



FIMA CORPORATION BERHAD  
(197401004110) (21185-P)

# Charting new milestones

Annual Report 2025



[www.fimacorp.com](http://www.fimacorp.com)



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# 50<sup>th</sup>

## Annual General Meeting



9.30 a.m.

Thursday,  
28 August 2025

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 FimaCorp's 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 [fima@fimacorp.com](mailto:fima@fimacorp.com).



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**Our focus for the current financial year is to scale up in high-performing areas, maintain cost discipline, and continue to lead with responsible stewardship ”**

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**Dato' Roslan Bin Hamir**

*Managing Director*







## **We are FimaCorp**

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# About This Report

**Fima Corporation Berhad** (“the Company” or “**FimaCorp**”) was incorporated on 5 December 1974 under the name Metal Box Holdings Malaysia Sendirian Berhad.

In 1976, the Company was listed on the Main Board of Kuala Lumpur Stock Exchange (now known as Bursa Malaysia) and changed its name to Metal Box Berhad. In 1981, Kumpulan Fima Berhad became the Company's controlling shareholder. The Company assumed its present name in 1993.

The Company is principally an investment holding company with 13 subsidiaries and 1 associate company involved in the manufacturing, oil palm plantation and property management segments.

FimaCorp's 2025 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 FYE2025.

The reporting period corresponds to our financial year, which runs from 1 April 2024 to 31 March 2025, unless otherwise stated. All references to FimaCorp/the Group, the Company, the business, ‘our’ and ‘we’ refer to Fima Corporation Berhad and its subsidiaries.

## Reporting Principles

The preparation of this Report is made in adherence to:

- Bursa Malaysia Main Market Listing Requirements;
- Bursa Malaysia's Sustainability Reporting Guidelines;
- Malaysian Code on Corporate Governance 2021;
- Malaysian Financial Reporting Standards;
- International Financial Reporting Standards; and
- Global Reporting Initiatives (“GRI”) Standards: Core Option.

## Materiality Process & Sustainability

This Report also provides information on the sustainability issues assessed as material to FimaCorp 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 FimaCorp. 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 FYE2025

## Solid Financial Performance

Revenue and PBT up by **14.5%** and **58.0%** y-o-y, respectively

## Expansion in Non-Core Property Segment

Property Management **revenue doubled** supported by engineering projects at North Port and Tanjung Langsat

## Driving Sustainability Forward

Regenerative farming & energy efficiencies

## Robust Plantation Performance

A **3.8% revenue increase** and **55.6% jump in PBT**

## Manufacturing Momentum

Revenue up **24.2%** y-o-y, driven by a major confidential documents contract

## Resilient, Long-Term Focus

Scaling strengths with disciplined finance and capital allocation for sustained growth



# Group Strategic Review

The Group's principal activities are organised into 2 divisions: Plantation and Manufacturing. The Group currently employs 1,694 people.

## Vision

A dynamic organisation that creates sustainable growth and value

## Values

### ASPIRE to Create Value

**A**

Accountability  
and  
Responsibility

**S**

Safety

**P**

Passionate

**I**

Innovation

**R**

Reliability

**E**

Ethics &  
Integrity

## How we do it

These objectives are enabled and supported by the following strategic strategy formulation and implementation by the businesses within the

## 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



### Strengthen Core Businesses

#### What it means

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



### 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



### 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



## Group Strategic Review

The businesses are spread across Malaysia and Indonesia.

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

**Mission**

### 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.

drivers which provide a competitive advantage to the Company and act as a guideline to direct Group.

### Our 3 sustainability values that support these objectives and strategic drivers



#### 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

## Fima Corporation Berhad Today

Operates across 2 main sectors, Manufacturing – production and trading of security and confidential documents, and printing of banknotes, Plantation – oil palm cultivation, including oil palm production and processing, FimaCorp has operations in Malaysia and Indonesia, and is listed on Bursa Malaysia.



## Plantation division

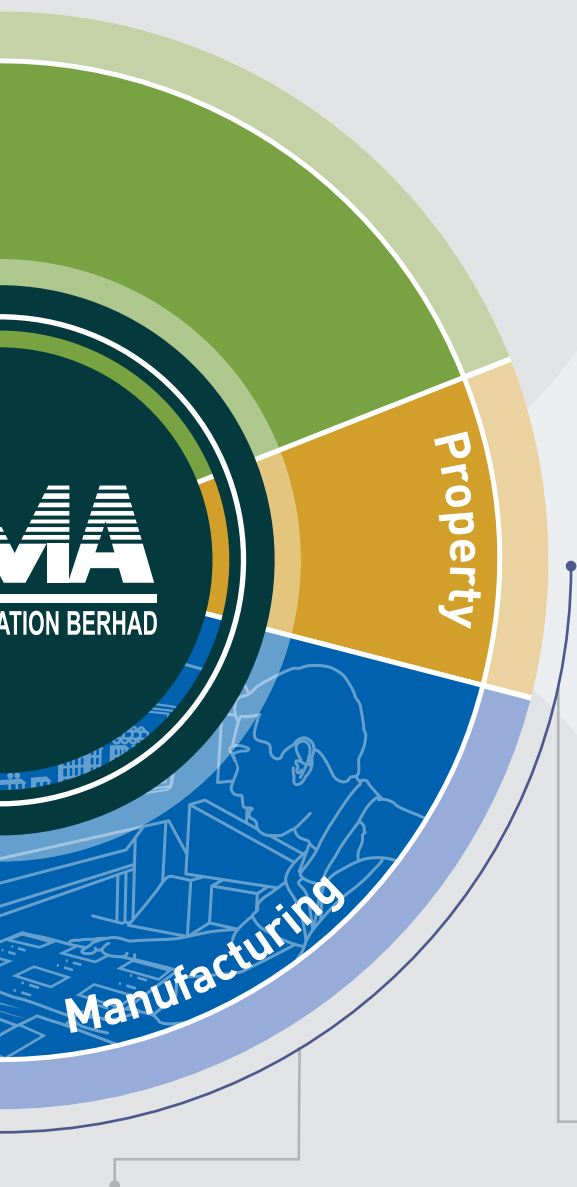
### POSITIONED FOR PROGRESS

Oil palm cultivation, including oil palm production and processing

### OUR CAPABILITIES

- 12 estates in Malaysia and Indonesia
- 11,468 hectares of plantable landbank
- 10,625 hectares of planted area
- 8,585 hectares of mature area
- 45 MT/HR palm oil mill in Indonesia

## Group Corporate Structure



## 2025 Performance Highlights

### Revenue

<b>Plantations</b>	<b>RM144.33 million</b>
<b>Manufacturing</b>	<b>RM76.46 million</b>
<b>Property</b>	<b>RM16.00 million</b>

### PBT

<b>Plantations</b>	<b>RM50.39 million</b>
<b>Manufacturing</b>	<b>RM0.90 million</b>
<b>Property</b>	<b>RM2.69 million</b>

## Manufacturing division

### NAVIGATING MARKET SHIFTS

Production and trading of security and confidential documents, and printing of banknotes

### OUR CAPABILITIES

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

## Property division (non-core)

Property management and engineering services



# Five-Year Group Financial Highlights

Financial Year Ended 31 March (RM'000)	2025	2024 Restated	2023 Restated	2022 Restated	2021 Restated
<b>Revenue</b>	236,788	206,749	295,917	300,591	232,174
<b>Profit</b>					
Profit before tax and zakat	50,956	32,248	51,376	94,764	37,884
Income tax expenses and zakat	11,729	6,003	12,294	19,636	7,335
Non-controlling interests	7,458	6,187	2,875	14,774	3,832
Profit after taxation and non-controlling interest	31,769	20,058	36,207	60,354	26,717
<b>Assets and Liabilities</b>					
Total assets	711,745	713,596	720,320	732,408	635,911
Total liabilities	131,467	130,782	124,868	136,111	71,175
Non-controlling interests	17,715	15,805	19,473	20,666	20,986
Shareholders' funds	562,563	567,009	575,979	575,661	543,750
<b>Earnings and Dividend</b>					
Earnings per share (sen)					
Basic	13.40	8.46	15.26	25.40	11.20
Diluted	13.40	8.46	15.26	25.40	11.20
Gross dividend per share (sen)	12.50	12.50	12.50	15.00	12.50
Net dividend per share (sen)	12.50	12.50	12.50	15.00	12.50
<b>Share Prices</b>					
Transacted price per share (RM)					
Highest	1.87	1.99	2.14	2.11	1.88
Lowest	1.65	1.73	1.87	1.77	1.15

## Five-Year Group Financial Highlights

**Revenue**

(RM'000)

**2025** **236,788**

2024 206,749

2023 295,917

2022 300,591

2021 232,174

**Profit Before Tax and Zakat**

(RM'000)

**2025** **50,956**

2024 32,248

2023 51,376

2022 94,764

2021 37,884

**Total Assets**

(RM'000)

**2025** **711,745**

2024 713,596

2023 720,320

2022 732,408

2021 635,911



A close-up photograph of industrial machinery. A large, dark, cylindrical brush or roller is in motion, creating a blurred effect. Below it, various mechanical components, including pipes and structural frames, are visible. The scene is brightly lit, likely from overhead industrial lights.

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**This year's results showcase the strength and diversity of our business model, as well as our ability to manage risks and remain steady amid challenging market dynamics in some areas of our business ”**

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**Datuk Bazlan Bin Osman**

*Chairman*





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# Chairman's Statement

**Datuk Bazlan  
Bin Osman**

*Chairman*



## Dear Shareholders,

For the financial year ended 31 March 2025 ("FYE2025"), Group revenue stood at RM236.79 million, representing a 14.5% increase from RM206.75 million recorded in the previous year. Profit before tax was also higher at RM50.96 million (FYE2024: RM32.25 million).

Looking back over the past twelve months, I take great pride in the enduring strength of our businesses. While the journey was not without its challenges, the Group's underlying resilience remained evident. Growth was broad-based across our businesses, with each division making meaningful strides towards its strategic objectives.

This year's results showcase the strength and diversity of our business model, as well as our ability to manage risks and remain steady amid challenging market dynamics in some areas of our business.

### Dividend

The Board had for FYE2025 approved payment of 2 interim dividends. The first interim dividend of 5.0 sen was paid on 24 January 2025 followed by the second interim dividend of 7.5 sen per share will be payable on 1 August 2025. This would bring the total dividend for the full year to 12.5 sen per share (FYE2024: 12.5 sen).

The dividends paid out represents about 93.2% of profit after taxation and non-controlling interest ("PATANCI"). This payout ratio is in line with the Company's dividend policy to pay at least 40.0% of PATANCI, subject to the Company's financial position.

## Chairman's Statement

### Governance and the Board

The Board holds ultimate accountability to the Group's stakeholders, entrusted with providing ethical leadership and independent oversight.

Your Board remains well-balanced-grounded in strong ethical principles, brings diverse perspectives to the table, and engages in thorough, constructive debates. It is this dynamic that ensures our decisions are thoughtful, well-informed, and aligned with the Group's long-term strategy.

A major highlight during the year was the Joint Board Retreat held in November 2024, which brought together directors and management from our ultimate holding company, Kumpulan Fima Berhad. We truly value these interactions, as they offer us first-hand insights into each of the businesses, and based on these insights, to recalibrate our long-term strategy and fine-tune our approach to emerging risks and opportunities. During the retreat, the Directors acted both as a sounding board and as challengers to management, encouraging fresh thinking beyond a business-as-usual mindset, given the increasing complexity of today's operating environment. Importantly, the actionable priorities and future plans that emerged from the discussions were collectively agreed upon, reinforcing a shared sense of purpose and unified path forward.

We have also devoted significant attention to environmental, social, and governance ("ESG") issues, recognising just how closely they tie in to our risk management approach. By incorporating ESG factors into our decision-making, we make sure we're not just looking at the financial side of things. We're also assessing the risks and opportunities that come with every choice, all of which leads to more informed decisions.



I remain confident that the Board has the right mix of institutional knowledge, diverse perspectives, and independence judgement to fulfil its fiduciary responsibilities and provide effective oversight of the Group's ongoing growth and strategic execution.

### ESG and Corporate Citizenry

As mentioned earlier, we believe that integrating ESG considerations into our operations in this way helps us identify risks and opportunities and build a more resilient business over time. During the year, we placed particular emphasis on enhancing our occupational safety standards, and maintaining our accreditations, alongside advancing our environmental initiatives and taking steps to prepare for upcoming reporting requirements.

A key area of focus under our environmental efforts is climate change — a growing concern for business globally. Closer to home, our estates in Kelantan were not spared, experiencing severe weather events that disrupted operations and affected harvest yields.

We remain committed to addressing both the impact of climate change on our operations and the impact of our operations on the environment. Our approach includes ongoing adaptation and mitigation efforts such as adopting regenerative agricultural practices, increasing mechanisation, and setting clear targets to reduce our resource intensity across our activities.

These topics, along with the detailed account of our sustainability initiatives are further elaborated in the Sustainability sections of this Annual Report.



## Chairman's Statement

### Key Priority Areas

In FYE2025, much of the Board's focus has been on strategy: ensuring that we maintain the right portfolio, establish clear milestones, and remain agile as markets and customer expectations evolve.

A key element of this strategy involves unlocking the full potential of our existing assets and strengthening our current operations. Over the past year, the Group has made encouraging progress on this front — from investing in new capacity and capabilities in our manufacturing segment, and rolling out continuous improvement programmes across all businesses. These efforts are now beginning to yield tangible results.

As the Group continues to grow, we are also becoming more disciplined and data-driven in managing costs, ensuring that every investment is purposeful and adds meaningful value for the long term.

We enter the new financial year with considerable momentum and a strong foundation to support our diversified and growing businesses. Our focus for the year ahead will be to continue taking deliberate actions that strengthen our resilience over the short, medium, and long term, while delivering greater value for our shareholders. We will stay firmly focused on leveraging our core strengths, particularly in areas where we hold a distinct competitive advantage.

While challenges and uncertainties are an inevitable part of doing business, our long-term view remains unchanged. We will continue to respond with agility to near-term developments while keeping our sights firmly set on long-term value creation.

### Outlook

Recent forecasts indicate slowing growth and rising trade tensions, with the recent US tariffs expected to weigh on Malaysia's export demand and investment flows. GDP growth estimates now range between 3.9%–4.3%, lower than earlier projections.

Operating in this environment therefore calls for vigilance and steady leadership.

That said, the Board remains confident in the Group's strategies and fundamental strength of our diversified portfolio. We believe the steps management is taking

— as detailed in the Segmental Review section of this Annual Report — position us well to navigate challenges, address key issues proactively and build greater long-term resilience. If the past year has taught us anything, it's that preparation, discipline and perseverance will eventually pay off — even if the rewards are not always immediate.

With the benefits of recent capital investments beginning to materialise, and a continued focus on disciplined execution and value creation, the Board is optimistic that the Group is well positioned to deliver sustained performance in the future.



### Acknowledgement

I wish to extend my sincere thanks and appreciation to my fellow Board members and our management team, led by our Managing Director, Dato' Roslan Bin Hamir, for the crucial role they played in steering and sustaining the Company's positive trajectory over the past year.

Our employees across the Group deserve enormous credit for their commitment in executing and achieving our strategies and

objectives. While the Board provides direction and oversight, it is their effort and execution that truly drive our progress forward.

On behalf of the Board, I would like to thank our shareholders, suppliers and business partners for their continued trust and loyalty. Your support is deeply appreciated.

Thank you.

