KUMPULAN FIMA BERHAD
(197201000167) (11817-V)

ANNUAL REPORT 2026

www.fima.com.my

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Momentum with Discipline

Contents

54th Annual General Meeting

- 3.00 p.m.
- Tuesday, 1 September 2026

will be held at the Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, off Jalan Damansara, 60000 Kuala Lumpur.

Forward-Looking Statements

This Report contains certain forward-looking statements with respect to KFima financial condition, results, operations and businesses. These statements and forecasts involve risk and uncertainty as they relate to events and depend on circumstances that occur in the future. While we endeavour to progress with our strategies and plans, there are various factors that could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements.

Feedback

We welcome your feedback, comments and enquiries on this Report. Please address any queries or comments to info@fima.com.my.

1 We are KFima
02 - 11

2 From the Leadership
12 - 29

3 Segmental Review
30 - 51

4 Sustainability Report
52 - 133

5 Corporate Governance
134 - 180

6 Financial Statements
181 - 288

7 Other Information
289 - 316

1

We are KFima

02 - 11

Ladang Amgreen, Miri

About This Report

Kumpulan Fima Berhad ("KFima" or "Company") was incorporated by the Malaysian government on 24 February 1972 under the name Fima Sdn. Bhd. KFima's first business was the canning of pineapples when Pineapple Cannery of Malaysia Sdn. Bhd. was incorporated as KFima's wholly-owned subsidiary.

In 1975, KFima was converted to a public company and changed its name to Kumpulan Fima Berhad. In 1981, KFima became the controlling shareholder of Fima Metal Box Berhad, now known as Fima Corporation Berhad, a company listed on the Kuala Lumpur Stock Exchange (now known as Bursa Malaysia). In 1991, KFima underwent a management buy-out in line with the privatisation policy of the Malaysian government.

KFima's 2026 Annual Report ("Report") combines our financial reports and sustainability report to provide all our stakeholders with an overview of our business and activities, prospects and governance. This Report conveys our progress against our business strategies, where we endeavour to illustrate a comprehensive view of our businesses by analysing our performance against the Group's strategic objectives, highlighting successes and challenges experienced during the FYE2026.

The reporting period corresponds to our financial year, which runs from 1 April 2025 to 31 March 2026, unless otherwise stated. All references to KFima, the Group, the Company, the business,'our' and 'we' refer to Kumpulan Fima Berhad and its subsidiaries.

Reporting Principles

The preparation of this Report is made in adherence to:

- National Sustainability Reporting Framework (NSRF), which adopts the IFRS Sustainability Disclosure Standards
- IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information (IFRS S1)
- IFRS S2 Climate-Related Disclosures (IFRS S2)
- Main Market Listing Requirements of Bursa Malaysia Securities Berhad
- Sustainability Reporting Guide, 3rd Edition (SRG) issued by Bursa Malaysia Securities Berhad
- Malaysia Financial Reporting Standards (MFRSs)
- Malaysian Code on Corporate Governance 2021 (MCCG 2021)
- Global Reporting Initiative (GRI) 2021

Materiality Process & Sustainability

This Report also provides information on the sustainability issues assessed as material to KFima changes and trends in our operating environment and how we are presently addressing them. It identifies and quantifies the ways in which our sustainability practices and programmes deliver business value, support the communities in which we operate and protect our environment as contemplated under the UN Sustainable Development Goals. Material topics are identified and prioritised from a combination of stakeholder inputs, engagements with various teams from within the Group, regulations and guidelines, as well as sustainability trends.

The scope of our sustainability reporting in this Report covers the Group's wholly-owned operations and joint ventures that are at least 50% owned by KFima. The Property division has been excluded on the basis that its sustainability-related impact on KFima's operations are currently assessed to be immaterial. This assessment reflects Management's judgment and may be reviewed in future reporting periods if the division's scale, level of activity, or sustainability-related impacts become more material. Contractors, vendors and outsourced services are excluded from the scope of all performance indicators unless otherwise indicated.

Limited Assurance Statement

Group Internal Audit ("GIA") has conducted a limited assurance review of selected subject matters and performance indicators to be published in the Sustainability section of this Report. The objective was to ensure fair presentation and identify any issues requiring attention. Procedures involved testing a sample of source information for accuracy, examining evidence supporting the indicators and verifying calculation methodologies. The data collection process was also reviewed.

Non-financial data have inherent limitations and qualitative interpretations are subject to assumptions and judgments. Future projections and targets were not assessed. Based on the performed procedures, GIA is of the view that the reviewed indicators and related disclosures were found to be fairly prepared and presented in the Sustainability section.

GIA's Statement of Assurance is disclosed in the latter section of the Sustainability Report.

UNITED NATIONS

Sustainable Development Goals (UNSDGs) Adopted

Progress Made in FYE2026

Delivering Value to Our Stakeholders

FYE2026 demonstrated the value of KFima's diversified business model. Despite a more complex operating environment, the Group delivered resilient earnings, underpinned by strong performance in the Bulking Division, a turnaround in the Manufacturing Division, and continued operational progress across its businesses.

BULKING DIVISION STRENGTH

RM135.74 mil PBT

Up 13.9% from FYE2025; utilisation rate improved to 86.4%; Tanjung Langsat terminal commenced operations

MANUFACTURING DIVISION TURNAROUND

RM8.21 mil PBT

Improved from RM0.90 mil in FYE2025; GPM expanded to 49.6% from 16.5%; secured RM197.09 mil MOE contract post year-end

PLANTATION DIVISION PROGRESS

19.0% ▲ FFB

Malaysian estates FFB production to 114,003 MT; revenue grew 13.2% to RM90.38 mil

FOOD DIVISION STRATEGIC REALIGNMENT

RM162.88 mil Revenue

Strategic refocus on tuna processing and export markets underway to support earnings recovery in FY2027

DISCIPLINED CAPITAL ALLOCATION

RM78.91 mil

CAPEX, reduced from RM184.52 mil in FYE2025 following completion of major projects

DRIVING SUSTAINABILITY FORWARD

FTSE4Good

Included as a constituent of the FTSE4Good Index in December 2025

RESILIENT BALANCE SHEET

RM341.59 mil

Cash and Bank Balances and Financial Investments; Gearing ratio improved to 0.42x; shareholders' funds grew 5.6%

The Financial Outcomes of Our Strategy in Action

The Group's FYE2026 results reflect the strength of a diversified portfolio and disciplined capital management. While revenue moderated marginally, robust cash generation, improved gross profit margin and a sound balance sheet demonstrate the Group's underlying financial resilience.

REVENUE

▼ 1.4%

Decreased to RM674.03 mil

GROSS PROFIT MARGIN

▲ 52.8%

52.4% in FYE2025

NET CASH FROM OPERATIONS

▲ RM233.33 mil

Improved from RM155.38 mil

PROFIT BEFORE TAXATION

▼ 4.0%

Decreased to RM185.38 mil

FREE CASH FLOW

RM154.42 mil

Deficit of RM29.14 mil in FYE2025

NET ASSETS PER SHARE

▲ RM3.85

RM3.73 in FYE2025

Group Strategic Review

The Group's principal activities are organised into 4 divisions: Bulking, Plantation, Food and Manufacturing. The businesses are spread across Malaysia, Indonesia and Papua New Guinea. The Group currently employs 3,598 people.

ASPIRE to Create Value

Every strategic driver we pursue is only as strong as the values beneath it. ASPIRE is the foundation on which sustainable growth is built — guiding our people across every division, every country, every decision.

A — Accountability and Responsibility

Accountability & Responsibility
- We make business decisions based on vast experience, prudent judgment, and ownership of outcomes
- Committed and loyal to our clients and each other
- Integration of economic, social and environmental responsibility in all aspects and activities

S — Safety

Safety
- Committed to providing a safe and healthy work environment for our employees and neighbours

P — Passionate

Passionate
- A strong commitment to delivering value to our customers and stakeholders

I — Innovation

Innovation
- Commitment to fostering creativity, embracing new ideas and driving positive change

R — Reliability

Reliability
- Delivering consistent and dependable products, services and experiences to customers

E — Ethics & Integrity

Ethics & Integrity
- Honest and professional conduct in all interactions and through our commitment to managing our resources wisely

Our key performance objectives

Profitable Revenue Growth
To grow revenue in a sustainable manner via expansion of existing operations, products, services, growing market share and expanding into new markets.

Solid Return on Capital Employed
Long-term contracts, investment and ownership of productive assets with focus on efficiencies, cost structure and improved returns.

Strong Cash Generation
Operational strategies are necessary elements for a business and are directed towards cash generation.

Expansion and growth are focused towards high quality investment with steady cash flows.

Group Strategic Review

Vision

A dynamic organisation that creates sustainable growth and value

Mission

Drive the growth of our businesses and to be the industry partner of choice

How we do it

These objectives are enabled and supported by the following strategic drivers which provide a competitive advantage to the Company and act as a guideline to direct strategy formulation and implementation by the businesses within the Group

Our 4 Strategic Drivers

Maintain Prudent Financial Profile

What it means

- Drive strong cash generation
- Maintain diligent monitoring of both operating and capital costs
- Capacity to accommodate growth

Leverage Market Opportunities

What it means

- Seek new market opportunities by leveraging on our industry knowledge & expertise to provide competitive advantage amid changing market and customer demands

Strengthen Core Businesses

What it means

- Drive margin improvement by enhancing cost and production efficiency
- Grow market share through expansion of existing operations, products and services & entry into new markets

Establish Strong Pillars for Future Growth

What it means

- Explore partnerships and investments in select new engines for growth
- Develop people to grow the talent pool
- Strong and good governance new markets

Our Sustainability Values

Environmental

Environmental & social responsibility in our supply chain

Social

Building & trusting relationships with stakeholders

Health, safety & development of our employees and communities

Governance

Governance & responsible business practices

Operational & resource efficiency

Group Corporate Structure

Bulking

EXPANDING CAPACITY
- Bulk handling and storage of various types of liquid and semiliquid products, as well as transportation and forwarding
- Production of sustainable biodiesel

OUR CAPABILITIES
- 3 terminals in North Port, Port Klang
- 2 terminals in Butterworth, Penang
- Newly commissioned 45,900 CBM liquid bulk terminal in Tanjung Langsat, Johor
- 352 tanks with 596,647 CBM of storage capacity
- 60,000 MT per annum biodiesel plant located in North Port, Port Klang

Plantation

HARVESTING GROWTH
Oil palm and pineapple cultivation, including oil palm production and processing

OUR CAPABILITIES
- 16 estates in Malaysia and Indonesia
- 17,131 hectares of plantable landbank
- 16,160 hectares of planted area
- 13,952 hectares of mature area
- 45 MT/HR palm oil mill in Indonesia

Food

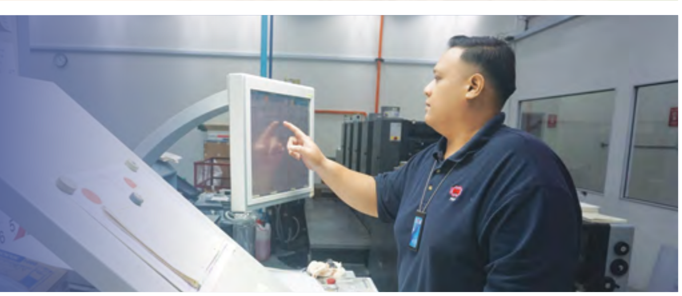
EXECUTING ON STRATEGY
Manufacture and distribution of canned fish, including food packaging

OUR CAPABILITIES
- Manufactures and distributes canned mackerel, tuna and frozen loin
- Trading and packaging services of powdered beverages and condiments
- Besta, Besta McFlakes, Besta Choice and Besta White, Instanco, Farmtree

Manufacturing

REBUILDING SCALE
Production and trading of security and confidential documents

OUR CAPABILITIES
- One of the largest security printers in Malaysia
- Technical support team throughout Malaysia



Others (non-core)

Investment holdings, trading, property investment and engineering services

Creating Sustainable Value

KFima's commitment to being a responsible corporate citizen — delivering products, services and solutions across Manufacturing, Plantation, Bulking and Food that generate sustainable outcomes for all stakeholders.

OUR PEOPLE

Our 3,598 employees across Malaysia, Indonesia and Papua New Guinea are the backbone of our four divisions. We invest in their safety, skills and well-being — recording zero fatalities and fostering a culture of accountability and inclusion.

3 GOOD HEALTH AND WELL-BEING | 8 DECENT WORK AND ECONOMIC GROWTH

OUR CUSTOMERS

From security document printing to bulk liquid storage, plantation and quality food products, we deliver reliable, certified solutions — holding , MSPO, ISCC, ISO, MSC and Dolphin-Safe accreditations to ensure supply chain integrity and customer confidence.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

SOCIETY

We drive economic inclusion through local supplier development, community programmes and ethical labour practices aligned with ILO standards. Our operations create livelihoods and contribute to rural development in the communities we serve.

8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES

OUR SHAREHOLDERS

Our diversified model spanning four divisions across three countries underpins consistent dividend payouts above industry average and growing NAV. We target profitable, sustainable long-term growth and to distribute dividend at least 40.0% of PATANCI.

8 DECENT WORK AND ECONOMIC GROWTH | 17 PARTNERSHIPS FOR THE GOALS

OUR PARTNERS

Through enduring partnerships across our value chain — from plantation smallholders to bulking terminal operators — we uphold supply chain transparency, shared ESG standards and mutual growth built over decades of collaboration.

15 LIFE ON LAND | 17 PARTNERSHIPS FOR THE GOALS

REGULATORS

KFima complies with laws and regulations across all jurisdictions — from Bursa Malaysia listing requirements to environmental and food safety standards. We integrate climate-related risks into our strategic governance and sustainability frameworks.

13 CLIMATE ACTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

GOVERNMENTS

Through taxes, employment and investment in Malaysia, Indonesia and PNG, we contribute to national economic development. We engage with policy forums and support government objectives on food security, industrialisation and sustainability.

1 NO POVERTY | 17 PARTNERSHIPS FOR THE GOALS

Note:

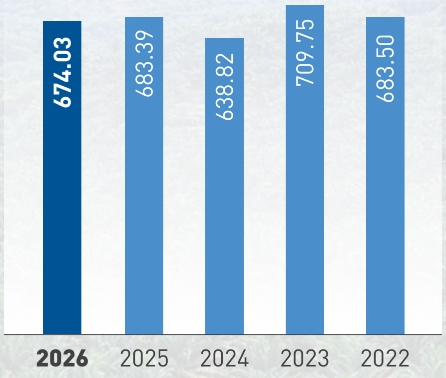
KFima has identified 9 SDGs especially pertinent to its business operations and aligned with its sustainability framework.

Five-Year Group Financial Highlights

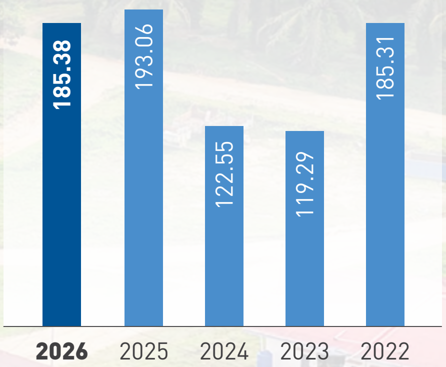
Financial Year Ended 31 March (RM Million)	2026	2025	2024	2023	2022
Revenue	**674.03**	683.39	638.82	709.75	683.50
Profit					
Profit Before Tax and Zakat	**185.38**	193.06	122.55	119.29	185.31
Income Tax Expenses and Zakat	**48.48**	40.91	39.88	42.15	34.35
Non-controlling Interests	**13.98**	25.69	9.86	13.92	48.39
Profit After Taxation and Non-controlling Interest	**122.91**	126.47	72.80	63.22	102.57
Assets and Liabilities					
Total Assets	**1,870.34**	1,836.79	1,736.00	1,619.85	1,577.18
Total Liabilities	**552.66**	561.05	538.83	451.50	429.95
Non-controlling Interests	**231.84**	247.08	239.37	250.85	255.13
Shareholders' Funds	**1,085.84**	1,028.66	957.79	917.50	892.11
Earnings and Dividend					
Earnings Per Share (sen)					
Basic	**44.00**	45.92	26.44	22.92	37.05
Diluted	**42.78**	42.81	26.44	22.92	37.05
Gross Dividend Per Share (sen)	**19.0**	19.00	12.00	12.00	15.00
Net Dividend Per Share (sen)	**19.0**	19.00	12.00	12.00	15.00
Share Prices					
Transacted Price Per Share (RM)					
Highest	**2.77**	2.54	2.13	2.47	2.48
Lowest	**2.06**	1.91	1.75	1.91	1.83

Five-Year Group Financial Highlights

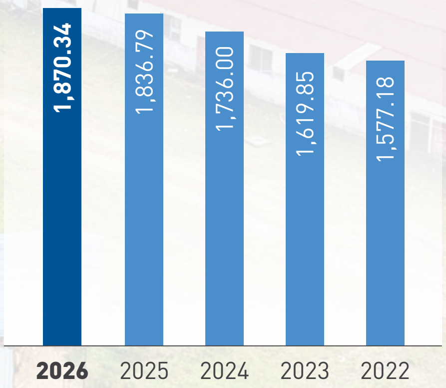
Revenue
(RM Million)



Profit Before Tax and Zakat
(RM Million)



Total Assets
(RM Million)



Ladang Bunga Tanjong, Kuala Balah

2

From the Leadership

12 - 29

Percetakan Keselamatan Nasional Sdn Bhd, Bangi

Our strategy is straightforward: to grow our existing businesses, extract greater value from the investments we have made, and remain open to new opportunities that meet our investment guardrails

Dato' Idris Bin Kechot

Chairman

Chairman's Statement

Dear Shareholders,

FYE2026 has been a year of resilience for KFIMA Group — one that tested the breadth and durability of our business model. Against a backdrop of softer macroeconomic conditions, rising protectionist trends and ongoing structural change, the Group delivered revenue of RM674.03 million and Profit Before Tax and Zakat ("PBT") of RM185.38, a 4.0% reduction from RM193.06 million recorded in FY2025. Whilst earnings moderated against the prior year, the result reflects the underlying resilience of our diversified portfolio and the discipline that has long guided KFIMA's approach to business.

Dato' Idris Bin Kechot
Chairman

Financial Performance

The Bulking division delivered another solid year, despite a later-than-planned start for the new Tanjung Langsat terminal in Johor and lower storage volumes in Butterworth. The division was able to absorb these setbacks through disciplined execution, careful capacity management and the strength of its customer relationships.

Plantation division navigated a more challenging environment, with earnings sensitive to crude palm oil price movements and compounded by yield softness and rising input costs in selected estates. Whilst profitability moderated against the prior year, the Board is satisfied that management is focused on the right priorities: cost discipline, yield improvement, and addressing longer-term agronomic challenges, including disease management, at certain estates.

Manufacturing division delivered improved earnings year-on-year amid tough trading conditions. We remain confident in the division's underlying capabilities, and management is focused on positioning the division competitively for the period ahead.

Food division made strategic progress in FYE2026, having undertaken a thorough review of its operations and organisation to improve execution and sharpen competitiveness. The division has since realigned its efforts at both corporate and local levels to better play to its strengths. We are beginning to see the benefits of this work and expect them to become more evident over time.

The Group's balance sheet remains robust, with cash and bank balances and financial investments of RM341.59 million and a conservative gearing ratio of 0.42. This financial strength affords us both resilience against near-term uncertainty and the capacity to invest strategically as opportunities arise.

Chairman's Statement

A more detailed review of the Group's financial and operational performance is set out in the Group Managing Director's Review on pages 17 to 21.

Dividend

The Board of Directors declared a single-tier interim and special dividend of 9.0 sen and 10.0 sen per share respectively. The interim and special dividends will be payable on 21 August 2026. This represents 43.6% of the Company's Profit After Tax and Non-Controlling Interests ("PATANCI"), consistent with our policy to distribute at least 40.0% of PATANCI, subject to the Group's financial position. The Board remains committed to a sustainable dividend policy that appropriately balances returns to shareholders with the Group's capital requirements for long-term growth.

Environmental, Social and Governance ("ESG")

We are proud to share that KFima was added as a constituent of the FTSE4Good Index in December 2025, a recognition that speaks to the depth and credibility of our ESG efforts. Our inclusion reflects the consistent and measurable progress across our ESG pillars and signals to investors and stakeholders that KFima operates to the highest standards of responsible business conduct.

This achievement was made possible by the collective effort of our management teams, who have steadily embedded ESG considerations into their day-to-day decision-making. I am heartened by the quality of engagement across the Group, the seriousness of management's commitment to sustainability matters and the depth of oversight provided through the Group Sustainability Committee. There is growing recognition at all levels that sustainability, risk management, capital allocation and performance are closely and inextricably linked, and this understanding is central to how we create long term value.

The Group recorded zero work-related fatalities in FYE2026. Even so, we recognise that there is more work to be done in reducing lost-time injuries and improving our Lost Time Injury Frequency Rate across operations. This means strengthening our safety standards and reinforcing a culture where safety is everyone's responsibility.

On the environmental front, we continued to advance our climate-related adaptation and mitigation programmes at our Malaysian estates. Having experienced adverse weather events in recent years, we have implemented further adaptation measures including enhanced drainage systems, regenerative agricultural practices, and greater mechanisation to reduce yield sensitivity to the growing unpredictability of weather patterns. We have also made progress in setting measurable targets to reduce resource intensity, specifically energy and water consumption, across our operations.

Fima Bulking Services Berhad, North Port

Our ambitions in this space continue to evolve. Through the ongoing digitisation of our Plantation management systems, we aim to improve sustainability reporting and strengthen oversight of operational and environmental performance. We remain committed to translating our sustainability agenda into tangible, reportable outcomes.

Governance and the Board

The Board holds ultimate accountability to all stakeholders of the Group, entrusted with providing ethical leadership and effective oversight. We remain deeply committed to upholding the highest standards of corporate governance, and this commitment has been central to our ability to deliver consistent long-term value.

The Board engaged an external consultant to undertake an independent evaluation of Board effectiveness in FYE2026. The assessment affirmed that the Board continues to function well, supported by a strong mix of experience and complementary skillsets, and the strength of Board-management relations. At the same time, the evaluation identified areas where we can further sharpen our effectiveness, and the Board has taken note of these findings with the same seriousness and openness that we bring to the oversight of the business.

The Board is well-constituted, drawing on a breadth of professional experience, sectoral expertise, and independent perspectives that collectively enable rigorous, constructive and well-considered decision-making. I am proud to lead a Board where diverse viewpoints

Chairman's Statement

are not merely tolerated but actively sought, and where challenge and debate are viewed as fundamental to good governance.

The Board also continued to give focused attention to succession planning at the executive management levels, ensuring that the Group is well-prepared for continuity of leadership and oversight as we grow and evolve.

Strategic Priorities

As we look to the year ahead, the Board is buoyed by the maturation of recent capital investments across the Group and the expanding addressable markets available to each of our divisions.

Our strategy is straightforward: to grow our existing businesses, extract greater value from the investments we have made, and remain open to new opportunities that meet our investment guardrails. This means continuing to focus on what has served KFima well over time: operational excellence, cost discipline, careful capital allocation and building a resilient, purpose-driven organisation.

Several prospective opportunities are currently being evaluated. While still preliminary, we believe they could, if viable, unlock value for the Group and open new avenues for growth. We will pursue them with the same rigour and discipline that have guided our capital allocation decisions to date, and we look forward to sharing more as they develop.

Separately, we remain hopeful that the outstanding land status matter at PT Nunukan Jaya Lestari ("PTNJL") will move towards resolution in this current year, and we will continue to engage constructively with the relevant authorities to that end.

Outlook

The macroeconomic environment remains complex. We are mindful that prolonged geopolitical instability in the Middle East may exert upward pressure on input costs such as fertiliser and fuel, and elevated logistics costs could lead to broader inflationary pressures. These are matters that touch our operations directly. As at the time of writing this Statement, we have not been materially affected by the conflict. Nevertheless, we continue to monitor the developments closely and manage our cost base with discipline as we navigate this current financial year.

Against this backdrop, our diversified model continues to demonstrate its value as a buffer against sector-specific volatility. In Bulking, we expect continued momentum, supported by healthy demand for storage infrastructure services. In Plantation, near-term conditions remain challenging, with the impending effects of El Niño and elevated fuel costs continue to weigh on margins. That said, we expect to see improvements of our Malaysian estate as the agronomic initiatives put in place over recent years gain traction. In Food, expanding the export segment for tuna loins and canned tuna provides a tangible avenue for earnings improvement and our team is actively working to build on this opportunity. In Manufacturing, PKN's acceptance in May 2026 of a five-year, RM197.09 million contract with the Ministry of Education marks a meaningful step-change for the division and provides a stable revenue base over the medium term.

KFima enters FY2027 with cautious optimism. We are clear-eyed about the risks before us and remain focused on executing the strategies needed to address them. With a strong balance sheet, a disciplined approach to capital and costs and management teams focused on execution, we believe the Group is well positioned to deliver on its long-term aspirations and create enduring value for all its stakeholders.

Acknowledgements

On behalf of the Board, I extend my sincere appreciation to the management team and employees of the Group. I am proud of the way they have responded to the extremely complex operating landscape we faced this year, while at the same time executing major projects to fruition. Their resilience, adaptability and dedication to the Group enable us to deliver on important strategic initiatives, despite all the challenges. I am equally grateful to my fellow Board members for their steady guidance and counsel throughout the year.

Finally, to our shareholders, business partners, customers and suppliers: thank you for your continued trust and support.

Dato' Idris Bin Kechot
Chairman

Group Managing Director's Review

Dear Shareholders,

FYE2026 tested the resilience of our businesses. Against a more complex operating backdrop, marked by softer commodity prices in parts of our portfolio and continuing geopolitical conflicts, the Group delivered a resilient performance overall.

Dato' Roslan Bin Hamir
Group Managing Director

Bulking division provided an important anchor to the year's performance, supported by higher utilisation rate and a diversified commodity mix. Plantation made steady operational progress, particularly across our Malaysian estates, even as earnings in Indonesia moderated. Manufacturing improved on a profitability basis and enters the new financial year with a stronger revenue base. The Food division faced a more difficult year, and management has taken practical steps to sharpen its focus and competitiveness. Taken together, these outcomes reflect the continued value of a diversified portfolio, where progress in one division can provide meaningful support when others face headwinds.

At the Group level, revenue of RM674.03 million for FYE2026 was modestly lower than the RM683.39 million recorded in FYE2025, reflecting lower contributions from the Plantation, Manufacturing and Food divisions. Gross profit remained broadly stable at RM356.05 million (FYE2025: 357.83 million), while gross profit margin improved to 52.8% from 52.4%, reflecting a more favourable product and cost mix across the portfolio. PBT was RM185.38 million compared with RM193.06 million in the prior year. The moderation was principally driven by lower contributions from the Plantation and Food divisions. These were partially offset by continued strength in Bulking and improved Manufacturing profitability. Profit After Tax ("PAT") was RM136.89 million compared with RM152.15 million in FYE2025.

The Group's balance sheet remains sound. Total equity grew to RM1,317.68 million (FYE2025: RM1,275.74 million), supported by retained earnings growth of RM69.94 million. Cash and bank balances stood at RM147.88 million, and the Group held financial investments of RM193.71 million, against total borrowings of RM179.43 million. The Group's gearing ratio remained conservative at 0.42 times, consistent with the prior year. The Group's financial position positions us well to pursue growth opportunities and capital investments as they arise across our divisions.

Divisional Review

Bulking

Bulking division's revenue increased by 15.9% to RM244.53 million from RM211.03 million in FYE2025, while PBT grew 13.9% to RM135.74 million from RM119.16 million year-on-year ("y-o-y"). These results reflect the continued maturation of the division's terminal infrastructure, a broader and more active customer base, and higher volumes across a diversified range of liquid products.

Capacity utilisation and throughput growth was broad-based, with notable increases in used cooking oil ("UCO"), technical fats and oleochemicals, reflecting the division's growing relevance to renewable energy supply chains and specialty chemical customers.

The division's PBT performance was achieved against a backdrop of rising costs, including higher direct labour costs, increased pipeline charges and higher fuel costs. These were absorbed through revenue growth and disciplined

Group Managing Director's Review

operational management. On the capital investment front, the refurbishment of three carbon steel tanks for specialised product cargo storage at Port Klang is on track for completion. The construction of 13 stainless steel tanks, also in Port Klang, is progressing and is expected to be completed Q2 2027. These additions will enhance the division's storage flexibility and support future throughput growth.

The division's results demonstrate the cumulative value of investments made over several years. Our focus remains on maximising utilisation, managing maintenance and operating costs with discipline, and continuing to deepen customer relationships across our terminal network.

Plantation

The Plantation division recorded revenue of RM191.87 million for FYE2026, compared with RM201.86 million in FYE2025. PBT was RM42.42 million against RM61.95 million in the prior year, a reduction of 31.5%. The decline was primarily due to lower contribution from our Indonesian subsidiary, PTNJL. This was partially offset by improved FFB production from the Malaysian estates, although overall divisional PBT moderated due to cost pressures and softer CPO pricing in Indonesia.

At PTNJL, earnings were lower than the prior year on the back of weaker CPO sales volumes and average selling prices. Incidents of crop theft during the year also weighed on harvested volumes, and the estate's underlying performance would have been stronger without these disruptions. On a positive note, the mill maintained a healthy oil extraction rate and CPKO prices improved during the year, providing partial revenue support. The outstanding land status matter at PTNJL remains an area of active engagement with the relevant Indonesian authorities, and we remain hopeful of a resolution during this FY2027.

Performance of our Malaysian estates showed encouraging improvement. FFB production increased 19.0% y-o-y to 114,003 MT from 95,804 MT in FYE2025, and the Group's overall FFB yield per hectare improved to 14.67 MT from 14.17 MT. Revenue grew 13.2% to RM90.38 million from RM79.84 million in FYE2025. These improvements reflect the agronomic and rehabilitation work undertaken over recent years, and while the Malaysian portfolio as a whole still recorded a modest net loss, its trajectory is encouraging.

Looking ahead, our priorities are unchanged: to improve FFB yields, strengthen field operating standards, apply mechanisation where it is cost-effective, and manage input costs carefully. These results build gradually, and we remain committed to the consistent operational work that underpins them.

Manufacturing

The Manufacturing division recorded revenue of RM70.14 million for FYE2026, 8.3% lower y-o-y, primarily attributable to lower volumes in travel and transport document segments. Despite this, the

Ladang Ayer Hitam, Kluang

Group Managing Director's Review

division delivered improved PBT of RM8.21 million, compared with RM0.90 million in FYE2025, driven by a lower material cost base, a better product mix and continued discipline in managing operating costs.

After the financial year end, we received a five-year contract with the Ministry of Education ("MOE"). This is a meaningful development for the division, providing a more predictable revenue base for the medium term and creating a platform to rebuild scale and sustain the margin improvements achieved in FYE2026. The work ahead is one of execution: supply chain management, timely delivery and consistent product quality.

Food

The Food division had a more difficult year in FYE2026. Revenue declined to RM162.88 million from RM190.00 million in FYE2025, and PBT fell to RM10.34 million from RM22.12 million. The lower reported results were partly attributable to the weaker PNG Kina against the Malaysian Ringgit, which reduced the translated revenue and earnings of International Food Corporation Limited ("IFC"), our Papua New Guinea subsidiary. Operationally, the division also had to contend with higher production and logistics costs, although domestic demand remained broadly steady.

During the year, management undertook a structured review of the division's operations and organisation. This resulted in a realignment of efforts at both the corporate and local levels, with a sharper focus on areas where the division has genuine and durable competitive advantages, particularly tuna processing and the export market for tuna loins and canned tuna. The work is still in its early stages, but we are encouraged by the initial progress and expect the division to build steadier momentum as FY2027 progresses.

International Food Corporation Limited, Lae

Environmental, Social and Governance ("ESG")

FYE2026 marked meaningful progress in our ESG agenda and brought external recognition of that progress. In December 2025, KFima was included as a constituent of the FTSE4Good Index, reflecting the depth and credibility of our ESG commitments and the rigour with which they are implemented across our operations. We are encouraged by this inclusion, and we understand that maintaining the standards it reflects is an ongoing responsibility.

We are pleased to report that the Group recorded zero work-related fatalities in FYE2026. This is an important outcome and one we do not take for granted. Work remains to be done in reducing workplace incidents and improving our Lost Time Injury Frequency Rate (LTIFR) across the Group. We will continue to reinforce safe work practices, strengthen supervisory standards, and build a culture in which safety is treated as a shared responsibility at every level of the organisation.

On the environmental front, we continued to advance climate-related adaptation and mitigation programmes at our estates. These include enhanced drainage systems, regenerative agricultural practices and greater mechanisation, measures designed to reduce yield sensitivity to increasingly variable weather patterns. We have also made progress in establishing measurable targets to reduce resource intensity, specifically energy and water consumption, across our operations.

The ongoing digitisation of our Plantation management systems is intended to improve the timeliness and quality of sustainability reporting, and to strengthen management's visibility over operational and environmental performance. In parallel, we have commenced work on climate scenario analysis to better understand the potential physical and transition risks facing the Group under different climate pathways. This work will help inform our long-term strategic and capital allocation decisions.

Good governance continues to underpin how we conduct ourselves as a Group. We maintained active engagement with our people on integrity, compliance and responsible business conduct, supported by appropriate oversight through our Board and management committees. As the operating and regulatory environment becomes more complex, these principles remain central to how we make decisions and protect the trust placed in us by our stakeholders.

Group Managing Director's Review

Over time, our approach to sustainability has been shaped around **three cross-cutting capabilities:**

ALIGN

We start with accountability

Meeting our disclosure obligations and regulatory expectations is the minimum standard we hold ourselves to. These requirements establish a floor of transparency and accountability. We regard compliance as the starting point of our sustainability work, and build from there to develop the practices that distinguish how the Group creates value.

ADVANCE

We look for where sustainability strengthens the business

Across the Group, we treat environmental progress and commercial opportunity as connected rather than separate goals. In several of our businesses, sustainability-related demand is opening new commercial opportunities, including a growing role in renewable energy supply chains and in products and services that meet rising environmental expectations. Elsewhere, more efficient use of materials, energy and water, together with regenerative and resource-conscious practices, strengthens margins as well as our footprint. We see sustainability and profitability as mutually reinforcing rather than competing claims on our attention.

ANCHOR

We build long-term resilience

The most important test of sustainability is whether the business can continue to operate well under changing conditions. The most important test of our sustainability work is whether the Group can continue to operate well as conditions change. Taken together, the Group's environmental, safety and governance efforts are less a series of separate initiatives than a single, developing capability: the capacity to anticipate disruption, withstand it and adapt. This is patient, practical work. It may not always be the most visible part of sustainability, but it is where long-term resilience - and durable advantage - is built.

Looking Ahead

We enter FY2027 with a cautious but grounded outlook. The macroeconomic environment remains uncertain, with geopolitical instability continuing to affect input costs, logistics and currency movements. Weather-related risks also warrant close attention, particularly the possible onset of El Niño conditions, which could affect rainfall patterns and crop production. We will continue to monitor these developments closely and manage our cost base with the same discipline we have applied over the years.

In Bulking, we expect continued momentum, supported by healthy demand for storage infrastructure services and the progressive completion of capacity expansion projects at Port Klang. In Plantation, the near-term environment is mixed. We expect recovery potential across our Malaysian estates as the agronomic improvements of recent years continue to take hold, although production may be affected by increasingly variable weather patterns, including the possible impact of El Niño. In Indonesia, conditions will require careful management of on-site operating and land-related matters. In Manufacturing, the MOE contract provides a stable and material revenue base, and management's task is to translate that into consistent execution and sustainable margin performance. In Food, we expect performance to improve as IFC's strategic repositioning takes effect and export development initiatives progress.

Group Managing Director's Review

The Group enters FY2027 with a sound balance sheet, a clear set of operational priorities, and management teams who are realistic about the challenges and opportunities before them.

We will continue to do the work carefully, allocate capital with discipline, and remain focused on delivering long-term value for our stakeholders.

Acknowledgements

On behalf of the leadership team, I would like to extend my appreciation to the Board for its guidance, counsel and stewardship. To our shareholders, customers, suppliers, business partners, financiers and the communities in which we operate, your continued support and partnership are deeply valued.

I also wish to thank all our employees across the Group. FYE2026 presented genuine challenges across a number of our businesses, and the professionalism, commitment and practical judgment shown by our people at every level of the organisation have been integral to the outcomes we have achieved.

We will continue to run our businesses with care, invest with discipline, and keep the long-term interests of KFima and its stakeholders at the centre of our work.

Dato' Roslan Bin Hamir
Group Managing Director

Fima Bulking Services Berhad, North Port

Value Creating Business Model

Business Activities

BULKING

The Bulking Division operates a network of liquid bulk terminals across Peninsular Malaysia which are located in North Port (Port Klang), Butterworth (Penang), and Tanjung Langsat (Johor). Presently, these terminals have 352 tanks with a combined storage tank capacity of 596,647 cbm.

(See pages 32-35)

PLANTATION

The Group now owns and operates 16 estates in Malaysia and Indonesia with a total plantable landbank area of 17,131 hectares of which 16,160 hectares have been planted with oil palm. The Group also owns a 45 MT/HR palm oil mill in Indonesia.

(See pages 36-43)

FOOD

The Group's involvement is via its subsidiary in Papua New Guinea ("PNG"), International Food Corporation Limited ("IFC") which manufactures and distributes canned mackerel, canned tuna and frozen tuna loins for both export and domestic markets.

(See pages 44-48)

MANUFACTURING

The Division specialises in the production and trading of security and confidential documents, identity and travel documents, and other security documents for the local and overseas markets.

(See pages 49-51)

Our Capital

Inputs

Financial Capital

- Funds available to the business, including:
  - > Retained earnings of RM756.75 million
- Cash and bank balances of RM147.88 million
- Strong balance sheet with total assets of RM1,870.34 million

Manufactured Capital

- High-security complex in Bangi with state-of-the-art printing facility
- 45 MT/HR palm oil mill in Nunukan
- 6 liquid bulk terminal (3 in North Port, Port Klang, 2 in Butterworth, Penang and 1 in Tanjung Langsat, Johor)
- Integrated fish canning operations in PNG

Intellectual Capital

- Robust safety, quality, and information management systems
- Strong brand equity
- Strategic partnerships & alliances
- R&D capabilities to develop solutions and respond to emerging customer preferences
- Industry best practices
- Key personnel with subject-matter expertise

Human Capital

- 3,598 dedicated employees, with 65.5% male and 34.5% female
- 80.6% of the workforce are local hires

Social and Relationship Capital

- Maintain mutually beneficial relationships with employees, regulators, and other stakeholders across the value chain
- Localised sourcing with high levels of procurement from domestic suppliers
- Community investments in welfare, infrastructure, and employment

Natural Capital

- 16 estates with 17,131 hectares of plantable landbank
- Responsibly sourced tuna & mackerel purchased, all within fisheries management regulations
- Our operations also rely on fuel, water, and electricity to run their activities

Value Creating Business Model

Material Matters

- **MM1** Climate Risk & Impacts
- **MM2** Water Impact & Waste Management
- **MM3** Biodiversity & Deforestation
- **MM4** Human Rights
- **MM5** Occupational Safety, Health & Well-being
- **MM6** Sustainable & Traceable Supply Chains
- **MM7** Product Quality & Safety
- **MM8** Community Investments
- **MM9** Innovation & Technology
- **MM10** Anti-Bribery & Corruption

These Activities are Undertaken to Sustain and Enhance the Value of Our Capitals

Financial

- Disciplined financial management and capital allocation practices for all divisions

Manufactured

- Capital expenditure across divisions:
  - > Manufacturing Division spent RM2.94 million mainly at equipment upkeep, facility improvements and maintaining production readiness to support ongoing customer commitments and the new MOE contract
  - > Plantation Division allocated RM25.00 million mainly spent on bearer plant and the Group continue development works for Ladang FCB Kuala Betis and Ladang FCB Aring
  - > Food Division spent RM2.43 million for installation of a new Contact Plate Freezer ("CPF"), complemented by production equipment upgrades, including seamer modifications and a tomato sauce filling machine
  - > Bulking Division spent RM48.18 million primarily towards the development of new tank infrastructure, the upgrade and replacement of process equipment, and safety-related facility improvements across their terminal network

Intellectual

- Continued progress towards international standard accreditations and implementation of industry best practices
- Portfolio/Product Development
- Innovation/implementation of measures to improve productivity and process efficiencies
- Retention of top brand status (Besta in PNG)

Human

- Encouraging local employment
- Competitive remuneration & benefits
- Ensuring a safe, healthy and conducive work environment
- Continuous training and development programmes to employees and other forms of engagement to keep employees motivated

Social and Relationship

- We operate a customer-centric business model built on strong relationships, customised solutions, and responsive service
- We maintain responsible business practices by embedding ethics, transparency, and governance into every level of our operations
- Support community development through welfare contributions, infrastructure improvements, and job creation efforts that empower local communities and support small businesses
- We enhance human capital through progressive labour practices, capacity-building initiatives such as PROTÉGÉ and industrial collaborations, and continuous upskilling programmes that promote safety, inclusivity, and long-term employability of local talent
- Promote human capital development through fair labour practices, capacity-building programmes like PROTÉGÉ and industrial collaborations
- Provide continuous upskilling programmes to promote safety, inclusivity and long-term employability of local talent

Natural

- Ongoing monitoring of our resource use intensity & efficiency
- Use of renewable energy and gradual to 'greener' machinery/equipment
- Compliance to regulatory requirements, standards, practices & ESG metrics
- Supply chain transparency to uphold environmental performance throughout our value chain
- Converting waste into resource through circular practices such as reuse, recycling, and resource recovery initiatives

Outcomes

Financial

- Revenue down by 1.4% to RM674.03 million
- 4.0% decrease in PBT to RM185.38 million
- ROE down by 1.0% to 11.3%
- ROCE down by 0.6% to 12.0%
- Consistent dividend payouts

UNSDG: 3, 4, 5

Manufactured

- Optimising land usage and expanding tank capacity at bulking terminals in Port Klang and Tanjung Langsat facilitate operational scalability, meeting customer demands, and benefiting long-term Financial and Social & Relationship Capitals
- Enhanced safety and efficiency of facilities and assets which have a short-term impact on Financial Capital but essential for sustainable value-creation
- Mechanisation initiatives in Plantation division improves productivity and reduces manual workload
- Reduced downtime, improved efficiencies, and customer engagement
- Inventory management improvements in the Food division which reduces the risk of stock-outs and production disruptions which have an impact on Financial Capital

UNSDG: 3, 4

Intellectual

- Onsite and online integrity training sessions for workers and staff
- Maintained/obtained accreditations, important prerequisites of our key customers and markets
  - > Plantation Division, 11 Malaysian estates are MSPO-certified
  - > Manufacturing Division upholds regulatory standards such as ISO 27001:2013 Information Security Management, ISO 37001:2016 Anti-Bribery Management Systems, ISO 9001:2015 Quality Management System, ISO 14298:2013 Graphic Technology-Management of Security Printing Processes
  - > Bulking terminals are International Sustainability and Carbon Certification (ISCC) certified
  - > Food Division achieved Grade A rating for British Retail Consortium (BRC), Business Social Compliance Initiative (BSCI) and International Featured Standard (IFS)

UNSDG: 3, 10, 13, 16

Human

- Zero fatalities and y-o-y LTIFR increased from 3.41 to 5.53
- Job security and creation 559 new hires in FYE2026. Retention of headcount, salaries and benefits positively impacted Social & Relationship Capital
- Positive work culture with skilled workforce

UNSDG: 3

Social and Relationship

- Retained key customers and market segments
- Localisation of supply chain, with 96.1% of contracts awarded to local companies in Malaysia, 97.2% in Indonesia and 45.5% in Papua New Guinea
- Ongoing CSR activities & welfare contributions will have a long-term effect on all Capitals
- Regular engagements with authorities on industry-specific concerns and stakeholder dialogues are essential for ensuring compliance and building trust with stakeholders and positively impact all Capitals

UNSDG: 3, 4, 5, 10, 13, 16

Natural

- Most of our measured intensities showed y-o-y improvement
- Total waste reduced y-o-y from 102,451 MT to 92,484 MT y-o-y
- GHG disclosures expanded to include commuting, business travel, and downstream transportation and distribution amounted to approximately 1,820 tCO_2e annually
- By-product recovery fish oil, fish meal and pineapple silage enhance value retention that will also benefit Financial Capital
- The installation of tank insulation contributed to improved energy efficiency and a lower carbon footprint

UNSDG: 3, 4, 5

Value Creating Business Model

FINANCIAL

MANUFACTURED

INTELLECTUAL

HUMAN

SOCIAL & RELATIONSHIP

NATURAL

Financial Review & Analysis

Key Financial Highlights

		FYE2026	FYE2025	Variance (%)
Revenue	RM Million	674.03	683.39	(1.4)
Cost of Sales ("COS")	RM Million	317.98	325.55	(2.3)
Gross Profit ("GP")	RM Million	356.05	357.83	(0.5)
Gross Profit Margin ("GPM")	%	52.8	52.4	0.4
Earnings Before Interest and Taxation ("EBIT")	RM Million	205.60	211.74	(2.9)
Profit Before Tax ("PBT")	RM Million	185.38	193.06	(4.0)
Profit After Tax ("PAT")	RM Million	136.89	152.15	(10.0)
Profit Attributable to Equity Holders of the Company / PATAMI	RM Million	122.91	126.47	(2.8)
Return on Shareholders' Equity ("ROE")	%	11.3	12.3	(1.0)
Return on Capital Employed ("ROCE")	%	12.0	12.6	(0.6)
Net Cash Flow Generated from Operating Activities	RM Million	233.33	155.38	50.2
Total Assets	RM Million	1,870.34	1,836.79	1.8
Total Liabilities	RM Million	552.66	561.05	(1.5)
Capital Employed	RM Million	1,718.11	1,684.60	1.4
Retained Earnings	RM Million	756.75	686.81	10.2

Revenue

	FYE2026 RM Million	Contribution %	FYE2025 RM Million	Contribution %	Variance RM Million	Variance %
Manufacturing	70.14	10.4	76.46	11.2	(6.32)	(8.3)
Plantation	191.87	28.5	201.86	29.5	(9.99)	(4.9)
Bulking	244.53	36.3	211.03	30.9	33.50	15.9
Food	162.88	24.2	190.00	27.8	(27.12)	(14.3)
Others	4.61	0.6	4.04	0.6	0.57	14.1
Group Revenue	**674.03**	**100.0**	**683.39**	**100.0**	**(9.36)**	**(1.4)**

The Group delivered revenue of RM674.03 million in FYE2026, compared with RM683.39 million in the previous financial year. While revenue moderated marginally by 1.4%, the performance reflects the resilience of the Group's diversified business portfolio amid a more challenging operating environment. Growth from the Bulking division helped offset lower contributions from the Plantation, Food and Manufacturing divisions.

Bulking Division remained the largest contributor to Group revenue, accounting for 36.3% of total revenue compared with 30.9% in FYE2025. Revenue increased by 15.9% to RM244.53 million, supported by a 25.4% increase in total throughput to 2.17 million MT (FYE2025: 1.73 million MT). This translated into a higher utilisation rate of 86.4%, up from 84.7% in FYE2025, underpinned by demand for biofuel feedstocks, edible oils and oleochemicals storage. The commencement of operations at the Tanjung Langsat terminal and continued growth in storage demand further supported the division's performance.

Plantation Division recorded revenue of RM191.87 million, representing a decrease of 4.9% from RM201.86 million in FYE2025. The decline was mainly driven by lower CPO prices, reduced FFB throughput at PTNJL's mill, and a weaker Indonesian Rupiah. The average

Financial Review & Analysis

CPO price realised declined to RM3,516 per MT from RM3,914 per MT in FYE2025, while the average CPKO price realised improved to RM6,117 per MT (FYE2025: RM5,799 per MT).

PTNJL recorded a 15.0% decline in FFB production to 90,662 MT (FYE2025: 106,663 MT). The average FFB yield per mature hectare also decreased to 17.14 MT (FYE2025: 20.05 MT). The decline was primarily attributable to operational disruptions, ageing palm profiles and unfavourable weather conditions during the year, including prolonged dry spells followed by periods of heavy rainfall. Despite the lower overall throughput, PTNJL's average oil extraction rate ("OER") improved marginally to 20.28% (FYE2025: 20.21%), reflecting continued efficiency gains at the mill level.

Notwithstanding the softer performance in Indonesia, the Malaysian plantation operations continued to demonstrate encouraging progress. FFB production increased by 19.0% to 114,003 MT, supported by higher yields and improved field productivity, underpinned by a more mature palm age profile, stable labour availability, continued improvements in field management, mechanisation, and ongoing agronomic and rehabilitation initiatives. The average FFB yield per mature hectare improved to 13.16 MT (FYE2025: 10.68 MT), reflecting both operational improvements and recovery from flood-related disruptions in FYE2025. Revenue from the Malaysian estates rose by 13.2% to RM90.38 million (FYE2025: RM79.84 million).

Food Division recorded revenue of RM162.88 million, a decrease of 14.3% from RM190.00 million in FYE2025. The reduction was largely attributable to the depreciation of the Papua New Guinea Kina ("PGK") against the Malaysian Ringgit ("MYR"), which adversely affected the translation of revenue into the Group's reporting currency. In local currency terms, however, revenue remained broadly stable at PGK160.58 million compared with PGK161.43 million in the previous year, reflecting resilient underlying demand and operational performance.

Manufacturing Division's revenue declined by 8.3% to RM70.14 million, primarily due to lower volumes within the travel and transport documents segment. The new contracts secured during the year have strengthened the division's order book, which should help support a more stable revenue base over the medium term.

Profitability

	FYE2026 RM Million	Contribution %	FYE2025 RM Million	Contribution %	Variance RM Million	Variance %
Manufacturing	8.21	4.4	0.90	0.5	7.31	812.2
Plantation	42.42	22.9	61.95	32.1	(19.53)	(31.5)
Bulking	135.74	73.2	119.16	61.7	16.58	13.9
Food	10.34	5.6	22.12	11.5	(11.78)	(53.3)
Others	(14.24)	(7.7)	(10.39)	(5.4)	(3.85)	(37.1)
Associated Companies	2.91	1.6	(0.69)	(0.4)	3.6	521.7
Group PBT	**185.38**	**100.0**	**193.06**	**100.0**	**(7.68)**	**(4.0)**

The Group recorded PBT of RM185.38 million in FYE2026, compared with RM193.06 million in the previous year. While profitability moderated by 4.0%, the Group continued to generate sound earnings, underpinned by its diversified business model, disciplined operational execution and resilient cash-generating businesses.

In line with the lower profitability recorded during the financial year, EBIT decreased marginally by 2.9% to RM205.60 million from RM211.74 million in the preceding year.

Bulking Division remained the Group's largest earnings contributor, accounting for 73.2% of Group PBT compared with 61.7% in FYE2025. PBT increased by 13.9% to RM135.74 million driven by higher throughput volumes, expanded storage capacity and a favourable product mix. Despite higher operating costs associated with the commencement of the Tanjung Langsat terminal and expanded operations, the division maintained profitability through disciplined cost management and operational leverage.

Plantation Division recorded PBT of RM42.42 million compared with RM61.95 million in FYE2025. The decrease in PBT was mainly attributable to lower FFB produced, softer CPO prices, compounded by weaker Rupiah, one-off bearer plant write-offs in Malaysia amounting to RM4.52 million, and higher operating costs.

Financial Review & Analysis

PTNJL's PBT decreased from RM55.53 million to RM34.36 million in FYE2026, mainly reflecting lower CPO prices and reduced FFB throughput during the year. FFB production declined by 15.0% to 90,662 MT (FYE2025: 106,663 MT), primarily attributable to operational disruptions, ageing palm profiles and unfavourable weather conditions during the year, including prolonged dry spells followed by periods of heavy rainfall.

The Malaysian estates, which remain in the development phase with partially mature palms, recorded a reduced pre-tax loss of RM3.29 million (FYE2025: RM5.14 million), reflecting continued progress as the estates advance towards maturity.

The Division also recorded a GP of RM86.37 million in FYE2026, compared with RM113.55 million in FYE2025, representing 45.0% of Group GP (FYE2025: 56.3%).

Food Division recorded PBT of RM10.34 million compared with RM22.12 million in the previous year. The lower profitability reflected the combined impact of foreign exchange translation effects arising from the weaker PGK, the absence of export canned tuna shipments during the year and higher production costs, including fish prices, diesel and labour expenses. Despite these challenges, management has undertaken a strategic realignment of the division with greater focus on tuna processing, export markets and operational efficiency improvements to support future earnings recovery.

Manufacturing Division delivered a marked turnaround in profitability, with PBT increasing more than eight-fold to RM8.21 million from RM0.90 million in FYE2025. This was achieved through a focus on key operational processes aimed at enhancing efficiency, reducing costs and improving productivity, aligned to the Division's core business of confidential and security printing. The improvement was evident in the Division's gross profit margin, which expanded to 49.6% from 16.5% in the prior year.

The **COS** of the Group decreased by 2.3% to RM317.98 million from RM325.55 million in FYE2025. The reduction was primarily attributable to lower production and material costs within the Manufacturing division, supported by ongoing operational improvement initiatives. Consequently, GPM improved to 52.8% compared with 52.4% in the previous year, reflecting continued cost discipline across the Group's operations.

Share of Results of Associates improved to a profit contribution of RM2.91 million in FYE2026 compared with a loss of RM0.69 million in the preceding year, primarily due to improved contributions from the Group's associated company.

The Group recorded a **PAT** of RM136.89 million in FYE2026 compared with RM152.15 million in FYE2025, reflecting the lower operating profitability recorded during the year. Income tax and zakat expenses amounted to RM48.48 million, compared with RM40.91 million in the previous financial year. The increase was mainly attributable to the differing mix of taxable profits and losses recognised across the Group's operating jurisdictions.

Profit Attributable to Equity Holders of the Company decreased marginally by 2.8% to RM122.91 million from RM126.47 million recorded in FYE2025. Correspondingly, basic earnings per share moderated to 44.00 sen compared with 45.92 sen in the previous financial year.

Shareholders' Funds increased by 5.6% to RM1,085.84 million as at FYE2026, supported by continued growth in retained earnings, which rose to RM756.75 million from RM686.81 million in the previous financial year. The increase reflects the Group's ability to continue generating earnings and strengthening its capital base despite a more challenging operating environment.

ROE moderated to 11.3% in FYE2026 compared with 12.3% in the previous year. Despite the marginal decline, the Group continued to generate healthy returns for shareholders while strengthening its equity base.

The Group's **ROCE** stood at 12.0% compared with 12.6% in FYE2025, reflecting the lower EBIT recorded during the year. Nevertheless, the Group continued to generate healthy returns from its capital employed, underpinned by the performance of its core businesses and disciplined capital allocation.

Finance Cost and Liabilities

Finance Costs for the Group increased to RM20.23 million in FYE2026 from RM18.68 million in FYE2025. The increase was primarily attributable to higher interest expenses on long-term borrowings, particularly within the Bulking division, arising from investments in terminal expansion projects at North Port and Tanjung Langsat. Interest expenses on borrowings increased by 18.1% to RM9.21 million compared with RM7.80 million in the preceding year.

As at 31 March 2026, the Group's total liabilities stood at RM552.66 million, compared with RM561.05 million recorded in the previous financial year. The reduction was mainly attributable to lower lease liabilities during the year. Despite continued investment in growth initiatives, the Group maintained a healthy financial position with a gearing ratio of 0.42 times compared with 0.44 times in FYE2025, reflecting its prudent approach to capital and balance sheet management.

Financial Review & Analysis

Liquidity and Capital Resources

The Group maintained a sound liquidity position in FYE2026, supported by robust operating cash generation, disciplined capital allocation and a healthy balance sheet. **Capital expenditure ("CAPEX")** and working capital requirements continued to be funded through internally generated funds and available banking facilities, providing the Group with the flexibility to pursue growth opportunities while maintaining financial resilience.

During FYE2026, the Group invested RM78.91 million in CAPEX compared with RM184.52 million in the previous year. The lower investment level reflects the completion of several major projects undertaken in FYE2025, while continuing to support strategic expansion and operational enhancement initiatives across the Group.

The Bulking Division accounted for the largest share of capital expenditure at RM48.18 million, primarily for the construction of additional storage tanks and upgrades to handling equipment, plant and machinery at North Port and Tanjung Langsat. These investments are intended to strengthen operational capabilities, increase storage capacity and support future throughput growth.

The Plantation Division invested RM25.00 million, mainly for plantation development activities at Ladang FCB Kuala Betis and Ladang FCB Aring as part of the Group's long-term strategy to expand and enhance its plantation asset base.

The Manufacturing Division invested RM2.94 million, primarily for equipment maintenance, facility improvements and production readiness initiatives to support existing customer commitments and future contracts.

Meanwhile, the Food Division invested RM2.43 million in facility upgrades, refrigeration improvements for the mackerel cold room and enhancements to the fishmeal-fish oil separation plant to improve operational reliability, efficiency and yield optimisation.

The Group continues to adopt a disciplined capital allocation framework, ensuring that investments are aligned with strategic priorities, operational requirements and long-term value creation objectives.

The Group's **Cash and Bank Balances and Financial Investments** increased to RM341.59 million as at 31 March 2026 compared with RM304.51 million in the previous financial year. The improved liquidity position was supported by operating cash flow generation and prudent treasury management during the year.

The healthy cash position provides the Group with financial flexibility to fund future expansion initiatives, meet operational requirements and respond to investment opportunities as they arise.

Net Cash Generated from Operating Activities increased to RM233.33 million in FYE2026 compared with RM155.38 million in FYE2025. Cash generated from operations rose to RM259.49 million from RM188.95 million, supported by a higher operating profit before working capital changes of RM255.59 million (FYE2025: RM254.66 million) and a lower overall working capital outflow during the year. The movement in receivables was a much smaller inflow of RM0.16 million, against outflow of RM45.73 million in FYE2025, while inventories released RM10.07 million of cash. After tax payments of RM24.71 million, zakat of RM0.69 million and retirement benefit payments, net operating cash flow was underpinned by the Group's improved cash conversion and continued discipline in working capital management.

These cash flows enabled the Group to fund dividend payments of RM53.01 million and capital expenditure of RM78.91 million during the year while maintaining a sound liquidity position. The ability to meet these commitments from internally generated funds underscores the quality of the Group's earnings and its capacity to fund future growth.

Free Cash Flow ("FCF"), which represents cash generated after funding capital expenditure, improved to a surplus of RM154.42 million in FYE2026 from a deficit of RM29.14 million in FYE2025. The turnaround was driven by higher cash flow from operations and a more measured level of capital expenditure following the completion of several major investment projects in the previous financial year. The return to positive free cash flow gives the Group greater room to reinvest selectively and to reduce borrowings where appropriate.

Total Assets increased by 1.8% to RM1,870.34 million in FYE2026 from RM1,836.79 million recorded in the previous financial year. The growth in the asset base was driven mainly by higher financial investments and continued capital expenditure across the Group's operations, with its overall financial position remaining sound. Financial investments increased by 40.2% to RM193.71 million compared with RM138.19 million in FYE2025, while investments in associates increased by 5.5%.

Foreign exchange markets remained volatile throughout FYE2026. The United States Dollar ("USD") to Malaysian Ringgit ("MYR") exchange rate fluctuated between RM4.45 and RM4.04 during the financial year. As at 31 March 2026, the MYR had strengthened by approximately 9.2% against the USD compared with the position at the end of FYE2025. The Indonesian Rupiah traded within a range of IDR3,703.70 to IDR4,347.83 against the MYR during the year.

Financial Review & Analysis

Meanwhile, the MYR also appreciated against the Papua New Guinea Kina ("PGK"), with exchange rates ranging between PGK0.91 to PGK1.14 per MYR. As at 31 March 2026, the MYR had strengthened by approximately 18.1% against the PGK compared with the previous financial year. The appreciation of the MYR against the PGK had a notable translation impact on the Group's Food division, reducing the reported value of revenue and earnings generated by its Papua New Guinea operations when translated into MYR. While the Group's operations across several countries and currencies provide a degree of natural diversification, movements in any single currency can still affect reported results.

Our External Operating Environment

Malaysia

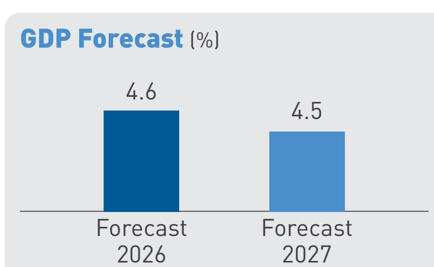
Malaysia's economy demonstrated strong momentum into the current financial year, with GDP expanding 5.3% year-on-year in Q1 2026[1]. The International Monetary Fund ("IMF") has revised Malaysia's 2026 GDP growth projection upward to 4.7%[2], while Bank Negara Malaysia projects growth within the range of 4.0%–5.0%[3], underpinned by resilient domestic demand, sustained private investment, and an expanding digital economy.

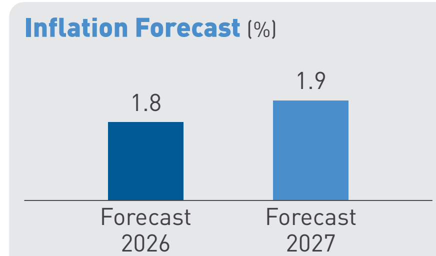
The country's economic growth will be supported by strong domestic consumption, continued investment in infrastructure and industrial projects, the expansion of the digital economy, and the recovery of tourism in conjunction with Visit Malaysia 2026[4]. Malaysia's participation in the recently concluded Malaysia-US Reciprocal Trade Agreement is anticipated to moderate the impact of US tariff headwinds, offering a degree of export protection for the Group's manufacturing operations[5].

On the capital markets front, domestic liquidity remains supportive, with the FBMKLCI expected to sustain positive momentum. RAM Ratings projects the fiscal deficit to narrow to 3.5% of GDP in 2026, reflecting continued fiscal discipline under the Madani Economic Framework[6].

For the plantation sector, CPO prices have remained firm above RM4,000 per tonne in early 2026, supported by competitive pricing relative to alternative vegetable oils. The Malaysian Palm Oil Council ("MPOC") expects CPO prices to trade in the range of RM4,300 to RM4,600 per tonne in the near term, with global import demand strengthening as palm oil maintains its cost advantage[7]. However, Malaysia's 2026 CPO production is projected at approximately 19.60 million tonnes — a slight reduction from 2025's record output — as stagnating planted area and labour constraints limit supply upside[8].

Weather conditions present a material risk to the Group's plantation operations in both Malaysia and Indonesia. The Malaysian Meteorological Department expects El Niño conditions to begin developing between June and July 2026, potentially persisting into early 2027[13], while Indonesia's national research agency, Badan Riset dan Inovasi Nasional (BRIN) has warned of a potentially strong episode severe enough to trigger prolonged drought and crop failures[14].





Source:
Asian Development Bank Outlook April 2026

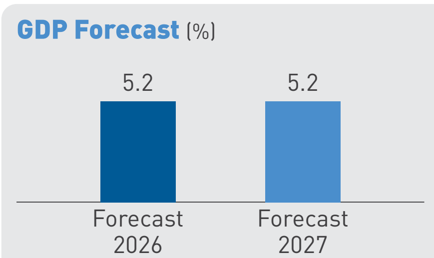
Indonesia

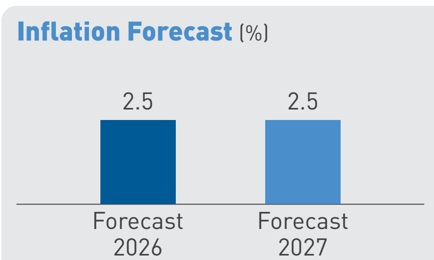
Real GDP is projected to grow by 4.7% in 2026, followed by a pick-up to 5.0% in 2027[9]. The World Bank estimates that Indonesia's economic growth is expected to moderate to 5.0% in 2026, as the country faces increasing fiscal strain from an ambitious spending programme and rising fuel subsidy costs in the wake of the conflict in Iran[10].

However, inflationary pressures are building. The OECD projects headline inflation to rise to 3.4% in 2026[9], driven primarily by higher global energy prices following geopolitical disruptions in the Middle East. Bank Indonesia's benchmark rate stands at 4.75%, with the central bank maintaining a cautious stance to stabilise the Rupiah — which remains under pressure — while keeping inflation within its 2.5% ±1% target range[11].

For the Group's Indonesian plantation operations, the palm oil sector faces a more complex regulatory landscape. The EU Carbon Border Adjustment Mechanism (CBAM) takes full effect in 2026, while the EU Deforestation Regulation (EUDR) is set to come into force in December 2026, adding compliance costs for palm oil exporters[12]. Domestically, Indonesia's palm oil production is projected to recover by 1.5–2.0 million tonnes[8], which may exert modest downward pressure on CPO prices. Newly concluded trade agreements, including IEU-CEPA, are expected to partially offset these headwinds by expanding market access[12].

Financial Review & Analysis





Source:
Asian Development Bank Outlook April 2026

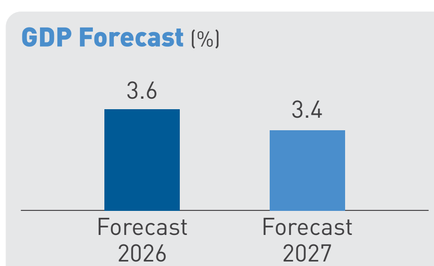
Papua New Guinea

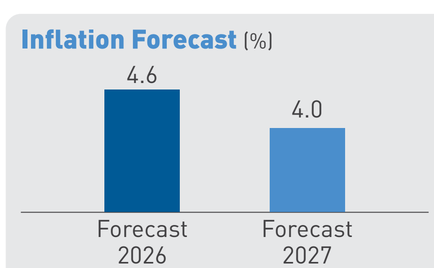
The economy of Papua New Guinea ("PNG") recorded an exceptionally strong performance in 2025, with the Bank of PNG revising its GDP growth estimate upward to 5.3%, driven by resumed LNG production and strong output from the resource sector. For 2026, the Bank of PNG projects growth to moderate to approximately 3.0%, reflecting a return to a more sustainable pace following the resource-led surge[15].

The non-mineral sector is expected to contribute positively to growth, supported by agriculture, fisheries, and forestry, as well as services particularly finance, telecommunications, and transport. PNG's continued benefits from duty-free export access to the European Union, and its position as a contributor of approximately 14.5% of the world's tuna catches, continue to underpin the operating environment for the Group's Food division[15].

On the inflation front, the ADB projects PNG's inflation to reach approximately 4.3% in 2026, driven by continued Kina depreciation, elevated energy costs, and imported food price pressures[16]. While food inflation for staple goods remains high, VAT exemptions on 13 basic food products help contain some of the impact[17]. Ongoing security challenges, high cost of doing business, and potential risks around sovereign credit ratings remain key downside risks to the PNG operating environment[18].

For the Group's canned fish operations, the global canned fish market continues to demonstrate solid structural demand. PNG's fisheries management framework and strong tuna resource base remain foundational strengths, and the Group's recently established strategic partnership with an international fishing company is expected to further enhance supply chain stability and processing scale in Lae.





Source:
Asian Development Bank Outlook April 2026

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Segmental Review

30 - 51

Fimachem Sdn Bhd, North Port

We will continue to do the work carefully, allocate capital with discipline, and remain focused on delivering long-term value for our stakeholders

Dato' Roslan Bin Hamir
Group Managing Director

Bulking Division

Expanding Capacity

Revenue
RM244.53 Million
15.9% Increase Y-o-Y
(FYE2025: RM211.03 million)

PBT
RM135.74 Million
13.9% Increase Y-o-Y
(FYE2025: RM119.16 million)

Segmental Review

FYE2026

Strategic Priorities

Operationalising the Tanjung Langsat terminal and building its customer base.

Strengthening client diversification with introduction of new clients.

Broadening product handling capabilities besides biofuel feedstocks and base oil to finished products such as Sustainable Aviation Fuel ("SAF") and Hydrotreated Vegetable Oil ("HVO") and other specialty materials for food and pharmaceutical manufacturing.

Advancing operational safety frameworks, enforcement of KPIs and workforce competency.

Deploying an integrated IT platform to automate end-to-end terminal operations and enable customer inventory self-management.

Business Overview

Liquid Bulk Storage

The Bulking Division operates a network of liquid bulk terminals across Peninsular Malaysia. As at FYE2026, the division's terminals in North Port (Port Klang), Butterworth (Penang), and Tanjung Langsat (Johor), which commenced Phase 1 operations in June 2025, have a combined storage capacity of approximately 596,647 CBM with 352 tanks. The terminals handle a wide range of liquid cargoes including base oil, palm oil products, biofuel feedstocks, oleochemicals, specialty oils, industrial chemicals and technical fats. Value-added services include customs declaration, freight forwarding, transhipment, drumming, nitrogen blanketing, heating, and related logistics solutions.

Financial Performance

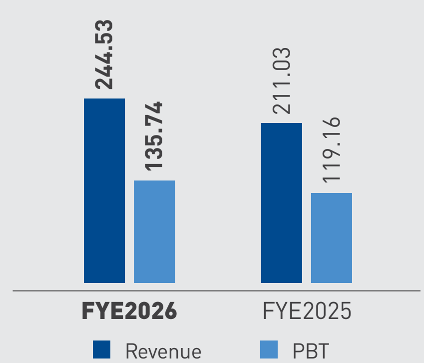
The Bulking Division remained the largest contributor to Group revenue, accounting for 36.3% of total revenue compared with 30.9% in FYE2025. Revenue increased by 15.9% to RM244.53 million, supported by a 25.4% increase in total throughput to 2.17 million MT (FYE2025: 1.73 million MT). This translated into a higher utilisation rate of 86.4%, up from 84.7% in FYE2025, underpinned by demand for biofuel feedstocks, edible oils and oleochemicals storage. The commencement of operations at the Tanjung Langsat terminal and continued growth in storage demand further supported the division's performance.

Direct costs increased by 18.8% year-on-year to RM49.94 million (FYE2025: RM42.05 million), driven by higher energy, fuel and maintenance expenditure in support of expanded throughput volumes. Notwithstanding this increase, cost efficiency improved, with the cost per metric tonne declining to RM26.68/MT (FYE2025: RM27.83/MT), reflecting the operational leverage gained from higher throughput. Overheads rose 38.7% to RM28.47 million (FYE2025: RM20.53 million), largely on the back of the costs of operating the newly commissioned Tanjung Langsat terminal and expanded headcount to support broader operations. Depreciation increased 29.2% to RM23.91 million (FYE2025: RM18.95 million), consistent with higher invested asset base following prior-year new tank completion. Finance costs on borrowings stood at RM7.02 million (FYE2025: RM5.24 million), reflecting utilisation of project financing facilities.

Gross profit margin remained broadly stable at 79.6% (FYE2025: 80.1%), as the strong revenue growth largely offset the rise in direct costs. Other income increased substantially by 149.4% to RM13.02 million (FYE2025: RM5.22 million), including a one-off recognition of late payment interest charges at Fima Butterworth Installation Sdn Bhd and higher returns from short-term investments.

Key Financial Indicators

Revenue & PBT Performance
(RM Million)



Segmental Review

Segment Review

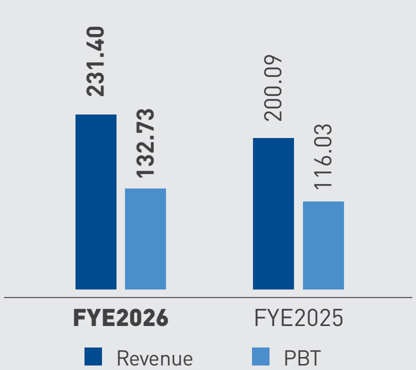
Liquid Storage

Liquid storage continued to be the division's primary earnings driver in FYE2026, supported by expanded terminal capacity, a favourable shift in product mix towards higher-value biofuel feedstocks, and improved throughput across product categories. Capacity utilisation grew by 12.0% to 5,981,692 CBM (FYE2025: 5,341,064 CBM), reflecting strong demand for the division's storage and handling services.

As at FYE2026, the combined storage capacity of our terminal network, spanning North Port (Port Klang), Butterworth (Penang), and the newly commissioned Phase 1 terminal in Tanjung Langsat (Johor), stood at approximately 596,647 CBM (FYE2025: 538,149 CBM), representing a 10.9% expansion in installed capacity.

Total liquid bulk throughput for the year reached 2.11 million MT (excluding transportation volumes), an increase of 27.1% over the prior year (FYE2025: 1.66 million MT), driven by strong demand in the biofuel feedstock segment. Tank utilisation remained high at 86.4% despite the increase in installed capacity during the year, reflecting strong demand.

Liquid Storage Segment: Revenue & PBT Performance
(RM Million)



Biofuel feedstocks were the standout performer, with throughput surging 46.7% to 1.57 million MT (FYE2025: 1.07 million MT). This growth reflects the division's well-established position as a preferred storage and handling partner for biofuel supply chains across the region, and was reinforced by long-term contract coverage with key international clients. Edible oil throughput increased 11.8% to 218,866 MT (FYE2025: 195,700 MT), while oleochemicals rebounded from a low base, growing 49.6% to 24,697 MT. These gains were partially offset by lower base oil volumes, which declined 21.6% to 201,672 MT (FYE2025: 257,359 MT), and reduced industrial chemical throughput, reflecting softer demand in those product segments.

A key development during the year was the expiration of a major long-term storage contract at our Butterworth terminals in July 2025, which created a temporary gap in tank utilisation. Notwithstanding the contract transition, the division continued to retain a strong base of major international clients throughout the year, underscoring its established reputation for service quality, operational reliability and regulatory compliance.

The first phase of the Tanjung Langsat terminal commenced operations in June 2025, establishing a new presence for the division in the southern region and widening our geographic coverage. This terminal is positioned to serve customers with storage needs in the surrounding industrial corridor, and is expected to contribute more meaningfully to revenue as ramp-up progresses. Looking ahead, the construction of 13 additional tanks at our Fimachem Terminal 2 facility in Port Klang and a new specialised cargo storage project are both progressing, with revenue contributions from both initiatives expected to commence in the first half of FY2027.

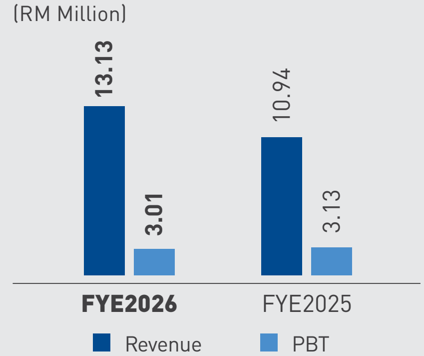
Vessel calling grew in line with higher throughput volumes during the year. While this reflects the positive trajectory of the overall business, it has also placed some pressure on berth availability at Port Klang during peak periods, and management is actively exploring operational measures and engaging port authorities closely to manage vessel scheduling and maintain customer service standards.

Logistics

The transportation segment, which comprises trucking, freight forwarding and related logistics services operated under Fima Freight Forwarders Sdn Bhd, recorded revenue of RM13.13 million in FYE2026 (FYE2025: RM10.94 million), a 20.1% increase year-on-year supported by higher logistics service rates and a broader customer base. Transportation throughput volume moderated slightly to 64,547 MT (FYE2025: 66,931 MT), as haulage volumes were affected by changes in cargo mix during the year.

The logistics segment PBT stood at RM3.01 million (FYE2025: RM3.13 million), with the year-on-year decline attributable to higher operating costs and maintenance expenditure. A notable operational milestone during the year was the completion of the Bonded Delivery Module (BDM) upgrades for all prime movers and trailers in January 2026, ensuring full compliance with the latest Customs requirements and improving system efficiency for bonded cargo movement.

Logistics Segment: Revenue & PBT Performance
(RM Million)



Segmental Review

Capital Expenditure

Capital investment in FYE2026 amounted to RM48.18 million (FYE2025: RM97.28 million) was directed primarily towards the development of new tank infrastructure, the upgrade and replacement of process equipment, and safety-related facility improvements across our terminal network. Key programmes underway during the year included the construction of an additional 13 tanks at our Fimachem Terminal 2 facility in Port Klang, the development of new specialised cargo storage infrastructure to serve an expanding customer segment, and targeted equipment upgrades to enhance operational reliability and energy efficiency. Both the new tank construction and the specialised cargo storage project are expected to contribute to revenue from Q2 FY2027 onwards.

As part of its digitalisation agenda, the division is progressively adopting artificial intelligence in daily operations, supported by the installation of radar-based electronic tank gauging systems and the development of an integrated terminal operations and inventory management system, to strengthen operational accuracy, efficiency and customer service delivery.

The division maintains a disciplined capital allocation framework, with investments assessed against contract certainty, return on capital, and strategic fit. Where feasible, expansions are supported by long-term contract agreements prior to commitment, providing revenue visibility and reducing execution risk.

Sustainability

The Division remains committed to managing its environmental footprint in a measured and transparent manner. All newly constructed tanks are fully insulated to improve temperature control efficiency and reduce heat loss during storage operations. Insulation retrofitting of existing tanks continues on a phased schedule. We also monitor fuel intensity across our truck fleet and boiler operations to identify opportunities for consumption reduction.

On occupational safety, the division is strengthening its safety governance structure through the implementation of enforcement and compliance KPIs for terminal heads and operational supervisors, increased supervisory presence at site, structured retraining programmes focused on SOP compliance and critical risk awareness. These initiatives are aimed at reducing incidents, procedural violations and operational losses.

Outlook

The medium-term outlook for the division remains favourable, underpinned by growing global demand for biofuel feedstocks and sustainable liquid logistics, supported by policy mandates in aviation, maritime and road transport sectors across key markets[1].

The division is well placed to capture a share of this demand, given its expanding terminal network, multi-product handling capability and established relationships with major international clientele. Looking ahead, the division will continue to expand its product handling capabilities to include jet fuel, SAF and HVO, positioning the terminal network to serve emerging demand in the energy transition space.

