

Report on Corporate Governance – 2025

Corporate Governance is about directing and controlling the Company with the overriding objective of optimising the return for shareholders, while adhering to the laws and ethical standards of the business environment in which it operates. A good governance process aims to achieve this by providing long term visibility of its businesses, ensuring effective relationship with stakeholders, establishing systems that help the Board of Directors (“Board” hereafter) in understanding and monitoring risk at every stage of corporate’s evolution process. The corporate governance is not a matter of form, but of substance. It is an article of faith and should be integral to the core values of the corporation.

2. Board of Directors

2.1. The composition & category of Directors during the year under review is as follows:

[illegible]

S. No	Name	Position	Category	No. of Board meetings held in Director's tenure	No. of Board meetings attended	Whether attended last AGM	No. of directorships on Boards of other SAOG companies
1	Buti Obaid Al Mulla	Chairman	Non-independent	6	6	Yes	-
2	Hamoud Ahmed Mohamed Al Hinai	Vice Chairman	Non-Independent	6	6	Yes	1
3	Moosa Mohamed Abdullah Al Raisi	Non-Executive Director	Non-Independent	6	6	Yes	-
4	Ali Humaid Al Owais	Non-Executive Director	Independent	6	5	Yes	-
5	Mohamed Abdul Aziz Al Owais	Non-Executive Director	Independent	6	6	Yes	-

2.2. Statement of the Names & Profiles of Directors and Top Management

The ORC Board brings together core competencies of directors with vision, strategic insight and industry knowledge, which provide direction to the executive management.



Buti Obaid Al Mulla - Chairman



Mr. Buti Obaid Al Mulla has been a member of the Board of Directors of the company since 2001 and has been serving as Chairman of the Board of Directors of the Company since 2007. Other positions currently held by him include the following:



- Shareholders of Muhammad & Obaid Almulla, UAE.
- Chairman of Dubai Insurance Company PSC, UAE.

- Vice Chairman of Emirates Islamic Bank PJSC, UAE.
- Director of Emirates NBD Bank PJSC, UAE.
- Director of Emaar Properties PJSC, UAE.
- Director of Dubai Refreshment Company PJSC, UAE.

Hamoud Ahmed Mohamed Al Hinai – Vice Chairman

Mr. Hamoud Ahmed Mohamed Al Hinai is a member of Board of Directors of the company since 1982. He had also served as the Managing Director of the Company since 2001 until December 2016. He holds various senior positions in different companies as follows:

- Director and Shareholder of Omani Packaging Company SAOG.
- Shareholder of Bin Omeir Investments LLC

Moosa Mohamed Abdullah Al Raisi – Director

Mr. Moosa Mohamed Abdullah Al Raisi has joined the Board of Directors of the company in 2021. He has an experience of 18 years in field of investment and trading. He holds various senior positions in different companies as follows:

- Owner of City Home United Enterprise LLC
- Director of Moosa and Partners Investment LLC
- Director of Noor Oman Realty Services LLC
- Director of City Home Building Materials LLC
- Director of Zain Property Development LLC
- Director of Zain Nursery LLC



Ali Humaid Al Owais – Director

Mr. Ali Humaid Al Owais has been a member of Board of Directors since 2007. He currently holds various positions in different companies as follows:



- Chairman of Al Owais Group, UAE
- Chairman of United Foods Company PSC, UAE.
- Vice Chairman of Dubai Refreshment Company PJSC, UAE.
- Vice Chairman of Modern Bakery LLC, UAE.
- Director of Emirates NBD Bank PJSC, UAE.



Mohamed Abdul Aziz Al Owais – Director

Mr. Mohamed Abdul Aziz Al Owais has been a member of Board of Directors since 2010. He currently holds various positions in different companies as follows:



- Executive Vice Chairman of United Foods Company PSC, UAE.
- Director of Dubai Insurance Company PSC, UAE.
- Director at Al-Owais General Trading, Real Estate and Investments, UAE.



Youssef Ezzikhe – Chief Executive Officer

Mr. Youssef Ezzikhe holds an Executive MBA and a BA in Marketing. He is a senior business leader with extensive experience across the FMCG, beverage, and industrial sectors in North Africa and the GCC. He joined Oman Refreshment Company SAOG as Chief Executive Officer in September 2010 and continues to lead the Company’s strategic, commercial, and operational direction.