**Datuk Bazlan Bin Osman**  
Chairman

# Managing Director's Review

**Dato' Roslan  
Bin Hamir**

*Managing Director*



## Dear Shareholders,

This year's performance has reaffirmed the strength of FimaCorp's diversified business model and our steady, disciplined approach to creating long-term value. Despite persistent global economic uncertainty and sector-specific challenges, the Group has delivered robust results, driven by strategic focus, operational improvements, and enhanced market positioning of several of our businesses.

For the financial year ended 31 March 2025 ("FYE2025"), Group revenue grew 14.5% year-on-year ("y-o-y") to RM236.79 million, up from RM206.75 million last year. This growth was largely supported by strong contributions from the Plantation, Manufacturing and Property Management (non-core) divisions. Profit before tax ("PBT") rose an impressive 58.0% to RM50.96 million compared to RM32.25 million achieved in FYE2024.

## Managing Director's Review

### Performance by Division

#### Plantation

Plantation Division recorded a 3.8% increase in revenue to RM144.33 million, primarily driven by higher FFB sales from the Group's Malaysian estates and favourable palm oil prices. Our Indonesian estates also did well, supported by higher crude palm oil ("CPO") and crude palm kernel oil ("CPKO") prices. Altogether, this led to a marked improvement in PBT, which rose RM18.01 million, or 55.6% y-o-y, to RM50.39 million.

#### Manufacturing

Revenue in the Manufacturing Division rose 24.2% to RM76.46 million, driven mainly by higher sales in the confidential documents segment. However, PBT grew only slightly to RM0.90 million as higher distribution costs weighed on margins.

#### Property Management (non-core)

Revenue contribution from our Property Management segment more than doubled y-o-y, rising by 161.9% to RM16.00 million. This growth was mainly driven by contributions from the Property Management segment's engineering arm through pipeline projects undertaken by them in North Port and Tanjung Langsat, along with higher occupancy rates and rental income, as well as better revenue collection from parking operations. In line with the revenue growth, PBT improved by 46.2% y-o-y to RM2.69 million.

### Strategy, Resilience and Long-Term Thinking

FYE2025 marked a year of meaningful progress on several strategic fronts, underscoring our commitment to long-term growth and resilience.

Plantation Division will continue to focus on raising our estates' agronomic standards. Key priorities include accelerating our regenerative agriculture and mechanisation programmes, and completing the development and rehabilitation work at our Malaysian estates.

Manufacturing Division will continue to strengthen its position in the security and confidential documents segment, which was a key growth driver in FYE2025 following the award of a significant contract for the printing, supply, and delivery of confidential documents. Moving forward, our efforts will remain centred on expanding strategic alliances and developing complementary solutions that support future growth.

### Environmental, Social & Governance ("ESG")

We have made meaningful progress in reducing our carbon footprint through a range of operational initiatives. These include the adoption of regenerative agricultural practices, and efficiency projects. Our efforts to monitor and manage resource intensity have also begun to yield tangible results - with notable reductions in resource consumption and wastage. On the social front, initiatives like our annual integrity training and stakeholder dialogue sessions continue to foster trust, encourage transparency, and provide platforms for open feedback.

ESG is very much embedded in our strategic agenda, and the Board actively oversees related risks and opportunities to ensure accountability across the Group.





## Managing Director's Review



*Completed pipeline project at Tanjung Langsat terminal, Johor*

### Looking Ahead

Our focus for the current financial year is to scale up in high-performing areas, maintain cost discipline, and continue to lead with responsible stewardship. Building sustainable value requires time, discipline, and the occasional pivot - and we're in it for the long haul. We will remain true to our strategy: deploying capital selectively to opportunities with defensible margins and growth potential, while strengthening the core in segments undergoing structural shifts. It's all about thoughtful, deliberate and measured growth that is aligned with our values, capabilities, and long-term goals.

We also remain mindful of external risks - from commodity price volatility and currency fluctuations to policy shifts, geopolitical conflicts, and the shock of higher U.S. tariffs, all of which can influence how the Group operates. That said, given our sound fundamentals and resilient balance sheet, we believe we are in good stead to respond with agility and maintain discipline in execution, even amid a more complex and dynamic operating environment.

On behalf of the leadership team, I would like to thank our valued stakeholders - shareholders, employees, business partners, and all those who continue to support and place their trust in FimaCorp. We're excited about the road ahead and look forward to building on this year's momentum together.

**Dato' Roslan Bin Hamir**

Managing Director



# Our Business Model

**At FimaCorp, our business model and strategic direction are purpose-driven — focused on delivering sustainable value across our diversified portfolio to meet the evolving expectations of our stakeholders, while balancing environmental, social, and economic considerations.**

We manage our operations and investments through the lens of six capitals — Financial, Manufactured, Intellectual, Human, Social & Relationship, and Natural — each contributing to and affected by our activities. These capitals form the foundation of our integrated thinking and value creation process.



## Financial Capital



## Manufactured Capital



## Intellectual Capital

## Our Capital



## Human Capital



## Social and Relationship Capital



## Natural Capital

## Inputs



### Financial

- Funds available to the business, including:
  - > Retained earnings of RM459.93 million
- Cash and bank balances of RM68.06 million
- Strong balance sheet with total assets of RM711.75 million



### Manufactured

- High-security complex in Bangi with state-of-the-art printing facility
- 45 MT/HR palm oil mill in Nunukan



### Intellectual

- 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

- 1,694 dedicated employees, with 80.5% male and 19.5% female
- 84.0% of the workforce are local hires



### Social and Relationship

- 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

- 12 estates with 11,468 hectares of plantable landbank
- Our operations also rely on fuel, water, and electricity to run their activities

**Material Matters****MM1**

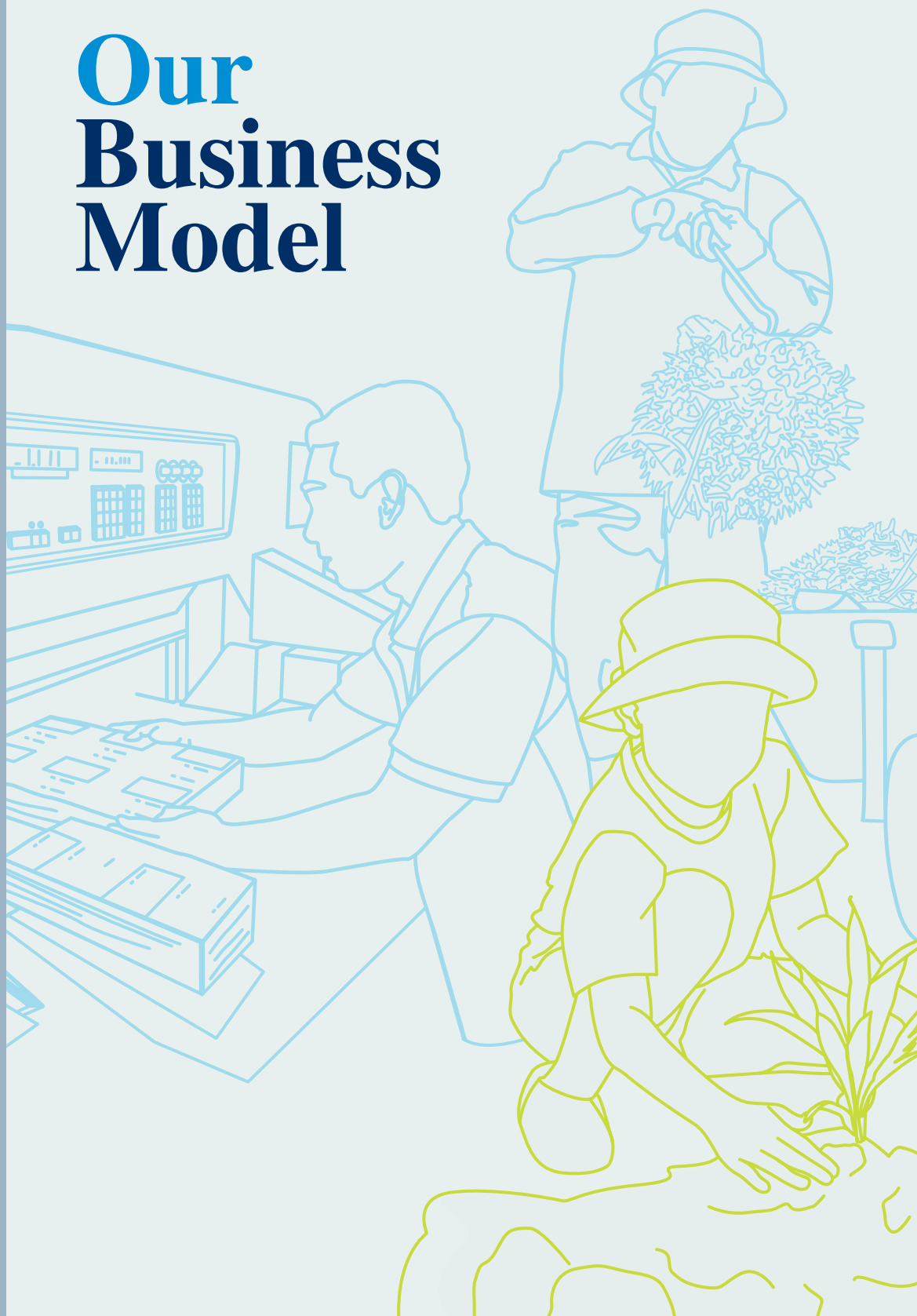
Climate Risk

**MM2**Water Impact  
and Waste  
Management**MM3**Biodiversity and  
Deforestation**MM4**

Human Rights

**MM5**Occupational  
Safety, Health  
and Well-being**MM6**Sustainable  
and Traceable  
Supply Chains**MM7**Product Quality  
and Safety**MM8**Community  
Investments**MM9**Innovation and  
Technology  
Excellence**MM10**Anti-Bribery  
and Corruption

# Our Business Model



# Our Business Model

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## Financial Capital



## Manufactured Capital



## Intellectual Capital

## Our Capital



## Human Capital



## Social and Relationship Capital



## Natural Capital

## Inputs



### Financial

- Funds available to the business, including:
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### Natural

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- Our operations also rely on fuel, water, and electricity to run their activities



**Material Matters**

MM1

Climate Risk

MM2

Water Impact and Waste Management

MM3

Biodiversity and Deforestation

MM4

Human Rights

MM5

Occupational Safety, Health and Well-being

MM6

Sustainable and Traceable Supply Chains

MM7

Product Quality and Safety

MM8

Community Investments

MM9

Innovation and Technology Excellence

MM10

Anti-Bribery and 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**

- Strategic investments totalling RM75.64 million in CAPEX across divisions:
  - > Manufacturing division spent RM49.73 million in state-of-the-art digital printing and refurbishment of Intaglio machines
  - > Plantation division allocated RM18.78 million mainly for infrastructure development and asset replacement

**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

**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

**Financial**

- Revenue improved by 14.5% to RM236.79 million
- 58.0% increase in PBT to RM50.96 million
- ROE up by 2.3% to 6.8%
- ROCE up by 2.8% to 7.9%
- Consistent dividend payouts

**Manufactured**

- 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

**Intellectual**

- Onsite and online integrity training sessions for workers and staff
- Maintained/obtained accreditations, important prerequisites of our key customers and markets
  - > Plantation division, 8 Malaysian estates are MSP0-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

**Human**

- Zero fatalities and y-o-y LTIFR improved from 12.70 to 5.73
- Job security and creation. 412 new hires in FYE2025. Retention of headcount, salaries and benefits positively impacted Social & Relationship Capital
- Positive work culture with skilled workforce

**Social and Relationship**

- Retained key customers and market segments
- Localisation of supply chain, with 89.6% of contracts awarded to local companies in Malaysia, and 98.7% in Indonesia
- 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

**Natural**

- Most of our measured intensities showed y-o-y improvement
- Total waste reduced y-o-y from 161,341 MT to 123,149 MT y-o-y
- GHG disclosures expanded to include commuting, business travel, and upstream transportation and distribution amounted to approximately 550 tCO<sub>2</sub>e annually

Outcomes

# Financial Review & Analysis

## Key Financial Highlights

		FYE2025	FYE2024 (Restated)	Variance (%)
Revenue	RM Million	236.79	206.75	14.5
Cost of Sales ("COS")	RM Million	133.88	121.79	9.9
Gross Profit ("GP")	RM Million	102.90	84.96	21.1
Gross Profit Margin ("GPM")	%	43.5	41.1	2.4
Earnings Before Interest and Taxation ("EBIT")	RM Million	53.53	34.60	54.7
Profit Before Tax ("PBT")	RM Million	50.96	32.25	58.0
Profit After Tax ("PAT")	RM Million	39.23	26.25	49.4
Profit Attributable to Equity Holders of the Company / PATAMI	RM Million	31.77	20.06	58.4
Return on Shareholders' Equity ("ROE")	%	6.8	4.5	2.3
Return on Capital Employed ("ROCE")	%	7.9	5.1	2.8
Net Cash Flow Generated from Operating Activities	RM Million	(5.03)	70.95	(107.1)
Total Assets	RM Million	711.75	713.60	(0.3)
Total Liabilities	RM Million	131.47	130.78	0.5
Capital Employed	RM Million	679.20	677.08	0.3
Retained Earnings	RM Million	459.93	457.76	0.5

## Revenue

	FYE2025 RM Million	Contribution %	FYE2024 RM Million	Contribution %	Variance RM Million	Variance %
Plantation	144.33	61.0	139.07	67.2	5.26	3.8
Manufacturing	76.46	32.3	61.57	29.8	14.89	24.2
<b>Others/non-core</b>						
Property Management	16.00	6.7	6.11	3.0	9.89	161.9
<b>Group Revenue</b>	<b>236.79</b>	<b>100.0</b>	<b>206.75</b>	<b>100.0</b>	<b>30.04</b>	<b>14.5</b>

## Profitability

	FYE2025 RM Million	Contribution %	FYE2024 RM Million	Contribution %	Variance RM Million	Variance %
Plantation	50.39	98.9	32.38	100.4	18.01	55.6
Manufacturing	0.90	1.7	0.39	1.2	0.51	130.8
Property Management (non-core)	2.69	5.3	1.84	6.4	0.85	46.2
Share of Results of Associate	0.34	0.7	3.82	11.9	(3.48)	(91.1)
Others	(3.36)	(6.6)	(6.18)	(19.2)	2.82	(45.6)
<b>Group PBT</b>	<b>50.96</b>	<b>100.0</b>	<b>32.25</b>	<b>100.0</b>	<b>18.71</b>	<b>58.0</b>

## Financial Review & Analysis

Total revenue generated by the Group for FYE2025 was RM236.79 million, a 14.5% increase compared to RM206.75 million recorded for FYE2024, primarily driven by higher contributions from all divisions.

**Plantation division** recorded revenue of RM144.33 million, up by 3.8% from RM139.07 million in the previous year. This improvement was primarily driven by higher average selling prices of Crude Palm Oil ("CPO") and Crude Palm Kernel Oil ("CPKO"), which offset the decline in production volumes. FFB production from our Indonesian operations fell from 117,811 MT to 106,663 MT. Despite the lower output, the average realised selling price of CPO rose by 15.3% year-on-year ("y-o-y") to RM3,914 per MT (FYE2024: RM3,395 per MT), while CPKO price surged by 65.4% to RM5,799 per MT (FYE2024: RM3,507 per MT). These strong price gains were instrumental in delivering the division's positive topline performance.