The full year of the Tanjung Langsat terminal operations, the commissioning of an additional 13 tanks at Port Klang and a new specialised cargo storage project are expected to provide meaningful incremental revenue streams in FY2027. The Division will also continue to focus on securing replacement business following the contract expiration at our Butterworth terminals and on broadening the customer and product base across the wider terminal network.

In parallel, the core liquid storage and logistics businesses are expected to continue performing in line with operational targets, supported by high tank utilisation and a growing suite of value-added services. The division's outlook for FY2027 is cautiously positive, tempered by awareness of cost pressures and market uncertainties.

Fima Bulking Services Berhad, North Port

Source:
[1] *IRENA Renewable Energy Statistics, 2025; IEA Bioenergy Report, 2025*

Plantation Division

Harvesting Growth

Revenue
RM191.87 Million
4.9% Decrease Y-o-Y
(FYE2025: RM201.86 million)

PBT
RM42.42 Million
31.5% Decrease Y-o-Y
(FYE2025: RM61.95 million)

Segmental Review

FYE2026
Strategic Priorities

- Implement Good Agricultural Practices ("GAP") and mechanisation to drive FFB yield improvement across all Malaysian estates.
- Improve operational cost efficiencies and effectiveness through stringent monitoring, ICT adoption and mechanisation.
- Accelerate completion of development works at Ladang FCB Kuala Betis and Ladang FCB Aring, Gua Musang, Kelantan.
- Advance crop diversification through coffee cultivation at Ladang Sg. Siput.
- Retain 100% Malaysia Sustainable Palm Oil ("MSPO") certification across all Malaysian estates.

Business Overview

Oil production and processing

The Group continued to own and operate 16 estates in Malaysia and Indonesia, with a total plantable landbank of approximately 17,131 hectares, of which approximately 16,160 hectares have been planted with oil palm. The Group also owns a 45 MT/HR palm oil mill in Indonesia, operated through its subsidiary PT Nunukan Jaya Lestari ("PTNJL").

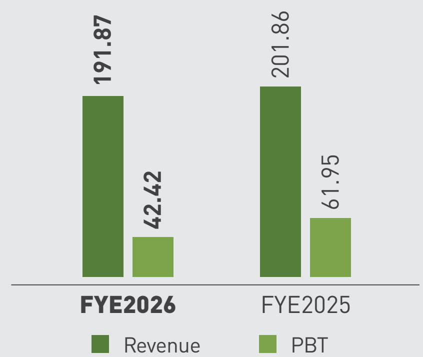
At Group level, fresh fruit bunch ("FFB") production in FYE2026 amounted to 204,665 MT (FYE2025: 202,467 MT), a year-on-year (y-o-y) increase of 1.1%. The growth was underpinned by a 19.3% increase in FFB production at Miri Estate to 67,581 MT, which offset the 14.9% decline at PTNJL where production totalled 90,662 MT. Malaysian estates collectively achieved FFB production of 114,003 MT in FYE2026.

Revenue for the Plantation division came in at RM191.87 million (FYE2025: RM201.86 million), a decrease of 4.9% y-o-y driven by lower CPO prices, reduced FFB throughput at PTNJL's mill, and a softer IDR. The average CPO price realised declined to RM3,516 per MT from RM3,914 per MT in FYE2025, while average CPKO price realised improved to RM6,117 per MT (FYE2025: RM5,799 per MT). Profit Before Tax ("PBT") was RM42.42 million (FYE2025: RM61.95 million), reflecting the combined impact of lower CPO prices, a weaker IDR, higher bearer plant write-offs in Malaysia, and increased operating costs.

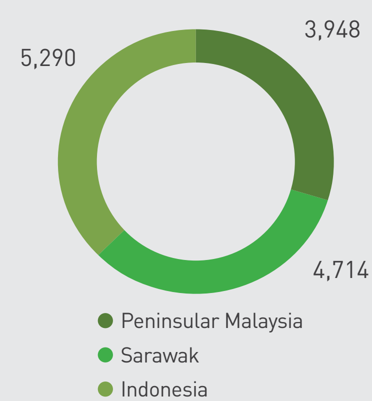
Notwithstanding the revenue headwinds, FYE2026 delivered meaningful operational milestones: our Malaysian estates outperformed expectations, development at Ladang FCB Kuala Betis and Ladang FCB Aring progressed on schedule, and our crop diversification initiative at Ladang Sg. Siput took important strides forward with both coffee nursery establishment and field planting underway.

Key Financial Indicators

Revenue & PBT Performance
(RM Million)



Oil Palm Matured Area
(Hectares)



Plantation Indonesia

PTNJL's FFB production declined by 15.0% to 90,662 MT (FYE2025: 106,663 MT), primarily attributable to operational disruptions, unfavourable weather conditions during the year, including prolonged dry spells followed by periods

Segmental Review

of heavy rainfall. Correspondingly, FFB yield per mature hectare declined to approximately 17.14 MT (FYE2025: 20.05 MT), reflecting the ageing maturity profile of the estate's palm, with 5,290 hectares in the above 19-year age bracket.

PTNJL's palm oil mill processed a total of 125,872 MT of FFB (FYE2025: 136,407 MT), comprising own-estate production and FFB purchased from third-party suppliers and smallholders. Third-party FFB intake increased by 18.4% to approximately 35,210 MT (FYE2025: 29,744 MT), supported by the introduction of cash payment purchase arrangements, which helped maintain engagement with external suppliers.

Encouragingly, despite lower overall throughput, PTNJL's average oil extraction rate ("OER") improved marginally to 20.28% (FYE2025: 20.21%). CPO production for the year was 25,400 MT (FYE2025: 27,572 MT) and CPKO production was 2,248 MT (FYE2025: 2,476 MT). Revenue from PTNJL was RM101.48 million (FYE2025: RM122.02 million), with the decline attributed to lower CPO prices, reduced production volumes, and a weaker IDR against the MYR.

PTNJL continued to maintain environmental and operational discipline during the year. Its palm oil mill retained its ISO 14001:2015 Environmental Management System certification following a re-certification audit in June 2025. PTNJL also achieved Sistem Manajemen Keselamatan dan Kesehatan Kerja ("SMK3") Gold certification under Indonesia's National Occupational Health and Safety Management System and was awarded a PROPER Green rating by Badan Lingkungan Hidup Provinsi in November 2025.

Plantation Malaysia

FYE2026 was a landmark year for our Malaysian operations. Total FFB production from the Malaysian estates surged 19.0% to 114,003 MT (FYE2025: 95,804 MT), their best collective performance to date, supported by a more mature palm age profile, stable labour availability, improved field management practices and continued in-field mechanisation. Average FFB yield per mature hectare improved to approximately 13.16 MT (FYE2025: 10.68 MT), reflecting both operational improvements and recovery from flood-related disruptions in FYE2025. Revenue from the Malaysian estates rose by 13.2% to RM90.38 million (FYE2025: RM79.84 million). During the year, the Division recorded one-off bearer plant write-off of RM3.0 million in relation to palms damaged beyond economic recovery following severe elephant intrusions across several affected estates. The latter had adversely impacted the Division's overall profitability for the year.

Following the assessment of the affected areas, the estates are focusing resources on existing productive planted areas while continuing to monitor block performance and crop recovery. The Division will also evaluate suitable crop and development options for the damaged areas to optimise land utilisation over the medium term.

East Coast Region

Terengganu

Ladang Cendana recorded another strong year, with FFB production increasing by 26.0% to 15,727 MT (FYE2025: 12,482 MT). Average FFB yield per mature hectare improved to 22.87 MT (FYE2025: 18.70 MT), placing Ladang Cendana among the Group's better-performing estates. Revenue grew to RM14.43 million (FYE2025: RM11.50 million).

This sustained performance reflects the positive impact of investments in estate road infrastructure, in-field mechanisation of crop collection and agronomic programmes established in prior years. These included the establishment of *Nephrolepis biserrata* ferns and soft grasses to improve soil moisture retention, reduce surface run-off and enhance nutrient uptake. The

Ladang Amgreen, Miri

Segmental Review

availability of experienced harvesting teams also supported the conversion of these agronomic improvements into higher production outcomes.

Kelantan

Ladang Bunga Tanjong recorded a solid recovery during the year, with FFB production rising 50.7% to 12,972 MT, compared with 8,606 MT in FYE2025. Average FFB yield per mature hectare improved to 10.32 MT, from 6.84 MT in FYE2025, reflecting recovery from flood-related disruptions in the previous year. Revenue rose to RM11.28 million from RM7.52 million in FYE2025.

The estate continued to face challenges from a shortage of skilled harvesters, which affected harvesting timeliness during certain periods. These challenges were managed through closer field coordination and supervision to maintain harvesting standards, improve crop recovery and support productivity. During the year, a concrete bridge was also installed to improve internal field access and crop evacuation.

Ladang Fima Dabong also recorded improved performance, with FFB production rising 40.3% to 1,787 MT, compared with 1,274 MT in FYE2025. Average yield improved to 9.35 MT per mature hectare, from 6.66 MT in FYE2025, while revenue increased to RM1.55 million from RM1.12 million in the prior year. With a higher FFB volume to harvest, the estate focused on targeted harvesting standards training and stronger worker engagement to improve harvester skills and crop recovery. These efforts have supported better productivity during the year.

The mature oil palm areas at Ladang Fima Aring produced 1,112 MT of FFB, compared with 897 MT in FYE2025. The improvement in production was partly moderated by ongoing operational challenges at the estates, including wildlife intrusion. To mitigate this, the estate has deployed biological deterrents and established a dedicated patrolling team to monitor elephant movements and reduce the incidence of damage and crop losses.

Central Region

Perak

Ladang Sg. Siput demonstrated notable progress during FYE2026, recording higher FFB production to 724 MT (FYE2025: 250 MT). Revenue reached RM0.61 million (FYE2025: RM0.21 million). The higher output reflects the gradual progression of its mature areas as the estate is still in the early phases of production and development.

The estate continued to be affected by frequent elephant intrusions particularly in Phase 1, where a total of 2,085 oil palm trees and 15 mature durian trees were damaged during the year. As the affected palms were predominantly at mature or near-productive stages, the intrusions had a direct bearing on FFB yield performance. A dedicated elephant patrolling team has been deployed on the ground, with incidents reported to and escalated through the relevant authorities, including Jabatan Perhilitan in accordance with established protocols. Given the persistent nature of elephant activity in the area, the estate is actively exploring longer-term mitigation strategies to better protect affected blocks and minimise future crop losses.

Estate operations were also affected by prolonged heavy rainfall, which caused severe road damage at the estate and disrupted access to Phase 2 and Phase 3 and affecting harvesting, manuring, maintenance and logistics operations. Repair works are underway, with a contractor appointed to expedite the restoration of estate access.

Southern Region

Johor
Oil Palm Production

FFB production from the three Johor estates, Ladang Kota Tinggi, Ladang Ayer Baloi, and Ladang Ayer Hitam declined 11.3% to 12,705 MT (FYE2025: 14,321 MT), primarily driven by the continued impact of Ganoderma basal stem rot disease at Ladang Ayer Baloi, which has progressively reduced palm stand density, affected crop quality, and suppressed FFB production.

Ladang Kota Tinggi continued to perform strongly, producing 8,508 MT of FFB at an average yield of 21.96 MT per mature hectare over its 387 hectares of mature area. The estate's performance reflects a well-maintained agronomic programme and efficient harvesting operations, supported by a palm profile where approximately 68% of mature area is in the prime 10-to-18-year age bracket.

Ladang Ayer Baloi produced 2,622 MT of FFB at an average yield of 5.41 MT per mature hectare from its 485 hectares of mature area. Management is actively pursuing phased replanting and disease management strategies to gradually restore the estate's productive capacity, and the impact of these measures is expected to be reflected progressively in the years ahead.

Ladang Ayer Hitam produced 1,575 MT of FFB at an average yield of 18.54

Segmental Review

MT per mature hectare, a marginal improvement from FYE2025. The estate's cattle rearing programme under the Ruminant Enhancement Programme continues to gain traction. Napier grass cultivation was expanded during the year, and rejected pineapples continue to be repurposed as silage, providing a cost-effective and sustainable feed supplement for the growing herd. This integrated agri-business model presents a promising complementary revenue stream for the estate over the long term.

Pineapple

In FYE2026, total pineapple production was approximately 894 MT harvested from 254 acres (FYE2025: 986 MT from 265 acres). The MD2 variety accounted for approximately 52.9% of total production and Josapine for the remainder. Planted pineapple area as at year-end stood at 265 acres, with 121 acres under nursery and approximately 398 acres of plantable area available for future expansion.

In line with our circular economy commitments, rejected pineapples continued to be repurposed as silage at Ladang Ayer Hitam, which in turn are used as a feed supplement for the estate's growing cattle herd.

Revenue from oil palm and pineapple production declined to RM13.49 million (FYE2025: RM14.44 million), reflecting the lower crop volumes recorded during the year.

East Malaysia

Miri, Sarawak

Ladang Amgreen, the Group's largest single Malaysian estate with approximately 4,714 hectares of mature oil palm, delivered an excellent year. FFB production increased by 19.3% to 67,581 MT (FYE2025: 56,642 MT), reflecting the recovery from the severe flooding of January 2025, which had disrupted harvesting operations for 16 consecutive days and cost the estate an estimated 2,576 MT of production. The average FFB yield per mature hectare improved to 14.34 MT (FYE2025: 12.02 MT), supported by investment in drainage infrastructure, water management systems, and improved harvesting logistics. As a result, revenue grew to RM46.43 million (FYE2025: RM43.25 million).

The estate's oil palm profile is predominantly prime-age, with approximately 90.6% of mature area (4,271 hectares) in the 10 to 18 year age bracket. The tugboat and barge acquired in the prior year continued to deliver improvements in FFB evacuation logistics and fertiliser delivery, enabling more timely crop recovery and more precise agronomic management across the estate.

Looking ahead, Ladang Amgreen is well-positioned to continue building on its production momentum. The team remains focused on sustaining yield performance, improving cost efficiencies, and strengthening weather resilience to reduce production risks from future adverse weather events.

Areas Under Development

Crop Diversification – Ladang Sg. Siput

A total of 90,000 coffee seeds were sown in the nursery in preparation for the planned development of approximately 100 hectares of coffee planting in FY2027. The seedlings are expected to be ready for field transplanting by September 2026.

To date, 36 hectares have been developed for coffee cultivation, including land clearing and construction of planting platforms. Of these, 26 hectares have been planted with the Robusta variety using Nestlé-selected clone. The planted areas are in their early establishment phase, with production expected to commence in FY2028. This programme forms part of FSSE's longer-term crop diversification strategy, with sound nursery management practices in place to support seedling growth and field establishment.

The durian cultivation programme, comprising approximately 4.05 hectares of premium varieties including Musang King, Black Thorn and Tekka, remains in its trial phase. Performance will be monitored before any decision is made to expand the programme to a commercial scale.

Development Progress

Ladang FCB Aring

As at 31 March 2026, approximately 796 hectares have been planted at Ladang FCB Aring, all of which remain immature. During the year, 265 hectares were cleared under Phase 2 land clearing, with clearing activities completed in December 2025. Planting activities are underway across the developed areas.

Plastic mulching was applied during the year to help maintain soil moisture and reduce the need for chemical weeding and support soil health conditions during the early establishment stage.

Wildlife management remains an ongoing operational matter, with elephant activity requiring close monitoring across all sections of the estate. The biological deterrent programme has helped reduce

Segmental Review

intrusion frequency, while night patrols are conducted regularly to protect plantation areas.

Ladang FCB Kuala Betis
Ladang FCB Kuala Betis recorded FFB production of 1,395 MT during the year from 435 mature hectares, comprising 75 hectares of newly matured palms and 360 hectares of ageing palms. The ageing palm area is earmarked for replanting upon completion of Phase 3 development works, which are expected to commence in FY2028.

As at 31 March 2026, the estate has 1,064 hectares of immature palms and a further 693 hectares under active development. To support future planting and replanting requirements, a 7-hectare nursery with a capacity of 90,000 oil palm seedlings has been established.

Infrastructure investments during the year included the construction of worker quarters, a fertiliser store and road development works to improve estate access and facilitate in-field mechanisation. As the immature areas progress toward maturity, FFB production at Ladang FCB Kuala Betis is expected to increase over time.

Capital Expenditure

Capital Expenditure ("CAPEX") for the Plantation Division in FYE2026 amounted to RM25.00 million (FYE2025: RM22.12 million). Spending was primarily directed towards bearer plant development amounting to RM17.35 million, as the Division continued development works at Ladang FCB Kuala Betis and Ladang FCB Aring.

Other CAPEX during the year included worker accommodation, storage facilities and field infrastructure improvements across several estates, as well as the acquisition of farm tractors to support the division's ongoing mechanisation programme.

Sustainability

All our Malaysian estates retained their MSPO certifications during the year. To support ongoing readiness and compliance with the updated MSPO 2.0 standards, intensive training sessions were conducted across our teams, with emphasis on management responsibility, transparency and environmental stewardship. During the year, Social Impact Assessments ("SIA") were conducted for Ladang FCB Aring and Ladang FCB Kuala Betis. As both estates are in active development phases, the SIA form an integral part of the Group's approach to responsible land management, examining the potential social and economic effects on neighbouring communities and identifying measures to promote positive outcomes for local stakeholders.


Ladang Ayer Hitam, Kluang

In Indonesia, PTNJL continued to demonstrate best-in-class environmental and safety credentials, maintaining ISO 14001 certification, achieving SMK3 Gold status, and earning a PROPER Green rating — recognitions that reflect our commitment to operating responsibly and sustainably in all our markets.

Across all operations, we continue to embed GAP and regenerative agriculture techniques to support long-term soil health and productivity. Soft grasses and broadleaf vegetation have been established across field areas to improve ground cover and protect the soil, complemented by legume cover crops and organic matter management across the estate portfolio.

The Division continued to reduce its reliance on chemical inputs during the year through the adoption of biological weed management practices and integrated pest management across its estates. These initiatives have contributed to improved environmental outcomes and reduced chemical usage across the division's operations.

In support of soil health and erosion control, all estates have transitioned to contact herbicides only, with chemical dosage for circle weeding reduced by 50.0%. Selective spraying is conducted solely for the eradication of woody and noxious weeds, while plastic mulching has been applied at selected estates to retain soil moisture, minimise erosion and enhance water infiltration.

Segmental Review

The Division continued to identify practical opportunities to improve operational efficiency and reduce fuel consumption through targeted equipment upgrades. For instance, at Ladang Cendana, an ageing petrol-powered vehicle was replaced with a more fuel-efficient alternative, contributing to lower operating fuel requirements and supporting the estate's broader resource efficiency efforts.

The ISPO certification audit for PTNJL remains on hold pending the regularisation of the company's Hak Guna Usaha ("HGU") land title. The certification process will resume promptly once this matter is resolved.

Outlook

Looking ahead, the Plantation Division is well-positioned to build on the operational momentum established in FYE2026. CPO prices are expected to remain firm, with MPOC projecting prices in the RM4,300 to RM4,600 per tonne range for the first half of 2026[1], supported by tight supply conditions, resilient biodiesel demand, and strong export demand from China and India.

For our Malaysian estates, FFB production is expected to continue growing, driven by the progressive maturation of immature palm areas at Ladang FCB Kuala Betis, continued production ramp-up at Ladang FCB Aring, and improving yields at Ladang Sg. Siput. The division's palm age profile supports a positive production outlook over the medium term.

At Ladang Sg. Siput, the coffee planting programme remains on track, with field planting expected to commence in Q3 FYE2027 and commercial production anticipated from FYE2028. This diversification initiative is expected to provide a complementary revenue stream for the estate over the medium term.

In Indonesia, the division remains focused on mill throughput optimisation, quality management and growing third-party FFB intake to improve mill utilisation. Resolving the outstanding HGU land title matter remains a key priority to provide a stable foundation for long-term operational planning.

Notwithstanding the positive production outlook, the Division is mindful of a number of external headwinds that may impact the operations in FY2027. The potential onset of El Niño conditions poses a weather-related risk to FFB yields, as prolonged dry spells typically disrupt flowering and bunch development across our estates, with production effects likely to be felt 24 months after the onset of dry weather. Additionally, ongoing geopolitical tensions in the Middle East continue to exert pressure on global supply chains, contributing to elevated costs for key agricultural inputs, notably fertilisers, agrochemicals and fuel, which remain significant cost drivers across our plantation operations. The Group will continue to monitor these developments closely and implement appropriate cost management and mitigation measures to safeguard productivity and margins.

Overall, the division enters FY2027 with a clear strategic direction, well-invested assets across its development estates, and a growing Malaysian production base. We remain confident in the long-term trajectory of our plantation business and its capacity to create sustained value for our shareholders.

Ladang Kuala Betis, Gua Musang

Source:
MPOC: "CPO Price Expected to Trade Between RM4,300 and RM4,600 in First Half of 2026". Available at: https://www.mpoc.org.my/cpo-price-expected-to-trade-between-rm4300-and-rm4600-in-first-half-of-2026/

Segmental Review

5-Year Oil Palm Plantation Statistics

	FYE2026	FYE2025	FYE2024	FYE2023	FYE2022
Palm Age Profile (Hectares)					
> 19 years	5,461	5,683	5,709	4,375	2,200
10 – 18 years	6,587	6,324	2,464	3,011	4,975
4 – 9 years	1,904	2,283	5,972	6,304	5,881
	13,952	14,290	14,145	13,690	13,056
Immature	2,208	2,061	1,818	1,291	1,373
Total Planted Area	**16,160**	**16,351**	**15,963**	**14,981**	**14,429**
Total FFB (MT)					
FFB Production	204,665	202,467	200,546	204,688	210,487
FFB Purchased	35,210	29,744	34,551	46,379	47,233
	239,875	**232,211**	**235,097**	**251,067**	**257,720**
Yield Per Hectare (MT)	14.67	14.17	14.18	14.95	16.12
CPO Production (MT)	25,400	27,572	31,584	35,783	38,220
Oil Extraction Rate (%)	20.28	20.21	20.72	20.41	21.10
Average CPO Price Realised (RM/MT)	3,516	3,914	3,395	3,492	3,914

Ladang Kota Tinggi, Johor

Food Division

Executing On Strategy

Revenue

RM162.88 Million

14.3% Decrease Y-o-Y
(FYE2025: RM190.00 million)

PBT

RM10.34 Million

53.3% Decrease Y-o-Y
(FYE2025: RM22.12 million)

Segmental Review

FYE2026

Strategic Priorities

Cost discipline: Manage production costs through operational efficiency, prudent cost management and productivity improvements.

Supply chain: Diversify tuna sourcing and strengthen strategic procurement partnerships to mitigate supply volatility.

In-house can making: Leverage the new two-piece can-making facility to enhance supply reliability, cost competitiveness and export readiness.

Brand growth: Strengthen the Besta brand while introducing products that meet evolving consumer needs and maintain affordability.

Export expansion: Grow frozen tuna loin exports and progressively expand canned tuna exports to strengthen the Division's export business.

FISB: Leverage new certifications to grow contract packing and trading businesses.

Business Overview

Manufacture & Distribution of Canned Fish and Frozen Loins

The Group's Food Division operates principally through its subsidiary in Papua New Guinea ("PNG"), International Food Corporation Limited ("IFC"), which manufactures and distributes canned mackerel and canned tuna for the domestic PNG market. IFC also produces frozen tuna loins and private-label canned tuna for export, primarily to customers in the European Union.

IFC's flagship Besta brand portfolio, comprising Besta Mackerel, Besta McFlakes, Besta Choice and Besta Delight, has established a strong presence across PNG and the Pacific region.

To support access to both domestic and export markets, IFC maintains internationally recognised certifications, including the British Retail Consortium ("BRC"), International Featured Standards ("IFS"), Marine Stewardship Council ("MSC"), Dolphin Safe ("DS") and Halal, reflecting its commitment to food safety, quality and responsible sourcing.

The Food Division also includes the Group's associated company, Marushin Canneries (M) Sdn. Bhd., which manufactures and markets canned sardines, tuna and mackerel in Malaysia under the KING CUP brand.

Food Packaging

KFima's 100% owned subsidiary, Fima Instanco Sdn Bhd ("FISB"), is principally involved in the trading of food products under its "Instanco" and "Farmtree" brands, and provides contract packing services for powdered beverages and condiments.

Financial Performance

FY2026 was a challenging yet strategically important year for the Food Division. The Division operated in a more demanding business environment, characterised by rising production costs, continued weakness of the Papua New Guinea Kina ("PGK") against the MYR, and increased uncertainty in global supply chains towards the end of the financial year. Despite these headwinds, management remained focused on strengthening the Division's long-term competitiveness through strategic initiatives and operational improvements.

International Food Corporation Limited ("IFC"), the Division's principal operating subsidiary in Papua New Guinea ("PNG"), recorded revenue of PGK160.58 million, broadly comparable with PGK161.43 million in FY2025, reflecting a relatively stable operating performance in its domestic market. On translation into the Group's reporting currency, revenue declined by 14.3% to RM162.88 million (FY2025: RM190.00 million), while profit before tax decreased to RM10.34 million (FY2025: RM22.12 million). The lower reported performance primarily reflected the depreciation of the PGK against the RM, together with higher production costs during the year.

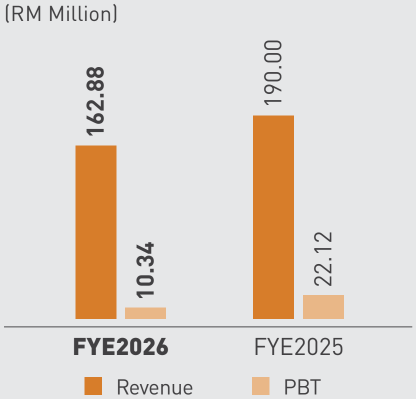
Segmental Review

Operating costs remained under pressure due to higher raw material, fuel and labour costs, as well as the continued depreciation of the PGK against both MYR and USD, which increased the cost of imported materials. Towards the end of the financial year, escalating geopolitical tensions in the Middle East also contributed to greater uncertainty over global shipping and logistics, adding further pressure to IFC's operating environment.

Against this backdrop, management undertook a strategic review of the Division's operations and organisational structure to strengthen execution and sharpen its focus on areas with sustainable growth potential. The review reaffirmed the Division's strategic direction of enhancing its tuna business, expanding export opportunities and improving operational efficiency, while laying a stronger foundation for sustainable long-term growth.

Key Performance Indicators

Revenue & PBT Performance
(RM Million)



Segment Review

Tuna

Tuna remained the Food Division's largest business and principal revenue contributor in FY2026, supported by IFC's established presence in both the domestic PNG market and export business.

Domestic canned tuna continued to perform steadily, generating revenue of RM98.84 million compared with RM104.74 million in FY2025. The Besta brand remained well recognised in PNG, supported by its reputation as a trusted and affordable source of protein for consumers.

Frozen tuna loins remained an important export product, contributing revenue of RM48.27 million (FY2025: RM58.70 million). Sales volume declined to 2,322 MT (FY2025: 2,678 MT), mainly due to reduced tuna supply during the year. Export activities towards the end of the financial year were also affected by disruptions to global shipping and logistics arising from geopolitical tensions in the Middle East.

Mackerel

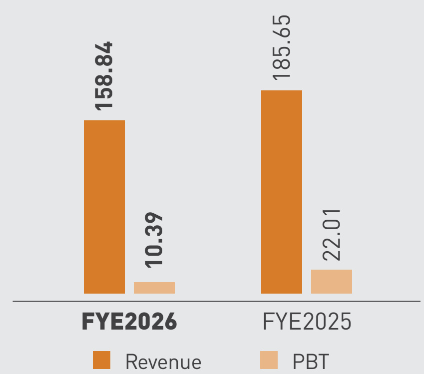
Mackerel continued to be an important contributor to the Food Division in FY2026. The Besta brand maintained an estimated market share of approximately 60% in the Papua New Guinea ("PNG") market despite increased competition from lower-priced imports, reflecting its established brand presence, consistent product quality and extensive distribution network.

Revenue amounted to RM55.12 million compared with RM60.33 million in FY2025. In local currency, however, revenue increased by 6.2% to PGK55.73 million from PGK52.46 million in the previous year, supported by steady demand in the domestic market.

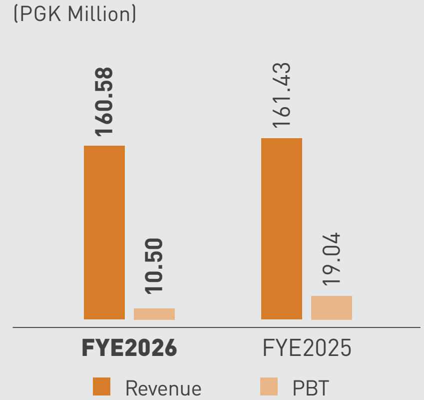
Trading & By-Products

The Trading & By-products business recorded steady growth in FY2026. Fish meal revenue increased by 5.1% to RM3.57 million, supported by stronger demand and improved recovery of by-products from IFC's processing operations. The improvement reflects continued efforts to optimise the recovery and utilisation of processing by-products.

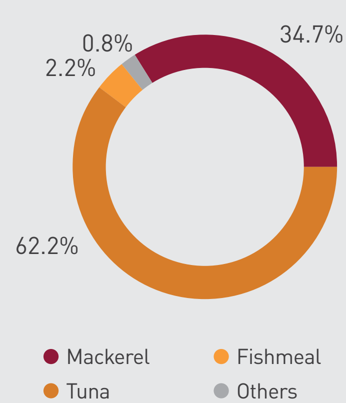
IFC: Revenue & PBT Performance
(RM Million)



IFC: Revenue & PBT Performance
(PGK Million)



IFC: Revenue Contribution by Product



Segmental Review

Food Packaging — Fima Instanco Sdn Bhd ("FISB")

FISB, the Division's food packaging subsidiary in Malaysia, operated in a challenging business environment during FY2026. Revenue was RM4.04 million compared with RM4.35 million in FY2025, while profitability was affected by softer demand and higher operating costs. FISB, the Division's food packaging subsidiary in Malaysia, operated in a challenging business environment during FY2026.

Demand softened during the year, particularly within certain food service channels, resulting in lower contract packing volumes for selected products. At the same time, FISB continued to face higher input and labour costs, as well as the operating costs associated with the commissioning of its new Bangi facility.

Management remained focused on pricing discipline and cost optimisation to mitigate the impact of higher input and operating costs.

FISB's new Bangi facility successfully obtained ISO 9001, HACCP and Halal certifications during the year, strengthening its operational capabilities and enhancing its ability to meet customers' quality and food safety requirements.

Capital Expenditure

IFC's capital expenditure for FY2026 amounted to RM2.41 million. The largest investment during the year was the installation of a new Contact Plate Freezer ("CPF"), complemented by production equipment upgrades, including seamer modifications and a tomato sauce filling machine. These investments were undertaken to support efficient processing of frozen tuna loins, improve operational efficiency and maintain product quality.

A significant operational milestone during the year was the successful commissioning of IFC's new two-piece can-making facility, which became fully operational during FY2026. The facility strengthens IFC's manufacturing capability through the in-house production of two-piece cans, reducing dependence on external suppliers while improving supply reliability, production flexibility and long-term cost competitiveness. The facility currently supports the domestic PNG market and provides a platform to support future export growth as production requirements evolve.

Sustainability

The Food Division remained committed to maintaining high standards of food safety, product quality and responsible manufacturing practices across its operations. During FYE2026, IFC achieved Grade A rating for British Retail Consortium ("BRC"), Business Social Compliance Initiative ("BSCI") and International Featured Standard ("IFS") audits, reaffirming its compliance with internationally recognised food safety and quality standards and supporting continued access to export markets.

Water stewardship and energy management measures continued to be implemented to reduce resource intensity. GHG emissions are actively monitored as part of the Group's decarbonisation agenda, with emissions for the year amounting to 8,437 tCO_2eq, an increase of 3.5% year-on-year, primarily reflecting higher operational activity and energy usage. Management will continue to focus on improving operational efficiency and resource utilisation across the Division's manufacturing operations.

Outlook

The Food Division enters FY2027 with a clearer strategic focus and a stronger operating platform following the initiatives undertaken during FY2026. While the operating environment is expected to remain challenging amid global economic uncertainty,

International Food Corporation Limited, Lae

Segmental Review

geopolitical developments and volatility in raw material supply, management will continue to focus on strengthening the Division's core businesses, enhancing operational efficiency and pursuing sustainable growth opportunities in both domestic and export markets.

A key priority for FY2027 is to strengthen IFC's tuna business across the value chain. Building on the strategic partnership established with an international fishing company to enhance raw material security and supply chain resilience, the Division will continue to broaden its sourcing network while pursuing opportunities to expand exports of frozen tuna loins and canned tuna. The immediate priority remains the commencement of export canned tuna shipments, subject to the availability of export packaging materials and customer requirements.

The successful commissioning of the new two-piece can-making facility during FY2026 has strengthened IFC's manufacturing capability through the in-house production of two-piece cans. The facility is expected to improve supply reliability, production flexibility and long-term cost competitiveness, while providing a stronger platform to support future export growth. In addition, the new Contact Plate Freezer ("CPF"), which is scheduled to commence operations in May 2026, is expected to enhance the Division's frozen tuna loin processing capability, further supporting export growth and improving operational efficiency.

The Division will also continue to strengthen its domestic market position through the well-established Besta brand, while introducing products that meet evolving consumer preferences and maintain product quality, affordability and availability. Alongside this, management will continue to focus on operational efficiency, prudent cost management and supply chain resilience to navigate ongoing market uncertainties, including potential volatility arising from global freight conditions and geopolitical developments.

For FISB, management will continue to focus on strengthening operational efficiency, pricing discipline and customer service while leveraging the enhanced capabilities of the new Bangi facility. The facility's internationally recognised certifications provide a stronger platform to support existing customers and support business growth as market conditions improve.

Overall, while FY2026 was a challenging year for the Food Division, the strategic initiatives undertaken over the past year have strengthened its operating platform and enhanced its long-term competitiveness. Management remains focused on disciplined execution of its strategic priorities, while continuing to strengthen operational excellence, expand export opportunities and deliver sustainable improvements in operational and financial performance.

International Food Corporation Limited, Lae

Manufacturing Division

Rebuilding Scale

Revenue

RM70.14 Million

8.3% Decrease Y-o-Y
(FYE2025: RM76.46 million)

PBT

RM8.21 Million

812.2% Increase Y-o-Y
(FYE2025: RM0.90 million)

Segmental Review

FYE2026

Strategic Priorities

- Sustain margin improvements through disciplined cost management, optimised procurement and efficient production planning.
- Deepen strategic partnerships with technology partners and key customers, while pursuing adjacent revenue opportunities that leverage PKN's security printing capabilities.
- Continue to invest in capability maintenance and production readiness to support the Division's growing order book.

Business Overview

Production and trading of security and confidential documents

The Manufacturing Division is operated through Percetakan Keselamatan Nasional Sdn. Bhd. ("PKN"). PKN specialises in the production and trading of security and confidential documents, identity and travel documents, and other security documents for the local and overseas markets. The Division has 43 years of strong track-record producing a wide range of security documents and today focuses on core areas of confidential printing, passport for overseas countries & brand protection with traceability.

Financial Performance

Revenue for FYE2026 was RM70.14 million, compared to RM76.46 million in FYE2025, representing a year-on-year moderation of 8.3%. The decrease was mainly attributable to lower volume of travel and transport document segments during the year.

The Division delivered a substantially improved PBT of RM8.21 million, a marked recovery from RM0.90 million in FYE2025. This was achieved by focusing on key operational processes aiming to enhance efficiency, reduce costs and productivity aligned to the divisions core business of confidential and security printing day-to-day operations. This was reflected in the Division's gross profit margin, which expanded to 49.6% from 16.5% in the prior year.

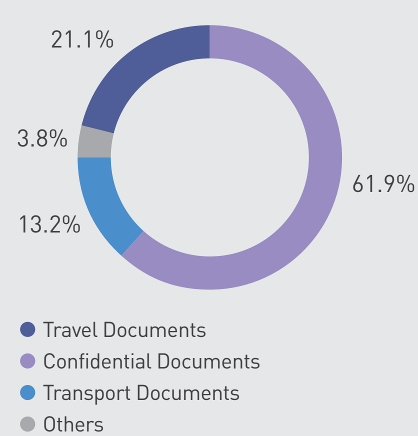
The strategic acquisition of digital printing machines in 2024, aimed at enhancing the Division's automated, efficient and high-speed confidential printing capabilities, has begun to yield positive results. Subsequent to FYE2026, the Division secured a five-year contract, extending through 2031, underscoring the effectiveness of these investments and strengthening the Division's earnings visibility. In addition, the Division continued to receive new orders and contract renewals within its travel documents segment during FYE2026, reflecting sustained demand and reinforcing its position as a trusted provider of secure and mission-critical document solutions.

PKN also continued to demonstrate the relevance of its accredited security printing capabilities in specialised applications, including the supply of physical tax stamps for excisable goods such as tobacco and beverage products. These authenticated, tamper-evident instruments remain important in supporting regulated product identification, revenue integrity and enforcement against illicit trade.

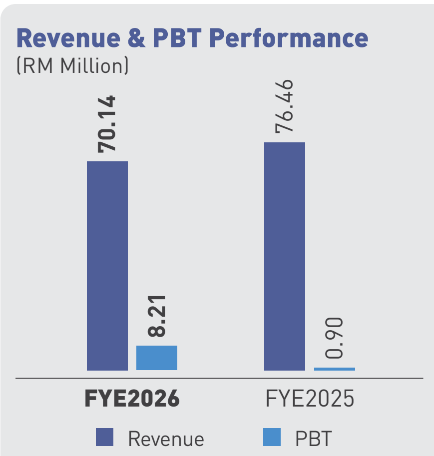
These wins strengthen PKN's order book and provide a broader platform for the Division to diversify its revenue streams, including new products developed with technology partners from its digital and security printing capabilities.

Key Performance Indicators

Revenue Contribution by Product



Segmental Review



Capital Expenditure ("CAPEX")

CAPEX for FYE2026 amounted to RM2.94 million, compared with RM57.03 million in FYE2025, when the Division acquired digital printing equipment and refurbished its Intaglio machines. In FYE2026, CAPEX was directed mainly at equipment upkeep, facility improvements and maintaining production readiness to support ongoing customer commitments.

Sustainability

Quality and Accreditation

PKN maintains a comprehensive framework of accreditations and quality management systems (ISO Certifications) that are aligned with its role as a trusted provider of security and confidential documents to government agencies and institutional customers. The Division's Bangi facility is operated under stringent physical and information security controls, with robust production processes designed to meet the exacting standards of quality, security, traceability and confidentiality required by its customers.

Recognising that trust and compliance are fundamental to its business, the Division remains committed to maintaining and, where appropriate, enhancing its accreditations and quality systems to ensure continued adherence to customer specifications, contractual obligations and applicable industry standards. These efforts support ongoing audit readiness, strengthen governance practices and ensure the timely fulfilment of reporting requirements associated with government contracts and other mission-critical assignments aligned to Confidential and Security Printing operations in Malaysia.

The Division also places strong emphasis on responsible environmental stewardship in the conduct of its printing operations. Environmental aspects are managed in accordance with applicable laws and regulatory requirements, including the safe handling, storage and disposal of inks, solvents and other production materials. Continuous monitoring and improvement of environmental performance form an integral part of the Division's operational management framework, reinforcing its commitment to responsible manufacturing practices, operational sustainability and long-term value creation.

During FYE2026, the Division increased the installed solar PV capacity at its Bangi facility from 355 kWp to 555 kWp. As the additional capacity was commissioned in November 2025, solar power accounted for 20.3% of the facility's electricity consumption during the year. On a full-year basis, the expanded system is expected to meet approximately 26.3% of the facility's electricity requirements, supporting a gradual reduction in the facility's use of grid-supplied electricity.

Outlook

Broader macroeconomic conditions, including currency movements and input cost trends, — will continue to influence the Division's cost structure. At the same time, the security printing sector remains subject to competitive pricing pressure and the gradual shift towards digital and paperless processes in certain document categories. Management will seek to mitigate these through disciplined procurement planning and, where appropriate, pricing arrangements that reflect input cost exposure. The Division will seek to mitigate these through disciplined procurement planning and, where appropriate, pricing arrangements that reflect input cost exposure.

Looking ahead, the Division expects volume recovery to remain gradual, with recent contract wins and extensions helping to partly mitigate the expiry of a transport document contract during FYE2026, although these are not expected to fully replace the lost contribution in the near term. Against this backdrop, the Division will continue to engage with key customers and technology partners to deepen existing relationships and develop complementary solutions in areas where secure physical documents and authenticated instruments remain relevant. The Division will continue to engage with key customers in areas where secure physical documents remain relevant, including opportunities in foreign travel documents, tax stamps and confidential documents, where requirements for security, traceability, integrity and controlled delivery continue to support demand for PKN's accredited capabilities. Building capabilities that keep the Division relevant to its customers, while adapting to changing document and authentication needs, remains an ongoing priority.

On the operational front, evolving macroeconomic conditions, including currency fluctuations and input cost trends, are expected to continue influencing the Division's cost structure. The Division will remain focused on cost rationalisation, supply chain resilience and prudent inventory management to protect and strengthen its margins as it executes its order book, including replacement and adjacent volumes. Managing the order book responsibly, with appropriate attention to customer expectations and delivery discipline, will be a key priority for the Division in the year ahead.

4

Sustainability Report

52 - 133

ESG Highlights FYE2026

Environment

GHG Emissions
1.4% increase in total GHG emissions to 32,313 tCO_2e

Renewable Energy (solar power)
12.5% increased to 888 MWh

Plantation: Water intensity
Improved to **0.24** from 0.25 CBM per MT of Fresh Fruit Bunches (FFB) processed

Conservation areas
Totalled **614 HA**, comprising 359 HA of buffer zone

Energy consumption
6.6% increase in total energy consumption to 362,069 GJ

Water consumption
19.6% increase in total water consumption to 830 ML

Plantation: Harvesting fuel intensity
Malaysia:
Improved to **2.79** from 2.89 L/MT of FFB produced

Indonesia:
Improved to **1.59** from 1.70 L/MT of FFB produced

Waste generated
9.7% decrease in total waste generated to 92,484 MT

Social

Workforce
Total workforce:
3,598 employees, with **80.6%** comprising local hires

Occupational Safety & Health (OSH)
Accident Rate stood at **11.70**, while Lost Time Injury Frequency Rate (LTIFR) stood at **5.53**

Training
Increased to **25,057** hours, averaging **6.96** hours per employee

Fatalities
Zero fatalities recorded

Governance

Whistleblowing cases
Zero whistleblowing cases recorded

Anti-Bribery & Corruption cases
Zero bribery cases recorded

Local supply chain
96.1% for Malaysia

97.2% for Indonesia

45.5% for PNG

Anti-Bribery & Corruption training
268 participants

Statement from the Chairman of the Group Sustainability Committee

Dear Shareholders,

It is a pleasure to share, on behalf of the Group Sustainability Committee, how our sustainability agenda progressed over the past financial year. Where the Group Managing Director's Review sets out the results of FYE2026, my purpose here is to offer the Committee's perspective on the work behind them: the steady, and often unglamorous, task of building sustainability into how KFima operates, division by division.

Rezal Zain Bin Abdul Rashid
Chairman, Group Sustainability Committee

That work has now been nearly a decade in the making. When the Committee was established in 2017, our early focus was on foundations: GRI-aligned reporting, our first materiality assessment, and the linking of ESG indicators to management's scorecard. The years that followed added compliance, with full Malaysian Sustainable Palm Oil ("MSPO") certification across our Malaysian estates; circularity, through our group-wide waste programme and the mapping of our disclosures to the United Nations Sustainable Development Goals; and stronger governance, as climate risk was drawn into our enterprise risk framework. FYE2026 belongs to that same continuum, and the progress described below is best understood as the cumulative result of work begun therefrom.

The Group's inclusion in the FTSE4Good Index in December 2025 has rightly been noted elsewhere in this Annual Report. From the Committee's vantage point, what matters most is what the assessment actually measures: the consistency of our policies, the quality of our data, and the degree to which responsible practice is genuinely embedded rather than simply documented. We therefore treat the inclusion less as a destination than as an external check on standards we intend to hold ourselves to in any case. Maintaining it will ask a little more of us each year, and the Committee accepts that responsibility willingly.

Environment

Much of our environmental progress this year came from disciplined, practical improvement rather than large new commitments. In the Bulking division, closer attention to heating planning, boiler operation and steam losses lowered boiler fuel intensity from 1.78 to 1.55 litres per tonne of heated product - a 12.9% improvement achieved even as heated volumes rose by a third. The Manufacturing division expanded its solar capacity at Bangi from 355 to 555 kilowatt-peak, so that solar now meets roughly a quarter of that facility's electricity needs, while renewable sources supplied more than 83.2% of our head office electricity. Group-wide, solar consumption reached 888 megawatt-hours.

I would rather be candid than tidy: not every measure moved in one direction. Total energy and water consumption rose alongside higher operating activity, and these remain areas where the Committee has asked management to focus on intensity targets. Encouragingly, the underlying efficiency signals were positive — harvesting fuel intensity improved in both Malaysia and Indonesia, and water intensity at our Indonesian mill eased to 0.24 cubic metres per MT of fresh fruit bunches processed. Our circular practices continued to do quiet, useful work: palm by-products returned to the field or used to generate energy, fish-processing residuals recovered into saleable by-products, and some 614 hectares set aside across the Group as conservation areas, complemented by long-standing biological controls such as the barn owl boxes that help manage pests without chemicals.

Statement from the Chairman of the Group Sustainability Committee

Social

Our people remain important to the Committee's agenda, and safety is the area I continue to watch most closely. During the year, while there were no work-related fatalities, recordable injuries increased to 41, up from 24 in the previous year. The Committee views this as a clear signal to strengthen supervision, hazard identification and day-to-day safety discipline through the Health and Safety Committees operating within each division. We will continue to monitor the trend closely in the year ahead.

There were also areas of progress. Group turnover improved to 11.8%, from 16.2%, while average training hours per employee increased by around 41.2% from 2 years earlier. We completed an independent salary benchmarking exercise to help ensure our pay structure remains fair and competitive. We also maintained key safeguards for our guest workers, including direct hiring, retention of their own travel and identity documents, and comfortable accommodation. Beyond the workplace, our inaugural Fima ESG Week in January 2026 which featured sharing sessions on health and safety, employee welfare and environmental awareness, reflected our effort to make sustainability more visible in everyday working life.

We also continued to provide support where it was needed, through cash and in-kind contributions to employees, their families and community members facing hardship, including those affected by natural disasters or chronic illness.

Governance

Good sustainability outcomes depend on clear lines of accountability. During the year we completed our first climate scenario analysis at this level of detail, aligned with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") and IFRS S2, examining physical and transition risks across all four divisions under recognised IPCC and NGFS pathways. Climate and sustainability matters now follow a defined escalation route - from divisional management to this Committee and the Risk Steering Committee, and onward to the Audit and Risk Committee where warranted.

Work on sustainability risks and opportunities also continued during the year, with further integration into the existing risk management processes of our operating businesses. This is important because sustainability issues are rarely separate from day-to-day operations. They often show up as practical business matters like safety, intensity of resource use and regulatory compliance, and are best managed when they are considered as part of normal business planning and risk review, rather than treated as a standalone exercise.

Much of what I've mentioned comes to life through the Committee's regular engagement with divisional teams. Our meetings through the year are, for me, a useful and important forum where divisional teams sit with us, speak plainly about what is working and what still needs attention. Those conversations help the Committee understand the issues more clearly, offer guidance and, where necessary, make timely decisions to keep the Group's sustainability agenda moving in the right direction. I am grateful to every colleague who comes to the table prepared to speak openly; that openness is what makes our oversight meaningful and our decisions better grounded.

Effective oversight also depends on better information. The Group's ongoing digitisation of its plantation management systems (expected to come onstream during the current financial year) will place the capture of operational and environmental data onto a more structured footing. For the Committee, the value lies in data we can rely on: more timely, more consistent, and giving us clearer visibility over performance across estates and divisions as the basis for future targets and decisions.

Looking Ahead

The Committee's priorities for the coming year are deliberately practical ones: to improve the quality and coverage of our emissions and intensity data so that we can responsibly consider Group-level reduction targets; to translate our climate analysis into clearer adaptation plans; to keep narrowing the gap between safety aspiration and daily practice; and to ready our data and systems for the external assurance of our sustainability reporting, which will begin on a limited assurance basis before moving towards reasonable assurance in time. This becomes mandatory from FY2028, and our ongoing digitisation work is helping us prepare. These may not be dramatic goals, but they are necessary ones. They reflect how the Committee believes steady progress is actually made i.e. through better information, clearer accountability and consistent follow-through.

In closing, I would like to extend my heartfelt thanks to my fellow Committee members, the management teams across our divisions, and the many colleagues whose efforts rarely appear in any headline but make this progress possible. The value we create as a Group is closely tied to the value we bring to those around us: our customers, employees, suppliers, communities and the natural resources on which our businesses depend. Sustainability at KFima is, increasingly, simply how we work; in the choices we make, the relationships we keep, and the care we take to create positive impact in ways that also make commercial sense. That, more than any single milestone, is what gives me confidence that we are paying attention to the things that matter and building the right habits for the years to come.

Rezal Zain Bin Abdul Rashid
Chairman, Group Sustainability Committee

Sustainability Report

Reporting Scope and Period

Unless otherwise stated, this Sustainability Statement covers the financial year from 1 April 2025 to 31 March 2026 ("FYE2026"), consistent with the reporting period of KFima's Annual Report.

The reporting scope of this Statement has been determined with reference to the Group's consolidated financial reporting boundary, while also taking into consideration the significance of the operations concerned, the relevance of the material sustainability matters identified, and the sustainability-related and climate-related risks and opportunities associated with the Group's operations.

This Statement covers KFima's core business divisions, namely the Plantation Division, Manufacturing Division, Bulking Division and Food Division, together with the relevant Group-level corporate and support functions under Head Office. The Plantation Division covers the Group's plantation operations in Malaysia and Indonesia, including estate operations and PTNJL's palm oil mill activities in Indonesia. The Manufacturing Division covers the Group's security printing operations in Malaysia. The Bulking Division covers the Group's bulk liquid storage, handling and related logistics activities, including storage terminal operations for edible oils, technical fats, oleochemicals and other liquid products. The Food Division covers the Group's food manufacturing and processing operations, including IFC's tuna processing and related food safety and quality management activities, while Head Office covers Group-level sustainability governance, corporate functions, employee-related matters and resource consumption.

The reporting scope has also been determined by considering the nature and size of the Group's operations, geographical presence, workforce profile, operational activities, and environmental, economic and social impacts. As the Group's sustainability impacts are mainly driven by its Plantation Division and Bulking Division, greater emphasis is placed on plantation- and bulking-related matters. The Manufacturing Division and Food Division are also included as key business segments, where relevant to the Group's sustainability performance and disclosures.

Property division has been excluded from the scope of this Sustainability Statement on the basis that its sustainability-related impact on KFima's operations are currently assessed to be immaterial. This assessment reflects Management's judgment and may be reviewed in future reporting periods if the division's scale, level of activity, or sustainability-related impacts become more material.

Ladang Ayer Hitam, Kluang

Sustainability Report

Introduction

KFima's approach to sustainability is built on a simple principle: that responsible business and long-term value creation are inseparable. Responsible stewardship remains part of how we run the business, rather than a separate compliance exercise. We direct our efforts towards the sustainability matters most relevant to our stakeholders, our operating environment, and the communities we serve. Following these targeted efforts, we implement practical initiatives that deliver measurable outcomes over time.

This commitment extends beyond our own businesses and reflects a broader ambition to contribute to the societies and economies we are part of. Through our operations, we aim to support resilience, livelihoods, and the longer-term development of the regions impacted by our presence.

Stakeholder Engagement

Materiality Matters

ESG Metrics

United Nations Sustainability Development Goals ("SDGs")

Sustainability Governance

Sustainability Report

Our Approach

Sustainable business begins with how we manage the resources entrusted to us: our people, our land, and the relationships we hold with the communities around us. This shapes how we approach sustainability, with an emphasis on rigour, transparency and a steady commitment to operational discipline.

Our framework is structured around five interconnected priorities:

Ethical Practices: Upholding integrity and transparency in all business dealings.
Continuous Innovation: Leveraging technology and improved processes to enhance efficiency.
Environmental Protection: Managing impacts on land, water, and climate.
Health and Safety: Ensuring the well-being of our employees and customers.
Inclusive Growth: Contributing to the socioeconomic development of local communities.

Underpinning all of this is a disciplined, data-driven cycle: measure, monitor, and manage. By tracking performance against clear indicators, we are able to identify gaps, set meaningful targets, and turn sustainability ambitions into accountable action. These actions are embedded within our broader strategy rather than sitting alongside it.

Our sustainability policies and strategies reflect a shared commitment to responsible, ethical, and inclusive practices. KFima's leadership provide oversight and strategic guidance, while our stakeholders shape the depth of our practices.

Our sustainability priorities are created from the ground up. Initiatives originate at the subsidiary level, informed by local operating realities and stakeholder needs, before being reviewed and consolidated by the Group Sustainability Committee ("GSC"). This ensures that what we pursue is both relevant and practical, while remaining aligned with KFima's Group-wide objectives.

Kota Tinggi Estate

The GSC reviews initiatives from subsidiaries against KFima's overarching sustainability objectives, evaluating their relevance and materiality across ESG dimensions. This bottom-up model keeps our sustainability efforts grounded in operational realities while supporting Group-wide priorities.

From the perspective of sustainability matters and their associated topics, the Risk Steering Committee ("RSC") assists the GSC by reporting to the Audit and Risk Committee ("ARC") on risk management, and any other risk-related matters it deems appropriate. Mitigation action plans are then assigned to the corresponding employees within the designated division or department.

To ensure our efforts remain anchored to globally recognised benchmarks, our material sustainability matters are mapped against the United Nations Sustainable Development Goals ("SDGs"), which guide our choice of indicators and help us communicate impact in a language our stakeholders recognise.

In addressing these material matters, KFima considers their potential influence on operational continuity, cost efficiency, regulatory compliance, and market positioning across all business divisions. A more structured approach to identifying and managing these issues supports better decision-making and strengthens the Group's long-term resilience.

Stakeholder Engagement

KFima's diverse operations depend on effective stakeholder engagement. We engage to understand our stakeholders' concerns and to respond to the ESG impacts of our activities, which helps us build trust and resilience over time. This depends on the relevance of each stakeholder input and the needs of our business. Interactions may take the form of periodic consultations, regular updates, or more frequent engagement where deeper dialogue is required.

The following section outlines our key stakeholder groups, engagement platforms, key concerns, and the ways in which we engage and respond to them. Through these efforts, we aim to maintain transparency, strengthen relationships, and create shared value for all parties involved.

Sustainability Report

Employees

Engagement Platform
- Employee Engagement Survey
- Performance and career development reviews
- Labour union meetings and negotiations
- Virtual meeting
- Internal communications

Key Concerns
- Job security and wages
- Conducive workplace
- Career development and growth development
- Occupational safety, health and well-being
- Human rights

Our Response
- Attracting, retaining and developing a skilled and committed team through sustained investment in career growth.
- Providing diverse employment roles with competitive salaries, benefits and clear paths for promotion.
- Establishing grievance procedures and a secure Whistleblowing Policy to rectify employee concerns.
- Prioritising the physical well-being of our staff by funding and strictly applying comprehensive Occupational Safety and Health (OSH) protocols.
- Upholding and protecting fundamental freedoms of equity and respect for all employees in accordance with the United Nations Human Rights Council's Human Rights Policy.
- Providing regular instruction on anti-corruption and integrity and nurturing a professional environment rooted in honesty and compliance.

Shareholders and Investors

Engagement Platform
- AGM meetings
- Corporate website
- Comprehensible reports and timely disclosure of financial and ESG matters
- Response to queries
- Meetings with fund managers
- Investor Relations Channel

Key Concerns
- Timely disclosure of information
- Financial performance and resilience
- Transparent communication

Our Response
- Ensuring transparent communication regarding our corporate policies and financial outcomes in a clear and timely manner to bolster investor trust.

Customers

Engagement Platform
- Physical or virtual meetings
- Audit
- Survey
- Training and support

Key Concerns
- Changing needs of customers and consumers
- Business ethics
- Innovation
- Traceability
- Food safety
- Health and safety certification
- Transparent supply chain

Our Response
- Working to ensure our products consistently meet high standards of quality and customer satisfaction, in line with our principles of fairness and honesty.
- Providing reliable products which are aligned with all relevant safety and quality mandates.
- Meeting relevant industry and international certification standards to support market access and build trust with stakeholders.
- Utilising customer insights, survey data and audit findings to pinpoint specific areas where our service can be improved.
- Proactively adhering to regulations and ensuring operational adherence.

Communities

Engagement Platform
- Town hall with local residents
- Community volunteering activities
- Environmental and Social Impact Assessment

Key Concerns
- Economic empowerment
- Livelihood protection
- Community safety and health
- Environmental protection

Our Response
- Driving regional economies by prioritising local recruitment and fostering local business ties.
- Investing in local infrastructure and providing welfare during times of crisis in our operating areas.
- Offering financial aid to ensure school-aged children have sufficient educational resources.

Sustainability Report

Suppliers & Business Partners

Engagement Platform
- Meetings
- Training and support

Key Concerns
- Quality control
- Business ethics
- Transparency
- Sustainability requirements

Our Response
- Maintaining long-term and stable alliances by conducting all purchasing activities with strict impartiality and in line with our integrity policies.
- Informing our partners of any changing laws/regulations to prevent operational disruptions.
- Closely collaborating with suppliers to secure a sustained flow of materials and actively search for new business prospects.
- Determining opportunities for growth and efficiency discovered during internal evaluations and supplier audits.

National & Local Governments

Engagement Platform
- Meetings/dialogues

Key Concerns
- Updated licences and permits
- Zero compliance issue
- Community issues
- Community development

Our Response
- Engaging with federal and local governments, as well as regulatory authorities, to advocate for industry-specific legislation and collaborate on policy development.
- Supporting national strategies and contributing actively to the economic and social advancement of the countries in which the Group operates, promoting sustained growth.

Our Materiality Matters

Materiality assessment helps us identify and prioritise the ESG matters most relevant to KFima and to our stakeholders. It shows how different issues are viewed across stakeholder groups and directs our efforts towards the topics of greatest significance to the business. We re-evaluate our material matters every two years to keep pace with the changing needs of our operations and stakeholders. The most recent assessment was conducted by the Group Corporate Services Department in FYE2026. The materiality survey received 1,275 responses across stakeholder groups, including investors, employees, vendors, and government officials. To ensure the assessment reflected both internal and external perspectives, the Group followed a four-stage process:

Group Material Matters	GRI	SDGs
Climate Risk & Impacts	GRI 305	13 Climate Action, 14 Life Below Water, 15 Life on Land
Water Impact & Waste Management	GRI 303, 306	6 Clean Water and Sanitation, 12 Responsible Consumption and Production, 13 Climate Action, 14 Life Below Water
Biodiversity & Deforestation	GRI 304	12 Responsible Consumption and Production, 13 Climate Action, 14 Life Below Water, 15 Life on Land
Human Rights	GRI 405, 408, 409, 412	1 No Poverty, 2 Zero Hunger, 4 Quality Education, 5 Gender Equality
Occupational Safety, Health & Well-being	GRI 403	8 Decent Work and Economic Growth
Sustainable & Traceable Supply Chains	GRI 102, 204	12 Responsible Consumption and Production, 14 Life Below Water, 15 Life on Land
Product Quality & Safety	GRI 416, 417	2 Zero Hunger, 12 Responsible Consumption and Production
Community Investments	GRI 203, 413	1 No Poverty, 2 Zero Hunger, 4 Quality Education
Innovation & Technology	Non-GRI Indicator	8 Decent Work and Economic Growth
Anti-Bribery & Corruption	GRI 205	8 Decent Work and Economic Growth, 14 Life Below Water

Sustainability Report

To ensure the assessment reflects both internal and external perspectives, the Group followed a four-staged process:

1. **Identification:**
Potential sustainability matters were identified through a review of internal sources (business strategy, enterprise risk management, operational priorities) and external sources (industry trends, regulatory requirements, peer benchmarking, and applicable frameworks including Global Reporting Initiative ("GRI") Standards and Sustainability Accounting Standards Board (SASB).

2. **Stakeholder Engagement:**
Relevant internal and external stakeholders, including senior management, employees, customers, and regulators were engaged through surveys and consultations to capture their assessment of impact and significance.

3. **Prioritisation:**
Identified matters were assessed against two dimensions: their significance to the Group's business operations, and their importance to stakeholders. Results were mapped onto a materiality matrix to determine relative priority.

4. **Review and approval:**
The prioritised matters were reviewed and approved by senior management and the Group Sustainability Committee to ensure alignment with KFima's strategic objectives and reporting commitments.

Identify issues that could have an impact on the Group's value creation processes as well as internal strengths and weaknesses and broader contextual trends

Distribution of surveys

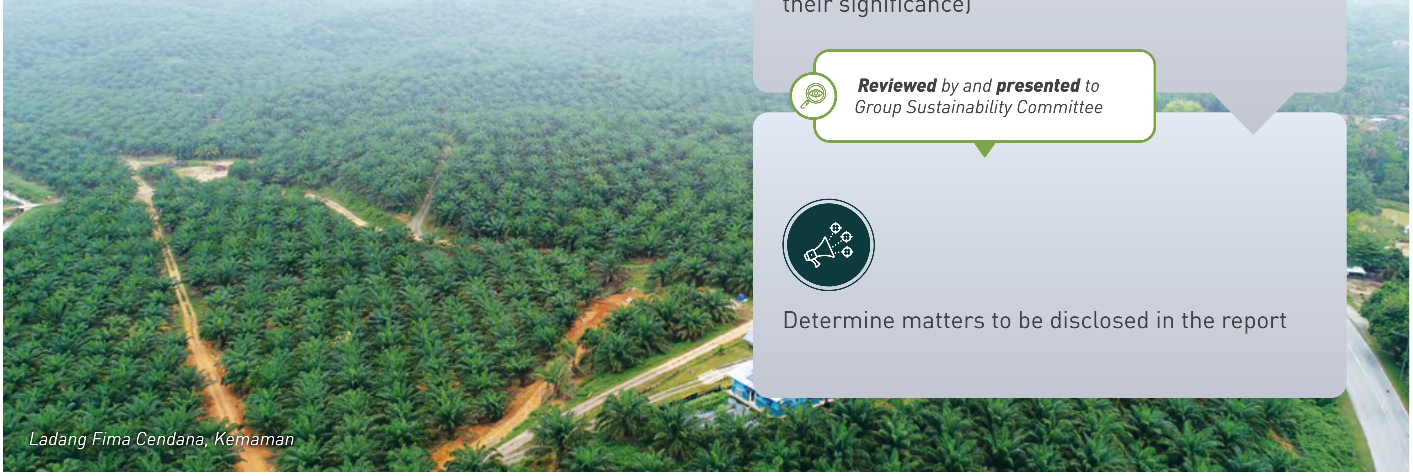
Internal Survey
Evaluate internal issues

External Survey
Evaluate external issues

Final scoring and issue prioritisation (based on their significance)

***Reviewed** by and **presented** to Group Sustainability Committee*

Determine matters to be disclosed in the report



Ladang Fima Cendana, Kemaman

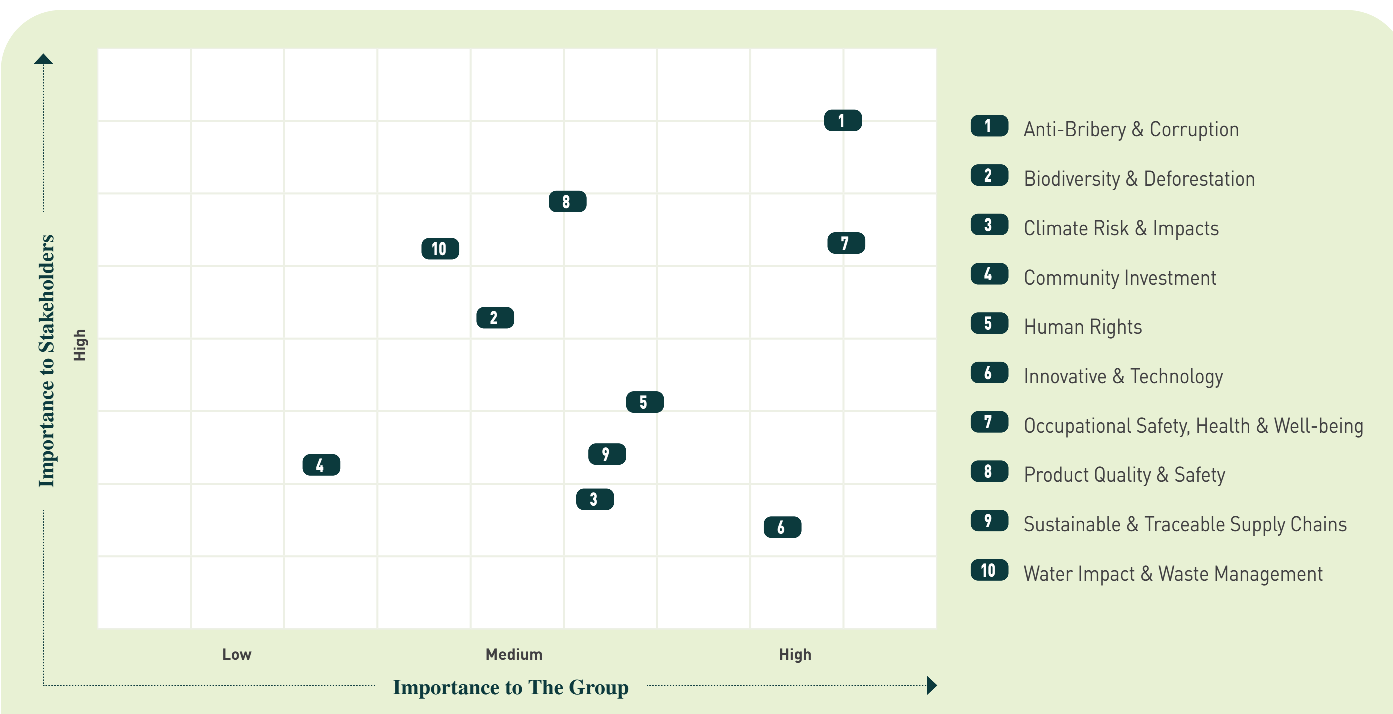
Sustainability Report

Materiality Matrix

The assessment results are presented in KFima's materiality matrix, which identifies the sustainability matters most relevant to the Group's operations, strategic direction, and stakeholder expectations. The X-axis plots each issue's significance to our business operations, and the Y-axis its priority to stakeholders. The matrix is divided into four quadrants, with the top-right quadrant representing the matters most material to both the business and our stakeholders.

The assessment results are presented in KFima's materiality matrix, which identifies the sustainability matters most relevant to the Group's operations, strategic direction, and stakeholder expectations. The X-axis plots each issue's significance to our business operations, and the Y-axis its priority to stakeholders. The matrix is divided into four quadrants, with the top-right quadrant representing the matters most material to both the business and our stakeholders.

In the current cycle, the assessment has been considered alongside evolving disclosure expectations under the National Sustainability Reporting Framework ("NSRF") and the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards (IFRS S1 and S2), so that our disclosures remain decision-useful and aligned with our operating context. As the Group refines its reporting approach, the prioritisation and presentation of sustainability- and climate-related matters will be reviewed on an ongoing basis.



The matrix identified four critical sustainability matters for the Group:

- Anti-Bribery & Corruption;
- Occupational Safety, Health, & Well-being;
- Innovation & Technology; and
- Human Rights.

Sustainability Report

These matters are interconnected. A safe and respectful workplace directly upholds the dignity and rights of our workforce, reinforcing human rights in practice. Robust anti-corruption controls, in turn, sustain the integrity of the working environment and deter conduct that could otherwise erode both safety standards and human rights protections. Taken together, these four priorities reflect the interdependencies between governance, people, and operations that are central to how KFima creates and sustains long-term value.

Because these priorities are linked, the Group manages them through a holistic lens, reinforcing its commitment to ethical integrity, business stability, and enduring sustainability.

Detailed disclosures on our strategies, initiatives, and performance results in these areas are set out in the following chapters of this report.

Our ESG Key Metrics

To assess the impact of our ESG focus, we measure, monitor and manage where applicable, the metrics set out in the table that follows:

Environment

Group Material Matters:

Climate Risk & Impacts, Water Impact & Waste Management, Biodiversity & Deforestation

Metrics Measured and Monitored:

- Energy Consumption – renewable and non-renewable
- Greenhouse gas emissions (GHG) (Scope 1, 2 and 3 emissions)
- Intensity for fuel consumption (harvesting operation)
- Intensity for water consumption (FFB processing)
- Tracking water withdrawals and consumption
- Waste disposal amount and type

Social

Group Material Matters:

Human Rights, Occupational Safety, Health & Well-being, Community Investment

Metrics Measured and Monitored:

- Diversity throughout the Group
- Employee training and development
- Number of work-related fatalities
- Work related injuries
- Accident & Lost time Injury Frequency Rate (LTIFR)
- Community engagement and investments where we operate

Governance

Group Material Matters:

Anti-Bribery & Corruption, Sustainable & Traceable Supply Chains, Product Quality & Safety, Innovation & Technology

Metrics Measured and Monitored:

- Anti-Bribery and Corruption
- Value Distribution to our Stakeholders
- Supporting Local Procurement
- Year on year improvement, technology and process innovation
- Quality standards and certifications of our operations

Sustainability Report

United Nations Sustainable Development Goals

SUSTAINABLE DEVELOPMENT GOALS

KFima has integrated the United Nations Sustainable Development Goals into its sustainability roadmap. The SDGs (launched in 2015), constitute 17 global goals which target challenges such as poverty, inequality, climate change, and the climate crisis.

We drive progress towards these goals and place an emphasis on the following:

- Ensuring that manufacturing and sales processes are conducted sustainably.
- Contributing to the development of host nations through transparent tax contributions.
- Fostering local economic vitality and social well-being by creating regional job opportunities.
- Investing in local vendors through development programs and training to encourage resilience and economic self-sufficiency.
- Executing targeted initiatives to minimize the company's environmental footprint.

While KFima's broader ethical standards align with the spirit of all 17 SDGs, the Group has identified nine specific goals that are most relevant to its current operations and strategic vision. These prioritized goals serve as a framework for the company's most focused sustainability efforts. The alignment between these eleven SDGs and KFima's material issues, GRI disclosures, and primary risks is detailed within the Group's sustainability framework, illustrating the tangible contributions made across all operations.

	Sustainability Matters	Alignment with GRI	Our Contribution
Our Environment Land, Water & Climate 6 Clean Water and Sanitation 12 Responsible Consumption and Production 13 Climate Action 14 Life Below Water 15 Life on Land	• Climate Risk & Impacts • Water Impact & Waste Management • Biodiversity & Deforestation • Innovation & Technology • Community Investment	302, 303, 304, 305, 306	• Applying advanced agricultural techniques and best management practices across our plantations, ensuring strict alignment with MSPO and Good Agricultural Practices ("GAP") benchmarks. • Preventing aquatic pollution by ensuring that our wastewater/ effluent discharge consistently meets or exceeds statutory environmental requirements. • Maximising our use of non-traditional water supplies by investing in rainwater collection and recycling programs. • Lowering our carbon footprint by adopting green energy solutions, such as solar power, biodiesel, and biomass. • Maintaining compliance with international certifications such as ISO 14001 and ISO 50001 by sustaining the efficiency of our water and energy systems. • Championing efficient usage of natural resources into our operational culture by implementing principles of Recycle, Reuse, Reduce, and Refuse.

Sustainability Report

	Sustainability Matters	Alignment with GRI	Our Contribution
Our People Livelihood, Health & Well-Being	• Community Investment • Human Rights • Product Quality & Safety • Sustainable & Traceable Supply Chains • Occupational Safety, Health & Well-being	202, 203, 401, 402, 403, 404, 405, 406, 407, 409, 412, 413	• Providing meaningful job opportunities and fostering local business growth to help the local community improve their livelihoods. • Guaranteeing that all employees receive equitable pay for their labour and that we remain in full compliance with minimum wage laws via our human resources policies. • Satisfying employees' personal and professional development needs through substantial investments in training initiatives. • Providing educational assistance and initiatives for youth development. • Advocating for and contributing to the physical health and well-being of people in our operating regions. • Opening our corporate infrastructure to neighbours and providing local communities with clean water and solar energy. • Providing humanitarian aid and relief to support those affected by natural disasters or periods of hardship. • Reducing and repurposing waste into valuable by-products. • Adopting industry-leading techniques to continuously improve efficiency in extraction and improved crop yields. • Ensuring suppliers are reputable in demonstrating environmental consciousness and social responsibility. • Fostering a professional, safe and healthy work environment to aid success.
Our Business Fair, Inclusive and Decent Society	• Anti-Bribery & Corruption • Sustainable & Traceable Supply Chains • Occupational Safety, Health & Well-being	201, 203, 204, 205, 417, 418	• Upholding supply chain with adherence to local and international frameworks such as MSPO and ISO 37001. • Ensuring Occupational Health and Safety standards are met to maintain a healthy and secure work environment. • Embedding human rights into our operations, through rigorous policies such as non-discrimination, anti-modern slavery, child labour prevention, and anti-harassment. • Sourcing from suppliers known for their sustainable practices. • Implementing corporate and sustainability governance policies including Codes of Conduct, Anti-Bribery Policies, and Whistleblowing Policies. • Working with non-governmental organisations advocating for a fair, inclusive, and decent society. • Recognising labour rights by respecting the freedom of association by engaging with labour union members and their concerns.

Sustainability Report

Sustainability Governance

GRI 102-29, 102-20, 102-31, 102-32

KFima employs a bottom-up governance model that begins at the operational level. Local management teams are tasked with executing sustainability programmes and engaging with stakeholders, with each business unit tailoring its strategies and resource allocation to its specific context. Every month, these divisions submit monthly data on key indicators such as safety records, environmental impact, and regulatory compliance to the Group Corporate Services department at the main office. This monthly reporting ensures that material issues are tracked and, if necessary, escalated to higher management.

The GSC coordinates and oversees sustainability efforts across the organisation. By evaluating input from subsidiaries and materiality reviews, the GSC identifies priority areas and monitors progress, meeting quarterly to discuss ongoing challenges and review both qualitative and quantitative performance data. In FYE2026, the GSC reviewed progress across all areas of sustainability, notably environmental indicators (waste management, energy efficiency, fuel intensity) and social indicators (safety performance, labour practices and standards). The GSC consists of representatives from the Boards of KFima, Fima Corporation Berhad ("FimaCorp") and members of senior management, and is chaired by a Non-Independent Non-Executive Director of FimaCorp , supported by a diverse team from various divisions. Sustainability data is verified by Group Internal Audit ("GIA").

Climate-related matters are managed within the Group's existing sustainability governance framework: the GSC also reviews relevant climate-related risks and opportunities, including emissions, climate-related reporting, physical and transition risks, and related divisional priorities and response measures. The Group is undertaking preparatory work towards compliance with IFRS S1 and S2, including gap assessments and alignment of our existing disclosures with International Sustainability Standards Board (ISSB) requirements.

The ARC assists the Board in overseeing the Group's risk management and governance framework. On a quarterly basis, the ARC reviews sustainability-related risks and metrics which form part of the ARC's reporting to the Board. Operational, compliance related, or reputational risks are identified by the ARC and dealt with appropriately. The ARC maintains an overview of the Group's risk landscape through regular briefings from both the GSC and the RSC, integrating sustainability, including climate-related risks and opportunities, into the Group's overall risk management and accountability systems.

The Group's broader enterprise risk management process is further described in the Statement on Risk Management and Internal Control section of this Annual Report, including the Key Risk Areas table which sets out the Group's principal risk areas, risk appetite, mitigation actions, and linkage to material matters and stakeholders. This provides s further reference point for how sustainability-related matters are considered within the Group's overall risk management framework.

Overall accountability for KFima's sustainability performance rests with the Board of Directors. The Board sets the overarching strategy and ensures that environmental and social factors - including material sustainability- and climate-related matters managed through the Group's governance framework - are considered in all major business decisions, and aligned with the interests of its shareholders, employees, and communities. The Board's specific responsibilities in this area are set out in the Corporate Governance chapter of the Annual Report.

Additionally, the Group's organisational chart clearly defines roles for managing both climate-related issues and broader sustainability goals. This is outlined in the table below.

Role	Responsibilities
Board of Directors	Oversight of all sustainability strategy and focus areas.
Audit & Risk Committee (ARC)	Supports the Board in overseeing sustainability-related risks and controls. Reviews key findings from the GSC and RSC, ensuring risks are identified, evaluated, and addressed through appropriate mitigation measures.
Risk Steering Committee (RSC)	Reports to the ARC on key risks, risk management and internal controls. The RSC oversees enterprise risk management and actively identifies, assesses and monitors key business risks of the Group while providing mitigation action plans for respective business units.
Group Sustainability Committee (GSC)	Oversees and consolidates sustainability-related initiatives across the Group. Reviews focus areas and action plans from divisions, monitors progress, and guides implementation of the Group's sustainability and climate-related strategies.

Sustainability Report

Role	Responsibilities
Group Managing Director ("Group MD")	Leads the setting of the Group's sustainability direction and ensures effective management of Group-wide sustainability and climate-related risks and opportunities in line with business strategy.
Group Corporate Services	Coordinates sustainability governance at the Group level. Supports the GSC and Group MD in evaluating and reporting on sustainability and climate-related risks and opportunities across business divisions.
Divisional Working Groups	Lead the development and execution of sustainability strategies at operational level. Responsible for monitoring, measuring, and reporting monthly divisional performance data to Group Corporate Services.

To maintain data integrity, GIA regularly evaluates the reliability of sustainability metrics and the progress of environmental and social initiatives across all business units. Furthermore, external parties including regulatory agencies, certification organisations, and customers conduct independent audits to confirm our compliance with legal requirements, industry standards and contractual agreements. Where discrepancies arise, we investigate to identify their underlying causes and implement corrective and preventive measures to resolve them and reduce the likelihood of recurrence, supporting continual operational improvement.