Faizan Hamid – Acting Chief Financial Officer



Mr. Faizan Hamid is a Chartered Accountant who began his professional career with PricewaterhouseCoopers in 2006. He has held senior finance leadership roles across audit & FMCG businesses, with extensive regional experience in financial governance, commercial finance, and digital transformation. He was appointed Acting Chief Financial Officer of the Company in July 2025.

2.3. Meetings of the Board of Directors

The Board of Directors meet once in a quarter to consider the Audited/Unaudited Financial results and any other matters arising from the business operations of the Company.

As against the minimum requirement of 4 board meetings, the Board of Directors met 6 times on the following dates during 2025 viz., 26th February, 22nd April, 21st July, 25th September, 20th October, 16th December 2025.

3. Audit Committee & Other Committees

3.1. Audit Committee

Audit Committee is a sub-committee of the Board, comprising majority independent directors, viz., Moosa Mohammed Abdullah Al Raisi as Chairman and Hamoud Ahmed Mohamed Al Hinai and Mohamed Abdul Aziz Al Owais as members.

The terms of reference stipulated by the Board of Directors to the Audit Committee are as follows:

- Review the adequacy of internal control systems and Internal Audit Reports, and their compliance.
- Oversee the Company's financial reporting process and the disclosure of its financial information to ensure the accuracy, sufficiency and credibility of the financial statements.
- Recommend the appointment and removal of external auditors and fixing of audit fees and also approval for payment for any other services.
- Review with the management the quarterly, half yearly and annual financial statements before submitting to the Board.
- Review with the management, external and internal auditors, the adequacy of internal control systems.

3.1.1. Attendance and Other Details

The Audit Committee has met 4 times during the year on the following dates, viz., 26th February, 22nd April 21st July, 20th October 2025.

The attendance of each member at Audit Committee meetings held during the year is as follows:

SI No	Name	Position	Category	No. of Audit committee meetings held during Member's tenure	No. of Audit committee meetings attended
1	Moosa Muhammed Abdullah Al Raisi	Chairman	Non-Executive, Independent	4	4
2	Hamoud Ahmed Mohamed Al Hinai	Member	Non-Executive & Non-Independent	4	4
3	Mohamed Abdul Aziz Al Owais	Member	Non-Executive & Independent	4	4

3.2. Nomination & Remuneration Committee

Nomination & Remuneration Committee is another sub-committee of the Board comprising of Ali Humaid Al Owais as Chairman and Buti Obaid Al Mulla and Mohamed Abdul Aziz Al Owais as members, formed to:

Ensure that the independent directors remain independent on a continuous basis.

Recommend board member's remuneration.

Review periodically the policies relating to remuneration, benefits, bonus and other compensation elements, lay- down and update the parameters for recruitment, assessment and compensation of key personnel, undertake their performance assessment and report to the Board on the compensation & personnel policies.

3.2.1. Attendance and Other Details

The Nomination & Remuneration Committee has met two times during the year on the following dates, viz. 26th February and 16th December 2025.

The attendance of each member at Nomination & Remuneration Committee meeting held during the year is as follows:

S.No	Name	Position	Category	No. of Nomination & Remuneration committee meetings held during Member’s tenure	No. of Nomination & Remuneration committee meetings attended
1	Ali Humaid Al Owais	Chairman	Non-Executive & Independent	2	2
2	Buti Obaid Al Mulla	Member	Non-independent	2	2
3	Mohamed Abdul Aziz Al Owais	Member	Non-Executive & Non-Independent	2	2

4. Process of Nomination of Directors

In nominating and screening candidates, the Board looks for professionalism, integrity, accountability, performance standards, leadership skills and professional business judgment. Financial literacy, proven track record, industry knowledge and strategic vision are key characteristics. While nominating competent candidates, the Board ensures that the shareholders retain the power of electing any candidate, irrespective of his candidature being recommended by the Board or otherwise and that any shareholder or non- shareholder candidate has the full right of nominating himself.

5. Remuneration Matters

5.1. Board of Directors

The Chairman and Directors are paid sitting fees at the rate of A 1,400 for attending each board meeting. The Board committee members are paid a sitting fee at the rate of A 400 for attending each committee meeting. The Company ensures that the overall remuneration & sitting fees paid/payable during 2025 is in accordance with the Commercial Companies Law enacted by the Royal Decree No. 18/2019 and the Executive Regulation as issued by CMA's Administrative Decision no 27/2021. Further, the company incurred RO A 15,350 as travel & related expenses for the official travel of the members of the Board during the year.