Meanwhile, FFB production from our Malaysian estates improved by 5.1% to 24,842 MT, compared to 23,635 MT recorded in the previous year. This improvement was underpinned by enhanced field productivity despite the average FFB yield per mature hectare decreased marginally to 7.61 MT from 7.72 MT in the previous year.

**Manufacturing division's** revenue increased by RM14.89 million from RM61.57 million in FYE2024 to RM76.46 million in FYE2025. This growth was primarily driven by higher sales volumes across most product segments, with the confidential documents segment emerging as a key contributor to the division's improved performance.

The Group posted a **PBT** of RM50.96 million, a significant increase of 58.0% compared to RM32.25 million for FYE2024.

**Plantation division** recorded a PBT of RM50.39 million in FYE2025, compared to RM32.38 million in the previous year. This strong performance was mainly attributed to higher average selling prices of CPO and CPKO and lower cost of FFB produced have significantly contributed to the division's strong performance during the year under review. Meanwhile, PT Nunukan Jaya Lestari ("PTNJL"), the Group's Indonesian subsidiary, saw its PBT increase from RM43.53 million to RM55.53 million.

Plantation estates in Malaysia which are currently in the development phase and partially mature registered a total of pre-tax losses of RM5.14 million, an improvement from the RM11.15 million pre-tax losses recorded last year, reflecting the gestation nature of early-stage estate investments.

Consequently, the division's GPM also increased to 60.5% in FYE2024 (FYE2024: 49.3%).

**Manufacturing division's** PBT increased by 130.8% to RM0.90 million (FYE2024: RM0.39 million) reflecting higher revenue driven by increased in sales volume across most product segments, particularly confidential documents. However, the division's gross GPM declined to 16.5%, compared to 23.7% in the previous year, due to higher freight costs associated with the procurement of raw materials.

The Group's **COS** for FYE2025 stood at RM133.88 million, an increase of RM12.09 million compared to the previous year. The increase mainly attributable to higher production costs in the Manufacturing division, due to increase activity levels. Despite this, the Group's GPM improved from 41.1% to 43.5%, supported by an improved GPM contribution from the Plantation Division.

**Share of Results of Associate** recorded a lower pre-tax profit of RM0.34 million in FYE2025, compared to RM3.82 million in the previous due to lower revenue posted by the Group's associated company.

In tandem with the stronger PBT performance, the Group recorded a **PAT** of RM39.23 million, up from RM26.25 million in FYE2024. Correspondingly, income tax expenses increased to RM11.73 million from RM6.00 million previously.

**Profit Attributable to Equity Holders of the Company** rose by 58.4%, or RM11.71 million, to RM31.77 million (FYE2024: RM20.06 million). Correspondingly, basic earnings per share increased to 13.40 sen for FYE2025, based on a weighted average of 237.00 million shares (FYE2024: 8.46 sen based on 237.11 million shares).

Despite an improvement in net earnings, shareholders' funds declined marginally by 0.8% y-o-y to RM562.56 million, primarily due to foreign currency translation losses arising from the weakening of the Indonesian Rupiah (IDR). Nevertheless, **Retained Earnings** rose to RM459.93 million from RM457.76 million in the previous year, reflecting higher Profit After Tax and Minority Interest ("PATAMI") and conservative dividend payouts during the financial year.

With the increase in the Group's net earnings, **ROE** for FYE2025 rose to 6.8%, based on total equity of RM580.28 million, compared to 4.5% recorded in the previous financial year.

The Group also posted a stronger **ROCE** of 7.9% (FYE2024: 5.1%), supported by the increase in **EBIT** from RM34.60 million to RM53.53 million, reflecting enhanced operational efficiency and improved earnings performance across the Group's core business segments.



## Financial Review & Analysis

### Finance Cost and Liabilities

The Group's **Finance Cost** increased to RM2.58 million in FYE2025, up from RM2.35 million in FYE2024. This increase was primarily due to higher interest expense arising from lease liabilities within the Plantation division. The increase in lease-related costs was mainly due to certain lease contracts entered into by the Group that include variable payments, which are linked to CPO prices and the tenure of the leases.

The Group's **Liabilities** rose slightly to RM131.47 million, mainly due to an increase in lease liabilities, which grew from RM89.40 million to RM91.64 million. This increase was attributed to the remeasurement of lease liabilities to reflect the current CPO price. Despite this, our gearing ratio remained low at 0.23 times, an indication that the Group continues to maintain a healthy and stable financial position.

### Liquidity and Capital Resources

In FYE2025, the Group's **Capital Expenditure ("CAPEX")** increased significantly to RM75.64 million from RM35.68 million in the previous year. Of this amount, RM49.73 million was allocated to the acquisition of state-of-the-art digital printing and refurbishment of Intaglio machines to strengthen production capabilities. The investments were fully funded through internal cash reserves are reflection of the Group's disciplined financial management and a strong liquidity position.

Meanwhile, Plantation division spent RM18.78 million primarily towards plantation development works in Ladang FCB Kuala Betis and Ladang FCB Aring.

**Net Cash Generated from Operating Activities** for FYE2025 recorded a deficit of RM5.03 million (FYE2024: RM70.95

million), primarily due to higher trade and other receivables, as well as higher inventory levels arising from elevated activity levels in certain segments.

Despite a decrease of 56.8% from the previous year, the Group continued to maintain a strong financial footing with **Cash and Bank Balances and Financial Investments** amounting to RM83.36 million (FYE2024: RM193.07 million). The 56.8% decrease was primarily due to strategic investments and capital expenditure aimed at strengthening future growth and operational capacity.

In FYE2025, the Group strategically allocated the majority of its **Net Cash Used in Financing and Investing Activities** for CAPEX amounting to RM75.64 million. This substantial investment underscores our ongoing commitment to enhancing operational capabilities and supporting long-term growth. Although the Group ended the period with a cash deficit of RM5.03 million, the Group continues to demonstrate financial resilience and maintains the capacity to meet current obligations and fund future expansion plans.

**Free Cash Flow ("FCF")** reflects the cash available after operational and capital investments. In FYE2025, the Group recorded a deficit FCF of RM80.68 million, compared to RM35.28 million in the previous year. The decline is primarily due to strategic investments in property, plant, and equipment, particularly in asset upgrades, plantation development, infrastructure. These investments are expected to strengthen our long-term operational capacity and future earnings potential.

**Total Assets** declined marginally by 0.3% to RM711.75 million in FYE2025, from RM713.60 million in FYE2024. This y-o-y decline was primarily due to a reduction

in financial investments, which was mainly attributed to higher withdrawals by the Group during the year to finance above strategic investments.

In FYE2025, exchange rates were volatile. The US Dollar to the Ringgit exchange rate fluctuated between RM4.73 and RM4.43 over the course of the year. As at 31 March 2025, the Ringgit was around 6.3% stronger than US Dollar at the end of FYE2024. The Indonesian Rupiah fluctuated between Rp15,958.85 and Rp16,657.96 against the USD.

**Basic earnings per share increased to 13.40 sen for FYE2025 from RM8.46 sen**

### Our External Operating Environment

#### Malaysia

According to Bank Negara Malaysia ("BNM"), Malaysia is expected to experience both direct and indirect impacts from the imposition of new tariffs, with 2025 GDP growth likely to fall slightly below the earlier forecast of 4.5%–5.5%. A revised growth forecast will be released once global trade conditions stabilize. Domestic demand is expected to remain resilient, supported by stable wage and employment growth, continued implementation of multi-year investment projects, and stronger household spending. Demand for electrical and electronics ("E&E") goods and higher tourism receipts are also expected to cushion overall growth<sup>1</sup>.

## Financial Review & Analysis

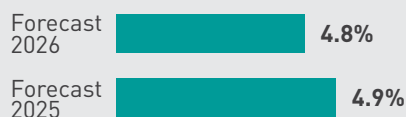
The Government is implementing RM25.0 billion in domestic direct investment ("DDI") via Government-Linked Investment Companies ("GLICs") under the GEARuP programme to mitigate external risks. The Government is also pursuing fair trade through bilateral engagement with the US and multilateral platforms such as ASEAN and RCEP. It is also intensifying efforts to diversify export markets, with early gains seen in Egypt, Pakistan, Cambodia, and ASEAN<sup>2</sup>.

Headline inflation averaged 1.5% in Q1 2025 (Q4 2024: 1.8%), providing room for subsidy reforms and an expanded service tax in 2H 2025. Full-year inflation is projected at 2.0%–3.0% (2024: 1.8%), reflecting expected adjustments to petrol prices, electricity tariffs, and the broadened service tax. Inflationary pressures are expected to remain manageable<sup>3</sup>.

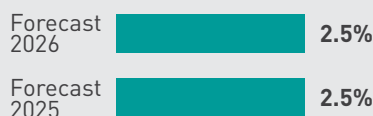
The Malaysian Palm Oil Council ("MPOC") expects crude palm oil ("CPO") prices to remain firm within the RM3,900–RM4,200 per tonne range through June and July 2025, stock levels reaching a decade high in (1.77 million tonnes). CPO prices will be supported by strong export demand particularly from China and India, favourable weather, improved price competitiveness versus soybean oil, and elevated crude oil prices. India's recent import duty cut also enhances Malaysia's CPO export potential<sup>4</sup>.

### Malaysia GDP and Inflation Forecast<sup>5</sup>

#### GDP Forecast



#### Inflation Forecast



#### Source:

1. BNM: *Economic and Financial Developments in Malaysia in the First Quarter of 2025* 16 May 2025
2. Media Release Ministry of Finance 16 May 2025
3. RAM Rating Services Berhad: *External headwinds to weigh on Malaysia's GDP growth in 2025* 30 May 2025
4. MPOC: *CPO price capped at RM4,200 in June-July 2025 amid firm exports, higher oil price*
5. Asian Development Bank: *Economic Forecasts for Asia and the Pacific: April 2025*

### Indonesia

Indonesia's economy expanded by 4.9% in Q1 2025, despite challenging global conditions. Robust macroeconomic policies, including low inflation, adequate financial buffers, and strict adherence to fiscal rules, have helped counter reduced government consumption and slower investment. Economic growth has benefitted the lower-income groups, while consumption among aspiring middle-class households has moderated.

GDP is projected to grow at an average annual rate of 4.8% over 2025–27. Growth is expected to strengthen through increased investment, supported by national housing initiative and the launch of a new sovereign wealth fund. However, external risks such as global trade disruptions and commodity price volatility could temper this outlook.

Inflation declined from around 6.0% in late 2022 to 2.0% in April 2025, due to tighter monetary policy, lower food and commodity prices, and temporary electricity subsidies. 4.0% currency depreciation may add short-term price

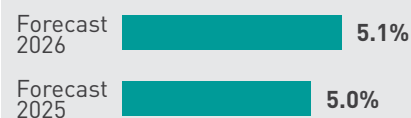
pressure, core inflation remains near the midpoint of Bank Indonesia's 1.5%–3.5% target, and inflation expectations are stable. Exposure to rising U.S. tariffs is limited, with exports to the U.S. under 2.0% of GDP<sup>2</sup>.

### Commodities Outlook – Palm Oil

Indonesia's palm oil sector is facing stagnating production growth amid increasing domestic and global demand. The government's continued expansion of its biodiesel mandate has raised local consumption, notably for energy use. The Indonesian Palm Oil Association ("GAPKI") projects 2025 production to reach 53.6 million tonnes. However, exports are expected to decline to 27.5 million tonnes (2024: 29.5 million tonnes), reflecting growing domestic demand and supply constraints<sup>3</sup>.

### Indonesia GDP and Inflation Forecast<sup>4</sup>

#### GDP Forecast



#### Inflation Forecast



#### Source:

1. World Bank Group - *Indonesia's Economy Remains Resilient Despite Global Headwinds*
2. OECD Economic Outlook
3. GAPKI - *RI Sees Palm Consumption Rising, But Production Stagnating*
4. Asian Development Bank: *Economic Forecasts for Asia and the Pacific: April 2025*



The background image shows a wooden structure, possibly a bridge or a walkway, with a railing. Below the railing, there are several large, spiky palm fronds (likely from a coconut palm) and a large pile of dark, round fruit, possibly coconuts or similar tropical produce. The scene is outdoors and appears to be a tropical or subtropical environment.

“

This year's performance  
has reaffirmed the strength  
of FimaCorp's diversified  
business model and our  
steady, disciplined approach  
to creating long-term value”

**Dato' Roslan Bin Hamir**

*Managing Director*





## Segmental Review

Plantation

28

Manufacturing

33



## Segmental Review

# Plantation

Positioned For Progress

# division

### Business Overview

The Group now owns and operates 12 estates in Malaysia and Indonesia with a total plantable landbank area of 11,468 hectares (FYE2024:11,499 hectares) of which 10,625 hectares (FYE2024:10,224 hectares) have been planted with oil palm. 8,585 hectares (FYE2024: 8,406 hectares) of the oil palm are mature. The Group also owns a 45 MT/HR palm oil mill in Indonesia.

Revenue  
**RM144.33**  
Million  
3.8% Increase Y-o-Y  
(FYE2024: RM139.07 million)

PBT  
**RM50.39**  
Million  
55.6% Increase Y-o-Y  
(FYE2024: RM32.38 million)

## Segmental Review

# Plantation division

### FYE2025 Strategic Priorities

Improve operational cost efficiencies and effectiveness through stringent monitoring, increased usage of ICT and mechanisation

Improve accessibility to facilitate mechanisation to improve crop evacuation efficiency

Implementation of regenerative and good agricultural practices in all our operations

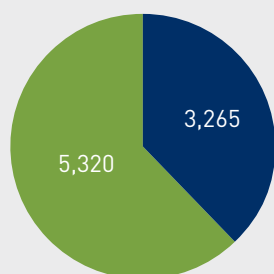
Retain 100% Malaysia Sustainable Palm Oil ("MSPO") certification

Implement training programmes for newly recruited workers to ensure their successful integration into the workforce, and to provide them with the necessary tools and competencies

At Group level, fresh fruit bunch ("FFB") production in FYE2025 increased marginally year-on-year ("y-o-y") to 131,505 MT from last year's 141,446 MT, on the back of stable labour supply in Malaysia, and the various initiatives undertaken to enhance operations.

We recorded revenue and PBT of RM144.33 million and RM50.39 million respectively, a y-o-y increase of 3.8% and 55.6% respectively, driven by strong commodity prices and improved in FFB produced in Malaysia estates. The average price realized for CPO and CPKO increased to RM3,914 and RM5,799 (FYE2024: RM3,395 and RM3,507 per MT respectively).

#### Oil Palm Matured Area (Hectares)



● Peninsular Malaysia ● Indonesia

#### Revenue & PBT Performance (RM Million)



● Revenue ● PBT

20.72% to 20.21%. Although lower than last year, PTNJL's OER still compares favourably against industry rates and with mills operating in the same areas as PTNJL.

#### Plantation Malaysia

Our Malaysian estates recorded a 5.1% increase in FFB production to 24,842 MT (FYE2024: 23,635 MT). This improvement was mainly driven by higher average bunch weight on the back of more mature palm profiles, a stable labour supply and the implementation of mechanisation of in-field crop collection.

#### Plantation Indonesia

FFB production by our Indonesian subsidiary, PT Nunukan Jaya Lestari ("PTNJL"), declined by 9.5% to 106,663 MT, compared to 117,811 MT in the previous year. Correspondingly, the FFB yield per mature hectare fell by 9.0% to 20.05 MT (FYE2024: 21.94 MT). Meanwhile, FFB purchased from third parties decreased to 29,744 MT, down from 34,551 MT recorded in the prior year. Due to the intake of third-party crops typically of varying quality, combined with reductions in PTNJL's own FFB and yield, PTNJL's average oil extraction rate ("OER") declined from

Total mature area expanded marginally to 3,265 hectares (FYE2024: 3,060 hectares). Despite the increase in mature area and improvement in FFB production, the average FFB yield per mature hectare declined slightly from 7.72 MT to 7.61 MT. Nevertheless, based on the current age profile of our planted areas, we expect FFB production to grow steadily as more estates progress toward their peak yielding phase.