Since 2022, the performance reviews for our Group MD and divisional leaders have formally included strategic ESG KPIs. These benchmarks are specifically customised to reflect the unique operational focus and business context of each specific division.

This governance framework provides the basis for integrating sustainability into how the Group operates, and where applicable, supports the Group's oversight and management of climate-related matters through the same governance, reporting and escalation structure. It underpins our commitment to transparent and responsible operations and to generating meaningful value for all our stakeholders both now and in the future.

Reporting Maturity and Phased Implementation

KFima is strengthening its sustainability reporting on a phased basis as part of the Group's broader implementation approach for the NSRF and the IFRS Sustainability Disclosure Standards. For the current reporting cycle, the Group has focused on the priority disclosures relevant to FYE2026, including stronger basis and scope disclosures, enhanced climate-related reporting, selected Scope 3 greenhouse gas disclosures, and further integration of sustainability-related matters into governance and risk management processes.

Over the next phases of implementation, the Group expects to broaden the application of IFRS S1 to non-climate sustainability-related risks and opportunities, provide fuller Scope 3 disclosures and continue developing its reporting maturity. This phased approach is intended to support a more structured transition while allowing the Group to progressively improve the quality, completeness and comparability of its sustainability-related and climate-related disclosures.

PRIORITY 1

FY2026
Current-year critical action

- Enhance scope & basis of Sustainability Statements
- Strengthen sector-specific disclosures
- Standardise data & performance reporting format
- Conduct scenario & time-horizon analysis
- Identify & disclose climate-related risks, opportunities & financial impacts qualitatively
- Disclose Scope 1, 2 & selected Scope 3 emissions

PRIORITY 2

FY2027
Scaling disclosures and operations

- Apply IFRS S1 (non-climate risks & opportunities)
- Expand ESG disclosures beyond climate
- Strengthen data systems & reporting processes
- Prepare for full Scope 3 disclosure

PRIORITY 3

FY2028
Advance integration and maturity

- Full adoption of IFRS S1 & S2
- Complete Scope 3 emissions disclosure
- Appoint external assurance provider
- Achieve full ESG integration in strategy & reporting
- Align with NSRF requirements

Our Environment

We actively manage our environmental impact through a structured and integrated approach that emphasises efficient use of energy and resources, waste minimisation, and resilience to climate-related risks. These priorities are incorporated into our strategic planning and daily operations, reflecting our commitment to continually strengthening our sustainability performance and advancing our broader ESG agenda.

Environmental responsibility is a fundamental value of the Group. Guided by our Environmental Policy, our environmental management strategy is developed to ensure that our practices support our sustainability objectives, including responsible land stewardship, the delivery of long-term positive environmental outcomes, and the creation of shared value for all our stakeholders.

Our Alignment to SDGs

Sustainability Report

Strategic Commitments

- We promote responsible stewardship of the environment
- We strive to use natural resources efficiently and minimise waste
- We foster partnerships with local communities and stakeholders to address environmental issues
- We continuously work on improving our energy efficiency and reducing the use of non-renewable energy
- We strictly practise zero burning in our oil palm plantation operations
- We commit to complying with legislation and regulations on the environment
- We employ sustainable agricultural practices

CLIMATE CHANGE

GRI 201-2, 302, 303, 305

With reference to GRI 102: Climate Change 2025

Climate-related matters are becoming crucial to KFima's operating environment, supply chain and long-term business resilience. Given the Group's activities across the Bulking, Plantation, Food and Manufacturing divisions, KFima may be exposed to physical risks such as extreme weather events, flooding, heat stress and operational interruptions, as well as transition risks linked to changes in regulations, stakeholder expectations, carbon-related developments and the shift towards lower-emission practices.

The tables below summarise the analysis scope, key assumptions, financial impact parameters, and the main climate-related risks and opportunities identified at Group and divisional level, including their existing and expected financial implications.

Climate Risk Scenario Analysis

Scope of analysis

All business division under KFima covering Bulking, Manufacturing, Food and Plantation

	Scenario Used
Physical Risks	• IPCC AR6 SSP2-4.5 represents a middle-of-the-road climate future with moderate emissions reductions, resulting in higher temperatures and increasing physical climate risks • IPCC AR6 SSP5-8.5 describes a future with very high emissions, heavy reliance on fossil fuels, and limited climate policy action, resulting in severe warming and significant physical climate impacts
Transition Risks	• The NGFS Current Policies scenario assumes that only climate and energy policies already in force are implemented, assuming development without introduction of low-carbon measures • NGFS Net Zero 2050 describes a future where strong and coordinated climate action reduces global greenhouse gas emissions to net zero by around 2050, limiting global warming to about 1.5°C

Note : IPCC AR - Intergovernmental Panel on Climate Change Sixth Assessment Report
SSP2 - Shared Socioeconomic Pathway
NGFS - Network for Greening the Financial System (a group of central banks and supervisors that develop climate scenarios for financial and corporate risk assessment.)

To better understand the potential impacts of climate-related risks and opportunities, KFima performed a climate risk scenario analysis covering the short-, medium- and long-term time horizons, in line with the recommendations of the TCFD and the climate-related disclosure requirements of IFRS S2. Following the previous year's assessment, the Group refined its time horizon assumptions by moving from a single year projection to defined multi-year ranges. This approach provides a more practical basis for assessing potential climate-related impacts across the Group's operations and value chain, as detailed below:

Short Term	Medium Term	Long Term
2026 – 2030	2031 – 2040	2041 – 2060

Sustainability Report

As this is KFima's first climate risk assessment conducted at this level of detail, the exercise was developed using defined climate scenarios, assessment periods, assumptions and financial impact parameters to allow for a practical and consistent review across the Group.

The assessment provides a reasonable basis for identifying and evaluating climate-related risks and opportunities. However, the results should be read in light of inherent uncertainties, including future climate patterns, regulatory developments, carbon pricing mechanisms and the rate of technology adoption. Accordingly, the assessment may be updated and enhanced over time as KFima strengthens its climate-related data, scenario analysis process and overall risk management approach.

Assumptions and Significant Areas of Uncertainty

Physical Risks

There is significant uncertainty regarding how climate change will affect frequency and intensity of future flooding and drought events, due to variability in climate projections and unpredictable shifts in weather patterns

Transition Risks

- Climate policy ambitions are expected to strengthen over time, with more aggressive mitigation efforts under the net-zero scenario compared to Business-as-Usual (NGFS Current Policies)
- Carbon prices are expected to rise, covering only Scope 1 emissions, and will be significantly higher in the net-zero scenario
- The net-zero scenario relies more heavily on emerging technologies compared to the Business-as-Usual scenario
- With green technologies maturing over time, it lowers investment costs as adoption rate increases
- There is considerable uncertainty surrounding future carbon pricing, influenced by factors such as regulations and market demand
- Expect business locations remain the same over the time horizon

Metrics

Physical Risks

Estimated projected average annualised financial impacts arising from physical climate-related risks across KFima's business divisions, including impacts on crop yield, operations, utilities, logistics, revenue, operating costs, downtime and resilience-related capital expenditure, in line with the Group's Enterprise Risk Management Framework

Transition Risks

Estimated projected average annualised financial impacts arising from transition climate-related risks across KFima's business divisions, including impacts from rising energy and compliance costs, lower-emission investment, certification and traceability requirements, reporting expectations, sourcing changes, market demand shifts, operating margins and capital expenditure, in line with the Group's Enterprise Risk Management Framework

Sustainability Report

Risk Financial Impact Rating					
Financial impact	**Insignificant**	**Minor**	**Moderate**	**Major**	**Very Significant**
Total Revenue	Decrease by ≤0.5%	Decrease by >0.5% - 1%	Decrease by >1% - 5%	Decrease by >5% - 25%	Decrease by >25%
Total PBT	Decrease by ≤0.5%	Decrease by >0.5% - 1%	Decrease by >1% - 5%	Decrease by >5% - 15%	Decrease by >15%

The Risk Financial Impact Rating is used as a severity guide for assessing climate-related financial impacts. The thresholds are intended to distinguish impacts that can generally be managed through normal divisional action from those that may require broader management attention, stronger mitigation measures and closer oversight.

Impacts below 0.5% are treated as Insignificant, while higher bands reflect progressively greater potential to affect operating stability, cost management, investment priorities and strategic decisions. As this is a first-year climate risk assessment, these thresholds provide a practical basis for consistent evaluation across the Group and may be further refined over time in line with the development of the Group's climate-related data, scenario analysis and risk management approach.

The climate-related risks and opportunities identified through this assessment complement the Group's existing risk management process by providing further analysis of climate-related exposures, time horizons and financial impact ratings.

Group-level climate transition risk

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
1	Evolving carbon regulation, carbon pricing, climate-related disclosure and assurance requirements	Transition	Climate Risk & Impacts / Innovation & Technology / Sustainable & Traceable Supply Chains	The Group is facing increasing expectations to strengthen climate-related data collection, internal monitoring, disclosure quality and cross-divisional reporting consistency, particularly as reporting requirements and stakeholder scrutiny continue to evolve. **The current financial impact is assessed as Insignificant.**	In the short term, the financial impact is expected to be **Minor**, as the Group is more likely to face added compliance, monitoring and reporting effort rather than immediate material earnings disruption.	In the medium term, the financial impact is assessed as **Moderate**, as stronger climate governance, resilience planning, disclosure quality and possible assurance-related requirements may require more structured investment and management attention.	In the long term, the financial impact could become **Major**, particularly if carbon pricing, external assurance expectations and tighter climate-related requirements increasingly influence cost structures, investment decisions and market expectations.	Stronger governance over climate-related issues, better-quality emissions data and reduction planning, earlier transition planning and targeted capital deployment are opportunities which may improve resilience and strengthen stakeholder confidence.

Sustainability Report

Plantation

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
1	Heat stress, rainfall variability and agronomic pressure affecting yield, crop quality and biological performance	Physical	Climate Risk & Impacts	KFima has identified heat stress on crops, rainfall variability and weather events that may disrupt business plans as relevant physical risks for the Plantation Division, although current quantified loss data remains limited. **The current financial impact is assessed as Insignificant.**	In the short term, hotter conditions and more variable rainfall may affect fruit development, field productivity, crop quality and operational planning across oil palm and pineapple activities. **The financial impact is expected to be Minor.**	In the medium term, repeated periods of heat and moisture stress may increasingly influence yield stability, fertiliser response, pest and disease pressure and the cost of estate management. **The financial impact is assessed as Moderate.**	In the long term, sustained temperature rise may contribute to more structural yield pressure, higher agronomic management requirements and greater exposure to pests, diseases and crop health issues. **The financial impact could become Major.**	The implementation of regenerative agriculture practices, planted better planting materials, effective water-table management, and stronger agronomic discipline may enhance resilience and support more stable long-term productivity.
2	Extreme rainfall, flooding and disruption to field access, harvesting and employee safety	Physical	Climate Risk & Impacts / Occupational Safety, Health & Well-being	This remains a relevant issue for the segment, as weather-related disruption can directly affect output, estate accessibility, logistics and employee safety. In FYE2026, the Plantation Division continued to monitor field and operational performance, with year-to-date harvesting transportation fuel intensity improving in both Malaysia and Indonesia, supported by more efficient vehicle arrangements and reduced overall transport usage. **The current financial impact is assessed as Minor.**	In the short term, continued heavy rainfall or localised flooding may disrupt harvesting, crop evacuation, fertiliser application, estate access and labour deployment, particularly in lower-lying or logistics-dependent areas. **The financial impact is expected to be Minor.**	In the medium term, more frequent extreme rainfall events may increase the need for drainage upgrades, water management infrastructure, early warning systems and climate-resilient field access. **The financial impact is assessed as Moderate.**	In the long term, if adverse weather patterns become more frequent and severe, plantation infrastructure, field productivity and operating continuity may require more sustained adaptation investment and stronger flood resilience measures. **The financial impact could become Major.**	Proper management of drainage systems, enhanced and closely monitored water management, the establishment of good ground cover, improved logistics arrangements, and more resilient estate planning may help protect yields, improve operational continuity, and strengthen long-term estate performance.

Sustainability Report

Plantation

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
3	Tightening sustainability, traceability, certification, land-use and deforestation-related expectations	Transition	Sustainable & Traceable Supply Chains / Biodiversity & Deforestation	The segment is already operating within a tightening sustainability environment. KFima's fully developed Malaysian estates have maintained MSPO certifications, selected employees have undergone MSPO 2.0 training, and the ISPO audit for PTNJL remains on hold pending regularisation of PTNJL's HGU. At the same time, customer and market scrutiny around responsible land management, traceability, deforestation, good labour practices and the credibility of environmental claims is increasing. **The current financial impact is assessed as Minor.**	In the short term, more work may be required on certification readiness, traceability, due diligence, responsible land management and sustainability reporting, particularly where customers or export-linked markets demand clearer assurance. **The financial impact is expected to be Minor.**	In the medium term, evolving certification, traceability, land-use and climate-related disclosure requirements may influence market access, compliance cost, supplier engagement and operating discipline. **The financial impact is assessed as Moderate.**	In the long term, stronger sustainability requirements, verification expectations and climate-linked land use controls may become more embedded into customer expectations and sector competitiveness. **The financial impact could become Moderate.**	Continuous commitment to effective certification, traceability, conservation management and sustainability positioning may support market access, customer confidence and participation in higher-standard supply chains over time.

Sustainability Report

Plantation

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
4	Climate-linked labour productivity strain and the need to strengthen mechanisation, field efficiency and estate resilience	Physical	Innovation & Technology / Occupational Safety, Health & Well-being	Mechanisation and improved field efficiency are already contributing positively to performance. KFima continues to enhance mechanisation in field operations, including in-in field collection, fertiliser application and transfer of seedlings from nurseries. The Group has also introduced motorised wheelbarrows (land surf) across its Malaysian estates to improve land-to-labour ratio and worker productivity. At the same time, hot conditions, wet-weather disruption and difficult field accessibility can reduce labour efficiency and complicate workforce deployment. **The current financial impact is assessed as Minor.**	In the short term, further mechanisation, better field accessibility and stronger work planning may help the segment maintain output during periods of labour tightness and variable weather conditions. **The financial impact is expected to be Minor.**	In the medium term, climate volatility may reinforce the business case for wider mechanisation, better internal transport, improved route design, more efficient evacuation systems and stronger workforce support. **The financial impact is assessed as Moderate.**	In the long term, estates that are more mechanised, accessible and operationally disciplined are likely to be better placed to sustain productivity under more variable climate conditions. **The financial impact could become Moderate.**	Greater mechanisation, better in-field transport, stronger internal logistics, improved work design and more resilient estate design may improve productivity, reduce disruption and support more stable long-term returns.

Sustainability Report

Plantation

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
5	Climate-related disruption to own and third-party crop supply	Physical	Sustainable & Traceable Supply Chains	Plantation output remains dependent on stable operating conditions across estates, logistics routes and surrounding supply networks, making supply continuity sensitive to weather-related disruption and local operating constraints. **The current financial impact is assessed as Insignificant.**	In the short term, weather-related disruption may affect crop movement and supply predictability, although short-run mitigation may still be available. **The financial impact is expected to be Minor.**	In the medium term, more persistent climate pressure across the value chain may increase sourcing uncertainty and require stronger supplier engagement and contingency planning. **The financial impact is assessed as Moderate.**	In the long term, structural climate shifts could materially affect the reliability and economics of supply from certain locations and increase the importance of resilient supply arrangements. **The financial impact could become Moderate**.	Closer supplier collaboration, the introduction of cash FFB purchases for third-party crop supply at competitive market prices, climate-readiness support, and more resilient supply arrangements can help strengthen supply continuity and enhance long-term operational resilience.
6	Energy, fuel and logistics emissions intensity in estate and mill operations	Transition	Innovation & Technology / Energy Use	The segment is already taking action to lower its carbon footprint through improved resource efficiency, mechanised field operations, solar power and biomass use. KFima's palm oil mill in Indonesia also uses a palm biomass-powered cogeneration system to support internal energy needs. Current exposure appears manageable, but it remains relevant. **The current financial impact is assessed as Insignificant.**	In the short term, greater focus on fuel efficiency, equipment use and emissions management may influence operating practices and help manage cost pressures. **The financial impact is expected to be Minor.**	In the medium term, emissions expectations and internal efficiency targets may encourage wider use of lower-emission equipment, renewable energy and improved transport and evacuation systems. **The financial impact is assessed as Moderate.**	In the long term, more efficient and lower-emission plantation and mill operations are expected to be better positioned on both cost competitiveness and sustainability expectations. **The financial impact could become Moderate.**	Close monitoring of diesel intensity across all estates, optimised route planning, increased utilisation of renewable energy, and enhanced harvesting efficiency may improve cost efficiency, strengthen margins, and reinforce the segment's long-term sustainability credentials.

Sustainability Report

Bulking

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
1	Extreme weather and coastal / port-side disruption affecting terminal operations	Physical	Climate Risk & Impacts	The Bulking division remains exposed to weather-related disruption that may affect terminal operations, vessel handling, loading and unloading activities, dispatch planning and service reliability at port-based facilities. While there is no specific disclosure of material weather-related disruption at present, the segment's reliance on terminal infrastructure, storage tanks, heating systems and logistics support means operational continuity remains important to sustaining throughput and customer service levels. **The current financial impact is assessed as Insignificant.**	In the short term, severe rainfall, storms or prolonged adverse weather conditions may disrupt vessel handling, loading and unloading, local dispatch, trucking movements and maintenance scheduling, which could temporarily affect throughput and service turnaround. **The financial impact is expected to be Minor.**	In the medium term, more frequent weather-related disruption may increase the need for drainage improvement, infrastructure hardening, maintenance planning and business continuity measures, while also raising downtime risk and resilience-related capex needs. **The financial impact is assessed as Moderate.**	In the long term, more frequent and severe weather conditions may gradually increase maintenance requirements, resilience-related investment and operating complexity across the terminal network, making climate-resilient terminal infrastructure increasingly important. **The financial impact could become Moderate.**	Continued investment in site resilience, operating discipline and continuity planning may strengthen customer confidence, protect utilisation rates and support retention of long-term contracts.
2	Tightening climate-related reporting, customer due diligence and regulatory requirements	Transition	Climate risk & Impacts / Sustainable & Traceable Supply Chains	KFima has already identified enhanced emissions reporting, evolving regulatory requirements and changing customer behaviour as relevant transition considerations at Group level. For the Bulking division, this may increasingly influence how the segment reports, tracks and demonstrates compliance across its operations. **The current financial impact is assessed as Insignificant.**	In the short term, the division may face higher compliance, monitoring and reporting requirements, particularly where customers increasingly expect more transparent carbon and sustainability-related disclosures. **The financial impact is expected to be Minor.**	In the medium term, tighter disclosure requirements, possible carbon-related policy developments and evolving customer due diligence expectations may influence cost structures, operating procedures and the ability to retain or win certain business. **The financial impact is assessed as Moderate.**	In the long term, regulatory and market expectations may become more embedded into how terminals are assessed by customers, financiers and other stakeholders, making reporting readiness and credible emissions management increasingly important. **The financial impact could become Moderate.**	Stronger reporting capability, better data quality and credible sustainability positioning may support customer trust and reinforce the division's standing as a preferred logistics and storage partner.

Sustainability Report

Bulking

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
3	Throughput volatility from climate-linked disruption in customer sectors and upstream supply	Physical	Sustainable & Traceable Supply Chains	The division's throughput and storage demand may be affected by climate-linked disruption in customer industries, upstream production flows and transport conditions, creating some volatility in planning and asset utilisation. **The current financial impact is assessed as Insignificant.**	In the short term, climate disruption in upstream production or customer operations may alter throughput patterns and storage demand, though short-run impacts may still be manageable. **The financial impact is expected to be Minor.**	In the medium term, changing demand for certain cargo types and increased volatility in product flows may affect utilisation, planning and contract mix. **The financial impact is assessed as Moderate.**	In the long term, structural transition in customer markets may shift demand toward different cargoes or more specialised lower-carbon products, requiring greater commercial and operational flexibility. **The financial impact could become Moderate.**	More flexible tankage allocation, stronger product portfolio positioning and better planning for specialised flows can improve resilience to changing demand patterns.
4	Shift in customer demand toward lower-carbon, renewable-feedstock and more traceable liquid products	Transition	Sustainable & Traceable Supply Chains / Innovation & Technology	The Bulking division is exposed to the risk that customer demand may increasingly shift toward more specialised, traceable and lower-carbon liquid product flows, which may place pressure on terminal configuration, service offering and competitiveness if not addressed. **The current financial impact is assessed as Minor.**	In the short term, demand may continue to shift toward used cooking oil, technical fats, biofuel-related inputs and other specialised liquid products, influencing storage requirements, occupancy and handling demand. **The financial impact is expected to be Minor.**	In the medium term, greater emphasis on lower-carbon, traceable and specialised product flows may influence terminal configuration, service offerings, customer retention and contract opportunities. **The financial impact is assessed as Moderate.**	In the long term, terminal competitiveness may increasingly depend on the ability to support lower-carbon liquid product value chains, specialised cargo ecosystems and customer expectations for greener logistics solutions. **The financial impact could become Moderate.**	The division is well placed to benefit from continued expansion into higher-value specialised storage, long-term contract capture and the growing strategic importance of Tanjung Langsat.

Sustainability Report

Bulking

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
5	Energy and fuel intensity of heated storage, boilers and transport-related activities	Transition	Innovation & Technology / Energy Use	The Bulking division remains exposed to transition risk arising from the energy- and fuel-intensive nature of heated storage and transport-related activities, although current-year efficiency improvements helped moderate this exposure. **The current financial impact is assessed as Minor.**	In the short term, continued insulation works, efficiency initiatives and closer monitoring of fuel usage are expected to support lower fuel consumption, improved cost efficiency and better margin resilience, particularly for heated products. **The financial impact is expected to be Minor.**	In the medium term, further gains may depend on upgrades to plant and equipment, improved transport efficiency and more efficient handling processes. Additional investment may be required, but these measures are expected to support stronger long-term operating performance. **The financial impact is assessed as Moderate.**	In the long term, more efficient assets and processes are expected to remain more competitive as customers and regulators place greater emphasis on carbon efficiency and lower-emission supply chains. **The financial impact could become Moderate.**	Continued focus on energy efficiency, lower-emission heating and better fuel management may support lower operating costs, stronger service competitiveness and a more resilient margin profile over time.

Food

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
1	Extreme weather and physical disruption affecting plant continuity, logistics, cold chain and utilities	Physical	Climate Risk & Impacts	While no material disruption was specifically quantified in the current year, the division remains operationally sensitive to marine catch supply, processing continuity in PNG, stable utilities, refrigeration performance and export logistics, all of which remain important to operational continuity. **The current financial impact is assessed as Insignificant.**	In the short term, severe weather or external disruption affecting fishing activity, landings, transport, utilities or plant operations may interrupt raw material flow, production scheduling, storage conditions or exports. **The financial impact is expected to be Minor.**	In the medium term, more frequent severe weather events and recurring flood-related disruption may increase the need for stronger inventory planning, backup arrangements, greater utility resilience, more robust cold-chain controls and enhanced business continuity planning. **The financial impact is assessed as Moderate.**	In the long term, more variable weather conditions and wider climate-related supply-chain stress may increase the importance of operational flexibility, cold-chain resilience, alternative sourcing and more resilient infrastructure. **The financial impact could become Moderate.**	Improved sourcing flexibility, stronger business continuity planning, more resilient utilities, in-house can production and better supply-chain agility may reduce disruption risk and strengthen continuity of supply.

Sustainability Report

Food

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
2	Climate-related pressure on marine resources, catch availability and raw material supply	Physical	Sustainable & Traceable Supply Chains / Climate Risk & Impacts	The Food division remains dependent on stable fish supply, raw material quality and reliable marine sourcing conditions, making production planning and procurement sensitive to disruption in catch availability, supply reliability or input consistency. The division already treats supply chain resilience as a strategic priority, although this risk remains more inferential than explicitly quantified in current disclosures. **The current financial impact is assessed as Minor.**	In the short term, variability in raw material supply may affect production scheduling, procurement planning and plant utilisation, though some impact may still be manageable through inventory and sourcing adjustments. **The financial impact is expected to be Minor.**	In the medium term, repeated supply inconsistency may increase sourcing costs, complicate inventory strategy and reduce production predictability. **The financial impact is assessed as Moderate.**	In the long term, longer-term stress on marine ecosystems and fisheries could raise structural sourcing risk and increase the importance of diversified and resilient supply arrangements. **The financial impact could become Moderate.**	Stronger supplier partnerships, diversified sourcing and better traceability can improve resilience and protect production continuity.
3	High water dependence and stricter expectations on wastewater management in fish processing	Physical	Water Impact & Waste Management	Water remains a significant input in the Food division, where it is used as a process medium and cleaning agent. IFC's fish processing operations continue to require substantial water volumes, and the division is already taking active steps to improve water efficiency and wastewater control. IFC also operates its own wastewater treatment plant in PNG and currently meets the required discharge standards. **The current financial impact is assessed as Minor.**	In the short term, tighter water management expectations, higher utility costs or inefficiencies in process water use may affect operating cost and processing efficiency, particularly in high-use tuna and mackerel lines. **The financial impact is expected to be Minor.**	In the medium term, stronger pressure to reduce water intensity and maintain discharge quality may require further process optimisation, monitoring systems, recycling initiatives and plant-level upgrades. **The financial impact is assessed as Moderate.**	In the long term, water availability, cost and environmental compliance are expected to become more prominent operating considerations for food processors, especially where facilities remain water-intensive. **The financial impact could become Moderate.**	Continued water optimisation, better process control, recycling and stronger wastewater management may improve cost efficiency, environmental performance and operational resilience over time.

Sustainability Report

Food

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
4	Pressure to reduce waste and improve circularity in fish processing	Transition	Water Impact & Waste Management	The Food division remains exposed to rising expectations on waste reduction and resource efficiency, although fish-processing residuals continue to be recovered into useful by-products. **The current financial impact is assessed as Minor.**	In the short term, better by-product handling and recovery can support improved yield, lower disposal pressure and better resource efficiency. **The financial impact is expected to be Minor.**	In the medium term, stronger circularity practices may become increasingly valuable as food processors face tighter waste expectations and seek better use of every tonne of input. **The financial impact is assessed as Moderate.**	In the long term, businesses with better waste valorisation and circular process design are likely to be better positioned on both cost and sustainability performance. **The financial impact could become Moderate.**	Greater recovery of fish oil and related by-products, lower waste sent to landfill and more efficient resource use may support both margin improvement and a stronger sustainability profile.
5	Growing customer and export market expectations on traceable and sustainable sourcing	Transition	Sustainable & Traceable Supply Chains / Product Quality & Safety	The division already operates in a sourcing environment where traceability, responsible fishing and fisheries compliance are commercially important. IFC maintains MSC Chain of Custody certification, avoids IUU-linked sourcing and achieved 100% FAD-free catch in FYE2025. These practices support market credibility but also require sustained supply-chain discipline. **The current financial impact is assessed as Minor.**	In the short term, customer and export market expectations may continue to tighten around responsible sourcing, traceability and proof of legal and sustainable catch, particularly for tuna products supplied into export channels. **The financial impact is expected to be Minor.**	In the medium term, market access and customer retention may increasingly depend on demonstrable compliance with higher sustainability and traceability standards across the seafood value chain. **The financial impact is assessed as Moderate.**	In the long term, businesses with strong sourcing controls and credible marine stewardship are expected to be better positioned as sustainability-linked procurement and food-system scrutiny become more embedded. **The financial impact could become Moderate.**	Stronger traceability, FAD-free sourcing, responsible fisheries positioning and certification discipline may support export credibility, customer trust and stronger brand and market positioning.

Sustainability Report

Food

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
6	Utilities, refrigeration and processing efficiency in fish processing operations	Transition	Innovation & Technology / Energy Use	The segment is already investing in its processing and cold-chain capability. Recent upgrades to the tuna chill room, mackerel cold room and fishmeal-fish oil separation plant show that product quality, storage conditions and processing reliability are active management priorities. KFima has also indicated that reduced energy intensity will remain a focus going forward. **The current financial impact is assessed as Minor.**	In the short term, better control of refrigeration, humidity, equipment reliability and energy consumption may directly support product quality, cost control and uptime. **The financial impact is expected to be Minor.**	In the medium term, higher energy costs and greater pressure to improve process efficiency may require wider optimisation of refrigeration, utilities and plant operations. **The financial impact is assessed as Moderate.**	In the long term, more efficient and better-controlled processing infrastructure is expected to remain important to both margin resilience and sustainability performance. **The financial impact could become Moderate.**	Lower energy intensity, stronger cold-chain integrity and more reliable processing systems may improve margins, protect product quality and strengthen the division's competitiveness.

Manufacturing

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
1	Extreme weather and infrastructure disruption affecting facilities, utilities and secure delivery processes	Physical	Climate Risk & Impacts	At present, there is no specific disclosure of material weather-related disruption within the Manufacturing division. Nevertheless, the segment depends on stable utilities, secure production facilities, controlled storage conditions, reliable raw material flow and timely delivery processes, all of which remain important to operational continuity. **The current financial impact is assessed as Insignificant.**	In the short term, severe rainfall, localised flooding, power interruption or transport disruption may affect production schedules, material delivery, dispatch arrangements and delivery timelines. **The financial impact is expected to be Minor.**	In the medium term, the division may require further attention to site resilience, backup systems, drainage, emergency preparedness and continuity planning to support uninterrupted operations. **The financial impact is assessed as Minor.**	In the long term, more frequent severe weather conditions may gradually increase maintenance requirements, continuity-related investment and operational complexity. **The financial impact could become Moderate.**	Improved site resilience, stronger business continuity planning and more reliable secure delivery processes may help reinforce customer trust and service consistency.

Sustainability Report

Manufacturing

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
2	Higher raw material, freight and supply chain cost pressure arising from tightening deforestation-related and responsible sourcing requirement	Transition	Sustainable & Traceable Supply Chains	The division remains exposed to raw material, freight and supply chain cost pressures, particularly where specialised inputs or imported materials are required. Going forward, this exposure may increasingly be influenced by tighter expectations around responsible procurement, sustainable supply chains and traceability where relevant. **The current financial impact is assessed as Minor.**	In the short term, continued volatility in freight, imported materials and specialised inputs may affect margins and procurement planning. At the same time, customers or suppliers may begin to place greater emphasis on traceability and responsible sourcing. **The financial impact is expected to be Minor.**	In the medium term, stricter deforestation-related and responsible sourcing requirements may reduce supplier flexibility, increase compliance effort and place further pressure on input costs and procurement lead time. **The financial impact is assessed as Moderate.**	In the long term, if climate-related sourcing and traceability requirements become more embedded across supply chains, the division may need a more diversified and strategically managed procurement model to maintain continuity and competitiveness. **The financial impact could become Moderate.**	Broader supplier diversification, stronger local or regional sourcing where feasible, and improved procurement planning may support better continuity, cost control and resilience.
3	Tightening customer, tender, reporting and regulatory expectations on sustainability, traceability and operating standards	Transition	Product Quality & Safety	The division already operates in a highly controlled environment and maintains key certifications relevant to quality, information security and security printing. At present, this provides a sound operating base, but customer, tender and regulatory expectations may continue to develop over time, including around sustainability-related disclosures and reporting discipline. **The current financial impact is assessed as Insignificant.**	In the short term, customers and tenders may increasingly expect clearer sustainability-related disclosures, traceability and broader evidence of responsible operating practices. **The financial impact is expected to be Minor.**	In the medium term, tighter procurement, compliance and reporting expectations may influence contract retention, tender competitiveness and internal reporting requirements. **The financial impact is assessed as Moderate.**	In the long term, alignment with evolving customer, regulatory and market expectations may become a more important differentiator in maintaining relevance and competitiveness. **The financial impact could become Moderate.**	Stronger tender positioning, improved customer confidence and better contract defensibility may arise from maintaining robust certifications, disclosures and operating controls.

Sustainability Report

Manufacturing

No	Climate-related risk	Risk Type	Material Matter	Current impact	Short term	Medium term	Long term	Opportunity arising
4	Rising energy use and efficiency requirements in secure printing operations	Transition	Innovation & Technology	The Manufacturing division operates from a high-security production environment and relies on specialised printing machinery, controlled operating conditions and uninterrupted utilities. While there is no specific disclosure of material climate-related disruption at present, energy efficiency and operating discipline remain relevant as the division continues to strengthen its production capabilities. **The current financial impact is assessed as Insignificant.**	In the short term, higher electricity costs and greater focus on efficient use of machinery and utilities may gradually increase operating cost pressure, particularly where production volumes increase. **The financial impact is expected to be Minor.**	In the medium term, greater emphasis on energy efficiency, lower-emission operations and tighter monitoring of utility consumption may influence plant upgrades, process improvements and cost management priorities. **The financial impact is assessed as Moderate.**	In the long term, efficient production lines and better-controlled resource use are expected to remain important to competitiveness, particularly as customer and market expectations continue to evolve. **The financial impact could become Moderate.**	Continued investment in more efficient equipment, process optimisation and better resource monitoring may support stronger operating efficiency and a more resilient cost profile over time.
5	Technology transition, automation and equipment modernisation to maintain efficient and relevant secure printing capability	Transition	Innovation & Technology	The Manufacturing division continues to record growth from confidential documents and remains supported by recent investment in digital printing capability and refurbishment of Intaglio machines. This indicates a clear direction toward strengthening production capability, improving operational performance and maintaining relevance as customer needs evolve. **The current financial impact is assessed as Minor.**	In the short term, better utilisation of upgraded machinery and improved process control may support stronger throughput, better quality consistency and improved responsiveness to customer requirements, while customer expectations may begin to shift gradually toward more integrated physical-digital security solutions. **The financial impact is expected to be Minor**.	In the medium term, demand may increasingly favour providers that can combine secure printing capability with broader digital security, authentication or identity-related solutions, while further automation and process improvements may strengthen margins and reduce inefficiencies. **The financial impact is assessed as Moderate.**	In the long term, businesses focused only on traditional document production may face greater competitive pressure if customers increasingly adopt hybrid or digital-first secure identity ecosystems. Conversely, a more advanced, efficient and resilient manufacturing platform is expected to support competitiveness. **The financial impact could become Moderate.**	Product development, strategic alliances, better utilisation of upgraded assets and gradual capability expansion into adjacent secure and digital solutions may support longer-term relevance, stronger production reliability and improved competitiveness in higher-specification work.

Sustainability Report

Managing Climate-Related Risks and Opportunities

As highlighted in the climate-related risks and opportunities table, KFima's exposure to climate-related matters is not uniform across the Group. The nature and extent of these exposures differ between the Plantation and Manufacturing divisions, depending on each division's operating environment, asset base, resource requirements and position within the value chain. In addressing these matters, the Group takes a practical and phased approach, recognising that climate-related impacts may arise from both physical factors, such as extreme weather events, flooding, heat stress and business interruptions, as well as transition-related factors, including regulatory changes, shifting market expectations, carbon-related developments and increasing climate disclosure requirements.

KFima considers climate-related matters as part of its existing governance and risk management processes. This includes taking into account the operating realities of each division, key sustainability matters, stakeholder feedback and changes in the external business environment. Where relevant, climate-related matters are discussed at management level and escalated to the GSC and RSC respectively; if necessary, the ARC is engaged for further deliberation or action. This allows the Group to monitor climate-related developments and assess how these may affect its operations, regulatory compliance, resource planning and longer-term business resilience.

To manage identified risks and opportunities, KFima continues to implement measures that are relevant to its business activities and operational priorities. These include strengthening operational efficiency, improving the resilience of sites and infrastructure, enhancing the monitoring of resource consumption and emissions, supporting traceability and responsible sourcing practices, and assessing responses that may help improve business resilience over time. As KFima further develops its climate-related data, internal monitoring processes and reporting capabilities, its approach is expected to continue evolving in line with business needs and sustainability reporting expectations.

Both climate and sustainability-related risks and opportunities may also influence KFima's business model and value chain over time. Potential effects may be seen across upstream and downstream activities, including crop productivity, availability of raw materials, supplier reliability, traceability and certification requirements, transportation continuity, utility usage, production stability, water and energy management, and future resilience-related capital expenditure. In the longer term, changing customer expectations, market requirements and sustainability due diligence practices may also play a greater role in shaping the Group's competitiveness, market access and overall strategic positioning.

GHG EMISSIONS

GRI 305-1, 305-2, 305-3, 305-4, 305-5

Understanding and managing our GHG emissions is essential to how KFima approaches its long-term decarbonisation and reporting responsibilities. In FYE2026, we maintained reporting of our Scope 1 and Scope 2 emissions, while making targeted improvements to our Scope 3 reporting.

To align with Bursa Malaysia's sustainability disclosure requirements, the Group estimated its Scope 3 employee commuting emissions using the UK Department for Environment, Food and Rural Affairs ("DEFRA") emission factors, and sampling of data from employee commuting surveys in FYE2025 and FYE2026.

To accurately capture emissions generated during each respective financial year, average emissions per employee were calculated based on the survey responses for FYE2025 and FYE2026; these average emissions were then applied to the recorded headcounts for those financial years, respectively. This process of distributing surveys, calculating average emissions based on survey responses and applying averages to the headcounts of each financial year, will be replicated until our employee commuting methodology is revised.

During the financial year, the Group also compiled business travel data to facilitate a more comprehensive evaluation of its indirect Scope 3 emissions. These initiatives are a step towards establishing an emissions baseline and improving the coverage and transparency of our GHG emissions reporting. The Scope 3 emissions disclosed are estimated based on available activity data, survey responses and relevant assumptions. These estimates may be refined over time as the Group improves its data collection process and reporting methodology. Moving forward, the Group will continue to refine its data collection methods and broaden coverage to support more consistent emissions tracking and intensity measurement. As our emissions data and reporting capabilities develop, the Group intends to assess the establishment of Group-level GHG reduction targets, in line with evolving regulatory expectations and recognised climate frameworks. In the interim, we will focus on improving the quality and coverage of our Scope 1, 2 and 3 emissions data and on operational efficiency measures that may contribute to emissions reduction across its divisions.

Sustainability Report

Based on the information collected, emissions associated with employee commuting, business travel, and downstream transportation and distribution were estimated at approximately 1,820 tCO_2e annually. This increase was attributed to expanding the scope of our downstream transportation data collection, to cover all plantation estates and the manufacturing sector:

Employee commuting:
1,336 tCO_2e

Employee Business travel:
136 tCO_2e

Transportation and Distribution (Upstream and Downstream for Plantation, Manufacturing and Bulking):
348 tCO_2e

Emissions arising from employee commuting contribute to 71.6% of the Group's reported Scope 3 emissions, positioning it as the largest source within this category. Accordingly, employee commuting will remain an important area of focus as the Group continues to enhance its Scope 3 emissions reporting.

Our GHG emissions categorised by scopes and divisions are observed in the following table:

GHG Emissions by Division (tCO_2e)

DIVISION	FYE2026	FYE2025	FYE2024
PLANTATION	**6,273**	**6,697**	**6,254**
SCOPE 1			
Non-renewable energy	5,608	5,925	5,830
Renewable energy	6	5	4
SCOPE 2			
Grid	224	205	180
SCOPE 3			
Employee Commuting	110	200	-
Employee Business Travel	24	32	-
Upstream Transportation and Distribution (Plantation only)	301	330	240
BULKING	**15,311**	**14,819**	**18,366**
SCOPE 1			
Non-renewable energy	12,789	12,301	16,150
Renewable energy	10	9	9
SCOPE 2			
Grid	2,039	2,109	2,207
SCOPE 3			
Employee Commuting	425	357	-
Employee Business Travel	7	43	-
Downstream Transportation and Distribution	41	-	-
MANUFACTURING	**2,010**	**1,981**	**1,325**
SCOPE 1			
Non-renewable energy	13	35	40
Renewable energy	35	32	32
SCOPE 2			
Grid	1,517	1,475	1,253
SCOPE 3			
Employee Commuting	422	398	-
Employee Business Travel	17	41	-
Downstream Transportation and Distribution	6	-	-

Sustainability Report

DIVISION	FYE2026	FYE2025	FYE2024
FOOD	**8,437**	**8,150**	**6,015**
SCOPE 1			
Non-renewable energy	8,066	7,628	5,897
Renewable energy	-	-	-
SCOPE 2			
Grid	139	119	118
SCOPE 3			
Employee Commuting	201	349	-
Employee Business Travel	31	54	-
HEAD OFFICE	**282**	**227**	**48**
SCOPE 1			
Non-renewable energy	-	-	-
Renewable energy	15	13	15
SCOPE 2			
Grid	32	33	33
SCOPE 3			
Employee Commuting	178	138	-
Employee Business Travel	57	43	-
TOTAL GROUP	**32,313**	**31,874**	**32,008**

Note : The Group has adopted the UK Department for Environment, Food and Rural Affairs ("DEFRA") methodology and emissions factors

MSPO GHG Reporting for Malaysian Estates

In accordance with MSPO 2.0 requirements, we implemented the MSPO GHG calculator to track emissions from its Malaysian plantation estates. This calculator provides a detailed view of emissions generated in plantation operations, measured in tonnes of carbon dioxide ("tCO_2") rather than tonnes of carbon dioxide equivalent (tCO_2e). The emissions data is calculated on a calendar year basis, which differs from the Group's 31 March financial year end. Accordingly, the calendar year 2025 results are presented below:

Total Emissions and Reduction for Calendar Year 2025

Total Emission (tCO_2/year)	Total Emission Reduction - Crop Sequestration (tCO_2/year)	Total Emission After Reduction (tCO_2/year)
12,339	**308**	**12,031**

Crop sequestration from plantation activities offset a portion of total emissions, resulting in a net emission of 12,031 tCO_2 for calendar year 2025.

Sustainability Report

Strengthening Operational Efficiency and Resilience

The Group continues to strengthen operational efficiency and resilience across its business divisions as part of its broader environmental and climate-related response. These efforts matter not only from an emissions and resource-efficiency perspective, but also in supporting operational continuity, service reliability and longer-term resilience across different operating environments.

In the Bulking Division, fleet monitoring and fuel-management improvements have enhanced fleet utilisation and service reliability, while helping to reduce fuel wastage, unnecessary idling and associated emissions. The underlying systems are described further under Innovation and Technology.

For the Plantation Division, a combination of field management improvements, equipment modernisation and technology adoption across estate operations has contributed to measurable improvements in fuel intensity and water consumption at the mill level. The Division's biomass-based cogeneration system further reduces reliance on external energy sources, supporting both cost control and lower emissions.

In the Manufacturing Division, the Group recognises the importance of efficient utility use, reliable production conditions and stronger operational continuity as customer, tender and regulatory expectations continue to evolve. Energy efficiency, process optimisation and continuity planning remain central to cost control, service reliability and longer-term competitiveness, particularly in a secure production environment that depends on stable utilities, timely material delivery and consistent operating standards.

For the Food Division, maintaining consistent product quality, supply-chain reliability and compliance with applicable standards remains central to its operational approach. Given its reliance on imported raw materials, managing sourcing continuity and meeting evolving customer and regulatory requirements are key to sustaining longer-term operational resilience.

Together, these efforts are expected to support both operational resilience and the Group's broader environmental management objectives.

BIODIVERSITY AND DEFORESTATION

GRI 304-1, 304-2, 304-3, 304-4

Due to the wide range of the Group's business operations, we remain mindful of the various environmental and social impacts associated with our activities. To address these responsibly, our environmental management framework focuses on areas such as habitat conservation, water usage and quality management, and soil conservation, in line with SDG 14: Life Below Water and SDG 15: Life on Land. Our policies also cover key sustainability requirements within the oil palm industry, including commitments related to deforestation, greenhouse gas reduction, and the adoption of zero burning practices.

Sustainable Agricultural Practices

Our oil palm plantation operations focus on improving cost efficiency by increasing estate productivity per hectare through the implementation of sustainable agricultural practices. Central to this approach is our firm commitment to a No Deforestation, No Peat and No Exploitation ("NDPE") principle in all new plantation developments.

Prior to undertaking any new development, independent consultants are engaged to carry out an Environmental Impact Assessment (EIA) and Social Impact Assessment (SIA) to ensure that potential environmental and social risks are properly identified and addressed at an early stage. Consistent with industry best practices, KFima also maintains a strict zero-burning policy that prohibits all forms of open burning for both new planting and replanting activities.

In terms of waste management, we emphasise the reuse and recycling of resources. Biomass residues, including palm kernel shells and fibre residues, are utilised as fuel for steam and electricity generation, while empty fruit bunches ("EFB") are returned to the fields as organic fertiliser to improve soil quality and reduce dependence on chemical inputs.

Soil Management

We avoid planting oil palms on land with slopes greater than 25 degrees or at elevations exceeding 300 metres above sea level. Where feasible, double terracing is implemented to help retain topsoil and minimise soil erosion. At PTNJL, soil fertility is enhanced through the application of EFB and compost, which also helps reduce reliance on chemical fertilisers. We also cultivate leguminous cover crops such as *Mucuna bracteata*, *Calopogonium mucunoides*, and *Calopogonium caeruleum* as part of our soil management practices. Among these, *Mucuna bracteata* is particularly beneficial due to its rapid growth, which helps suppress weed growth. It also aids in controlling erosion on sloped areas and enriches soil nutrients through natural nitrogen fixation.

Sustainability Report

Conservation Areas

Within our oil palm estates, riparian buffer zones planted with native species are maintained along riverbanks to safeguard surrounding ecosystems. These areas function as ecological corridors, providing safe passage, habitat, and sanctuary for a diverse range of flora and fauna. In total, approximately 973 hectares across the Group have been designated as protected areas. Land that is unsuitable for cultivation, such as steep or sloping terrain, is set aside as conservation areas where natural vegetation is preserved.

In Indonesia, our subsidiary PT Nunukan Jaya Lestari ("PTNJL") has established dedicated water catchment zones within its estate. Within these zones, chemical inputs are strictly prohibited to support the protection and restoration of natural vegetation and surrounding ecosystems.

ESTATE	FYE2026		FYE2025		FYE2024	
	Conservation Area (HA)	Buffer Zone (HA)	Conservation Area (HA)	Buffer Zone (HA)	Conservation Area (HA)	Buffer Zone (HA)
Ladang Cendana Laksana	7	0	7	0	7	0
Ladang Bunga Tanjong	34	5	34	5	34	5
Ladang Fima Dabong	31	0	31	0	31	0
Ladang Fima Aring	11	19	11	19	11	19
Ladang PCM Machap	0	1	0	1	0	1
Ladang PCM Ayer Baloi	0	3	0	3	0	3
Ladang PCM Kota Tinggi	0	3	0	3	0	3
Ladang Fima Sg Siput	400	13	400	13	337	13
Ladang Amgreen	15	136	15	136	15	136
Ladang FCB Kuala Betis	52	58	52	58	52	58
Ladang FCB Aring	42	15	36	8	36	8
PTNJL	22	106	22	106	22	106
TOTAL	**614**	**359**	**608**	**352**	**545**	**352**

Biological Pest Controls

Beneficial plants such as *Turnera subulata*, *Antigonon leptopus*, and *Cassia cobanensis* are planted to attract insect predators that feed on leaf pest larvae, thereby reducing the need for pesticide use. As part of our efforts to control the rodent population without relying on pesticides or chemicals, our estates in Kelantan and Terengganu have installed 111 barn owl boxes to attract owls. Through these integrated pest management approaches, reliance on chemical inputs is reduced. These practices simultaneously limit greenhouse gas emissions and prevent contaminants from entering the soil and waterways, supporting a sustainable approach to agricultural operations.

Mechanisation

During the year, we continued to advance our mechanisation initiatives, with a focus on expanding and optimising the use of mechanised tools in field operations. The main areas of focus include in-field crop collection, fertiliser application, and the transfer of seedlings from nurseries. As part of these efforts, motorised wheelbarrows have been deployed across our Malaysian estates, contributing to a higher land-to-labour ratio and improved worker productivity. Although these assets require upfront capital investment, the associated costs are expected to be offset over time through reduced labour expenses and improved yield.

ENERGY MANAGEMENT

GRI 302-1, 302-3, 302-4, 302-5

Effective energy management remains a key priority for the Group, as it helps reduce dependence on natural resources, lower carbon emissions, and support long-term cost efficiencies. To support this, each division has set internal targets and performance indicators to track energy consumption, identify areas of inefficiency, and evaluate intensity metrics. This data-driven approach supports continuous improvement and is expected to generate measurable environmental and business benefits over time.

In FYE2026, the Group's total energy consumption increased by 6.56%, from 339,772 Gigajoules ("GJ") in FYE2025 to 362,069 GJ. This was primarily driven by higher energy consumption in the Bulking and Food Division.

Meanwhile, energy consumption in the Manufacturing Division rose modestly by 0.7% reflecting higher grid electricity consumption consistent with the Division's production activity during the year. Solar generation grew by 11.0%, while grid electricity consumption increased by 2.88%, indicating that the Division is progressively supplementing its energy needs with renewable sources.

Sustainability Report

For Head Office, renewable energy accounted for 83.2% of total Head Office electricity consumption in FYE2026, up from 80.9% in FYE2025, while grid electricity consumption declined by 2.8%, reflecting a shift towards lower-carbon energy sources.

Energy Consumption by Division (GJ)

DIVISION	FYE2026	FYE2025	FYE2024
Plantation	82,324	87,485	87,230
Bulking	165,920	144,318	186,254
Manufacturing	8,704	8,645	7,718
Food	104,268	98,551	76,302
Head Office	853	772	869
TOTAL	**362,069**	**339,772**	**358,373**

Types of Energy (GJ)

TYPES OF ENERGY	FYE2026	FYE2025	FYE2024
Diesel & Petrol	190,520	186,913	164,045
Fuel Oil	142,050	122,538	163,501
Solar PV	3,195	2,838	2,938
Biomass	8,601	9,832	10,909
Purchase Electricity	17,703	17,651	16,980
TOTAL	**362,069**	**339,772**	**358,373**

Non-Renewable Sources (Litres)

DIVISION	FYE2026	FYE2025	FYE2024
Plantation	2,117,829	2,237,254	2,199,968
Bulking	4,570,655	3,930,819	5,142,753
Manufacturing	5,263	14,109	11,038
Food	3,030,511	2,866,093	1,572,502
TOTAL	**9,724,258**	**9,048,274**	**8,926,261**

Note: Non-Renewable Sources consist of petrol and diesel

Plantation Division recorded a 5.3% reduction in non-renewable energy consumption, decreasing from 2,237,254 litres in FYE2025 to 2,117,829 litres in FYE2026. This reduction reflects improved operational efficiency and more disciplined fuel management.

However, generator sets remain a primary contributor to non-renewable energy consumption, reflecting the Group's reliance on diesel-powered electricity generation, particularly in remote estates without grid connectivity.

In addition to the reduction in non-renewable energy consumption, the Group recorded improvements in resource use intensity across several areas, indicating more efficient energy use per unit of output:

Plantation: Harvesting Transportation Fuel Intensity Per MT FFB Produced

	UNIT	FYE2026	FYE2025	FYE2024
Malaysia	L/MT	2.79	2.89	3.70
Indonesia	L/MT	1.59	1.70	1.86

Note: Fuel Oil consist of diesel and petrol. Petrol consumption by Land Surf was included in the intensity computation.

Bulking: Boiler Fuel Oil Intensity Per MT Heated Product

UNIT	FYE2026	FYE2025	FYE2024
L/MT	1.55	1.78	3.03

Bulking Transportation Fuel Intensity Per Kilometer Distance

UNIT	FYE2026	FYE2025	FYE2024
L/KM	0.58	0.49	0.43

Food: Diesel Intensity Per MT Fish Processed

	UNIT	FYE2026	FYE2025	FYE2024
Generator	L/MT	123.00	96.63	108.08
Boiler	L/MT	127.80	110.65	117.45

In FYE2026, fuel intensity improved for both Malaysia and Indonesia. In Malaysia, fuel intensity improved by 3.5%, driven by higher FFB production and a combination of operational improvements including better harvesting planning, improved field management practices, continued in-field mechanisation, and more efficient vehicle arrangements.

In Indonesia, fuel intensity improved by 6.5% notwithstanding unfavourable weather conditions and operational disruptions during the year. A key contributor to this improvement was the commissioning of seven new excavator units, which offer improved fuel efficiency compared to the older fleet. The introduction of these units contributed to lower fuel consumption across harvesting and transportation activities.

For the Bulking Division, boiler fuel oil intensity improved by 12.9% to 1.55 l/mt from 1.78 l/mt of heated product, driven primarily by a 33.0% increase in heated product volume compared to the previous year. This improvement was further supported by the tank insulation project embarked on in FYE2025, which is estimated to reduce heat loss by 25.0% to 35.0%, alongside ongoing boiler enhancement initiatives.

Measuring what matters

How intensity tracking drives efficiency and decarbonisation

KFima uses fuel and water intensity as a management tool — tracking resource consumed per unit of output — to make better decisions, measure real progress, and reduce its environmental footprint.

Intensity tracking → **Better decisions** → **Greater efficiency** → **Lower emissions**

01 ECONOMIC — INFORMING INVESTMENT DECISIONS

Better data leads to better investment decisions

Intensity data gives management a clear, objective basis for deciding when to upgrade equipment or replace ageing assets. Across the Group's operations - from harvesting transportation in the Plantation Division to boiler and processing equipment in Bulking and Food - tracking intensity helps identify where performance is lagging and where targeted investment will deliver the greatest return. These decisions, informed by evidence rather than assumption, ensure capital is directed to the upgrades that matter most.

02 EFFICIENCY — MEASURING WHAT ACTUALLY IMPROVES

A reliable measure of genuine operational progress

Intensity adjusts for changes in volume and shows whether operations are genuinely more efficient. In FYE2026, Malaysia's harvesting transportation fuel intensity improved to 2.79 L/MT from 2.89 L/MT the year before, while Bulking Division's boiler fuel oil intensity fell from 1.78 L/MT to 1.55 L/MT. At PTNJL, water intensity for FFB processing improved to 0.24 L/MT from 0.25 L/MT, continuing a steady downward trend.These results confirm that operational changes across the Group are translating into measurable gains.

03 GHG EMISSIONS — THE OUTCOME OF DOING BOTH WELL

Efficiency gains translate directly into lower emissions

When better decisions are made closer to the operational realities and resources are used more efficiently, emissions can be reduced in a measurable way. The Plantation Division's total GHG emissions fell from 6,697 tCO_2e in FYE2025 to 6,273 tCO_2e in FYE2026 - a reduction of approximately 6.4% -driven primarily by lower non-renewable energy consumption, mirroring the fuel intensity gains achieved across its estates. This illustrates the direct link between intensity improvements and emissions outcomes at divisional level.

Key Intensity Results (FYE2026)

2.79 L/MT	1.59 L/MT	1.55 L/MT	0.24 CBM/MT	▼ 6.3%
FYE2025: 2.89 L/MT	FYE2025: 1.70 L/MT	FYE2025: 1.78 L/MT	FYE2025: 0.25 CBM/MT	
Malaysia harvesting fuel intensity per MT FFB produced	Indonesia harvesting fuel intensity per MT FFB produced	Bulking boiler fuel oil intensity per MT heated product	PTNJL water intensity per MT FFB processed	Plantation GHG emissions

Sustainability Report

Renewable Energy

While the Group's operations still depend largely on fossil fuels for transportation and equipment, we continue to incorporate renewable energy sources such as solar power and biomass into our operations. In FYE2026, the Group recorded 888 MWh of solar power consumption, comprising 81 MWh from the Plantation Division, 130 MWh from the Bulking Division, 480 MWh from the Manufacturing Division, and 197 MWh from Head Office. These alternative energy sources help diversify our energy mix and reinforce our commitment to reducing our carbon footprint.

During FYE2026, the Manufacturing Division expanded its installed solar PV capacity at its Bangi facility from 355 kWp to 555 kWp, an increase of 56.3%. Solar power now accounts for approximately 25.4% of the Division's electricity consumption at the facility, reflecting the Division's ongoing efforts to reduce its reliance on grid-supplied electricity.

At our palm oil mill in Indonesia, energy is generated through a biomass-based cogeneration system that uses palm by-products including palm kernel shells, empty fruit bunches ("EFB"), and fibre residues as boiler fuel. These by-products are combusted to produce high-pressure steam, which drives the steam turbine within the cogeneration plant.

This system enables the mill to meet its energy needs, supplying both electricity and heat for its operations. Any excess electricity generated is channelled to nearby infrastructure, including workers' quarters, local schools, mosques, and government facilities, supporting our local communities.

Renewable Energy – Consumption (MWh)

DIVISION	FYE2026	FYE2025	FYE2024
SOLAR POWER			
Plantation	81	62	57
Bulking	130	121	126
Manufacturing	480	432	432
Head Office	197	174	201
TOTAL	**888**	**789**	**816**
BIOMASS			
Plantation	2,389	2,731	3,030
GRAND TOTAL	**3,277**	**3,520**	**3,846**

WATER STEWARDSHIP

GRI 303-1, 303-3, 303-3, 303-5

Water plays a vital role in our operations and supply chain activities; hence responsible water management is crucial to minimise environmental impact and protect long-term water security, particularly in water-stressed catchments. Our approach to water optimisation involves closely monitoring water withdrawal and usage, strengthening efficiency in production and processing activities, and assessing water intensity across major operational processes. In addition, we support water circularity by implementing recycling and reuse practices, and rainwater harvesting systems are utilised where feasible.

Water Withdrawal and Consumption

KFima sources its water from several channels, including municipal supply, harvested rainwater, and treated surface water such as nearby lakes, rivers, and borewells. Within our operations, water is largely utilised in utility-related functions, particularly for steam generation and cooling systems.

Water Withdrawal (ML)

DIVISION	FYE2026	FYE2025	FYE2024
Surface water (lake, pond)	148	156	183
Groundwater (well)	442	323	277
Municipal water (tap water)	240	215	310
TOTAL	**830**	**694**	**770**

Water Consumption (ML)

DIVISION	FYE2026	FYE2025	FYE2024
Plantation	178	181	216
Bulking	194	172	259
Manufacturing	14	11	15
Food	429	315	265
Head Office	15	15	15
TOTAL	**830**	**694**	**770**

We continue to strengthen our water stewardship efforts by improving water-use efficiency across our operations and reducing pressure on surrounding water resources. Total water consumption across the Group increased by 19.6% as at 31 March 2026, from 694 ML in FYE2025 to 830 ML in FYE2026. The increase was mainly attributable to higher water withdrawal, particularly within the Bulking and Food Division.

Sustainability Report

Water Discharge Management

Responsible water discharge management forms an integral part of our water stewardship efforts. We ensure that all water released from our operations is treated to meet environmental safety requirements and complies fully with applicable regulatory standards. Prior to discharge, the water undergoes detailed testing by accredited third-party laboratories, and the results are reported to the relevant authorities in accordance with regulatory obligations. This approach strengthens transparency while helping to minimise potential environmental impacts associated with operational water discharge.

At PTNJL's palm oil mill, the final effluent pond has been repurposed into a fish breeding pond since 2013. This initiative was made possible through effective treatment of Palm Oil Mill Effluent ("POME") and sound pond management practices, enabling treated effluent to be utilised in a way that supports both operational efficiency and ecological balance.

During the year, PTNJL's palm oil mill recorded a 4.0% improvement in water intensity for FFB processing compared with the previous year, from 0.25 CBM per MT of FFB processed in FYE2025 to 0.24 CBM per MT in FYE2026. Despite the FFB processed volumes decreased, the improvement was largely driven by effective implementation, monitoring and control measures, enhanced operator awareness, and the adoption of dry-cleaning methods in place of conventional wet cleaning. Additional water conservation measures have also been implemented. Reuse and recycling initiatives, supported by continuous monitoring and optimisation of water consumption, have further strengthened water reduction efforts across operations.

Plantation Indonesia: Water Intensity Per MT FFB Processed

UNIT	FYE2026	FYE2025	FYE2024
CBM/MT	0.24	0.25	0.27

Food: Water Intensity Per MT Fish Processed

UNIT	FYE2026	FYE2025	FYE2024
CBM/MT	27.6	22.9	27.2

RESPONSIBLE WASTE MANAGEMENT

GRI 306-1, 306-2, 306-3, 306-4, 306-5

Improving resource efficiency while reducing environmental impact is a key focus of our waste management approach. By treating waste as a potential resource, we seek to unlock opportunities for cost savings and operational efficiency. Our efforts emphasise reuse, recycling, and energy recovery, allowing us to minimise environmental risks while maximising the value of materials used across our operations.

All hazardous waste and residual materials are handled by certified contractors who manage their collection, transportation, and disposal in strict compliance with relevant regulations and environmental standards. This ensures that such waste is managed responsibly while protecting both the environment and human health.

Across the Group's diverse operations, division-specific initiatives are implemented to optimise resource utilisation and minimise environmental impact. These efforts incorporate circular economy principles into daily operations, advancing KFima's aspirations towards zero waste and zero discharge across its operations over time.

Waste by Type (MT)

DIVISION	FYE2026	FYE2025	FYE2024
Hazardous	120	54	124
Non-hazardous	92,364	102,397	161,806
TOTAL	**92,484**	**102,451**	**161,930**

Waste by Division (MT)

DIVISION	FYE2026	FYE2025	FYE2024
Plantation	91,596	101,606	161,368
Bulking	574	561	398
Manufacturing	144	90	58
Food	170	194	106
TOTAL	**92,484**	**102,451**	**161,930**

Sustainable waste management remains an important focus across our operations, with efforts centred on waste reduction, reuse, and recovery. In FYE2026, the Group generated a total of 92,484 MT of waste, comprising 120 MT of hazardous waste and 92,364 MT of non-hazardous waste, reflecting a decrease of 9.7% compared with FYE2025.

The Group's total hazardous waste increased by 122.2% from 54 MT in FYE2025 to 120 MT in FYE2026. The Bulking Division has historically been the principal source hazardous waste which arose from tank cleaning activities carried out on behalf of clients. The residual waste generated comprising metal, brine and soap residue, used containers, and contaminated rags and gloves — is attributable to client products stored within the tanks. As the volume and frequency of tank cleaning activities are determined by client requirements, the quantum of waste generated falls outside the Group's direct operational control. The Division recorded an increase in hazardous waste

Sustainability Report

from 36 MT in FYE2025 to 82 MT in FYE2026, reflecting higher tank utilisation during the year. Notwithstanding this, all hazardous waste is disposed of by licensed and competent contractors of in accordance with the Environmental Quality Act 1974 and the Environmental Quality (Scheduled Wastes) Regulations 2005.

Non-hazardous waste, which accounts for the majority of total waste generated, similarly declined from 102,397 MT in FYE2025 to 92,364 MT in FYE2026. The Plantation Division remains the largest contributor to overall waste, accounting for 91,596 MT or 99.0% of total waste generated in FYE2026, consistent with the nature of plantation operations.

Resource recovery initiatives are also implemented at our Indonesian palm oil mills, where operational by-products are converted into useful outputs rather than directed to disposal. POME and EFB are processed and repurposed into compost, fertiliser, and renewable energy feedstock, reducing the volume of waste directed to disposal while supporting more efficient use of operational resources.

Regarding EFB processing, we upgraded the press unit to improve oil recovery and produce shredded EFB with enhanced combustion properties. The resulting shorter, lower-moisture fibres are now fully redirected for use as boiler fuel, replacing their previous use in composting and improving overall boiler performance. This initiative contributes to energy self-sufficiency at the mill while reducing reliance on external fuel sources.

Empty Fruit Bunches Produced (EFB) (MT)

	FYE2026	FYE2025	FYE2024
Total EFB Produced	27,554	30,008	33,540

In FYE2026, the Group generated 68,724 MT of POME, a decrease of 4.7% from 72,121 MT in FYE2025. This continued the downward trend from 76,386 MT recorded in FYE2024. All POME is thoroughly treated before any land application, ensuring compliance with local environmental regulations. The treatment process, which uses aerobic and anaerobic bacteria without chemical additives — consistently maintains Biochemical Oxygen Demand ("BOD") levels below 5,000 ppm, in line with discharge limits. Stabilised POME is occasionally blended with other organic residues to create nutrient-rich compost where applicable.

PTNJL management carries out checks on a regular basis to ensure our waste management practices are in strict compliance with local regulations, and to prevent contamination to other water sources. At the operational level, the mill's decanter system continues to support POME clarification and has contributed to lower water consumption in processing. Based on operational data, the decanter system has reduced water consumption by approximately 50.0%.

Palm Oil Mill Effluent (POME) Generated (MT)

	FYE2026	FYE2025	FYE2024
Total POME Generated	68,724	72,121	76,386

Waste by Disposal Method by Type (MT)

DISPOSAL METHOD	FYE2026		FYE2025		FYE2024	
	Hazardous	Non-Hazardous	Hazardous	Non-Hazardous	Hazardous	Non-Hazardous
Reuse	21	89,642	18	88,663	1	120,380
Recycle	-	238	-	283	-	178
Composting	-	1,844	-	12,909	-	40,871
Recovery	98	-	35	-	122	-
Landfill	-	640	-	541	-	377
Incineration	1	-	1	-	1	-
TOTAL	**120**	**92,364**	**54**	**102,397**	**124**	**161,806**

Sustainability Report

Biomass Produced (MT)

	FYE2026	FYE2025	FYE2024
Total Biomass produced	23,559	24,719	31,312

Transforming By-Products into Value-Added Goods

Various residual materials arise from our operations, including biomass generated from plantation activities. Instead of disposing of these materials in landfills, we redirect them for recovery and convert them into useful inputs for other processes. For instance, we repurpose biomass as a renewable fuel to generate steam and electricity for internal use, reducing reliance on external energy sources and supporting energy self-sufficiency. In FYE2026, biomass production decreased by 4.7% from 24,719 MT in FYE2025 to 23,559 MT, in line with lower FFB processed during the year.

In the Food division, fish-processing residuals are also recovered and converted into useful by-products, supporting waste reduction and greater resource efficiency within operations.

Fishmeal and Crude Fish Oil produced (MT)

	FYE2026	FYE2025	FYE2024
Fishmeal	1,090	1,099	747
Crude Fish Oil	99	80	68
TOTAL	**1,189**	**1,179**	**815**

In February 2026, KFima partnered with Kloth Cares, a Malaysian social enterprise involved in textile collection and recycling, to launch a fabric and clothing collection initiative. A collection bin was set up near the Head Office to collect unwanted garments and fabrics from employees and the surrounding community. In the first two months alone for the period from February and March 2026, approximately 562 kg of fabric and clothing was collected through the initiative. The collected materials were channelled for reuse, recycling or other recovery processes through Kloth Cares' collection network, avoiding an estimated 4–5 tCO_2e and the associated landfill costs and airspace.

While modest in scale, the initiative reflects KFima's efforts to extend circular economy practices beyond its core operations and into the workplace and surrounding community. It also demonstrates how small, practical actions embedded in everyday settings can support broader resource recovery efforts. The collaboration remains ongoing.

Sustainability Report

FIMA ESG Week 2026

Inspiring Sustainable Action

INAUGURAL EDITION ♦ 5-DAY PROGRAMME ♦ 19–23 JANUARY 2026 ♦ ALL FOUR DIVISIONS

FIMA ESG Week, 19–23 January 2026.

In January 2026, the Group hosted its inaugural FIMA ESG Week — a five-day programme held from 19 to 23 January designed to promote sustainability awareness among employees. The programme included sharing sessions covering health and safety, employee welfare, environmental education and sustainability reporting. Colleagues from all four of KFima's divisions also shared sustainability initiatives undertaken within their respective operations, giving employees a broader view of ongoing efforts across the Group.

The sessions were complemented by on-site collection drives for fabric recycling and used cooking oil. A dedicated 'Health Day' was also held, featuring health talks, screenings and medical check-ups for employees.

PROGRAMME HIGHLIGHTS

01 Sharing sessions

Health & safety · employee welfare · environmental education · sustainability reporting

02 Division showcases

Sustainability initiatives shared by all four divisions across the Group

03 Collection drives

On-site drives for fabric recycling and used cooking oil

04 Health Day

Health talks, screenings and medical check-ups for employees

First in an annual series. FIMA ESG Week is intended as the first in an annual series, with further sessions planned for the next financial year to support continued sustainability awareness within the workplace.

Our People

At KFima we acknowledge the impact we have on the stakeholders and communities connected to our businesses. We strive to strengthen the bond between us and our stakeholders by committing to sustainable business practices. This commitment is reflected in our pursuit of ethical, transparent, and efficient business practices that create lasting value for our stakeholders and our local communities. Our vision, mission, and values also provide the foundation for this approach, guiding how we define operational excellence and make decisions across all divisions and business units.

We reinforce these principles through responsible engagement with our stakeholders, continuous development of our workforce, fair and transparent dealings with customers and suppliers, and meaningful contributions to communities around us. Our policies reflect both national regulatory requirements and internationally recognised principles, including those set out in the Universal Declaration of Human Rights and the fundamental conventions of the International Labour Organization ("ILO"). We expect employees and business partners alike to uphold these principles and act with integrity and accountability. Through these efforts, we seek to strengthen KFima's capacity to generate long-term economic and social value while sustaining our licence to operate.

Our Alignment to SDGs

Sustainability Report

Strategic Commitments

- Zero harm
- We protect and support our people
- We promote diversity and inclusion
- We invest in training and skills development
- We support high-performing teams
- We build trust through our relationships

HUMAN CAPITAL

GRI 2-7, 2-8, 202-2, 401-1, 405-1, 406-1

Our Workforce

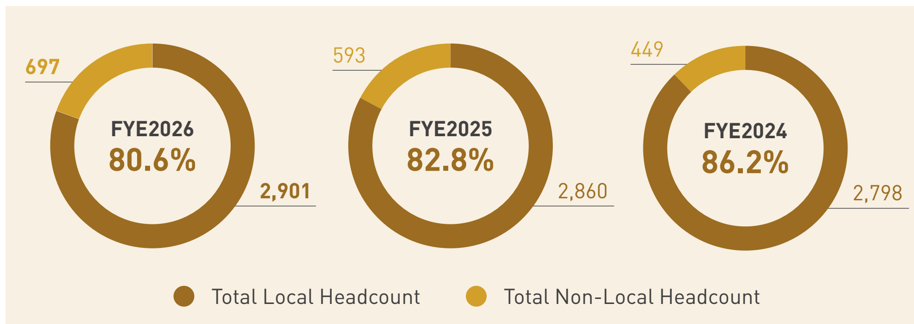
The success and sustainability of KFima are closely tied to the strength of our people. We therefore focus on cultivating a workplace that is safe, inclusive, and supportive, where employees are encouraged to perform while upholding accountability as well as driving innovation across the organisation.

To support this, we actively invest in attracting, nurturing, and retaining talent so that our workforce continues to develop the capabilities needed to sustain current operations and support future growth. The standards that guide how we work together are set out in the Group's Code of Conduct, which reinforces shared principles such as mutual respect, diversity, and maintaining a safe working environment.

Local employment remains an important part of our approach to responsible business. By prioritising hiring within the communities where we operate, we contribute to local economic opportunities, strengthen relationships and support operational continuity.

As of FYE2026, KFima's total headcount increased by 4.2% to 3,598 employees, compared with 3,453 employees in FYE2025. Local employees accounted for 80.6% of our total workforce, and 91.7% senior management positions were held by locals. In Malaysia, the proportion of local employees stood at 60.1%, compared with 64.5% in the previous year. The decline was mainly due to the recruitment of additional guest workers within the Plantation Division to meet operational requirements, where guest worker headcount increased 18.5% from 572 in FYE2025 to 678 in FYE2026. Indonesia and Papua New Guinea continued to record high local headcount ratios of 99.4% and 98.7% respectively.

Group Local Headcount



Local Headcount by Country

Nationality \ Country	Malaysia	Indonesia	Papua New Guinea
Malaysian	1,022	5	6
Indonesian	315	805	0
Papua New Guinean	0	0	1,074
Bangladeshi	237	0	0
Indian	126	0	0
Philippine	0	0	8
By Country:			
Total Headcount	**1,700**	**810**	**1,088**
Total Local Headcount	**1,022**	**805**	**1,074**
Local Headcount Rate (%)	**60.1**	**99.4**	**98.7**

Employing local workers within our Malaysian plantation operations remains challenging, as estate-based roles such as harvesting and field operations are physically demanding and our estates are typically located in remote areas, attracting limited interest from a local workforce that increasingly prefers employment in urban centres and other sectors. To maintain operational continuity, the Division has therefore had to supplement its workforce with guest workers.

To attract and retain local employees, the Group offers a range of incentives, including special attendance allowance, transport allowance, participation in the Employees' Share Option Scheme ("ESOS"), annual ex-gratia cash contributions and support through the Zakat Wakalah programme while the continued mechanisation of field operations reduces physical strain and makes estate roles more attractive.

Through these initiatives, the Group aims to enhance employee well-being, improve workforce retention, and create attractive employment opportunities for local communities within our Malaysian operations.

Sustainability Report

Equal Opportunity, Diversity and Inclusion

KFima seeks to build a workforce that reflects the diversity of the communities in which we operate. Recruitment, development, and promotion decisions are based on merit and performance, while ensuring that equal opportunities are available to all individuals. Discrimination on the basis of age, race, gender, nationality, religious beliefs, or disability is strictly prohibited. These principles are embedded in our internal policies and reinforced through everyday workplace practices.

Workforce diversity strengthens the Group's ability to operate effectively in an evolving business environment. By bringing together individuals with different backgrounds, experiences, and perspectives, we enhance our capacity to innovate, make balanced decisions, and respond to the changing expectations of stakeholders and markets.

The Group also maintains a strict zero-tolerance stance against discrimination, harassment, and any form of unfair treatment. All employees are expected to uphold a respectful and inclusive workplace culture by recognising and valuing cultural differences and the individuality of every colleague.

Gender Balance

The Group supports greater gender representation across all levels of the organisation, while recognising that workforce composition is influenced by the operational nature of our businesses and the cultural environments in which we operate. As of FYE2026, the Group recorded 1,241 female employees out of a total workforce of 3,598 employees, which equates to 34.5% of the total headcount (FYE2025: 31.2%).

Female representation within our Plantation and Bulking divisions remains comparatively lower, largely due to the nature of certain operational roles. Positions such as harvesters, truck drivers, tractor operators, terminal operators and prime mover driver are traditionally male dominated, as they typically involve more physically intensive tasks.

In contrast, other areas of our operations demonstrate stronger female representation. At our Papua New Guinea subsidiary, IFC, women form the majority of employees involved in tuna loining activities, where the work requires precision, careful handling, and attention to quality to minimise bruising of the fish.

Achieving stronger gender representation requires ongoing commitment and a willingness to address traditional perceptions surrounding certain job roles. The Group therefore focuses on creating an inclusive workplace where female employees are supported in their professional development and given opportunities to grow within the organisation. Through these efforts, we aim to expand the participation of women across our workforce while building a stronger and more diverse leadership pipeline for the future. While the Group has not yet set formal gender representation targets, it will keep this area under review as its data and reporting mature, supported by inclusive recruitment, succession planning for high-potential female employees, and measures to make estate-based roles more accessible, including continued mechanisation and the childcare and family support already provided at PTNJL.

New Hires

The Group hired 559 new employees in FYE2026, compared with 834 in the previous year. Recruitment was concentrated mainly within the Plantation, Food and Bulking divisions, with Plantation recording the highest number of new hires at 285, followed by Food at 142 and Bulking at 109. Of the total new hires, 73.2% were male, while 29.0% were appointed on a permanent basis.

To support their transition into the organisation, all new employees undergo an orientation programme that introduces them to the Company's operations, workplace policies, and job expectations. They are also provided with an Employee Handbook outlining the terms of employment and the professional standards expected across the organisation. These onboarding initiatives help new hires understand KFima's values, encourage early engagement, and support the Group's long-term workforce development efforts.

	FYE2026	FYE2025	FYE2024
Total New Hire	559	834	818
New Hire Rate (%)	**15.5**	**24.2**	**25.2**

Sustainability Report

Turnover

The Group had 424 employee turnover cases in FYE2026, with 68.4% occurring within the Plantation Division. Although the Plantation Division continued to account for the majority of turnover cases, its turnover rate improved to 16.2% from 20.1% in FYE2025 and remained within the YTD KPI threshold. At Group level, total turnover cases decreased by 24.2% year-on-year, while the turnover rate improved to 11.8% from 16.2% previously. Turnover was mainly among male, permanent and non-executive employees, and was concentrated in Indonesia.

