment properties in OIM (Aust.) Pty. Ltd. at 247-249 Collins Street and Oriental Asia (Aust.) Pty. Ltd. at 319-323 Swanston Street located in the Melbourne Central Business District, Australia were written down by RM16.7 million and RM9.3 million respectively to its fair value as assessed by an independent valuer using the income approach, incidental to the significant decline in its rental yield and remaining of tenancy period during FY2025.

Owner	**GCFO**
Name	**Joseph Lam Wai**
Q20	Where are the hotel assets grouped? Investment property or Property, plant and equipment?
Response	Refer to Annual Report page 181, hotel assets are categorised under hotel operation grouped under Note 2, Property, plant and equipment's building category.

Owner	**GCFO**
Name	**Joseph Lam Wai**
Q21	Foreign exchange loss due to change of borrowing currency. What was the rationale for the change to CHF?
Response	After careful study, Management decided to reduce borrowing cost by converting SGD denominated loan to CHF denominated loan from March 2024 onwards with full repayment of SGD loan in April 2024 due to its high interest rate of above 4%. CHF was chosen as it is one of the strengthen currency based on past trends, its inherent qualities with lower interest cost at the range of 0.7% to 1.55%. Although, JPY interest rates ranging from 1.65% to 2.4% were also comparatively low, the JPY borrowing cost has been weakening amid domestic and global economic uncertainties. Consequently, Management considered CHF to be a more suitable option, balancing both financing cost savings and foreign currency risk considerations.