## Segmental Review

# Plantation division

### East Coast Region

#### Terengganu

Ladang Cendana's FFB production increased by 11.1% to 12,483 MT (FYE2024: 11,239 MT). The average yield per mature hectare also improved to 18.70 MT from 16.84 MT recorded in the previous year. This improvement was largely driven by ongoing upgrades to estate road infrastructure and mechanisation to enhance efficiency of crop evacuation. The consistent availability of harvesters coupled with the positive impact of agronomic initiatives implemented in the previous year further bolstered productivity. These agronomic initiatives included the establishment of *Nephrolepis biserrata* and soft grasses across field areas to improve water infiltration and moisture retention, reduce surface runoff and enhance the microbial population thereby promoting more efficient nutrient absorption.

#### Kelantan

Ladang Bunga Tanjong recorded a 2.99% decrease in FFB production to 8,606 MT, compared to 8,871 MT in the previous year. The decline was mainly attributed to a series of floods that occurred in Q3 FYE2025. The average yield per mature hectare also declined to 6.84 MT compared to 7.01 MT in the prior year. In this current financial year, the estate will continue its focus on improving soil fertility through the use of bio-organic inputs. Measures will also be taken to minimise nutrient losses caused by surface runoff and leaching during heavy rainfalls.

The cultivated area at Ladang Fima Dabong remains unchanged at 191 hectares, all of which are mature. FFB production increased by 21.4%, rising from 1,049 MT in the previous year to 1,274 MT, resulting in an improved yield per mature hectare of 6.66 MT (FYE2024: 5.49 MT).



At Ladang Fima Aring, the mature area decreased to 226 hectares from 254 hectares in FYE2025, primarily due to palm damage caused by elephant intrusions. As a result, FFB production declined y-o-y to 897 MT (FYE2024: 941 MT). Despite the lower output, yield per mature hectare improved to 3.96 MT, up from 3.71 MT last year.

#### Areas under Development

During the year, we successfully completed replanting across 1,033 hectares in Ladang FCB Kuala Betis, while development of a further 476 hectares remain underway, with completion targeted in FY2025/2026. Upon completion of this phase, 683 hectares are scheduled to undergo replanting in FY2026/2027. To support upcoming replanting and development efforts, we have established a pre-nursery accommodating 150,000 germinated seeds during the year.

For the newly planted areas, the focus will be on essential maintenance activities such as manuring, weeding, and ablation. In new development sites, priority will be given to land preparation and planting activities to ensure timely establishment. Across all locations, legume cover crops and soft grasses have been established to enhance soil moisture retention, improve soil structure, and reduce surface runoff.

The estate successfully installed 20 barn owl boxes to encourage barn owls to nest and settle in the estate. Barn owls are natural predators which are highly effective at controlling rodent pests, and the barn owl population supported by the installed boxes is expected to provide effective pest control over approximately 400 hectares. This initiative supports our goal of reducing reliance on chemical usage in pest control management.

Despite adverse weather conditions and incidents of elephant intrusion, development works at Ladang FCB Aring remain on track. As at 31 March 2025, 568 hectares have been successfully planted, with the remaining 366 hectares under Phase 2 set for completion within FY2025/2026.

Encounters with wildlife remain an issue for the estate. During the year under review, approximately 766 palms were damaged due to elephant intrusions, a significant reduction compared to 2,094 palms in FYE2024. To further mitigate these incidents, the estate implemented a range of measures, including biological deterrents, which have so far proven effective in reducing the frequency of elephant intrusions.

## Segmental Review

# Plantation division

### Central Region

As at 31 March 2025, Ladang Sg. Siput total planted area stood at 432 hectares, of which 239 hectares are matured. During the financial year under review, the estate experienced several elephant intrusion incidents, resulting in damage to 1,468 mature palms, which adversely impacted FFB production. In addition, heavy rainfall recorded in Q3 to Q4 of FYE2025 had affected estate accessibility and disrupted harvesting operations.

As part of our ongoing land optimisation efforts, a coffee nursery was established with 50,000 seeds sown to date. To maintain soil integrity and reduce landslide risk on steep terrain, manual felling was employed in the development of new planting areas. Grafting and planting activities are scheduled to commence in Q3 FY2025/2026.

The estate also expanded its durian cultivation programme, featuring premium varieties such as Musang King, Black Thorn, and Tekka. The test plot total durian-planted area increased from 5 acres to 10 acres over the year. Given that the programme is still in its trial phase, the estate will continue to monitor its viability and performance before deciding on a larger scale expansion.

### Capital Expenditure ("CAPEX")

CAPEX in FYE2025 was RM18.78 million compared to RM22.69 million last year. Of this, RM14.42 million was allocated towards estate development expenditure, particularly at Ladang FCB Kuala Betis and Ladang FCB Aring in Gua Musang, Kelantan both of which are presently in the development phase. Infrastructure in these areas has been designed to facilitate infield mechanisation aimed at enhancing operational efficiency.

### Sustainability

All our Malaysian estates have successfully completed recertification under the Malaysia Sustainable Palm Oil ("MSPO") standard. In Q4 FYE2025, we conducted a series of intensive training sessions on MSPO 2.0 to ensure our teams are well-equipped to meet the updated certification requirements. These efforts reflect our ongoing commitment to international sustainability standards, with a strong emphasis on management responsibility, transparency, regulatory compliance, social responsibility, and environmental stewardship.

To further our decarbonisation agenda, we are actively working to lower our carbon footprint by improving harvesting efficiency. Key initiatives include the use of electric battery powered wheelbarrow for FFB evacuation, consolidation of harvesting operations, strategic deployment of tractors across designated field areas, and optimisation of in-field collection routes. These measures are part of a broader commitment to operational sustainability and emissions reduction.

The European Union's decision to postpone enforcement of the EU Deforestation Regulation ("EUDR") to 30 December 2025 provides some breathing room for plantation operators and smallholders, including ourselves, to strengthen readiness for the regulation's stringent due diligence requirements.<sup>1</sup>

In Indonesia, the Indonesian Sustainable Palm Oil ("ISPO") audit for PT NJL remains on hold, pending the regularisation of the company's Hak Guna Usaha ("HGU") land title. The certification process will resume once this matter is resolved.

Across all operations, the Group continues to embed sustainable and Good Agricultural Practices (GAP) to support long-term productivity and ensure alignment with evolving global sustainability expectations and environmental standards.

### Outlook

The Malaysian Palm Oil Council ("MPOC") expects palm oil to remain a favourable trade commodity in 2025, maintaining its premium over soybean oil. This positive outlook is supported by strong demand fundamentals, including Indonesia's B40 biodiesel mandate<sup>2</sup>. Against this backdrop, the Group anticipates higher crop production from its Malaysian estates, supported by a favourable palm age profile, where 35.3% of the division's trees are within the prime productive range of 4 to 18 years. This demographic advantage, alongside ongoing mechanisation efforts across the estates, places the division in a strong position to capitalise on rising industry demand and productivity gains.



<sup>1</sup> Malaysia's palm oil exports surge as sustainability, competition arise  
<https://themalaysianreserve.com/2025/04/08/malaysias-palm-oil-exports-surge-as-sustainability-competition-arise/>

<sup>2</sup> Palm Oil Production Poised for Modest Growth in 2025 MPOC  
<https://www.mpoc.org.my/palm-oil-production-poised-for-modest-growth-in-2025/>

## Segmental Review

# Plantation division

### 5-Year Oil Palm Plantation Statistics

Year	FYE2025	FYE2024	FYE2023	FYE2022	FYE2021
<b>Palm Age Profile</b>					
> 19 years	5,559	5,585	4,251	2,076	-
10 – 18 years	1,219	935	2,304	4,259	5,942
4 – 9 years	1,807	1,886	1,396	994	901
	8,585	8,406	7,951	7,329	6,843
Rehab	-	-	-	-	-
Replanting	-	-	-	-	-
Immature	2,040	1,818	1,291	1,373	1,321
<b>Total Planted Area (Hectares)</b>	<b>10,625</b>	<b>10,224</b>	<b>9,242</b>	<b>8,702</b>	<b>8,164</b>
<b>Total FFB (MT)</b>					
FFB Production	131,505	141,446	148,958	153,279	148,759
FFB Purchased	29,744	34,551	46,379	47,233	34,339
	<b>161,249</b>	<b>175,997</b>	<b>195,337</b>	<b>200,512</b>	<b>183,098</b>
<b>Yield Per Hectare (MT)</b>	15.32	16.83	18.73	20.91	20.39
<b>CPO Production (MT)</b>	27,572	31,584	35,783	38,220	35,424
<b>Oil Extraction Rate (%)</b>	20.21	20.72	20.41	21.10	21.08
<b>Average CPO Price Realise (RM/MT)</b>	3,914	3,395	3,492	3,914	2,883





## Segmental Review

# Manufacturing

## division

Navigating Market Shifts

**Business Overview**

The Division produces a wide range of products and services which include travel documents, licenses, and other security and confidential documents for the local and overseas markets.

**Revenue**  
**RM76.46**  
**Million**

**24.2% Increase Y-o-Y**  
(FYE2024: RM61.57 million)

**PBT**  
**RM0.90**  
**Million**

**130.8% Increase Y-o-Y**  
(FYE2024: RM0.39 million)

Segmental Review

# Manufacturing division

FYE2025 Strategic Priorities

Focus on Core Security Printing and Confidential Printing Operations

Building Strategic Collaboration with International and Domestic partners

Emphasis on developing opportunities using core manufacturing strengths that aligns with solutions that prioritise customer values and portfolio retention incorporating potential technologies available in the security printing market

Revenue for FYE2025 was RM76.46 million, which represents a y-o-y increase of 24.2% from the RM61.57 million in the previous year. This growth was underpinned by strong performance across most segments. The confidential documents segment was a key driver of the division’s growth in FYE2025, following Percetakan Keselamatan Nasional Sdn Bhd’s (“PKN”) receipt of the contract for the printing, supply, and delivery of confidential documents from the Ministry of Education Malaysia. The contract, valued at RM93.92 million, is for a period of 24 months and commenced on 15 July 2024.

Similarly, volumes in the travel document segment also improved on the back of contract extensions and robust demands, which in turn led to a 44.0% y-o-y higher revenue. Foreign passport remained the major revenue contributor, accounting 80.9% of the segment’s total revenue.

Despite the improved revenue growth, higher operating expenses, particularly material costs and distribution expenses as well as investment in the new machines in the confidential documents segment, had offset much of the gains. Depreciation expense was also significantly higher compared to the previous year, primarily due to increased depreciation of property, plant and equipment. As a result, PBT rose marginally to RM0.90 million, from RM0.39 million in the prior year.



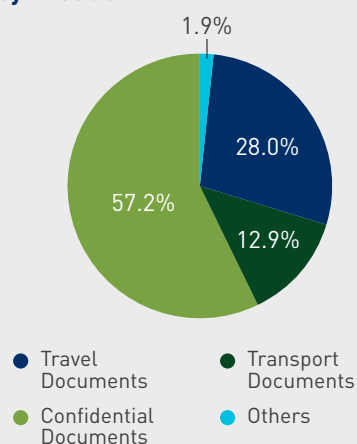
## Segmental Review

# Manufacturing division

### Capital Expenditure (“CAPEX”)

The division's capital expenditure for FYE2025 totalled RM57.03 million, with a significant portion, RM49.73 million was strategically allocated to the acquisition of digital printing and refurbishment of Intaglio machines. These investments were primarily aimed at strengthening production capabilities, particularly within the foreign travel and confidential document segments.

#### Revenue Contribution by Product



### Outlook

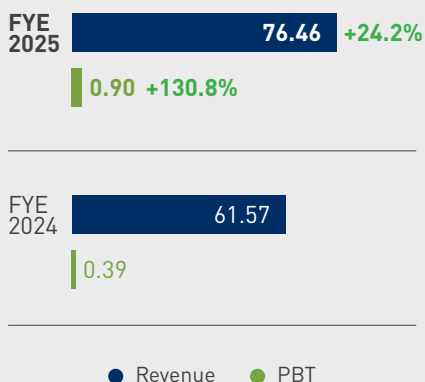
Looking ahead, the division's strategic direction will be focused on strengthening its core strengths in confidential printing, while working to steady maintain steady performance in the security printing segment. This comes amidst heightened competition for the both the domestic market and abroad.

To this end, we will actively explore and pursue growth opportunities, either independently or through strategic partnerships, while continuing to invest in the enhancement of its existing businesses. Emphasis will be placed on safety, automation, and new product development to align with evolving customer needs, and drive scalability.

The division will also focus on enhancing reliability, cost rationalisation and making strategic investments to protect and strengthen its margins and current market share.

Given its healthy financial position, operational flexibility and recent capital investments in production capabilities, the division is well-positioned to capture new market opportunities and scale up production efficiently to meet rising demand across key segments.

#### Revenue & PBT Performance (RM Million)





# ESG Highlights

## Environment

**15.4%** reduction in total GHG emissions (Scope 1, 2, and 3), amounting to 6,332 tCO<sub>2</sub>e



**0.8%** increase in total energy consumption, amounting to 72,866 GJ



**16.3%** of total energy was generated from renewable energy sources



### Resource Use Intensity Performance

Harvesting Transportation Fuel Intensity



Malaysia:  
Improved to **3.37** from 3.86L per MT of FFB produced



Indonesia:  
Increased to **2.21** from 1.86L per MT of FFB produced

Water Intensity

Improved to **0.25** from 0.27CBM per MT of FFB processed



## People and Safety

Total workforce:  
**1,694** employees, with **84.0%** comprising local hires



Training hours increased to **5,770** hours



Lost Time Injury Frequency Rate (LTIFR) improved to **5.73**



**Zero** fatalities recorded



## Localisation of Supply Chain



Malaysia:  
**89.6%**



Indonesia:  
**98.7%**





**Sustainability Report**

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# Sustainability Report

## Introduction

At FimaCorp we remain committed to driving sustainable and responsible growth that creates lasting value for all our stakeholders. Guided by this commitment, we have identified our key sustainability priorities and set strategic targets to address the most material issues determined by our stakeholders and our business practices. We focus our efforts on areas where we are able to make a meaningful difference, balancing economic viability with environmental responsibility. Our efforts towards sustainability are an ongoing journey, and one where we continue to learn, adapt, and improve.

Our sustainability efforts are also intertwined with our broader aspiration to contribute positively towards society and support national development – one that supports people, planet, and progress while contributing towards to lasting progress.

## Our Approach

We recognise that the ability to achieve sustained growth and secure the prosperous future of our communities is closely tied to our responsible stewardship of both human and natural resources. This is reflected in our commitment to the principles that embody sustainability: ethical practices, continuous innovation, environmental protection, the health and safety of our employees, customers, and inclusive growth. To turn this commitment into action, we established an actionable framework built around five interconnected approaches that facilitate real change. Guided by the 'measure, monitor, and manage' principle, we take a data-driven approach to track performance, identify gaps, and define targeted goals. This allows us to translate our sustainability aspirations into clear actions that are aligned with our long-term business objectives. By examining how different elements interact within this framework, we gain valuable insights into where we stand and what steps are needed to fully integrate sustainability into our core business strategies and value creation efforts.