	FYE2026	FYE2025	FYE2024
Total Turnover	424	559	551
Turnover Rate (%)	**11.8**	**16.2**	**17.0**

Headcount	FYE2026			FYE2025			FYE2024		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Headcount	2,357	1,241	**3,598**	2,374	1,079	**3,453**	2,146	1,101	**3,247**
By Employment Status:									
Permanent	1,463	1,106	**2,569**	1,468	995	**2,463**	1,379	1,039	**2,418**
Temporary	894	135	**1,029**	906	84	**990**	767	62	**829**
By Region:									
Malaysia	1,351	349	**1,700**	1,276	334	**1,610**	1,089	325	**1,414**
Indonesia	667	143	**810**	778	151	**929**	752	159	**911**
Papua New Guinea	339	749	**1,088**	320	594	**914**	305	617	**922**
By Age Group:									
<30	757	303	**1,060**	837	285	**1,122**	668	254	**922**
30-50	1,402	813	**2,215**	1,382	688	**2,070**	1,293	737	**2,030**
>50	198	125	**323**	155	106	**261**	185	110	**295**
By Employee Category:									
Senior Management	10	2	**12**	10	2	**12**	10	2	**12**
Management	47	16	**63**	46	12	**58**	48	13	**61**
Executive	120	49	**169**	117	43	**160**	112	45	**157**
Non-Executive	2,180	1,174	**3,354**	2,201	1,022	**3,223**	1,976	1,041	**3,017**
By Division:									
Head Office	56	32	**88**	55	25	**80**	38	24	**62**
Plantation	1,488	304	**1,792**	1,533	312	**1,845**	1,409	322	**1,731**
Manufacturing	90	91	**181**	110	92	**202**	116	86	**202**
Bulking	370	51	**421**	342	42	**384**	263	38	**301**
Food	353	763	**1,116**	334	608	**942**	320	631	**951**
By Nationality:									
Malaysian	756	277	**1,033**	779	270	**1,049**	724	275	**999**
Indonesian	905	215	**1,120**	1,000	215	**1,215**	913	209	**1,122**
Papua New Guinean	326	748	**1,074**	305	593	**898**	289	615	**904**
Bangladeshi	237	0	**237**	248	0	**248**	205	0	**205**
Indian	126	0	**126**	33	0	**33**	6	0	**6**
Philippine	7	1	**8**	9	1	**10**	9	2	**11**

Sustainability Report

New Hires	FYE2026		FYE2025		FYE2024	
	Total New Hire	New Hire Rate	Total New Hire	New Hire Rate	Total New Hire	New Hire Rate
Total Headcount	559	15.5%	834	24.2%	818	25.2%
By Gender:						
Male	409	17.4%	722	30.4%	659	30.7%
Female	150	12.1%	112	10.4%	159	14.4%
By Employment Status:						
Permanent	162	6.3%	335	13.6%	375	15.5%
Temporary	397	38.6%	499	50.4%	443	53.4%
By Region:						
Malaysia	277	16.3%	394	24.5%	357	25.2%
Indonesia	141	17.4%	291	31.5%	256	28.1%
Papua New Guinea	141	13.0%	149	16.3%	205	22.2%
By Age Group:						
<30	307	29.0%	466	41.5%	480	52.1%
30-50	245	11.1%	351	17.0%	332	16.4%
>50	7	2.2%	17	6.5%	6	2.0%
By Employee Category:						
Senior Management	0	0.0%	0	0.0%	0	0.0%
Management	5	7.9%	4	6.9%	1	1.6%
Executive	27	16.0%	21	13.1%	19	12.1%
Non-Executive	527	15.7%	809	25.1%	798	26.5%
By Division:						
Head Office	20	22.7%	23	28.8%	4	6.5%
Plantation	285	15.9%	511	27.7%	509	29.4%
Manufacturing	3	1.7%	6	3.0%	3	1.5%
Bulking	109	25.9%	142	37.0%	94	31.2%
Food	142	12.7%	152	16.1%	208	21.9%
By Nationality:						
Malaysian	154	14.9%	221	21.1%	181	18.1%
Indonesian	168	15.0%	395	32.5%	272	24.2%
Papua New Guinean	141	13.1%	149	16.6%	205	22.7%
Bangladeshi	0	0.0%	39	15.7%	158	77.1%
Indian	96	76.2%	30	90.9%	2	33.3%
Philippine	0	0.0%	0	0.0%	0	0.0%

Sustainability Report

Turnover	FYE2026		FYE2025		FYE2024	
	Total Turnover	Turnover Rate	Total Turnover	Turnover Rate	Total Turnover	Turnover Rate
Total Headcount	424	11.8%	559	16.2%	551	17.0%
By Gender:						
Male	380	16.1%	447	18.8%	470	21.9%
Female	44	3.5%	112	10.4%	81	7.4%
By Employment Status:						
Permanent	236	9.2%	308	12.5%	270	11.2%
Temporary	188	18.3%	251	25.4%	281	33.9%
By Region:						
Malaysia	150	8.8%	203	12.6%	187	13.2%
Indonesia	230	28.4%	247	26.6%	303	33.3%
Papua New Guinea	44	4.0%	109	11.9%	61	6.6%
By Age Group:						
<30	191	18.0%	247	22.0%	261	28.3%
30-50	222	10.0%	297	14.3%	281	13.8%
>50	11	3.4%	15	5.7%	9	3.1%
By Employee Category:						
Senior Management	0	0.0%	0	0.0%	0	0.0%
Management	7	11.1%	6	10.3%	2	3.3%
Executive	14	8.3%	18	11.3%	13	8.3%
Non-Executive	403	12.0%	535	16.6%	536	17.8%
By Division:						
Head Office	12	13.6%	12	15.0%	3	4.8%
Plantation	290	16.2%	370	20.1%	433	25.0%
Manufacturing	14	7.7%	9	4.5%	7	3.5%
Bulking	64	15.2%	56	14.6%	44	14.6%
Food	44	3.9%	112	11.9%	64	6.7%
By Nationality:						
Malaysian	133	12.9%	164	15.6%	160	16.0%
Indonesian	245	21.9%	282	23.2%	314	28.0%
Papua New Guinean	44	4.1%	108	12.0%	61	6.7%
Bangladeshi	1	0.4%	4	1.6%	16	7.8%
Indian	1	0.8%	0	0.0%	0	0.0%
Philippine	0	0.0%	1	10.0%	0	0.0%

Sustainability Report

LABOUR RELATIONS

GRI 2-26, 401-2, 402-1, 404-1, 404-2, 404-3, 407-1

Employee Development and Growth

We support the growth and development of our employees through internal and external training programmes, job rotation and opportunities for internal career advancement. Dedicated training budgets are allocated annually across our business units to support activities such as workshops, technical courses and professional seminars. These programmes are aimed at strengthening both job-specific expertise and broader capabilities required to meet evolving business needs. In FYE2026 for example, our sustainability reporting team attended various training sessions on topics such as IFRS S1 and S2, emerging ESG reporting landscape trends within Malaysia, and the transition from ISO 14001:2015 to the newly published ISO 14001:2026 Environmental Management System standard, including the applicable transition timeline for organisations to update their certification to the new edition.

In FYE2026, the Group recorded a total of 25,057 training hours, compared with 23,864 hours in the previous year, resulting in an average of 6.96 training hours per employee. Training intensity remained highest in the Manufacturing division at 23.62 hours per employee, followed by Bulking at 18.02 hours and Head Office at 13.03 hours. By employee category, Management recorded the highest average training hours at 30.06 hours per employee, followed by Senior Management at 29.50 hours and Executive at 27.37 hours. Training was delivered through on-the-job learning, external training and targeted upskilling programmes. These initiatives support employee competency development and career progression, while strengthening the Group's succession planning and long-term workforce development.

	FYE2026	FYE2025	FYE2024
Total Training Hour	25,057	23,864	16,004
Average Training Hour per Employee	6.96	6.91	4.93
Average Training Days per Employee *(based on standard 8 hour working day)*	0.87	0.86	0.62

	FYE2026		FYE2025		FYE2024	
	Total Training Hour	Average Training Hour	Total Training Hour	Average Training Hour	Total Training Hour	Average Training Hour
By Gender:						
Male	17,402	7.38	17,378	7.32	12,880	6.00
Female	7,655	6.17	6,486	6.01	3,124	2.84
By Employee Category:						
Senior Management	354	29.50	158	13.17	364	30.33
Management	1,894	30.06	1,987	34.26	3,160	51.80
Executive	4,626	27.37	6,014	37.59	5,198	33.11
Non-Executive	18,183	5.42	15,705	4.87	7,282	2.41
By Region:						
Malaysia	16,966	9.98	17,358	10.78	14,567	10.30
Indonesia	3,076	3.80	1,252	1.35	1,283	1.41
Papua New Guinea	5,015	4.61	5,254	5.75	154	0.17
By Division:						
Head Office	1,147	13.03	1,456	18.20	1,826	29.45
Plantation	6,796	3.79	6,406	3.47	4,669	2.70
Manufacturing	4,276	23.62	1,900	9.41	1,204	5.96
Bulking	7,585	18.02	8,667	22.57	7,844	26.06
Food	5,253	4.71	5,435	5.77	461	0.48

Sustainability Report

Benefits and Remuneration

KFima maintains a fair and comprehensive remuneration framework that takes into account local operating conditions, role requirements, market practices and applicable regulatory requirements. Employee benefits are provided through both Group-wide and division-specific schemes, administered in compliance with applicable national labour laws, including minimum wage regulations.

The Group supports equitable pay practices and equal remuneration for work of equal value. Remuneration decisions are guided by role scope, responsibilities, skills, performance and relevant market benchmarks, with no gender-based disparities in compensation across our operations, with the aim of supporting fairness, consistency and internal equity across the Group. Employees who work beyond their designated working hours are compensated for overtime in accordance with applicable labour legislation and internal employment policies.

During the financial year, the Group engaged an external consultant to conduct a salary review and benchmarking exercise of its remuneration structure. The exercise assessed the Group's remuneration practices against relevant industry standards and market trends. The consultant's recommendations are taken into consideration for the FYE2026 performance review process.

Following the review, the Group is aligning its salary structure to strengthen external competitiveness while maintaining internal equity. This includes the realignment of salary bands and adjustments to minimum, midpoint and maximum salary ranges, where appropriate, to reflect role responsibilities, skills requirements and market value across specialised, operational, non-operational and business-critical roles. The findings are also being used to support the on-going enhancement of the Group's performance-linked reward framework, including the alignment of annual salary increments and incentive payments with organisational performance and individual Key Performance Indicators ("KPIs"). These measures reinforce a fair, transparent and performance-driven approach to remuneration while supporting employee engagement, retention and long-term workforce sustainability.

Our remuneration structure comprises both fixed and variable components, with compensation determined based on employees' qualifications, experience, performance, and job responsibilities.

In Indonesia, our subsidiary PTNJL provides additional support for workers and their families. This includes free transportation for workers' children to nearby schools, as well as a company-subsidised crèche that offers safe and convenient childcare for plantation staff and workers. These initiatives have helped encourage greater participation of women in the workforce at PTNJL while enabling employees to better manage their work and family commitments.

Performance Review

Performance management forms an integral part of KFima's performance-driven culture. All employees undergo annual performance appraisals, which include feedback discussions, the identification of development areas, and recommendations for relevant training. Assessments are conducted against key performance indicators that correspond to each employee's role and responsibilities.

The outcomes of these evaluations guide decisions on salary adjustments, bonuses, and potential career advancement opportunities. In FYE2026, the performance appraisal process covered 100% of employees across the Group.

Employee Engagement

KFima supports employee engagement through workplace communication, employee activities and welfare support. These efforts are intended to help employees remain informed, connected and supported across the organisation.

Employees are kept informed of key organisational developments through our Human Resources departments and regular engagement with line managers. This provides channels for communication and feedback, while supporting a more responsive working environment.

Sustainability Report

The Group also organises various social activities, including family days, sports events and festive celebrations, to encourage interaction among employees and strengthen team cohesion. In addition, we support the well-being of employees and their families by providing financial assistance and essential aid to those affected by natural disasters or chronic illnesses.

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

GRI 2-26, 407-1

KFima respects employees' rights to freedom of association and collective bargaining, in accordance with applicable labour laws in the countries where we operate. We maintain open and constructive engagement with labour unions and employee representatives, ensuring that discussions and negotiations are conducted in good faith and with mutual respect. Our collective agreements play an important role in safeguarding employee rights and cover key areas such as grievance and disciplinary procedures, paid leave entitlements, maternity benefits, severance arrangements, salary administration and performance management.

In Indonesia, our subsidiary PTNJL has established a Lembaga Kerjasama Bipartit, a joint committee that facilitates regular dialogue between workers and management on workplace matters, including industrial relations and employee welfare.

As at 31 March 2026, 3.1% of our workforce were union members. During FYE2026, there were no reported cases involving violations of employees' rights to freedom of association or collective bargaining across our operations and supply chain.

Grievance Procedures

The Group is committed to maintaining high standards of integrity, accountability and transparency in all aspects of its operations. Regular training and awareness programmes are conducted to reinforce KFima's zero-tolerance stance towards discrimination and harassment in the workplace, and to ensure employees are aware of their rights and the available reporting channels.

The Group Whistle-blowing Policy provides employees and external parties with a secure and confidential mechanism to report suspected misconduct, including concerns relating to human rights violations, workplace discrimination or harassment, and other unethical or unlawful behaviour, without fear of retaliation. Reports may be submitted via email to whistleblowing@kfima.com.my, and the Whistle-blowing Policy is publicly available on the Group's website, https://fima.com.my/service-provider.html.

Reported cases are investigated by the GIA and Group Human Resources Departments. Where misconduct is substantiated, appropriate disciplinary actions may be taken, including warnings, suspension or termination of employment. Matters reported through the whistleblowing channel are overseen by the ARC.

	FYE2026	FYE2025	FYE2024
Harassment cases reported through formal reporting channels	0	2	0
Cases / complaints reported through the whistleblowing channel	4	1	1
Total cases resolved	**4**	**3**	**1**

Beyond our internal grievance mechanisms, the Group's commitment to ethical conduct is further reinforced through recognised external certifications. Our Malaysian estates are certified under the MSPO standard, while our Bulking subsidiaries hold accreditation under the ISCC scheme. Both certification frameworks impose rigorous requirements relating to governance, ethical conduct, and the establishment of effective grievance mechanisms, supporting transparency and responsible business practices across our operations.

During FYE2026, there were no harassment cases reported through formal reporting channels, compared with two cases in FYE2025. Two cases were reported through the whistleblowing channel, compared with one case in the previous year. Both whistleblowing cases were resolved during the year.

HUMAN RIGHTS

GRI 409-1, 412-2

KFima is committed to respecting human rights across all areas of our operations. Our policies strictly prohibit forced, bonded or involuntary labour, and we take active measures to ensure compliance with legal requirements relating to minimum working age, working hours and fair treatment of employees. We are also committed to maintaining safe and healthy working environments while respecting employees' rights to freedom of association, collective bargaining and access to grievance mechanisms.

We extend these expectations to our vendors and service providers, requiring them to uphold the same ethical standards and comply with our human rights principles throughout their operations and supply chains.

Sustainability Report

Monitoring and Accountability

Human rights considerations are incorporated into the routine audit scope conducted by Group Internal Audit across all divisions. These reviews focus on key risk areas such as working hours, wages and labour practices, with the aim of identifying compliance gaps and providing management with recommendations for corrective action where necessary. Beyond internal reviews, our operations are also subject to periodic assessments by external parties, including regulatory authorities, certification bodies and customers, to ensure continued compliance with legal requirements, contractual obligations and stakeholder expectations.

Zero Tolerance for Forced, Bonded, and Child Labour

KFima adopts a zero-tolerance approach towards forced labour, bonded labour and child labour across both our operations and our wider supply chains. All employment relationships within the Group must be voluntary and free from coercion, deception or intimidation. To uphold these standards, each division and business unit, supported by their respective human resources teams, implements structured recruitment procedures to verify that all workers, whether permanent or temporary, meet the legal minimum working age at the time of employment. Employee records together with supporting identification documents are securely maintained in our HR information systems throughout the duration of employment.

The Group also exercises due diligence in its business relationships and does not knowingly engage with any parties associated with slavery, forced labour, or the exploitation of children. Our expectations are clearly communicated to those in our value chain; suppliers, vendors and business partners are required to comply with our ethical and human rights standards and must provide a formal declaration confirming their adherence to these requirements. Any failure to meet these expectations may result in serious consequences, including the suspension or termination of the business relationship.

Personal Data Protection

KFima is committed to protecting the privacy and personal data of its employees, job applicants, contractors, customers, suppliers and other stakeholders. Personal data is collected, processed, stored, and retained for legitimate business, employment, operational and regulatory purposes, and in accordance with applicable data protection requirements.

Access to personal data is restricted to authorised personnel based on relevant roles and responsibilities. The Group has established controls and procedures to safeguard personal data against unauthorised access, misuse, disclosure, alteration or loss.

The Group applies data management practices, access controls and internal procedures to maintain the confidentiality, integrity and security of personal information entrusted to us.

Ethical Recruitment and Protection of Guest Workers

In FYE2026, the Malaysia Plantation Division recorded 243 Malaysian workers and 678 guest workers. Recognising that migrant workers may face heightened risks of exploitation and modern slavery, we place strong emphasis on protecting their rights and welfare throughout their employment with the Group.

Guest worker recruitment follows legally approved processes recognised by Malaysian authorities and the respective countries of origin. The Group adopts a direct hiring approach and requires all authorised recruitment agents to adhere contractually to our code of conduct, which prohibits any form of unethical recruitment practice. To ensure transparency, interviews are conducted in person within the source countries. Employment terms are communicated clearly before departure, with contracts translated into the workers' native languages. During these briefings, our representatives are present to ensure that workers fully understand the terms of employment and provide their consent before signing.

All recruitment expenses are borne by the Group, including costs related to work permits, levies, travel arrangements and medical examinations conducted under the Foreign Workers' Medical Examination Monitoring Agency ("FOMEMA"). Workers retain full possession of their passports and personal identification documents at all times. Upon arrival in Malaysia, accommodation is arranged for guest workers in designated living quarters

Sustainability Report

that provide comfortable facilities, including internet access, recreational areas and spaces for religious practice.

To support their transition, guest workers are provided with financial assistance upon arrival, and the Group ensures that their basic needs are met before they receive their first salary. This helps ease their adjustment to a new environment and provides essential support during the initial period of employment.

OCCUPATIONAL SAFETY AND HEALTH ("OSH")

GRI 403-1, 403-2, 403-4, 403-5, 403-9

At KFima, we place strong emphasis on safeguarding the health and safety of our workforce. Across our operations, we uphold a zero-harm philosophy that promotes safe and healthy working environments for all employees. Division heads are responsible for ensuring compliance with applicable OSH regulations and overseeing the implementation of structured safety management frameworks. Each division and business unit is also supported by designated OSH coordinators, in line with regulatory requirements.

We take a preventive and structured approach to OSH by prioritising early identification of workplace risks and implementing appropriate mitigation measures. Continuous monitoring and improvement of our safety practices enable us to manage potential hazards more effectively. Through these efforts, we aim to foster a strong safety culture across the organisation that protects our employees, reduces the likelihood of incidents, and supports stable business operations.

Workplace safety is supported through the provision of essential safety infrastructure across our facilities, including first aid kits, firefighting equipment and spill containment controls. The Group also implements structured safety programmes and established emergency response procedures to ensure that workplace hazards are managed in a timely manner. Safety awareness is reinforced through daily briefings conducted at all worksites, while employees are required to wear personal protective equipment (PPE) whenever their tasks involve potential risks. Contractors are also required to attend comprehensive safety, health, and environmental briefings prior to entering our facilities so that they fully understand and comply with the Group's safety requirements.

Maintaining workforce readiness is equally important in supporting our OSH commitments. To achieve this, the Group conducts periodic refresher training sessions to update employees on safety policies, operational guidelines and safe work procedures. These efforts help strengthen safety awareness, encourage proactive risk management and reinforce shared accountability for workplace safety.

In FYE2026, the Group recorded a chemical exposure incident within its Bulking division involving a Fima Freight driver during nitric acid unloading. The incident resulted in the driver sustaining serious burn injuries and receiving immediate medical treatment, including admission to the intensive care unit (ICU). A comprehensive investigation was conducted to determine the root cause of the incident, and the findings have been used to strengthen operational controls and reinforce safety procedures. No regulatory penalties or fines were imposed in relation to the incident.

OSH Performance, Awareness and Training

In FYE2026, the Group had 40 recordable work-related injuries and zero work-related fatalities. The Group's accident rate increased to 11.70 from 7.15 in FYE2025, while LTIFR increased to 5.53 from 3.41. The severity rate also increased to 73.68 from 41.18. These results indicate the need for continued improvement in hazard identification, worksite supervision and safety controls across operational sites.

The Group continues to reinforce OSH awareness and accountability through Health and Safety Committees established within each division, with representation from both management and employees. These committees oversee workplace safety matters, review incident reports, support accident investigations and address health and safety concerns. Outcomes from serious incident investigations and related corrective actions are communicated to divisional management, allowing lessons learned to be shared across the Group. Across our facilities, plants and terminals, the Group implements programmes covering preventive maintenance, timely repairs and, where required, replacement of equipment or infrastructure. Periodic safety audits are also conducted to assess compliance with established standards and identify areas for improvement. Divisions further support workplace safety through safety campaigns, emergency response drills and reviews of standard operating procedures, taking into account the risk profile and regulatory requirements of their respective operations.

To strengthen employee capability, the Group provides general and specialised OSH training covering areas such as hazard identification, risk assessment, cardiopulmonary resuscitation (CPR), first aid and compliance with occupational safety and health regulations. During FYE2026, 455 employees participated in training covering these areas.

Sustainability Report

PTNJL has embedded daily safety briefings at all critical worksites as part of routine site management. Newly recruited employees are also required to complete mandatory safety training covering operational procedures as well as the correct handling of tools and personal protective equipment before commencing their duties.

PTNJL continues to maintain its Sistem Manajemen Keselamatan dan Kesehatan Kerja ("SMK3") certification, an Indonesian national occupational health and safety management system comparable to the internationally recognised OHSAS 18001:2007 standard. Maintaining this certification reflects PTNJL's continued compliance with local regulatory requirements and its alignment with recognised occupational health and safety management practices.

	FYE2026	FYE2025	FYE2024
Recordable Work-related Injuries	41	24	50
Injuries by Absent Days	546	290	772
Total Working Hours	7,409,952	7,042,112	6,738,512
Accident Rate*	11.70	7.15	15.82
Lost Time Injury Frequency Rate ("LTIFR"**)	5.53	3.41	7.42
Fatalities	0	0	1

* *Accident rate indicates the number of injuries per 1,000 workers*

** *LTIFR indicates the number of injuries per 1,000,000-man hours*

Hazard Identification, Risk Assessment and Risk Control

Occupational Safety and Health is managed through a structured framework based on our Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") system. This framework forms an integral part of our operational processes and is aligned with the general duties set out under the Occupational Safety and Health Act 1994 (Act 514), providing a strong foundation for managing workplace risks across the organisation.

The HIRARC framework is embedded within both operational planning and day-to-day activities to ensure that risk management practices are applied consistently. When a hazardous incident occurs, a clear and systematic response protocol is followed:

1. **Incident Reporting**
Employees are required to promptly report any hazards or incidents to the Person in Charge within their respective units.

2. **Documentation and Escalation**
The Person in Charge documents the incident and escalates the matter to the Safety, Health and Environment ("SHE") Manager.

3. **Regulatory Reporting**
The SHE Manager files a formal report with the Department of Occupational Safety and Health ("DOSH") within seven days of the incident.

4. **Investigation**
A detailed investigation is carried out by the SHE Manager, in consultation with members of the Occupational Safety and Health Committee, to determine the root cause of the incident.

5. **Risk Mitigation Recommendations**
The Safety and Health Committee reviews the investigation findings and proposes appropriate measures to manage and reduce future risks.

6. **Implementation of Corrective Actions**
Corrective actions are put in place to prevent the recurrence of similar incidents.

7. **Management Review**
A detailed report covering the incident, findings, and follow-up actions — is presented to management for review and further oversight.

COMMUNITY

GRI 203-2, 413-1

Community engagement initiatives are guided and implemented by our respective business units to ensure that value is delivered in ways that align with their operational needs and the cultural context of the communities they serve.

Sustainability Report

Social Impact Assessment – Engaging Communities

For our plantation operations, responsible management extends beyond yield and productivity; it is also about understanding how our activities affect the people who live and work around our estates.

Social Impact Assessments ("SIAs") were conducted at Ladang FCB Kuala Betis and Ladang FCB Aring between October 2025 and April 2026. The assessments comprised desktop reviews, stakeholder consultations, field assessments, analysis, and report preparation. The assessments were conducted in collaboration with MDV Management Sdn Bhd, a plantation advisory and management consultancy providing environmental and social impact assessment services. The assessment adopted a structured and objective approach to identify social issues, understand stakeholder perspectives, and evaluate the actual and potential social impacts associated with estate operations.

Stakeholder engagement formed a key component of the assessment process and was undertaken through interviews, focus group discussions (FGDs), key informant interviews (KIIs), and field observations. Stakeholders consulted included estate management, local and foreign workers, female workers, contractors, nearby communities, relevant government agencies, and Orang Asli communities at Ladang FCB Kuala Betis. These engagements provided stakeholders with opportunities to share their views, raise concerns, and contribute to the assessment process. Consultations with the Orang Asli communities were conducted in a manner consistent with the principles of Free, Prior and Informed Consent (FPIC), ensuring that participation was voluntary, informed, and respectful of community perspectives.

The SIAs gave KFima a clearer and more structured understanding of stakeholder priorities across both estates. At Ladang FCB Kuala Betis, workers shared practical suggestions relating to day-to-day estate living, including a preference for water dispensers to complement the bottled drinking water currently provided. They also raised suggestions on waste collection arrangements and the continued upkeep and refurbishment of worker housing. Engagement with nearby Orang Asli communities also provided useful feedback. Community members noted KFima's regular communication through WhatsApp, which has helped keep them informed of estate developments and supported ongoing trust and familiarity between the estate and the surrounding communities. They also welcomed opportunities for direct engagement, including their visit to the Kuala Betis estate office during the assessment, which reinforced the value of face-to-face dialogue.

Building on this engagement, KFima is considering regular community engagement sessions as a practical way to maintain open communication, better understand local priorities and strengthen long-term relationships. The feedback gathered through the SIAs has also been used to develop estate-level Social Management Plans for both estates. These plans set out follow-up actions, responsible parties, indicative timelines and monitoring arrangements to help ensure that stakeholder feedback is considered in estate operations and community engagement.

AT A GLANCE

Estates
Ladang FCB Kuala Betis & Ladang FCB Aring

Period
October 2025 - April 2026

Method
Desktop review, stakeholder consultations, field assessments, analysis, and report preparation.

"KFima is considering regular community engagement sessions as a practical way to maintain open communication, better understand local priorities and strengthen long-term relationships"

Sustainability Report

Community Engagement and Investments

Our community engagement efforts and investments are directed towards issues that influence the well-being and development of the communities where we operate. To address these priorities, KFima implements programmes across our key focus areas: education, economic empowerment, environment, and community:

- **Local Employment, Internships and Training**
  Since 2018, a total of 127 university graduates completed an eight-month workplace attachment with the Group's Malaysian operations through the Protégé programme. The programme provides practical exposure, job-specific skill development, as well as allowances and employee benefits. In addition, 19 vocational students specialising in agriculture and business from a local institution in Nunukan undertook a six-month internship at PTNJL, gaining hands-on experience in plantation operations. Efforts are also underway to enhance the capabilities of workers in our oil palm plantations as harvesting activities increasingly incorporate mechanisation. This transition supports a higher land-to-labour ratio and improved productivity while also enhancing worker well-being by reducing physical strain and creating opportunities for potentially higher earnings.

- **Water Treatment and Distribution**
  PTNJL treats and distributes water sourced from its own catchment area to neighbouring villages, supporting daily household needs as well as irrigation activities.

- **Sustainable Energy Utilisation**
  At PTNJL's palm oil mill, biomass by-products such as mesocarp fibre and palm shells are utilised to generate renewable energy. The electricity produced is used to power surrounding facilities, including workers' quarters, schools, government buildings and mosques.

- **Platform Konsultasi dan Komunikasi**
  This platform serves as a communication channel between our Plantation division's Malaysian estates and local stakeholders, strengthening engagement with surrounding communities and fostering closer collaboration.

- **Adopting Schools Through Community Partnership**
  KFima embarked on its first education-focused community initiative in collaboration with Sekolah Menengah Kebangsaan Mengkuang, Bukit Mertajam, to support students from underprivileged families preparing for the SPM examination in November 2025. The school identified 30 students to attend additional tuition classes, while KFima supported the programme by providing examination stationery, reference materials, meals, and cash tokens for the teachers involved. The initiative delivered encouraging results, with the students collectively improving from 74 As in the trial examinations to 130 As in the actual SPM examination. To recognise their efforts, KFima also provided cash rewards to the students. Following the success of this programme, the Group plans to expand its education outreach efforts by encouraging each major division to adopt a school and provide support based on the needs of the local community.

Ladang Amgreen, Miri

Our Business

Our Alignment to SDGs

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Sustainability Report

Strategic Commitments

- Upholding Responsible Business Practices Guided by Corporate Values
- Integrating Sustainable Practices for Maximum Benefits to Business and Society
- Zero Tolerance for Fraud, Bribery and Corrupt Practices
- Promoting Transparency and Sustainability in Supply Chains

RESPONSIBLE BUSINESS PRACTICE

GRI 201-1

We conduct business in an ethical and responsible manner that aligns with our corporate values. These values also guide our employees to act with integrity, accountability, and a strong sense of responsibility in all that they do. By fostering a culture of care for our work, our colleagues, and our stakeholders, we aim to build a business that is both respectful and responsible. We treat all stakeholders with dignity and respect and expect the same standards of conduct in return.

We maintain a robust set of policies to ensure compliance with all applicable national and international statutory and regulatory requirements, as well as relevant international conventions and treaties. These policies address key ESG aspects of our operations and guide both our strategic direction and day-to-day decision-making. We regularly review and update them to reflect evolving sustainability priorities and stakeholder expectations.

Shaping Sustainability: Our Sustainability Policy Statements

In FYE2025, we enhanced our ESG governance framework by developing our 'Sustainability Policy Statements'. This is a guide that articulates all our sustainability and business-related practices across the Group, encompassing several key areas such as:

1. **Corporate Governance:** Describes our procedures surrounding ethical conduct, accountability in our operations and how we setup our oversight mechanisms.
2. **Environmental:** Outlines our commitments towards minimising the environmental impact of our operations. The statements also describe our compliance with laws, regulatory requirements, while keeping our employees trained and informed on environmental awareness. We will also engage our local communities, suppliers and vendors to ensure our supply chain remains aware of any emerging environmental stewardship expectations.
3. **Employee Safety and Well-being:** Provides clear direction for all employees on our adherence to all applicable regulations, guidelines and procedures pertaining to occupational safety and health.
4. **Good Social Practices:** Formalises our commitments to the core conventions of the International Labour Organisation and laws applicable to our operations. Our commitments towards our employees are included by providing fair, safe and healthy working environments, and respecting our employees' right to collective bargaining. We also support a 'social license to operate' through open communication with local stakeholders and communities. We also reaffirm our rejection of any form of slavery, forced or child labour.
5. **Quality:** Formalises our commitments towards quality products and services while fostering a culture of continuous improvement.
6. **Supply Chain:** Guides our employees on our commitment to compliance, anti-bribery and anti-corruption measures, traceability, transparency, and monitoring of grievances or violations across our supply chain.
7. **Review and Governance:** The Policy Statement shall be reviewed annually or as necessary by the Group Sustainability Committee supported by all relevant departments.

Through this document, we establish clear expectations and standards that govern the conduct of our businesses, employees, suppliers, and business partners.

ANTI-BRIBERY AND CORRUPTION

GRI 205-2, 205-3

We uphold high ethical standards in the way we conduct our business and maintain a zero-tolerance stance against fraud, bribery, and corruption. All interactions across our operations are expected to be carried out with professionalism, fairness, and integrity.

As described in our Group-wide policies, officers, employees, agents, and service providers are prohibited from offering, soliciting, or accepting any gifts or benefits that may be perceived as conferring an unfair advantage. This includes any form of exchange intended to secure favours or obtain improper privileges. This policy promotes transparency and accountability across all business dealings. Any breach will result in appropriate disciplinary action, which may include termination of employment or business relationships, in order to maintain compliance and uphold our commitments.

To reinforce these ethical standards in our operations, contracts with vendors and service providers include anti-bribery clauses to ensure

Sustainability Report

that our expectations for ethical conduct extend throughout our value chain. We also equip our employees with the necessary awareness through structured training programmes. All new hires receive anti-bribery training as part of their onboarding, and periodic refresher sessions are organised to keep employees informed of emerging bribery risks and the importance of ethical conduct.

We regularly update our training materials to address emerging risks and regulatory developments. During the year, the Group conducted integrity and workplace awareness training for the Group's employees through on-site and hybrid sessions, covering anti-bribery policies and critical workplace topics, including child labour, bullying, sexual harassment, grievance procedures, and cybersecurity awareness. A total of 268 participants attended these sessions. The training also helped employees, including managers and supervisors, understand the available reporting and escalation channels should such issues arise, such as whistleblowing email, reporting to line managers, or other established internal channels.

In addition, we periodically review authority limits to strengthen oversight and reinforce our internal controls. Employees are required to confirm their compliance with the Group's Anti-Bribery Policy annually. The policy, which is available on the Company's website, clearly states that every employee has a shared responsibility to prevent and detect fraud, bribery, and corruption. Any suspected incidents must be reported promptly and will be investigated thoroughly and in a timely manner. To support these measures, we have also implemented a Whistle-blowing Policy that safeguards the confidentiality of individuals who report misconduct. The policy sets out clear procedures for handling, investigating, and following up on reports of non-compliance.

VALUE DISTRIBUTION TO OUR STAKEHOLDERS

GRI 201-1, 201-3, 203-2

We take pride in supporting the communities in which we operate and in contributing to the economies of our host countries through the taxes we pay, both directly and indirectly. These fiscal contributions include local and government taxes, social security contributions on employee wages, sales and services tax (SST), customs duties, and property taxes.

	FYE2026	FYE2025	FYE2024
Revenue	RM674.03 million	RM683.39 million	RM638.82 million
Employee Wages and Benefits *(including statutory contributions)*	RM118.17 million	RM96.36 million	RM88.87 million
Taxes Paid	RM31.95 million	RM38.48 million	RM32.42 million
Dividends	RM74.42 million	RM48.25 million	RM54.42 million
Number of Employees	3,598	3,453	3,247
Community Investments	RM0.43 million	RM0.50 million	RM0.44 million

Through these contributions, we support broader economic development by enabling the provision of essential public services and infrastructure that benefit the wider community.

CYBER AND DATA SECURITY

GRI 418-1

We safeguard our digital infrastructure by ensuring that antivirus and firewall systems are regularly updated to protect sensitive information, secure IT networks, and preserve the reliability of communication platforms across all divisions. Each division, including the Head Office, operates its own dedicated IT network and team responsible for managing technology-related risks and serving as the first line of defence against potential cyber threats.

To strengthen these safeguards, our IT teams perform daily monitoring of system activities using automated reporting tools that analyse network traffic and flag potential security risks. This is complemented by multiple layers of controls, including routine system screenings and spam filtering mechanisms, to further reduce exposure to threats. Throughout the year, the Group did not experience any material incidents related to phishing or malware attacks.

Our cybersecurity framework is subject to regular vulnerability assessments to identify and address potential risks in a timely manner. Protecting the confidentiality and integrity of data remains a key priority, supported by access controls and monitoring measures that guard against unauthorised access, data breaches, and the unlawful manipulation of information. Any suspected breach or violation is treated with utmost seriousness and investigated promptly. We periodically review and enhance our data protection measures to ensure our framework keeps pace with an evolving threat landscape.

SUSTAINABLE AND TRACEABLE SUPPLY CHAIN

GRI 102-9, 204-1

The resilience and integrity of our supply chain are critical to the Group's operational stability. Disruptions within the supply chain

Sustainability Report

may affect production activities across our business units and could expose the Group to legal, financial, and reputational risks. As such, we place strong emphasis on maintaining a supply chain that is both sustainable and traceable.

To manage these risks effectively, each division has established formal procurement policies and procedures to guide sourcing and supplier management activities. Supplier engagement forms an integral part of this process, covering stages from tender evaluation and supplier selection to periodic on-site inspections.

We also maintain regular dialogue with suppliers on matters relating to cost efficiency, environmental responsibility, and social compliance. Through these engagements, we aim to strengthen transparency across our supply chain while enhancing traceability and promoting responsible business practices among our partners.

Bulking

All our operations in North Port and Butterworth terminals are certified under the International Sustainability and Carbon Certification EU ("ISCC") scheme, which requires adherence to stringent standards on sustainability practices and supply chain traceability. This certification reinforces our commitment to responsible sourcing and transparency across our operations.

Fima Biodiesel Sdn Bhd is also ISCC-certified and implements the Proof of Sustainability ("POS") system to ensure the traceability of its feedstock. Under this system, each batch or truckload of feedstock is issued with a POS tag, enabling clear documentation of its origin and strengthening accountability throughout the supply chain.

In addition to ISCC certification, Fima Biodiesel complies with the MSPO Supply Chain Certification Standard, which ensures that its products are sourced legally from certified suppliers that prioritise sustainable practices. These certifications collectively demonstrate Fima Biodiesel's commitment to environmental responsibility and sustainable sourcing throughout its value chain.

The Group's terminal in Tanjung Langsat, Johor, which was recently commissioned in Q2 FYE2026 is also certified under ISCC EU. With this certification, the terminal expands the Bulking division's network of ISCC EU-certified facilities and strengthens its ability to support certified, traceable supply chains.

Food

The Food division maintains stringent standards across its production facilities and supply chain. Suppliers of raw materials and packaging are required to comply with applicable international standards, regulatory requirements, internal policies, operational procedures, and recognised good manufacturing practices. Regular audits and inspections are conducted to verify compliance and ensure that these requirements are consistently upheld.

Our Papua New Guinea ("PNG") subsidiary, International Food Corporation ("IFC"), has held the Marine Stewardship Council ("MSC") Chain of Custody certification since April 2013. The MSC is widely recognised as the leading global authority for seafood certification and eco-labelling. To maintain this certification, IFC undergoes annual surveillance audits and must meet the MSC's stringent traceability and sustainability requirements. In addition, IFC's fish oil products are also MSC-certified. These certifications ensure full "ocean-to-purchase" traceability throughout IFC's supply chain, providing customers with assurance regarding the sustainability and legality of the seafood products.

IFC maintains strict controls to ensure that all fish are sourced responsibly and legally. The company does not procure fish from vessels listed on the PNG government's Illegal, Unreported and Unregulated ("IUU") fishing blacklist. All yellowfin and skipjack tuna purchased by IFC are sourced only from vessels registered under PNG's ProActive Vessels Register. Traceability is further strengthened through the verification of the Purse Seiner Log Sheet, which records key details such as the time, location, and method of each catch. In addition, IFC conducts on-site assessments of new or potential suppliers prior to any procurement to confirm their adherence to IFC's sourcing and sustainability standards.

The tuna fisheries sector in PNG is governed by strict regulatory controls under the National Tuna Fishery Management Plan, which imposes daily catch limits to ensure the sustainability of tuna stocks. The National Fisheries Authority of Papua New Guinea ("NFA") regularly boards fishing vessels to monitor compliance with fisheries regulations. During the financial year under review, IFC did not record any violations related to IUU fishing.

IFC is also committed to promoting responsible fishing practices. The company aims to source 100% of its tuna without the use of Fish Aggregating Devices ("FADs"), a fishing method that can unintentionally trap non-target marine species, including juvenile fish. We are pleased to report that IFC achieved 100% FAD-free tuna catch in FYE2026, the same result as FYE2025, which has improved from 99.5% in FYE2024 and 67.3% in FYE2023.

In addition, IFC continues to collaborate exclusively with MSC-certified partners and fishing companies. Where FADs may be used outside of our direct sourcing arrangements, we require that such devices are designed to minimise bycatch. Strict procedures are also in place to ensure that any non-target species caught are

Sustainability Report

released promptly. As a result of these practices, IFC maintains an exceptionally low bycatch rate of approximately 0.003%, equivalent to about 1.5 metric tonnes in a 500 metric tonne catch, reflecting our commitment to sustainable fisheries and the protection of marine ecosystems.

Supporting Local Procurement

Supporting local suppliers and entrepreneurs is an important part of our procurement approach. We prioritise sourcing goods and services locally wherever possible, provided suppliers are able to meet the Group's operational, quality, safety and commercial requirements. In In FYE2026, local suppliers accounted for 96.1% of suppliers engaged in Malaysia, 97.2% in Indonesia and 45.5% in PNG reflecting the Group's continued participation in local supply chains and its support for small and medium-sized local companies across the markets in which it operates. Local sourcing may also help reduce supply chain distances where suitable goods and services are available within the country of operation.

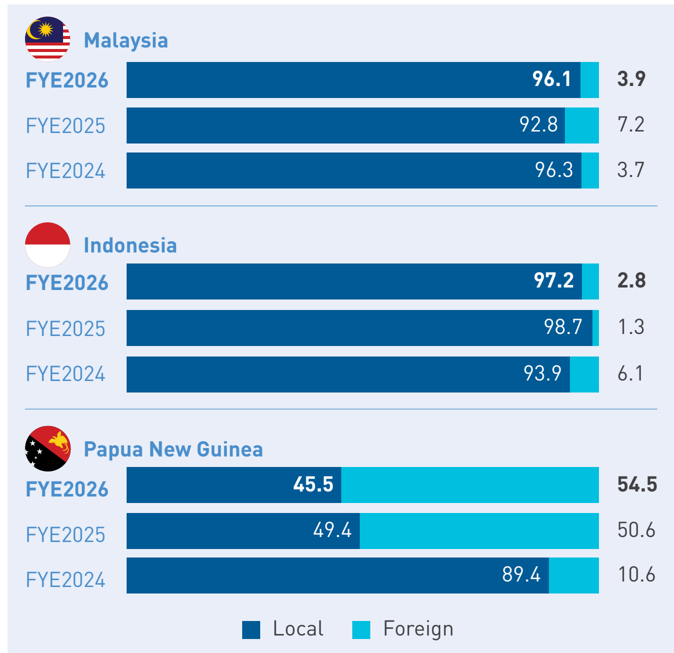
PNG's lower proportion of local sourcing over the past two years reflects the nature of the Food Division's operations, which rely on imported raw materials such as tuna, mackerel, and tin plate for can-making, inputs not readily available from local PNG suppliers. Local procurement in PNG is concentrated on operational support services such as fuel, logistics, and transportation.

However, certain specialised materials and components, such as security printer inks and heavy equipment spare parts, are not always available from local sources and may need to be imported. Where local procurement is not feasible, sourcing is conducted through a transparent, competitive, and fair process to ensure integrity in our procurement practices. Going forward, the Group intends to deepen its commitment to local sourcing by prioritising suppliers not only within the countries we operate in, but also within the immediate communities surrounding our operations.

Beyond procurement, the Group also considers how sustainability-related risks and opportunities may affect its upstream and downstream value chain. For the Plantation Division, this includes estate operations, PTNJL's palm oil mill activities, suppliers, transportation arrangements, logistics and customers. For Manufacturing, this includes raw material sourcing, specialised inputs, production activities, information security, customer requirements and delivery commitments.

Together, these considerations support the Group's management of potential impacts on supply continuity, operating efficiency, procurement costs, customer confidence and Scope 3 emissions.

Percentage of Local & Foreign Suppliers (%)



Beyond procurement, the Group also considers how sustainability-related risks and opportunities may affect our upstream and downstream value chain. For the Plantation Division, this includes estate operations, PTNJL's palm oil mill activities, suppliers, transportation arrangements, logistics and customers. For Manufacturing, this includes raw material sourcing, specialised inputs, production activities, information security, customer requirements and delivery commitments. Together, these considerations are relevant to the Group's management of supply continuity, operating efficiency, procurement costs and customer confidence. They also provide a basis for better understanding Scope 3 emissions exposure over time, particularly emissions associated with transportation and distribution, and the use of outsourced logistics within the value chain.

Product Information and Product Labelling

Our Food division maintains strict standards to ensure the accuracy and transparency of product information and labelling across all markets where we operate. We recognise the importance of providing consumers with clear and reliable information to support informed purchasing decisions.

Each product label contains essential details such as manufacturing and expiry dates, ingredient lists, relevant food additives, nutritional information, and appropriate storage instructions. IFC's canned

Sustainability Report

fish products, including canned tuna and canned mackerel, carry nutritional information panels disclosing energy content, protein, total fat, saturated fat, carbohydrates, and sodium per serving and per 100g, in line with applicable PNG food labelling regulations. These measures help ensure compliance with regulatory requirements while maintaining high standards of product integrity and consumer trust.

In FYE2026, the Group recorded no incidents of fines or penalties related to non-compliance with product labelling regulations, reflecting our continued commitment to responsible product stewardship and regulatory compliance.

Innovation and Technology

Technology and process innovation play an integral role in helping the Group manage efficiency, quality and operational risks. Across the Group, these efforts focus on improving day-to-day processes, using resources more effectively and responding to changing business requirements.

Within the Manufacturing Division, digital printing capabilities support more flexible production by enabling shorter print runs and closer alignment with actual demand. The use of water-based inks and plateless printing also reduces reliance on conventional printing plates and related process materials.

In the Bulking division, fleet operations are supported by the Oncore Fleet Solutions platform, which integrates Global Positioning System (GPS) vehicle tracking and fuel-monitoring technologies to provide real-time insight into vehicle location, speed, idling time, driver behaviour and fuel consumption. These capabilities help the Division optimise route planning, monitor fleet utilisation, verify fuel-usage patterns and strengthen operational controls. The Division also operates a tank farm inventory management system, a centralised platform for terminal operations that supports more consistent processes across terminals, strengthens internal controls and reporting, and helps maintain service reliability for customers.

In the Plantation division, geospatial technologies such as GPS and Geographic Information System (GIS) support accurate planning and data-driven decision-making in areas including road construction and terrace positioning. Satellite imagery is used to map new estate developments and assist in tree counting, enabling optimisation of planting density, while drones are deployed for estate surveillance and wildlife monitoring.

At PTNJL, the ConSite application remotely monitors the performance and condition of heavy machinery — providing near real-time insights into machine usage, fuel consumption and fault alerts — enabling a more preventive, data-driven approach to asset management. The Division is also upgrading its plantation management system Group-wide, which over time is expected to give management better visibility of resource use, operating performance and environmental indicators. Together with the Group's work on climate scenario analysis, this ongoing digitisation will help the Group better understand longer-term risks and make more informed decisions.

UPHOLDING QUALITY, STANDARDS AND CERTIFICATIONS

GRI-417-1, 417-2

Safety and quality standards form an integral part of our operational practices. We maintain the relevant certifications while monitoring industry developments and regulatory changes to ensure our processes remain aligned with current requirements and stakeholder expectations.

Food

The Food division maintains stringent quality and safety standards across its production facilities and supply chain. Suppliers of ingredients and packaging materials are required to comply with applicable international standards, regulatory requirements, internal policies and procedures, as well as recognised good manufacturing practices.

To ensure product quality, testing and product trials are conducted, when necessary, while raw materials sourced from suppliers are closely monitored to ensure they meet the required specifications. Each incoming supplier batch is inspected to verify compliance with established quality parameters before being accepted for production.

Sustainability Report

Supplier audits are carried out periodically, typically every one to two years, based on risk assessments to ensure continued adherence to these standards. For IFC's major raw materials, we also engage relevant authorities to audit overseas suppliers. In addition, our subsidiaries undergo annual audits conducted by independent third-party organisations to maintain the relevant quality and food safety certifications.

Standards	Achievement
British Retail Consortium (BRC)	BRC represents the UK food retail sector and developed the BRC Global Standard for Food Safety, an internationally recognised certification framework that supports compliance with food safety regulations in the UK and the European Union. **In FYE2026, IFC attained a Grade A rating under this standard, demonstrating continued compliance with food safety requirements, quality assurance, and regulatory compliance.**
Business Social Compliance Initiative ("BSCI")	The BSCI Code of Conduct is based on internationally recognised principles relating to workers' rights and responsible labour practices. IFC's adherence to the BSCI Code of Conduct supports a more structured approach to labour standards and social compliance, particularly in managing expectations relating to worker welfare, ethical conduct and responsible business practices.
International Feature Standard ("IFS Food")	IFS is a globally recognised certification scheme benchmarked under the Global Food Safety Initiative, focusing on food safety and quality management within food and ingredient manufacturing. IFC applies IFS Food requirements as part of its food safety and quality management practices to meet consumers, retailers and regulatory expectations. In FYE2026, IFC achieved Grade A under the IFS Food standard, reflecting continued alignment with internationally recognised food safety and quality standards.

Standards	Achievement
Earth Island Institute ("EII") (Dolphin-Safe)	All tuna products produced by IFC carry the Dolphin-Safe label, which provides assurance that the tuna has been sourced and processed in line with EII's strict requirements on dolphin-safe practices.
Good Manufacturing Practice ("GMP")	GMP system provides structured controls to ensure consistent product quality and safe manufacturing processes. Both IFC and FISB are GMP-certified, reinforcing their dedication to upholding rigorous production standards and ensuring the safety and quality of products delivered to their customers.
Hazard Analysis and Critical Control Points ("HACCP")	HACCP is a preventive food safety management system that identifies and controls potential biological, chemical, and physical hazards throughout the food production process, from raw material sourcing and handling to manufacturing, distribution, and final consumption. IFC adheres to HACCP principles to ensure that the highest standards of food safety are consistently maintained across its operations.
Halal	Halal compliance remains an important aspect of our food production practices. IFC and FISB follow JAKIM's Halal requirements in the preparation and handling of Halal food products. In addition, IFC has obtained Halal certification from the Fiji Muslim League, reinforcing its commitment to maintaining internationally recognised Halal standards.

IN THEIR WORDS

"These audit results are a reflection of the dedication of every team member across our operations. Maintaining internationally recognised standards in both food safety and ethical trade is fundamental to IFC's long-term credibility as a employer in Papua New Guinea."

George Yahiya,
Quality Assurance Manager, IFC

Food safety and ethical trade practices at IFC

Independent audits across IFC's tuna processing operations confirmed compliance with internationally recognised food-safety and ethical-trade standards.

BRC FOOD SAFETY
Grade A
Food Safety — tuna operations

IFS FOOD
97.09%
Food Safety — tuna operations

BSCI
Rating A
Ethical trade

In FYE2026, IFC underwent audits conducted by SGS Vietnam Certification Body for both the British Retail Consortium ("BRC") Global Standard for Food Safety and the International Featured Standards ("IFS") Food Version 8, achieving **Grade A** and a higher-level score of **97.09%** respectively. These results reflect IFC's compliance with internationally recognised food safety and quality management requirements across its tuna processing operations.

In addition, IFC achieved an overall rating of **A** under the Business Social Compliance Initiative ("BSCI") audit, covering workers' rights, fair remuneration, decent working hours and occupational health and safety across its operations in Papua New Guinea. Across the seven BSCI performance areas, IFC achieved Grade A in five categories:

- ✓ Workers Involvement and Protection
- ✓ Rights of Freedom of Association and Collective Bargaining
- ✓ No Discrimination, Violence or Harassment
- ✓ Decent Working Hours
- ✓ Occupational Health and Safety

Meanwhile, **Social Management System** and **Fair Remuneration** have been identified as continuous improvement areas in the coming year.

Plantation

All Malaysian estates have maintained Malaysian Sustainable Palm Oil ("MSPO") certification continuously since FYE2020. This certification is renewed annually across all estates to ensure continued compliance and operational readiness. In FYE2025, we completed a structured MSPO 2.0 training programme across selected employees in our Malaysian estates. This milestone equips our teams with the competencies required to sustain certification and remain aligned with international sustainability expectations. The Plantation Division also operates in accordance with ISO 14001:2015 environmental management standards.

In Indonesia, the Indonesian Sustainable Palm Oil ("ISPO") audit for PTNJL remains on hold pending the regularisation of PTNJL's Hak Guna Usaha, after which the ISPO certification process can resume.

Standards	Achievement
Malaysia Sustainable Palm Oil ("MSPO")	10 Malaysian estates are MSPO-certified. The MSPO ensures responsible management of palm oil plantations, smallholdings and palm oil processing facilities. The MSPO certification also safeguards human and workers' rights.

Standards	Achievement
ISO 14001:2015 (Environmental Management System)	PTNJL's commitment to environmental sustainability is reflected in its ISO 14001:2015 certification, covering its CPO, CPKO, and palm kernel production processes.

Bulking

The Bulking division holds various industry accreditations covering the handling, storage, and shipment of different product categories. These certifications provide independent assurance that operational processes meet established quality standards and are carried out in accordance with recognised industry practices.

Standards	Achievement
International Sustainability and Carbon Certification ("ISCC")	ISCC scheme verifies compliance with environmental, social, and traceability requirements. It aims to promote sustainable and transparent supply chains that are fully traceable and free from deforestation. The following companies within the Group are accredited under the ISCC certification:

Certification and scope	Company
ISSC-EU (Group Certification) Scope: Warehouse	1. Fima Bulking Services Bhd (terminals in North Port, Port Klang & Tanjung Langsat, Johor) 2. Fimachem Sdn Bhd 3. Fima Liquid Bulking Sdn Bhd 4. Fima Palmbulk Services Sdn Bhd 5. Fima Butterworth Installation Sdn Bhd
ISCC-EU (Biodiesel Plant) Scope: Raw Material 1. POME Oil (Refined) 2. UCO	1. Fima Biodiesel Sdn. Bhd.

As an ISCC-accredited entity, Fima Biodiesel is recognised as compliant with the European Renewable Energy Directive 2009/28/EC ("EU RED"), demonstrating that its operations meet the sustainability and traceability requirements set for renewable energy supply chains within the European Union.

Standards	Achievement
ISO 9001:2015 Quality Management System	This certification reflects an internationally recognised framework for managing and improving product quality. By adhering to this standard, our companies are able to strengthen operational processes, ensure regulatory compliance, and consistently deliver products and services that meet customer expectations. The companies within the Group that hold this certification are:

Company	Scope
Fima Bulking Services Bhd	Handling, storage & shipment oleochemicals, oils and fats
Fimachem Sdn Bhd	Transferring from ships, handling, filling of drums and transport of hazardous & non-hazardous liquids
Fima Freight Forwarders Sdn Bhd	Freight forwarding & bulk transportation
Fima Palmbulk Services Sdn Bhd	Handling, storage & shipment of oleochemicals, edible oils, molasses and latex
Fima Liquid Bulking Sdn Bhd	Handling bulk storage of latex and palm oleo-based products
Fima Butterworth Installation Sdn Bhd	Handling, storage & shipment of palm oil and edible oil

Standards	Achievement
ISO 45001:2018 Occupational Health & Safety	Fimachem Sdn Bhd, Fima Liquid Bulking Services Sdn Bhd, and Fima Bulking Services Berhad have obtained ISO 45001:2018 certification for their operations involving the transfer, handling, storage, drum filling, and transportation of both hazardous and non-hazardous liquids. This certification demonstrates that the companies have established a structured management system to identify and manage occupational health and safety risks, supporting safer workplace practices and enhancing overall health and safety performance.

Sustainability Report

Manufacturing

Manufacturing Division operates in accordance with the following regulatory standards and certifications:

Standards	Achievement
ISO 27001:2013 Information Security Management	The accreditation reflects PKN's compliance with the highest international and security control standards to protect information against any security risks, underpinning their commitment to delivering excellence.
ISO 37001:2016 Anti-Bribery Management Systems	This certification affirms PKN's adherence to anti-bribery policies, procedures, measures, and controls.
ISO 9001:2015 Quality Management System	This certification affirms PKN's implementation of effective quality management systems that meet internationally recognised standards.
ISO 14298:2013 Graphic Technology-Management of Security Printing Processes	This accreditation reflects PKN's adherence to the established guidelines and requirements for managing secure printing processes.

Percetakan Keselamatan Nasional Sdn Bhd, Bangi

Sustainability Report

STATEMENT OF ASSURANCE

Statement of assurance to the Board of Directors and Management of Kumpulan Fima Berhad ("KFima")

Scope

We, Group Internal Audit (GIA), have performed an internal assurance review for selected subject matters and performance indicators to be published in KFima's Sustainability Report, forming part of the Annual Report for the financial year ended 31 March 2026. The objective of the review process is to provide assurance to KFima and its stakeholders on the accuracy and reliability of the information to be presented in the Sustainability Report.

Procedures

Our procedures include:

- testing, on a sample basis, underlying source information to check accuracy of the data;
- examining, on a sample basis, evidence supporting the selected performance indicators; and
- checking that the calculations have been applied in accordance with established methodologies.

We also reviewed the processes for collecting and consolidating the data.

Subject Matters and Performance Indicators

The selected subject matters and performance indicators are as follows:

Type of Assurance	Component	Subject Matter/Performance Indicator	Scope
Internal Review	**Environmental**	Water management: • water consumption and management • water intensity of fish and FFB processed	Operations assessed: 1. Malaysia 2. Indonesia 3. Papua New Guinea
		Waste management: • waste generation • disposal method of hazardous and non-hazardous waste materials (domestic, scheduled, and production)	
		Energy and emissions: • greenhouse gas emission • renewable and non-renewable energy use • fuel intensity across various activities including harvesting operations, logistics, boiler operations (heated product and fish processed) and generator operations (fish processed)	
	Social	Diversity and Inclusion: • employee headcount by gender, age group and country; employment status by permanent and contract • new hires, attrition, and turnover by gender, age group	Operations assessed: 1. Malaysia 2. Indonesia 3. Papua New Guinea
		Labour relations: • total hours of training by employee category, country, and gender	

Sustainability Report

Type of Assurance	Component	Subject Matter/Performance Indicator	Scope
Internal Review	**Social**	Occupational safety and health: • work-related accidents and incidents • lost time injuries • fatalities • accident rates	
	Governance	Anti-bribery and corruption: • training conducted	
		Value distribution to stakeholders: • revenue • employee wages and benefits • tax payment • dividends • number of employees • community investments	Operations assessed: 1. Malaysia 2. Indonesia 3. Papua New Guinea
		Sustainable and traceable supply chain: • local procurement engagement and practices	
		Upholding quality, standards and certifications: • externally verified certifications and adherence to recognised international standards	

During the review process, clarifications were sought from the business units on specific findings and to substantiate the accuracy of certain data points. The business units have satisfactorily corrected any inaccuracies or omissions identified during the review, and all corrections have been incorporated into the final version of the Sustainability Report.

Considerations and Limitations

Non-financial data are subject to more inherent limitations than financial data, given both their nature and the methods used for calculating or estimating such data. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. We have not undertaken work to confirm those factors, nor have we carried out any work on data reported in respect of forward-looking statements, including future projections and targets.

Conclusion

Based on the procedures we have performed, we conclude that the selected subject matters and performance indicators listed above together with the related disclosures have been prepared and presented fairly in the Sustainability Report. Accordingly, GIA is of the opinion that the Sustainability Report provides a reasonable and well-balanced depiction of KFima's sustainability performance for the reporting year.

Thank you.

Group Internal Audit

Sustainability Report

IFRS S1/S2 Disclosure Alignment Index

IFRS S1		
Disclosure Alignment Index		**Page reference**
S1.72	Explicit statement of compliance with IFRS Sustainability Disclosure Standards	4
S1.22, 24, 64	Reporting entity, period, currency & rounding	4, 56
S1.54;	Sources of guidance applied (e.g., SASB)	57
S1.70, S1.E4-E6	Transition reliefs & comparative information	124 - 133
S1.60	Location of disclosures	56 - 133
S1.64-66	Timing of reporting aligned with FS, change in group structure	56
S1.27	Governance over SROs (overview)	66 - 67
S1.17, 30	Materiality approach and time horizons	60
S1.30 (c)	Explain basis for time horizons for SROs	69 - 70
S1.32-33	Risk management processes (entity level)	69 - 70
S1.29	Effects on strategy, business model and resources	71 - 84
S1. 74	Significant judgements	70

Sustainability Report

IFRS S2		
Disclosure Alignment Index		**Page reference**
S2.5	Governance objective & overview	66 - 67
S2.6 (a)	Identity governing body/individuals with oversight	66 - 67
S2.6 (a)(iii)	How and how often governance bodies are informed of climate risks	66 - 67
S2.6 (b)	Management oversight of climate-related risks and opportunities	74 - 84
S2.9	Approach to identifying climate-related risks/opportunities	69 - 70
S2.10 (a)	Describe each climate-related risk/opportunity	71 - 83
S2.10 (b)	Locations in business model and value chain	84
S2.10 (c)	Timeframes when effects could occur	71 - 83
S2.10 (d)	Time horizons defined for risks/opportunities	69 - 70
S2.13	Effects on business model and value chain	84
S2.14	Transition plan (ambition, actions, responsibilities)	67
S2.16-18	Current & anticipated financial effects	71 - 83
S2.22-24	Risk identification & assessment process	69 - 70
S2.25-28	Risk management & integration	161
S2.29 (a)	GHG emissions (Scope 1-3) – absolute, gross	85 - 86
S2.30	Measurement information & estimation uncertainty	70

Sustainability Report

PERFORMANCE DATA TABLE

KUMPULAN FIMA BHD
BMLR Transition Period

Date & Time: 2026-07-17 09:04:30
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Senior Management	Percentage	41.67	8.33	The Group's objective is to provide regular annual anti-bribery and corruption training across all job grades.	Internal	The variance reflects differences in training timing and format, with the higher participation in 2025 attributable to a Virtual Summit held during the year.
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	89.66	7.94	The Group's objective is to provide regular annual anti-bribery and corruption training across all job grades.	Internal	The variance reflects differences in training timing and format, with the higher participation in 2025 attributable to a Virtual Summit held during the year.
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	87.50	5.92	The Group's objective is to provide regular annual anti-bribery and corruption training across all job grades.	Internal	The variance reflects differences in training timing and format, with the higher participation in 2025 attributable to a Virtual Summit held during the year.
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage	21.47	7.54	The Group's objective is to provide regular annual anti-bribery and corruption training across all job grades.	Internal	The variance reflects differences in training timing and format, with the higher participation in 2025 attributable to a Virtual Summit held during the year.
Anti-corruption	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100% of operations assessed	Internal	
Anti-corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0 incidents	Internal	

Sustainability Report

KUMPULAN FIMA BHD

BMLR Transition Period

Date & Time: 2026-07-17 09:04:30

Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Community/Society	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	503,499.11	431,178.54	Nil	Internal	
Community/Society	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	149	256	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Under 30	Percentage	0.00	0.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Between 30-50	Percentage	33.33	25.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Above 50	Percentage	66.67	75.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Male	Percentage	83.33	83.33	Nil	Internal	

Sustainability Report

KUMPULAN FIMA BHD
BMLR Transition Period

Date & Time: 2026-07-17 09:04:30
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Female	Percentage	16.67	16.67	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Under 30	Percentage	0.00	0.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Between 30-50	Percentage	82.76	73.02	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Above 50	Percentage	17.24	26.98	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Male	Percentage	79.31	74.60	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Female	Percentage	20.69	25.40	Nil	Internal	

Sustainability Report

KUMPULAN FIMA BHD
BMLR Transition Period

Date & Time: 2026-07-17 09:04:30
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Under 30	Percentage	25.00	25.44	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Between 30-50	Percentage	68.12	66.87	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Above 50	Percentage	6.88	7.69	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Male	Percentage	73.12	71.01	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Female	Percentage	26.88	28.99	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Under 30	Percentage	33.57	30.32	Nil	Internal	

Sustainability Report

KUMPULAN FIMA BHD

BMLR Transition Period

Date & Time: 2026-07-17 09:04:30

Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Between 30-50	Percentage	59.23	61.21	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Above 50	Percentage	7.20	8.47	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Male	Percentage	68.29	65.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Female	Percentage	31.71	35.00	Nil	Internal	
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Under 30	Percentage	0.00	0.00	Nil	Internal	
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Between 30-50	Percentage	14.29	0.00	Nil	Internal	
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Above 50	Percentage	85.71	100.00	Nil	Internal	

Sustainability Report

KUMPULAN FIMA BHD
BMLR Transition Period

Date & Time: 2026-07-17 09:04:30
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Male	Percentage	71.43	71.43	Nil	Internal	
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Female	Percentage	28.57	28.57	Nil	Internal	
Diversity	Percentage of women in the global workforce	Percentage	31.25	34.49	30% of total workforce are female	Internal	
Energy management	Bursa C4(a) Total energy consumption	Gigajoules	339,772.00	362,069.00	Year-on-year improvement	Internal	
Energy management	Plantation Malaysia: Harvesting Transportation Fuel Intensity Per MT FFB Produced	L/MT	2.89	2.79	Year-on-year improvement	Internal	
Energy management	Plantation Indonesia: Harvesting Transportation Fuel Intensity Per MT FFB Produced	L/MT	1.70	1.59	Year-on-year improvement	Internal	
Energy management	Bulking: Boiler Fuel Oil Intensity Per MT Heated Product	L/MT	1.78	1.55	Year-on-year improvement	Internal	
Energy management	Bulking: Transportation Fuel Intensity Per Kilometer Distance	L/KM	0.49	0.58	Year-on-year improvement	Internal	
Energy management	Food: Generator Set Diesel Intensity Per MT Fish Processed	L/MT	96.63	123.00	Year-on-year improvement	Internal	
Energy management	Food: Boiler Diesel Intensity Per MT Fish Processed	L/MT	110.65	127.80	Year-on-year improvement	Internal	
Health and safety	Bursa C5(a) Number of work-related fatalities	Number	0	0	0 per year	Internal	

Sustainability Report

KUMPULAN FIMA BHD

BMLR Transition Period

Date & Time: 2026-07-17 09:04:30

Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Health and safety	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.68	1.11	Year-on-year improvement	Internal	
Health and safety	Bursa C5(c) Number of employees trained on health and safety standards	Number	448	455	100% of applicable employees trained on health and safety standards annually.	Internal	The Group's objective is to ensure all relevant employees receive appropriate health and safety training in line with their roles.
Health and safety	Number of work-related employee fatalities, over last 3 years	Number	1	1	0 per year	Internal	
Health and safety	Number of work-related contractor fatalities, over last 3 years	Number	0	0	0 per year	Internal	
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Senior Management	Hours	158	354	Year-on-year improvement	Internal	
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Management	Hours	1,987	1,894	Year-on-year improvement	Internal	
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Executive	Hours	6,014	4,626	Year-on-year improvement	Internal	
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Non-Executive	Hours	15,705	18,183	Year-on-year improvement	Internal	
Labour practices and standards	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	28.67	28.60	Maintain an appropriate workforce mix based on operational requirements.	Internal	

This report was generated on the Bursa Malaysia CSI Platform on 2026-07-17 09:04:30

Sustainability Report

KUMPULAN FIMA BHD

BMLR Transition Period

Date & Time: 2026-07-17 09:04:30

Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category - Senior Management	Number	0	0	Maintain low/nil turnover and retain senior talent.	Internal	
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category -Management	Number	6	7	Maintain Management turnover at an appropriate level and support employee retention.	Internal	
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category - Executive	Number	18	14	Monitor executive turnover and and implement retention measures where appropriate.	Internal	
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category - Non-Executive	Number	535	403	Monitor non-executive turnover and implement retention measures where appropriate.	Internal	
Labour practices and standards	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0 complaints	Internal	
Supply chain management	Bursa C7(a) Proportion of spending on local suppliers	Percentage	80.48	79.80	Year-on-year improvement	Internal	
Supply chain management	Disclosure of certificates for responsible or sustainable seafood (e.g. MSC, ASC) as a percentage of total seafood sourced	Percentage	77.07	74.96	Prioritise certified responsible seafood and maintain high levels of certified sourcing.	Internal	Sustainable sourcing levels are influenced by the availability of certified supply, which can fluctuate year to year.
Supply chain management	Disclosure of certified seafood (e.g. MSC, ASC) as a percentage of total seafood produced/u-sed/processed	Percentage	75.40	72.81	Prioritise certified seafood where commercially feasible.	Internal	

Sustainability Report

KUMPULAN FIMA BHD
BMLR Transition Period

Date & Time: 2026-07-17 09:04:30
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Data privacy and security	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0 complaints	Internal	
Water	Bursa C9(a) Total volume of water used	Megalitres	694.00	830.00	Year-on-year improvement	Internal	
Water	Does the company disclose the number of incidents of non-compliance with water quality/quantity permits, standards and regulations	Number	0	0	Zero incidents of non-compliance with water-related permits, standards and regulations.	Internal	
Water	Three years of total water withdrawal data is disclosed by source - Surface water from rivers, lakes, natural ponds	Cubic meters	641.00	487.00	Year-on-year improvement	Internal	
Water	Three years of total water withdrawal data is disclosed by source - Groundwater from wells, boreholes	Cubic meters	893.00	1,042.00	Year-on-year improvement	Internal	
Water	Three years of total water withdrawal data is disclosed by source - Municipal potable water	Cubic meters	819.00	765.00	Year-on-year improvement	Internal	
Water	Three years of total water withdrawal data is disclosed by source - Total	Cubic meters	2,353.00	2,294.00	Year-on-year improvement	Internal	
Water	Plantation Indonesia: Water Intensity Per MT FFB Processed	CBM/MT	0.25	0.24	Year-on-year improvement	Internal	

Sustainability Report

KUMPULAN FIMA BHD

BMLR Transition Period

Date & Time: 2026-07-17 09:04:30

Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Water	Food: Water Intensity Per MT Fish Processed	CBM/MT	22.90	27.60	Year-on-year improvement	Internal	
Waste management	Bursa C10(a) Total waste generated	MT	102,451.00	92,484.00	Year-on-year improvement	Internal	
Waste management	Bursa C10(a)(i) Total waste diverted from disposal	MT	101,909.00	91,843.00	Year-on-year improvement	Internal	
Waste management	Bursa C10(a)(ii) Total waste directed to disposal	MT	542.00	641.00	Year-on-year improvement	Internal	
Waste management	Disclosure of three years of hazardous waste generation (tonnes)	MT	356.00	298.00	Year-on-year improvement	Internal	
Waste management	Disclosure of three years of non-recycled waste generation (tonnes)	MT	456,059.00	356,980.00	Year-on-year improvement	Internal	
Waste management	Disclosure of three years of waste recycled (tonnes)	MT	752.00	699.00	Year-on-year improvement	Internal	
Emissions management	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	tCO2e	25,948.00	26,542.00	Year-on-year improvement	Internal	
Emissions management	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	tCO2e	3,941.00	3,951.00	Year-on-year improvement	Internal	
Emissions management	Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel, employee commuting and downstream transportation and distribution)	tCO2e	1,985.00	1,820.00	Year-on-year improvement	Internal	

5

Corporate Governance

134 - 180

Fima Instanco Sdn Bhd, Bangi

Our Board of Directors

Dato' Idris Bin Kechot

Chairman / Independent Non-Executive Director

Malaysian | 71 | Male

Board meeting attended during the financial year **6/6**

Date of Appointment
3 May 2019

Length of tenure as Director *(as at 30 July 2026)*
7 years and 3 months

Date of Last Re-election
29 August 2024

Academic / Professional Qualification / Membership(s)
- Masters, Business Administration specialising in Finance, University of Stirling, United Kingdom
- Bachelor of Science in Agribusiness, Universiti Putra Malaysia
- Accelerated Development Programme, London Business School, United Kingdom

Present Directorship(s) of Public and Listed Companies
- Independent Non-Executive Director, SD Guthrie Berhad
- Chairman, PROLINTAS Infra Business Trust

Present Appointment(s)
- Chairman, Projek Lintasan Kota Holdings Sdn. Bhd

Past Directorship(s)
- Chairman, Maybank Asset Management Group Berhad (non-listed) (2020-2022)
- Independent Non-Executive Director, Malayan Banking Berhad (2019-2022)
- Chairman, Chemical Company of Malaysia Berhad (2019-2020)
- Perusahaan Otomobil Kedua Sdn. Bhd. (2017-2021)
- Projek Lintasan Kota Holdings Sdn. Bhd. (2017-2019)
- NCB Holdings Berhad (2015-2016)
- Sime Darby Plantations Sdn. Bhd. (2014-2017)
- Goodyear (Malaysia) Berhad (2000-2005) & (2018-2019)
- SJM Flex (M) Sdn. Bhd. (2000-2017)
- KAF Investment Bank Berhad (1994-2010)
- Malaysia Technology Development Corp. Sdn. Bhd. (1995-2006)

Past Experience(s)
- Deputy President & Group Chief Operating Officer-Asset Management, Permodalan Nasional Berhad ("PNB") (2014-2018)
- Executive Director of Amanah Harta Tanah, PNB (2010-2015)
- Deputy President-PNB (Unit Trust) (2004-2014)
- Senior Vice President, Head of Investment Division, PNB (1988-2004)
- Investment Analyst, Corporate Research Department, PNB (1983-1988)

Membership of Board Committee(s)
Nil

Membership of Other Committee(s)
- Group Investment Committee

Dato' Roslan Bin Hamir

Group Managing Director / Non-Independent Executive Director

Malaysian | 59 | Male

Board meeting attended during the financial year **6/6**

Date of Appointment
11 October 2002
(He was appointed as Group Managing Director on 1 April 2009)

Length of tenure as Director *(as at 30 July 2026)*
23 years and 9 months

Date of Last Re-election
28 August 2025

Academic / Professional Qualification / Membership(s)
- Bachelor of Arts (Hons) in Accounting and Finance
- Graduate, Association of Chartered Certified Accountants (ACCA)

Present Directorship(s) of Public and Listed Companies
- Managing Director, Fima Corporation Berhad
- Independent Non-Executive Chairman, Riverview Rubber Estates Berhad
- Chairman, Narborough Plantations Plc (non-listed)
- Director, Fima Bulking Services Berhad (non-listed)

Past Experience(s)
- Senior Vice President, Corporate Services, Kumpulan Fima Berhad (1998-1999)
- Auditor, Messrs. Ernst & Young (1993-1998)

Membership of Board Committee(s)
Nil

Membership of Other Committee(s)
- Risk Steering Committee
- Group Sustainability Committee
- Group Investment Committee
- Executive Committee of the Plantation Division

Our Board of Directors

Datuk Anuar Bin Ahmad

Independent
Non-Executive Director

Board meeting attended during the financial year
6/6

Malaysian | 72 | Male

Date of Appointment
3 May 2019

Length of tenure as Director ***(as at 30 July 2026)***
7 years and 3 months

Date of Last Re-election
23 August 2022

Academic / Professional Qualification / Membership(s)
- Bachelor of Science (Econs), London School of Economics and Political Science, University of London, United Kingdom
- Advanced Management Program, Harvard Business School, United States of America

Present Directorship(s) of Public and Listed Companies
- Non-Executive Chairman, Ancom Nylex Berhad
- Chairman, Fima Bulking Services Berhad (non-listed)

Past Directorship(s)
- Non-Independent Non-Executive Chairman, Petronas Dagangan Berhad (2014-2026)
- Independent Non-Executive Chairman, Nylex (Malaysia) Berhad (2018-2025)
- Independent Non-Executive Director, ENRA Group Berhad (2015-2022)
- Independent Non-Executive Director, Chemical Company of Malaysia Berhad (2019-2021)
- Chairman, Petronas Gas Berhad (2010-2014)
- Chairman, Petronas Dagangan Berhad (2005-2010)
- Member of Petronas Management Committee and member of Petronas Board (2002-2014)

Past Experience(s)
- Managing Director/Chief Executive Officer, Petronas Dagangan Berhad (1998-2002)
- Joined Petronas and has held various senior managerial and leadership positions in marketing, trading, corporate planning and human resource management until his retirement, where his last position held was the Executive Vice President of Gas and Power Business (1977-2014)

Membership of Board Committee(s)
- Audit and Risk Committee (Chairman)
- Nomination and Remuneration Committee

Danny Hoe Kam Thong

Independent
Non-Executive Director

Board meeting attended during the financial year
6/6

Malaysian | 59 | Male

Date of Appointment
2 December 2021

Length of tenure as Director ***(as at 30 July 2026)***
4 years and 7 months

Date of Last Re-election
28 August 2025

Academic / Professional Qualification / Membership(s)
- Advanced Management Programme, INSEAD, France
- Member, Malaysian Institute of Accountants
- Member, Malaysian Institute of Certified Public Accountants

Present Directorship(s) of Public and Listed Companies
Nil

Past Directorship(s)
- Independent Non-Executive Director, Ho Hup Construction Company Berhad (2022-2025)
- Non-Independent Non-Executive Director, Microlink Solutions Berhad (April 2024-October 2024)
- Independent Non-Executive Director, Omesti Berhad (2022-2024)

Past Experience(s)
- Chief Executive Officer and Country Head, Intermil Un, Turkey (2018-2020)
- Senior Consultant for Malaysia National Grain Terminal Project, Tradewinds Plantation Berhad (March 2018-September 2018)
- Executive Director – ASEAN, Pilmico Foods Corporation (2015-2018)
- Chief Executive Officer and Country Head, Interflour Vietnam Ltd (2011-2014)
- Group Chief Financial Officer, Interflour Holdings Ltd (2002-2011)
- Financial Reporting/Planning Manager – Asia, Kellogg Asia Sdn. Bhd. (2001-2002)
- Ernst & Young (1987-2001). His last position with EY was Principal, Audit and Advisory Business Services

Membership of Board Committee(s)
- Nomination and Remuneration Committee (Chairman)
- Audit and Risk Committee

Membership of Other Committee(s)
- Risk Steering Committee
- Group Sustainability Committee
- Group Investment Committee

Our Board of Directors

Datin Rozilawati Binti Haji Basir

Non-Independent Non-Executive Director

Board meeting attended during the financial year **6/6**

Malaysian | 55 | Female

Date of Appointment
26 November 2009

Length of tenure as Director *(as at 30 July 2026)*
16 years and 8 months

Date of Last Re-election
29 August 2023

Academic / Professional Qualification / Membership(s)
- BA (Hons) Social Sciences majoring in Law, University of Hertfordshire, United Kingdom
- Masters in Business Administration in International Business, University of Bristol, United Kingdom

Present Directorship(s) of Public and Listed Companies
Nil

Present Appointment(s)
- Executive Chairman, RII Holdings Sdn. Bhd.

Past Directorship(s)
- Independent Non-Executive Director, Serba Dinamik Holdings Berhad (2019-2021)
- Chairman and Director, Nationwide Express Courier Services Berhad ("NECSB") (2010-2014)

Past Experience(s)
- Managing Director, Nationwide Express Holdings Berhad (2014-2018)
- Chief Executive Officer, NECSB (2003-2010)
- Executive Director, Business Development, NECSB (2000-2003)
- Corporate Services Executive, Kumpulan Fima Berhad (1996-1997)
- Research & Analyst Assistant, Capitalcorp Securities Malaysia Sdn. Bhd. (1994-1995)

Membership of Board Committee(s)
- Nomination and Remuneration Committee

Dato' Rosman Bin Abdullah

Non-Independent Non-Executive Director

Board meeting attended during the financial year **5/6**

Malaysian | 59 | Male

Date of Appointment
5 May 2004
(He was re-designated as Non-INED on 2 December 2021)

Length of tenure as Director *(as at 30 July 2026)*
22 years and 3 months

Date of Last Re-election
29 August 2024

Academic / Professional Qualification / Membership(s)
- Bachelor of Commerce (Accounting), Australian National University
- Advanced Management Programme, Oxford University
- Member, Malaysian Institute of Accountants
- Member, Australian Society of Certified Practising Accountants

Present Directorship(s) of Public and Listed Companies
- Group Managing Director, Putrajaya Perdana Berhad (non-listed)

Past Directorship(s)
- Independent Non-Executive Director, CLIQ Energy Berhad (2012-2015)
- Independent Non-Executive Director, Hume Industries Berhad (2006-2018)
- Independent Non-Executive Director, KUB Malaysia Berhad (2006-2011)
- Non-Independent Non-Executive Director, Cuscapi Berhad (2003-2013)

Past Experience(s)
- Executive Chairman, Putrajaya Perdana Berhad (2012-2015)
- Chief Executive Officer, Syarikat Air Negeri Sembilan Sdn. Bhd. (2009-2012)
- Group Chief Executive Officer, PECD Berhad (2006-2009)
- Corporate Affairs Director, PECD Berhad (2003-2006)
- Executive Director, Malaysia Airports Holdings Berhad (1997-2003)
- Auditor and Financial Advisor, Arthur Andersen & Co. (1989-1997)

Membership of Board Committee(s)
- Audit and Risk Committee

Our Board of Directors

Rozana Zeti Binti Basir

Non-Independent Non-Executive Director

Board meeting attended during the financial year **6/6**

Malaysian | 51 | Female

Date of Appointment
30 March 2004

Length of tenure as Director ***(as at 30 July 2026)***
22 years and 4 months

Date of Last Re-election
29 August 2023

Academic / Professional Qualification / Membership(s)
- Bachelor of Arts in Fashion Marketing, American College, London

Present Directorship(s) of Public and Listed Companies
Nil

Present Appointment(s)
- Director, BHR Enterprise Sdn. Bhd.
- Director, RZB Holdings Sdn. Bhd.