5.2. Key Personnel

The total remuneration including salary, allowances and performance linked incentives paid/accrued to top 7 officers of the company during the year amounted to A 690,183 (2024: A 708,860) which includes A 686,932 (2024: A 706,950) as fixed component and A 3,251 (2024: A 1,910) linked to the performance.

5.3. Employment Contracts and Other Related Information of Key Personnel

The employment contracts of the top 6 officers are usually entered for an initial period of 2 years which are automatically renewed unless terminated in accordance with the terms mentioned therein. The notice period for termination of employment contracts for all the key personnel is 3 months and the gratuity is computed and paid in accordance with the Oman Labour Law.

6. Details of Non-compliance by the Company

6.1. There were no penalties or strictures imposed on the company by MSX/CMA during the last 3 years.

6.2. The Company has implemented the best practices of Corporate Governance and updates such practices from time to time and follows the Code of Corporate Governance.

7. Means of Communication

- 7.1. The Company has been dispatching abridged Annual Reports to all the members of the Company, while copies of the full version annual reports are made available at the Company to the shareholders. The Company has been promptly sending financial results and material information to MSX Website via the MSX Electronic Transmission System.
- 7.2. The annual audited and quarterly unaudited financial results were published in accordance with requirements of the Commercial Companies Law No. 18/2019 and the CMA’s Executive Regulation No. 27/2021 and are also posted on the MSX website as well as Company’s website (www.pepsioman.com).
- 7.3. The Management Discussion and Analysis Report, which forms part of the Annual Report, is provided elsewhere in this Annual Report.

8. Stock Market Data

8.1. Monthly high and low share prices of 2025

Monthly share price of high and low quotations, traded in Muscat Stock Exchange (MSX) for the year 2025:

Month	Share price movement (in A)	
	High	Low
January	0.998	0.998
February	1.000	1.000
March	1.000	1.000
April	1.000	1.000
May	0.900	0.900
June	0.900	0.900
July	0.900	0.900
August	0.900	0.900
September	1.234	1.234

October	1.370	1.370
November	1.370	1.370
December	1.370	1.368

(Source of statistics: MSX)

8.2. Stock Performance in comparison to Industrial indice of industrial sector: -

Note: Share price and MSX Index (for Industrial sector) average for the month is based on the High and Low during the month.

8.3. The company does not have any outstanding GDR’s/ ADR’s/ Warrants or any convertible instruments.

8.4. Distribution of Shareholding as on 31st December 2025

(Source of Statistics: - Muscat Clearing & Depository Company SAOC)

S.No	Category	Number of Shareholders	No of Shares	% Shareholding
1	Less than 2%	409	11,493,588	22.99%
2	2% to 4.99%	12	17,147,648	34.30%
3	5% to 10%	2	5,593,904	11.19%
4	Above 10%	2	15,764,860	31.53%
	Total	425	50,000,000	100.00%

9. Professional Profile of the Statutory Auditors

BDO LLC

BDO LLC, the statutory auditors of the Company, have been operating in the Sultanate of Oman since 1976. BDO LLC is an independent and legally distinct member firm of BDO International Limited. BDO, one of the leading professional services firms, providing industry focused Assurance, Tax and Advisory services, has over 115,661 employees working in a global network of 1,776 offices situated in 166 countries and territories.

BDO LLC is accredited by the Financial Services Authority to audit publicly listed joint stock companies (SAOGs) in Oman

10. Audit fees and fees for other services

The audit fees provisioned/paid to the Auditors for the year 2025 was A 17,500 plus actual out of pocket expenses (2024: A 17,500) including group consolidated review & reporting and eXtensible Business Reporting Language (XBRL) reporting as per Financial Services Authority (FSA) guidelines. The fees for non-audit services provisioned/paid to BDO LLC for Tax consultancy in 2025 was A 6,200 plus actual out of pocket expenses.

11. Board of Directors confirmations

Further to the information provided above, the Board of Directors confirms that

- It is liable for the preparation of the financial statements in accordance with the applicable standards and rules,
- It has reviewed the efficiency and adequacy of internal control systems and that these comply with the internal rules and regulations,
- There are no material things that affect the continuation of the Company and its ability to continue its operations during the next financial year.

For and on behalf of the Board

Chairman

Director