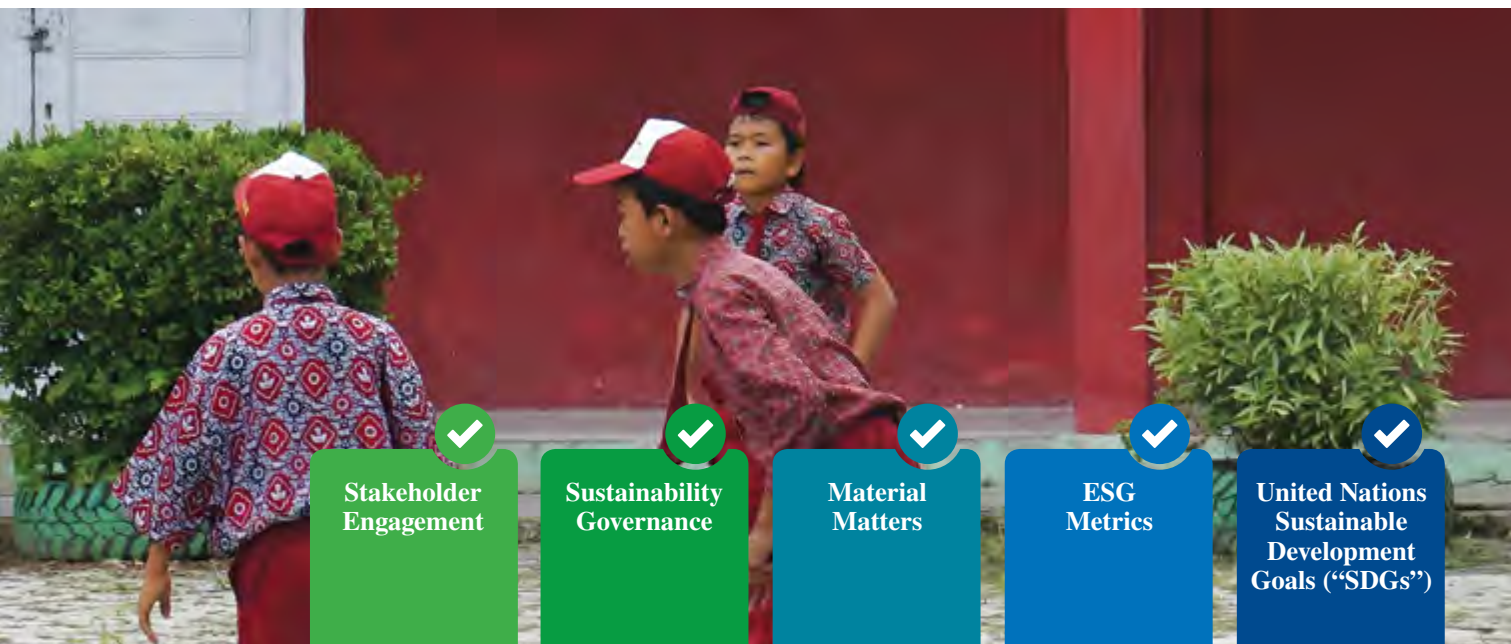
Our initiatives are guided by the policies outlined in our Sustainability Report, which are upheld by both FimaCorp and its stakeholders. These policies reflect our shared values and collective commitment to responsible, ethical, and inclusive practices. Oversight of their implementation rests with the Board of Directors, who play a key role in shaping the direction of our sustainability journey. Actualisation of our sustainability initiatives is achieved through our committees and working groups.

Our Group Sustainability Committee ("GSC") is central in overseeing the implementation and progress of the Group's sustainability agenda. Sustainability initiatives are largely identified at the subsidiary level, informed by each entity's operational priorities, local context, and stakeholder engagements. These initiatives and focus areas are then brought forward for review and consolidation by the GSC, which helps ensure alignment with FimaCorp's broader sustainability objectives and reporting obligations.

At the GSC level, focus areas are extensively deliberated based on their impact and relevance on our business operations. The GSC also assesses the materiality and potential impact of these



## Sustainability Report



issues across environmental, social, and governance (“ESG”) dimensions. Where necessary, coordinated actions are proposed to address key risks or improve outcomes. This bottom-up approach helps ensure that our sustainability efforts remain practical, grounded, and responsive to both site-specific and Group-level priorities.

To ensure that our efforts remain relevant and aligned with both internal priorities and external expectations, we map our material issues against the United Nations Sustainable Development Goals (“SDGs”). This allows us to select the most appropriate indicators for tracking performance and communicating our impact across the ESG pillars.

### Stakeholder Engagement

FimaCorp acknowledges that its diverse operations across various industries and regions necessitate a robust approach to stakeholder engagement. Our objective is to foster resilient and trusting relationships with all groups influenced by or influencing our business activities. Through proactive engagements, we aim to understand their perspectives and concerns regarding our operations, and collaboratively address any potential social, environmental, or economic impacts.

Our approach to stakeholder interaction varies based on the significance of their input and our business needs, ranging from periodic consultations to regular updates, or more frequent engagements when necessary.

Below is an outline of our stakeholder groups, their primary concerns, and how we engage and respond to each group, to ensure transparency and mutual benefit in all our interactions.



# Sustainability Report



## Employees

### Engagement Platform

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

### Key Concerns

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

### Our Response

- Investing in the attraction, retention, and professional development of a highly skilled and talented workforce.
- Offering a range of job opportunities and career advancement paths, along with competitive salary and benefits packages.
- Establishing grievance mechanisms and a confidential Whistle-blowing Policy to address and resolve employee concerns and complaints effectively.
- Investing in and enforcing Occupational Safety and Health Management Systems to ensure the health and safety of all employees.
- Complying with the United Nations Human Rights Council's Human Rights Policy to uphold and protect fundamental rights and freedoms, guaranteeing equitable treatment for all employees.
- Delivering continuous training on integrity and anti-bribery to foster a workplace culture committed to ethical practices 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 that communications regarding business performance and policies are rolled out clearly, concisely and promptly to reinforce our shareholders' confidence.



## Customers

### Engagement Platform

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

### Key Concerns

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

### Our Response

- Maintaining a steadfast commitment to integrity and fairness in all customer interactions, ensuring that our products and services consistently meet established quality and satisfaction standards.
- Providing goods and services that are suitable for their intended use and adhere to all relevant safety and quality regulations.
- Striving to exceed industry and international certification standards, thereby building trust with stakeholders and increasing our market share.
- Regularly assessing consumer feedback, audit outcomes, and satisfaction surveys to pinpoint crucial areas for improvement and continued development.
- Adopting a proactive stance to maintain adherence to current standards and prevent complacency in our operations.



## 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

- Enhancing local communities by offering employment and nurturing partnerships with local suppliers.
- Bettering the lives and economic well-being of local communities through the development and enhancement of infrastructure, along with providing welfare contributions and financial support during hardships or disasters.
- Providing financial assistance to facilitate the education of school-age children.

# Sustainability Report



## Suppliers & Business Partners

### Engagement Platform

- Meetings
- Training and support

### Key Concerns

- Quality control
- Business ethics
- Transparency
- Sustainability requirements

### Our Response

- Adhering to ethics and integrity policies to ensure fair and impartial procurement practices, fostering stable and long-term relationships with suppliers.
- Regularly updating suppliers on regulatory changes to ensure uninterrupted business operations.
- Collaborating with suppliers to guarantee a consistent supply of materials, securing long-term availability, and investigating potential new opportunities.
- Identifying improvement opportunities based on audits, internal reviews, and other evaluations.



## National & Local Governments

### Engagement Platform

- Meetings/dialogues

### Key Concerns

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

### Our Response

- Proactively 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

The results of our materiality assessment culminated in the Group's materiality matrix, which organises ESG issues based on their perceived importance to stakeholders and their impact on the Group. The X-axis of the matrix reflects the significance of these issues to our operations, while the Y-axis gauges their importance to our stakeholders. The matrix is further segmented into three quadrants, with the top right quadrant identifying the issues of utmost importance to both the Group and stakeholders. This strategic arrangement enables us to concentrate our efforts on managing our impacts and effectively enhancing our relationships with stakeholders.

Group Material Matters	GRI	SDGs
Climate Risk	GRI 305	  
Water Impact and Waste Management	GRI 303, 306	   
Biodiversity and Deforestation	GRI 304	   
Human Rights	GRI 405, 408, 409, 412	  
Occupational Safety, Health and Well-being	GRI 403	
Sustainability and Traceable Supply Chains	GRI 204	  
Product Quality and Safety	GRI 416, 417	 
Community Investments	GRI 203, 413	  
Innovation and Technology Excellence	Non-GRI Indicator	
Anti-Bribery and Corruption	GRI 205	 



# Sustainability Report

Materiality assessments help us identify and prioritise the most pressing ESG issues relevant to both our organisation and our stakeholders. These assessments also evaluate our Group's ESG performance from the perspective of our stakeholders and determine the significance of each issue across different groups. The insights gained enable us to prioritise and focus on the most critical ESG topics ensuring our actions are both relevant and impactful.

To ensure our focus remains aligned with the evolving needs of our operations and stakeholders, FimaCorp revisits its materiality determinations biennially. The last review was conducted in FYE2023 by our Group Corporate Services Department and included an online survey with participation from over 300

stakeholders, including shareholders, employees, suppliers, and government agencies.

The results of each materiality assessment took into account the unique contributions of each business division, analysing factors such as each division's impact on the Group's financial results, workforce size, and growth potential. To guarantee a thorough analysis, we also performed a desktop review to benchmark against current sustainability trends, analyse peer reports, and consider pertinent regulations and guidelines. This comprehensive approach enables us to focus our sustainability efforts on the areas of greatest relevance and impact, ensuring they remain both strategic and effective.



# Sustainability Report

## Materiality Matrix



The materiality matrix has identified the following four critical sustainability themes for the Group:

- Anti-bribery and corruption;
- Occupational safety, health, and well-being;
- Human rights protection;
- Climate risk.

While each theme is significant in its own right, these issues were found to be closely interrelated — each significantly affecting the others. For instance, a safe and supportive workplace helps safeguard employee dignity and well-being, which directly contributes to human rights standards. In parallel, strong anti-corruption practices help create a secure working environment by preventing unethical behaviour that could compromise both safety and human rights. Likewise, responsible water use and waste management are key to reducing environmental risk, which not only supports climate resilience but also aligns with broader social and governance objectives.














These interconnected themes highlight the importance of an integrated approach. By addressing these priorities holistically, we aim to strengthen its foundations for ethical conduct, operational resilience, and long-term sustainability — ultimately creating shared value for both the organisation and its stakeholders.

Further details on our strategies, actions, and outcomes related to these themes are provided in the following sections of this Sustainability Report.

# Sustainability 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	Metrics measured and monitored
    	Climate Risk, Water Impact and Waste Management, Biodiversity and Deforestation	<ul style="list-style-type: none"> <li>• Energy Consumption – renewable and non-renewable</li> <li>• Greenhouse gas emissions (“GHG”) (Scope 1, 2 and 3 emissions)</li> <li>• Intensity for fuel consumption (harvesting operation)</li> <li>• Intensity for water consumption (FFB processing)</li> <li>• Tracking water withdrawals and consumption</li> <li>• Waste disposal amount and type</li> </ul>
Social	Group Material Matters	Metrics measured and monitored
   	Human Rights, Occupational Safety and Health and Well-being, Community Investment	<ul style="list-style-type: none"> <li>• Diversity throughout the Group</li> <li>• Employee training and development</li> <li>• Number of work-related fatalities</li> <li>• Work related injuries</li> <li>• Accident &amp; Lost time Injury Frequency Rate (“LTIFR”)</li> <li>• Community engagement and investments where we operate</li> </ul>
Governance	Group Material Matters	Metrics measured and monitored
   	Sustainable and Traceable Supply Chains, Product Quality and Safety, Innovation and Technology Excellence	<ul style="list-style-type: none"> <li>• Anti-Bribery and Corruption</li> <li>• Value Distribution to our Stakeholders</li> <li>• Supporting Local Procurement</li> <li>• Y-o-Y improvement, technology and process innovation</li> <li>• Quality standards and certifications of our operations</li> </ul>



## Sustainability Report

## United Nations Sustainable Development Goals








FimaCorp has integrated the United Nations Sustainable Development Goals into its sustainability strategy. Established in 2015, the SDGs comprise 17 goals that serve as a universal call to action to address global challenges such as poverty, inequality, climate change, and environmental degradation.

FimaCorp strategically leverages its business operations to contribute towards these goals with a particular emphasis on the following:










- Responsible manufacturing and sales practices, ensuring that our products are produced sustainably.
- Utilisation of tax contributions by host governments to drive socioeconomic development.
- Job creation in local communities to stimulate economic growth and improve social welfare.
- Enhancing local supply chains through development programmes, training, and investment, fostering economic independence and resilience.
- Reducing our environmental impact through targeted sustainability initiatives.



FimaCorp has identified nine SDGs that are especially pertinent to our current business operations and resonate with our corporate vision and strategic planning. These goals guide our targeted efforts and initiatives. While our focus is on these nine goals, our broader corporate activities and ethical commitments align with the overarching aim of all SDGs. The following table illustrates how these prioritised SDGs have been incorporated into our Sustainability framework, mapped with our materiality matters, Global Reporting Initiative (“GRI”) disclosures, as well as our key risks. The table also outlines the contributions that FimaCorp has made towards upholding these SDGs in our operations.