Past Experience(s)
- Corporate Services Executive, Kumpulan Fima Berhad (2000-2001)
- Visual Merchandising Executive, Metro Jaya Bhd (1998-2000)

Membership of Board Committee(s)
Nil

Declaration by the Board:

- *None of the Directors has been convicted of any offence other than traffic offences within the past five years and has not been imposed any penalty by the relevant regulatory bodies during the financial year 2026.*
- *Due to the nature of KFima's business, there are potential transactions with other entities within the KFima Group, in which situations of conflict of interest could arise. Save as disclosed below, none of the directors have any conflict of interest ("COI") or potential COI, including interest in any competing business with KFima and its subsidiaries:*
  (i) Dato' Roslan Bin Hamir is the Managing Director of Fima Corporation Berhad. He is also a director of various companies within KFima Group.
  (ii) Puan Rozana Zeti Binti Basir is a major shareholder of KFima.
- *None of the Directors has family relationship with any other Directors and/or major shareholders of the Company except for Puan Rozana Zeti Binti Basir ("Puan Rozana Zeti") and Datin Rozilawati Binti Haji Basir ("Datin Rozilawati"):*
  (i) Puan Rozana Zeti and Datin Rozilawati are siblings. Puan Rozana Zeti is the major shareholder of the Company.
  (ii) Puan Rozana Zeti and Datin Rozilawati are also sisters of Dr. Roshayati Binti Basir ("Dr. Roshayati"). Dr. Roshayati is the major shareholder of the Company.
  (iii) Dr. Roshayati, Puan Rozana Zeti and Datin Rozilawati are shareholders of BHR Enterprise Sdn. Bhd., the major shareholder of the Company.

Areas of Expertise

- Leadership
- Strategic Planning
- Accounting, Financial Literacy
- Governance, Risk Management & Compliance
- Economics and Commercial/Marketing
- Bulking & Logistic
- Corporate Finance & Investment Banking
- Legal & Regulatory
- Government Relationships
- Plantation & Agribusiness
- Sales & Marketing
- ESG
- Health & Safety

Management Team

Fadzil Bin Azaha

Chief Financial Officer / Company Secretary

Age 49

He joined the Group in January 2016 as General Manager, Group Finance & Treasury, overseeing both the compliance and commercial aspects of the Group's finance functions, including financial reporting, budgeting, and corporate matters. He was redesignated as Chief Financial Officer and appointed as Company Secretary on 1 October 2017. He also sits on the Board of several of the Group's subsidiaries and is responsible for overseeing the Group's Food division.

He is a Chartered Accountant and a member of the Malaysian Institute of Accountants ("MIA"). He is also a fellow member of the Certified Practising Accountants Australia ("CPA Australia"), with over 27 years of working experience in accounting, finance, treasury, auditing, and corporate advisory. He holds a Bachelor's degree in Accounting (Hons) from Universiti Utara Malaysia.

Jasmin Binti Hood

Senior General Manager, Group Secretarial & Legal / Company Secretary

Age 53

She joined KFima on 2 January 2008 and was appointed as Company Secretary in the same year. She is currently Company Secretary to KFima's Group subsidiaries including its listed subsidiary FimaCorp and for all Board Committees of KFima and FimaCorp. She is also a member of the Risk Steering Committee and Group Sustainability Committee.

She sits on the Board of several of the Group's subsidiaries. She holds an LLB (Hons) degree in Law from University of Southampton, United Kingdom and Certificate of Legal Practice from the Legal Profession Qualifying Board, Malaysia and has held positions in legal, corporate secretarial and compliance roles. She is also an affiliate of the Malaysian Institute of Chartered Secretaries and Administrators.

Ali Bin Khamis

Chief Executive Officer, Bulking Group

Age 57

He joined Fima Biodiesel Sdn. Bhd. in 2007 as Project and Manufacturing Manager during which time he supervised the construction, commissioning and operation of the biodiesel plant. He is currently the CEO of Bulking Group and is responsible for overseeing the overall business operations of the Bulking division. He sits on the Board of several of the Bulking Group's subsidiaries.

He has over 22 years of experience in manufacturing and engineering of palm oil and oleo-chemicals industries. He holds a Master of Business Administration from Universiti Tun Abdul Razak and a Diploma in Industrial Chemistry from Universiti Teknologi Mara. He is a registered Safety and Health Officer from Department of Occupational Safety and Health.

Muhammad Fadzlilah Bin Abdul Ra'far

Chief Financial Officer, Fima Corporation Berhad

Age 39

He joined the Company in September 2017 as Financial Controller and was promoted to Chief Financial Officer on 27 June 2022. He was subsequently appointed as Company Secretary on 1 July 2022. He sits on the Board of several of the Group's subsidiaries. He is also the Head of Plantation Division for the KFima Group.

Prior to joining the Company, he was an Audit & Assurance Manager in Messrs. Ernst & Young for 7 years.

He graduated with First-Class Honours from Universiti Teknologi Mara in Bachelor of Accountancy (Hons). He is also a member of Malaysian Institute of Accountants (MIA) and Association of Chartered Certified Accountants (ACCA).

Management Team

Irman Bin Abdul Shukor

Director, Strategy & Business Development

Age 51

He joined the Company in January 2018 as Director, Strategy & Business Development to oversee the overall Group strategy and business development initiatives. He presently sits on the Board of several of the Group's subsidiaries.

He holds a Master of Science in Investment & Finance from the University of Strathclyde, Scotland and a Bachelor of Accountancy (Hons) from the University of Stirling, United Kingdom.

He has held diverse positions in various organisations specialising in corporate banking, business development, mergers and acquisitions, corporate finance and advisory, and other financial and consultancy related works.

Ahmad Faisal Bin Hamdan

Chief Executive Officer, International Food Corporation Limited

Age 52

He joined International Food Corporation Limited ("IFC"), the Group's subsidiary in Papua New Guinea, as Finance Manager in 2002. He then returned to the Head Office to lead the Group Internal Audit Department in 2007, a position he held until 2015. In 2015, he returned to IFC as Chief Operating Officer and was subsequently promoted as IFC's Chief Executive Officer in 2019.

He holds a BA (Hons) Accounting & Finance from London South Bank University. He has 28 years of working experience in accounting, finance, audit as well as in the manufacturing and production sectors.

Mohamed Radzif Bin Md Sharif

General Manager, Sales, Percetakan Keselamatan Nasional Sdn. Bhd.

Age 54

He joined Percetakan Keselamatan Nasional Sdn. Bhd. in 2011 as Sales Manager to oversee sales/products development division. He was subsequently promoted as Senior Manager, Sales and then General Manager, Sales in 2021.

He has over 30 years of working experience in the areas business development and information technology, having held positions with various organisations in Malaysia and abroad. He holds a Bachelor in Commerce and Management from Lincoln University, New Zealand.

Additional Information on Management Team:

Except as otherwise stated in the individual Management Team's profile, none of the Management Team has:

- *any directorship in public companies and listed issuers;*
- *any family relationship with any Director and/or major shareholders of the Company;*
- *any conflict of interest ("COI") or potential COI with the Company;*
- *been convicted of any offences (excluding traffic offences) within the past 5 years; and*
- *been subjected to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.*

Corporate Governance Overview Statement

This Corporate Governance Overview Statement aims to offer stakeholders an insight into KFima's corporate governance practices during the reviewed financial year. It outlines the governance structures, key principles and oversight mechanisms that have guided the Board's responsibilities.

Overview

The Board is dedicated to upholding the highest standards of governance, ethics and integrity. Its oversight is in accordance with the Companies Act 2016, the Malaysian Code on Corporate Governance ("MCCG") issued by the Securities Commission Malaysia (SC) and Bursa Malaysia Securities Berhad ("Bursa") Main Market Listing Requirements ("Listing Requirements").

For the financial year under review, we complied substantially with the practices outlined in the MCCG.

This Corporate Governance Overview Statement complies with Paragraph 15.25 of the Bursa Listing Requirements and reflects the principles of the MCCG. The Board has approved this Statement, which should be read together with the Corporate Governance Report of the Company ("CG Report"), which is available on the Company's website at https://www.fima.com.my/agm.html.

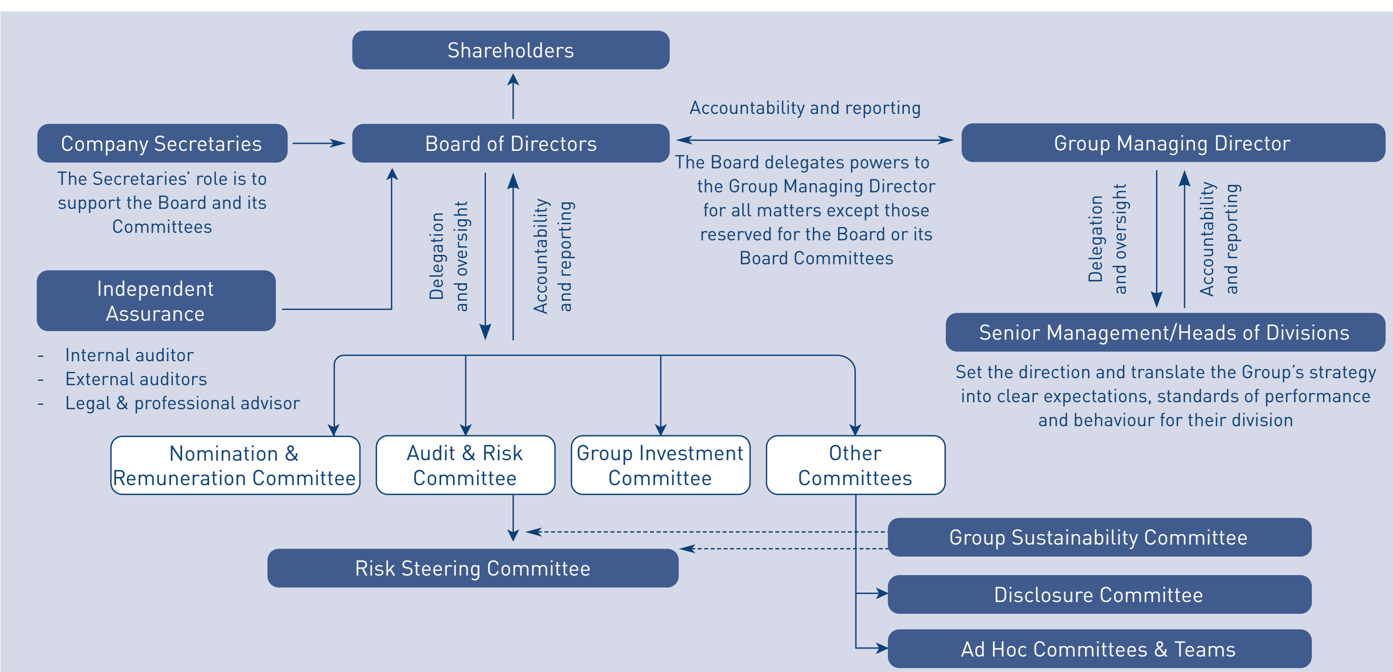
The Corporate Governance (CG) Framework

With guidance from the Board, the day-to-day responsibility for ensuring that the Group's businesses are managed appropriately, rests with management. A formal governance framework and reporting lines are in place between divisional level, the Group Managing Director ("Group MD"), Board Committees and the Board to ensure alignment with Group policies. The Board, however, holds ultimate decision-making responsibility.

The Board is responsible for making strategic decisions and other important matters, such as allocating capital resources and approving procurement capital expenditure, borrowings and investments. Pre-approved materiality levels may apply in certain cases.

The Board exercises control via the Group's CG framework, which includes:

- a governance structure, includes Board committees, divisional boards and management committees, each with approved Terms of Reference ("TOR") that are periodically reviewed;
- an approvals framework delegates authority to management;
- detailed reporting is provided to the Board and its committees; and
- a system of internal controls is maintained and monitored.



Corporate Governance Overview Statement

Policy Instruments	1	2	3	4	5
	Legislation	Company Constitution	Board Charter & Board Committee Terms of Reference	Group Policies	Standard Operating Procedures (SOPs)

Through this CG framework, we strive to ensure that our governance processes drive a strong culture of ethical behaviours, transparency and accountability. We go beyond mere compliance with law and regulations to align with their underlying spirit. This approach supports strategic decision-making that creates sustainable value by balancing short-term and long-term goals.

The following sections outline how the Group has applied the three principles under the MCCG:

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Leadership

The Board is accountable to the shareholders and wider stakeholders for the stewardship and overall performance of the Group. The Board's role is to promote the long-term sustainable success of the Company, generating value for shareholders and contributing positively to the wider society, within a framework of prudent and effective controls, which enables risk to be assessed and managed. In performing this duty, the Board works with the Group MD and the senior management team to steer the Group's strategic direction.

The Board has a schedule of matters reserved for its consideration and approval supported by a set of operating principles. When making decisions, individual Board members ensure they are well-informed, act independently, with awareness and insight, and manage conflicts of interest if any arise.

In order to avoid potential conflicts or biases, all Directors must disclose their interests, at appointment, at the beginning of every financial year and during the year as required. Any interests, their extent, and any possible conflicts that may arise are reviewed by the Board in accordance with the Bursa Listing Requirements and recorded to ensure the integrity of the Board.

Each of the Directors understands that they have an ongoing responsibility to identify and manage conflicts of interest, and to make the appropriate disclosures to the Board and the Company Secretaries, and refrain from any Board deliberation on the matter unless permitted by law. The Company has also put in place the following policies to promote ethical and responsible business practices within the organisation. Each of these policies is available on the Company's website.

II. Board Charter

The Board Charter outlines KFima Board's role, responsibilities, structure, composition and conduct, serving as a primary source of reference for the Board on the Group's governance practices. Matters requiring approvals from the Board and/or Committees are provided for in the Board Charter. The Board Charter is reviewed annually to ensure it remains relevant to the Company's objectives and strategies in alignment with current rules and regulations.

III. Code of Ethics

The Board adheres to the Directors' Code of Ethics, which is part of the Board Charter. The Board is dedicated to acting in the Company's best interests with integrity, objectivity, accountability, openness, honesty and leadership as core principles of corporate governance.

Corporate Governance Overview Statement

IV. Anti-Bribery Policy

The Company has a strict Anti-Bribery Policy that prohibits all forms of bribery and corruption. Directors, employees and representatives of the Company are not allowed to solicit, accept or offer bribes in any way related to the Company's business.

V. Whistle-Blowing Policy

Our Whistle-Blowing Policy is designed to promote transparency, integrity and accountability within the organisation. It provides a safe and confidential platform for employees, third parties and the public ("Whistleblowers") to report any illegal, unethical, or questionable practices without fear of retaliation.

The policy outlines clear procedures for reporting misconduct, including bribery, corruption, or other unethical behavior.

Whistleblowers can address their complaints to the Group MD or Chairman of the ARC. The ARC has oversight of incidents reported under the Whistle-Blowing Policy.

VI. Board Governance and Access to Information

The roles of the Chairman and the Group MD are separately held, and the division of their responsibilities is clearly established in the Board Charter. The Chairman is not a member of either the Audit and Risk Committee or the Nomination and Remuneration Committee.

The Board is chaired by Dato' Idris Bin Kechot, who is responsible for the leadership and operation of the Board, while the Group MD, Dato' Roslan Bin Hamir, is entrusted with the overall management of the Group's operations and the execution of its strategic plans within the authorities delegated by the Board. All divisional heads report directly to the Group MD.

The Board is supported by two qualified and competent Company Secretaries who provide sound governance advice, ensure compliance with rules and procedures and ensure that Board members receive appropriate and timely information including meeting materials and minutes. All Directors have access to the advice of the Company Secretaries, and the Company provides access, at its expense, to the services of independent professional advisers in order to assist the Directors in their roles.

Directors have full and unrestricted access to management and all relevant information in order to fulfill their duties, including additional details or clarifications as needed. This helps to foster an open and regular exchange of knowledge and experience. Directors also visit the locations of operating units and estates to enable them to gain more insight into the business and operational aspects of the Group.

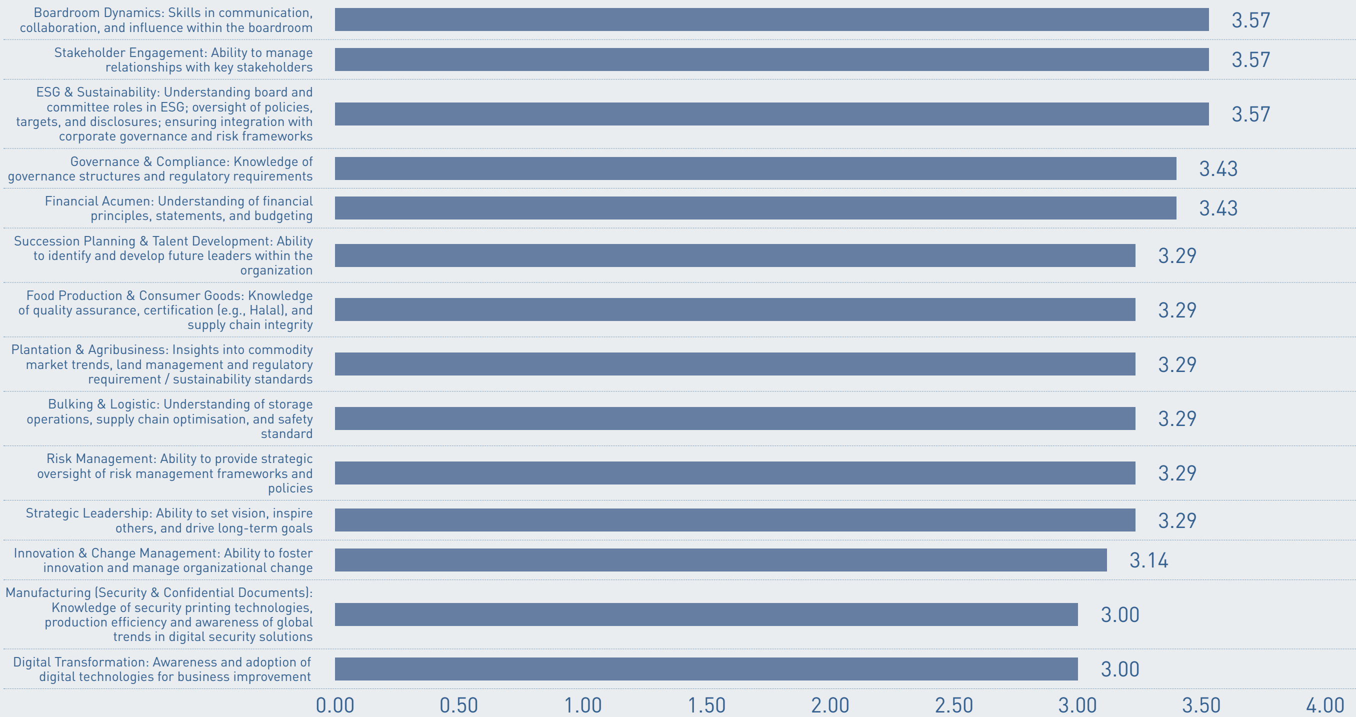
VII. Board Size, Composition and Diversity

As at Financial Year Ended 31 March 2026 ("FYE2026"), the Board comprised of 7 members, comprising of 3 Independent Non-Executive Directors, 1 Non-Independent Executive Director and 3 Non-Independent Non-Executive Directors. There has been no change to the Board composition since the last report.

Corporate Governance Overview Statement

EFFECTIVE LEADERSHIP

Board skills Matrix:



Our board's composition, diversity and tenure as at 30 July 2026

14% Non-Independent Executive Director

43% Non-Independent Non-Executive Directors

43% Independent Non-Executive Directors

Gender diversity

71% Men

Practice 5.9 of MCCG2021: 30% of women directors not reached

29% Women

Racial diversity

86% Malay

14% Chinese

BOARD TENURE

- The average tenure of our Independent Non-Executive Directors
  6 years 2 months

3 - 5 years

6 - 8 years

- The average age of our board members is **60.9** years

The Non-Executive Directors play a key role in providing a solid foundation for good corporate governance, and ensure that no individual or group dominates the Board's decision-making. Each Non-Executive Director brings unique skill sets and valuable external perspectives to the Board's deliberations through their diverse experience and insights from different industry sectors. This enables them to contribute significantly to Board decision-making by constructively challenging and holding to account the management against agreed upon performance objectives.

While no firm targets have been set for Board diversity, the Nomination and Remuneration Committee ("NRC") considers potential candidates based on merit against objective criteria, with due regard to gender, personal qualities, relevant skills and expertise when recommending any new appointments to the Board.

Details of the Directors, including their qualifications, experience, and tenure (as at the date of this report), are disclosed in the 'Our Board of Directors' section of this Annual Report and are also available on the Company's website.

Corporate Governance Overview Statement

VIII. Appointment Process for Nomination and Selection of New Directors

Appointments to the Board are formal and transparent. Proposals for appointment to the Board are reviewed for the suitability of the candidate primarily based on the fit and proper policy. They are recommended by the NRC and are considered by the Board as a whole, subject to the approval/ratification thereof by shareholders at the first subsequent general meeting or annual general meeting following their appointment.

Any new Board appointment is overseen by the NRC and in doing so, where necessary or appropriate, the NRC and Board may tap their networking contacts and/or engage external professional agencies to assist with identifying and shortlisting candidates.

In reviewing and assessing the candidates that are to be appointed to the Board, the NRC will consider factors such as boardroom diversity, fitness and propriety of the candidate, and whether there are any gaps in the Board composition based on the Board skills matrix, with the aim of closing these gaps (if any) and strengthening the Board composition in line with the Company's strategic direction. The demands of a candidate's other professional commitments are also assessed to ensure the candidate has sufficient time and capacity to effectively execute his/her duties. The NRC then meets the shortlisted potential candidates before recommending the most suitable candidate to the Board for appointment as director.

No new directors were appointed to the Board in FYE2026.

IX. Re-election of Directors

Article 102 of the Company's Constitution provides that 1/3 of the Directors of the Company for the time being, or if their number is not 3 or multiple of 3, then the number nearest to 1/3 shall retire by rotation at the Annual General Meeting of the Company ("AGM") provided always that all Directors, shall retire from office at least once in every 3 years, but shall be eligible for re-election at the AGM.

At the forthcoming 54th AGM of the Company, the following Directors who are to retire from the Board pursuant to Article 102 of the Constitution were rated favourably in the Board Effectiveness Evaluation ("BEE"):

- Datuk Anuar Bin Ahmad; and
- Rozana Zeti Binti Basir.

Based on the outcome of the BEE, all Directors continue to fulfil the Company's fitness and propriety criteria, and their ability to act in the best interest of the Company. Accordingly, therefore the Board is recommending that shareholders vote in favour of their re-election at the forthcoming 54th AGM.

The profiles of Directors seeking re-election are set out in 'Our Board of Directors' section of this Annual Report.

X. Board Independence

The NRC and the Board, upon their assessment, have concluded that the following Non-Executive Directors have maintained their independence: Dato' Idris Bin Kechot, Dato' Anuar Bin Ahmad and Encik Danny Hoe Kam Thong. The Board has considered the criteria established under Paragraph 1.01 of the Bursa Listing Requirements in assessing these Directors' independence.

The Board is satisfied that they are independent in character and judgement, with no relationships that will impair their objectivity. Further, as at the date of this Annual Report, none of our Independent Non-Executive Directors' tenure exceeds the cumulative term limit of 9 years.

The Board will continue to review the independence of the Company's Independent Directors from time to time to ensure that they continue to exercise independent and objective judgement, play their part effectively on the Board in the best interests of the Company and satisfy the independence criteria. In addition, each Director must immediately disclose to the Board if he/she is, or becomes aware of, any information, facts or circumstances that will or may affect his/her independence.

Corporate Governance Overview Statement

XI. Meetings and Time Commitment

The Board had 6 scheduled Board meetings in FYE2026. The annual Board and Board Committee meetings schedule for the ensuing financial year are prepared and shared with all Directors to enable the Directors to plan and accommodate their schedules accordingly. An annual outline agenda which provides an overview of the Board and/or Board Committee's focus areas at each of its meeting is also shared and circulated to the Board in advance.

The attendance of Directors at Board and Committee meetings held in FYE2026 is set out below:

	Board	Audit & Risk Committee	Nomination & Remuneration Committee	Group Sustainability Committee	Risk Steering Committee
Number held	6	5	3	3	2
Directors					
Dato' Idris Bin Kechot	6/6	N/A	N/A	N/A	N/A
Dato' Roslan Bin Hamir	6/6	N/A	N/A	3/3	2/2
Datuk Anuar Bin Ahmad	6/6	5/5	3/3	N/A	N/A
Dato' Rosman Bin Abdullah	5/6	5/5	N/A	N/A	N/A
Rozana Zeti Binti Basir	6/6	N/A	N/A	N/A	N/A
Datin Rozilawati Binti Haji Basir	6/6	N/A	3/3	N/A	N/A
Danny Hoe Kam Thong	6/6	5/5	3/3	3/3	2/2

Meetings are conducted according to a formal agenda, ensuring that the Board and/or Board Committees properly address and follow up on all substantive matters. Directors are allowed to add non-standard matters to the agenda at each Board meeting. Members of management are invited, when appropriate, to attend Board and/or Board Committee meetings to make presentations. Papers for the Board and Committee meetings are generally provided to directors at least 5 days prior to the meetings.

In addition to the Board meetings, the Board approved 3 transactions via circular resolutions in FYE2026.

XII. Discharging Board Responsibilities

Key focus areas and matters reviewed and deliberated by the Board in FYE2026 included:

Financial and Performance Management

- Group Performance Report – financial and operational performance against forecast and prior periods.
- quarterly financial results and performance as well as outlook for the year.
- the Directors' Report and Audited Financial Statements for the financial year ended 31 March 2025 ("FYE2025").
- the Group's solvency and financial position.
- major acquisitions, investments and capital investment.
- payment of interim dividend in FYE2025.
- recurrent related party transactions/related party transactions entered into by the Group and any potential or perceived conflicts of interest (COI).
- bank mandates and treasury-related matters.
- investment in Islamic cash management funds and USD Liquidity Funds.

Strategy

- considering and approving the Group's annual budget, business plans and key performance targets.
- receiving senior management presentations from Group business segments.
- progress updates of major acquisitions, investments and capital expenditure.

Corporate Governance Overview Statement

People

- FYE2025 annual increment and performance reward for the Group MD and Group employees.
- the succession planning of the Group's senior management and Group support functions.
- payment of ex-gratia to Group employees.
- receiving report (half-yearly) on succession planning of Group leadership.

Governance and Reporting

- draft statements for the FYE2025 Annual Report and Circular to the Shareholders.
- resolutions to be put to shareholders at the 53rd AGM held on 28 August 2025.
- re-appointment of Messrs. Ernst & Young PLT as the Company's auditors and for the same to be put forward for shareholders' approval at the 53rd AGM.
- participation in as well as review and discussion of recommendations from the internal Board evaluation.
- external and internal auditors' assessment based on the recommendation of the Audit and Risk Committee.
- updates on material litigation, industrial relation/ accidents cases and/or whistle-blowing complaints.
- disclosure on dealings by Directors/Principal Officers in the Company's securities.
- the Group's ERM Report & Risk Appetite Statements.
- annual review of Board Charter and Board Committees' TOR.
- updates on corporate governance and regulatory matters.
- received Minutes of Meeting of Board Committees.
- adoption of the Board annual outline agenda.

Sustainability

- half yearly review of the Group's sustainability performance.
- oversight of sustainability strategy and climate-related focus areas, supported by the Audit & Risk Committee ("ARC") and the Group Sustainability Committee ("GSC").

XIII. Board Committees

The Board has established 3 Board committees and supported by several other committees which have been established to assist in the discharge of the Board's oversight functions:

▶ Audit and Risk Committee

The primary objective of the ARC is to assist the Board in fulfilling its fiduciary and statutory duties in:

- overseeing financial reporting, internal control and risk management;
- evaluating the internal and external audit processes and outcomes;
- reviewing conflict of interest situations and related party transactions;
- reviewing anti-bribery and whistle-blowing; and
- providing oversight on the Risk Steering Committee and Group Sustainability Committee.

The summary of activities of the ARC during FYE2026 is set out in the Audit and Risk Committee Report of this Annual Report.

Corporate Governance Overview Statement

▶ Nomination and Remuneration Committee

The Nomination and Remuneration Committee ("NRC") comprises 3 members, all of whom are Non-Executive Directors with the majority of them being Independent Directors.

Chairman

- Danny Hoe Kam Thong
  Independent Non-Executive Director

Members

- Datuk Anuar Bin Ahmad
  Independent Non-Executive Director
- Datin Rozilawati Binti Haji Basir
  Non-Independent Non-Executive Director

The NRC ensures the Board composition meet the needs of the KFima Group and develops, maintains and reviews the criteria to be used in the recruitment process and annual assessment of the Board, Board Committees and individual Directors.

The NRC's remuneration function is to support the Board in maintaining, assessing and developing the policy framework on all elements of the remuneration for the Group MD and senior management including terms of employment, reward structure and benefits, and key performance indicators with the aim to attract, retain and motivate, as well as reviewing and administering the remuneration entitlements of the Non-Executive Directors of the Company and Directors of subsidiaries.

The TOR of the NRC is available on the Company's website.

FYE2026 key activities

During the FYE2026, 3 NRC meetings were held, with full attendance by the members, as described under Meetings and Time Commitment section of this Annual Report.

Among the key activities of the NRC during FYE2026 were as follows:

- reviewed the composition of the Board and its Committees;
- reviewed the performance evaluation of the Board, its committees and individual Directors, as well as the results of the annual fit and proper assessment of Directors, and made appropriate recommendations to the Board;
- reviewed the independence of the Independent Non-Executive Directors;
- reviewed the bonus pool and salary increment for the Group employees for FYE2025;
- reviewed the time commitment of Directors for performance of their responsibilities;
- reviewed the training of the Directors;
- reviewed and recommended the total rewards (variable bonus and salary increment) for the Group MD for FYE2025 and made the appropriate recommendations to the Board;
- reviewed and received updates on the succession plan for senior management; and
- oversee the LTIP framework and structure.

The NRC's performance for FYE2026 was evaluated as part of the overall Board Effectiveness Evaluation and the Board was satisfied that the NRC has discharged its duties responsibly and effectively in accordance with its TOR.

The shareholders had, at the EGM held on 29 August 2024 approved the establishment of Long-Term Incentive Plan comprising an employees' share option scheme and share grant scheme ("LTIP") for eligible participants.

The NRC has been entrusted with the responsibility to oversee and administer the LTIP in accordance with the provisions of the LTIP By-Laws. This includes, inter alia, determining the eligibility of participants, the level of grants, terms and conditions for the acceptance of offers, vesting criteria, performance conditions, and any other relevant terms as deemed appropriate by the NRC in its discretion. The ARC had pursuant to Paragraph 8.17(2) of the Bursa Listing Requirements and provisions in the LTIP By-laws verified that the allocation of LTIP is in compliance with the criteria of the scheme for FYE2026.

Corporate Governance Overview Statement

▶ Group Investment Committee

The Group Investment Committee ("GIC") was established in FYE2024 following recommendations from Board evaluation FYE2023. The GIC comprises directors from KFima as well as from our listed subsidiary, Fima Corporation Berhad ("FimaCorp"), with the majority of them being Independent Directors.

Chairman

- Dato' Idris Bin Kechot
  Independent Non-Executive Director

Members

- Danny Hoe Kam Thong
  Independent Non-Executive Director
- Dato' Roslan Bin Hamir
  Non-Independent Executive Director
- Datuk Bazlan Bin Osman
  Independent Non-Executive Director, FimaCorp
- Rezal Zain Bin Abdul Rashid
  Non-Independent Non-Executive Director, FimaCorp

The primary responsibility of the GIC is to review potential new business opportunities and investments proposed by Group management, providing initial in-principal support before any detailed negotiations and workstreams can commence.

▶ Risk Steering Committee

Risk Steering Committee ("RSC") is a sub-committee of the ARC. RSC is composed of Board representatives from KFima and Fima Corporation Berhad ("FimaCorp") and members of senior management. The RSC is chaired by a Non-Independent Non-Executive Director of FimaCorp.

Chairman

- Rezal Zain Bin Abdul Rashid
  Non-Independent Non-Executive Director, FimaCorp

Members

- Dato' Roslan Bin Hamir
  Non-Independent Executive Director
- Danny Hoe Kam Thong
  Independent Non-Executive Director
- Jasmin Binti Hood
  Management Representative
- Maslinda Binti Masseri
  Management Representative

RSC supports the ARC in the development and implementation of the Group's risk management and internal control framework, and reviewing and monitoring whistle-blowing, bribery and corruption as well as ESG matters. RSC is supported by the Risk Management Unit ("RMU") which is made up of executives/ management of the respective business units. The RMU is responsible for managing, mitigating and monitoring strategic and operational risks at company/divisional level.

▶ Group Sustainability Committee

The Group Sustainability Committee ("GSC") was established in 2017. GSC consists of representatives from the Boards of KFima and FimaCorp and members of senior management. The GSC is chaired by a Non-Independent Non-Executive Director of FimaCorp.

Chairman

- Rezal Zain Bin Abdul Rashid
  Non-Independent Non-Executive Director, FimaCorp

Members

- Dato' Roslan Bin Hamir
  Non-Independent Executive Director
- Danny Hoe Kam Thong
  Independent Non-Executive Director
- Jasmin Binti Hood
  Management Representative
- Mohamad Shahrul Bin Khalil
  Management Representative

The GSC reports to the ARC. GSC oversees how the Group's sustainability programs support business goals and aspirations, and to monitor the progress thereof. They also provide oversight and input to management on the Group's policies, strategies and programs related to ESG matters and corporate responsibility. The GSC's Terms of Reference can be found on the Company's website.

Corporate Governance Overview Statement

Other Committees

The Board is also supported by various committees which have been established to assist in the discharge of the Board's oversight functions. The committees are:

- Disclosure Committee
- Ad Hoc Committees and Teams

The roles and responsibilities of these Committees are disclosed in the Company's CG Report for the FYE2026.

Each Committee has its own TOR which clearly sets out its remit and decision-making powers. The TOR of each Board Committee is also reviewed annually. Amendments are made (where necessary) to ensure that the TORs of the respective Committees are updated with the latest best practices, processes and/or procedures prescribed or recommended by the regulators and are of market standard. The TORs of these Committees are available on the Company's website.

A Plantation Executive Committee ("EXCO"), chaired by Encik Rezal Zain Bin Abdul Rashid, Non-Independent Non-Executive Director of FimaCorp was established in 2024. The EXCO serves as a platform for focused deliberation on estate performance and strategic initiatives. In addition, Heads of Divisions ("HOD") meetings, chaired by the Group MD are held monthly to deliberate on the Group's financial performance, business development, operational and corporate issues. Minutes of the HOD meetings are tabled to the Board on a quarterly basis, and the Group MD provides updates to the Board of any significant matters that require the Board's immediate attention.

XIV. Board Commitment to Sustainability

The Board has ultimate oversight of ESG matters, but has delegated responsibility for certain matters to the Audit and Risk Committee and the Group Sustainability Committee. A comprehensive overview of the Group's sustainability framework, initiatives and progress in FYE2026 is addressed in the Sustainability section of this Annual Report.

XV. Board Performance

A BEE is conducted annually to assess the performance of the Board as a whole, its committees and individual Directors, to enhance the effectiveness of the Board and its members, thereby supporting the performance of the Group.

The NRC oversees the evaluation process, identifies issues and makes appropriate recommendations to the Board. Usually every 3 years, the Board engages an external consultant to conduct an independent assessment of its effectiveness and structure, including that of Board Committees. In the intervening years, the performance evaluation process is internally facilitated by the Company Secretaries through a structured questionnaire-based assessment. In FYE2026, an external consultant was hired to assist in the assessing of the effectiveness of the Board as a whole.

The Board has engaged the services of an external consultant, Boardroom Corporate Services Sdn. Bhd. ("Boardroom") to facilitate the FYE2026 BEE of the Board, Board Committees and individual Directors' performance. Areas covered by the BEE include, inter-alia, the following:

Corporate Governance Overview Statement

Board

- Composition & quality of the Board
- Leadership & effectiveness of Board Chairman
- Board strategy, oversight & decision-making
- Board culture & dynamics
- Board meeting processes & information quality
- Sustainability, ESG & long-term value creation
- Management interaction
- Stakeholder engagement & corporate reputation
- Ethics, integrity & compliance
- Succession, planning & talent oversight
- Risk management, internal control & assurance
- Technology, innovation & digital governance
- Board remuneration

NRC

- Composition, leadership & expertise of the NRC
- Board composition, nomination & succession planning
- Board & senior management performance evaluation
- Remuneration governance
- Succession planning & talent oversight
- Committee processes & effectiveness
- Overall effectiveness of NRC

ARC

- Composition, leadership & expertise of the ARC
- Financial reporting oversight
- External audit oversight
- Internal audit oversight
- Risk management & internal controls
- Compliance, ethics & anti-bribery
- Sustainability & emerging risk oversight
- Committee processes & effectiveness
- Overall effectiveness of ARC

Evaluation Process

One-to-one interviews with the Group MD, Chairman of the Board and Chairman of ARC and NRC

Completion of questionnaires on the effectiveness of the Board, Board Committees and individual Directors

Results collated, reported and evaluated

Report was discussed at the NRC and Board meetings

Areas for improvements are recommended to the Board

ACTION

The overall BEE results indicates that KFima's Board and Board Committee assessment continue to demonstrate a strong level of effectiveness, with a majority of assessment categories rated within the "Strong" range (3.5 – 4.0 or > 90%). The assessment reflects a Board with strong governance discipline, constructive Boardroom culture, effective leadership, sound ethical oversight and effective engagement with Management.

The strongest assessment areas were:
- Ethics, Integrity & Compliance;
- Board Culture & Dynamics;
- Management Interaction;
- Leadership & Effectiveness of the Board Chairman; and
- Risk Management, Internal Control & Assurance.

The results demonstrate that the Board operates within a strong governance culture characterised by openness and professionalism, constructive challenge, independent judgement, high ethical standards and effective oversight of Management and control functions.

Corporate Governance Overview Statement

XVI. Directors Training

The Directors are mindful of the need for continuous training to keep abreast of new developments in the marketplace and regulatory environment, to meet the Directors' respective needs in discharging their duties as directors. In this regard, the Company Secretaries provide assistance in Directors' training and development including the induction programme for newly appointed Directors.

During FYE2026, all Board members attended various training programmes and workshops on issues relevant to the Group, among others on ESG, corporate governance, economic indicators and Artificial Intelligence (AI). In total, Board members collectively attended 207 hours of training in FYE2026. The trainings attended by Board members in FYE2026 were recorded and presented to the Board on a half-yearly basis.

A list of training sessions attended by each Director during FYE2026 can be found in Section 1.1 of the CG Report.

XVII. Induction Programme

An induction programme is conducted to ease new Directors into their role and to provide the necessary information to assist them in understanding the Group's business strategies and operations. The new Directors will also be provided with a Director's Kit containing the Company's Constitution, Board Charter and Board Committees' TOR, Group policies and other relevant key information. There was no new director appointed during FYE2026.

XVIII. Remuneration

The Board has established guidelines for the NRC and the Board to determine the level of remuneration for Executive and Non-Executive Directors. The guidelines outlined in the TOR of the NRC are available on the Company's website.

The Board believes that the existing remuneration structure is appropriate for the requirements of the Company, taking into account factors such as effort and time spent as well as responsibilities of the Directors. Directors' fees are based on a standard fixed fee while meeting allowances are paid based on attendance at Board and/or Committee meetings.

The Company will be requesting shareholders' approval for the payment of Non-Executive Directors' fees and benefits-in-kind for the ensuing financial year and the period commencing from the conclusion of the forthcoming AGM until the conclusion of the next AGM of the Company in year 2027, respectively.

Corporate Governance Overview Statement

The aggregate amount of remuneration paid to the Directors for FYE2026 is set out below:

	Executive Director	Non-Executive Directors					
	Dato' Roslan Bin Hamir	Dato' Idris Bin Kechot	Datuk Anuar Bin Ahmad	Rozana Zeti Binti Basir	Dato' Rosman Bin Abdullah	Datin Rozilawati Binti Haji Basir	Danny Hoe Kam Thong
Company	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**
Directors' Fees	-	90,000	75,000	60,000	70,000	60,000	70,000
Meeting allowance	-	14,000	30,000	14,000	20,000	20,000	40,000
Salaries	916,188	-	-	-	-	-	-
Bonus	837,601	-	-	-	-	-	-
Benefits-in-kind	-	31,888	41,301	44,000	46,280	8,569	43,760
Others	334,620	-	-	-	-	-	-
TOTAL	**2,088,409**	**135,888**	**146,301**	**118,000**	**136,280**	**88,569**	**153,760**
Subsidiaries	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**
Directors' Fees	-	-	18,000	-	-	-	-
Meeting allowance	-	-	2,000	-	-	-	-
Salaries	610,764	-	-	-	-	-	-
Bonus	558,401	-	-	-	-	-	-
Benefits-in-kind	61,216	-	-	-	-	-	-
Others	224,945	-	-	-	-	-	-
TOTAL	**1,455,326**	**-**	**20,000**	**-**	**-**	**-**	**-**

The Company had on 29 August 2024 proposed an establishment of a long-term incentive plan comprising of an employees' share option scheme (ESOS) and an employees' share grant scheme of up to 10% of the total number of issued shares of KFima, excluding treasury shares, if any, (collectively referred to as the "LTIP").

The allocation of ESOS options to each of the Directors was approved by shareholders through separate resolutions at the Extraordinary General Meeting. Moreover, the exercise of ESOS options by Non-Executive Directors remains subject to ongoing compliance with the relevant provisions of the LTIP By-Laws and Bursa Listing Requirements. Specifically, the Bursa Listing Requirements stipulates that a Non-Executive Director must not sell, transfer, or assign any KFima shares acquired through the exercise of ESOS options within one (1) year from the date of such award.

There was no new allocation of ESOS options to Directors during the financial year. Please refer to Additional Disclosure at pages 175 to 179 of this Annual Report for the details of ESOS options exercised.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit and Risk Committee

The ARC of the Company comprises 3 non-executive directors, with the majority of them independent. The ARC is chaired by an Independent Non-Executive Director, Datuk Anuar Bin Ahmad. None of the ARC members were former audit partners or directors of the Company's existing auditing firm.

In the annual assessment on the suitability, objectivity and independence of the external auditors, the ARC is guided by the factors as prescribed under Paragraph 15.21 of the Bursa Listing Requirements. Please refer to ARC Report at pages 157 to 160 of this Annual Report for further information on the Committee.

Corporate Governance Overview Statement

Risk Management and Internal Control Framework

The Board acknowledges the significance of risk oversight, management and internal control for sound corporate governance. It is dedicated to integrating risk management practices to facilitate the attainment of business goals and meet corporate governance requirements.

The Board oversees and reviews the Group's risk management and internal control framework to ensure the implementation of suitable processes and procedures. The ARC supports the Board in fulfilling this responsibility.

In accordance with its TOR, the ARC's primary responsibilities is to assist the Board in monitoring the Group's management of its financial risk processes, accounting and financial reporting practices, as well as the activities of the Group's external auditors. The ARC is also to ensure the effectiveness of the Group's risk management standards and internal controls as well as oversee sustainability reports, related party transactions and conflicts of interest situations.

The ARC's performance for FYE2026 was evaluated as part of the overall BEE. The Board is satisfied that the ARC has discharged its duties responsibly and effectively in accordance with its TOR.

Information about the ARC, including its work in FYE2026 are set out in the ARC Report. To identify, monitor and manage risk effectively, KFima has established a structured procedure. It conducts periodic reviews of the risk management and internal control systems, assessing the effectiveness of material controls across financial, operational and compliance areas. This includes the implementation and oversight of risk mitigation measures for material risks.

For specific risk information, please refer to the Statement on Risk Management and Internal Control ("SORMIC") section of this Annual Report.

Recurrent Related Party Transactions

The ARC reviewed the recurrent related party transactions ("RRPTs") of a revenue or trading nature on a quarterly basis at its meetings held on 29 May 2025, 26 August 2025, 27 November 2025 and 26 February 2026. At each meeting, Group Internal Audit confirmed that all RRPTs had been entered into in accordance with the terms and conditions of the shareholders' mandate for RRPTs.

On 29 June 2026, the ARC reviewed the circular to shareholders in relation to the proposed renewal of shareholders' mandate for RRPTs of a revenue or trading nature, to be tabled and presented at the forthcoming 54th AGM, and subsequently recommended the circular to the Board for approval. ARC was satisfied that adequate monitoring processes and procedures were in place to ensure that all RRPTs were undertaken on normal commercial terms, on an arm's length basis and not more favourable to related parties than those generally available to the public and that such transactions were in the best interests of shareholders.

Conflict of Interest

In line with Bursa Malaysia's enhanced conflict of interest ("COI") disclosure requirements, the ARC reviewed, on half-yearly basis, COI situations that have arisen or may potentially arise during the financial year, including any persisting COI matters carried forward from prior years. Where a COI situation is identified, its nature and extent are documented and tabled to the ARC for review. The ARC's deliberations and decisions on the relevant matter are recorded accordingly.

To manage potential conflicts of interest, the interested director will abstain from participating in the deliberation and Board decision on any transaction, agreement or arrangement in which the director has a direct or indirect material interest.

Directors are also required to promptly update their declarations of interest whenever there is a change in their directorships, shareholdings or other interests that may give rise to a conflict. This enables the Group's records of related parties to remain current.

Corporate Governance Overview Statement

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Communication with Stakeholders

The Company seeks to ensure that the internal and external communications of the Company with its shareholders and various stakeholders are transparent, accurate and timely. The Company has in place a Corporate Disclosure Policy which defines how and when information should be given and by whom it is given.

It also defines the accuracy and comprehensiveness of the information in order to fulfil the relevant regulatory requirements. The Company's Corporate Disclosure Policy is available on the Company's website.

Shareholders and other stakeholders are informed of all material matters affecting the Company through Bursa announcements. All market announcements are available on the Company's website as soon as practicable after they have been released to the market.

I. Website

The Company's website www.fima.com.my forms part of the Company's communication medium with shareholders and the wider investment community. It provides a brief description of the Group's history, current operations and strategy, as well as an archive of news and historical financial information on the Group.

II. General meetings

The Board views the Company's general meetings as an avenue for shareholders to exchange views and engage in active and meaningful dialogue with the Board. The Company's 53rd AGM was held on 28 August 2025 and all Directors in office on the meeting date, including the Chair of Board Committees, attended the meeting along with key senior management and the external auditors.

The 53rd AGM was attended by 357 shareholders and proxies. The Notice of the meeting was issued to shareholders on 31 July 2025 and published in a local newspaper and on the Company's website. Shareholders were encouraged to participate and asked questions during the AGM. All the questions raised by the Minority Shareholders Watch Group ("MSWG") and shareholders, as well as the Group's responses, were shared with the shareholders. Subsequently, the 53rd AGM minutes were also published for public viewing in the Company's website.

This Corporate Governance Overview Statement was approved by the Board of Directors on 29 June 2026.

Audit and Risk Committee Report

The Audit and Risk Committee ("ARC") was established to assist the Board in fulfilling its oversight responsibilities with respect to the Group's accounting, financial reporting, internal control and risk management processes. Additionally, the ARC is responsible for evaluating the Company's practices and policies on corporate responsibility and sustainability, ensuring alignment with the Group's broader strategic objectives and stakeholder expectations.

Composition

The ARC is chaired by an Independent Non-Executive Director and comprises of 3 members, with the majority of whom are Independent Directors. The composition of the ARC fulfilled the requirements of paragraph 15.09 of the Bursa Listing Requirements. The members of the ARC as at the date of this Report are:

Members	Designation/Membership
Datuk Anuar Bin Ahmad *(Chairman)*	Independent Non-Executive Director
Danny Hoe Kam Thong *(Member)*	Independent Non-Executive Director • *Member, Malaysian Institute of Accountants* • *Member, Malaysian Institute of Certified Public Accountants*
Dato' Rosman Bin Abdullah *(Member)*	Non-Independent Non-Executive Director • *Member, Malaysian Institute of Accountants* • *Member, Australian Society of Certified Practising Accountants*

The ARC does not comprise former partners or directors of the Company's existing auditing firm. Each member of the ARC possesses an appropriate mix of extensive financial and commercial experience, combined with an understanding of the Group's business.

Roles and Responsibilities

In performing its duties and discharging its responsibilities, the ARC is guided by its own Terms of Reference ("ARC TOR"). The ARC TOR is reviewed annually taking into account relevant regulatory changes and recommended best practices. The ARC TOR is available on the Company's website at www.fima.com.my under 'Investors' section.

The ARC's key roles and focus areas include:

- assessing the risks and control environment;
- overseeing financial reporting;
- evaluating the internal and external audit processes and outcomes;
- reviewing conflict of interest situations and related party transactions; and
- providing oversight on the Risk Steering Committee and Group Sustainability Committee.

Meetings

The ARC's meetings are generally scheduled in line with the Group's financial reporting calendar. During the financial year ended 31 March 2026, the ARC met 5 times with all members in attendance at all meetings.

Members	Number of meetings attended
Datuk Anuar Bin Ahmad	5/5
Danny Hoe Kam Thong	5/5
Dato' Rosman Bin Abdullah	5/5

An annual outline agenda which provides an overview of the ARC's focus areas at each of its meetings is also circulated to the ARC members annually in advance.

Audit and Risk Committee Report

Quarterly

- Unaudited quarterly financial results and announcement.
- Group Performance Report.
- ARC minutes of meetings and matters arising.
- Risk Steering Committee minutes of meetings.
- Group Internal Audit Report.
- Sustainability Report.

Half-yearly

- Private sessions with the external auditors.
- Private sessions with Group Internal Audit.
- Annual Internal Audit Plan.
- Enterprise Risk Management.
- Review of Conflict of Interest.

Annually

- External audit plan.
- External audit results/status.
- Risk Appetite Statement.
- Audited financial statements.
- Assessment of internal and external auditors.
- ARC Report, Statement on Risk Management and Internal Control and Circular to Shareholders.
- Appointment/re-appointment of external auditors.
- ARC and Risk Steering Committee's Terms of Reference.
- Verification of Long-Term Incentive Plan allocation.

The Group Managing Director ("Group MD"), Chief Financial Officer and Head of Group Internal Audit ("GIA") and/or relevant members of the management will attend the meetings upon invitation by the ARC to facilitate deliberations and provide insights on the Group's performance and financial results, reports on the activities of the internal audit, risk management and internal controls, related party transactions, material litigation and whistleblowing as well as other matters within the ARC's TOR. The external auditors are likewise invited to present their audit plan, key audit findings/matters and other matters of relevance.

The ARC conducts private sessions with both the external auditors and GIA at least once annually, without the presence of management. In FYE2026, the ARC held such sessions with the external auditors on 30 June 2025 and 27 November 2025, and with GIA on 29 May 2026 and 26 August 2025.

The Group MD, Dato' Roslan Bin Hamir who is also a member of Risk Steering Committee and Group Sustainability Committee, provides periodic updates to the ARC on the key activities and deliberations of these committees, thereby facilitating effective coordination and communication between the ARC, Board and the sub-committees.

The Company Secretaries act as the secretaries of the Committee, who is in attendance at all meetings and records the proceedings of the meetings. The ARC has access to any form of independent professional advice and the services of the Company Secretaries as and when required. All ARC meeting minutes, including meeting papers, on matters deliberated by the ARC in the discharge of its functions are properly documented. Minutes of each meeting are also distributed to all ARC members and presented to the members of the Board at the Board meeting for noting.

The ARC keeps the Board informed of its activities and recommendations, and the Chairman of the ARC provides an update to the Board after every ARC meeting. When presenting any recommendations to the Board, the ARC will provide such background and supporting information as may be necessary for the Board to make an informed decision.

During FYE2026, the ARC members attended various training programmes to keep them abreast of new developments pertaining to legislation, regulations, current commercial issues and risks in order to effectively discharge their duties. Details of the training programmes attended by ARC members are set out in the Corporate Governance Report.

The particulars in relation to the audit and non-audit fees incurred by the Company and its subsidiaries in FYE2026 are as follows:

	Audit Fees (RM'000)		Non-Audit Fees (RM'000)	
	2026	**2025**	**2026**	**2025**
Company	155	152	22	36
Subsidiaries	973	949	68	77
TOTAL	**1,128**	**1,101**	**90**	**113**

Audit and Risk Committee Report

Summary of Activities of the ARC in FYE2026

Governance roles and responsibilities fulfilled and outcomes	Summary of activities
	FINANCIAL REPORTING
	• Recommended for Board approval the Directors' Report and Audited Financial Statements for FYE2025. • Reviewed the solvency and liquidity status of the Group and Company. • Reviewed trade receivables and any impairments made. • Reviewed the quarterly financial results for announcement to Bursa Malaysia before recommending for the Board's approval. • Reviewed the recurrent related party transactions/related party transactions including amount due and owing by the related party.
	RISK MANAGEMENT AND MATERIAL LITIGATION
	• Considered the Group's Enterprise Risk Management Report biannually with particular attention on the Group's top key risks, risk parameters and the mitigating measures. • Identification of new and emerging risks. • Received updates on material litigation and industrial relation/accidents cases and whistleblowing complaints received through the whistleblowing channels.
	INTERNAL AUDIT
	• Considered GIA's Audit Plan for financial year 2027 including GIA key result areas/ performance measures, budget and adequacy of resources and competencies of GIA's staff to execute the audit plan. • Reviewed GIA reports including investigations and special assignments, main observations made by GIA, and the management's responses. • Monitored the implementation of the corrective action made by management. • Private sessions with GIA without management presence to discuss key issues within their audit of interest. • Annual assessment of the effectiveness of GIA's performance. • Adopted a new internal audit rating methodology.
	EXTERNAL AUDIT
	• Considered Messrs. Ernst & Young PLT's ("EY PLT") Audit Plan which outlined the audit strategy and approach for FYE2026. • Considered EY PLT's fees and non-audit services before recommending to the Board for approval. • Reviewed significant audit and accounting issues that arose during the course of the audit and their resolution. • Reviewed key audit matters, which involved estimation and material judgement regarding the assumptions taken and the estimates made, accounting policies and audit judgements. • Considered recommendations made by EY PLT in their management letters and the adequacy of management's responses. • Annual assessment of EY PLT's performance including independence, objectivity and professionalism. • Recommended for Board approval the EY PLT's re-appointment as the Company's auditors and for the same to be put for shareholders' approval at the 53rd AGM. • Private sessions with EY PLT to discuss any issues of concern. • Considered EY PLT's 2024 Transparency Report.

Audit and Risk Committee Report

Governance roles and responsibilities fulfilled and outcomes	Summary of activities
	SUSTAINABILITY
	• Reviewed and evaluated divisional and consolidated ESG/sustainability performance reports on a quarterly basis to monitor progress against established goals. • Assessed the effectiveness of sustainability-related risk management processes, including climate-related events and regulatory compliance. • Oversaw the integration of ESG considerations into corporate strategy and investment decisions, ensuring alignment with stakeholder expectations and long-term value creation.
	COMPLIANCE, GOVERNANCE AND OTHER MATTERS
	• Company's compliance with the Bursa Listing Requirements, Malaysian Accounting Standards Board and other relevant legal and regulatory requirements regarding the quarterly and year-end financial statements. • Annual review of the Terms of Reference of ARC. • Reviewed the Audit and Risk Committee Report together with the Statement on Risk Management and Internal Control, prior to submission to the Board for approval. • Recommended for Board approval the Circular to Shareholders in relation to the proposed shareholders' mandate for new and recurrent RPT and proposed shares buy-back. • Reviewed the Conflict of Interest ("COI") situations (actual or potential) within the Group, excluding related party transactions.

LEGEND

Governance roles and responsibilities

- Approves policy and planning
- Oversees and monitors
- Ensures accountability

Outcomes

- Ethical Culture
- Effective Control

Evaluation of the Audit and Risk Committee

For the FYE2026, the annual assessment and evaluation of the performance of the ARC was conducted by an external consultant, and an overview of the evaluation process and questionnaires can be found under Corporate Governance Overview Statement section of this Annual Report.

Based on the results of the exercise, the Board was satisfied that the ARC has discharged its duties responsibly and effectively in accordance with the ARC TOR.

Relationship with External Auditors

The ARC is provided with reports, reviews, information and advice throughout the year, as set out in the terms of engagement of EY PLT. The performance of EY PLT is formally assessed by the ARC on an annual basis. The ARC is satisfied that the EY PLT is effective and has provided appropriate independent challenge to the Company's management.

EY PLT has declared and confirmed that it is, and has been, independent throughout the conduct of the audit engagement for FYE2026, in line with all relevant professional and regulatory requirements. EY PLT is also not aware of any relationships or other factors that may reasonably be thought to bear on their independence.

Statement on Risk Management and Internal Control

This Statement on Risk Management and Internal Control is made in compliance with Paragraph 15.26(b) of the Bursa Listing Requirements and as guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers. The following statement outlines the nature and scope of risk management and internal controls within Kumpulan Fima Berhad ("KFima") Group during the financial year ended 31 March 2026.

Accountability of the Board

The Board is responsible for establishing and maintaining a sound risk management and internal control framework with the objective of safeguarding the shareholders' interest and the Group's assets.

The Board is supported by the Audit and Risk Committee ("ARC") in fulfilling its responsibility of overseeing the Group's risk management and internal control systems. The ARC, with the support of the Risk Steering Committee ("RSC"), oversees the Group's risk management framework and ensures that appropriate measures are implemented by management to provide the desired level of assurance to the Board. Group Internal Audit ("GIA") assists the ARC by providing assurance on the adequacy and effectiveness of the risk management and internal control systems. This structure ensures a robust system of checks and balances to mitigate risks and safeguard the interests of stakeholders.

The Board retains ultimate responsibility for the governance of risk management and internal control, and all the actions of the ARC and RSC with regard to the execution of the delegated oversight responsibilities.

► Audit and Risk Committee

The ARC shall carry out the following duties in regard to the Group's risk management and internal control:

- oversee, agree and recommend for Board approval a risk management framework consistent with the agreed Company's risk appetite and profile parameters.
- oversee the establishment of processes and procedures for the monitoring and evaluation of the Company's risk management and internal control systems.
- assess the adequacy and effectiveness of the Group's financial and non-financial internal control and risk management activities in relation to the organisation's risk appetite.
- receive and discuss periodic enterprise risk management reports or any other matters which the RSC refers to the ARC.

► Audit and Risk Committee (cont'd.)

- consider major investigation findings on risk management, whistleblowing and/or internal control matters as delegated by the Board or on its own initiative and management's response to these findings.

► Risk Steering Committee

The RSC assist the ARC in fulfilling its responsibilities for review and oversight of the Group's risk management and internal control framework:

- oversee the enterprise risk management and internal control framework and policies and annual risk management plan of KFima and its subsidiaries. In doing this, the RSC is to identify the Group's level of risk tolerance and to actively identify, assess and monitor key business risks of the Group including risk treatment/mitigation action plans for the business unit and control of key business risks.
- review and discuss with management and to consult with the ARC, as applicable, regarding the Group's risk governance structure, risk assessment and ERM practices and guidelines, policies and processes.
- deliver reports on risk management and risk assessment to the ARC or to the Board.
- review and discuss with divisions the identified risks, risk strategies and related monitoring activities.
- review and discuss with management the Group's sustainability and safety programs and implementation thereof.
- report to the ARC on risk topics as deemed appropriate by the RSC from time to time.
- report on the Group's safety, environmental, social and governance responsibility.

The roles and responsibilities of the ARC and RSC are set out in their written Terms of Reference which are accessible on the Company's website.

Internal Control

The key processes that the Board has established in reviewing the adequacy and integrity of the system of internal control and risk management include the following:

- **operational and follow-up audits** are conducted throughout the financial year based on the approved annual audit plan to provide reasonable assurance that the systems of internal controls and its framework and the governance processes put

Statement on Risk Management and Internal Control

in place by management, continue to operate satisfactorily, and effectively add value to and improve the Group's business operations.

- **Heads of Divisions' ("HOD") meetings,** which are chaired by the Group MD, are held on a monthly basis to deliberate on the Group's financial performance and internal audit reports, as well as business development, legal/litigation, operational and corporate issues. Minutes of the HOD meetings are tabled to the Board every quarter and the Group Managing Director ("Group MD") will update the Board on any significant matters that require the Board's immediate attention.

- the **Group MD actively participates** and is involved in the day-to-day running of the major businesses and regular discussions with the senior management.

- there is a **budgeting and forecasting system**. Each line of business submits a business plan annually for approval by the Board. The results of the lines of businesses are reported monthly and variances are analysed against budget and acted on in a timely manner. The Group's strategic directions are also reviewed annually taking into account changes in market conditions and significant business risks.

- the periodic review of **procurement limits of authority, investment and other standard operating procedures** to ensure a robust framework of authority and accountability. This process streamlines decision-making within the organisation, promoting well-informed and timely corporate decision-making at the appropriate levels in the organisation's hierarchy.

- the **compliance function**, consisting of the ARC and internal audit function, supports the Board to oversee the management of risks and maintain a robust control environment. The ARC reviews GIA's reports and conducts annual assessments on the adequacy of GIA's scope of work.

- an **escalation policy** setting out the pathways to be followed when dealing with incidents, allegations and/or discoveries, which have resulted or are likely to result in risk of harm, loss or damage to people, property, environment or reputation.

- the ARC convenes **regular meetings** to deliberate on findings and recommendations for improvement by both the internal and external auditors on the state of the system of internal control, reviews and recommends the risk management policies, strategies, key risk profiles and risk mitigation actions for the Group and reports to the Board. Minutes of the ARC meetings are tabled to the Board.

- clear limits of authority across management, subsidiary boards and tender committees within the Group.

- all major procurements and/or proposals must **include comprehensive assessments of risk, financial and ESG considerations.**

- **strict procurement process and reporting procedures** to address conflict of interest situations, disposal of scraps and sludge oils as well as issuance of credit notes.

- the **competency of staff** is enhanced through a rigorous recruitment process and development programmes. A performance appraisal system for staff is in place, with established targets and accountability and is reviewed annually.

Internal Audit Function

The Group's internal audit function is performed in-house and undertaken by GIA. Empowered by its audit charter, GIA provides independent assurance on the efficiency and effectiveness of the Group's governance, risk management and internal controls processes. GIA's role includes evaluating and improving the design and effectiveness of the Group's risk management, control and governance processes through a systematic and disciplined approach. GIA follows the standards and practices outlined in the Global Internal Audit Standards 2024 issued by the Institute of Internal Auditors.

GIA reports directly to the ARC to preserve its independence and objectivity. Administratively, GIA reports to the Group MD which provides the necessary stature to fulfil its responsibilities.

The annual audit plan, which includes the scope of works and resource allocation, is approved by the ARC. The audit plan is developed primarily using a risk-based approach taking into account input and feedback from management and the ARC.

GIA reports to the ARC and communicates audit observations to management. GIA also monitors the progress of actions taken by the operating units in response to audit findings. GIA conducts independent reviews of the key activities within the Group's operating units to assess their compliance, effectiveness and efficiency.

Statement on Risk Management and Internal Control

Any concerns raised by the ARC are addressed by GIA. The ARC follows through on any unresolved matters in the agenda for the next ARC meeting. GIA's evaluations include the following:

1. Adequacy, integrity, effectiveness of the Company and the Group's internal controls in safeguarding shareholders' investments and the Group's assets. The internal controls cover financial, operational, information technology, compliance controls and enterprise risk management.

2. The extent of compliance with established policies, procedures and statutory requirements.

3. Adequacy of policies, procedures and guidelines on the Company and Group's accounting, financial and operational activities.

In addition, GIA also supports management through consultations and collaborative discussions, to help identify practical solutions and recommend improvements to processes and other matters. This, in turn, contributes to the continuous enhancement of governance practices and control effectiveness across the Group.

Summary of key activities carried out by GIA during FYE2026 are as follows:

- prepared and presented the annual audit plan for the review and approval by the ARC.
- conducted risk-based audits and issued internal reports to management. These reports identified issues related to risk management, control, compliance and governance. GIA also provided recommendations for improvement in these areas. The specific actions to be taken by management will be determined through discussions with them.
- reported on a quarterly basis to the ARC the achievement of the audit plan, training and development of the GIA staff, and status of resources of the GIA function.
- conducted regular follow-up and monitoring on the implementation of any corrective actions are taken on a timely basis or within agreed timelines.
- coordinated and facilitated the review of the Group's risk management framework together with the Risk Coordinator and attended meetings of the RSC.
- reviewed the accuracy of the monthly ESG data submitted by the business units to the Head Office and provided assurance on the data published in the annual Sustainability Report.
- performed risk-based audits based on the approved annual audit plan, including follow-up of matters from previous internal audit reports.
- reported on a quarterly basis to the ARC on significant risk management, control and governance issues from the internal audit reports.
- reported on a quarterly basis to the ARC the audit conclusion or opinion on the adequacy and operating effectiveness of the business units including the recommended process improvement action plans.
- conducted quarterly reviews on the internal control process and reporting of recurrent related party transactions to provide assurance to the ARC that its implementation in compliance with Bursa Listing Requirements.
- reviewed compliance with MS2530-3:2022 Malaysian Sustainable Palm Oil - Part 3-2: General Principles for Oil Palm Plantations (More than 500 Hectares) certification standard requirements for all estates operated by the Group in Malaysia.

In respect of FYE2026, GIA issued a total of 41 reports arising from planned audits. Audit findings were presented to the ARC for deliberation. Cases where weaknesses were identified, the ARC will request management to rectify them based on recommendations provided by GIA.

The total costs incurred in discharging the internal audit functions during FYE2026 was RM341,000 compared to the restated FYE2025 amount of RM294,000*. The total costs mainly comprised staff costs, training and travelling expenses. Further information on GIA is provided in the Corporate Governance Report.

Note: *The FYE2025 comparative has been restated from RM273,000 to RM294,000 following the inclusion of travelling costs (flight tickets) paid directly by IFC on behalf of GIA, to ensure consistency and comparability with FYE2026.*

Enterprise Risk Management

The Group's Enterprise Risk Management ("ERM") framework provides a standardised and systematic approach for the identification, evaluation, monitoring and reporting of key risks, controls and ensuring that there are adequate measures to implement, track and review the action plans. The ERM framework is aligned with the ISO 31000:2018 and is adopted across the operating companies within the Group. The importance of aligning the ERM framework is to manage existing and emerging risks to protect our key stakeholders' and shareholders' interests.

The risk management framework and internal control systems are designed to identify, assess and manage risks that may impede the achievement of business objectives and strategies. The Board also acknowledges that the internal control systems are designed to manage and minimise, rather than eliminate, occurrences of material misstatement, financial loss or fraud.

Statement on Risk Management and Internal Control

Risk Appetite Statement

The Risk Appetite Statement outlines the Group's predefined boundaries for risk-taking and serves as a guideline to demonstrate the organisation's risk tolerance levels. Any significant breach of these risk tolerance limits will be reported (as soon as practicable) to the Board directly by the Chairman of the RSC.

The Risk Appetite Statement is formulated at Group level and cascaded down to divisions, departments and operating unit levels through policies, procedures, practices and decision making. The monitoring of risk appetite occurs within the risk management framework and is supported through periodic risk assessments by the RSC, with reporting to the Board through the ARC.

ERM Reporting Structure and Process

The management of risks is considered as an integral part of the Group's management process. Accordingly, it is incorporated into the operational processes of the Group.

The current reporting/governance structure is designed to reinforce and facilitate ownership, accountability and proactive risk mitigation. The structure enables timely reporting and escalation of risks, facilitating effective risk management practices across the Group.

The Group adopts a 3 lines of defence approach for its risk management. It provides an overview of the Group's operations from a risk management perspective while assuring the ongoing success of risk management initiatives.

1st line of Defence

Risk Ownership

- Line management (staff/support functions) is the first line of defence in the risk management framework. They have ownership of risk whereby they manage the day-to-day operational risks that they encounter in conducting their activities and are responsible for identifying and managing the inherent operational risks in activities, processes and systems for which they are accountable, consistent with the Group's policies and procedures, objectives and risk appetite.
- Information that first line management should report to the second line of defence, i.e. Risk Management Unit ("RMU"), includes, among others, key risk issues, incidents and near misses (including historical/trend analysis/statistics, status of remediation/mitigation actions and lessons learned).

2nd line of Defence

Risk Management

- The RMU is the second line of defence that oversees risk and monitors the first line of defence controls. Comprising executives/management of the respective business units, the RMU is responsible for monitoring and measuring the operational risks, particularly critical and highly rated residual risks, to determine if the processes and systems implemented by the first line of defence are working effectively. This provides the RMU with a mechanism for discussion and effective escalation of issues leading to better risk management over time and increased enterprise resilience.
- RMU has a reporting line to the RSC.

3rd line of Defence

Risk Assurance

- GIA regularly reviews first and second line of defence activities and results, including the risk management functions involved. GIA provides independent assurance through a risk-based approach to the ARC and the Board on the adequacy and effectiveness of the system of internal controls, risk management, and governance processes and recommends the appropriate improvement actions, where necessary.

Statement on Risk Management and Internal Control

The RSC was established to assist the ARC and the Board in overseeing the implementation of the Group's risk management framework. It serves as a central platform for coordinating and driving the risk management efforts across the Group. The RSC is responsible for monitoring and assessing significant risks, ensuring appropriate risk mitigation measures are in place and providing guidance on risk-related matters. By actively engaging with management and divisional heads, the RSC helps anticipate and manage risks, considering changes in the business and regulatory environment and aligning with the Group's strategies.

The responsibility for day-to-day risk management resides with the management of each business unit where they are the risk owners and are accountable for managing the risks identified and assessed. In managing the risks of the Group, GIA collaborates with the management to review and ensure that there is on-going monitoring of risks, the adequacy and effectiveness of its related controls and that action plans are developed and implemented to manage the risks within the acceptable levels by the Group.

A Risk Coordinator, who is a member of senior management, acts as a central contact and guide for ERM-related issues within the Group, including but not limited to coordinating ERM routinely within the Group and facilitating and supervising the development and implementation of policy, procedures and strategies relating to ERM.

The Group has a Group Risk Management Unit ("GRMU") which is headed by the Chief Financial Officer. The GRMU will be responsible for monitoring and reporting on the effectiveness of risk mitigation measures, as well as providing recommendations for improvement. The GRMU will be supported by a Risk Officer, who will interact and communicate with the RMU and facilitates the implementation of risk management strategies to enhance operational resilience and minimise exposure to risks.

1. **Prepare** – RMU prepares the Risk Register indicating the current condition of each risk and plan
2. **Compile** – Risk Coordinator compiles all Risk Registers
3. **Review** – RMU reviews their Risk Registers quarterly
4. **Update** – Risk Registers are updated based on the latest risk information
5. **Monitor** – RMU monitors and reports risk information

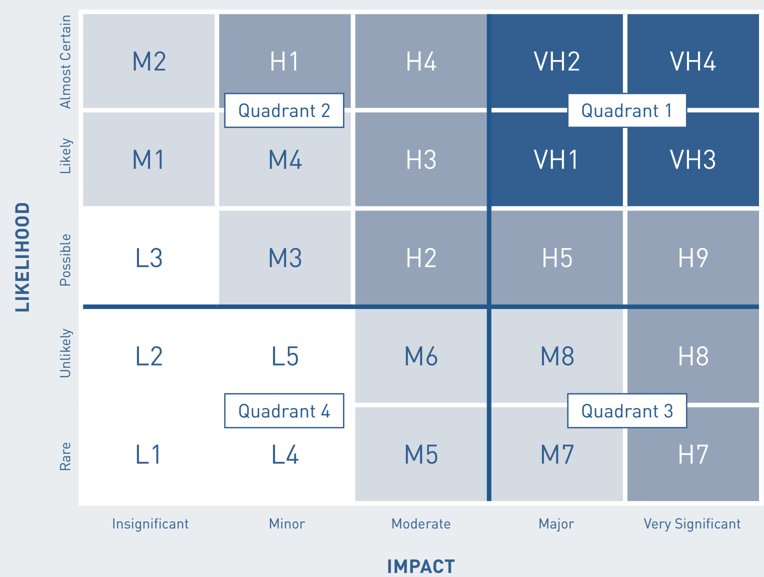
During the FYE2026, the RSC held 2 meetings, i.e. on 21 May 2025 and. 19 November 2025. The meetings discussed among others progress of ERM activities initiatives undertaken by the RMU, updating of risk profiles, as evolving circumstances has resulted in some risks increasing/decreasing in significance and the consequential adjustments in risk mitigation measures and residual risk ratings.

The ERM Report is presented to the ARC and Board biannually. This allows the Board to keep abreast and updated on the major risks within the Group. In FYE2026, the ERM Report was presented to the Board on 29 May 2025 and 27 November 2025, where the Board was updated on the key changes made to the residual risk ratings of the risk areas as well as details of emerging risks of the Group.

Risk Management Practices and Processes

The Group employs a two-variable risk matrix to analyse potential risks. This matrix considers the likelihood of an event occurring and its potential impact on the business. During the identification and evaluation phase, risks are assessed based on these criteria and then plotted on the risk matrix, which helps prioritize them for further action. The matrix provides a combined rating that establishes the overall risk level. Issues may be categorised as 'Insignificant', 'Minor', 'Moderate', 'Major' or 'Very Significant'. Each business unit shall refer to their respective ERM profiles and risk matrix in assessing which risk category a particular incident/event is likely to result in risk to and/or risk of harm, loss or damage to people, property, environment or reputation. Importantly, the process acknowledges that even after implementing controls, some level of risk (residual risk) remains. The effectiveness of existing controls is assessed to determine the residual risk rating.

Statement on Risk Management and Internal Control



Quadrant	Proposed Treatment Action
1	Critical/To Take Action Immediately
2	Additional Controls & Monitoring
3	Contingency Plan/Monitoring
4	Housekeeping

Risks are primarily managed at the business unit level on an ongoing basis, ensuring a focus on unit-specific risks. GIA, GRMU and assigned risk champions provide ongoing support and guidance throughout the year. The Group maintains a risk register that contains a comprehensive list of risks critical to the Group. This register also includes corresponding risk mitigation and key risk indicators that help monitor status of these risks. The key risk indicators are reviewed and updated quarterly, both the business unit and Group levels, allowing management to track the movement of risks and respond promptly with the appropriate measures. This review employs both top-down (corporate perspective) and bottom-up (business unit perspective) approaches, ensuring consensus and thorough consideration and prioritization of risks across the organization.

The summary of the Group's key risk areas as at 31 March 2026 and mitigating actions are detailed in the later section of this Report.

Monitoring and Review

The Board retains the overall risk management responsibility in accordance with best practices of the MCCG, which requires the Board to identify principal risks and ensure the implementation of appropriate systems to manage these risks.