	Sustainability Matters	Alignment with GRI	Our Contribution
<b>Our Environment</b> <b>Land, Water &amp; Climate</b>     	<ul style="list-style-type: none"> <li>• Climate Risk</li> <li>• Water Impact &amp; Waste Management</li> <li>• Biodiversity &amp; Deforestation</li> <li>• Innovation &amp; Technology Excellence</li> <li>• Community Investment</li> </ul>	302, 303, 304, 305, 306	<ul style="list-style-type: none"> <li>• Implementing sustainable agricultural practices and best management practices across our estates, adhering to the Malaysian Sustainable Palm Oil (“MSPO”) and Good Agricultural Practices (“GAP”) standards.</li> <li>• Ensuring wastewater discharge quality meets or exceeds regulatory standards to effectively mitigate water pollution.</li> <li>• Optimising alternative water sources through initiatives such as water harvesting and recycling.</li> <li>• Adopting renewable energy sources, such as solar power, biodiesel, and biomass, to reduce the Group’s carbon footprint.</li> <li>• Maintaining efficient water and energy management systems that comply with industry and international standards, including ISO 14001 and ISO 5001.</li> <li>• Utilising natural resources efficiently through the principles of Recycle, Reuse, Reduce, and Refuse.</li> </ul>

# Sustainability Report

	Sustainability Matters	Alignment with GRI	Our Contribution
<b>Our People</b> <b>Livelihood, Health &amp; Well-Being</b>      	<ul style="list-style-type: none"> <li>Community Investment</li> <li>Human Rights</li> <li>Product Quality &amp; Safety</li> <li>Sustainable &amp; Traceable Supply Chains</li> <li>Occupational Safety, Health &amp; Well-being</li> </ul>	202, 203, 401, 402, 403, 404, 405, 406, 407, 409, 412, 413	<ul style="list-style-type: none"> <li>Creating business opportunities and economic empowerment through gainful employment for local community members to sustain their livelihoods.</li> <li>Implementing human resources policies that ensure minimum wage compliance and fair remuneration for work performed.</li> <li>Meeting employees' personal and professional development needs through substantial investments in training programmes.</li> <li>Offering educational support and initiatives for youth development.</li> <li>Addressing the increasing demand for affordable protein.</li> <li>Promoting the health and well-being of local communities.</li> <li>Sharing company infrastructure, such as providing solar energy and clean water to neighbouring communities.</li> <li>Offering humanitarian support during times of adversity or following natural disasters.</li> <li>Minimising food waste and repurposing waste as by-products.</li> <li>Enhancing agricultural yields and extraction rates through the adoption of best practices.</li> <li>Sourcing from vendors that are environmentally and socially responsible, reputable, and adhere to sustainable practices.</li> <li>Maintaining a healthy, safe, and conducive work environment.</li> </ul>
<b>Our Business</b> <b>Fair, Inclusive and Decent Society</b>   	<ul style="list-style-type: none"> <li>Anti-Bribery and Corruption</li> <li>Sustainable &amp; Traceable Supply Chains</li> <li>Occupational Safety, Health &amp; Well-being</li> </ul>	201, 203, 204, 205, 417, 418	<ul style="list-style-type: none"> <li>Implementing and maintaining transparency in the supply chain with adherence to international standards such as MSP0, ISO 37001.</li> <li>Ensuring compliance with Occupational Health and Safety standards to maintain a safe and healthy work environment.</li> <li>Integrating human rights commitments into our operations, including non-discrimination, anti-modern slavery, child labour prevention, and anti-harassment policies.</li> <li>Sourcing from environmentally and socially responsible vendors known for their sustainable practices.</li> <li>Establishing corporate and sustainability governance policies including Codes of Conduct, Anti-Bribery Policies, and Whistle-blowing Policies.</li> <li>Collaborating with non-governmental organisations that advocate for a fair, inclusive, and decent society.</li> <li>Upholding the practice of freedom of association by recognising and engaging with union members.</li> </ul>

# Sustainability Report

## SUSTAINABILITY GOVERNANCE

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 3-1

FimaCorp's sustainability governance is structured from a bottom-up perspective, beginning at the operational level. Divisional leadership is responsible for managing day-to-day sustainability efforts, including programme implementation and stakeholder engagement. Each division develops sustainability strategies specific to their operations and allocate resources for their execution, and integrates sustainability considerations into its brands, technologies and site management taking into account their unique business challenges and priorities. They report on key sustainability metrics including workplace safety, environmental performance, employee retention, and compliance on a monthly basis to the Group Corporate Services at Head Office. These updates serve as the basis for ongoing performance tracking and escalation of material issues to the Group level.

The Group Sustainability Committee ("GSC") serves as the central platform for reviewing, consolidating, guiding the Group's sustainability-related initiatives, monitoring progress, and coordinating cross-divisional efforts. It reviews focus areas and action plans based on their significance to the Group's operations, as identified through inputs from subsidiaries and materiality assessments. GSC meetings are held quarterly and cover all sustainability-related developments, challenges, and action items across the Group. Qualitative and quantitative data are presented at each meeting to support informed decision-making. Among the notable outcomes for FYE2025 are the improvements in the Group's lost time injury frequency rate, energy intensity and waste management. The Group's Sustainability Policy Statement was also updated during the year. The GSC is led by a Non-Independent Non-Executive Director alongside the Group Managing Director, with cross-functional representatives from all business divisions. All reported sustainability data is reviewed by Group Internal Audit for assurance. Moving forward, the Group is taking steps to align its sustainability data collation and reporting practices with the requirements of the ISSB's IFRS S1 and S2 standards.

The Audit & Risk Committee ("ARC") supports the Board in overseeing the overall risk and governance framework, including sustainability. Its responsibilities include reviewing sustainability-related risks and metrics on a quarterly basis and form part of the ARC's reporting to the Board. The ARC ensures that key sustainability risks - whether operational, compliance-related, or reputational - are identified and addressed in a timely and appropriate manner.

The ARC receives regular updates from the Group Sustainability Committee and the Risk Steering Committee ("RSC"). These committees provide the ARC with comprehensive and integrated view of the Group's sustainability and enterprise risk exposures. This structure promotes alignment between sustainability governance and broader risk management processes, reinforcing accountability through clearly defined processes and controls.

Ultimately, the Board of Directors retains overall accountability for sustainability matters across FimaCorp. The Board sets the strategic direction for the Group and ensures that sustainability considerations are embedded in decision-making and aligned with stakeholder interests, including shareholders, employees, customers, and local communities. A full description of the Board's sustainability oversight responsibilities is provided in the Corporate Governance section of this Annual Report.

Additionally, FimaCorp's organisational structure incorporates defined roles for overseeing FimaCorp's sustainability strategies. As outlined in the table below, these responsibilities encompass both climate change and broader sustainability matters.

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.
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.
Managing Director ("MD")	Provides leadership in setting the Group's sustainability direction.  Ensures effective management of Group-wide sustainability and climate-related risks and opportunities in alignment with business strategy.



## Sustainability Report

Role	Responsibilities
Group Corporate Services	Coordinates sustainability governance at the Group level. Supports the GSC and 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.

As part of its routine audit activity, Group Internal Audit assesses the accuracy of sustainability data submitted by business units and implementation of sustainability initiatives. External audits by authorities, certification bodies, and customers are conducted to verify our compliance with regulations, standards, and contracts. Any non-conformities or incidents are thoroughly analysed, and corrective actions are implemented to prevent recurrence. Any identified non-conformities and incidents will be investigated and root causes are addressed through corrective and preventive actions to drive continuous improvement.

Since 2022, we have included strategic ESG KPIs into the performance evaluations of the Managing Director, and divisional heads, with KPIs tailored to reflect the nature of each division's business.

This governance structure continues to provide a strong foundation for embedding sustainability across the Group, ensuring we remain accountable, transparent, and committed to delivering value for all stakeholders in the current financial year and beyond.

### For more information on:

- i. The Group's Sustainability Committee, please refer to the Task Force on Climate-related Financial Disclosures ("TCFD") Index on page 58 and the Corporate Governance Overview Statement on page 88.
- ii. The Group's risk management, please refer to the Statement on Risk Management and Internal Control section on pages 104 to 116.

# Our Environment

We take a proactive and integrated approach to environmental management, prioritising energy and resource efficiency, waste reduction, and climate resilience. These efforts are embedded in our strategic planning and day-to-day operations, reflecting our commitment to evolving sustainability priorities and achieving broader ESG aspirations.

Environmental responsibility is a core value of the Group. Guided by our Environmental Policy, our environmental management strategy is structured to synergise our practices with our sustainability objectives: responsible land stewardship, delivering long-term positive environmental outcomes, and creating shared value for all stakeholders.

## Our Alignment to SDGs



Please scan this QR code to view our Environmental Policy

## 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 the use of sustainable agricultural practices

## Biodiversity and Deforestation

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

Given the diverse scope of the Group's business operations, we recognise the potential environmental and social impacts associated with our activities. To manage these impacts responsibly, our environmental management framework integrates habitat conservation, water use and quality, soil conservation aligning with SDG 14: Life Below Water and SDG 15: Life on Land. Our policies also address various key sustainability obligations of the oil palm industry, which include, among others, obligations related to deforestation issues, greenhouse gas reduction and zero burning.

## Sustainable Agricultural Practices

We aim to enhance cost-efficiency in our oil palm plantations by improving the productivity of our estates per hectare through the adoption of sustainable agricultural practices. A key part of this commitment includes a strict "no deforestation and the protection of peat

Sustainability Report

areas” in new plantation developments. Prior to any new development, we engage independent consultants to conduct Environmental and Social Impact Assessments (“EIA”), ensuring potential risks are identified and mitigated early. In line with best practices, FimaCorp upholds a strict zero-burning policy, which prohibits all forms of open burning for both new planting and replanting activities. Similarly, for waste management, we reuse and recycle our resources; biomass residues such as palm kernel shells and

fibre residues are utilised as a fuel source for steam and electricity generation while empty fruit bunches (“EFB”) are applied in the field as organic fertiliser to enrich soil health and reduce chemical input.

Soil Management

We do not cultivate oil palms on areas with slopes exceeding 25 degrees or elevations above 300 metres above sea level. Where feasible, we employ double terracing to conserve topsoil and mitigate erosion.

In PTNJL, we apply EFB and compost to improve soil fertility and reduce dependence on chemical fertilisers. In addition, we strategically cultivate leguminous cover crops such as *Mucuna bracteata*, *Calopogonium mucunoides*, and *Calopogonium caeruleum*. *Mucuna bracteata*, in particular, is valued for its fast growth, which suppresses weed proliferation. It also supports erosion control on sloped terrain and enhances soil nutrient content through natural nitrogen fixation.

Conservation Areas

Riparian reserves populated by native species are maintained along riverbanks within our oil palm estates. These areas serve as ecological corridors, providing safe passage, habitat, and sanctuary for diverse flora and fauna. Our protected areas Group-wide total 1,561 hectares in aggregate. Areas which are not planted (e.g. steep areas/slopes) are earmarked as conservation areas where the natural vegetation is maintained. In Indonesia, our subsidiary PT Nunukan Jaya Lestari (“PTNJL”) has established water catchment zones within its estate. In these zones, the use of chemical inputs is strictly prohibited, allowing for the preservation and rehabilitation of natural vegetation and ecosystems.

ESTATE	FYE2025	
	Conservation Area (HA)	Buffer Zone (HA)
Ladang Cendana Laksana	7	0
Ladang Bunga Tanjong	34	5
Ladang Fima Dabong	31	0
Ladang Fima Aring	11	19
Ladang Fima Sg Siput	1,001	13
Ladang FCB Kuala Betis	52	58
Ladang FCB Aring	36	8
PTNJL	22	106
GRAND TOTAL	1,194	209





## Sustainability Report



### Biological Pest Controls

Beneficial plants such as *Turnera subulata*, *Antigonon leptopus*, and *Cassia cobanensis* are planted to attract predators (insects) of leaf pests. These predators feed on leaf pest larvae, thereby minimising the usage of pesticides. In addition, and as part of our efforts to curb the prevalent rodent population without the use of pesticides or chemicals, our estates in Kelantan and Terengganu have installed a total of 50 barn owl boxes to attract owls. These integrated pest control methods not only reduce chemical inputs, but also help lower greenhouse gas emissions, and prevent pollutants from entering the soil and waterways contributing to more sustainable agricultural operations.

### Mechanisation

We continue to enhance our mechanisation efforts, focusing on scaling and optimising the use of mechanised tools in our field operations. Key areas of application remain in-field crop collection, fertiliser application, and transfer of seedlings from nurseries. As part of this initiative, we introduced motorised wheelbarrows across our Malaysian estates resulting in a higher land-to-labour ratio and enhanced productivity for our workers. Ultimately, the lowered labour costs and enhanced yields are expected to offset the capital investment in these assets.

## Sustainability Report

### Energy Management

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

Efficient energy management is crucial to the Group as it not only helps to reduce our reliance on natural resources and lower carbon emissions but also contributes to long-term cost savings. Each division has established internal targets and performance indicators to monitor energy consumption, identify inefficiencies, and assess intensity metrics. This data-driven approach fosters continuous improvement and, over time, is expected to deliver measurable business and environmental impact.

In FYE2025, the Group's overall energy consumption increased by 0.8%, from 72,318 Gigajoules ("GJ") to 72,866 GJ. This increase was primarily driven by higher fuel use in the Plantation Division, which saw a 2.3% increase attributed to increased economic activity, particularly the increase in the volume of FFB processed. Electricity consumption in the Manufacturing division recorded a 17.7% rise, following PKN's new contract with the Ministry of Education Malaysia for the printing, supply, and delivery of confidential documents.

#### Energy Consumption by Division (GJ)

DIVISION	FYE2025	FYE2024
Plantation	63,448	63,731
Manufacturing	8,645	7,718
Head Office	773	869
<b>GRAND TOTAL</b>	<b>72,866</b>	<b>72,318</b>

#### Types of Energy (GJ)

TYPES OF ENERGY	FYE2025	FYE2024
Diesel & Petrol	54,092	52,958
Solar PV	2,298	2,380
Biomass	9,557	10,909
Purchase Electricity	6,919	6,071
<b>GRAND TOTAL</b>	<b>72,866</b>	<b>72,318</b>

#### Non-Renewable Sources (Litres)

DIVISION	FYE2025	FYE2024
Plantation	1,567,540	1,532,436
Manufacturing	14,109	16,053
<b>GRAND TOTAL</b>	<b>1,581,649</b>	<b>1,548,489</b>

*Note: Non-Renewable Sources consist of petrol and diesel*

While our overall energy use grew alongside our business activity, we are happy to report that the Group's resource use intensity has improved across several areas, indicating that energy was used more efficiently per unit of output:

#### Plantation: Harvesting Transportation Fuel Intensity Per MT FFB Produced (L/MT)

	UNIT	FYE2025	FYE2024
Malaysia	L/MT	3.37	3.86
Indonesia	L/MT	2.21	1.86

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

For FYE2025, fuel intensity for our operations in Malaysia decreased, as we experienced flood-related damages which impacted our FFB production. Conversely, our operations in Indonesia increased fuel intensity, attributed to higher crop yields which required extended operational hours as well as deployment of tractors across all estates.





## Sustainability Report



### Renewable Energy

Although the Group's business operations continue to rely predominantly on fossil fuels for transportation and equipment, we actively integrate renewable energy sources such as solar power and biomass where feasible. These alternative energy solutions help diversify our energy portfolio and support our commitment to reducing our carbon footprint. In FYE2025, renewable energy accounted for 16.3% of the Group's total energy usage.

Our palm oil mill in Indonesia has a palm biomass-powered cogeneration system that utilises by-products such as palm kernel shells, EFBs, and fibre residues as boiler feedstock. These materials fuel the generation of high-pressure steam, which powers the steam turbine within the cogeneration plant.

This system meets 100% of the mill's energy demand, including both electricity and heat. What is more, any surplus electricity is supplied to support surrounding infrastructure such as workers' quarters, local schools, mosques, and government facilities, a tangible example of how we create a shared-value approach through sustainability.

### Renewable Energy – Consumption (MWh)

DIVISION	FYE2025	FYE2024
<b>SOLAR POWER</b>		
Plantation	32	28
Manufacturing	432	432
Head Office	174	201
<b>TOTAL SOLAR POWER</b>	<b>638</b>	<b>661</b>
<b>BIOMASS</b>		
Plantation	2,655	3,030
<b>TOTAL RENEWABLE ENERGY</b>	<b>3,293</b>	<b>3,691</b>



## Sustainability Report

### GHG Emissions

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

In line with Bursa Malaysia's sustainability disclosure requirements and Scope 3 emissions estimation using the UK Department for Environment, Food and Rural Affairs ("DEFRA") methodology, the Group conducted its first employee commuting survey in FYE2025, receiving responses from 616 employees. In the same financial year, the Group also gathered data on business travel to support a more comprehensive assessment of indirect Scope 3 emissions. These initiatives marked a critical step toward establishing a reliable emissions baseline and enhancing transparency in our indirect GHG emissions reporting.

The estimated emissions from commuting, business travel and upstream transportation and distribution amounted to approximately 550 tCO<sub>2</sub>e annually:

Employee commuting: **355 tCO<sub>2</sub>e**

Business travel: **78 tCO<sub>2</sub>e**

Upstream Transportation and Distribution: **117 tCO<sub>2</sub>e**

Employee commuting accounts for 64.5% of the Group's reported Scope 3 emissions, making it the most significant contributor within this category. The findings will guide the Group's future low-carbon mobility strategies, carbon reduction pathways and potential carbon offset programmes.