The risk management process facilitates clear and concise risk reporting to management and the Board. This enables informed decision-making based on a comprehensive understanding of potential risks. The ARC and the Board receive regular updates on risk management activities through the following monitoring and assessment mechanisms:

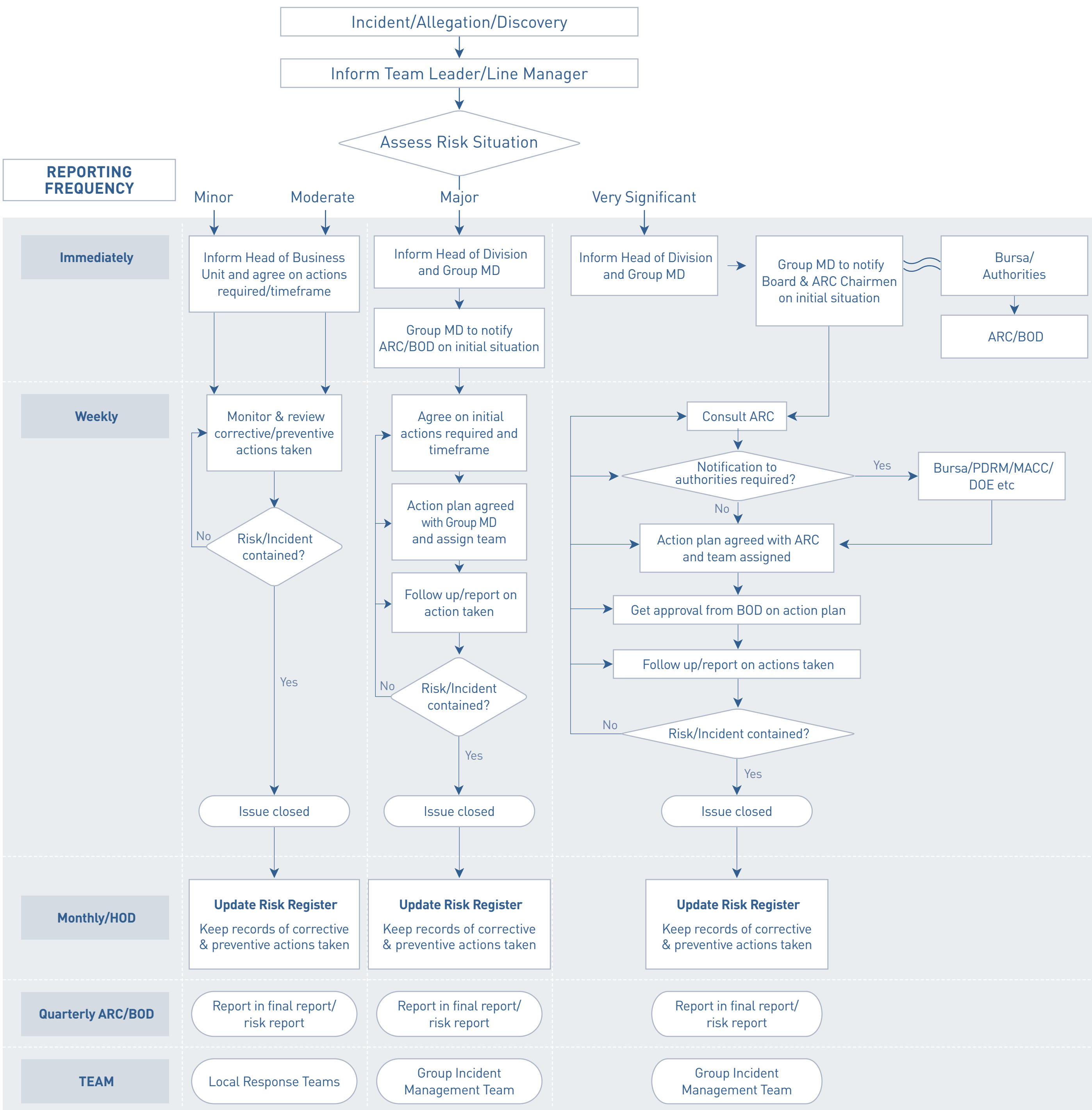
- quarterly reviews of the Group's actual financial and operational performance versus planned performance and other key financial and operational performance indicators;
- specific transactions, projects or opportunities are also discussed between the management and the Board as and when required. This allows the Board and management to manage potential risks; and
- the ARC deliberates and discusses reports issued by GIA and the external auditors pertaining to financial, operational, governance, risk management and control matters. The status of preventive and corrective actions for issues discussed is also updated to the ARC to enable monitoring of the actions.

Crisis Management

The Group has in place a tiered enterprise incident response structure to ensure a swift, coordinated and effective response to any disruptive event and/or unexpected occurrences that could impact our business operations. This standardized approach applies to all our operations and outlines clear procedures for internal response, escalation protocols and external communication when necessary.

Statement on Risk Management and Internal Control

To ensure the most appropriate personnel address each incident, we categorize them based on severity (Minor, Moderate, Major, Very Significant). This categorization considers factors outlined in each business unit's ERM profile and risk matrix. The pathways are depicted in the flowchart below:



Statement on Risk Management and Internal Control

Review of Key Risk Areas

During the period under review, we have reviewed our key risk areas as at 31 March 2026 and the mitigating actions, as set out below:

Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	**Stakeholders**
Socio-Political	KFima seeks to minimise exposures in regions whereby a sudden and significant change of government policies or significant and prolonged social unrests which could disrupt operations are high.	**Stable Risk** 2025 2026 1. Government policies of the originating country have an impact on the recruitment of foreign workers into Malaysia. 2. Regulatory issues on land matters in Indonesia. **Exposure:**	1. Strategic collaboration with foreign workers recruitment agents/ consultants 2. Upskilling and reskilling estate workers, which in turn can help increase their wage-earning potential 3. Consultation with legal advisers on land matters in Indonesia 4. Accelerating mechanisation initiatives 5. Collaborate with local authorities to address trespassing activities by local groups	• Code of Ethics & Governance • Community Investments	a. Investors b. Communities c. Suppliers d. Employees e. Shareholders
Supply Chain Management	KFima seeks to minimise the effects of price increases or delays in deliveries of goods and services by recovering the incremental costs through price adjustments over a period of time/during contract review.	**Stable Risk** 2025 2026 1. Deliveries of materials have normalised. **Exposure:**	1. Alternative domestic supplier 2. Stock pile for raw and packaging materials 3. Strategic partnership with fishing vessel operators	• Sustainable & Traceable Supply Chains	a. Customers b. Competitors c. Suppliers d. Employees

LEGEND

New Low Medium High Very High

Increasing Risk Stable Risk Decreasing Risk Building Food Manufacturing Plantation

Statement on Risk Management and Internal Control

Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	Stakeholders
Customer Concentration	KFima seeks to minimise exposures by expanding its customer base.	**Stable Risk** 2025 > 2026 1. Secured digital printing contract from the Ministry of Education. **Exposure:** Building, Food, Manufacturing	1. Securing new businesses 2. Go to Market with Strategic Technological Partners 3. Continuous engagement with key Government agencies	• Code of Ethics & Governance • Innovation & Technology • Product Quality & Safety	a. Investors b. Shareholders c. Suppliers d. Employees e. Strategic Technological Partners f. Customers
Competitor	KFima seeks to minimise exposures by developing innovative solutions for its customers.	**Stable Risk** 2025 > 2026 1. New tank development by competitors. **Exposure:** Building, Food, Manufacturing, Plantation	1. Maintain competitive pricing and building long term relationships with customers 2. Go to Market with Strategic Technological Partners 3. Investment in latest integrated digital printing technology	• Code of Ethics & Governance • Innovation & Technology • Product Quality & Safety	a. Investors b. Shareholders c. Suppliers d. Employees e. Strategic Technological Partners f. Customers
Integrity	KFima shall not tolerate any breach of its Code of Ethics and Conduct and has zero-tolerance for bribery and corruption.	**Stable Risk** 2025 > 2026 **Exposure:** Building, Food, Manufacturing, Plantation	1. Annual Integrity Declaration completed by all employees 2. Integrity Pledge completed by all business associates 3. Escalation Policy for the reporting and escalation of incidents, allegations etc implemented 4. Whistle-blowing policy	• Anti-Bribery & Corruption • Code of Ethics & Governance	a. Employees b. Shareholders & Investors c. Customers d. Communities e. Memberships & Association f. Suppliers g. National & Local Governments

LEGEND

New · Low · Medium · High · Very High

Increasing Risk · Stable Risk · Decreasing Risk · Building · Food · Manufacturing · Plantation

Statement on Risk Management and Internal Control

Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	Stakeholders
Foreign Currency	KFima seeks to minimise exposures on foreign currency whilst ensuring prompt receipts and payments.	**Stable Risk** 2025 2026 1. Shorter delays in the settlement of intercompany balances. **Exposure:**	1. Alternate foreign currency for debt settlement 2. Alternative domestic supplier 3. Inter-company arrangements to expedite procurement process	• Sustainable & Traceable Supply Chains • Code of Ethics & Governance	a. Employees b. Customers c. Communities d. Memberships & Association e. Suppliers f. Shareholders
Environment	KFima is committed to minimising the environmental impact of its operations through sustainable and responsible business practices. KFima manages GHG emissions, water use, waste and biodiversity impacts, and integrates climate-related physical and transition risk considerations into its environmental management approach, informed by the Group's climate risk scenario analysis. KFima does not tolerate non-compliances i.e. behaviour and practices that pollute the environment or endanger any wildlife contrary to environmental and conservation standards prescribed by local laws and/or may cause public outrage.	**Stable Risk** 2025 2026 1. Improved compliance, continuous GHG reduction initiatives, and sustainable practices. **Exposure:**	1. Exploring EV machineries for estates operation 2. Periodic audits conducted by third-party environmental consultants for new estate development 3. Strengthening enforcement of SOPs 4. Integration of physical and transition climate risk considerations into environmental planning, informed by the Group's climate risk scenario analysis (IPCC AR6 and NGFS scenarios)	• GHG Emission, Discharge & Waste Management • Climate Risk	a. Employees b. Communities c. Memberships & Association d. National & Local Governments

LEGEND

New | Low | Medium | High | Very High

Increasing Risk | Stable Risk | Decreasing Risk | Building | Food | Manufacturing | Plantation

Statement on Risk Management and Internal Control

Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	Stakeholders
Climate Change	KFima is committed to identifying, assessing and managing both physical and transition climate risks across all business divisions. KFima adopts a structured climate risk scenario analysis approach, to evaluate material financial impacts and inform strategic resilience planning. KFima seeks to measure and respond to the effects of climate change.	**Stable Risk** 2025 → 2026 1. The Group has encountered operational impacts from climatic exchange such as irregular weather patterns in FYE2026. **Exposure:**	1. Strategic investments in resources and infrastructure adaptation have been made to improve resilience 2. Close monitoring and measurement of the intensity of production and consumption of resources (energy, labour, water) to evaluate efficiency of our activities 3. Completed Group-level climate risk scenario analysis referencing IPCC AR6 and NGFS across all business divisions covering short, medium and long-term horizons 4. Division-level adaptation actions being developed in response to identified physical and transition risks, including flood resilience, energy efficiency and emissions management 5. Strengthening climate-related data collection, monitoring and disclosure reporting	• Innovation & Technology • GHG Emission, Discharge & Waste Management	a. Employees b. Communities c. Memberships & Association d. National & Local Governments e. Shareholders & Investors

LEGEND

New | Low | Medium | High | Very High

Increasing Risk | Stable Risk | Decreasing Risk | Building | Food | Manufacturing | Plantation

Statement on Risk Management and Internal Control

Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	Stakeholders
Safety and Health	KFima is committed to provide a safe, healthy and resilient working environment through proactive risk management, continuous improvement and adherence to applicable safety standards and regulations.	**Stable Risk** 2025 2026 1. Several incidents occurred during the reporting period with no material impact on operations or business continuity. **Exposure:**	1. Continuous enhancement of workplace safety culture and health awareness 2. Regular engagement with technology partners and industry experts to strengthen operational resilience 3. Employee upskilling and competency development to support safe adoption of new technologies 4. Compliance with all relevant occupational safety, environmental and regulatory requirements 5. Continuous monitoring, reporting and mitigation of emerging safety and operational risks	• Innovation & Technology • Operational Resilience • Employee Wellbeing and Safety • Sustainable Business Growth	a. Investors b. Employees c. Communities d. Suppliers e. National & Local Governments

LEGEND

New | Low | Medium | High | Very High

Increasing Risk | Stable Risk | Decreasing Risk | Building | Food | Manufacturing | Plantation

Statement on Risk Management and Internal Control

Emerging risks

Some emerging risks and foreseeable challenges that the Group has identified during the year and are monitoring closely include interest rate hikes, disruptions caused by emerging digital technologies and business models, increase in operating/production costs, competition risks, legislative reforms in PNG as well as delays in plantation development activities due to adverse weather/terrains.

Associate and Joint Venture Companies

The Board does not regularly review the internal control systems of associate companies as it lacks direct control over their operations. Unlike joint venture companies which are subject to more frequent of internal control reviews like other companies within the Group.

For associate companies, the Group's interests are served through representation on their Board. The Board receives and reviews management accounts, periodic reports and discusses proposals related to these companies. This representation informs Board's decision-making on the continuity of the Group's investments based on the performance of these associate companies.

Anti-bribery

To strengthen the Group's internal control systems, particularly in relation to corporate liability risks, the Group has in place an Anti-Bribery Policy which outlines the Group's expectations for all internal and external parties engaged with the Group in upholding the Group's commitment and stance against bribery in all forms. The Policy aligns with section 17A of the Malaysian Anti-Corruption Commission Act 2009 and the Guidelines on Adequate Procedures issued by the Prime Minister's Department, as well as other international best practices. A number of other Group policies also address bribery, conflict of interest and corruption risks in areas such as procurement, gifts and hospitality and charitable donations. Regular training sessions, including e-learning refresher courses and on-site workshops, are conducted to raise awareness and educate employees on anti-bribery practices. Notably, staff members working in procurement, sales and operational functions, who are more exposed to bribery risks, are required to attend anti-bribery training on an annual basis.

Whistle-blowing Policy

The Group's Whistle-blowing Policy provides all employees and third parties with a grievance mechanism to disclose and report improper conduct. It provides protection for the whistle-blowers from any reprisals as a direct consequence of making such disclosures. It also covers the procedures for disclosures, investigations and the respective outcomes of such investigations. The policy can be accessed under the 'Investors' section of the Company's website.

Procedures
Any concerns should be raised with the immediate superior. If, for any reason, it is believed that this is not possible or appropriate, then the concern should be reported to the Group MD:

Name : Dato' Roslan Bin Hamir
Via Email : whistleblowing@fima.com.my
Via Mail : Kumpulan Fima Berhad
Suite 4.1, Level 4, Block C, Plaza Damansara
No. 45, Jalan Medan Setia 1, Bukit Damansara
50490 Kuala Lumpur
Attention: Group Managing Director
(to mark as "Strictly Confidential")

If reporting to management is a concern, then the report should be made to the Chairman of the ARC. Channel of reporting to the Chairman of ARC is as follows:

Via Email : ac_chairman@fima.com.my
Via Mail : Kumpulan Fima Berhad
Suite 4.1, Level 4, Block C, Plaza Damansara
No. 45, Jalan Medan Setia 1, Bukit Damansara
50490 Kuala Lumpur
Attention: Chairman of Audit and Risk Committee
(to mark as "Strictly Confidential")

The above mechanism protects employees and stakeholders who contemplate to "blowing the whistle" on any improper conduct or wrongdoing. The confidentiality of all matters raised and the identity of the whistleblower are protected under the Policy.

Statement on Risk Management and Internal Control

Adequacy and Effectiveness of the Group's Risk Management and Internal Control Systems

The Board is of the view that the system of internal control and risk management in place for the year under review, and up to the date of approval of this Statement on Risk Management and Internal Control, is sound and sufficient to safeguard the Group's assets, shareholders' investments and the interests of other stakeholders. The Board has received assurance from the Managing Director and the Chief Financial Officer that, in all material aspects, the Group's risk management and internal control systems have been operating adequately and effectively, in all material aspects, throughout the financial year and up to the date of this Statement. The Group will continue to take measures to preserve, protect and strengthen its risk management and internal control environment. These internal control systems do not extend to the Group's associate companies, which are subject to the governance and control of their respective management teams.

Review of the Statement by External Auditors

The External Auditors have performed limited assurance procedures on this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysia Institute of Accountants ("MIA") for inclusion in the Annual Report of the Group for FYE2026, and reported to the Board that nothing has come to their attention that causes them to believe the statement intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by paragraph 41 and 42 of the Guidelines, nor is the Statement factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Directors and management thereon.

This Statement has been reviewed and approved by the Board of Directors on 29 June 2026.

DATUK ANUAR BIN AHMAD
Chairman of Audit and Risk Committee

Additional Disclosure

Pursuant to the Bursa Listing Requirements, additional disclosure by the Company is as follows:

1. <u>Recurrent Related Party Transactions of Revenue or Trading Nature ("RRPT")</u>

   RRPT of the Company for the FYE2026 was as follows:

Transaction	Seller/ Provider	Buyer/ Recipient	Related Parties	Estimated Annual Value Disclosed in the Preceding Year's Circular RM'000	Actual Value of Transactions during the Financial Year RM'000
(1) Sale of frozen fish	KFima	IFC	**Major Shareholders** Dr. Roshayati Binti Basir Rozana Zeti Binti Basir BHR **Directors** Dato' Roslan Bin Hamir Rozana Zeti Binti Basir Datin Rozilawati Binti Haji Basir **Persons Connected** Persons Connected to Major Shareholders (refer to Table A)	45,000	10,763
(2) Provision of management support services	KFima	FimaCorp Group		2,500	1,191
		VSP, AGSB IFC, TLP Feedlot, FFH			276
(3) Provision or supply of goods such as raw materials, consumables, machineries and equipments	KFima Group	IFC		1,500	108
(4) Rental of offices, buildings, spaces and car park	FimaCorp Group	KFima Group		2,000	1,386
(5) Provision of services such as building maintenance, management and support services (plantation), engineering services, professional services, manpower and security services	FimaCorp Group	KFima Group		2,000	551
(6) Purchase of goods such as consumables, machineries and equipments	FimaCorp Group	KFima Group		15,000	1,634

Additional Disclosure

TABLE A

	Direct Interest		Indirect Interest	
Name	**No. of Shares**	**%**	**No. of Shares**	**%**
Directors				
Dato' Roslan Bin Hamir	720,000	0.26	[1] 1,291,000	0.46
Dato' Idris Bin Kechot	10,000	0.00	-	-
Rozana Zeti Binti Basir	49,455,100	17.55	[2][3] 122,169,500	43.36
Datin Rozilawati Binti Haji Basir	1,000,000	0.35	[2][3] 170,624,600	60.56
Dato' Rosman Bin Abdullah	50,000	0.02	-	-
Danny Hoe Kam Thong	40,000	0.01	-	-
Major Shareholders				
Dr. Roshayati Binti Basir	50,084,100	18.14	[2][3] 121,540,500	43.14
Rozana Zeti Binti Basir	49,455,100	17.55	[2][3] 122,169,500	43.36
BHR	47,852,300	16.98	-	-
Persons Connected to Directors and/or Major Shareholders of KFima other than disclosed above				
Puan Sri Datin Hamidah Binti Abdul Rahman (demised on 31 May 2026)	365,000	0.13	[4] 171,259,600	60.79
Ahmad Riza Bin Basir	-	-	[2] 171,624,600	60.92
Zailini Binti Zainal Abidin	-	-	[5] 171,624,600	60.92

Notes:

[1] *Dato' Roslan Bin Hamir's indirect shareholding in the Company is held under Maybank Nominees (Tempatan) Sdn. Bhd..*

[2] *Deemed interested by virtue that:*

- [i] *the late Puan Sri Datin Hamidah Binti Abdul Rahman ("Puan Sri Datin Hamidah") is the mother of Dr. Roshayati, Datin Rozilawati, Rozana Zeti and Ahmad Riza Bin Basir ("Ahmad Riza") and her shareholding of preference shares in BHR which carry veto rights in all the decisions in BHR.*
- [ii] *Dr. Roshayati, Datin Rozilawati and Rozana Zeti are sisters and their shareholdings in BHR of more than 20%. Dr. Roshayati and Rozana Zeti are major shareholders of KFima.*
- [iii] *Rozana Zeti's direct shareholding in RZB Holdings Sdn Bhd.*
- [iv] *Ahmad Riza is the son of the late Puan Sri Datin Hamidah and brother of Dr. Roshayati, Datin Rozilawati and Rozana Zeti and:*
  - [a] *his indirect shareholdings in the Company which are held through M & A Nominee (Tempatan) Sdn. Bhd. of 532,000 ordinary shares (or 0.19%) and Subur Rahmat Sdn. Bhd. ("SRSB") pursuant to Section 8 of the Act. SRSB holds 11,509,200 ordinary shares (or 4.09%) and 7,490,000 ordinary shares (or 2.66%) direct and indirect, respectively in KFima;*
  - [b] *his wife, Zailini Binti Zainal Abidin's ("Zailini") shareholding in SRSB pursuant to Section 8 of the Act and her indirect shareholding in KFima of 1,150,000 ordinary shares (or 0.41%); and*
  - [c] *his children's shareholdings of 486,200 ordinary shares (or 0.17%) in KFima.*
- [v] *Dr. Roshayati and Rozana Zeti's children collectively hold 190,000 ordinary shares (or 0.067%) in KFima.*

[3] *Datin Rozilawati's indirect shareholdings in the Company are held under Maybank Nominees (Tempatan) Sdn. Bhd. of 747,700 ordinary shares (or 0.27%), M & A Nominee (Tempatan) Sdn. Bhd. of 461,000 ordinary shares (or 0.16%) and Affin Hwang Nominees (Tempatan) Sdn. Bhd. of 200,000 ordinary shares (or 0.07%).*

[4] *The late Puan Sri Datin Hamidah is the mother of Dr. Roshayati, Datin Rozilawati, Rozana Zeti and Ahmad Riza. Deemed interested by virtue of her shareholding of preference shares in BHR which carry veto rights in all the decisions in BHR.*

[5] *Zailini is deemed interested by virtue of her shareholding in SRSB pursuant to Section 8 of the Act; and wife of Ahmad Riza.*

* *Subsequent to the financial year ended 31 March 2026, Puan Sri Datin Hamidah Binti Abdul Rahman passed away on 31 May 2026. The directors' interests set out above are stated as at 31 March 2026 and accordingly include the deemed interests of Puan Rozana Zeti Binti Basir and Datin Rozilawati Binti Haji Basir arising from 365,000 ordinary shares in the Company, the 1,816,800 ordinary shares in Fima Corporation Berhad and the preference shares in BHR Enterprise Sdn. Bhd. (carrying veto rights) then standing in the name of the late Puan Sri Datin Hamidah. As at the date of this report, no legal personal representative, executor or administrator has been registered as the holder of those shares, and they remain subject to administration and transmission under Sections 8 and 109 of the Companies Act, 2016 and the respective constitutions of the companies, pending the grant of probate or letters of administration.*

Additional Disclosure

2. Utilisation of Proceeds Raised from Corporate Proposals

   There were no proceeds raised from any corporate proposals during the financial year.

3. Material Contracts involving Directors and Major Shareholders' Interest

   There is no material contract entered into by the Company or its subsidiaries involving directors' and major shareholders' interest which was entered into since the end of previous financial year and/or still subsisting at the end of the financial year.

4. Long-Term Incentive Plan

   The Long-Term Incentive Plan, comprising an Employee Share Option Scheme and Share Grant Plan ("LTIP"), was approved by the Company's shareholders on 29 August 2024. The LTIP takes effect from 30 September 2024 and shall be in force for a period of five (5) years and may be extended for up to another five (5) years immediately from the expiry of the first five (5) years provided always that the total duration of the LTIP shall not in aggregate exceed ten (10) years.

   The details of the LTIP are set out below:

   a. The total number of options granted, exercised, cancelled and outstanding under the Employee Share Option Scheme and Share Grant Plan since its commencement up to the financial year ended 31 March 2026 are set out below:

	Number of Options (Offer batch 1)	
Description	**Grand Total**	**Directors (including Group Managing Director)**
Granted	21,625,000	3,200,000
Exercised	6,216,450	560,000
Cancelled	3,018,000	-
Outstanding	12,390,550	2,400,000

	Number of Options (Offer batch 2)	
Description	**Grand Total**	**Directors (including Group Managing Director)**
Granted	1,525,000	-
Exercised	5,000	-
Cancelled	200,000	-
Outstanding	1,320,000	-

   b. Percentage of options applicable to Directors and Senior Management under the Employee Share Option Scheme and Share Grant Plan during the financial year and since its commencement up to the financial year ended 31 March 2026 are set out below:

	Percentage / Number of Options	
	During the financial year	**Since commencement up to 31 March 2026**
Aggregate maximum allocation (in %)	20%	40%
Actual options granted (in number)	1,750,000	3,500,000

Additional Disclosure

c. Breakdown of the options offered to and exercised by, or vested in (if any) non-executive directors pursuant to an Employee Share Scheme in respect of the financial year in tabular form as follows:

	Name of Director	**Amount of Options granted**	**Amount of options exercised up to 31 March 2026**
1.	Dato' Idris Bin Kechot	200,000	-
2.	Dato' Rosman Bin Abdullah	200,000	80,000
3.	Datuk Anuar Bin Ahmad	200,000	-
4.	Danny Hoe Kam Thong	200,000	40,000
5.	Rozana Zeti Binti Basir	200,000	40,000
6.	Datin Rozilawati Binti Basir	200,000	-
Total		**1,200,000**	**160,000**

5. Disclosure Of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Total Income and Total Assets

	Group	
Total Income	**2026 (RM'000)**	**2025 (RM'000)**
Revenue	674,030	683,385
Other income	6,185	8,408
Interest/Finance income	16,707	8,849
Share of profit /(loss) of associates	2,913	(685)
Total	**699,835**	**699,957**
Total Assets	**1,870,336**	**1,836,785**

(b) Business Activities

Shariah Non-Compliant Activities	**Remark**	**2026 (RM'000)**	**2025 (RM'000)**
Interest income	Conventional Bank & Late Payment Interest	9,233	666
Total		**9,233**	**666**

Additional Disclosure

(c) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Group 2026 (RM'000)	Group 2025 (RM'000)
Cash at bank	39,355	25,956
Deposits with licensed bank	150	150
Short term cash investment	193,711	138,195
Total Cash	**233,216**	**164,301**

Conventional Account/Instruments	Group 2026 (RM'000)	Group 2025 (RM'000)
Cash at bank	73,398	84,622
Deposits with licensed bank	34,976	55,584
Total Cash	**108,374**	**140,206**

(ii) Debt Component

Islamic Financing	Remark	Group 2026 (RM'000)	Group 2025 (RM'000)
Current			
Revolving credit and loans	Short Term Revolving Credit - i	5,000	5,000
Term loans	Murabahah	41,596	32,924
Non-Current			
Term loans	Murabahah	110,071	119,018
Total Financing		**156,667**	**156,942**

Conventional Borrowing	Group 2026 (RM'000)	Group 2025 (RM'000)
Current		
Revolving credit and loans	20,000	20,000
Term loans	2,764	11,687
Non-Current		
Term loans	-	-
Total Debt	**22,764**	**31,687**

Statement of Responsibility by the Board of Directors

The Directors are required by the Companies Act, 2016 to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company and the Group as at the end of the financial year and of the results of the Company and the Group for the year then ended.

In the preparation of the financial statements, the Directors have ensured that:

- The applicable approved accounting standards were considered which are consistently applied and supported by reasonable and prudent judgments and estimates;
- Appropriate accounting policies were applied on a consistent basis; and
- The financial statements were prepared on a going concern basis.

The Directors are satisfied that the information contained in the financial statements gives a true and fair view of the financial position of the Group and of the Company at the end of the financial year and the financial performance of the Group and the Company for the financial year then ended.

The Directors have the responsibility for ensuring that the Company and the Group keep accounting records which disclose with reasonable accuracy the financial position of the Company and the Group and which enable them to ensure that the financial statements comply with the Companies Act, 2016.

The Directors have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and the Group and to prevent and detect fraud and other irregularities.

This Statement is made in accordance with the resolution of the Board dated 29 June 2026.

6

Financial Statements

181 - 288

Directors' Report

The directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 March 2026.

PRINCIPAL ACTIVITIES

The principal activities of the Company are those of investment, property holding and trading.

The principal activities of the subsidiaries and the associates are described in Notes 45 and 46, respectively to the financial statements.

RESULTS

	Group RM'000	Company RM'000
Profit for the year	136,892	27,642
Profit attributable to:		
- Equity holders of the Company	122,909	27,642
- Non-controlling interests	13,983	-
	136,892	27,642

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

DIVIDENDS

The amount of dividend paid by the Company since 31 March 2025 was as follows:

	RM'000
In respect of the financial year ended 31 March 2025 as reported in the directors' report for that year:	
Single-tier interim dividend of 9.0 sen and special dividend of 10.0 sen per share, paid on 13 August 2025	53,014

Subsequent to the financial year end, on 21 May 2026, the directors declared a single-tier interim and special dividend in respect of the current financial year ended 31 March 2026 of 9.0 sen and 10.0 sen per share, respectively on 281,743,450 shares (excluding treasury shares), amounting to a total of approximately RM53,531,256 payable on 21 August 2026.

The financial statements for the current financial year ended 31 March 2026 do not reflect this proposed dividend. This proposed dividend will be accounted for in the statements changes in equity as an appropriation of retained earnings in the next financial year ending 31 March 2027.

The directors do not recommend the payment of any final dividend in respect of the current financial year.

Directors' Report

DIRECTORS

The names of the directors of the Company in office since the beginning of the financial year to the date of this report are:

Dato' Idris bin Kechot	(Chairman)
Dato' Roslan bin Hamir*	(Group Managing Director)
Datuk Anuar bin Ahmad*	
Rozana Zeti binti Basir*	
Dato' Rosman bin Abdullah	
Datin Rozilawati binti Haji Basir	
Danny Hoe Kam Thong	

* Directors of the Company and its subsidiaries

In accordance with Article 102 of the Company's Constitution, Datuk Anuar bin Ahmad and Puan Rozana Zeti binti Basir shall retire from the Board at the forthcoming Annual General Meeting and being eligible, offer themselves for re-election.

The names of the other directors of the subsidiaries of the Company in office since the beginning of the financial year to the date of this report are:

Datu Hj Abdul Razak Tready	
Ahmad Sujaie bin Nanyan	
Ali bin Khamis	
Asmi binti Andi Yakin	
Che Norudin bin Che Alli	
Dzakwan bin Mansori	
Fadzil bin Azaha	
Jasmin binti Hood	
Mohamad Jamil bin Zolkifly	
Mohd Yusof bin Pandak Yatim	
Moses Murray	
Muhammad Ramli	
Rezal Zain bin Abdul Rashid	
Dr. Roshayati binti Basir	
Rosely bin Kusip	
Datuk Bazlan bin Osman	
Irman bin Abdul Shukor	
Muhammad Fadzlilah bin Abdul Ra'far	
Mohamad Adzlie bin Ibrahim	
Nik Feizal Haidi bin Hanafi	
Dato' Adnan bin Shamsuddin	
Mohd Mukhlis bin Mukhtar	
Dato' Sr Hj Zamri bin Hj Ismail	
Ho Han Boon	
Datu Mohamad Junaidi bin Mohidin	(Appointed on 1 June 2025)
Mohd Fahmy bin Mahmud	(Appointed on 4 June 2025)
Nor Zahira binti Muhammad Azmi	(Appointed on 16 April 2026)
Datu Hj Mersal bin Abang Rosli	(Resigned on 1 June 2025)
Yahya bin Ibrahim (Alternate Director to YB Senator Dato' Ahmad bin Dato' Sri Hj Ibrahim)	(Resigned on 23 July 2025)
Hamka bin Usman	(Resigned on 25 November 2025)

Directors' Report

DIRECTORS (CONT'D.)

The names of the other directors of the subsidiaries of the Company in office since the beginning of the financial year to the date of this report are: (cont'd.)

Mahmud bin Ibrahim	(Resigned on 26 March 2026)
Tjhin Min Tjong	(Resigned on 26 March 2026)
YB Senator Dato' Ahmad bin Dato' Sri Hj Ibrahim	(Resigned on 1 April 2026)
Kamaruddin bin Ibrahim Kutty	(Resigned on 16 April 2026)

DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during the year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of acquisition of shares in or debentures of the Company or any other body corporate, other than those arising from the share options granted under Long Term Incentive Plan ("LTIP").

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company and/or related companies as disclosed below) by reason of a contract made by the Company or a related corporation with any director or with a firm of which the director is a member or with a company in which the director has a substantial financial interest, other than as disclosed in Note 40 to the financial statements.

The Company's directors' remuneration receivable from the Group and from the Company are as follows:

	Group RM'000	Company RM'000
Salaries and other emoluments	1,799	1,054
Fees	810	425
Bonus	1,396	838
Pension costs - defined contribution plan	560	335
Benefits-in-kind	426	216
	4,991	2,868

INDEMNITIES TO DIRECTORS OR OFFICERS

During the financial year, the directors and officers of the Group and of the Company are covered under the Directors & Officers Management Liability Insurance ("D&O Insurance") in respect of liabilities arising from acts committed in their respective capacity as, inter alia, the directors and officers of the Group and of the Company subject to the terms of the D&O Insurance.

The total insured limit of D&O Insurance effected for the directors and officers of the Group and of the Company is RM20 million in any one claim and in aggregate for all claims. Expenses incurred on indemnity given or insurance effected for any director and officer of the Group and of the Company during the financial year amounted to RM45,000 and RM8,000, respectively.

Directors' Report

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests and deemed interests of directors in office at the end of the financial year in shares and options over shares in the Company and its related corporations during the financial year were as follows:

	Number of ordinary shares					
	1 April 2025	Employees Share Option Scheme ("ESOS") Exercised	Shares vested under Employees Share Grant Plan ("ESGP")	Bought	Sold	31 March 2026
The Company						
Direct interest						
Dato' Idris bin Kechot	10,000	-	-	-	-	10,000
Dato' Roslan bin Hamir	320,000	320,000	80,000	-	-	720,000
Datin Rozilawati binti Haji Basir	1,000,000	-	-	-	-	1,000,000
Rozana Zeti binti Basir	49,415,100	40,000	-	-	-	49,455,100
Dato' Rosman bin Abdullah	-	80,000	-	-	(30,000)	50,000
Danny Hoe Kam Thong	-	40,000	-	-	-	40,000
Indirect interest						
Dato' Roslan bin Hamir [1]	1,291,000	-	-	-	-	1,291,000
Rozana Zeti binti Basir [2][3]	121,954,700	-	-	214,800	-	122,169,500
Datin Rozilawati binti Haji Basir [2][3]	170,369,800	40,000	-	214,800	-	170,624,600
Fima Corporation Berhad - Subsidiary company						
Indirect interest						
Directors of the Company						
Dato' Roslan bin Hamir [4]	601,800	-	-	-	-	601,800
Rozana Zeti binti Basir [5][6]	150,559,258	-	-	-	-	150,559,258
Datin Rozilawati binti Haji Basir [5][6]	150,559,258	-	-	-	-	150,559,258

	Number of ordinary shares			
	1 April 2025	Bought	Sold	31 March 2026
BHR Enterprise Sdn. Bhd. - Corporate shareholder				
Direct interest				
Rozana Zeti binti Basir	19,060,163	-	-	19,060,163
Datin Rozilawati binti Haji Basir	19,060,163	-	-	19,060,163
Indirect interest				
Rozana Zeti binti Basir [7]	38,120,326	-	-	38,120,326
Datin Rozilawati binti Haji Basir [8]	38,120,326	-	-	38,120,326

Directors' Report

DIRECTORS' INTERESTS (CONT'D.)

	Number of preference shares			
	1 April 2025 (Restated)	Bought	Sold	31 March 2026
BHR Enterprise Sdn. Bhd. - Corporate shareholder				
Indirect interest				
Rozana Zeti binti Basir [9]	1	-	-	1
Datin Rozilawati binti Haji Basir [9]	1	-	-	1

		Number of options over ordinary shares of RM1.00 each			
	Exercise price RM	1 April 2025	Granted	Exercised	31 March 2026
The Company					
Dato' Idris bin Kechot	1.85	200,000	-	-	200,000
Dato' Roslan bin Hamir	1.85	1,600,000	-	(320,000)	1,280,000
Datuk Anuar bin Ahmad	1.85	200,000	-	-	200,000
Rozana Zeti binti Basir	1.85	200,000	-	(40,000)	160,000
Dato' Rosman bin Abdullah	1.85	200,000	-	(80,000)	120,000
Datin Rozilawati binti Haji Basir	1.85	200,000	-	-	200,000
Danny Hoe Kam Thong	1.85	200,000	-	(40,000)	160,000

	Number of ordinary shares of RM1.00 each granted under Employees Share Grant Plan ("ESGP")			
	1 April 2025	Granted	Vested	31 March 2026
The Company				
Dato' Roslan bin Hamir	400,000	-	(80,000)	320,000

Directors' Report

DIRECTORS' INTERESTS (CONT'D.)

Deemed interested by virtue of the following:

[1] 1,291,000 ordinary shares are held under Maybank Nominees (Tempatan) Sdn. Bhd..

[2] Rozana Zeti binti Basir ("Rozana Zeti") and Datin Rozilawati binti Haji Basir ("Datin Rozilawati") are deemed interested by virtue of the following:

(i) Their shareholdings in BHR Enterprise Sdn. Bhd. ("BHR") of more than 20%. BHR is a corporate shareholder of the Company;

(ii) Their mother, the late Puan Sri Datin Hamidah binti Abdul Rahman's shareholding in the Company and her shareholding of preference shares in BHR;

(iii) Their sister, Dr. Roshayati binti Basir's ("Roshayati") and her children's direct shareholdings in the Company and her shareholding in BHR of more than 20%;

(iv) Their brother, Ahmad Riza bin Basir's ("Ahmad Riza"), his wife, Zailini binti Zainal Abidin's and their children's indirect shareholdings in the Company which are held through M&A Nominees (Tempatan) Sdn. Bhd. and Subur Rahmat Sdn. Bhd. ("SRSB"). Ahmad Riza and his wife are deemed interested by virtue of their interest in SRSB pursuant to Section 8 of the Companies Act, 2016; and

(v) RZB Holding Sdn. Bhd.'s ("RZB") direct shareholding in the Company. Rozana Zeti is deemed interested by virtue of her interest in RZB pursuant to Section 8 of the Companies Act, 2016.

[3] Deemed interested by virtues of Datin Rozilawati's indirect shareholdings in the Company. 747,700 ordinary shares, 461,000 ordinary shares and 200,000 ordinary shares are held under Maybank Nominees (Tempatan) Sdn. Bhd., M&A Nominee (Tempatan) Sdn. Bhd. and Affin Hwang Nominees (Tempatan) Sdn. Bhd., respectively. Datin Rozilawati is the sister of Rozana Zeti.

[4] 601,800 ordinary shares are held under Maybank Nominees (Tempatan) Sdn. Bhd..

[5] Rozana Zeti and Datin Rozilawati deemed interested in Fima Corporation Berhad ("FCB") by virtue of:

(i) Fima Metal Box Holdings Sdn. Bhd.'s ("Fima Metal Box") direct shareholding in FCB. Fima Metal Box is a wholly-owned subsidiary of the Company and is a major shareholder of FCB;

(ii) BHR's direct shareholding in FCB; and

(iii) Their sister, Roshayati's and their mother, the late Puan Sri Datin Hamidah binti Abdul Rahman's direct shareholdings in FCB.

[6] Deemed interested by virtue of Datin Rozilawati's indirect shareholding in FCB. 1,321,500 ordinary shares are held under Maybank Nominees (Tempatan) Sdn. Bhd..

[7] Deemed interested by virtue of Datin Rozilawati's and Roshayati's direct shareholdings in BHR. Datin Rozilawati and Roshayati are sisters of Rozana Zeti.

[8] Deemed interested by virtue of Rozana Zeti's and Roshayati's direct shareholdings in BHR. Rozana Zeti and Roshayati are sisters of Datin Rozilawati.

Directors' Report

DIRECTORS' INTERESTS (CONT'D.)

Deemed interested by virtue of the following (cont'd.):

[9] Rozana Zeti and Datin Rozilawati are deemed interested by virtue of their mother, the late Puan Sri Datin Hamidah binti Abdul Rahman's direct shareholding of preference shares in BHR.

Subsequent to the financial year ended 31 March 2026, Puan Sri Datin Hamidah binti Abdul Rahman passed away on 31 May 2026. The directors' interests set out above are stated as at 31 March 2026 and accordingly include the deemed interests of Puan Rozana Zeti binti Basir and Datin Rozilawati binti Haji Basir arising from 365,000 ordinary shares in the Company, the 1,816,800 ordinary shares in Fima Corporation Berhad and the preference shares in BHR Enterprise Sdn. Bhd. (carrying veto rights) then standing in the name of the late Puan Sri Datin Hamidah. As at the date of this report, no legal personal representative, executor or administrator has been registered as the holder of those shares, and they remain subject to administration and transmission under Sections 8 and 109 of the Companies Act, 2016 and the respective constitutions of the companies, pending the grant of probate or letters of administration.

Datin Rozilawati and Rozana Zeti, by virtue of their interests in shares of the Company, are also deemed to be interested in shares of all the subsidiaries of the Company to the extent that the Company has an interest.

Other than as stated above, none of the other directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

ISSUE OF SHARES

During the financial year, the Company increased its issued and paid-up ordinary share capital from 283,004,100 to 288,453,050 (including treasury shares) by way of issuance of 5,448,950 ordinary shares pursuant to the Company's ESOS with exercise prices of RM1.85 and RM2.37.

The new ordinary shares issued during the financial year ranked pari passu in all respects with the existing ordinary shares of the Company.

LONG TERM INCENTIVE PLAN ("LTIP")

At the Extraordinary General Meeting held on 29 August 2024, the Company's shareholders approved the establishment of LTIP which comprise the Employee Share Option Scheme ("ESOS") and Employees' Share Grant Plan ("ESGP") and is effective for 5 years from 2 October 2024 to 1 October 2029.

The LTIP is administered by the Nomination and Remuneration Committee ("NRC") comprising directors of the Company appointed by the Board of the Company, namely, Mr Danny Hoe Kam Thong, Datuk Anuar bin Ahmad and Datin Rozilawati binti Haji Basir.

During the financial year, the Company had granted 1,525,000 share options under the ESOS to eligible employees and directors.

The salient features and other terms of the LTIP are disclosed in the Note 39 to the financial statements.

	Grant Date	Exercise Price (RM)	Number of Options	Expiry Date
ESOS	2 October 2024	1.85	21,625,000	1 October 2029
ESOS	30 June 2025	2.37	1,525,000	1 October 2029
ESGP	2 October 2024	1.85	1,310,000	1 October 2029

Details of options granted to directors are disclosed in the section on Directors' Interests in this report.

Directors' Report

LONG TERM INCENTIVE PLAN ("LTIP") (CONT'D.)

The granting of the ESGP shares is conditional upon the satisfaction of the performance targets of the Group and all other conditions as set out in the LTIP By-Laws. The ESGP shares may also require the performance targets to be met by the Senior Management Personnel prior to the vesting of the ESGP. The performance targets comprise key performance indicators to be measured against the individual performance of the ESGP Participants and/or Group as well as the performance of their respective business units within the Group, as may be determined by the Company from time to time.

TREASURY SHARES

As at 31 March 2026, the Company held as treasury shares a total of 6,718,600 of its 288,453,050 issued ordinary shares. Such treasury shares are held at a carrying amount of approximately RM11,751,000 and further relevant details are disclosed in Note 29 to the financial statements.

SIGNIFICANT EVENT

Details of significant event is disclosed in Note 48 to the financial statements.

SUBSEQUENT EVENT

Details of significant event is disclosed in Note 49 to financial statements.

OTHER STATUTORY INFORMATION

(a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:

    (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that there were no known bad debts and that adequate provision had been made for doubtful debts; and

    (ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

(b) At the date of this report, the directors are not aware of any circumstances which would render:

    (i) it necessary to write off any bad debts or the amount of the provision for doubtful debts inadequate to any substantial extent; and

    (ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

(c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

(d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

Directors' Report

OTHER STATUTORY INFORMATION (CONT'D.)

(e) As at the date of this report, there does not exist:

(i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

(f) In the opinion of the directors:

(i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet its obligations as and when they fall due; and

(ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

The auditors' remuneration of the Group and of the Company are as follows:

	Group RM'000	**Company RM'000**
Ernst & Young PLT	828	177
Other member firms of Ernst & Young Global	318	-
Other auditors	16	-
	1,162	177

No payment has been made to indemnify Ernst & Young PLT during or since the financial year.

Signed on behalf of the Board in accordance with a resolution of the directors dated 29 June 2026.

Dato' Idris bin Kechot

Dato' Roslan bin Hamir

Statement by Directors

Pursuant to Section 251(2) of the Companies Act, 2016

We, Dato' Idris bin Kechot and Dato' Roslan bin Hamir, being two of the directors of Kumpulan Fima Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 197 to 288 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 29 June 2026.

Dato' Idris bin Kechot

Dato' Roslan bin Hamir

Statutory Declaration

Pursuant to Section 251(1)(b) of the Companies Act, 2016

I, Fadzil bin Azaha, being the officer primarily responsible for the financial management of Kumpulan Fima Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 197 to 288 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the
abovenamed Fadzil bin Azaha
at Kuala Lumpur in the Federal Territory
on 29 June 2026.

Fadzil bin Azaha
CA 20995

Before me,

Independent Auditors' Report

to the members of Kumpulan Fima Berhad (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Kumpulan Fima Berhad, which comprise the statements of financial position as at 31 March 2026 of the Group and of the Company, and statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 197 to 288.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By- Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. We have determined that there are no key audit matters to communicate in our report on the financial statements of the Company. The key audit matters for the financial statements of the Group are described below. These matters were addressed in the context of our audit of the financial statements of the Group as a whole and in forming our opinion thereon, and we do not provide a separate opinion on this matter. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditors' responsibilities for the audit of the financial statements* section of our report, including in relation to this matter. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matter below, provide the basis of our audit opinion on the accompanying financial statements.

(1) Revenue recognition
(Refer to Note 3 to the financial statements)

During the financial year, the Group recognised total revenue of RM669.6 million consisting of revenue from manufacturing, sales of oil palm and local fruits products, sales of food products and provision of bulking and logistic services.

Independent Auditors' Report

to the members of Kumpulan Fima Berhad (Incorporated in Malaysia)

Key Audit Matters (cont'd.)

(1) Revenue recognition (cont'd.)
(Refer to Note 3 to the financial statements)

We identified revenue recognition to be an area of audit focus as we consider the magnitude and high volume of transactions to be a possible cause of a higher risk of material misstatements in respect of the timing and amount of revenue recognised. Specifically, we focused our audit efforts to determine the possibility of overstatement of revenue.

Our audit procedures include, amongst others, the following:

(a) We obtained an understanding of the Group's internal controls over the timing and amount of revenue recognised;

(b) We inspected the terms of sales contracts on a sampling basis to determine the point of transfer of control to customers in order to assess the appropriateness of the timing of revenue recognised;

(c) We used data analytics to perform correlation analysis between revenue, trade receivables and cash and bank balances;

(d) We reperformed testing over cash entries that settle trade receivables and inspected documents evidencing customer acceptance; and

(e) We also focused on tested the recording of sales transactions close to the year end, including credit notes issued after year end, to establish whether the transactions were recorded in the correct accounting period.

(2) Assessment of provision and contingent liabilities
(Refer to Note 47 to the financial statements)

The Group, through its subsidiary PT Nunukan Jaya Lestari ("PTNJL"), is exposed to potential regulatory liabilities arising from plantation areas overlapping with forest-designated land in Indonesia. The Group has determined that no provision is required as the extent of the administrative sanction cannot be reliably ascertained at the reporting date as disclosed in Note 47 of the financial statements.

Significant judgement is required in this assessment, particularly in determining whether an obligating event has occurred, assessing the likelihood of an outflow of economic resources and estimating the potential financial exposure.

Given the uncertainty over whether a present obligation exists, together with the uncertainty on the quantum of potential administrative sanction, we considered this to be a key audit matter.

Our audit procedures included, among others:

(a) Evaluated the component auditor's assessment of the regulatory exposure and potential liabilities, including review of key supporting documentation to understand the status of PTNJL's application for the relevant licenses and whether any enforcement actions, penalty assessments or formal determinations had been issued;

(b) Obtained an understanding of the applicable regulatory framework governing plantation activities in Indonesia and assessed its relevance to the Group's circumstances;

(c) Held discussions with the component auditor, management and external legal counsel to corroborate the Group's legal position and the status of the ongoing regulatory review process;

(d) Evaluated external legal confirmations regarding any relevant ongoing litigation, investigations or identified breaches;

Independent Auditors' Report

to the members of Kumpulan Fima Berhad (Incorporated in Malaysia)

Key Audit Matters (cont'd.)

(2) Assessment of provision and contingent liabilities (cont'd.)
(Refer to Note 47 to the financial statements)

(e) Evaluated management's judgement on the classification of the matter as contingent liabilities, including whether the criteria for provision recognition under *MFRS 137: Provisions, Contingent Liabilities and Contingent Assets* had been met; and

(f) Assessed the adequacy of disclosures in the financial statements relating to the potential liabilities and the associated uncertainties.

Information other than the financial statements and auditors' report thereon

The directors of the Company are responsible for the other information. The other information comprises the directors' report and the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of the auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

Responsibilities of the directors for the financial statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors, either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditors' Report

to the members of Kumpulan Fima Berhad (Incorporated in Malaysia)

Auditors' responsibilities for the audit of the financial statements (cont'd.)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding on internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group and of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Independent Auditors' Report

to the members of Kumpulan Fima Berhad (Incorporated in Malaysia)

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 45 to the financial statements.

Other matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purposes. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Kuala Lumpur, Malaysia
29 June 2026

Abdul Hadi Bin Gonawan
No. 03676/07/2026 J
Chartered Accountant

Statements of Comprehensive Income

For the financial year ended 31 March 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Revenue from contracts with customers	3	669,621	679,339	10,763	12,432
Rental income	16 (c)	4,409	4,046	759	814
Dividend income		-	-	38,400	38,846
Revenue		674,030	683,385	49,922	52,092
Cost of revenue/services	4	(317,982)	(325,552)	(11,673)	(8,758)
Gross profit		356,048	357,833	38,249	43,334
Other income	5	22,892	17,257	6,943	6,050
Other items of expense					
Administrative expenses		(123,588)	(125,937)	(15,563)	(14,661)
Selling and marketing expenses		(20,587)	(25,596)	-	-
Other operating expenses		(31,884)	(14,398)	-	-
		(176,059)	(165,931)	(15,563)	(14,661)
Net (provision)/write back of expected credit losses ("ECLS")	8	(192)	3,261	-	-
Profit from operations		202,689	212,420	29,629	34,723
Finance costs	9	(20,226)	(18,678)	(1,672)	(1,390)
Share of results of associates		2,913	(685)	-	-
Profit before tax and zakat	10	185,376	193,057	27,957	33,333
Income tax expense	11	(47,796)	(40,403)	(292)	(325)
Zakat paid		(688)	(502)	(23)	(25)
Profit for the year		136,892	152,152	27,642	32,983
Other comprehensive (expense)/income, net of tax:					
Item that will be subsequently reclassified to profit or loss:					
Foreign exchange translation loss		(27,275)	(28,184)	-	-
Item that will not be subsequently reclassified to profit or loss:					
Remeasurement gain on defined benefit obligations		58	30	-	-
Total comprehensive income for the year		109,675	123,998	27,642	32,983

Statements of Comprehensive Income

For the financial year ended 31 March 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Profit attributable to:					
Equity holders of the Company		122,909	126,465	27,642	32,983
Non-controlling interests		13,983	25,687	-	-
Profit for the year		136,892	152,152	27,642	32,983
Total comprehensive income attributable to:					
Equity holders of the Company		97,036	100,768	27,642	32,983
Non-controlling interests		12,639	23,230	-	-
Total comprehensive income for the year		109,675	123,998	27,642	32,983
Earnings per share attributable to equity holders of the Company (sen per share):					
Basic	12	44.00	45.92		
Diluted	12	42.78	42.81		

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statements of Financial Position

As at 31 March 2026

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Assets					
Non-current assets					
Property, plant and equipment	14	749,761	719,634	16,549	16,401
Right-of-use assets	15	398,196	417,930	22,151	23,506
Investment properties	16	45,834	46,799	2,790	2,828
Investments in subsidiaries	17	-	-	372,823	376,785
Investments in associates	18	45,110	42,775	2,251	2,251
Goodwill on consolidation	19	12,710	12,710	-	-
Deferred tax assets	34	21,171	21,712	-	-
		1,272,782	1,261,560	416,564	421,771
Current assets					
Inventories	20	76,615	88,762	-	-
Biological assets	21	9,452	10,050	-	-
Trade receivables	22	131,911	131,514	158	89
Other receivables	23	34,453	31,140	510	1,700
Contract cost assets	24	1,386	-	-	-
Tax recoverable		2,147	9,253	-	189
Due from subsidiaries	25	-	-	43,299	31,638
Financial investments	26	193,711	138,194	38,600	41,952
Cash and bank balances	27	147,879	166,312	13,290	28,200
		597,554	575,225	95,857	103,768
Total assets		1,870,336	1,836,785	512,421	525,539
Equity and liabilities					
Equity attributable to equity holders of the Company					
Share capital	28	324,612	313,275	324,612	313,275
Treasury shares	29	(11,751)	(12,210)	(11,751)	(12,210)
Other reserves	30	16,229	40,785	3,149	1,786
Retained earnings	31	756,752	686,811	159,069	184,441
		1,085,842	1,028,661	475,079	487,292
Non-controlling interests		231,836	247,076	-	-
Total equity		1,317,678	1,275,737	475,079	487,292

Statements of Financial Position

As at 31 March 2026

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current liabilities					
Lease liabilities	32	202,746	211,369	128	687
Long term borrowing	35	110,071	119,018	-	-
Retirement benefit obligation	33	1,983	2,050	-	-
Deferred tax liabilities	34	85,950	76,430	5,056	5,187
		400,750	408,867	5,184	5,874
Current liabilities					
Lease liabilities	32	6,028	5,798	569	887
Short term borrowings	35	69,360	69,611	27,764	28,687
Trade and other payables	36	62,322	67,102	3,641	2,799
Provisions	37	-	500	-	-
Due to subsidiaries	25	-	-	32	-
Tax payable		14,198	9,170	152	-
		151,908	152,181	32,158	32,373
Total liabilities		552,658	561,048	37,342	38,247
Total equity and liabilities		1,870,336	1,836,785	512,421	525,539
Net assets per share (RM)		3.85	3.73	1.69	1.77

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statements of Changes in Equity

For the financial year ended 31 March 2026

		Attributable to equity holders of the Company										
				Non-distributable		Distributable	Non-distributable					
Group	Note	Total equity RM'000	Equity attributable to equity holders of the Company, total RM'000	Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	Other reserves, total (Note 30) RM'000	Capital reserve RM'000	Foreign currency translation deficit RM'000	Capital reserve arising from bonus issue in subsidiary RM'000	Employee share option reserve RM'000	Non-controlling interests RM'000
2026												
At 1 April 2025		1,275,737	1,028,661	313,275	(12,210)	686,811	40,785	437	(27,897)	66,459	1,786	247,076
Profit for the year		136,892	122,909	-	-	122,909	-	-	-	-	-	13,983
Remeasurement of define benefit liability		58	46	-	-	46	-	-	-	-	-	12
Foreign currency translation loss		(27,275)	(25,919)	-	-	-	(25,919)	-	(25,919)	-	-	(1,356)
Total comprehensive income/ (loss) for the year		109,675	97,036	-	-	122,955	(25,919)	-	(25,919)	-	-	12,639
Transactions with equity holders												
Acquisition of shares		(6,475)	-	-	-	-	-	-	-	-	-	(6,475)
Dividends	13	(53,014)	(53,014)	-	-	(53,014)	-	-	-	-	-	-
Dividends paid to minority shareholders of subsidiaries		(21,404)	-	-	-	-	-	-	-	-	-	(21,404)
Issuance of shares pursuant to ESOS		10,096	10,096	11,337	459	-	(1,700)	-	-	-	(1,700)	-
Grant to equity-settled share options		3,063	3,063	-	-	-	3,063	-	-	-	3,063	-
Total transactions with equity holders		(67,734)	(39,855)	11,337	459	(53,014)	1,363	-	-	-	1,363	(27,879)
At 31 March 2026		1,317,678	1,085,842	324,612	(11,751)	756,752	16,229	437	(53,816)	66,459	3,149	231,836

Statements of Changes in Equity

For the financial year ended 31 March 2026

Group	Note	Total equity RM'000	Equity attributable to equity holders of the Company, total RM'000	Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	Other reserves, total (Note 30) RM'000	Capital reserve RM'000	Foreign currency translation deficit RM'000	Capital reserve arising from bonus issue in subsidiary RM'000	Employee share option reserve RM'000	Non-controlling interests RM'000
			Attributable to equity holders of the Company									
				Non-distributable		Distributable	Non-distributable					
2025												
At 1 April 2024		1,197,165	957,794	311,670	(11,963)	593,367	64,720	437	(2,176)	66,459	-	239,371
Profit for the year		152,152	126,465	-	-	126,465	-	-	-	-	-	25,687
Remeasurement of define benefit liability		30	24	-	-	24	-	-	-	-	-	6
Foreign currency translation loss		(28,184)	(25,721)	-	-	-	(25,721)	-	(25,721)	-	-	(2,463)
Total comprehensive income/ (loss) for the year		123,998	100,768	-	-	126,489	(25,721)	-	(25,721)	-	-	23,230
Transactions with equity holders												
Purchase of treasury shares		(566)	(247)	-	(247)	-	-	-	-	-	-	(319)
Dividends	13	(33,045)	(33,045)	-	-	(33,045)	-	-	-	-	-	-
Dividends paid to minority shareholders of subsidiaries		(15,206)	-	-	-	-	-	-	-	-	-	(15,206)
Issuance of shares pursuant to ESOS		1,605	1,605	1,605	-	-	-	-	-	-	-	-
Grant to equity-settled share options		1,786	1,786	-	-	-	1,786	-	-	-	1,786	-
Total transactions with equity holders		(45,426)	(29,901)	1,605	(247)	(33,045)	1,786	-	-	-	1,786	(15,525)
At 31 March 2025		1,275,737	1,028,661	313,275	(12,210)	686,811	40,785	437	(27,897)	66,459	1,786	247,076

Statements of Changes in Equity

For the financial year ended 31 March 2026

Company	Note	Total equity RM'000	Non-distributable Share capital RM'000	Treasury shares RM'000	Employee share option reserve RM'000	Distributable Retained earnings RM'000
2026						
At 1 April 2025		487,292	313,275	(12,210)	1,786	184,441
Total comprehensive income for the year		27,642	-	-	-	27,642
Transactions with equity holders						
Issuance of shares pursuant to ESOS		10,096	11,337	459	(1,700)	-
Grant to equity-settled share options		3,063	-	-	3,063	-
Dividends	13	(53,014)	-	-	-	(53,014)
Total transactions with equity holders		(39,855)	11,337	459	1,363	(53,014)
At 31 March 2026		475,079	324,612	(11,751)	3,149	159,069
2025						
At 1 April 2024		484,210	311,670	(11,963)	-	184,503
Total comprehensive income for the year		32,983	-	-	-	32,983
Transactions with equity holders						
Purchase of treasury shares		(247)	-	(247)	-	-
Issuance of shares pursuant to ESOS		1,605	1,605	-	-	-
Grant to equity-settled share options		1,786	-	-	1,786	-
Dividends	13	(33,045)	-	-	-	(33,045)
Total transactions with equity holders		(29,901)	1,605	(247)	1,786	(33,045)
At 31 March 2025		487,292	313,275	(12,210)	1,786	184,441

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statements of Cash Flows

For the financial year ended 31 March 2026

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash flows from operating activities				
Profit before tax and zakat	185,376	193,057	27,957	33,333
Adjustments for:				
Depreciation of:				
- Property, plant and equipment	34,951	33,164	269	222
- Right-of-use assets	15,712	17,184	1,355	1,343
- Investment properties	1,325	1,324	38	38
Changes in fair value of biological assets	316	(3,650)	-	-
Dividend income	-	-	(38,400)	(38,846)
Net provision/(write back) of ECLs	192	(3,261)	-	-
Interest expense	20,226	18,678	1,620	1,390
Profit/interest income	(11,532)	(2,892)	(367)	(115)
Interest income on advances to a subsidiary	-	-	(881)	(1,783)
Distribution from financial investments	(5,175)	(5,957)	(948)	(593)
Net gain on disposal of property, plant and equipment	(5)	(1,531)	-	(2)
Net unrealised foreign exchange loss	4,043	7,333	1,540	554
Provision for retirement benefit obligation	477	411	-	-
Loss on termination of lease	-	6	-	-
Gain on lease modification	2,634	-	-	-
Net reversal of provision for warranty	-	(497)	-	-
Net reversal of provision for general claim	(145)	(687)	-	-
Share of results of associates	(2,913)	685	-	-
Write down/(back) of inventories	2,078	(1,785)	-	-
Property, plant and equipment written off	5,158	1,113	-	-
Share and options granted under LTIP	2,872	1,962	800	641
Operating profit/(loss) before working capital changes	255,590	254,657	(7,017)	(3,818)

Statements of Cash Flows

For the financial year ended 31 March 2026

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash flows from operating activities (cont'd.)				
Operating profit/(loss) before working capital changes brought forward	255,590	254,657	(7,017)	(3,818)
Changes in inventories	10,069	(5,129)	-	-
Changes in receivables	161	(45,734)	(419)	(307)
Changes in contract cost assets	(1,386)	-	-	-
Changes in net amount due from related companies	-	-	(11,629)	25,321
Changes in payables	(4,944)	(14,841)	842	250
Cash generated from/(used in) operations	259,490	188,953	(18,223)	21,446
Net tax paid	(24,711)	(32,757)	(82)	(506)
Interest paid	(476)	-	-	-
Zakat paid	(688)	(502)	(23)	(25)
Retirement benefits paid	(288)	(316)	-	-
Net cash generated from/(used in) operating activities	233,327	155,378	(18,328)	20,915
Cash flows from investing activities				
Proceeds from disposal of property, plant and equipment	75	2,501	-	2
Purchase of property, plant and equipment	(78,548)	(184,515)	(417)	(266)
Purchase of investment property	(360)	-	-	-
Net (placement)/redemption of financial investments	(55,517)	95,969	3,352	(10,094)
Acquisition of treasury shares	-	(247)	-	(247)
Purchase of additional shares in subsidiary	-	-	(6,475)	-
Dividends received from associates	577	2,803	-	456
Dividends received from subsidiaries	-	-	38,400	38,390
Profit/interest income received	3,189	2,892	367	115
Interest income received	-	-	881	1,783
Distribution received from financial investments	5,175	5,957	948	593
Net withdrawal of deposit with maturity period more than 3 months	3,310	8,456	-	-
Net redemption of redeemable preference shares	-	-	12,700	8,000
Net cash (used in)/generated from investing activities	(122,099)	(66,184)	49,756	38,732

Statements of Cash Flows

For the financial year ended 31 March 2026

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash flows from financing activities				
Net (repayment)/drawdown of short term borrowings	(18,411)	31,890	(2,067)	(9,233)
Repayment of lease liabilities	(18,000)	(19,330)	(1,353)	(912)
Acquisition of non-controlling interests	(6,475)	-	-	-
Proceeds from exercise of share options	10,096	1,429	10,096	1,429
Dividend paid to equity holders	(53,014)	(33,045)	(53,014)	(33,045)
Dividends paid by subsidiaries to non-controlling interests of subsidiaries	(21,404)	(15,206)	-	-
Net cash used in financing activities	(107,208)	(34,262)	(46,338)	(41,761)
Net increase/(decrease) in cash and cash equivalents	4,021	54,932	(14,910)	17,886
Effect of foreign exchange rate changes in cash and cash equivalents	(19,144)	(17,659)	-	-
Cash and cash equivalents at beginning of year	151,465	114,192	28,200	10,314
Cash and cash equivalents at end of year (Note 27)	136,342	151,465	13,290	28,200

Reconciliation of liabilities arising from financing activities:

2026	1 April 2025 RM'000	Addition/ Others RM'000	Paid RM'000	Drawdown RM'000	Interest expense RM'000	Interest capitalised RM'000	31 March 2026 RM'000
Group							
Lease liabilities	217,167	(1,375)	(18,000)	-	10,982	-	208,774
Borrowings	188,629	-	(58,539)	40,128	8,768	445	179,431
Company							
Lease liabilities	1,574	-	(929)	-	52	-	697
Borrowings	28,687	-	(8,708)	6,641	1,144	-	27,764

2025	1 April 2024 RM'000	Addition/ Others RM'000	Paid RM'000	Drawdown RM'000	Interest expense RM'000	Interest capitalised RM'000	31 March 2025 RM'000
Group							
Lease liabilities	218,665	5,768	(19,330)	-	12,064	-	217,167
Borrowings	148,936	-	(46,984)	78,874	6,614	1,189	188,629
Company							
Lease liabilities	592	1,858	(912)	-	36	-	1,574
Borrowings	36,566	-	(19,879)	10,646	1,354	-	28,687

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Notes to the Financial Statements

31 March 2026

1. CORPORATE INFORMATION

The principal activities of the Company are those of investment, property holding and trading. The principal activities of the subsidiaries and the associates are described in Notes 45 and 46, respectively. There have been no significant changes in the nature of these activities during the year.

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad. The principal place of business of the Company is located at Suite 4.1, Level 4, Block C, Plaza Damansara, No. 45, Jalan Medan Setia 1, Bukit Damansara, 50490 Kuala Lumpur.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia.

The financial statements of the Group and of the Company have been prepared on a historical cost basis except as disclosed in the accounting policies below.

The financial statements are expressed in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000) except where otherwise indicated.

2.2 Changes in accounting policies arising from adoption of new MFRSs, amendments to MFRSs and IC Interpretations

(a) Changes in accounting policies

On 1 April 2025, the Group and the Company adopted the following new amendments to MFRSs mandatory for annual financial periods beginning on or after 1 January 2025.

Description	Effective for financial periods beginning on or after
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability	1 January 2025

The adoption of the above amendment to standards did not have material impact on the financial statements in the year of initial application.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.3 Standards issued but not yet effective

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Group's and of the Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

Description	**Effective for annual period beginning on or after**
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 1, First-time Adoption of Malaysian Financial Reporting Standards - Hedge Accounting by First Time Adopter under Exceptions to the Retrospective Application of Other MFRSs	1 January 2026
Amendments to MFRS 7, Financial Instruments: Disclosures - Fair Value Measurements for Gain or Loss on Derecognition included Significant Unobservable Inputs	1 January 2026
Amendments to MFRS 9, Financial Instruments - Derecognition Requirements of Lease Liabilities and Initial Measurements of Trade Receivables	1 January 2026
Amendments to MFRS 10, Consolidated Financial Statements - Determination of De'Facto Agent when Assessing Control	1 January 2026
Amendments to MFRS 107, Statement of Cash Flows - Equity Method or at Cost	1 January 2026
MFRS 18, Presentation and Disclosure in Financial Statements - New Presentation and Disclosure Standard	1 January 2027
MFRS 19, Subsidiaries without Public Accountability: Disclosures - Reduced Disclosures Standards for Eligible Subsidiaries within the Group	1 January 2027
Amendments to MFRS 10 Consolidated Financial Statements and MFRS 128, Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an investor and its Associate or Joint Venture	Deferred

The MFRS Accounting Standards and amendments to MFRS Accounting Standards above are expected to have no significant impact on the financial statements of the Group and the Company upon their initial application except for the changes in presentation and disclosures of financial information arising from the adoption of MFRS 18: Presentation and Disclosure in Financial Statements.

The Group and the Company are currently assessing the impact of MFRS 18, particularly with respect to the structure of the statements of comprehensive income, the statements of cash flows and the additional disclosures required for Management-defined Performance Measures ("MPMs"). The Group and the Company are also assessing the impact on aggregation and disaggregation on how information is grouped in the financial statements.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information

(a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiary companies as at the reporting date. The financial statements of the subsidiary companies used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied for like transactions and events in similar circumstances.

The Company controls an investee if and only if the Company has the following:

(i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);

(ii) Exposure, or rights, to variable returns from its investment with the investee; and

(iii) The ability to use its power over the investee to affect its returns.

Subsidiary companies are consolidated when the Company obtains control over the subsidiary company and ceases when the Company loses control of the subsidiary company. All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions are eliminated in full.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance.

Changes in the Group's ownership interests in subsidiary companies that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary company. The resulting difference is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary company, a gain or loss calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets and liabilities of the subsidiary company and any non-controlling interest, is recognised in profit or loss. The subsidiary company's cumulative gain or loss which has been recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss or where applicable, transferred directly to retained earnings. The fair value of any investment retained in the former subsidiary company at the date control is lost is regarded as the cost on initial recognition of the investment.

Business combinations

Acquisitions of subsidiaries are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. The Group elects on a transaction-by- transaction basis whether to measure the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction costs incurred are expensed off and included in administrative expenses.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(a) Basis of consolidation (cont'd.)

Business combinations (cont'd.)

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes in the fair value of the contingent consideration, which is deemed to be an asset or liability, will be recognised in accordance with MFRS 9 *Financial Instruments* either in profit or loss or as a change to other comprehensive income. If the contingent consideration is classified as equity, it will not be remeasured. Subsequent settlement is accounted for within equity. In instances where the contingent consideration does not fall within the scope of MFRS 9, it is measured in accordance with the appropriate MFRS.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than fair value of the net assets of the subsidiary company acquired, the difference is recognised in profit or loss. The accounting policy for goodwill is set out in Note 2.4(h).

(b) Subsidiaries

In the Company's separate financial statements, investments in subsidiary companies are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

(c) Transactions with non-controlling interests

Non-controlling interests at the reporting date, being the portion of the net assets of subsidiary companies attributable to equity interests that are not owned by the Company, whether directly or indirectly through subsidiary companies, are presented in the consolidated statement of financial position and statement of changes in equity within equity, separately from equity attributable to the equity shareholders of the Company. Non-controlling interests in the results of the Group are presented in the consolidated statement of comprehensive income as an allocation of the profit or loss and the comprehensive income for the year between the non-controlling interests and the equity shareholders of the Company.

Losses applicable to the non-controlling interest in a subsidiary company are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

The Group treats all changes in its ownership interest in a subsidiary company that do not result in a loss of control as equity transactions between the Group and its non-controlling interest holders. Any difference between the Group's share of net assets before and after the change, and any consideration received or paid, is adjusted to or against Group reserves.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(d) Investment in associate companies

An associate is an entity, not being a subsidiary or a joint venture, in which the Group has significant influence. An associate is equity accounted for from the date the Group obtains significant influence until the date the Group ceases to have significant influence over the associate.

The Group's investment in associates are accounted for using the equity method. Under the equity method, the investment in an associate is measured in the statement of financial position at cost plus post-acquisition changes in the Group's share of net assets of the associate. Goodwill relating to the associate is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the associate's identifiable assets, liabilities and contingent liabilities over the cost of the investment is excluded from the carrying amount of the investment and is instead included as income in the determination of the Group's share of the associate's profit or loss for the period in which the investment is acquired.

When the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in its associates. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount in profit or loss.

The financial statements of the associate are not prepared as of the same reporting date as the Company. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

In the Company's separate financial statements, investments in associates are stated at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

The most recent available audited financial statements of the associates are used by the Group in applying the equity method. Where the dates of the audited financial statements used are not coterminous with those of the Group, the share of results is arrived at from the last audited financial statements available and management financial statements to the end of the accounting period. Uniform accounting policies are adopted for like transactions and events in similar circumstances.

(e) Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset, if and only if, it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably.

Bearer plants are living plants used in the production or supply of agricultural produce, are expected to bear produce for more than one period and have a remote likelihood of being sold as agricultural produce, except for incidental scrap sales.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(e) Property, plant and equipment (cont'd.)

Bearer plants mainly include mature and immature oil palm plantations. Immature plantations includes costs incurred for field preparation, planting, fertilising and maintenance, capitalisation of borrowing costs incurred on loans used to finance the developments of immature plantations and an allocation of other indirect costs based on planted hectares. Depreciation for bearer plants commence when the oil palms reach their maturity.

Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. When significant parts of property, plant and equipment are required to be replaced in intervals, the Group and the Company recognise such parts as individual assets with specific useful life and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria is satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Freehold land has an unlimited useful life and therefore is not depreciated.

Other property, plant and equipment is depreciated on a straight-line basis to write- off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Buildings	2.0% - 20.0%
Bearer plants	4.0%
Infrastructure	2.0%
Plant and machineries	4.0% - 50.0%
Fish canning facilities	2.0%
Warehouses, storage tanks and pipelines	4.0%
Motor vehicles	10.0% - 33.3%
Office equipment, furniture and fittings	6.7% - 33.3%
Renovations	2.0% - 20.0%
Tools, accessories and computer equipment	20.0% - 33.3%

Assets under construction or capital work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use. Immature plantations, which in general will mature 36 months after field planting are not depreciated until maturity.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(f) Biological assets

Fresh Fruit Bunches ("FFB")

Biological assets comprise produce growing on bearer plants. Biological assets are classified as current assets for bearer plants that are expected to be harvested and sold or used for production on a date not more than 15 days after the reporting date.

Biological assets are measured at fair value less costs to sell. Any gains or losses arising from changes in the fair value less costs to sell are recognised in profit or loss. Fair value is determined based on the present value of expected net cash flows from the biological assets. The expected net cash flows are estimated using the expected output (FFB harvest) and market price at reporting date of crude palm oil and palm kernel adjusted for extraction rates less processing, harvesting and transportation costs.

Pineapples

Biological assets are measured at fair value less costs to sell. Any gains or losses arising from the changes in the fair value less costs to sell are recognised in profit or loss. The fair value of pineapples is determined based on the present value of the expected net cash flows from the biological assets. The expected net cash flows are estimated using the expected output of the planted area (pineapple harvest) and market price at reporting date of pineapple by grades, adjusted for type of pineapple grades less processing, harvesting and transportation costs.

Livestock

Biological assets are measured at fair value less costs to sell. Any gains or losses arising from changes in the fair value less costs to sell are recognised in profit or loss. The fair value of cattles is determined based on the present value of the expected net cash flows from the biological assets. The expected net cash flows are estimated using the expected output (number of livestock) and market price at reporting date of livestock by weight less transportation costs.

(g) Investment properties

Investment properties are properties which are held either to earn rental income or for capital appreciation or for both. Such properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses. Freehold land has an unlimited useful life and therefore is not depreciated.

Depreciation of investment properties is provided for on a straight-line basis to write off the cost of the property to its residual value over its estimated useful life, at the following annual rates:

Building	2%
Leasehold building	2% to 3%
Leasehold land	Over lease period

The residual values, useful life and depreciation method are reviewed at each financial year-end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the investment property.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(g) Investment properties (cont'd.)

An investment property is derecognised when either it has been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in the profit or loss in the year in which they arise.

(h) Goodwill

Goodwill acquired in a business combination is initially measured at cost being the excess of the cost of business combination over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities. Following the initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is not amortised but instead, it is reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

(i) Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ("CGU")).

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of the asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the profit or loss.

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(j) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost, or fair value through profit or loss ("FVTPL") or fair value through other comprehensive income ("FVTOCI").

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measure a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group and the Company applied the practical expedient are measured at the transaction price determined under MFRS 15 *Revenue from Contract with Customers*.

In order for a financial asset to be classified and measured at amortised cost, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. The assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's and the Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group or the Company commits to purchase or sell the asset.

Subsequent measurement

Financial assets at amortised cost (debt instruments)

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and

- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's and the Company's financial assets at amortised cost include trade and other receivables, amount due from related companies and cash and bank balances.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(j) Financial assets (cont'd.)

Financial assets at FVTPL

Financial assets at FVTPL include financial assets held for trading, financial assets designated upon initial recognition at FVTPL, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at FVTPL, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at FVTOCI, debt instruments may be designated at FVTPL on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at FVTPL are carried in the statements of financial position at fair value with net changes in fair value recognised in the statements of profit or loss.

As at 31 March 2026, the Group and the Company measure their financial investments, which comprise of money market unit trust funds, at FVTPL.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's and the Company's statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or

- The Group and the Company have transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group and the Company have transferred substantially all the risks and rewards of the asset, or (b) the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group and the Company have transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, they evaluate if, and to what extent, they have retained the risks and rewards of ownership. When they have neither nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group and the Company continue to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group and the Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group and the Company could be required to repay.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(k) Impairment of financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For trade receivables, contract assets and other financial assets at amortised cost, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognise a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company have established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group and the Company consider a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group and the Company may also consider a financial asset to be in default when internal or external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(l) Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost of direct materials such as raw materials, consumables, printing materials, oil palm products and fertilizer are determined based on a weighted average and first- in-first-out ("FIFO") basis.

Cost of finished goods and work-in-progress includes direct materials, direct labour, other direct costs and appropriate production overheads.

Net realisable value represents the estimated selling price in the ordinary course of business less all estimated costs to completion and the estimated costs necessary to make the sale.

(m) Cash and cash equivalents

Cash and short-term deposits in the statement of financial position comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(n) Contract cost assets

The Group recognises as an asset the incremental costs of obtaining a contract with a customer if the Company expects to recover those costs.

Costs to fulfil a contract are capitalised if they relate directly to a contract, generate or enhance resources that will be used in satisfying future performance obligations, and are expected to be recovered.

Contract cost assets are amortised on a systematic basis consistent with the transfer of the goods or services to which the asset relates.

The Group recognises an impairment loss in profit or loss to the extent that the carrying amount of the contract cost assets exceeds the remaining amount of consideration expected to be received less costs relating to providing the goods or services.

(o) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL or other financial liabilities, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's and the Company's financial liabilities include trade payables, other payables, amount due to related companies, lease liabilities and borrowings.

As at 31 March 2026, the Group and the Company have not designated any financial liabilities at FVTPL.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

(i) Other financial liabilities

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in profit or loss.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(o) Financial liabilities (cont'd.)

Derecognition

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

(p) Provisions for liabilities

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligations and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

(i) Warranty claim

The Group has contracts with government agencies and third parties for the supply of security and confidential documents. Under these contracts, the Group provides warranty for defective products claimable within 3 to 5 years from the point of sale.

(q) Share capital

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(r) Revenue recognition

Revenue from contracts with customers

The Group is in the business of production of security and confidential documents, oil palm production, sale of food products, provision of bulking services and property management services. The Group has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer.

(i) Sale of security documents, sale of goods, sales of biodiesel and fish trading

Revenue is recognised at a point in time, net of sales taxes upon transfer of control to the buyer. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.

(ii) Sale of oil palm and local fruits products

Revenue is recognised at a point in time when control of the goods is transferred to the customer.

(iii) Bulking and logistic services

Revenue is recognised over time, net of sales and services taxes as and when services are rendered.

Other revenue

(i) Rental income

Rental income from investment property is recognised on a straight-line basis over the term of the lease.

(ii) Dividend income and distribution from financial investments

Dividend income and distribution from financial investments are recognised when the right to receive payment is established.

(iii) Management fees

Management fees are recognised over time as and when services are rendered.

(iv) Interest and profit income

Interest and profit income are recognised using the effective interest/profit method.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(s) Government grant

Government grant is recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments.

(t) Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services/ business activities. An operating segment's operating results are reviewed regularly by the chief operating decision maker, who will make decisions to allocate resources to the segments and assess the segment performance.

(u) Foreign currencies

(i) Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

(ii) Foreign currency transactions

Transactions in foreign currencies other than the Company's functional currency (foreign currencies) are recorded in the functional currencies at exchange rates approximating those ruling at the transaction dates. At each reporting date, monetary items denominated in foreign currencies are translated at the rates prevailing on the reporting date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not translated.