#### GHG Emission by Division (tCO<sub>2</sub>eq)

DIVISION	FYE2025	FYE2024
<b>PLANTATION</b>	<b>4,552</b>	<b>6,110</b>
<b>SCOPE 1</b>		
Non-renewable energy	4,155	5,830
Renewable energy	2	4
<b>SCOPE 2</b>		
Purchased electricity	37	180
<b>SCOPE 3</b>		
Employee Commuting	224	-
Employee Business Travel	17	-
Upstream Transportation and Distribution (Plantation only)	117	96
<b>MANUFACTURING</b>	<b>1,685</b>	<b>1,325</b>
<b>SCOPE 1</b>		
Non-renewable energy	35	40
Renewable energy	32	32
<b>SCOPE 2</b>		
Purchased electricity	1,475	1,253
<b>SCOPE 3</b>		
Employee Commuting	109	-
Employee Business Travel	34	-
<b>HEAD OFFICE</b>	<b>95</b>	<b>48</b>
<b>SCOPE 1</b>		
Renewable energy	13	15
<b>SCOPE 2</b>		
Purchased electricity	33	33
<b>SCOPE 3</b>		
Employee Commuting	22	-
Employee Business Travel	27	-
<b>TOTAL GROUP</b>	<b>6,332</b>	<b>7,483</b>

**Note:** The Group has adopted the UK Department for Environment, Food and Rural Affairs ("DEFRA") methodology and emissions factors, replacing the previously used International Sustainability and Carbon Certification ("ISCC") emissions factor for diesel. This change was made to enhance accuracy and consistency in emissions reporting.

# Sustainability Report

## Water Stewardship

GRI 303-1, 303-2, 303-3, 303-5

Water is a critical resource across our operations and supply chains, making its management essential to reducing our environmental footprint and ensuring the sustainability of our water resources. Our water optimisation strategy focuses on tracking of water withdrawal and consumption, enhancing water-use efficiency in production and processing activities, and monitoring water intensity across key production processes. We also promote water circularity through water recycling and reuse initiatives, and adopt rainwater harvesting systems where feasible.

### Water Sources and Usage

FimaCorp's water supply is sourced from a combination of municipal supplies, harvested rainwater, and treated surface water—including water from nearby lakes, rivers, and borewells. Across our operations, water is primarily used in utility systems such as steam generation and cooling processes.

#### Water by Source (ML)

	FYE2025	FYE2024
Surface water (lake, pond)	138	158
Groundwater (well)	10	14
Municipal water (tap water)	26	31
<b>GRAND TOTAL</b>	<b>174</b>	<b>203</b>

#### Water by Division (ML)

	FYE2025	FYE2024
Plantation	148	173
Manufacturing	11	15
Head Office	15	15
<b>GRAND TOTAL</b>	<b>174</b>	<b>203</b>

We remain committed to continuously improving water efficiency and minimising our impact on local water resources. As of 31 March 2025, we are pleased to report a 14.3% reduction in overall water consumption, driven primarily by reduced usage across our Plantation and Manufacturing divisions.

### Water Discharge Management

As part of our commitment to responsible water stewardship, we ensure that all water discharged from our operations is environmentally safe and fully compliant with applicable regulatory standards. All discharged water undergoes comprehensive testing conducted by accredited third-party laboratories. The test results are submitted to the relevant authorities in accordance with regulatory reporting requirements. This process ensures transparency and reinforces our efforts to mitigate any potential environmental impact associated with water discharge.

Since 2013, PTNJL's palm oil mill has repurposed its final effluent pond into a thriving fish breeding pond. This was achieved through effective Palm Oil Mill Effluent ("POME") treatment and pond management practices which optimises the use of treated water in a manner that aligns with both operational and ecological priorities.

PTNJL's palm oil mill achieved a 7.4% improvement in water intensity for FFB processing compared to the previous year. This improvement was primarily driven by sustained operational efficiency and proactive maintenance of key water-intensive machinery, including the decanter, sludge separator and hydrocyclone. To further enhance water conservation, rainwater collected via the mill's rainwater harvesting system is utilised for wet cleaning tasks in key areas such as the kernel plant. Additionally, the use of high-pressure water jets for cleaning in place of the traditional 1-inch outlet hoses, is more efficient and saves significantly more water.

### Water Intensity

	Water Processing Volume (CBM)	FFB Processed (MT)	Water Intensity per Tonne per FFB Processed (CBM/MT)
FYE2025	34,106	136,402	0.25
FYE2024	41,059	152,456	0.27
FYE2023	85,080	175,345	0.49
FYE2022	96,724	181,140	0.53



## Sustainability Report

### Responsible Waste Management

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

Treating waste as a resource is not just an environmental imperative, but also a strategic opportunity as it allows us to enhance efficiency and lower costs. Through reuse, recycling, and energy recovery, we aim to mitigate our environmental risks while maximising the efficient use of materials across our operations.

We ensure that all hazardous waste and residual materials are handled, transported, and disposed of safely through certified contractors, in strict adherence to industry regulations and environmental standards. In doing so, we aim to mitigate any environmental risks and safeguard human health.

Given the diverse nature of our businesses, we optimise resource use and minimise environmental impact through division-specific initiatives. By embedding circular-economy principles into day-to-day operations, these programmes reinforce FimaCorp's commitment of zero waste and zero discharge.

#### Waste by Type (MT)

TYPE	FYE2025	FYE2024
Hazardous	17	28
Non-hazardous	123,132	161,313
<b>GRAND TOTAL</b>	<b>123,149</b>	<b>161,341</b>

#### Waste by Division (MT)

TYPE	FYE2025	FYE2024
Plantation	123,060	161,283
Manufacturing	90	58
<b>GRAND TOTAL</b>	<b>123,149</b>	<b>161,341</b>

We continue to prioritise sustainable waste management by focusing on reducing, reusing, and recovering waste across our operations. In FYE2025, total waste generated stood at 123,149 MT, comprising 17 MT of hazardous and 123,132 MT of non-hazardous waste, a decrease from the previous year.

At our palm oil mills in Indonesia, we recovered and repurposed POME and EFB into compost, fertiliser, and renewable energy feedstock.



The installation of an Alfa Laval decanter significantly improved POME clarification and reduced water consumption in the process line by approximately 50.0%. As a result, POME generation has decreased from an average of 75.0% to around 50.0% of FFB processed. This has led to a notable reduction in composting volume, while maintaining high product quality and operational efficiency.



## Sustainability Report



To complement this, the EFB press unit was upgraded to improve oil recovery and produce shredded EFB with better combustion properties. These shorter, lower-moisture fibres were redirected entirely for use as boiler fuel, eliminating their previous role in composting and enhancing boiler performance.

**Waste by Disposal Method by Type (MT)**

DISPOSAL METHOD	FYE2025		FYE2024	
	Hazardous	Non-Hazardous	Hazardous	Non-Hazardous
Reuse	10	100,680	Nil	120,380
Recycle	4	90	Nil	58
Composting	Nil	22,327	Nil	40,870
Recovery	3	Nil	27	Nil
Landfill	Nil	35	Nil	5
Incineration	Nil	Nil	1	Nil
<b>GRAND TOTAL</b>	<b>17</b>	<b>123,132</b>	<b>28</b>	<b>161,313</b>

**Empty Fruit Bunches Produced (MT)**

	FYE2025	FYE2024
Total EFB produced (MT)	30,008	33,540

**Transforming By-Products into Value-Added Goods**

Our production activities generate a variety of residual materials, including biomass from plantation operations. These waste streams are diverted from landfills, where we focus on resource recovery and converting them into valuable inputs for other processes. For example, biomass is repurposed as a renewable fuel to generate steam and electricity for internal use, reducing our reliance on external energy sources and contributing to energy self-sufficiency.

“Within our Plantation Division, we focus on reducing waste through reuse, recycling and energy recovery”

## Sustainability Report

## Climate change – Task Force on Climate-related Financial Disclosures (“TCFD”) Content Index

TCFD Pillars & Recommended Disclosures	References	Page Ref
<b>Governance: Disclose the organisation’s governance around climate-related risks and opportunities.</b>		
Describe the Board’s oversight of climate-related risks and opportunities.	<b>Governance – Board-Level Oversight</b> <ul style="list-style-type: none"> <li>The Board holds ultimate accountability for sustainability matters, including climate-related risks and opportunities.</li> <li>Oversight is supported by the ARC, which receives regular updates from the Group Sustainability Committee and Risk Steering Committee.</li> </ul>	Pg. 47-48
Describe management’s role in assessing and managing climate-related risks and opportunities.	<b>Management-Level Oversight</b> <ul style="list-style-type: none"> <li>MD: Leads sustainability direction and climate risk integration.</li> <li>Group Corporate Services: Coordinates governance and supports both the MD and GSC in assessing and reporting on sustainability and climate-related risks across divisions.</li> </ul> <p>Divisional Working Groups: Responsible for operational implementation, including monitoring, measuring, and monthly reporting of divisional performance data to Group Corporate Services.</p>	Pg. 47-48
<b>Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning where such information is material.</b>		
Describe the climate-related risks and opportunity the organisation has identified over the short, medium and long term.	<p>We have identified several risks and opportunities (physical and transitional) across the following timeframes:</p> <ol style="list-style-type: none"> <li><u>Short-term (2025):</u> <p><b>Physical:</b> Heat stress on crops, rainfall variability, weather events that disrupt business plans;</p> <p><b>Transitional:</b> Regulatory and legislative changes to accelerate climate action;</p> </li> <li><u>Medium-term (2030):</u> <p><b>Physical:</b> Increased frequency of droughts, floods and acute extreme weather events;</p> <p><b>Transitional:</b> Increased requirements to develop and formalise strategies to bolster climate resilience;</p> </li> <li><u>Long-term (2050):</u> <p><b>Physical:</b> Temperature rise of +3–4°C, potential yield losses and increased risk of pest, diseases and health issues;</p> <p><b>Transitional:</b> Requirements to further advance climate-related disclosures including verification, assurance and carbon pricing.</p> </li> </ol> <p>While there is less clarity in the data further out to 2050, we recognised that the main consequence of climate change in the longer term will be that the Group will be affected by a pattern of more frequent and more extreme weather conditions.</p> <p>The effects of severe flooding at our estates in Kelantan in FYE2025 are recent examples of such events; our businesses are inevitably already putting in the work to deal with the consequences of these extreme weather events.</p>	Pg. 49-50

## Sustainability Report

## Climate change – Task Force on Climate-related Financial Disclosures (“TCFD”) Content Index (Cont'd.)

TCFD Pillars & Recommended Disclosures	References	Page Ref
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	For plantation division, physical and transition risks affect crop resilience, infrastructure, and regulatory compliance. Strategic responses include optimizing logistics for lower emissions, and investing in precision agriculture.	Pg. 29-31
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Although a formal 2°C scenario analysis was not applied in FYE2025, our strategic investments and adaptive agricultural practices reflect alignment with low-carbon transition pathways. Furthermore, our business practices are consistent with efforts to limit global temperature rise in line with lower temperature rise scenarios.	Pg. 20-21
<b>Risk Management: Disclose how the organisation identifies, assesses and manages climate-related risks.</b>		
Describe the organisation's processes for identifying and assessing climate-related risks.	Risks are identified through a Group-wide enterprise risk management (“ERM”) framework. This includes inputs from materiality assessments, divisional reporting on environmental and operational vulnerabilities, and ongoing stakeholder engagement, which are reviewed by the GSC and ARC.	Pg. 107
Describe the organisation's processes for managing climate-related risks.	Risks are addressed through a combination of local and Group-level strategies: <ul style="list-style-type: none"> <li>• Site-level: Physical risks are managed through operational controls and local adaptation plans.</li> <li>• Group-level: Transitional risks are assessed and addressed through strategic policy responses and infrastructure investment (e.g., renewable energy, resource use efficiency).</li> </ul>	Pg. 112-114
Describe how processes for identifying assessing and managing climate-related risks are integrated into the organisation's overall risk management.	Climate-related risks are embedded in the Group's ERM framework. The ARC provides oversight and receives quarterly updates from Group Corporate Services Department, which consolidates divisional reports.  The GSC oversees implementation of mitigation actions. This integration ensures a clear reporting line and feedback loop from operational to Board level.	Pg. 107
<b>Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</b>		
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	GHG emissions (Scope 1, 2, and 3), water, fuel and energy consumption, capital expenditure, and regenerative agriculture adoption are tracked.	Pg. 49-57
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (“GHG”) emissions and the related risks.	Disclosed Scope 1, 2, and 3 emissions with reduction efforts through solar energy, tank insulation and optimised logistics.	Pg. 54
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Targets include inter alia increasing renewable energy usage, reducing logistics emissions, and enhancement of natural capital. Performance is reviewed quarterly by the ARC.	Pg. 44-46



# Our People

FimaCorp is cognisant of our impact on our stakeholders and as such, is dedicated to upholding the trust placed in us by operating in a responsible and sustainable manner. We aim to achieve this by embracing and upholding ethical and efficient business practices in the aim of delivering positive long-term results to our stakeholders and the communities in which we operate. Our efforts are underpinned by our vision, mission and values which serve as a strategic framework that define our standards for operational excellence and guides decision-making across all divisions and business units.

These efforts are supported by our dedication to fostering clear and effective communication with our stakeholders, nurturing our workforce, ensuring fairness in our dealings with customers and suppliers, and aiding the communities in which we function. Our policies are aligned with national legislation, the Universal Declaration of Human Rights, and the fundamental conventions of the International Labour Organization ("ILO"). We expect all employees and business partners to uphold these principles and conduct themselves with integrity and accountability. By committing to these principles, we aim to ensure FimaCorp's capacity to deliver long term economic and social value creation, and supports our licence to operate.

## Our Alignment to SDGs



## 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

Our people are central to FimaCorp's long-term success and our ability to deliver on strategic objectives. We are committed to cultivating a safe, inclusive, and empowering work environment—one that encourages high performance,

accountability, and innovation at every level of the organisation.

At FimaCorp, we continuously strive to attract, develop, and retain top talent to ensure our workforce possesses the necessary skills and capabilities to meet both current and future business needs. Our commitment is guided by the Group's Code of Conduct, which upholds values such as individual respect, diversity, and workplace safety as shared responsibilities across the organisation.

In line with our social responsibility goals, we actively promote local employment in the regions where we operate. We believe that hiring locally not only supports economic development but also strengthens community ties and operational resilience. As of FYE2025, 84.0% of our total workforce comprised local employees wherein 100% of our senior management positions are held by locals. In Malaysia, 65.2% of the workforce were local hires, a slight decline from 73.4% in the previous year. This change was primarily driven by the increased recruitment of guest workers in our Plantation Division, which was necessary to meet operational demands.

## Sustainability Report

Nationality	Country	Malaysia	Indonesia
Malaysian		499	5
Indonesian		59	924
Others		207	0
By Country:			
<b>Total Headcount</b>		<b>765</b>	<b>929</b>
<b>Total Local Headcount</b>		<b>499</b>	<b>924</b>
<b>Local Headcount Ratio</b>		<b>65.2%</b>	<b>99.5%</b>

### Equal Opportunity, Diversity and Inclusion

We strive to build a workforce that reflects the diversity of the communities where we operate. Our recruitment, development and promotion practices are primarily based on merit and performance, with a strong emphasis on ensuring equal opportunities for all. We actively prohibit and work to prevent any form of discrimination based on age, race, gender, nationality, religious beliefs, or disability. These principles are deeply embedded in our policies and day-to-day practices.