Exchange differences arising on the settlement of monetary items, and on the translation of monetary items, are included in the profit or loss for the period except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations. These are initially taken directly to the foreign currency translation reserve within equity until the disposal of the foreign operations, at which time they are recognised in profit or loss. Exchange differences arising on monetary items that form part of the Company's net investment in foreign operations are recognised in profit or loss in the Company's separate financial statements or the individual financial statements of the foreign operation, as appropriate.

Exchange difference arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

Notes to the Financial Statements
31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(u) Foreign currencies (cont'd.)

(iii) Foreign operations

The results and financial position of foreign operations that have a functional currency different from the presentation currency, RM of the consolidated financial statements are translated into RM as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate prevailing at the reporting date;
- Income and expenses for each profit or loss are translated at average exchange rates for the year, which approximates the exchange rates at the dates of the transactions; and
- All resulting exchange differences are taken to the foreign currency translation reserve within equity.

(v) Employee benefits

(i) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of the Group and of the Company. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Defined contribution plan

As required by law, companies in Malaysia make contributions to the national pension scheme, the Employees Provident Fund ("EPF"). Such contributions are recognised as an expense in the profit or loss as incurred.

(iii) Defined benefit plan

The foreign subsidiary in Indonesia, operates an unfunded, defined benefit Retirement Benefit Scheme ("the Scheme") for its eligible employees. The foreign subsidiary's obligation under the Scheme, calculated using the Projected Unit Credit Method, is determined based on actuarial assumptions by independent actuaries, through which the amount of benefit that employees have earned in return for their services in the current and prior years is estimated. That benefit is discounted in order to determine its present value. Actuarial gains and losses are recognised immediately through other comprehensive income in order for the net pension assets or liability recognised in the statement of financial position to reflect the full value of the plan deficit or surplus. Past service costs are recognised immediately to the extent that the benefits are already vested, and otherwise are amortised on a straight-line basis over the average period until the amended benefits become vested.

The latest actuarial valuation was carried out using the employee data as at 31 March 2026 by Kantor Konsultan Aktuaria Yusi dan Rekan, an independent actuary, who issued a valuation report on 12 May 2026.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(v) Employee benefits (cont'd.)

(iv) Employees' Share Options Scheme ("ESOS")

Directors and employees of the Group and of the Company receive remuneration in the form of share options as consideration for services rendered. The cost of these equity-settled transactions with employees is measured by reference to the fair value of the options at the date on which the options are granted. This cost is recognised in profit or loss. The cumulative expense recognised at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's and the Company's best estimate of the number of options that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in cumulative expense recognised at the beginning and end of that period.

No expense is recognised for options that do not ultimately vest, except for options where vesting is conditional upon a market or non-vesting condition, which are treated as vested irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

When the options are exercised, the employees share option reserve is transferred to share capital if new shares are issued.

The employees share option reserve is transferred to retained earnings upon forfeiture or expiry of the share options.

(v) Employees' Share Grant Plan ("ESGP")

The fair value of ESGP is measured at grant date, taking into account, the market vesting conditions upon which the ESGP were granted but excluding the impact of any non-market vesting conditions. Non-market vesting conditions are included in assumptions about the number of share that are expected to be awarded on the vesting date.

At each reporting date, the Company revises its estimates of the number of ESGP that are expected to be awarded on vesting date. It recognises the impact of the revision of original estimates, if any, in the profit or loss, and a corresponding adjustment to equity over the remaining vesting period. The equity amount is recognised in the equity contribution from parent reserve.

Senior management personnel of the KFIMA Group are entitled to performance-based restricted shares as consideration for services rendered. The ESGP may be settled by way of issuance and transfer of new KFIMA shares or by cash at the absolute discretion of the Nomination and Remuneration Committee. The total fair value of ESGP granted to senior management employees is recognised as an employee cost with a corresponding increase in the equity contribution from parent reserve within equity over the vesting period and taking into account the probability that the ESGP will vest.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(w) Leases

(i) As lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group and the Company recognise a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of the right-of-use assets are determined on the same basis as those of plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurement of the lease liability.

Lease liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and the Company and payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group and the Company use their incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(w) Leases (cont'd.)

(ii) As lessor

Leases in which the Group and the Company do not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

(x) Income taxes

(i) Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

(ii) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of taxable temporary differences associated with investments in subsidiary companies, associated companies and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(x) Income taxes (cont'd.)

(ii) Deferred tax (cont'd.)

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of deductible temporary differences associated with investments in subsidiary companies, associated companies and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(y) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or

- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to the Group and the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) prices in active markets for identical assets or liabilities.

- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

- Level 3 — Valuation techniques that use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and the Company determine whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

2.5 Significant accounting judgements and estimates

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and of the Company's accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an on-going basis and are based on experience and other relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.5 Significant accounting judgements and estimates (cont'd.)

The significant key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Impairment of goodwill

Goodwill is tested for impairment annually and at other times when such indicators exist. This requires an estimation of the value-in-use of the CGU to which goodwill is allocated. Estimating a value-in-use requires management to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows. Further details are disclosed in Note 19.

(ii) ECLs on trade and other receivables

For financial assets, the Group and the Company apply a simplified approach in calculating allowance for ECLs in respect of trade and other receivables. The Group and the Company consider amongst others, its historical credit loss experience, adjust for forward-looking factors specific to the debtors and the economic environment.

The carrying amount of the Group's and the Company's trade and other receivables as at 31 March 2026 are disclosed in Note 22 and Note 23 respectively.

(iii) Deferred tax assets

Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

The Group's and the Company's deferred tax assets as at 31 March 2026 are disclosed in Note 34.

(iv) Impairment of investments in subsidiaries

Determining whether investments in subsidiaries are impaired requires an estimation of the recoverable amounts of the investments.

Management exercises its judgement in estimating the recoverable amounts of these investments.

The Company assesses at each reporting date whether there is any indication that investments in subsidiaries may be impaired. Where such indicators exist, the recoverable amount of the investment is estimated based on its value in use ("VIU").

In estimating the recoverable amount using VIU, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the assets.

The Company's investment in subsidiaries as at 31 March 2026 are disclosed in Note 17.

Notes to the Financial Statements

31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.5 Significant accounting judgements and estimates (cont'd.)

(v) Impairment of property, plant and equipment and right-of-use assets

At each reporting date, the Group and the Company assesses if any indication of impairment exists. If there is any indication, the Group and the Company will make an estimate of the recoverable amounts of its property, plant and equipment and right-of-use assets.

The Group carried out the impairment test based on a variety of estimation including the higher of value in use ("VIU") or fair value of less costs of disposal ("FVLCD") of the CGU to which the property, plant and equipment and right-of-use assets are allocated.

Where the recoverable amount of a CGU or group of CGUs is determined based on FVLCD, the Group, amongst others, relies on valuations performed by independent professional valuer. The valuations are determined using the comparison method, which requires significant estimates and assumptions in selecting comparable market transactions and making adjustments for differences in location, size, accessibility, tenure and other relevant characteristics of the assets.

In estimating the recoverable amount using VIU, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the assets.

The carrying amounts of property, plant and equipment and right-of-use assets of the Group and the Company are disclosed in Note 14 and Note 15 respectively.

(vi) Assessment on provision and contingent liabilities

At each reporting date, the Group and the Company assess whether a present obligation exists as a result of past events, whether it is probable that an outflow of economic resources will be required to settle the obligation and whether a reliable estimate of the amount can be made.

Where these conditions are not met, the obligation is disclosed as a contingent liability. Significant judgement is required in determining the likelihood of occurrence of the obligation, including consideration of the status of ongoing regulatory and legal proceedings, as well as legal confirmation obtained. This includes matters relating to the Group through its subsidiary PTNJL application for the release of forest area (Persetujuan Pelepasan Kawasan Hutan or "PPKH"), which remains subject to review by the relevant authorities as at the reporting date.

As the outcome of the above matter cannot be reliably estimated, no provision has been recognised.

The details of the Group's contingent liabilities as at 31 March 2026 are disclosed in Note 47.

Notes to the Financial Statements

31 March 2026

3. REVENUE FROM CONTRACTS WITH CUSTOMERS

(a) Disaggregation of revenue from contracts with customers:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Manufacturing	70,138	76,456	-	-
Sales of oil palm and local fruits products	191,872	201,861	-	-
Sales of food products	162,884	189,996	-	-
Bulking and logistic services	244,534	211,026	-	-
Sales of biodiesel	193	-	-	-
Trading of fish	-	-	10,763	12,432
	669,621	679,339	10,763	12,432
Timing of revenue recognition:				
Transferred at a point in time	425,087	468,313	10,763	12,432
Transferred over time	244,534	211,026	-	-
	669,621	679,339	10,763	12,432
Geographical market:				
Malaysia	409,303	371,679	10,763	12,432
Indonesia	101,482	122,015	-	-
Papua New Guinea	158,836	185,645	-	-
	669,621	679,339	10,763	12,432

(b) Performance obligations and payment terms

Manufacturing

Contracts with customers are mainly for production and trading of security and confidential documents. Performance obligation is satisfied at a point in time upon delivery of the documents to the customers and payment is generally due within 30 to 90 (2025: 30 to 90) days.

The transaction price allocated to the remaining performance obligations (unsatisfied) as at 31 March 2026 and 2025 are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Within one year	-	52,641	-	-

Sale of oil palm and local fruits products

Contracts with customers are mainly for sales of fresh fruits bunches ("FFB"), crude palm oil, palm kernel and local fruits. Performance obligation is satisfied at a point in time upon delivery of oil palm and local fruits products to customers and payment is generally due within 30 (2025: 30) days.

Notes to the Financial Statements

31 March 2026

3. REVENUE FROM CONTRACTS WITH CUSTOMERS (CONT'D.)

Sale of foods products, sales of biodiesel and trading of fish

Performance obligation is satisfied at a point in time upon delivery of the products to the customers and payment is generally due within 30 to 90 (2025: 30 to 90) days.

Bulking and logistic services

Performance obligation is satisfied over time as an when services are rendered to the customers and payment is generally due within 30 (2025: 30) days.

4. COST OF REVENUE/SERVICES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Manufacturing	35,368	63,874	-	-
Sales of oil palm and local fruits products	105,499	88,306	-	-
Sales of food products	116,392	120,912	-	-
Bulking and logistic services	49,941	42,052	-	-
Sales of biodiesel	6,873	6,222	-	-
Investment property related expenses	3,351	3,611	210	201
Trading of fish	-	-	11,463	8,557
Engineering consultant services	558	575	-	-
	317,982	325,552	11,673	8,758

5. OTHER INCOME

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Net gain on disposal of property, plant and equipment	5	1,531	-	2
Profit/interest income	11,532	2,892	367	427
Rental income	16	13	-	-
Interest income on advances to a subsidiary	-	-	881	1,471
Distribution from financial investments	5,175	5,957	948	593
Management fees	-	-	4,665	3,473
By-product and scrap sales	572	1,851	-	-
Others	5,592	5,013	82	84
	22,892	17,257	6,943	6,050

Notes to the Financial Statements

31 March 2026

6. STAFF COSTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Wages and salaries	98,328	91,733	7,833	7,156
Social security costs	1,116	952	63	46
Pension costs:				
- Defined contribution plan	8,251	7,753	1,313	1,230
- Defined benefit plan (Note 33)	477	411	-	-
Share option granted under ESOS	2,872	1,962	800	641
Other staff related expenses	7,126	5,179	1,000	594
	118,170	107,990	11,009	9,667

Included in staff costs of the Group and of the Company is the directors' remuneration, which is disclosed in Note 7.

7. DIRECTORS' REMUNERATION

The Company's directors' remuneration receivable from the Group and from the Company are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Executive:				
Salaries and other emoluments	1,527	1,483	916	890
Bonus	1,396	1,055	838	633
Pension costs - defined contribution plan	560	486	335	291
Total excluding benefits-in-kind	3,483	3,024	2,089	1,814
Benefits-in-kind	61	118	-	-
	3,544	3,142	2,089	1,814
Non-executive:				
Fees	810	810	425	425
Other emoluments	272	289	138	152
Total excluding benefits-in-kind	1,082	1,099	563	577
Benefits-in-kind	365	353	216	216
	1,447	1,452	779	793
Total	4,991	4,594	2,868	2,607

Notes to the Financial Statements

31 March 2026

7. DIRECTORS' REMUNERATION (CONT'D.)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Analysis excluding benefits-in-kind:				
Total executive director's remuneration	3,483	3,024	2,089	1,814
Total non-executive directors' remuneration	1,082	1,099	563	577
Total directors' remuneration	4,565	4,123	2,652	2,391

The total remuneration of the directors of the subsidiaries of the Group is disclosed in Note 40(b).

8. NET PROVISION/(WRITE BACK) OF EXPECTED CREDIT LOSSES ("ECLS")

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
ECLs on trade receivables (Note 22)	218	-	-	-
Write back of ECLs on trade receivables (Note 22)	(26)	(3,261)	-	-
	192	(3,261)	-	-

9. FINANCE COSTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Interest on borrowings	9,213	7,803	1,144	1,354
Interest	476	-	476	-
Less: Interest capitalised	(445)	(1,189)	-	-
	9,244	6,614	1,620	1,354
Interest on lease liabilities (Note 32)	10,982	12,064	52	36
	20,226	18,678	1,672	1,390

Notes to the Financial Statements

31 March 2026

10. PROFIT BEFORE TAX AND ZAKAT

The following amounts have been debited/(credited) in arriving at profit before tax and zakat:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Auditors' remuneration:				
Statutory audit				
- Ernst & Young PLT	794	775	155	152
- other member firms of Ernst & Young Global	318	309	-	-
- other auditor	16	17	-	-
Other services				
- Ernst & Young PLT	34	63	22	36
- other member firms of Ernst & Young Global	56	50	-	-
Changes in fair value of biological assets (Note 21)	316	(3,650)	-	-
Depreciation of:				
- property, plant and equipment (Note 14)	34,951	33,164	269	222
- right-of-use assets (Note 15)	15,712	17,184	1,355	1,343
- investment properties (Note 16)	1,325	1,324	38	38
Net foreign exchange loss/(gain):				
- realised	7,131	6,955	(130)	(3,379)
- unrealised	4,043	7,333	1,540	554
Provision for retirement benefit obligation (Note 33)	477	411	-	-
Divdend received from subsidiaries	-	-	(38,400)	(38,390)
Divdend received from associate	-	-	-	(456)
Loss on termination of lease	-	6	-	-
Net reversal of provision for warranty (Note 37)	-	(497)	-	-
Net reversal of provision for general claim	(145)	(687)	-	-
Write down/(back) of inventories	2,078	(1,785)	-	-
Property, plant and equipment written off	5,158	1,113	-	-

Notes to the Financial Statements

31 March 2026

11. INCOME TAX EXPENSE

Major components of income tax expense

The major components of income tax expense for the years ended 31 March 2026 and 2025 are:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current income tax:				
- Malaysian income tax	26,365	25,359	440	466
- Foreign income tax	10,269	21,512	-	-
- Under/(over) provision in prior years	211	(413)	(17)	(19)
	36,845	46,458	423	447
Deferred tax (Note 34):				
- Relating to origination and reversal of temporary differences	9,543	204	(137)	(122)
- Under/(over) provision in prior years	1,408	(6,259)	6	-
	10,951	(6,055)	(131)	(122)
Total income tax expense	47,796	40,403	292	325

Domestic current income tax is calculated at the statutory tax rate of 24% (2025: 24%) of the estimated assessable profit for the year.

Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions. During the current financial year, the income tax rate applicable to the subsidiaries in Indonesia and Papua New Guinea were 22% to 30% (2025: 22% to 30%).

Notes to the Financial Statements

31 March 2026

11. INCOME TAX EXPENSE (CONT'D.)

Reconciliation between tax expense and accounting profit

A reconciliation of income tax expense applicable to profit before tax and zakat at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company is as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit before tax and zakat	185,376	193,057	27,957	33,333
Taxation at Malaysian statutory tax rate of 24% (2025: 24%)	44,490	46,334	6,710	8,000
Effect of tax rates in foreign jurisdiction	(756)	(1,091)	-	-
Effect of partial tax exemption	(28)	(30)	-	-
Effect of income and/or other items not subject to tax	(4,947)	(3,365)	(9,444)	(9,466)
Effect of expenses not deductible for tax purposes	6,247	8,403	3,037	1,810
Effect of share results of associates	(541)	164	-	-
Utilisation of previously unrecognised tax losses	-	(4,829)	-	-
Deferred tax assets not recognised in respect of tax losses and unabsorbed capital allowances	1,712	1,489	-	-
Under/(over) provision of income tax expense in prior years	211	(413)	(17)	(19)
Under/(over) provision of deferred tax in prior years	1,408	(6,259)	6	-
	47,796	40,403	292	325

12. EARNINGS PER SHARE

(a) Basic

Basic earnings per share is calculated by dividing the Group's profit for the year, net of tax, attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the financial year, excluding treasury shares held by the Company.

The following tables reflect the profit and share data used in the computation of basic and diluted earnings per share for the years ended 31 March 2026 and 2025:

	Group	
	2026 RM'000	2025 RM'000
Profit net of tax attributable to equity holders of the Company used in the computation of basic/diluted earnings per share	122,909	126,465

Notes to the Financial Statements

31 March 2026

12. EARNINGS PER SHARE (CONT'D.)

(a) Basic (cont'd.)

	Number of shares	
	2026 '000	2025 '000
Weighted average number of ordinary shares for basic earnings per share computation	279,310	275,410
Effect of dilution:		
- Share options	7,966	19,991
Weighted average number of ordinary shares for diluted earnings per share computation	287,276	295,401

	Group	
	2026 sen	2025 sen
Basic earnings per share for the year (sen)	44.00	45.92
Diluted earnings per share for the year (sen)	42.78	42.81

13. DIVIDENDS

	Dividends recognised in year	
	2026 RM'000	2025 RM'000
First interim		
Recognised during the year:		
Interim single-tier dividend for year ended 31 March 2025 of 9.0 sen paid on 13 August 2025	25,112	-
Interim single-tier dividend for year ended 31 March 2024 of 9.0 sen paid on 16 August 2024	-	24,784
Special dividend		
Special single-tier dividend for year ended 31 March 2025 of 10.0 sen paid on 13 August 2025	27,902	-
Special single-tier dividend for year ended 31 March 2024 of 3.0 sen paid on 16 August 2024	-	8,261
	53,014	33,045

Subsequent to the financial year end, on 21 May 2026, the directors declared a single-tier interim and special dividend in respect of the current financial year ended 31 March 2026 of 9.0 sen and 10.0 sen per share, respectively on 281,743,450 shares (excluding treasury shares), amounting to a total of approximately RM53,531,256 payable on 21 August 2026.

The financial statements for the current year do not reflect this dividend. This dividend will be accounted for in the statement of changes in equity as an appropriation of retained earnings in the next financial year ending 31 March 2027.

The directors do not recommend the payment of any final dividend in respect of the current financial year.

Notes to the Financial Statements

31 March 2026

14. PROPERTY, PLANT AND EQUIPMENT

Group

At 31 March 2026	Freehold land RM'000	Buildings RM'000	Bearer plants and infrastructure RM'000	Warehouses, storage tanks and pipes RM'000	Construction work-in-progress RM'000	Other assets* RM'000	Total RM'000
At cost							
At 1 April 2025	66,300	68,965	351,800	295,665	92,190	354,210	1,229,130
Additions	-	1,239	19,798	2,394	47,823	7,739	78,993
Disposals	-	-	-	-	-	(126)	(126)
Write off	-	-	(6,130)	(226)	(439)	(535)	(7,330)
Transfer	-	12,956	-	64,455	(100,470)	23,059	-
Exchange differences	-	(6,230)	(6,308)	-	(653)	(13,331)	(26,522)
At 31 March 2026	66,300	76,930	359,160	362,288	38,451	371,016	1,274,145
Accumulated depreciation and impairment losses							
At 1 April 2025	-	42,991	139,049	113,334	1,762	212,360	509,496
Depreciation charge for the year (Note 10)	-	2,882	1,806	10,843	-	19,420	34,951
Disposals	-	-	-	-	-	(56)	(56)
Write off	-	-	(1,616)	(21)	-	(535)	(2,172)
Exchange differences	-	(3,321)	(5,943)	-	-	(8,571)	(17,835)
At 31 March 2026	-	42,552	133,296	124,156	1,762	222,618	524,384
Analysed as:							
Accumulated depreciation	-	37,019	111,458	124,103	-	222,403	494,983
Accumulated impairment losses	-	5,533	21,838	53	1,762	215	29,401
	-	42,552	133,296	124,156	1,762	222,618	524,384
Net carrying amount	66,300	34,378	225,864	238,132	36,689	148,398	749,761

Notes to the Financial Statements

31 March 2026

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Group (cont'd.)

At 31 March 2025	Freehold land RM'000	Buildings RM'000	Bearer plants and infrastructure RM'000	Warehouses, storage tanks and pipes RM'000	Construction work-in-progress RM'000	Other assets* RM'000	Total RM'000
At cost							
At 1 April 2024	66,300	64,212	341,668	259,453	36,749	344,328	1,112,710
Additions	-	3,709	15,716	1,433	106,058	58,788	185,704
Disposals	-	-	-	(40)	-	(38,936)	(38,976)
Write off	-	(307)	-	-	(987)	(18)	(1,312)
Transfer	-	8,602	-	34,819	(48,942)	5,521	-
Exchange differences	-	(7,251)	(5,584)	-	(688)	(15,473)	(28,996)
At 31 March 2025	66,300	68,965	351,800	295,665	92,190	354,210	1,229,130
Accumulated depreciation and impairment losses							
At 1 April 2024	-	43,870	132,878	105,791	1,762	246,787	531,088
Depreciation charge for the year (Note 10)	-	2,512	9,938	7,583	-	13,131	33,164
Disposals	-	-	-	(40)	-	(37,966)	(38,006)
Write off	-	(194)	-	-	-	(5)	(199)
Exchange differences	-	(3,197)	(3,767)	-	-	(9,587)	(16,551)
At 31 March 2025	-	42,991	139,049	113,334	1,762	212,360	509,496
Analysed as:							
Accumulated depreciation	-	37,458	117,211	113,281	-	212,145	480,095
Accumulated impairment losses	-	5,533	21,838	53	1,762	215	29,401
	-	42,991	139,049	113,334	1,762	212,360	509,496
Net carrying amount	66,300	25,974	212,751	182,331	90,428	141,850	719,634

Notes to the Financial Statements

31 March 2026

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Other assets*

Group

At 31 March 2026	Plant and machineries RM'000	Fish canning facilities RM'000	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Renovations RM'000	Tools, accessories and computer equipment RM'000	Total RM'000
At cost							
At 1 April 2025	162,110	83,837	32,308	55,369	17,606	2,980	354,210
Additions	3,151	-	1,364	2,587	9	628	7,739
Disposals	-	-	(96)	(30)	-	-	(126)
Write off	(350)	-	-	(185)	-	-	(535)
Transfer	15,972	5,881	-	915	270	21	23,059
Exchange differences	(2,678)	(7,631)	(468)	(1,514)	(1,040)	-	(13,331)
At 31 March 2026	178,205	82,087	33,108	57,142	16,845	3,629	371,016
Accumulated depreciation and impairment losses							
At 1 April 2025	90,211	31,214	24,818	47,353	16,516	2,248	212,360
Depreciation charge for the year	10,051	2,645	2,578	3,538	211	397	19,420
Disposals	-	-	(26)	(30)	-	-	(56)
Write off	(350)	-	-	(185)	-	-	(535)
Exchange differences	(2,289)	(3,381)	(449)	(1,412)	(1,040)	-	(8,571)
At 31 March 2026	97,623	30,478	26,921	49,264	15,687	2,645	222,618
Analysed as:							
Accumulated depreciation	97,408	30,478	26,921	49,264	15,687	2,645	222,403
Accumulated impairment losses	215	-	-	-	-	-	215
	97,623	30,478	26,921	49,264	15,687	2,645	222,618
Net carrying amount	80,582	51,609	6,187	7,878	1,158	984	148,398

Notes to the Financial Statements

31 March 2026

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Other assets* (cont'd.)

Group (cont'd.)

At 31 March 2025	Plant and machineries RM'000	Fish canning facilities RM'000	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Renovations RM'000	Tools, accessories and computer equipment RM'000	Total RM'000
At cost							
At 1 April 2024	133,034	92,188	31,313	64,984	20,379	2,430	344,328
Additions	49,855	1,866	1,766	4,845	30	426	58,788
Disposals	(20,874)	(2,423)	(188)	(13,649)	(1,798)	(4)	(38,936)
Write off	(13)	-	-	(5)	-	-	(18)
Transfer	3,342	1,379	-	637	35	128	5,521
Exchange differences	(3,234)	(9,173)	(583)	(1,443)	(1,040)	-	(15,473)
At 31 March 2025	162,110	83,837	32,308	55,369	17,606	2,980	354,210
Accumulated depreciation and impairment losses							
At 1 April 2024	107,996	35,141	23,144	59,329	19,076	2,101	246,787
Depreciation charge for the year	5,806	1,465	2,376	3,055	278	151	13,131
Disposals	(20,874)	(1,458)	(188)	(13,644)	(1,798)	(4)	(37,966)
Write off	-	-	-	(5)	-	-	(5)
Exchange differences	(2,717)	(3,934)	(514)	(1,382)	(1,040)	-	(9,587)
At 31 March 2025	90,211	31,214	24,818	47,353	16,516	2,248	212,360
Analysed as:							
Accumulated depreciation	89,996	31,214	24,818	47,353	16,516	2,248	212,145
Accumulated impairment losses	215	-	-	-	-	-	215
	90,211	31,214	24,818	47,353	16,516	2,248	212,360
Net carrying amount	71,899	52,623	7,490	8,016	1,090	732	141,850

Notes to the Financial Statements

31 March 2026

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Company

At 31 March 2026	Freehold land RM'000	Motor vehicles RM'000	Furniture, fittings and equipment RM'000	Total RM'000
At cost				
At 1 April 2025	16,075	15	4,519	20,609
Additions	-	-	417	417
At 31 March 2026	16,075	15	4,936	21,026
Accumulated depreciation				
At 1 April 2025	157	15	4,036	4,208
Depreciation charge for the year (Note 10)	-	-	269	269
At 31 March 2026	157	15	4,305	4,477
Net carrying amount	15,918	-	631	16,549
At 31 March 2025				
At cost				
At 1 April 2024	16,075	15	4,257	20,347
Additions	-	-	266	266
Disposals	-	-	(4)	(4)
At 31 March 2025	16,075	15	4,519	20,609
Accumulated depreciation				
At 1 April 2024	157	15	3,818	3,990
Depreciation charge for the year (Note 10)	-	-	222	222
Disposals	-	-	(4)	(4)
At 31 March 2025	157	15	4,036	4,208
Net carrying amount	15,918	-	483	16,401

Notes to the Financial Statements

31 March 2026

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

(a) Buildings, plant and machinery, warehouse, storage tanks and pipelines with a net book value of approximately RM277,922,000 (2025: RM200,735,000) and RM87,997,000 (2025: RM6,061,000) respectively are situated on land which is sub-leased from Northport (Malaysia) Berhad and Penang Port Sdn Bhd. The leases with a net book value amounting to RM70,861,000 (2025: RM75,222,000), RM31,022,000 (2025: RM33,348,000) and RM163,000 (2025: RM817,000) will expire in July 2042, July 2039 and June 2026 respectively.

(b) Included in the property, plant and equipment of the Group and of the Company are cost of fully depreciated assets which are still in use amounting to approximately RM266,160,000 (2025: RM261,098,000) and RM3,692,000 (2025: RM3,440,000) respectively.

(c) The Group's property, plant and equipment include borrowing costs capitalised amounting to RM445,000 (2025: RM1,189,000) arising from external financing specifically for the construction of tanks and replanting of bearer plants.

15. RIGHT-OF-USE ASSETS

As lessee

Group

At 31 March 2026	Leasehold land RM'000	Buildings RM'000	Barge and machinery RM'000	Total RM'000
At cost				
At 1 April 2025	542,081	69	6,162	548,312
Additions	804	-	153	957
Lease modification	(4,797)	-	103	(4,694)
Exchange differences	(42)	(10)	(750)	(802)
At 31 March 2026	538,046	59	5,668	543,773
Accumulated depreciation and impairment loss				
At 1 April 2025	126,873	29	3,480	130,382
Depreciation charge for the year (Note 10)	13,668	33	2,011	15,712
Exchange differences	(3)	(8)	(506)	(517)
At 31 March 2026	140,538	54	4,985	145,577
Analyse as:				
Accumulated depreciation	128,562	54	4,985	133,601
Accumulated impairment loss	11,976	-	-	11,976
	140,538	54	4,985	145,577
Net carrying amount	397,508	5	683	398,196

Notes to the Financial Statements

31 March 2026

15. RIGHT-OF-USE ASSETS (CONT'D.)

As lessee (cont'd.)

Group (cont'd.)

At 31 March 2025	Leasehold land RM'000	Buildings RM'000	Barge and machinery RM'000	Total RM'000
At cost				
At 1 April 2024	537,856	551	5,812	544,219
Additions	32	78	1,159	1,269
Lease modification	4,240	-	-	4,240
Termination	-	(505)	-	(505)
Exchange differences	(47)	(55)	(809)	(911)
At 31 March 2025	542,081	69	6,162	548,312
Accumulated depreciation and impairment loss				
At 1 April 2024	112,462	480	1,067	114,009
Depreciation charge for the year (Note 10)	14,414	25	2,745	17,184
Termination	-	(436)	-	(436)
Exchange differences	(3)	(40)	(332)	(375)
At 31 March 2025	126,873	29	3,480	130,382
Analyse as:				
Accumulated depreciation	114,897	29	3,480	118,406
Accumulated impairment loss	11,976	-	-	11,976
	126,873	29	3,480	130,382
Net carrying amount	415,208	40	2,682	417,930

Company

At 31 March 2026	Leasehold land RM'000	Buildings RM'000	Total RM'000
At cost			
At 1 April 2025/At 31 March 2026	28,748	1,858	30,606
Accumulated depreciation			
At 1 April 2025	6,804	296	7,100
Depreciation charge for the year (Note 10)	471	884	1,355
At 31 March 2026	7,275	1,180	8,455
Net carrying amount	21,473	678	22,151

Notes to the Financial Statements

31 March 2026

15. RIGHT-OF-USE ASSETS (CONT'D.)

As lessee (cont'd.)

Company (cont'd.)

At 31 March 2025	Leasehold land RM'000	Buildings RM'000	Total RM'000
At cost			
At 1 April 2024	28,748	1,727	30,475
Additions	-	1,858	1,858
Derecognition	-	(1,727)	(1,727)
At 31 March 2025	28,748	1,858	30,606
Accumulated depreciation			
At 1 April 2024	6,333	1,151	7,484
Depreciation charge for the year (Note 10)	471	872	1,343
Derecognition	-	(1,727)	(1,727)
At 31 March 2025	6,804	296	7,100
Net carrying amount	21,944	1,562	23,506

Right-of-use assets of the Group and of the Company are mainly in relation to lease of land from state governments and lease of office building, machineries and barge from third parties.

16. INVESTMENT PROPERTIES

Group

At 31 March 2026	Freehold land RM'000	Buildings RM'000	Work in progress RM'000	Total RM'000
At cost				
At 1 April 2025	15,284	66,153	-	81,437
Additions	-	203	157	360
At 31 March 2026	15,284	66,356	157	81,797
Accumulated depreciation				
At 1 April 2025	-	34,638	-	34,638
Depreciation charge for the year (Note 10)	-	1,325	-	1,325
At 31 March 2026	-	35,963	-	35,963
Net carrying amount	15,284	30,393	157	45,834

Notes to the Financial Statements
31 March 2026

16. INVESTMENT PROPERTIES (CONT'D.)

Group (cont'd.)

At 31 March 2025	Freehold land RM'000	Buildings RM'000	Total RM'000
At cost			
At 1 April 2024 and 31 March 2025	15,284	66,153	81,437
Accumulated depreciation			
At 1 April 2024	-	33,314	33,314
Depreciation charge for the year (Note 10)	-	1,324	1,324
At 31 March 2025	-	34,638	34,638
Net carrying amount	15,284	31,515	46,799

Company

	2026 RM'000	2025 RM'000
Building		
At cost		
At 1 April 2025/2024 and 31 March	3,408	3,408
Accumulated depreciation		
At 1 April 2025/2024	580	542
Depreciation charge for the year (Note 10)	38	38
At 31 March	618	580
Net carrying amount	2,790	2,828

16. INVESTMENT PROPERTIES (CONT'D.)

(a) The land title of a freehold land and building of the Group with a net book value of approximately RM40,084,000 (2025: RM40,904,000) is pledged as security for certain unutilised credit facilities of the Group.

(b) As at 31 March 2026 and 2025, the fair values of the investment properties are based on valuation performed by an independent professional valuer. The total market value of the investment properties of the Group and the Company are RM96,070,000 (2025: RM88,180,000) and RM4,850,000 (2025: RM4,410,000), respectively. Valuations are performed by an accredited independent valuer with recent experience in the location and category of properties being valued. The valuations are based on the comparison approach and cost approach.

Under the comparison approach, a property's fair value is estimated based on the comparable transactions.

The fair value disclosed in the financial statements is categorised within the Level 3 fair value hierarchy which is described as inputs for the asset or liability that are based on unobservable market data. The details are as follows:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Comparison approach:				
Average value (RM/psf)				
- Land	10 - 520	9 - 595	-	-
- Buildings	300 - 550	280 - 500	550	500

The estimated fair value would increase/(decrease) if the average value per square foot and building cost per square foot were higher/(lower), respectively.

Notes to the Financial Statements

31 March 2026

16. INVESTMENT PROPERTIES (CONT'D.)

(c) Rental income generated from and direct operating expenses incurred on the investment properties are as follows:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Rental income	4,409	4,046	759	814
Direct operating expenses	(3,351)	(3,611)	(210)	(201)

(d) Other details of future minimum rental receivable under non-cancellable operating leases are disclosed in Note 38(b).

17. INVESTMENT IN SUBSIDIARIES

		Company	
	Note	**2026 RM'000**	**2025 RM'000**
Unquoted ordinary shares, at cost			
In Malaysia	a	166,633	158,009
Outside Malaysia		44,604	44,490
		211,237	202,499
Redeemable preference shares at cost	b	178,256	190,956
Advances to subsidiaries		396	396
		389,889	393,851
Less: Accumulated impairment losses		(17,066)	(17,066)
		372,823	376,785

(a) Additions during the financial year comprise:

(i) RM6,475,000 relating to additional investments in subsidiaries; and
(ii) RM2,263,000 relating to capital contributions arising from equity-settled share-based payments granted by the Company to employees of its subsidiaries.

(b) During the year, the Company has redeemed 14,000,000 units of redeemable preference shares at RM1.00 from a subsidiary, Amgreen Sdn. Bhd. for a total cash of RM14,000,000 and has subscribed to 1,300,000 units of redeemable preference shares at RM1.00 from a subsidiary, Victoria Square Plantation Sdn. Bhd. for a total cash of RM1,300,000.

Details of the subsidiaries are described in Note 45.

Notes to the Financial Statements

31 March 2026

17. INVESTMENT IN SUBSIDIARIES (CONT'D.)

The summarised financial information (before intra-group elimination) of Fima Corporation Berhad and its subsidiaries ("FCB Group") and International Food Corporation Limited ("IFC") that have non-controlling interests that are material to the Group are as follows:

	FCB Group		IFC	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
(i) Summarised statement of financial position				
Non-current assets	510,306	512,078	49,887	55,116
Cash and cash equivalents	48,430	68,059	32,008	31,726
Other current assets	116,888	131,608	88,851	84,666
Total assets	675,624	711,745	170,746	171,508
Non-current liabilities	(94,400)	(98,918)	(11,464)	(15,246)
Current liabilities	(22,250)	(32,549)	(55,154)	(42,211)
Total liabilities	(116,650)	(131,467)	(66,618)	(57,457)
Net assets	558,974	580,278	104,128	114,051
Equity attributable to equity holders of the subsidiary	558,974	580,278	104,128	114,051
(ii) Summarised statement of comprehensive income				
Revenue	209,183	236,788	158,836	185,645
Profit for the financial year	26,913	39,227	7,338	15,299
Other comprehensive loss	(9,610)	(8,762)	-	-
Total comprehensive income for the year	17,303	30,465	7,338	15,299
Dividends paid to non-controlling interests	(10,158)	(3,807)	-	-

The summarised statement of financial position and reconciliation to the carrying value of the NCI are as follows:

	FCB Group		IFC	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current assets	510,306	512,078	49,887	55,116
Current assets	165,318	199,667	120,859	116,392
Non-current liabilities	(94,400)	(98,918)	(11,464)	(15,246)
Current liabilities	(22,250)	(32,549)	(55,154)	(42,211)
Net assets	558,974	580,278	104,128	114,051
NCI	(9,857)	(17,715)	-	-
Net attributable to shareholders	549,117	562,563	104,128	114,051
Proportion of equity held by NCI (%)	40%	40%	4%	4%
Non-controlling interests	219,647	225,025	4,613	5,052

Notes to the Financial Statements

31 March 2026

17. INVESTMENT IN SUBSIDIARIES (CONT'D.)

	FCB Group		IFC	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
(iii) Summarised statement of cash flows				
Net cash generated from/ (used in) operating activities	72,691	(5,034)	8,001	19,120
Net cash (used in)/generated from investing activities	(32,689)	60,939	(2,408)	(15,000)
Net cash used in financing activities	(53,230)	(31,198)	(788)	(808)
Net (decrease)/increase in cash and cash equivalents	(13,228)	24,707	4,805	3,312
Cash and cash equivalents at beginning of year	68,059	49,413	31,726	33,894
Effect of exchange rate changes	(6,401)	(6,061)	(4,523)	(5,480)
Cash and cash equivalents at end of year	48,430	68,059	32,008	31,726

18. INVESTMENT IN ASSOCIATES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Unquoted shares, at cost	12,251	12,251	2,251	2,251
Share of post acquisition results	32,859	30,524	-	-
	45,110	42,775	2,251	2,251

Details of the associates are described in Note 46.

The financial statements of the associates are coterminous with those of the Group, except for Giesecke & Devrient Malaysia Sdn. Bhd. ("G&D") which has a financial year end of 31 December to conform with its holding company's financial year end. For the purpose of applying the equity method of accounting, the financial statements of G&D for the year ended 31 December 2025 have been used and appropriate adjustments have been made for the effects of transactions between 31 December 2025 and 31 March 2026.

Summarised financial information in respect of Marushin Canneries (Malaysia) Sdn. Bhd. ("Marushin") and G&D are set out below. The summarised financial information represents the amounts in the financial statements of the associates and not the Group's share of those amounts.

Notes to the Financial Statements

31 March 2026

18. INVESTMENT IN ASSOCIATES (CONT'D.)

(i) Summarised statement of financial position

	Marushin		G&D	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current assets	22,776	24,775	117,531	110,689
Non-current assets	7,743	8,684	141,281	142,157
Total assets	30,519	33,459	258,812	252,846
Current liabilities	17,015	21,657	11,772	5,687
Non-current liabilities	731	716	30,920	39,511
Total liabilities	17,746	22,373	42,692	45,198
Net assets	12,773	11,086	216,120	207,648
(ii) Summarised statement of comprehensive income				
Revenue	50,093	38,112	221,762	193,923
Profit/(loss) for the year, representing total comprehensive income/(loss), for the year	1,687	(2,696)	11,358	1,700

(iii) Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in associates

	Marushin		G&D	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Net assets at 1 April 2025/2024	11,086	14,982	207,648	217,690
Total comprehensive income for the year	1,687	(2,696)	11,358	1,700
Dividend paid (gross)	-	(1,200)	(2,886)	(11,742)
Net assets at 31 March	12,773	11,086	216,120	207,648
Interest in associates	38%	38%	20%	20%
Share of net assets	4,854	4,213	43,224	41,530
Negative goodwill	(2,968)	(2,968)	-	-
Carrying value of Group's interest in associates	1,886	1,245	43,224	41,530

Notes to the Financial Statements

31 March 2026

19. GOODWILL ON CONSOLIDATION

	Group	
	2026 RM'000	**2025 RM'000**
At 1 April 2025/2024 and 31 March	12,710	12,710

(a) Impairment tests for goodwill

Goodwill has been allocated to the Group's cash generating units identified according to business segment as follows:

	Bulking RM'000	**Plantation RM'000**	**Total RM'000**
At 1 April 2025/2024 and at 31 March 2026/2025	12,200	510	12,710

The Group performs a review on the recoverable amount of goodwill on consolidation on an annual basis. At reporting date, the recoverable amount of goodwill was determined on the basis of value-in-use calculation for the CGU using a five-year cash flow projection approved by the Board of Directors.

(b) Key assumptions used in the value-in-use calculation

Goodwill for the bulking segment represents goodwill arising from the acquisition of Fima Bulking Services Berhad and Fima Butterworth Installation Sdn. Bhd. and goodwill for the plantation segment represents goodwill arising from the acquisition of PT Nunukan Jaya Lestari. An impairment review of the carrying amount of the goodwill at the reporting date was undertaken by comparing to the recoverable amount of the CGU, which was derived based on value-in-use calculation. The value-in-used is most sensitive to the following key assumptions:

<u>Revenue</u>
Revenue of the bulking segment is estimated based on existing customer contracts and anticipated future projects. Revenue of the plantation segment is estimated based on future expected yield and price.

<u>Discount rate</u>
Discount rate of 11.5% (2025: 11.5%) and 15.5% (2025: 15.5%) are used based on the risk specific to the CGU of the bulking and plantation segments, respectively.

(c) Sensitivity analysis

In assessing value-in-use and fair value, management believes that no reasonably possible change in any of the above key assumptions would cause the carrying value of the goodwill to materially exceed their recoverable amounts.

Notes to the Financial Statements

31 March 2026

20. INVENTORIES

	Group 2026 RM'000	Group 2025 RM'000
At cost:		
Raw materials	17,826	12,239
Printing materials	11,403	17,080
Fertilizer	3,863	1,732
Oil palm products	6,276	4,585
Work-in-progress	5,129	8,460
Finished goods	27,193	40,445
Consumables	4,925	4,221
Total inventories	76,615	88,762

During the year, the amount of inventories recognised as an expense in cost of sales of the Group was RM59,289,000 (2025: RM72,232,000).

21. BIOLOGICAL ASSETS

At 31 March 2026

	FFB RM'000	Pineapple RM'000	Livestock RM'000	Total RM'000
At 1 April 2025	5,334	3,161	1,555	10,050
Changes in fair value less cost to sell (Note 10)	(832)	16	500	(316)
Exchange differences	(282)	-	-	(282)
At 31 March 2026	4,220	3,177	2,055	9,452

At 31 March 2025

	FFB RM'000	Pineapple RM'000	Livestock RM'000	Total RM'000
At 1 April 2024	2,842	3,222	567	6,631
Changes in fair value less cost to sell (Note 10)	2,723	(61)	988	3,650
Exchange differences	(231)	-	-	(231)
At 31 March 2025	5,334	3,161	1,555	10,050

Notes to the Financial Statements

31 March 2026

21. BIOLOGICAL ASSETS (CONT'D.)

The biological assets of the Group comprised:

(i) FFB

The fair value of biological assets is based on the actual quantity of FFB for 15 days period after the financial year and the observable current market price of FFB at reporting period less processing, harvesting and transportation costs. The quantity of unharvested FFB included in the valuation for the Group is 6,807 (2025: 8,212) metric tonnes. The fair value disclosed in the financial statements is categorised within the Level 3 fair value hierarchy.

Sensitivity analysis

A 10% increase/(decrease) in the average FFB selling price (RM/MT) would result in the following to the fair value change of the biological asset:

	Group	
	2026 RM'000	**2025 RM'000**
10% increase	426	539
10% decrease	(426)	(539)

(ii) Pineapple

Pineapple represents the standing pineapple prior to harvest whereby the values are dependent on the age and condition on 31 March 2026. The estimated quantity of unharvested pineapple as at 31 March 2026 included in the fair valuation of pineapple of the Company was 265 acre (2025: 327 acre).

Sensitivity analysis

A 10% increase/(decrease) in the average pineapple selling price (RM/acre) would result in the following to the fair value change of the biological asset:

	Group	
	2026 RM'000	**2025 RM'000**
10% increase	8	10
10% decrease	(8)	(10)

Notes to the Financial Statements

31 March 2026

21. BIOLOGICAL ASSETS (CONT'D.)

(iii) Livestock

Livestock comprises of the cattle bred for sale. The total number of cattles as at 31 March 2026 included in the fair valuation of livestock of the Company was 569 cattles (2025: 297 cattles) with an average weight of 234kg per cattle (2025: 265kg per cattle).

Sensitive analysis

A 10% increase/(decrease) in the average cattle selling price (RM/kg) would result in the following to the fair value change of the biological asset:

	Group	
	2026 RM'000	2025 RM'000
10% increase	206	156
10% decrease	(206)	(156)

22. TRADE RECEIVABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Third parties	134,641	134,132	158	89
Less: Allowance for ECLs	(2,730)	(2,618)	-	-
Trade receivables, net	131,911	131,514	158	89

Trade receivables are non-interest bearing. The Group's and the Company's normal trade credit term ranges from 30 to 90 days (2025: from 30 to 90 days). Other credit terms are assessed and approved on a case-by-case basis. Overdue balances are reviewed regularly by senior management. Trade receivables are recognised at original invoice amounts which represent their fair values on initial recognition.

At the reporting date, approximately RM46,094,000 (2025: RM48,651,000) of the Group's trade receivables were due from the Government of Malaysia.

The Group has a significant concentration of credit risk with 4 major customers, representing approximately 51% (2025: 56%) of the total receivables as at 31 March 2026 (2025: 4 major customers).

The ageing analysis of the Group's and the Company's trade receivables are disclosed in Note 43(d).

Notes to the Financial Statements

31 March 2026

22. TRADE RECEIVABLES (CONT'D.)

Movements in allowance accounts are as follows:

	Group	
	2026 RM'000	2025 RM'000
At 1 April 2025/2024	2,618	5,983
Charge for the year (Note 8)	218	-
Write back of ECLs (Note 8)	(26)	(3,261)
Exchange differences	(80)	(104)
At 31 March	2,730	2,618

23. OTHER RECEIVABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Deposits	1,895	2,822	384	1,336
Prepayments	8,013	10,152	124	74
Sundry receivables	25,889	19,667	2	290
	35,797	32,641	510	1,700
Less: Allowance for ECLs	(1,344)	(1,501)	-	-
	34,453	31,140	510	1,700

Movements in allowance accounts are as follows:

	Group	
	2026 RM'000	2025 RM'000
At 1 April 2025/2024	1,501	1,658
Exchange differences	(157)	(157)
At 31 March	1,344	1,501

Notes to the Financial Statements

31 March 2026

24. CONTRACT COST ASSETS

	Group	
	2026 RM'000	2025 RM'000
Costs to fulfil contract with customer		
As 1 April 2025/2024	-	-
Additions	1,386	-
At 31 March	1,386	-

The contract cost assets represent costs incurred by the Group as subcontractor in connection with project for customer. Under the terms of the subcontractor agreement, the Group is responsible for the supply and delivery of goods and services.

No amortisation was recognised during the year as the related performance obligations have not yet been satisfied as at 31 March 2026.

25. DUE FROM/(TO) SUBSIDIARIES

	Company	
	2026 RM'000	2025 RM'000
Current		
Due from subsidiaries	43,299	31,638
Due to subsidiaries	(32)	-

All the amounts due from/(to) subsidiaries are unsecured, interest free and repayable on demand except for the amount due from certain subsidiaries amounting to RM42,869,000 (2025: RM31,364,000), which bear interest ranging from 4.5% to 5.5% (2025: 4.5% to 5.5%) per annum. All settlement occurs in cash.

26. FINANCIAL INVESTMENTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
At FVTPL:				
Islamic money market unit trust funds, in Malaysia	193,711	138,194	38,600	41,952

Other details of the fair value of the Group's and the Company's financial investments are further disclosed in Note 42.

Notes to the Financial Statements

31 March 2026

27. CASH AND BANK BALANCES

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Cash in hand and at banks	112,753	110,579	13,290	28,200
Fixed deposits with licensed banks	35,126	55,733	-	-
Total cash and bank balances	147,879	166,312	13,290	28,200

For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the reporting date:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Cash and bank balances	147,879	166,312	13,290	28,200
Less: Fixed deposits with licensed banks with maturity of more than three months	(11,537)	(14,847)	-	-
Total cash and cash equivalents	136,342	151,465	13,290	28,200

The weighted average effective interest rates per annum of deposits at the reporting date were as follows:

	Group		Company	
	2026 %	**2025 %**	**2026 %**	**2025 %**
Licensed banks	3.81	2.48	-	-

The average maturity of deposits at the reporting date were as follows:

	Group		Company	
	2026 Days	**2025 Days**	**2026 Days**	**2025 Days**
Licensed banks	110	90	-	-

28. SHARE CAPITAL

	Number of ordinary shares		Amount	
	2026 '000	**2025 '000**	**2026 RM'000**	**2025 RM'000**
Issued and fully paid-up (no par value):				
At 1 April 2025/2024	283,004	282,232	313,275	311,670
Issued during the financial year	5,449	772	11,337	1,605
At 31 March	288,453	283,004	324,612	313,275

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions. During the year, 5,448,950 ordinary shares were issued under LTIP.

Notes to the Financial Statements

31 March 2026

29. TREASURY SHARES

This amount relates to the acquisition cost of treasury shares.

	Group and Company			
	Number of shares		Amount	
	2026 '000	2025 '000	2026 RM'000	2025 RM'000
At beginning of financial year	6,981	6,854	12,210	11,963
Shares bought back during the financial year	-	127	-	247
Transfer to ESGP	(262)	-	(459)	-
At end of the financial year	6,719	6,981	11,751	12,210

The shares bought back are being held as treasury shares in accordance with Section 127 of the Companies Act, 2016. On 25 June 2025, the Company transferred 262,000 treasury shares to the Employees Share Grant Plan ("ESGP") pursuant to the Company's Long-Term Incentive Plan ("LTIP").

30. OTHER RESERVES

Group	Capital reserve RM'000	Foreign currency translation deficit[a] RM'000	Capital reserve arising from bonus issue in subsidiary [b] RM'000	Employee share option reserve[c] RM'000	Total RM'000
At 1 April 2025	437	(27,897)	66,459	1,786	40,785
Foreign currency translation	-	(25,919)	-	-	(25,919)
Issuance of shares pursuant to ESOS	-	-	-	(1,700)	(1,700)
Grant of equity-settled share options	-	-	-	3,063	3,063
At 31 March 2026	437	(53,816)	66,459	3,149	16,229
At 1 April 2024	437	(2,176)	66,459	-	64,720
Foreign currency translation	-	(25,721)	-	-	(25,721)
Grant of equity-settled share options	-	-	-	1,786	1,786
At 31 March 2025	437	(27,897)	66,459	1,786	40,785

Notes to the Financial Statements

31 March 2026

30. OTHER RESERVES (CONT'D.)

Company	Employee share option reserve[c] 2026 RM'000	2025 RM'000
At 1 April 2025/2024	1,786	-
Issuance of shares pursuant to ESOS	(1,700)	-
Grant of equity-settled share options	3,063	1,786
At 31 March	3,149	1,786

(a) The foreign currency translation deficit is used to record exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

(b) The capital reserve represents the increase in the share capital of subsidiaries arising from bonus issues of ordinary shares in prior financial years.

(c) Employee share options reserve represents the equity-settled share options and shares granted to eligible employees and directors under the ESOS and ESGP, respectively. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled share options and shares, under the ESOS and ESGP, respectively and is reduced by the expiry or exercise of the share options.

31. RETAINED EARNINGS

As at 31 March 2026, the Company may distribute the entire balance of the retained earnings under the single tier system.

32. LEASE LIABILITIES

The carrying amounts and the movement of lease liabilities for the year ended 31 March 2026 and 2025 are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
At 1 April 2025/2024	217,167	218,665	1,574	592
Interest expenses (Note 9)	10,982	12,064	52	36
Additions	957	1,269	-	1,858
Termination	-	(63)	-	-
Payments	(18,000)	(19,330)	(929)	(912)
Modification	(2,060)	4,240	-	-
Exchange differences	(272)	322	-	-
At 31 March	208,774	217,167	697	1,574

Notes to the Financial Statements

31 March 2026

32. LEASE LIABILITIES (CONT'D.)

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Analysed as:				
Current	6,028	5,798	569	887
Non-current	202,746	211,369	128	687
	208,774	217,167	697	1,574

a) As lessee

The Group has lease contract for a leasehold land that contains variable payments based on the average Crude Palm Oil ("CPO") price for the year. The following provides information on the Group's variable lease payments, including the magnitude in relation to fixed payments:

	Fixed payments RM'000	**Variable payments RM'000**	**Total RM'000**
Group			
At 31 March 2026			
Fixed rent	2,855	-	2,855
Variable rent with minimum payment	1,567	930	2,497
	4,422	930	5,352
At 31 March 2025			
Fixed rent	3,017	-	3,017
Variable rent with minimum payment	1,567	858	2,425
	4,584	858	5,442

Certain lease contract of the Group contains variable payments, which is based on future of CPO price and tenure of the lease.

33. RETIREMENT BENEFIT OBLIGATION

	Group	
	2026 RM'000	**2025 RM'000**
At 1 April 2025/2024	2,050	2,162
Recognised in profit or loss (Note 6)	477	411
Benefits paid	(288)	(316)
Remeasurement of defined benefit liability	(75)	(38)
Exchange differences	(181)	(169)
At 31 March	1,983	2,050

Notes to the Financial Statements

31 March 2026

33. RETIREMENT BENEFIT OBLIGATION (CONT'D.)

The foreign subsidiary in Indonesia operates an unfunded defined benefit plan for its eligible employees. The obligations under the retirement benefit scheme are calculated using the projected unit credit method, is determined by a qualified independent actuary, considering the estimated future cash outflows using market yields at the reporting date of high quality corporate bonds. The latest actuarial valuation was carried out using the employee data as at 31 March 2026.

(a) The amounts recognised in the statements of financial position are determined as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Present value of unfunded defined benefits obligations	1,983	2,050
Analysed as:		
Non-current	1,983	2,050

(b) The amounts recognised in the profit or loss are as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Current service cost	387	320
Interest cost	90	91
Total, included in employee benefits expense (Note 6)	477	411

(c) The principle assumptions used by the foreign subsidiary in Indonesia in determining the employee benefits liability as of 31 March 2026 and 2025 are as follows:

	2026	**2025**
Discount rate	6.43%	6.87%
Annual salary increase	7.00%	7.00%
Retirement age	59 to 65	59 to 65

The discount rate is determined based on the Indonesian Government Bond Spot Rate at the end of reporting period in accordance with the estimated maturity of post-employment benefits obligations for the remaining of the working period of each employee.

Notes to the Financial Statements

31 March 2026

34. DEFERRED TAX

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
At 1 April 2025/2024	54,718	63,286	5,187	5,309
Recognised in:				
- profit or loss (Note 11)	10,951	(6,055)	(131)	(122)
- other comprehensive income	17	8	-	-
Exchange differences	(907)	(2,521)	-	-
At 31 March	64,779	54,718	5,056	5,187
Presented after appropriate offsetting as follows:				
Deferred tax assets	(21,171)	(21,712)	-	-
Deferred tax liabilities	85,950	76,430	5,056	5,187
	64,779	54,718	5,056	5,187

Deferred tax liabilities of the Group:

	Accelerated capital allowances RM'000	Right-of-use assets and others RM'000	Total RM'000
At 31 April 2024	111,171	41,250	152,421
Recognised in profit or loss	13,830	(8,308)	5,522
Exchange differences	(3,586)	(51)	(3,637)
At 31 March 2025	121,415	32,891	154,306
Offset against deferred tax assets			(77,876)
			76,430

Notes to the Financial Statements
31 March 2026

34. DEFERRED TAX (CONT'D.)

Deferred tax liabilities of the Group (cont'd.):

	Accelerated capital allowances RM'000	Right-of-use assets and others RM'000	Total RM'000
At 31 April 2025	121,415	32,891	154,306
Recognised in profit or loss	2,115	(2,386)	(271)
Exchange differences	(1,589)	(62)	(1,651)
At 31 March 2026	121,941	30,443	152,384
Offset against deferred tax assets			(66,434)
			85,950

Deferred tax assets of the Group:

	Retirement benefit obligations RM'000	Property, plant and equipment and lease liabilities RM'000	Tax losses and unabsorbed capital allowances RM'000	Others RM'000	Total RM'000
At 1 April 2024	(486)	(24,716)	(36,650)	(27,283)	(89,135)
Recognised in:					
- Profit or loss	(20)	1,451	(12,650)	(358)	(11,577)
- Other comprehensive income	8	-	-	-	8
Exchange differences	37	250	823	6	1,116
At 31 March 2025	(461)	(23,015)	(48,477)	(27,635)	(99,588)
Offset against deferred tax liabilities					77,876
					(21,712)
At 1 April 2025	(461)	(23,015)	(48,477)	(27,635)	(99,588)
Recognised in:					
- Profit or loss	(41)	7,055	7,765	(3,557)	11,222
- Other comprehensive income	17	-	-	-	17
Exchange differences	39	223	470	12	744
At 31 March 2026	(446)	(15,737)	(40,242)	(31,180)	(87,605)
Offset against deferred tax liabilities					66,434
					(21,171)

34. DEFERRED TAX (CONT'D.)

Deferred tax liabilities/(assets) of the Company:

	Accelerated capital allowances RM'000	Provision for liabilities RM'000	Total RM'000
At 1 April 2024	5,712	(403)	5,309
Recognised in profit or loss	(111)	(11)	(122)
At 31 March 2025	5,601	(414)	5,187
Recognised in profit or loss	(289)	158	(131)
At 31 March 2026	5,312	(256)	5,056

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2026 RM'000	2025 RM'000
Unutilised tax losses	106,936	102,333
Unabsorbed capital allowances	13,624	11,092
Unabsorbed reinvestment allowances	1,528	1,528
	122,088	114,953

Effective from Year Assessment 2019, the unutilised tax losses shall only be allowed to be carried forward for a maximum period of ten consecutive years of assessment. Any amount which is not utilised at the end of the period of ten years of assessment shall be disregarded.

The unabsorbed capital allowances of the Group are available indefinitely for offsetting against future taxable profits of the respective entities within the Group, subject to no substantial changes in shareholdings of those entities under the Income Tax,1967 and guidelines issued by the tax authority.

Certain deferred tax assets of the Group arising from unutilised tax losses and unabsorbed capital allowances have not been recognised as there may not be sufficient future taxable profits against which these items can be utilised given that the respective subsidiaries have a recent history of losses.

Notes to the Financial Statements

31 March 2026

34. DEFERRED TAX (CONT'D.)

Pursuant to Section 44(5F) of the Income Tax Act, 1967, the unutilised tax losses only can be carried forward as follows:

	Group	
	2026 RM'000	2025 RM'000
Year of assessment 2028	77,863	77,614
Year of assessment 2029	3,504	3,504
Year of assessment 2030	3,002	3,002
Year of assessment 2031	2,797	2,797
Year of assessment 2032	2,804	2,804
Year of assessment 2033	4,573	4,573
Year of assessment 2034	4,573	4,573
Year of assessment 2035	3,466	3,466
Year of assessment 2036	4,354	-
	106,936	102,333

35. BORROWINGS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current				
Unsecured				
- Term loan	110,071	119,018	-	-
Current				
Unsecured				
- Bankers' acceptances	2,764	3,687	2,764	3,687
- Revolving credit	25,000	33,000	25,000	25,000
- Term loan	41,596	32,924	-	-
	69,360	69,611	27,764	28,687
Total borrowings	179,431	188,629	27,764	28,687

Notes to the Financial Statements

31 March 2026

35. BORROWINGS (CONT'D.)

The maturity of borrowings are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Within one year	69,360	69,611	27,764	28,687
More than 1 year but less than 5 years	93,787	102,710	-	-
More than 5 years	16,284	16,308	-	-
	179,431	188,629	27,764	28,687

The revolving credit facility is rolled over every three months.

The weighted average effective interest rate (per annum) of the facilities during the financial year were as follows:

	Group		Company	
	2026 %	2025 %	2026 %	2025 %
Bankers' acceptances and revolving credits	4.40	4.59	4.40	4.76
Term loan	4.66	4.92	-	-

36. TRADE AND OTHER PAYABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Trade payables				
Third parties	23,562	19,331	-	-
Other payables				
Accruals	18,713	24,571	666	592
Deposits	1,474	1,590	88	88
Receipt in advance	4,241	2,329	-	-
Sundry payables	14,332	19,281	2,887	2,119
	38,760	47,771	3,641	2,799
Total trade and other payables	62,322	67,102	3,641	2,799

Trade payables are non-interest bearing which are normally settled within 30 to 90 days (2025: 30 to 90 days).

Notes to the Financial Statements

31 March 2026

37. PROVISIONS

	Group	
	2026 RM'000	2025 RM'000
Provision for warranty (Note (a))	-	-
Others	-	500
	-	500

(a) Provision for warranty is based on current volumes of products sold still under warranty, historic quality rates, and estimates and assumptions regarding future quality rates for new products. All provision has been reversed since warranty period has ended and no further claim made by customer.

Movements in the provisions are as follows:

	Group	
	2026 RM'000	2025 RM'000
<u>Provision for warranty:</u>		
As at 1 April 2025/2024	-	497
Reversal during the year (Note 10)	-	(497)
As at 31 March	-	-

38. COMMITMENTS

(a) Capital expenditure

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Approved and contracted for:				
Property, plant and equipment	28,676	21,131	-	-
Approved but not contracted for:				
Property, plant and equipment	66,346	67,005	1,251	825
	95,022	88,136	1,251	825

Notes to the Financial Statements

31 March 2026

38. COMMITMENTS (CONT'D.)

(b) Operating lease commitments - as lessor

The Group and the Company have entered into operating leases on their investment properties consisting of certain office, commercial buildings and land as disclosed in Note 16. These leases have terms of between one to five years. All leases include a clause to enable upward revision of the rental charge on an annual basis according to prevailing market conditions.

Future minimum rentals receivable under non-cancellable operating leases as at 31 March 2026 and 2025 for the Group and the Company are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Within one year	5,410	3,811	572	817
After one year but not more than five years	7,539	2,470	-	806
	12,949	6,281	572	1,623

39. EMPLOYEE BENEFITS

Long Term Incentive Plan ("LTIP")

At the Extraordinary General Meeting held on 29 August 2024, the Company's shareholders approved the establishment of LTIP, which comprises the Employee Share Option Scheme ("ESOS") and Employees' Share Grant Plan ("ESGP") to Directors and eligible employees.

The salient features of the LTIP are, inter alia, as follows:

(i) The maximum number of new shares which may be made available under the LTIP shall not in aggregate, exceed 10% of the total number of issued shares (excluding treasury shares, if any), at any point of time during the duration of the LTIP;

(ii) The maximum number of ESGP Shares to be awarded and/or ESOS Options to be granted to an Eligible Person under the Scheme at any point of time in each LTIP Award shall be at the sole and absolute discretion of the Nomination and Remuneration Committee ("NRC") after taking into consideration, inter-alia, the Eligible Person's seniority, job grading, performance, length of service, contribution to our Group and/or such other matters as the NRC deems fit in its sole and absolute discretion, and subject to the following conditions stipulated in Para 2.3 (ii) of the LTIP By-Laws;

(iii) LTIP shall be in force for a period of 5 years from the effective date of the LTIP;

(iv) The ESOS exercise price shall be a price to be determined by the Board of the Company upon recommendation of the NRC based on the 5-day Volume-Weighted Average Price ("VWAP") of the shares immediately preceding the date of the ESOS Awards, with a discount of not more than 10% during the duration of the LTIP;

(v) The new shares to be allotted and issued pursuant to the LTIP will be subject to the provisions of the Constitution of the Company and shall, upon allotment and issuance, rank equally in all respects with the existing shares, save and except that these new shares will not be entitled to any dividends, rights, allotments and/or any other forms of distribution where the entitlement date precedes the relevant date of allotment and issuance of the new shares;

Notes to the Financial Statements

31 March 2026

39. EMPLOYEE BENEFITS (CONT'D.)

Long Term Incentive Plan ("LTIP") (cont'd.)

(vi) The LTIP will not be subjected to any retention period unless otherwise stated in the LTIP Awards as determined by the NRC at its sole and absolute; and

(vii) In the event of any alteration in the capital structure of the Company during the duration of the Scheme, the Company shall cause such adjustment to be made in the number of number of unvested new shares and/or the method and/or manner in the vesting of the new shares comprised in the LTIP.

(a) ESOS

The following table illustrates the number of share options ("No."), weighted average exercise prices ("WAEP") and movements during the financial year:

Movement of share options under the ESOS during the financial year

	Group			
	2026		2025	
	No.	**WAEP (RM)**	**No.**	**WAEP (RM)**
Outstanding at 1 April 2025/2024	18,797,500	1.85	-	-
- Granted	1,525,000	1.88	21,625,000	1.85
- Forfeited	(1,163,000)	1.88	(2,055,000)	1.85
- Exercised	(5,448,950)	1.85	(772,500)	1.85
Outstanding at 31 March	13,710,550	1.90	18,797,500	1.85
Exercisable at 31 March	13,710,550	1.90	18,797,500	1.85

- The weighted average fair value of options granted during the financial year was RM0.33.
- The weighted average share price at the date of exercise of the options exercised during the financial year was RM2.54.
- The weighted average exercise price for options outstanding at the end of the year was RM1.90.

Fair value of share options granted

The fair value of the share options granted is estimated at the grant date using a binomial option pricing model, taking into account the terms and conditions upon which the instruments were granted.

39. EMPLOYEE BENEFITS (CONT'D.)

Long Term Incentive Plan ("LTIP") (cont'd.)

(a) ESOS (cont'd.)

Fair value of share options granted (cont'd.)

The following table lists the inputs to the pricing models for the year ended 31 March 2026:

	Binomial option pricing model	
	2026	**2025**
Dividend Yield (%)	7.89	10.19
Expected volatility (%)	20.78	22.56
Risk-free interest rate (% p.a.)	3.20	3.51
Balance expected life of option (years)	4.00	5.00
Weighted average share price (RM)	2.37	1.85

The expected life of the options is based on historical data and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may not necessarily be the actual outcome.

(b) ESGP

The following table illustrates the movements of shares vested under the ESGP during the financial year:

Movement of shares under the ESGP during the financial year

	Group	
	2026 No.	**2025 No.**
Outstanding at 1 April 2025/2024	1,310,000	-
- Granted	-	1,310,000
- Vested	(262,000)	-
Outstanding at 31 March	1,048,000	1,310,000

The vesting of the ESGP shares is conditional upon the satisfaction of the performance targets of the Group and all other conditions as set out in the LTIP By-Laws.

Notes to the Financial Statements

31 March 2026

40. RELATED PARTY DISCLOSURES

(a) Significant related party transactions

In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year.

	Income/(expense)	
Company	**2026 RM'000**	**2025 RM'000**
Transaction with subsidiaries:		
- Dividend income from subsidiaries	38,400	38,390
- Dividend income from associates	-	456
- Management fees from subsidiaries	4,665	3,473
- Interest charged to a subsidiary	881	1,471
- Sales of fish to a subsidiary	10,763	12,432
- Rental income from a subsidiary	452	452

The directors are of the opinion that the transactions have been entered into in the normal course of business and have been established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties.

(b) Compensation of key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities, directly or indirectly, including any director (whether executive or otherwise).

The key management personnel of the Group and of the Company include directors of the Company and subsidiaries and certain members of senior management of the Group and of the Company. Their compensation are as follows:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Salaries and other short-term employee benefits	9,828	9,592	3,880	3,606
Contributions to defined contribution plan	1,259	1,189	700	486
	11,087	10,781	4,580	4,092

Notes to the Financial Statements

31 March 2026

40. RELATED PARTY DISCLOSURES (CONT'D.)

(b) Compensation of key management personnel (cont'd.)

Included in the total key management personnel above are the remuneration in respect of the directors of the Company:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Directors' remuneration:				
Directors of the Company (Note 7)	4,991	4,594	2,868	2,607

41. SEGMENTAL INFORMATION

(a) Business segments

The Group is principally engaged in the following activities:

(i) Manufacturing - Production and trading of security and confidential documents.

(ii) Bulking - Providing bulk handling and storage of various types of liquid and semi-liquid products; as well as transportation and forwarding services.

(iii) Plantation - Oil palm, pineapple estate operations and cattle farming.

(iv) Food - Fish processing, canning and distribution and packaging of food products.

(v) Others - Investment holding, rental and management of commercial properties and trading.

Notes to the Financial Statements

31 March 2026

41. SEGMENTAL INFORMATION (CONT'D.)

(a) Business segments (cont'd.)

	Manufacturing		Plantation		Food		Bulking		Others		Eliminations		Consolidated	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue														
External sales	70,138	76,456	191,872	201,861	162,884	189,996	244,534	211,026	4,602	4,046	-	-	674,030	683,385
Inter-segment sales	-	-	-	-	-	-	-	-	149,150	166,219	(149,150)	(166,129)	-	-
Total revenue	70,138	76,456	191,872	201,861	162,884	189,996	244,534	211,026	153,752	170,265	(149,150)	(166,129)	674,030	683,385
Results														
Segment results	9,458	1,440	44,088	64,535	10,632	22,240	151,436	133,216	(12,925)	(9,011)	-	-	202,689	212,420
Profit from operations													202,689	212,420
Finance costs, net	(1,249)	(542)	(1,670)	(2,581)	(295)	(124)	(15,700)	(14,052)	(1,312)	(1,379)	-	-	(20,226)	(18,678)
Share of profit of associates	-	-	-	-	-	-	-	-	2,913	(685)	-	-	2,913	(685)
Income tax expense													(47,796)	(40,403)
Zakat													(688)	(502)
Profit for the year													136,892	152,152
Non-controlling interests											13,983	25,687	(13,983)	(25,687)
Profit attributable to equity holders of the Company													122,909	126,465
Assets														
Segment assets	151,413	163,581	638,360	666,981	170,825	175,537	678,801	587,677	619,327	647,144	(454,671)	(468,622)	1,804,055	1,772,298
Deferred tax assets	1,470	4,204	15,457	12,476	4,197	4,780	-	202	47	50	-	-	21,171	21,712
Investment in associate	-	-	-	-	-	-	-	-	45,110	42,775	-	-	45,110	42,775
Consolidated total assets													1,870,336	1,836,785
Liabilities														
Segment liabilities	33,400	54,018	126,896	128,742	67,383	57,929	335,124	325,171	41,504	41,639	(51,649)	(46,451)	552,658	561,048
Consolidated total liabilities													552,658	561,048
Other information														
Capital expenditure	2,938	57,033	25,004	22,117	2,426	7,496	48,178	97,281	362	588	-	-	78,908	184,515
Depreciation of:														
Property, plant and equipment	7,531	3,706	7,257	15,462	3,492	2,505	15,847	11,056	824	435	-	-	34,951	33,164
Right-of-use assets	85	85	6,365	7,445	661	1,222	8,058	7,892	543	540	-	-	15,712	17,184
Investment properties	-	-	92	92	-	-	-	-	1,233	1,232	-	-	1,325	1,324
ECLs on:														
Trade receivables	(26)	-	-	-	212	-	-	-	6	-	-	-	192	-

Notes to the Financial Statements

31 March 2026

41. SEGMENTAL INFORMATION (CONT'D.)

(b) Geographical segments

The Group's geographical segments are based on the location of the Group's assets. Sales to external customers disclosed in geographical segments are based on the geographical location of its customers. The Group's three business segments predominately operate in three separate geographical areas:

(i) Malaysia - the operations in this area are principally printing and trading of security and confidential documents, sale of oil palm, local fruits products and cattle farming, certain sale of food products, bulking and logistic services, property management and investment holding.

(ii) Indonesia - the operation in this area is principally oil palm production and processing.

(iii) Papua New Guinea - the operation in this area is principally sale of food products.

	Total revenue from external customers RM'000	Segment assets RM'000	Capital expenditure RM'000
31 March 2026			
Malaysia	413,712	2,017,372	74,274
Papua New Guinea	158,836	170,746	2,409
Indonesia	101,482	70,608	2,225
Eliminations	-	(454,671)	-
Consolidated	674,030	1,804,055	78,908
31 March 2025			
Malaysia	375,725	1,961,042	175,014
Papua New Guinea	185,645	171,508	7,355
Indonesia	122,015	108,370	2,146
Eliminations	-	(468,622)	-
Consolidated	683,385	1,772,298	184,515

42. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

(i) Financial assets and financial liabilities measured at amortised cost ("AC"); and

Notes to the Financial Statements

31 March 2026

42. FINANCIAL INSTRUMENTS (CONT'D.)

(a) Categories of financial instruments (cont'd.)

(ii) Financial assets measured at fair value through profit of loss ("FVTPL").

Group	Note	Carrying amount RM'000	AC RM'000	FVTPL RM'000
31 March 2026				
Financial assets				
Trade receivables	22	131,911	131,911	-
Other receivables (less prepayments)	23	26,440	26,440	-
Financial investments	26	193,711	-	193,711
Cash and bank balances	27	147,879	147,879	-
		499,941	306,230	193,711
Financial liabilities				
Trade and other payables	36	(62,322)	(62,322)	-
Lease liabilities	32	(208,774)	(208,774)	-
Borrowings	35	(179,431)	(179,431)	-
		(450,527)	(450,527)	-
31 March 2025				
Financial assets				
Trade receivables	22	131,514	131,514	-
Other receivables (less prepayments)	23	20,988	20,988	-
Financial investments	26	138,194	-	138,194
Cash and bank balances	27	166,312	166,312	-
		457,008	318,814	138,194
Financial liabilities				
Trade and other payables	36	(67,102)	(67,102)	-
Lease liabilities	32	(217,167)	(217,167)	-
Borrowings	35	(188,629)	(188,629)	-
		(472,898)	(472,898)	-

Notes to the Financial Statements

31 March 2026

42. FINANCIAL INSTRUMENTS (CONT'D.)

(a) Categories of financial instruments (cont'd.)

Company	Note	Carrying amount RM'000	AC RM'000	FVTPL RM'000
31 March 2026				
Financial assets				
Trade receivables	22	158	158	-
Other receivables (less prepayments)	23	386	386	-
Due from subsidiaries	25	43,299	43,299	-
Financial investments	26	38,600	-	38,600
Cash and bank balances	27	13,290	13,290	-
		95,733	57,133	38,600
Financial liabilities				
Other payables	36	(3,641)	(3,641)	-
Lease liabilities	32	(697)	(697)	-
Borrowings	35	(27,764)	(27,764)	-
Due to subsidiaries	25	(32)	(32)	-
		(32,134)	(32,134)	-
31 March 2025				
Financial assets				
Trade receivables	22	89	89	-
Other receivables (less prepayments)	23	1,626	1,626	-
Due from subsidiaries	25	31,638	31,638	-
Financial investments	26	41,952	-	41,952
Cash and bank balances	27	28,200	28,200	-
		103,505	61,553	41,952
Financial liabilities				
Other payables	36	(2,799)	(2,799)	-
Lease liabilities	32	(1,574)	(1,574)	-
Borrowings	35	(28,687)	(28,687)	-
		(33,060)	(33,060)	-

Notes to the Financial Statements

31 March 2026

42. FINANCIAL INSTRUMENTS (CONT'D.)

(b) Determination of fair value

The following methods and assumptions are used to estimate the fair values of the following classes of financial instruments:

(i) Cash and bank balances, borrowings, receivables and payables

The carrying amounts of these financial instruments approximate their fair values due to the relatively short term in nature.

(ii) Financial investments

Financial investments relate to Islamic money market unit trust funds whose fair value is determined by reference to the fair value provided by the fund manager of the unit trust funds at the close of the business on the reporting date. The investments are classified as Level 2 in the fair value hierarchy.

There were no transfer between the fair value hierarchy during the financial year (2025: no transfer in either directions).

The following table analysis financial instruments that are not carried at fair value, together with their fair values and carrying amounts shown in the statements of financial position.

Fair value of financial instruments not carried at fair value

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Carrying amount RM'000
Group					
31 March 2026					
Financial liability					
Long term borrowing	-	-	(99,860)	(99,860)	(110,071)
31 March 2025					
Financial liability					
Long term borrowing	-	-	(107,512)	(107,512)	(119,018)

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's businesses whilst managing its interest rate, liquidity/funding, foreign exchange and credit risks. The Group operates within clearly defined guidelines that are approved by the Board and the Group's policy is not to engage in speculative transactions.

(a) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's primary interest rate risk relates to interest-bearing debt as at year end. The investments in financial assets are mainly short term in nature and they are not held for speculative purposes but have been mostly placed in fixed deposits and money market unit trust funds which yield better return than cash at bank.

The Group finances its operations through operating cash flows and short-term borrowings. All bank borrowings are on floating rate terms.

The information on maturity dates and effective interest rates of financial assets and liabilities are disclosed in their respective notes.

The Group and the Company do not have significant interest rate exposures at the reporting date.

(b) Liquidity/funding risk

The Group and the Company define liquidity/funding risk as the risk that funds will not be available to meet liabilities as they fall due.

The Group and the Company actively manage their operating cash flows and the availability of funding so as to ensure that all funding needs are met. As part of its overall prudent liquidity management, the Group and the Company maintain sufficient levels of cash or cash convertible instruments to meet its working capital requirements. To ensure availability of funds, the Group and the Company closely monitor their cash flow position on a regular basis.

Notes to the Financial Statements

31 March 2026

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(b) Liquidity/funding risk (cont'd.)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

	On demand or within one year RM'000	Two to five years RM'000	Over five years RM'000	Total RM'000
Group				
31 March 2026				
Financial liabilities:				
Trade and other payables	62,322	-	-	62,322
Lease liabilities	17,755	64,840	353,821	436,416
Borrowings	71,635	123,403	7,316	202,354
	151,712	188,243	361,137	701,092
31 March 2025				
Financial liabilities:				
Trade and other payables	67,102	-	-	67,102
Lease liabilities	18,181	65,495	372,291	455,967
Borrowings	72,262	102,710	17,860	192,832
	157,545	168,205	390,151	715,901
Company				
31 March 2026				
Financial liabilities:				
Trade and other payables	3,641	-	-	3,641
Due to subsidiaries	32	-	-	32
Lease liabilities	619	-	-	619
Short term borrowings	28,075	-	-	28,075
	32,367	-	-	32,367
31 March 2025				
Financial liabilities:				
Trade and other payables	2,799	-	-	2,799
Lease liabilities	929	619	-	1,548
Short term borrowings	29,044	-	-	29,044
	32,772	619	-	33,391

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(c) Foreign exchange risk

The Group is exposed to transactional currency risk primarily through sales and purchases that are denominated in a currency other than the functional currency of the operations to which they relate. The currencies giving rise to this risk are primarily the Indonesian Rupiah ("IDR"), Singapore Dollar ("SGD") and United States Dollar ("USD").

The net unhedged financial assets and financial liabilities of the Group that are not denominated in RM are as follows:

Group	SGD RM'000	USD RM'000	IDR RM'000	Total RM'000
31 March 2026				
Financial assets				
- Trade and other receivables	-	23,853	2,543	26,396
- Cash and bank balances	8	8,367	37,984	46,359
	8	32,220	40,527	72,755
Financial liability				
- Trade and other payables	-	-	(4,997)	(4,997)
Net exposure	8	32,220	35,530	67,758
31 March 2025				
Financial assets				
- Trade and other receivables	-	19,802	16,836	36,638
- Cash and bank balances	22	24,992	57,717	82,731
	22	44,794	74,553	119,369
Financial liability				
- Trade and other payables	-	-	(7,162)	(7,162)
Net exposure	22	44,794	67,391	112,207

Notes to the Financial Statements
31 March 2026

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(c) Foreign exchange risk (cont'd.)

Sensitivity analysis

With all other variables held constant, the following table demonstrates the sensitivity of the Group's profit before taxation to a reasonably possible change in those exchange rates against RM:

	Group Effect on profit before tax/pre-tax equity	
	2026 RM'000	2025 RM'000
SGD - strengthen 5% (2025: 5%)	1	1
SGD - weaken 5% (2025: 5%)	(1)	(1)
USD - strengthen 5% (2025: 5%)	1,611	2,240
USD - weaken 5% (2025: 5%)	(1,611)	(2,240)
IDR - strengthen 1% (2025: 1%)	355	674
IDR - weaken 1% (2025: 1%)	(355)	(674)

(d) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade cash and bank balances.

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position as disclosed in Note 42.

Trade receivables

The Group and the Company minimise credit risk by entering into contracts with highly credit rated counterparties and through credit approval, financial limits and on-going monitoring procedures. Counterparties credit evaluation is done systematically using quantitative and qualitative criteria on credit risks specified by individual operating units. Depending on the creditworthiness of the counterparty, the Group and the Company may require collateral or other credit enhancements.

Notes to the Financial Statements

31 March 2026

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(d) Credit risk (cont'd.)

Trade receivables (cont'd.)

The Group and the Company use ageing analysis and credit limit review to monitor the credit quality of the receivables. Any customers exceeding their credit limit are monitored closely. With respect to the trade receivables that are neither impaired nor past due, there are no indications as of the reporting date that the debtors will not meet their payment obligations.

With respect to the trade receivables which have no realistic prospect of recovery, the gross carrying amounts of the credit impaired receivables will be written off (either in partial or in full).

Recognition and measurement of impairment loss

The Group and the Company measure their impairment losses for financial assets using a forward-looking expected credit loss ("ECL") approach. In determining the ECL, the probability of default assigned to each customer is based on their individual both quantitative and qualitative information and analysis, Group's and Company's historical experience and informed credit assessment and including forward-looking information.

The following table provides information about the exposure to credit risk and ECLs for trade receivables as at 31 March 2026 and 31 March 2025:

	Weighted average loss rate %	Gross amount RM	Expected credit loss RM
Group			
31 March 2026			
Trade receivables			
Current	0%	36,849	-
1 to 60 days past due	0%	28,015	-
61 to 120 days past due	0%	10,174	-
More than 121 days past due	5%	59,603	2,730
		134,641	2,730
31 March 2025			
Trade receivables			
Current	0%	50,400	-
1 to 60 days past due	0%	19,140	-
61 to 120 days past due	0%	57,605	-
More than 121 days past due	37%	6,987	2,618
		134,132	2,618

Notes to the Financial Statements

31 March 2026

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(d) Credit risk (cont'd.)

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the geographical location of its business on an ongoing basis. The credit risk concentration profile of the Group's net trade receivables at the reporting date are as follows:

	Group			
	2026		2025	
	RM'000	% of total	RM'000	% of total
Malaysia	106,713	81%	101,226	77%
Papua New Guinea	25,198	19%	18,129	14%
Indonesia	-	0%	12,159	9%
	131,911	100%	131,514	100%

Exposure to expected credit losses increases with concentrations of credit risk which may exist when a number of counterparties are involved in similar activities or operate in the same industry sector or geographical area, which may result in their ability to meet contractual obligations being impacted by changes in economic, political or other conditions.

At the reporting date, approximately RM46,094,000 (2025: RM48,651,000) of the Group's trade receivables was due from the Government of Malaysia.

Fixed deposits with licenced banks are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

44. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains an optimal capital structure in order to support its businesses and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders and purchase of treasury shares. The Group's approach in managing capital is based on defined guidelines that are approved by the Board.

There were no changes in the Group's approach to capital management during the year.

Notes to the Financial Statements

31 March 2026

45. SUBSIDIARIES AND ACTIVITIES

Set out below is a list of the subsidiaries of the Company as at 31 March 2026, all of which are incorporated in Malaysia, unless otherwise indicated:

Name of subsidiaries	Effective ownership interest 2026 %	Effective ownership interest 2025 %	Principal activities
Manufacturing			
Security Printers (M) Sdn. Bhd.	60.02	60.02	Trading of security and confidential documents
Percetakan Keselamatan Nasional Sdn. Bhd.	60.02	60.02	Production and trading of security and confidential documents
Property investment			
Fima Metal Box Holdings Sdn. Bhd.	100.0	100.0	Investment holding
Fima Corporation Berhad#	60.02	60.02	Property management, oil palm plantation and investment holding
Fima Technology Sdn. Bhd.	60.02	60.02	Property management and engineering consultation services
FCB Plantation Holdings Sdn. Bhd.	60.02	60.02	Investment holding
Bulking			
Fima Bulking Services Berhad	100.0	100.0	Providing bulk handling storage of liquid and semi-liquid products and investment holding
Fimachem Sdn. Bhd.	100.0	100.0	Providing bulk storage of liquid and semi-liquid hazardous products
Fima Liquid Bulking Sdn. Bhd.	100.0	100.0	Providing bulk storage of latex and palm oleo based products
Fima Palmbulk Services Sdn. Bhd.	100.0	100.0	Bulk handling of liquid and semi-liquid products
Fima Freight Forwarders Sdn. Bhd.	100.0	100.0	Provision of warehousing, transportation and forwarding services
Fima Butterworth Installation Sdn. Bhd.	100.0	100.0	Bulk handling of oil palm and edible oils
Fima Logistics Sdn. Bhd.	100.0	100.0	Inactive
Biodiesel			
Fima Biodiesel Sdn. Bhd.	100.0	100.0	Manufacturing, processing, refining and treatment of biodiesel and refined oils derived from used cooking oil (UCO), palm-based feedstocks, and other edible and non-edible feedstocks; and trading (including purchase, sale, import/ export, marketing and distribution) of such products and related derivatives and by-products

Notes to the Financial Statements

31 March 2026

45. SUBSIDIARIES AND ACTIVITIES (CONT'D.)

Set out below is a list of the subsidiaries of the Company as at 31 March 2025, all of which are incorporated in Malaysia, unless otherwise indicated (cont'd.):

Name of subsidiaries	Effective ownership interest 2026 %	2025 %	Principal activities
Plantation (cont'd.)			
Pineapple Cannery of Malaysia Sendirian Berhad	100.0	100.0	Oil palm cultivation, sales of local fruits and cattle farming
PT Nunukan Jaya Lestari^	48.02	48.02	Oil palm production and processing
Victoria Square Plantation Sdn. Bhd.	100.0	80.0	Investment holding
Amgreen Gain Sdn. Bhd.	52.0	52.0	Oil palm cultivation
Ladang Fima Sdn. Bhd.	100.0	100.0	Inactive
Fima-TLP Feedlot Sdn. Bhd.	85.0	85.0	Inactive
Cendana Laksana Sdn. Bhd.	60.02	60.02	Oil palm plantation
Gabungan Warisan Sdn.Bhd.	60.02	60.02	Oil palm plantation
Next Oasis Sdn. Bhd.	60.02	60.02	Investment holding
Taka Worldwide Trading Sdn. Bhd.	60.02	60.02	Oil palm plantation
Etika Gangsa Sdn. Bhd.	60.02	60.02	Oil palm plantation
Fima Sg. Siput Estate Sdn. Bhd.	42.01	42.01	Oil palm plantation
FCB Eastern Plantations Sdn. Bhd.	60.02	60.02	Investment holding
Ladang Bunga Tanjong Sdn. Bhd.	48.02	48.02	Oil palm plantation
Food			
International Food Corporation Limited+	95.6	95.6	Fish processing, canning and distribution
Fima Instanco Sdn. Bhd.	100.0	100.0	Packaging of food products
Fima-Mr. Juicy Sdn. Bhd.	100.0	100.0	Inactive
IFC Marketing and Distribution Limited+	95.6	95.6	Inactive
Others			
Malaysian Transnational Trading (MATTRA) Corporation Berhad	100.0	100.0	Inactive
Mattra Premier Sdn. Bhd.	100.0	100.0	Inactive
KF Commodities Sdn.Bhd.	100.0	100.0	Inactive
Fima Overseas Holdings Sdn. Bhd.	100.0	100.0	Investment holding
Endell Pte. Ltd.◊*	80.0	80.0	Investment holding
Fima Fraser's Hill Sdn. Bhd.	60.0	60.0	Inactive

◊ *Incorporated in Singapore.*
\+ *Incorporated in Papua New Guinea, audited by a member firm of Ernst & Young Global in Papua New Guinea.*
^ *Incorporated in Indonesia, audited by a member firm of Ernst & Young Global in Indonesia.*
* *Audited by a firm of auditors other than Ernst & Young PLT or Ernst & Young Global.*
\# *Listed on the Main Board of Bursa Malaysia Securities Berhad.*

Notes to the Financial Statements

31 March 2026

46. ASSOCIATES AND ACTIVITIES

Details of associates are as follows:

Name of associates	Effective ownership interest 2026 %	Effective ownership interest 2025 %	Principal activities
Marushin Canneries (Malaysia) Sdn. Bhd.*	38.0	38.0	Manufacturer and sale of canned fish
Held through subsidiary:			
Giesecke & Devrient Malaysia Sdn. Bhd.*	20.0	20.0	Printing of bank notes

* Audited by a firm of auditors other than Ernst & Young PLT.

47. CONTINGENT LIABILITY

Based on the decision of the Ministerial Order 25 July 2016, PTNJL is to apply for a new land title for the Area Penggunaan Lain ("APL") area. The APL area is outside the forest area and the Bupati Nunukan is empowered to approve or issue the Izin Usaha Perkebunan ("IUP") for the APL area. Bupati Nunukan has issued the revised IUP for an area measuring 16,589 hectares ("ha") via Keputusan Nunukan No. 188.45/24/I/2023 on 2 January 2023, covering the APL area (non-forestry) and forestry area, which is net of the overlapping area of 3,500 ha with a third party.

PTNJL has submitted an application to Badan Pertanahan Nasional for the grant of a new Hak Guna Usaha ("HGU") over the APL area, and the said application is still pending approval by the relevant authorities. On 27 October 2021, PTNJL applied for the release of forest area (Persetujuan Pelepasan Kawasan Hutan or "PPKH") for its plantation area of approximately 6,373.4 ha overlapping with forest area ("Overlapping Area"). The said application is currently under review by Kementerian Kehutanan Republik Indonesia (previously known as Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia) ("MoF") and Satuan Tugas Penertiban Kawasan Hutan ("Satgas PKH") and engagement with them are still ongoing.

As at 31 March 2026, the Group has contingent liabilities arising from PTNJL's application for release of forestry area. In the course of the ongoing PPKH review process, Satgas PKH conducted meetings with PTNJL in January 2026 and March 2026, during which certain preliminary observations were raised in relation to PTNJL's PPKH application and the relevant plantation areas. PTNJL has, through its Indonesian legal advisers, submitted formal responses supported by relevant spatial and historical licensing documentation. As at this reporting date, no formal determination has been issued by Satgas PKH or MoF in relation to those observations, and the matter remains under review through the applicable administrative process. Should a formal determination be made, PTNJL may be subject to administrative sanctions which, under applicable regulations, may include compensation, fines, and/or other regulatory measures. The quantum and nature of any such administrative sanctions cannot be reliably ascertained at this reporting date, given that no formal determination has been issued by the relevant authorities.

The revised IUP and, if and when granted, the License of the Release of Forest Area are expected to serve as prerequisites for PTNJL's HGU application. The Group notes that the PPKH application process remains ongoing and subject to final determination by the relevant authorities, with the outcome and timing remaining uncertain. PTNJL continues to actively engage with the relevant authorities in relation to these matters, in consultation with its Indonesian legal advisors.

Notes to the Financial Statements

31 March 2026

48. SIGNIFICANT EVENT

The Middle East conflict which started on 28 February 2026 at Strait of Hormuz has significantly disrupted many business operations around the world.

For the Group, the impact on business operations has not arisen from a direct consequence of the conflict, but from indirect effects globally, including higher energy prices, increased shipping insurance costs, and supply chain bottlenecks through critical trade routes affected by the disruption.

The Group has considered the potential impact of these developments on its operations and financial position as at 31 March 2026. The financial statements of the Group have been prepared upon the condition as at year end and no material adjustment is required to the financial statements as at 31 March 2026. However, the eventual impact on the Group's future operations cannot presently be reliably estimated.

49. SUBSEQUENT EVENT

In May 2026, the Group was awarded new contracts by Ministry of Education for the printing, supply and delivery of security confidential documents. As the awards were made after the reporting date of 31 March 2026, no adjustments has been made to the financial statements for the year ended 31 March 2026 in respect of these contracts.

50. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 March 2026 were authorised for issue in accordance with resolution of the directors on 29 June 2026.

Properties of the Group

No.	Location	Description/ Existing Use	Latest Valuation/ Acquisition Date	Tenure Expiry Date	Land Area (Acre)	Built-Up Area (Sq.ft)	NBV As At 31/03/2026 (RM'000)	Approximate Age Of Buildings (Years)
KUMPULAN FIMA BERHAD								
1.	H.S.(D)1396, PTD 257 Mukim Ulu Sg. Sedili Besar Daerah Kota Tinggi Johor Darul Takzim	Agriculture/Oil Palm Plantation	23/03/2015	Leasehold expiring 17/02/2077	1,010.27	N/A	20,142	N/A
2.	H.S.(D) 1397, PTD 258 Mukim Ulu Sg. Sedili Besar Daerah Kota Tinggi Johor Darul Takzim	Agriculture/Oil Palm Plantation	23/03/2015	Leasehold expiring 17/02/2077	47.88	N/A	955	N/A
3.	H.S.(D) 1398, PTD 331 Mukim Kota Tinggi Daerah Kota Tinggi Johor Darul Takzim	Agriculture/Oil Palm Plantation	23/03/2015	Leasehold expiring 17/02/2077	18.82	N/A	375	N/A
4.	GRN 497074, Lot 8022 Mukim Ayer Baloi Daerah Pontian Johor Darul Takzim	Agriculture/Oil Palm Plantation	23/03/2015	Freehold	5.91	N/A	54	N/A
5.	GRN 346599, Lot 8024 Mukim Ayer Baloi Daerah Pontian Johor Darul Takzim	Agriculture/ Pineapple Plantation	23/03/2015	Freehold	496.42	N/A	4,565	N/A
6.	GRN 561307, Lot 14771 Mukim Ayer Baloi Daerah Pontian Johor Darul Takzim	Agriculture/Oil Palm Plantation	23/03/2015	Freehold	136.00	N/A	1,251	N/A
7.	GRN 558083, Lot 8020 Mukim Ayer Baloi Daerah Pontian Johor Darul Takzim	Agriculture/Oil Palm Plantation	23/03/2015	Freehold	173.14	N/A	1,582	N/A
8.	GRN 346581, Lot 8026 Mukim Ayer Baloi Daerah Pontian Johor Darul Takzim	Agriculture/ Pineapple Plantation	23/03/2015	Freehold	217.57	N/A	2,001	N/A
9.	GRN 497075, Lot 8021 Mukim Ayer Baloi Daerah Pontian Johor Darul Takzim	Agriculture/Oil Palm Plantation	23/03/2015	Freehold	320.98	N/A	2,951	N/A
10.	GRN 346571, Lot 8025 Mukim Ayer Baloi Daerah Pontian Johor Darul Takzim	Agriculture/ Pineapple Plantation	23/03/2015	Freehold	382.51	N/A	3,517	N/A

Properties of the Group

No.	Location	Description/ Existing Use	Latest Valuation/ Acquisition Date	Tenure Expiry Date	Land Area (Acre)	Built-Up Area (Sq.ft)	NBV As At 31/03/2026 (RM'000)	Approximate Age Of Buildings (Years)
KUMPULAN FIMA BERHAD (CONT'D.)								
11.	PJ Trade Centre (3 units) Menara Bata No. 8, Jalan PJU 8/8A Bandar Damansara Perdana 47820 Petaling Jaya Selangor	Office Units	23/03/2015	Leasehold	N/A	8,852	2,790	17
	Sub Total				**2,809.50**	**8,852**	**40,183**	
AMGREEN GAIN SDN. BHD.								
1.	Lot No. 1, Block 10 Puyut Land District Sg Karap and Sg Kulak Baram Miri, Sarawak	Mixed Zone Land/ Oil Palm Plantation	23/03/2015	Lease of State Land 60 years expiring 12/08/2069	12,080.73	25,244	41,323	N/A
	Sub Total				**12,080.73**	**25,244**	**41,323**	
FIMA CORPORATION BERHAD								
1.	H.S.(D) 13531, PTD 4656 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Industrial Land/ Factory & Office Buildings	23/03/2015	Freehold	2.72	66,608	661	58
2.	Lot 1176 Mukim Pasir Panjang Port Dickson Negeri Sembilan Darul Khusus	Bungalow	12/02/2015	Freehold	0.82	N/A	1,810	77
3.	Lot 52068, GRN 50064 Mukim of Kuala Lumpur Wilayah Persekutuan	Office Building	23/03/2015	Freehold	1.45	270,372	40,055	28
4.	PT 363 H.S.(D) 27345 Mukim Kuala Betis Daerah Betis Jajahan Kecil Lojing Kelantan	Agriculture/Oil Palm Plantation	03/05/2021	Leasehold expiring 05/03/2077	5,688.24	N/A	115,221	N/A
5.	Lot 3468 PN 6353 Mukim Relai, Daerah Chiku Jajahan Gua Musang Kelantan	Agriculture/Oil Palm Plantation	03/05/2021	Leasehold expiring 05/03/2077	2,311.13	N/A	51,237	N/A
	Sub Total				**8,004.36**	**336,980**	**208,984**	

Properties of the Group

No.	Location	Description/ Existing Use	Latest Valuation/ Acquisition Date	Tenure Expiry Date	Land Area (Acre)	Built-Up Area (Sq.ft)	NBV As At 31/03/2026 (RM'000)	Approximate Age Of Buildings (Years)
CENDANA LAKSANA SDN. BHD.								
1.	H.S.(D) 398, PT 757 P Mukim Tebak Daerah Kemaman Terengganu	Oil Palm Plantation/Building	06/01/2014/ 20/3/2015	Leasehold expiring 08/08/2039	1,000.00	N/A	18,764	N/A
2.	PN 7602, Lot 2925 Mukim Tebak Daerah Kemaman Terengganu	Oil Palm Plantation	06/01/2014/ 20/3/2015	Leasehold expiring 08/08/2048	940.73	N/A	17,651	N/A
	Sub Total				**1,940.73**	**-**	**36,415**	
GABUNGAN WARISAN SDN. BHD.								
1.	H.S.(D) 9350, PT 4718 Mukim Kuala Stong Jajahan Kuala Krai Kelantan	Oil Palm Plantation	17/10/2014/ 10/03/2015	Leasehold expiring 22/07/2112	617.27	N/A	13,111	N/A
	Sub Total				**617.27**	**-**	**13,111**	
TAKA WORLDWIDE TRADING SDN. BHD.								
1.	H.S.(D) 2345, PT 6943 Mukim Relai Jajahan Gua Musang Kelantan	Oil Palm Plantation	18/03/2015	Leasehold expiring 05/03/2107	500.00	N/A	8,765	N/A
	Sub Total				**500.00**	**-**	**8,765**	
ETIKA GANGSA SDN. BHD.								
1.	H.S.(D) 2346, PT 6944 Mukim Relai Jajahan Gua Musang Kelantan	Oil Palm Plantation	18/03/2015	Leasehold expiring 05/03/2107	500.00	N/A	7,722	N/A
	Sub Total				**500.00**	**-**	**7,722**	
PERCETAKAN KESELAMATAN NASIONAL SDN. BHD.								
1.	GRN 173 Lot 27306, Section 13 Mukim Kajang Daerah Hulu Langat Selangor	Industrial Land/ Building	26/01/2006	Leasehold expiring 29/09/2086	8.30	250,560	22,074	39
	Sub Total				**8.30**	**250,560**	**22,074**	

Properties of the Group

No.	Location	Description/ Existing Use	Latest Valuation/ Acquisition Date	Tenure Expiry Date	Land Area (Acre)	Built-Up Area (Sq.ft)	NBV As At 31/03/2026 (RM'000)	Approximate Age Of Buildings (Years)
FIMA SG SIPUT ESTATE SDN. BHD.								
1.	H.S.(D) 16214 PT 14352 Mukim Sungai Siput District of Kuala Kangsar Perak	Agriculture/Oil Palm Plantation	04/12/2015	Leasehold expiring 03/08/2075	4,942.00	N/A	38,869	N/A
	Sub Total				**4,942.00**	**-**	**38,869**	
LADANG BUNGA TANJONG SDN. BHD.								
1.	GRN 36415 Lot 2429 Mukim Lubok Bungor Jajahan Jeli Kelantan	Agriculture/Oil Palm Plantation/ Building	20/02/2018	Leasehold expiring 28/09/2069	3,288.90	N/A	44,920	N/A
	Sub Total				**3,288.90**	**-**	**44,920**	
PT NUNUKAN JAYA LESTARI								
1.	Izin Usaha Perkebunan	Agriculture/Oil Palm Plantation	09/04/2007/ 31/12/2014	-	40,992.31	N/A	9,647	N/A
2.	Hak Guna Bangunan (HGB) No. 50 Kelurahan Nunukan Barat Kabupaten & Kecamatan Nunukan Propinsi Kalimantan Timur Indonesia	Palm Oil Mill	09/04/2007/ 31/12/2014	Expiring 18/03/2035	286.15	N/A		21
	Sub Total				**41,278.46**	**-**	**9,647**	
PINEAPPLE CANNERY OF MALAYSIA SDN. BHD.								
1.	H.S.(D) 62211, PTD 5525 Mukim Machap Daerah Kluang Johor Darul Takzim	Agriculture	23/03/2015	Leasehold expiring 16/10/2038	209.90	N/A	534	N/A
2.	Lot 1790, GM 1721 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture/Rubber Plantation	23/03/2015	Freehold	4.39	N/A	381	N/A
3.	Lot 4552, GM 280 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture/ Effluent Pond	23/03/2015	Freehold	2.63	N/A	228	N/A

Properties of the Group

No.	Location	Description/ Existing Use	Latest Valuation/ Acquisition Date	Tenure Expiry Date	Land Area (Acre)	Built-Up Area (Sq.ft)	NBV As At 31/03/2026 (RM'000)	Approximate Age Of Buildings (Years)
PINEAPPLE CANNERY OF MALAYSIA SDN. BHD. (CONT'D.)								
4.	Lot 4554, GM 278 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture/ Effluent Pond	23/03/2015	Freehold	2.40	N/A	208	N/A
5.	Lot 1681, GM 4287 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture/ Dumping Ground	23/03/2015	Freehold	2.42	N/A	250	N/A
6.	H.S.(D) 13531, PTD 4656 & H.S.(D) 13532, PTD 4657 (Lot 3767, 3768 & 3769) Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Industrial Land/ Factory & Office Buildings/ Residential/Single Storey House	23/03/2015	Freehold	25.12	235,160	8,056	58
7.	Lot 3886, GN 96493 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture/ Orchard	23/03/2015	Freehold	10.00	N/A	2,647	N/A
8.	Lot 3887, GN 96495 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture/ Orchard	23/03/2015	Freehold	10.00	N/A	2,647	N/A
9.	Lot 3890, GN 96497 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture/ Orchard	23/03/2015	Freehold	6.46	N/A	1,710	N/A
10.	Lot 3891, GN 96499 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture/ Orchard	23/03/2015	Freehold	10.00	N/A	2,647	N/A
11.	Lot 1789, GM 1720 Mukim Jeram Batu Daerah Pontian Johor Darul Takzim	Agriculture	23/03/2015	Freehold	4.06	N/A	352	N/A
12.	Lot 180, GM 136 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Agriculture/Single Storey Factory Building	23/03/2015	Freehold	7.22	42,782	266	53
13.	Lot 181, GM 137 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Agriculture/Single Storey Factory Building	23/03/2015	Freehold	6.78	40,175	250	53

Properties of the Group

No.	Location	Description/ Existing Use	Latest Valuation/ Acquisition Date	Tenure Expiry Date	Land Area (Acre)	Built-Up Area (Sq.ft)	NBV As At 31/03/2026 (RM'000)	Approximate Age Of Buildings (Years)
PINEAPPLE CANNERY OF MALAYSIA SDN. BHD. (CONT'D.)								
14.	Lot 182, H.S.(D) 1976 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Industrial Land/ Single Storey Factory Building	23/03/2015	Leasehold expiring 03/01/2079	1.59	9,422	8	53
15.	Lot 183, GM 135 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Agriculture/Single Storey Factory Building	23/03/2015	Freehold	3.80	22,517	140	53
16.	Lot 184, GM 134 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Agriculture/Single Storey Factory Building	23/03/2015	Freehold	2.73	16,532	101	53
17.	Lot 185, GM 85 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Agriculture	23/03/2015	Freehold	3.19	N/A	103	N/A
18.	Lot 560, GM 132 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Agriculture/Single Storey Residential Buildings & One Hostel Block	23/03/2015	Freehold	3.34	16,310	133	53
19.	Lot 561, GM 133 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Agriculture/Two Single Storey Hostel Blocks	23/03/2015	Freehold	2.16	4,800	86	53
20.	Lot 2945, GM 138 Mukim Api-Api Daerah Pontian Johor Darul Takzim	Agriculture/Single Storey Factory Building	23/03/2015	Freehold	2.31	13,984	85	53
21.	H.S.(D) 1396, PTD 257 & H.S.(D) 1397, PTD 258 Mukim Ulu Sg. Sedili Besar & Mukim Kota Tinggi Daerah Kota Tinggi Johor Darul Takzim	Office & Staff/ Workers Quarters	23/03/2015	Land owned by KFima	N/A	12,376	717	48
22.	GRN 346571, Lot 8025 Mukim Ayer Baloi Daerah Pontian Johor Darul Takzim	Office Building & Workers Quarters	23/03/2015	Land owned by KFima	N/A	5,520	823	14
	Sub Total				**320.50**	**419,578**	**22,372**	

Properties of the Group

No.	Location	Description/ Existing Use	Latest Valuation/ Acquisition Date	Tenure Expiry Date	Land Area (Acre)	Built-Up Area (Sq.ft)	NBV As At 31/03/2026 (RM'000)	Approximate Age Of Buildings (Years)
BULKING GROUP OF COMPANIES								
1.	Part of H.S.(D) 24616 PT 11689, Mukim Kapar Daerah Klang Selangor Darul Ehsan	Office Building (Terminal 1)	23/03/2015	Leasehold expiring 14/07/2042	30.80	38,438	240	44
2.	Part of H.S.(D) 24616 PT 11689, Mukim Kapar Daerah Klang Selangor Darul Ehsan	Office Building (Terminal 2)	23/03/2015	Leasehold expiring 31/07/2039	13.00	14,560	791	37
3.	H.S.(D) 620626 PTD 5616 Mukim Sungai Tiram Daerah Johor Bahru Johor Darul Takzim	Office Building	20/09/2022	Leasehold expiring 19/9//2082	18.00	268,667	7,391	1
4.	H.S.(D) 9813, Plot A Bandar Butterworth Seksyen 4 Daerah Seberang Perai Utara Pulau Pinang	Office Building	23/03/2015	Tenancy expiring 30/06/2026	5.17	27,238	261	42
	Sub Total				**66.97**	**348,903**	**8,683**	
INTERNATIONAL FOOD CORPORATION LIMITED								
1.	Portion 361 Malahang, Lae Papua New Guinea	Industrial Land/ Office Building, Amenities Building & 2 Factory Buildings		State Lease expiring 19/10/2093	35.65	204,999	16,433	31
	Sub Total				**35.65**	**204,999**	**16,433**	
FIMA FRASER'S HILL SDN. BHD.								
1.	Lot 4509, PN 4503 Mukim Teras, Daerah Raub Pahang Darul Makmur	Agriculture	23/03/2015	Leasehold expiring 01/01/2036	130.17	N/A	591	N/A
	Sub Total				**130.17**	**-**	**591**	
	GRAND TOTAL				**76,524**	**1,595,116**	**520,092**	

Analysis of Shareholdings

As at 22 June 2026

THIRTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	% of Total Shareholdings
1.	ROZANA ZETI BINTI BASIR	49,455,100	17.534
2.	ROSHAYATI BINTI BASIR	49,200,000	17.444
3.	BHR ENTERPRISE SDN BHD	47,852,300	16.966
4.	SUBUR RAHMAT SDN BHD	11,509,200	4.081
5.	M & A NOMINEE (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SUBUR RAHMAT SDN BHD (M&A)	7,490,000	2.656
6.	NEOH CHOO EE & COMPANY, SDN. BERHAD	5,000,000	1.773
7.	CIMB GROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR DBS BANK LTD (SFS)	2,218,400	0.787
8.	TAN AIK CHOON	1,973,600	0.700
9.	PM NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHAN KUANG (D)	1,926,900	0.683
10.	CHEE SAI MUN	1,720,000	0.610
11.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ONG KOK YON	1,381,800	0.490
12.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ROSLAN BIN HAMIR	1,291,000	0.458
13.	BAGHLAF ALZAFER GROUP LTD	1,249,300	0.443
14.	M & A NOMINEE (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ZAILINI BINTI ZAINAL ABIDIN (M&A)	1,150,000	0.408
15.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN TIAN SANG @ TAN TIAN SONG (E-PPG)	1,100,000	0.390
16.	AFFIN HWANG NOMINEES (ASING) SDN BHD DBS VICKERS SECS (S) PTE LTD FOR LITTLE RAIN ASSETS LIMITED	1,035,300	0.367
17.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR FONG SILING (CEB)	1,000,000	0.355
18.	ROZILAWATI BINTI HAJI BASIR	1,000,000	0.355
19.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM HOCK FATT (E-SS2)	910,000	0.323
20.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT JINCAN SDN BHD	900,000	0.319
21.	ROSHAYATI BINTI BASIR	884,100	0.313
22.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR GAN TEE JIN	800,000	0.284
23.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR ROZILAWATI BINTI HAJI BASIR (PW-M00823) (421210)	747,700	0.265
24.	MAYBANK NOMINEES (TEMPATAN) SDN BHD KONG YEE WONG	728,400	0.258
25.	ROSLAN BIN HAMIR	720,000	0.255
26.	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	711,700	0.252

Analysis of Shareholdings

As at 22 June 2026

No.	Name	No. of Shares	% of Total Shareholdings
27.	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR EMERGING MARKETS CORE EQUITY 2 PORTFOLIO OF DFA INVESTMENT DIMENSIONS GROUP INC	709,900	0.252
28.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM CHEN YIK (PENANG-CL)	699,000	0.248
29.	HSBC NOMINEES (ASING) SDN BHD TNTC FOR LSV EMERGING MARKETS SMALL CAP EQUITY FUND, LP	690,100	0.245
30.	MUHAMAD ALOYSIUS HENG	674,000	0.239

SUBSTANTIAL SHAREHOLDERS

		Direct Holdings		Indirect Holdings	
No.	Name	No. of Shares	% of Shareholdings	No. of Shares	% of Shareholdings
1.	DR. ROSHAYATI BINTI BASIR	50,084,100	17.757	121,175,500 [a]	42.963
2.	ROZANA ZETI BINTI BASIR	49,455,100	17.534	121,804,500 [a]	43.186
3.	BHR ENTERPRISE SDN BHD	47,852,300	16.966	-	-
4.	SUBUR RAHMAT SDN BHD	11,509,200	4.081	9,658,200 [b]	3.424

Notes:

(a) *Deemed interested by virtue that:*

- (i) *the late Puan Sri Datin Hamidah Binti Abdul Rahman is the mother of Dr. Roshayati Binti Basir ("Dr. Roshayati"), Datin Rozilawati Binti Haji Basir ("Datin Rozilawati"), Rozana Zeti Binti Basir ("Rozana Zeti") and Ahmad Riza Bin Basir ("Ahmad Riza") and during her lifetime, held preference shares in BHR Enterprise Sdn. Bhd. ("BHR") which carry veto rights in all the decisions in BHR. For the avoidance of doubt, the 365,000 ordinary shares in KFima registered in the name of the late Puan Sri Datin Hamidah are, as at 22 June 2026, subject to administration and transmission and have not been included in the indirect/deemed interests of her family members disclosed in the table above (refer to note (c) below).*
- (ii) *Dr. Roshayati, Datin Rozilawati and Rozana Zeti are sisters and each holds more than 20% of the shares in BHR;*
- (iii) *Rozana Zeti's direct shareholding in RZB Holdings Sdn. Bhd. ("RZB") pursuant to Section 8 of the Companies Act, 2016 ("the Act"). RZB holds 102,000 ordinary shares (or 0.036%) in the Company; and*
- (iv) *Ahmad Riza is the son of the late Puan Sri Datin Hamidah Binti Abdul Rahman and brother of Dr. Roshayati, Datin Rozilawati and Rozana Zeti and:*
  - (1) *his indirect shareholdings in the Company which are held through M & A Nominee (Tempatan) Sdn. Bhd. of 532,000 ordinary shares (or 0.189%) and Subur Rahmat Sdn. Bhd. ("SRSB") pursuant to Section 8 of the Act. SRSB holds 11,509,200 ordinary shares (or 4.081%) and 7,490,000 ordinary shares (or 2.656%) direct and indirect, respectively in KFima;*
  - (2) *his wife, Zailini Binti Zainal Abidin's ("Zailini") shareholding in SRSB pursuant to Section 8 of the Act and her indirect shareholding in KFima; and*
  - (3) *his children's shareholdings of 486,200 ordinary shares (or 0.172%) in KFima.*

(b) *SRSB's indirect shareholdings in the Company is held under M & A Nominee (Tempatan) Sdn. Bhd., Ahmad Riza, Zailini and their children. Ahmad Riza and his wife, Zailini are deemed interested by virtue of their interest in SRSB pursuant to Section 8 of the Act.*

(c) *No legal personal representative, executor or administrator has been registered as the holder of the 365,000 ordinary shares (or 0.129%) in KFima standing in the name of the late Puan Sri Datin Hamidah as at 22 June 2026. Accordingly, and having regard to Sections 8 and 109 of the Companies Act 2016 and Articles 37 to 40 of the Company's Constitution, those shares remain subject to administration and transmission. They have been excluded from the indirect/deemed interests of her family members (namely Dr. Roshayati, Datin Rozilawati, Rozana Zeti, Ahmad Riza and Zailini) in the table above, as such family members should not be treated as having an immediate direct or deemed registrable interest in those shares solely by reason of their relationship to the late Puan Sri Datin Hamidah, pending the extraction of the Grant of Probate or Letters of Administration and the transmission/registration of the shares or any other basis for an interest under Section 8 of the Act.*

Analysis of Shareholdings

As at 22 June 2026

DIRECTORS' SHAREHOLDINGS

Directors	Direct Holdings		Indirect Holdings	
	No. of Shares	% of Shareholdings	No. of Shares	% of Shareholdings
DATO' IDRIS BIN KECHOT	10,000	0.004	-	-
DATO' ROSLAN BIN HAMIR	720,000	0.255	1,291,000 [a]	0.458
DATUK ANUAR BIN AHMAD	-	-	-	-
ROZANA ZETI BINTI BASIR	49,455,100	17.534	121,804,500 [b][d]	43.186
DATO' ROSMAN BIN ABDULLAH	30,000	0.011	-	-
DATIN ROZILAWATI BINTI HAJI BASIR	1,000,000	0.355	170,259,600 [c][d]	60.366
DANNY HOE KAM THONG	40,000	0.014	-	-

Notes:

[a] *1,291,000 ordinary shares are held under Maybank Nominees (Tempatan) Sdn. Bhd.*

[b] *Deemed interests:*

- [i] *her shareholding in BHR of more than 20% and the direct and indirect shareholdings of her family members namely, Dr. Roshayati, Datin Rozilawati and Ahmad Riza, in the Company; and*
- [ii] *her shareholding in RZB Holdings Sdn. Bhd. ("RZB") pursuant to Section 8 of the Act. RZB holds 102,000 ordinary shares (or 0.036%) in the Company.*

[c] *Deemed interested by virtue of her indirect shareholdings in the Company which are held under Maybank Nominees (Tempatan) Sdn. Bhd. of 747,700 ordinary shares (or 0.265%), M & A Nominee (Tempatan) Sdn. Bhd. of 461,000 ordinary shares (or 0.163%) and Affin Hwang Nominees (Tempatan) Sdn. Bhd. of 200,000 ordinary shares (or 0.071%); and the direct and indirect shareholdings of her family members namely, Dr. Roshayati, Rozana Zeti and Ahmad Riza in the Company.*

[d] *No legal personal representative, executor or administrator has been registered as the holder of the 365,000 ordinary shares (or 0.129%) in KFima standing in the name of the late Puan Sri Datin Hamidah as at 22 June 2026. Accordingly, and having regard to Sections 8 and 109 of the Companies Act 2016 and Articles 37 to 40 of the Company's Constitution, those shares remain subject to administration and transmission. They have been excluded from the indirect/deemed interests of her family members (namely Dr. Roshayati, Datin Rozilawati, Rozana Zeti, Ahmad Riza and Zailini) in the table above, as such family members should not be treated as having an immediate direct or deemed registrable interest in those shares solely by reason of their relationship to the late Puan Sri Datin Hamidah, pending the extraction of the Grant of Probate or Letters of Administration and the transmission/registration of the shares or any other basis for an interest under Section 8 of the Act.*

DISTRIBUTION BY SIZE OF SHAREHOLDINGS

Size of Holdings	No. of Holders	% of Holders	No. of Shares	% of Shareholdings
Less than 100	268	3.684	3,136	0.001
100 - 1,000	2,679	36.825	2,377,159	0.843
1,001 - 10,000	3,138	43.134	13,725,547	4.866
10,001 - 100,000	1,004	13.801	33,051,084	11.718
100,001 to less than 5% of issued shares	183	2.515	86,381,124	30.627
5% and above of issued shares	3	0.041	146,507,400	51.945
TOTAL	**7,275**	**100**	**282,045,450**	**100**

Analysis of Shareholdings

As at 22 June 2026

CLASSIFICATION OF SHAREHOLDERS

Category of Holders	No. of Holders	No. of Shares	% of Shareholdings
1. Individual	6,287	161,613,565	57.300
2. Body Corporate			
a. Banks/Finance Companies	0	0	0.000
b. Investment Trusts/Foundation/Charities	10	386,000	0.137
c. Industrial and Commercial Companies	91	70,568,500	25.020
3. Government Agencies/Institutions	1	10,000	0.004
4. Nominees	884	49,344,285	17.495
5. Others	2	123,100	0.044
TOTAL	**7,275**	**282,045,450**	**100.00**

Notice of 54th Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Fifty-Fourth ("54th") Annual General Meeting ("AGM") of KUMPULAN FIMA BERHAD ("KFima" and/or "the Company") will be held at the Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Tuesday, 1 September 2026 at 3.00 p.m. for the transaction of the following business:-

ORDINARY BUSINESS

1. To receive the Audited Financial Statements of the Company for the financial year ended 31 March 2026 and the Directors' and Auditors' Reports thereon. **Please refer to Note A**

2. To re-elect the following Directors, who retire by rotation in accordance with Article 102 of the Company's Constitution and who, being eligible, offer themselves for re-election:

   (i) Datuk Anuar Bin Ahmad **Resolution 1**
   (ii) Puan Rozana Zeti Binti Basir **Resolution 2**

3. To approve the payment of Directors' fees for each of the Non-Executive Directors of the Company for the ensuing financial year. **Resolution 3**

4. To approve the payment of Directors' fees for each of the Non-Executive Directors who sit on the Boards of KFima subsidiaries from 2 September 2026 until the conclusion of the next AGM of the Company. **Resolution 4**

5. To approve the payment of Directors' remuneration (excluding Directors' fees) for the Non-Executive Directors from 2 September 2026 until the conclusion of the next AGM of the Company. **Resolution 5**

6. To re-appoint Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2027 and to authorise the Directors to determine their remuneration. **Resolution 6**

SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions:

7. **PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE** **Resolution 7**

   "THAT pursuant to Paragraph 10.09 of the Bursa Malaysia Securities Berhad ("Bursa") Main Market Listing Requirements ("Listing Requirements"), approval be and is hereby given for the Company and/or its subsidiaries to enter into and give effect to the recurrent related party transactions of a revenue or trading nature as set out in Section 2.4 Part A of the Company's Circular/Statement to Shareholders dated 30 July 2026 which are necessary for the day-to-day operations of the Company and/or its subsidiaries, provided that such transactions are entered into in the ordinary course of business of the Company and/or its subsidiaries, are carried out on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company.

   THAT such approval shall continue to be in full force and effect until:

   (i) the conclusion of the next AGM of the Company, at which time the authority will lapse, unless the authority is renewed by a resolution passed at such general meeting; or

Notice of 54th Annual General Meeting

(ii) the expiration of the period within which the Company's next AGM is required to be held under Section 340(2) of the Companies Act, 2016 ("the Act") (but shall not extend to such extension as may be allowed under Section 340(4) of the Act); or
(iii) revoked or varied by resolution passed by the shareholders of the Company at a general meeting,

whichever is the earlier;

AND THAT the Directors be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) to give effect to the transactions contemplated and/or authorised by this resolution."

8. **PROPOSED RENEWAL OF THE AUTHORITY FOR SHARES BUY-BACK** **Resolution 8**

"THAT subject to compliance with the Act, the Bursa Listing Requirements, provisions of the Company's Constitution and all other applicable laws, guidelines, rules and regulations, approval and authority be and are hereby given to the Directors of the Company to the extent permitted by law, to purchase such number of ordinary shares in KFima ("KFima Shares") as may be determined by the Directors from time to time through Bursa upon such terms and conditions as the Directors may deem fit, necessary and expedient in the interest of the Company, provided that:

(i) the maximum aggregate number of KFima Shares which may be purchased and/or held by the Company shall not exceed 10% of the issued share capital of the Company at any time; and
(ii) the maximum funds to be allocated by the Company for the purpose of purchasing its own shares shall not exceed the total retained profits of the Company for the time being.

THAT the Directors be and are hereby authorised to deal with the KFima Shares so purchased at their discretion, in the following manner:

(i) cancel the KFima Shares so purchased; or
(ii) retain the KFima Shares so purchased as treasury shares which may be dealt with in accordance with Section 127(7) of the Act; or
(iii) retain part of the KFima Shares so purchased as treasury shares and cancel the remainder of the KFima Shares,

or in any other manner as may be prescribed by the Act, all applicable laws, regulations and guidelines applied from time to time by Bursa and/or other relevant authority for the time being in force and that the authority to deal with the purchased KFima Shares shall continue to be valid until all the purchased KFima Shares have been dealt with by the Directors of the Company;

THAT the authority conferred by this resolution shall be effective immediately upon the passing of this resolution and shall continue to be in force until:

(i) the conclusion of the next AGM of the Company, at which time it shall lapse, unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
(ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or
(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

Notice of 54th Annual General Meeting

whichever occurs first but not so as to prejudice the completion of purchase(s) by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Bursa Listing Requirements or any other relevant authorities;

AND FURTHER THAT the Board be and is hereby authorised to do all such acts and things and to take all such steps as they deem fit, necessary, expedient and/or appropriate in order to complete and give full effect to the purchase by the Company of its own shares with full powers to assent to any condition, modification, variation and/or amendment as may be required or imposed by the relevant authorities."

9. To transact any other business of which due notice shall have been given in accordance with the Act and the Company's Constitution.

BY ORDER OF THE BOARD

JASMIN BINTI HOOD
(SSM PC No. 201908001455) (LS 0009071)
FADZIL BIN AZAHA
(SSM PC No. 201908001530) (CA 20995)
Company Secretaries

Kuala Lumpur
30 July 2026

NOTES:

(I) **Note A**
The Audited Financial Statements is for discussion only as they do not require shareholders' approval pursuant to the provision of Section 340(1)(a) of the Act. Hence, they are not put forward for voting.

(II) **Explanatory Notes:**

Ordinary Resolutions 1 and 2: Re-election of Directors
The Board of Directors had, through its Nomination and Remuneration Committee (NRC), carried out an assessment of the Directors who are standing for re-election under Article 102 of the Company's Constitution and agreed that they have met the Board's expectations in the discharge of their duties and responsibilities.

Directors standing for re-election under Article 102 of the Company's Constitution are Datuk Anuar Bin Ahmad and Puan Rozana Zeti Binti Basir. They were assessed based on the following criteria:-

(i) the Directors' level of contribution to Board discussions through their skills, experience and strength in qualities and their ability to act in the best interests of the Company in decision-making;

(ii) the evaluation of Directors' fitness and propriety to discharge their roles effectively as determined by the self and peer assessments conducted during the Board Effectiveness Evaluation for FYE2026; and

(iii) the Directors commitment and time allocation to ensure effective fulfilment of their responsibilities.

Both Directors have completed their Annual Declaration and Disclosure of Interests Form, and there are no concerns noted. The Board recommends that shareholders vote in favour of their re-election. All Directors standing for re-election have abstained from deliberations and decisions on their own eligibility and have offered themselves for re-election at the 54th AGM.

The profiles of the retiring Directors are set out in 'Our Board of Directors' section of the Company's Annual Report 2026.

Notice of 54th Annual General Meeting

Ordinary Resolutions 3, 4 and 5

Section 230(1) of the Act provides, among others, that the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at the 54th AGM of the Company on the following payments to Directors in three (3) separate resolutions, as follows:

- **Resolution 3** on payment of Directors' fees for the ensuing financial year.
- **Resolution 4** on payment of Directors' fees for each of the Non-Executive Directors ("NEDs") who sit on the Board of Directors of KFima subsidiaries from 2 September 2026 until the conclusion of the next AGM of the Company.
- **Resolution 5** on payment of Directors' remuneration (excluding Directors' fees) to the NEDs from 2 September 2026 until the conclusion of the next AGM of the Company.

Ordinary Resolutions 3, 4 and 5 comprises fees, allowances and other benefits payable to the Non-Executive Chairman, NEDs and Board Committees, including fees and allowances payable to them by the subsidiaries. Payment of the said fees, allowances and other benefits referred to herein will be made by the Company as and when incurred.

The Board, through its NRC, had reviewed and recommended the fees and benefits payable to the NEDs, as set out in the table below. The Group Managing Director and the members of management who sit on the Board Committees do not receive any Directors' fees, meeting allowances or other benefits in respect of such positions.

Company

		Fee (per annum)	Meeting Allowance (per meeting)	Benefits
Board	Chairman	RM150,000	RM2,000	Medical coverage and other claimable benefits
	Member	RM70,000	RM2,000	
Committees	Chairman of Audit and Risk Committee	RM15,000	RM2,000	N/A
	Member of Audit and Risk Committee	RM10,000	RM2,000	N/A
	Chairman of Nomination and Remuneration Committee	RM15,000	RM2,000	N/A
	Member of Nomination and Remuneration Committee	RM10,000	RM2,000	N/A
	Chairman of Group Sustainability Committee	RM15,000	RM2,000	N/A
	Member of Group Sustainability Committee	RM10,000	RM2,000	N/A
	Chairman of Risk Steering Committee	RM15,000	RM2,000	N/A
	Member of Risk Steering Committee	RM10,000	RM2,000	N/A
	Member of Group Investment Committee	N/A	RM2,000	N/A
	Member of Plantation Executive Committee	N/A	RM2,000	N/A
	Member of Ad Hoc Committee	N/A	RM2,000	N/A

Subsidiaries

Subsidiary	Position Held	Fee Type	Amount
International Food Corporation Limited	Chairman	Director's fee per annum Meeting allowance per meeting	RM18,000 RM1,000
Fima Bulking Services Berhad	Chairman	Director's fee per annum Meeting allowance per meeting	RM18,000 RM1,000

In determining the estimated amount of remuneration payable to the NEDs, various factors, including the number of scheduled meetings of the Board, Board Committees and Board of subsidiaries, as well as the number of NEDs involved in these meetings were considered.

Notice of 54th Annual General Meeting

Ordinary Resolution 6: Appointment of Auditors

The Board had at its meeting held on 29 June 2026 approved the Audit and Risk Committee's recommendation for shareholders' approval to be sought at the 54th AGM for re-appointment of Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2027.

The Board and the Audit and Risk Committee collectively agreed that Messrs. Ernst & Young PLT has met the relevant criteria prescribed by Paragraph 15.21 of the Bursa Listing Requirements.

Ordinary Resolution 7: Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolution 7, if passed, will empower the Company and/or its subsidiaries ("the Group") to enter into recurrent related party transactions of a revenue or trading nature which are necessary for the Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company.

Further information on the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature is set out in Part A of the Circular/Statement to Shareholders dated 30 July 2026 , which is available under the 'Investors' section of the Company's website.

Ordinary Resolution 8: Proposed Renewal of Share Buy-Back Authority

The proposed Ordinary Resolution 8, if passed, will renew the authority granted by the shareholders at the last AGM. The renewed authority will allow the Company to purchase its own shares of up to 10% of its prevailing ordinary issued share capital at any time. The renewed authority, unless revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting, will expire at the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held, whichever occurs first.

Further information on the Proposed Renewal of Shares Buy-Back Authority is set out in Part B of the Circular/Statement to Shareholders dated 30 July 2026, which is available on the 'Investors' section of the Company's website.

(III) **Notes:**

A. Appointment of Proxy(ies)

1. Only members whose names appear in the General Meeting Record of Depositors as at 24 August 2026 shall be entitled to participate, speak and vote at the 54th AGM or appoint proxy(ies) to participate and/or vote on their behalf.

2. A member of the Company who is entitled to participate and vote at the 54th AGM may appoint up to 2 proxies to attend the 54th AGM by specifying the proportion of his/her shareholding to be represented by each proxy. A proxy may not be a member of the Company.

3. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositors) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for the multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

5. The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing, or if the appointer is a corporation, either under its common seal or under the hand or its officer or attorney duly authorised.

6. The instrument appointing a proxy (proxy form) may be made in hard copy form or by electronic means in the following manner and must be deposited to the Company's share registrar, Boardroom Share Registrars Sdn. Bhd., not later than Sunday, 30 August 2026 at 3.00 p.m. or adjournment thereof:

   (a) In hard copy form
   The proxy form must be deposited at the Company's share registrar's office situated at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.

   (b) By electronic means via email
   The proxy form can be submitted to Boardroom via email at bsr.proxy@boardroomlimited.com. Boardroom do not acknowledge receipt of the form(s) of proxy.

   (c) By electronic means through the share registrar's website
   The proxy form can also be lodged electronically through Boardroom Smart Investor Online Portal at https://investor.boardroomlimited.com. Kindly refer to the Administrative Guide for the 54th AGM on the procedures for electronic lodgement of proxy form.

7. If the appointer is a corporation, the proxy form or certificate of appointment of corporate representative must be deposited by hand or post to Boardroom Share Registrars Sdn. Bhd. not less than 48 hours before the time appointed for holding the 54th AGM or adjournment thereof. Alternatively, the proxy form or certificate of appointment of corporate representative may also be sent to Boardroom Share Registrars Sdn. Bhd. via email at bsr.proxy@boardroomlimited.com.

8. If you have submitted your proxy form(s) and subsequently decide to appoint another person or wish to participate in the 54th AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 54th AGM through the following options:

   (a) Hardcopy Form
   Write in to bsr.proxy@boardroomlimited.com to revoke the earlier appointed proxy(ies).

   (b) e-Proxy Form
   - Go to "**Submitted eProxy Form list**" and click "**View**";
   - Click "**Cancel/Revoke**" at the bottom of the eProxy Form; and
   - Click "**Proceed**" to confirm.

9. The voting at the 54th AGM will be conducted on a poll. The Company will appoint independent scrutineers to verify the poll results.

Statement Accompanying Notice of Annual General Meeting

The Directors who are retiring pursuant to Article 102 of the Company's Constitution and seeking re-election are:

(i) Datuk Anuar Bin Ahmad
(ii) Puan Rozana Zeti Binti Basir

The profiles of the above Directors are set out in 'Our Board of Directors' section of this Annual Report.

Administrative Guide for the 54th AGM

Meeting Day and Date	:	Tuesday, 1 September 2026
Commencement of Meeting	:	3.00 p.m.
Venue	:	Dewan Berjaya, Bukit Kiara Equestrian & Country Resort Jalan Bukit Kiara, Off Jalan Damansara 60000 Kuala Lumpur

1. Registration

1.1 Registration will start at 1:00 p.m. and will remain open until the conclusion of the 54th AGM or such time as may be determined by the Chairman of the Meeting.

1.2 Please present your original MyKad/Identification Card or Passport (for foreign member) to the registration staff. Only original MyKad/Identification Card or Passport will be accepted for verification purposes. Please ensure your MyKad/Identification Card or passport is returned to you after registration.

1.3 No person will be allowed to register on behalf of another person with the original MyKad/Identification Card or Passport of that other person.

1.4 Upon verification and registration:

a. identification wristband which will be provided at the registration counter;

b. special QR code will be generated for shareholders, proxies, authorised representatives and attorneys to scan and access to the e-poll system using own smartphone/tablet; and

c. if you are attending the AGM as a shareholder as well as a proxy, you will be registered once and will only be given one identification wristband. No person will be allowed to enter the meeting hall without a wristband.

1.5 There will be no replacement in the event that you lost or misplace identification wristband.

1.6 After registration, please vacate the registration area immediately and proceed to the meeting hall.

1.7 The registration counter will only handle verification of identity and registration of attendance.

1.8 Help desk support is available for any other enquiries/assistance/revocation of proxy's appointment.

2. Entitlement to Attend and Vote

2.1 Only members whose names appear in the General Meeting Record of Depositors as at 24 August 2026 shall be entitled to attend the 54th AGM or appoint proxies to attend and vote on their behalf.

3. Proxy

3.1 If you are unable to participate the 54th AGM and wish to appoint the proxies to participate and vote on your behalf or the Chairman of the meeting as your proxy, please indicate your voting instructions in the proxy form.

3.2 Corporate shareholders who require their corporate representative to attend and vote at the 54th AGM must deposit their proxy form or certificate of appointment of corporate representative to the Company's share registrar, Boardroom Share Registrars Sdn. Bhd. ("Boardroom Share Registrars").

3.3 You may download the proxy form from our website at www.fima.com.my/agm.html.

Administrative Guide for the 54th AGM

4. Lodgement of Proxy Form

4.1 The instrument appointing a proxy (proxy form) may be made in hard copy form or by electronic means, and must be deposited to the Boardroom Share Registrars, not later than Sunday, 30 August 2026 at 3.00 p.m. or adjournment thereof:

(a) In hard copy form
The proxy form must be deposited at the Boardroom Share Registrars' office situated at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan. Boardroom Share Registrars will also provide a box at the ground floor of its office building to facilitate drop-off of proxy forms.

(b) By electronic means via email
The proxy form can be submitted to Boardroom via email at bsr.proxy@boardroomlimited.com. Boardroom do not acknowledge receipt of the form(s) of proxy.

(c) By electronic means through the share registrar's website
The proxy form can also be lodged electronically through Boardroom Smart Investor Online Portal at https://investor.boardroomlimited.com.

Step 1: Register Online with Boardroom Smart Investor Portal (for first time registration only)

Note: If you have already signed up with Boardroom Smart Investor Portal ("BSIP"), you are not required to register again. You may proceed to Step 2 on e-Proxy Lodgement.

a. Access the website at https://investor.boardroomlimited.com.
b. Click "Register" to sign up as a user.
c. Complete registration with all the required information. Upload and attach a softcopy of your Identity Card ("NRIC") (front and back) or Passport. Click "Register".
d. You will receive an email from BSIP Online for email address verification. Click on "Verify Email Address" from the email received to continue with the registration.
e. For corporate shareholder, kindly upload the authorisation letter as well. Click "Sign up".
f. Once your email address is verified, you will be re-directed to BSIP Online for verification of mobile number.
g. Click on "Request OTP Code" and an OTP code will be sent to the registered mobile number. You will need to enter the OTP code and click "Enter" to complete the process.
h. Once your mobile number is verified, registration of your new BSIP account will be pending for final verification.
i. An email will be sent to you to inform the approval of your BSIP account within one (1) business day. Subsequently, you can login at https://investor.boardroomlimited.com with the email address and password filled up by you during the registration to proceed.

Administrative Guide for the 54th AGM

Step 2: e-Proxy Lodgement

a. Login to https://investor.boardroomlimited.com with your registered email address and password.
b. Enter the OTP sent to your registered email address to verify your identity.
c. Click "**Meeting Event(s)**" and select "**KUMPULAN FIMA BERHAD 54TH ANNUAL GENERAL MEETING**" and click "**Enter**".

For Individual/Corporate Shareholders:

1. Go to "PROXY" and click on "Submit eProxy Form".
2. Read and accept the General Terms and Conditions and enter your CDS account number.
3. Enter your Central Depository System ("CDS") account number and insert the number of securities held.
4. Appoint your proxies or the Chairman of the AGM and enter the required particulars for your proxies.
5. Indicate your voting instructions — FOR or AGAINST or ABSTAIN. If you wish to have your proxy(ies) to act upon his/her discretion, please indicate DISCRETIONARY.Review and confirm your proxies' appointment.
6. Click "Apply".
7. Download or print the e-Proxy form acknowledgment for your record.

For Authorised Nominee and Exempt Authorised Nominee:

Via Email

1. Write in to bsr.proxy@boardroomlimited.com by providing the name of member, CDS account number accompanied with the certificate of appointment of corporate representative or proxy form (as the case may be) to submit the request latest by 30 August 2026 at 3.00 p.m.
2. Please provide a copy of corporate representative's or proxy's NRIC (front and back) or passport, as well as his/her email address.

Via BSIP

1. Select the Nominees Company that you are representing.
2. Go to "PROXY" and click "Submit eProxy Form".
3. Click "Download Excel Template" to download.
4. Insert the appointment of proxy/proxies for each CDS account with the necessary data and voting instructions into the downloaded Excel file template. Ensure inserted data is correct and organised.
5. Upload the completed Excel file.
6. Review and confirm your proxy/proxies appointment and click "Submit".
7. Download or print the eProxy Form as an acknowledgement.

Note: If you are the authorised representatives for more than one authorised nominee/exempt authorised nominee/corporate shareholder, kindly click the home button and select "Edit Profile" in order to add company's name.

4.2 If you wish to attend the 54th AGM yourself, please do not submit any proxy form for the 54th AGM. You will not be allowed to attend the 54th AGM together with a proxy appointed by you.

4.3 If you have submitted your proxy form(s) and subsequently decide to appoint another person or wish to participate in the 54th AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 54th AGM through the following options:

(a) Hardcopy Form
Write in to bsr.proxy@boardroomlimited.com to revoke the earlier appointed proxy(ies).

(b) e-Proxy Form
- Go to "**Submitted eProxy Form list**" and click "**View**";
- Click "**Cancel/Revoke**" at the bottom of the eProxy Form; and
- Click "**Proceed**" to confirm.

Administrative Guide for the 54th AGM

5. Voting Procedures

5.1 The voting will be conducted by poll in accordance with Paragraph 8.29A of the Bursa Malaysia Securities Berhad Main Market Listing Requirements.

5.2 The Company has appointed Boardroom Share Registrars as the Poll Administrator to conduct the poll by way of electronic voting ("e-Voting") and SKY Corporate Services Sdn. Bhd. as Scrutineers to verify the poll results.

5.3 Voting for all the resolutions set out in the Notice of 54th AGM will take place concurrently upon the conclusion of the deliberation of all business. Please vote using your smartphone/tablet with the QR code, which will be provided upon registration on the day of the AGM. As such, you are advised to bring your own personal devices to vote. Alternatively, you may submit your vote at the polling kiosks located in the AGM venue.

5.4 The Scrutineers will verify the poll result reports upon closing of the poll session by the Chairman. Thereafter, the Chairman will announce and declare whether the resolutions put to vote were successfully carried or not.

6. Enquiries

If you have any enquiry prior to the 54th AGM, please contact Boardroom Share Registrars during office hours on Monday to Friday from 9.00 a.m. to 5.00 p.m. (except on Public Holidays):

General Line : +603-7890 4700
Email : bsr.helpdesk@boardroomlimited.com

Annual Report 2026

We strongly recommend you to download the digital version of the documents taking into consideration of the carbon footprints arising from the production and delivery of the documents. The Annual Report 2026 and Corporate Governance Report 2026 can be downloaded from the Company's website. Please access the online softcopy through your device by scanning this QR code.

Corporate Information

BOARD OF DIRECTORS

Dato' Idris Bin Kechot
Chairman / Independent Non-Executive Director

Dato' Roslan Bin Hamir
Group Managing Director / Non-Independent Executive Director

Datuk Anuar Bin Ahmad
Independent Non-Executive Director

Dato' Rosman Bin Abdullah
Non-Independent Non-Executive Director

Rozana Zeti Binti Basir
Non-Independent Non-Executive Director

Datin Rozilawati Binti Haji Basir
Non-Independent Non-Executive Director

Danny Hoe Kam Thong
Independent Non-Executive Director

AUDIT AND RISK COMMITTEE

Datuk Anuar Bin Ahmad
Chairman

Danny Hoe Kam Thong
Member

Dato' Rosman Bin Abdullah
Member

NOMINATION AND REMUNERATION COMMITTEE

Danny Hoe Kam Thong
Chairman

Datin Rozilawati Binti Haji Basir
Member

Datuk Anuar Bin Ahmad
Member

GROUP INVESTMENT COMMITTEE

Dato' Idris Bin Kechot
Chairman

Datuk Bazlan Bin Osman
Member/Independent Non-Executive Director, FimaCorp

Danny Hoe Kam Thong
Member

Rezal Zain Bin Abdul Rashid
Member/Non-Independent Non-Executive Director, *FimaCorp*

Dato' Roslan Bin Hamir
Member

COMPANY SECRETARIES

Jasmin Binti Hood
LS 0009071
SSM PC No. 201908001455

Fadzil Bin Azaha
CA 20995
SSM PC No. 201908001530

REGISTERED OFFICE

Suite 4.1, Level 4
Block C, Plaza Damansara
No. 45, Jalan Medan Setia 1
Bukit Damansara
50490 Kuala Lumpur
Tel : +603-2092 1211
Fax : +603-2092 5923
E-mail : info@fima.com.my
Website : www.fima.com.my

PRINCIPAL BANKERS

Malayan Banking Berhad
Public Bank Berhad

SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor
Tel : +603-7890 4700
Fax : +603-7890 4670
E-mail : bsr.helpdesk@boardroomlimited.com

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Name: KFIMA
Stock Code: 6491
Sector: Industrial Products & Services
Sub-Sector: Diversified Industrials

AUDITORS

Messrs. Ernst & Young PLT

Directory of Group Operations

Fima Corporation Berhad
(197401004110) (21185-P)
Suite 4.1, Level 4
Block C, Plaza Damansara
No. 45, Jalan Medan Setia 1
Bukit Damansara
50490 Kuala Lumpur
Telephone: +603-2092 1211
Facsimile: +603-2092 5923
www.fimacorp.com

MANUFACTURING DIVISION

Percetakan Keselamatan Nasional Sdn. Bhd.
(198701007433) (166151-T)
No.6, Jalan P/1A
Kawasan Perindustrian Bangi
Seksyen 13, 43650 Bandar Baru Bangi
Selangor Darul Ehsan
Telephone: +603-8912 1312
Facsimile: +603-8912 0345

Security Printers (M) Sdn. Bhd.
(197701003239) (34025-W)
No.6, Jalan P/1A
Kawasan Perindustrian Bangi
Seksyen 13, 43650 Bandar Baru Bangi
Selangor Darul Ehsan
Telephone: +603-8912 1312
Facsimile: +603-8912 0345

BULKING DIVISION

www.fimabulking.com

Fima Bulking Services Berhad
(197901008826) (53110-X)
PT11689 Jalan Parang
2nd Extension, North Port
42000 Pelabuhan Klang, Selangor
Telephone: +603-3176 7211
Facsimile: +603-3176 5641

PTD 5616, Jalan Nibong 8
Kawasan Perindustrian Tanjung Langsat
Mukim Sungai Tiram
81700 Johor Bahru, Johor
Telephone: +607-261 1955

Fimachem Sdn. Bhd.
(198601002740) (151893-X)
PT11689 Jalan Parang
2nd Extension, North Port
42000 Pelabuhan Klang, Selangor
Telephone: +603-3176 6514

Fima Biodiesel Sdn. Bhd.
(200501033681) (715822-K)
Lot 11689, Jalan Parang
2nd Extension, North Port
42000 Pelabuhan Klang, Selangor
Telephone: +603-3176 7211
Facsimile: +603-3176 5641

Fima Liquid Bulking Sdn. Bhd.
(19890100559) (182904-W)
PT11689 Jalan Siakap
2nd Extension, North Port
42000 Pelabuhan Klang, Selangor
Telephone: +603-3176 7561

Fima Freight Forwarders Sdn. Bhd.
(199101013538) (223850-P)
Lot No.3 & Lot No.8
Lorong Sultan Hishamuddin 1
Selat Kelang Utara
42000 Pelabuhan Klang, Selangor
Telephone: +603-3179 0160

Fima Palmbulk Services Sdn. Bhd.
(198001007675) (61459-M)
PPSB Deep Water Wharves
P.O. Box 243
12720 Butterworth, Pulau Pinang
Telephone: +604-332 7019

Fima Butterworth Installation Sdn. Bhd. (198201001762) (81508-K)
PPSB Deep Water Wharves
P.O. Box 243
12720 Butterworth, Pulau Pinang
Telephone: +604-332 7019

PLANTATION DIVISION

Pineapple Cannery of Malaysia Sendirian Berhad
(196401000036) (5367-U)

Ladang Kota Tinggi
Batu 6, Jalan Mawai
81900 Kota Tinggi, Johor
Telephone: +607-891 0054

Ladang Ayer Baloi
Jalan Parit Panjang
82100 Ayer Baloi
Pontian, Johor
Telephone: +6013-839 2180

Ladang Ayer Hitam
Plot 49, Batu 8
Jalan Felda Ayer Hitam
86000 Kluang, Johor

Victoria Square Plantation Sdn. Bhd.
(200601013547) (733298-K)
Lot 1, Block 10, Puyut Land District
Miri, Sarawak

Amgreen Gain Sdn. Bhd.
(200401016733) (655236-V)
Lot 1, Block 10, Puyut Land District
Miri, Sarawak

Directory of Group Operations

PLANTATION DIVISION

FCB Plantation Holdings Sdn Bhd
(199301015919) (270659-U)
Suite 4.1, Level 4
Block C, Plaza Damansara
No. 45, Jalan Medan Setia 1
Bukit Damansara
50490 Kuala Lumpur
Telephone: +603-2092 1211
Facsimile: +603-2095 9302

PT Nunukan Jaya Lestari
(NPWP 02.033.898.4-725.000)
Jln. Hasanuddin No. 62, RT06
Sungai Bolong, Kec. Nunukan
Kab. Nunukan
Kalimantan Utara 77482
Indonesia

Cendana Laksana Sdn. Bhd.
(201201039689) (1024167-W)
Ladang Cendana
Batu 40, Jerangau-Jabor Highway
Air Putih, 24050 Kemaman
Terengganu

Gabungan Warisan Sdn. Bhd.
(199401042148) (327836-P)
Ladang Dabong
PT 4718, Mukim, Kuala Stong
Jajahan Kuala Krai, Kelantan

Next Oasis Sdn. Bhd.
(201401033412) (1109497-D)
Ladang Aring
PT 6943 & PT 6944
Mukim Relai, Jajahan Gua Musang
Kelantan

Taka Worldwide Trading Sdn. Bhd.
(200501032715) (714855-P)
Ladang Aring
PT 6943 Mukim Relai
Jajahan Gua Musang, Kelantan

Etika Gangsa Sdn. Bhd.
(200601035188) (754947-D)
Ladang Aring
PT 6944 Mukim Relai
Jajahan Gua Musang, Kelantan

Fima Sg. Siput Estate Sdn. Bhd.
(201301038071) (1067900-V)
Ladang Sg. Siput
PT 14352 Mukim Sungai Siput
31100 Kuala Kangsar, Perak

FCB Eastern Plantations Sdn. Bhd.
(199101000385) (210695-H)
Lot 2429, Mukim Lubok Bongor
Daerah Kuala Balah
17600 Jeli, Kelantan

Ladang Bunga Tanjong Sdn. Bhd.
(199601017476) (389827-K)
Ladang Bunga Tanjong
Lot 2429, Mukim Lubok Bongor
Daerah Kuala Balah
17600 Jeli, Kelantan

Ladang Fima Kuala Betis
PT 363 Mukim Kuala Betis
Jajahan Kecil Lojing
18300 Gua Musang, Kelantan

Ladang Fima Aring
Lot 3468, Mukim Relai
Jajahan Gua Musang
18300 Gua Musang
Kelantan

FOOD DIVISION

International Food Corporation Limited (C.1-19260)
Portion 361, Busu Road
Malahang, P.O. Box 1334
Lae 411, Morobe Province
Papua New Guinea
Telephone: 00 675 4720 655

Fima Instanco Sdn. Bhd.
(197401002015) (19196-T)
Block 3
Lot 6, Jalan P/1A
Seksyen 13
43650 Bandar Baru Bangi
Selangor
Telephone: +603-8927 5650
Facsimile: +603-8927 5654

OTHERS

Fima Technology Sdn. Bhd.
(199301010009) (264746-K)
Suite 4.1, Level 4
Block C, Plaza Damansara
No. 45, Jalan Medan Setia 1
Bukit Damansara
50490 Kuala Lumpur
Telephone: +603-2092 1211
Facsimile: +603-2095 9302

ASSOCIATE COMPANIES

Marushin Canneries (Malaysia) Sdn. Bhd.
(198701004293) (162963-U)
PLO 213, Jalan Timah Satu
Kawasan Perindustrian Pasir Gudang
81700 Pasir Gudang, Johor
Telephone: +607-251 4802
Facsimile: +607-251 4798

Giesecke & Devrient Malaysia Sdn. Bhd.
(200201005367) (573030-M)
Lot 6, Off Jalan Delima 1/1
Batu 3, 40150 Shah Alam, Selangor
Telephone: +603-5629 2929
Facsimile: +603-5629 2800

Appendix

Membership of Associations

GRI 2-28

Our active membership in industry associations provides valuable opportunities for collaboration and knowledge sharing. Through consultation and engagements with fellow members, we address key industry issues and stay informed of emerging trends, ultimately contributing to our own success and the betterment of the industry.

MALAYSIA

- Palm Oil Refiners Association of Malaysia ("PORAM")
- Association of Malaysian Hauliers ("AMH")
- Incorporated Society of Planters ("ISP")
- Chemical Industry Council of Malaysia ("CICM")
- Malaysia-Pakistan Business Council ("MALPAK")
- Malaysian Employers Federation
- Selangor Freight Forwarders and Logistics Association ("SFFLA")
- Malaysian Biodiesel Association ("MBA")

INDONESIA

- Gabungan Pengusaha Kelapa Sawit Indonesia ("GAPKI")
- Association of Plantation Investors of Malaysia in Indonesia ("APIMI")

PAPUA NEW GUINEA

- Fishing Industry Association
- Lae Chamber of Commerce
- Papua New Guinea University of Technology
- Malaysian Association of PNG
- Tuna Process Association

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KUMPULAN FIMA BERHAD
(197201000167) (11817-V)

PROXY FORM

No. of Shares Held	
CDS Account No.	
Telephone No.	

I/We ____ NRIC/Company No.: ______________________________
(Full Name in Capital Letters)

of ____
(Full Address)

being a Member of **KUMPULAN FIMA BERHAD** ("KFima" and/or "the Company"), do hereby appoint the following person(s):

Proxy	Full Name (in Block Letters) as per NRIC/Passport No.	Telephone No.	NRIC/Passport No.	No. of Shares	%
1.					
	Email Address:				
2.					
	Email Address:				

or failing him/her, the Chairman of the Meeting as my/our proxy, to vote for me/us and on my/our behalf at the Fifty-Fourth ("54th") Annual General Meeting ("AGM") of the Company to be held at the Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Tuesday, 1 September 2026 at 3.00 p.m. and at any adjournment thereof and to vote as indicated below:

RESOLUTIONS		FOR	AGAINST
1.	To re-elect Datuk Anuar Bin Ahmad who retires by rotation in accordance with Article 102 of the Company's Constitution. **- Ordinary Resolution 1**		
2.	To re-elect Puan Rozana Zeti Binti Basir who retires by rotation in accordance with Article 102 of the Company's Constitution. **- Ordinary Resolution 2**		
3.	To approve the payment of Directors' fees for each of the Non-Executive Directors of the Company for the ensuing financial year. **- Ordinary Resolution 3**		
4.	To approve the payment of Directors' fees for each of the Non-Executive Directors who sit on the Boards of KFima subsidiaries from 2 September 2026 until the conclusion of the next AGM of the Company. **- Ordinary Resolution 4**		
5.	To approve the payment of Directors' remuneration (excluding Directors' fees) for the Non-Executive Directors from 2 September 2026 until the conclusion of the next AGM of the Company. **- Ordinary Resolution 5**		
6.	To re-appoint Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2027 and to authorise the Directors to determine their remuneration. **- Ordinary Resolution 6**		
AS SPECIAL BUSINESS:			
7.	Proposed renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature. **- Ordinary Resolution 7**		
8.	Proposed renewal of the authority for shares buy-back. **- Ordinary Resolution 8**		

* *Strike out whichever not applicable.*

____
Signature *(If shareholder is a corporation, this part should be executed under seal)*

Dated this ____________________ **day of** ____________________ **2026**

Notes:

1. *Only members whose names appear in the General Meeting Record of Depositors as at 24 August 2026 shall be entitled to participate, speak and vote at the 54th AGM or appoint proxy(ies) to participate and/or vote on their behalf.*
2. *A member of the Company who is entitled to participate and vote at the 54th AGM may appoint up to 2 proxies to attend the 54th AGM by specifying the proportion of his/her shareholding to be represented by each proxy. A proxy may not be a member of the Company.*
3. *Where a member of the Company is an authorised nominee as defined under the Securities Industry (Cental Depositors) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*
4. *Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for the multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.*
5. *The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing, or if the appointer is a corporation, either under its common seal or under the hand or its officer or attorney duly authorised.*
6. *The instrument appointing a proxy (proxy form) may be made in hard copy form or by electronic means in the following manner and must be deposited to the Company's share registrar, Boardroom Share Registrars Sdn. Bhd., not later than Sunday, 30 August 2026 at 3.00 p.m. or adjournment thereof:*
   (a) In hard copy form
   The proxy form must be deposited at the Company's share registrar's office situated at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.

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KUMPULAN FIMA BERHAD
(197201000167) (11817-V)

AFFIX STAMP

Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Fold here

   (b) By electronic means via email
   The Form of Proxy can be submitted to Boardroom via email at bsr.proxy@boardroomlimited.com. Boardroom do not acknowledge receipt of the form(s) of proxy.
   (c) By electronic means through the share registrar's website
   The proxy form can also be lodged electronically through Boardroom Smart Investor Online Portal at https://investor.boardroomlimited.com. Kindly refer to the Administrative Guide for the 54th AGM on the procedures for electronic lodgement of proxy form.
7. *If the appointer is a corporation, the proxy form or certificate of appointment of corporate representative must be deposited by hand or post to Boardroom Share Registrars Sdn. Bhd. not less than 48 hours before the time appointed for holding the 54th AGM or adjournment thereof. Alternatively, the proxy form or certificate of appointment of corporate representative may also be sent to Boardroom Share Registrars Sdn. Bhd. via email at bsr.proxy@boardroomlimited.com.*
8. *If you have submitted your proxy form(s) and subsequently decide to appoint another person or wish to participate in the 54th AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 54th AGM through the following options:*
   (a) Hardcopy Form
   Write in to bsr.proxy@boardroomlimited.com to revoke the earlier appointed proxy(ies).
   (b) e-Proxy Form
   - *Go to "Submitted eProxy Form list" and click "View";*
   - *Click "Cancel/Revoke" at the bottom of the eProxy Form; and*
   - *Click "Proceed" to confirm.*
9. *The voting at the 54th AGM will be conducted on a poll. The Company will appoint independent scrutineers to verify the poll results.*

KUMPULAN FIMA BERHAD
(197201000167) (11817-V)

Suite 4.1, Level 4, Block C, Plaza Damansara
No. 45, Jalan Medan Setia 1
Bukit Damansara, 50490 Kuala Lumpur
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