Moreover, by integrating diversity into our recruitment practices, we enhance the Group's overall competitiveness, as a diverse workforce brings with it a broad spectrum of perspectives, skills and experiences, which enhances our ability to respond to evolving stakeholder needs and market dynamics.

In line with our policies, the Group upholds a strict zero-tolerance stance against any form of discrimination, harassment, or unfair treatment. Similarly, we expect every employee to respect and value cultural differences and individual uniqueness.

### Gender Balance

The Group is committed to achieving gender balance across all levels of our organisation, while acknowledging the inherent complexities brought about by the nature of our operations and the cultural contexts of the countries in which we operate. As of FYE2025, women represent 19.5% of the Group's total workforce. This composition reflects both the nature of our business activities and the broader societal norms that influence workforce participation in different regions.

In our plantation operations, female representation remains comparatively lower due to the physically demanding nature of certain roles. For instance, positions such as truck or tractor drivers and harvesters are typically male-dominated, as these jobs are often perceived as more suited to men due to its physical nature.

We recognise that attaining gender parity requires ongoing efforts and, in some cases, challenging traditional gender norms and stereotypes around job roles. As an inclusive employer, we strive to cultivate a work environment that promotes and supports the career advancement and active participation of our female talents, while simultaneously strengthening our succession pipeline for roles across the Group.

### New Hires

In FYE2025, the Group welcomed 412 new employees, a decrease from 445 in the previous year. Of these, 97.8% were male, and 10.0% were appointed on a permanent basis. Although 98.3% of new hires were in the Plantation division, it was also the only division that recorded a lower hiring rate compared to the previous year. Most of these new hires were located at our Indonesian estate, a high demand for harvesters was required to support operational needs.

All new employees are required to participate in an orientation programme designed to familiarise them with the Company, the Group's operations, workplace policies and the expectations of their new roles. Each new employee also receives an Employee Handbook which outlines the terms of employment and the professional standards expected across the organisation. These onboarding practices are essential to ensuring alignment with FimaCorp's values, supporting employee engagement from day one, and strengthening our long-term workforce development strategy.

**Total number  
of new hires  
in FYE2025**

**412**

**Group New  
Hire Rate**

**24.3%**

## Sustainability Report

### Turnover

Out of a total of 351 employee turnovers, 96.9% occurred within the Plantation division. Despite recording the highest number of turnovers among all divisions, the Plantation division was also the only division that recorded a lower turnover rate compared to the previous year, which resulted to a lower Group's turnover rate, decreasing y-o-y to 20.7%, down from 25.8% in the previous year.

Total Headcount		1,694
Total Local Headcount		1,423

<b>Group Local Headcount Rate</b>	<b>84.0%</b>
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Headcount	FYE2025		Total FYE2025	FYE2024		Total FYE2024
	Male	Female		Male	Female	
<b>Total Headcount</b>	1,363	331	<b>1,694</b>	1,294	350	<b>1,644</b>
<b>By Employment Status:</b>						
Permanent	729	322	<b>1,051</b>	716	340	<b>1,056</b>
Temporary	634	9	<b>643</b>	578	10	<b>588</b>
<b>By Region:</b>						
Malaysia	585	180	<b>765</b>	542	191	<b>733</b>
Indonesia	778	151	<b>929</b>	752	159	<b>911</b>
<b>By Age Group:</b>						
<30	386	46	<b>432</b>	346	50	<b>396</b>
30-50	878	223	<b>1,101</b>	825	238	<b>1,063</b>
>50	99	62	<b>161</b>	123	62	<b>185</b>
<b>By Employee Category:</b>						
Senior Management	4	1	<b>5</b>	4	1	<b>5</b>
Management	21	5	<b>26</b>	21	4	<b>25</b>
Executive	42	15	<b>57</b>	44	16	<b>60</b>
Non-Executive	1,296	310	<b>1,606</b>	1,225	329	<b>1,554</b>
<b>By Division:</b>						
Head Office	16	7	<b>23</b>	11	7	<b>18</b>
Plantation	1,237	232	<b>1,469</b>	1,167	257	<b>1,424</b>
Manufacturing	110	92	<b>202</b>	116	86	<b>202</b>
<b>By Nationality:</b>						
Malaysian	324	180	<b>504</b>	354	189	<b>543</b>
Indonesian	832	151	<b>983</b>	804	161	<b>965</b>
Bangladesh	177	0	<b>177</b>	131	0	<b>131</b>
Indian	30	0	<b>30</b>	5	0	<b>5</b>



## Sustainability Report

New Hires	FYE2025		FYE2024	
	Total New Hire	New Hire Rate	Total New Hire	New Hire Rate
<b>Total Headcount</b>	412	24.3%	445	27.1%
<b>By Gender:</b>				
Male	403	29.6%	440	34.0%
Female	9	2.7%	5	1.4%
<b>By Employment Status:</b>				
Permanent	41	3.9%	59	5.6%
Temporary	371	57.7%	386	65.6%
<b>By Region:</b>				
Malaysia	121	15.8%	189	25.8%
Indonesia	291	31.3%	256	28.1%
<b>By Age Group:</b>				
<30	197	45.6%	235	59.3%
30-50	205	18.6%	205	19.3%
>50	10	6.2%	5	2.7%
<b>By Employee Category:</b>				
Senior Management	0	0.0%	0	0.0%
Management	1	3.8%	0	0.0%
Executive	2	3.5%	3	5.0%
Non-Executive	409	25.5%	442	28.4%
<b>By Division:</b>				
Head Office	1	4.3%	0	0.0%
Plantation	405	27.6%	442	31.0%
Manufacturing	6	3.0%	3	1.5%
<b>By Nationality:</b>				
Malaysian	46	9.1%	64	11.8%
Indonesian	303	30.8%	257	26.6%
Bangladesh	35	19.8%	122	93.1%
Indian	28	93.3%	2	40.0%

Turnover	FYE2025		FYE2024	
	Total Turnover	Turnover Rate	Total Turnover	Turnover Rate
<b>Total Headcount</b>	351	20.7%	424	25.8%
<b>By Gender:</b>				
Male	324	23.8%	388	30.0%
Female	27	8.2%	36	10.3%
<b>By Employment Status:</b>				
Permanent	127	12.1%	152	14.4%
Temporary	224	34.8%	272	46.3%
<b>By Region:</b>				
Malaysia	104	13.6%	121	16.5%
Indonesia	247	26.6%	303	33.3%
<b>By Age Group:</b>				
<30	159	36.8%	194	49.0%
30-50	185	16.8%	224	21.1%
>50	7	4.3%	6	3.2%
<b>By Employee Category:</b>				
Senior Management	0	0.0%	0	0.0%
Management	0	0.0%	0	0.0%
Executive	4	7.0%	3	5.0%
Non-Executive	347	21.6%	421	27.1%
<b>By Division:</b>				
Head Office	2	8.7%	0	0.0%
Plantation	340	23.1%	417	29.3%
Manufacturing	9	4.5%	7	3.5%
<b>By Nationality:</b>				
Malaysian	87	17.3%	101	18.6%
Indonesian	261	26.6%	309	32.0%
Bangladesh	3	1.7%	14	10.7%
Indian	0	0.0%	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 invest in the potential of our employees through a wide range of development initiatives, including internal/external training programmes, job rotation and internal promotion opportunities. Dedicated training budgets are allocated annually across our business units to support learning activities such as workshops, technical courses and seminars. These initiatives are designed to build both role-specific competencies and future-ready capabilities.

By combining on-the-job learning, external training, and role-specific upskilling programmes, we aim to enhance the skills and knowledge to ensure our employees are well-equipped to perform in their current roles and grow into more senior positions. This strategy not only supports personal career progression, but also reinforces our succession pipeline and long-term leadership continuity across the Group.

	FYE2025	FYE2024
Total Training Hour	5,770	4,767
Average Training Hour per Employee	3.41	2.90

**We aim to enhance the skills and knowledge to ensure our employees are well-equipped to perform in their current roles**

	FYE2025		FYE2024	
	Total Training Hour	Average Training Hour	Total Training Hour	Average Training Hour
<b>By Gender:</b>				
Male	4,440	3.26	3,923	3.03
Female	1,330	4.02	844	2.41
<b>By Employee Category:</b>				
Senior Management	44	8.80	224	44.80
Management	693	26.65	794	31.76
Executive	1,362	23.89	983	16.38
Non-Executive	3,671	2.29	2,766	1.78
<b>By Region:</b>				
Malaysia	4,566	5.97	3,484	4.75
Indonesia	1,204	1.30	1,283	1.41
<b>By Division:</b>				
Head Office	146	6.35	272	15.11
Plantation	3,724	2.54	3,291	2.31
Manufacturing	1,900	9.41	1,204	5.96

#### Benefits and Remuneration

FimaCorp offers a comprehensive and equitable remuneration framework across all our operations, tailored to local conditions and legal requirements. Each division implements its own benefits scheme in line with national laws, including minimum wage legislation, and we ensure that wages do not differ by gender in any area of operation. Employees are compensated for overtime in accordance with local labour regulations. Our competitive benefits package includes both fixed and variable components, which are determined by the employee's performance, qualifications, and experience.

By focusing on the right compensation, benefits and development support, we inspire our employees to achieve their personal and professional aspirations which, in turn, improves employee productivity and engagement. By providing the right mix of compensation, benefits, and developmental support, we aim to foster a motivated workforce capable of

achieving both personal and professional aspirations, contributing to higher productivity, engagement, and retention.

In Indonesia, our subsidiary PTNJL, extends additional support to workers and their families. This includes free transportation for the children of our workers to local schools. There is a company-subsidised crèche that supports the plantation staff and workers by providing safe and convenient childcare. This facility contributed to the increased participation of women in the workforce at PTNJL and enabled them to effectively manage their work and family responsibilities.

#### Performance Review

In line with our performance-driven culture, FimaCorp conducts annual performance reviews for all employees which include feedback sessions, skills gap identification, and personalised training recommendations. Each employee is evaluated based on key performance indicators that reflect their role

## Sustainability Report

expectations. These evaluations form the basis for determining their increment, bonus and/or promotion for that year. In FYE2025, 100% of FimaCorp employees participated in performance reviews.

### Employee Engagement

FimaCorp's employee engagement initiatives are designed to not only meet the needs of our staff but also enhance our ability to attract and retain talent, which is essential for our long-term sustainable growth. Our engagement initiatives are designed not only to meet the practical needs of our people but also to foster a culture of trust, inclusion, and shared purpose. Central to our strategy is a policy of active and open communication. Through our Human Resources departments and direct interactions with line managers, employees are kept informed of key developments and organisational decisions which also helps build mutual respect and a sense of belonging across the Group.

Social events such as family days, sports activities, and festive celebrations are also organised, to strengthen workplace camaraderie and reinforce team spirit. We also prioritise the well-being of employees and their families through the provision of financial aid and essential supplies to those affected by natural disasters or chronic illness.

### Freedom of Association and Collective Bargaining

GRI 2-26, 407-1

FimaCorp is committed to upholding the rights of our employees to freedom of association and collective bargaining, in full compliance with applicable local labour laws. We work closely with labour unions and employee representatives to ensure that all negotiations are carried out in good faith and with mutual respect. Our collective agreements currently in place

play a crucial role in protecting essential worker rights encompassing among others, clear grievance and disciplinary procedures, paid time off entitlements, maternity leave provisions, severance and separation benefits, as well as salary and performance management frameworks.

In Indonesia, our subsidiary PTNJL has in place a Lembaga Kerjasama Bipartit, a joint committee which serves as a forum for regular dialogue between workers and management on various workplace matters, including industrial relations and employee welfare.

As at 31 March 2025, 5.4% of our employees are union members. We are pleased to report that in FYE2025, there are no reported violations of workers' freedom of association or collective bargaining rights across our supply chain.

### Grievance Procedures

The Group is dedicated to upholding the highest standards of integrity and transparency across all areas of its operations. We conduct regular training sessions and awareness programmes to reinforce our zero-tolerance stance on discrimination and harassment in the workplace, and ensure that our employees understand their rights and the available channels for raising concerns.

Our Group Whistle-blowing Policy, which provides a safe and confidential platform for employees and external parties to report any form of misconduct, including complaints or concerns including human rights violations, misconduct including discrimination or harassment, or illegal activities without fear of retaliation.

Reports can be emailed to [whistleblowing@fimacorp.com](mailto:whistleblowing@fimacorp.com), while the Whistle-blowing Policy is publicly accessible at <http://www.fimacorp.com.my/service-provider.html>.

Group Internal Audit ("GIA") and Group Human Resource Departments are empowered to conduct investigations into reported incidents. Consequences for confirmed violations may include official warnings, suspension, or dismissal. The Audit and Risk Committee has oversight of any incidents reported under the Whistle-blowing Policy.

In FYE2025, we received an inquiry from an external stakeholder via the whistleblowing channel concerning the land status of one of the Group's estates. The matter was reviewed in detail by management and brought to the attention of the ARC. A formal response was subsequently issued to the stakeholder, addressing and clarifying the inaccuracies in the assertions made.

	FYE2025	FYE2024
Harassment cases reported through formal reporting channels	2	0
Cases/complaints reported through the whistleblowing channel	1	0
<b>Total cases resolved</b>	<b>3</b>	<b>0</b>

In addition to internal mechanisms, our commitment to ethical conduct is reinforced through external certifications. Our Malaysian estates are certified under the Malaysian Sustainable Palm Oil ("MSPO") standards, which include strict requirements related to governance, grievance and ethical business conduct.



## Sustainability Report

### Human Rights

GRI 409-1, 412-2

At FimaCorp, we are firmly committed to upholding human rights across every aspect of our operations. Our internal policies explicitly prohibit all forms of forced, bonded, or involuntary labour, and we take active steps to ensure compliance with legal standards, including those governing minimum working age, working hours and fair treatment. We also focus on providing safe and healthy workplaces for all employees. Furthermore, we recognise and support the rights to freedom of association, collective bargaining, and access to grievance mechanisms.

We hold our vendors and service providers to the same ethical standards as our own, expecting strict adherence to these principles. This includes strict compliance with our human rights policies throughout their operations and supply chains.

#### **Monitoring and Accountability**

Group Internal Audit conducts human rights assessments as part of its routine audit scope across all divisions. These reviews focus on key risk areas such as working hours, wages, and general labour practices. The objective is to identify compliance gaps, as well as provide management with practical insights and tools in order to implement corrective actions where needed. In addition to our internal reviews, our operations are regularly subject to third-party assessments including those by regulatory authorities, certification bodies, and customers. The objective of these assessments is to verify our continued compliance with legal requirements, contractual obligations and stakeholder expectations.



#### **Zero Tolerance for Forced, Bonded, and Child Labour**

FimaCorp maintains a strict stance against all forms of forced, bonded or child labour, both within our operations and extended supply chains. We are committed to ensuring that all employment relationships are based on free will, without coercion, deception, or threat. Every division and business unit, supported by their respective human resources departments, is responsible for implementing and enforcing robust recruitment procedures to verify that all workers whether permanent or temporary, meet the minimum legal working age at the time of employment. Employee profiles and supporting identity documents are securely recorded and maintained in our HR data system for the full duration of employment.

We do not, and will not, knowingly engage or maintain business relationships with any party known to be involved in slavery, forced labour, or child exploitation. Furthermore, we require all suppliers and vendors to adhere to our ethical guidelines

and human rights standards, mandating a declaration of compliance from them. Failure to adhere to our standards may lead to serious repercussions, including the potential suspension or termination of the business relationship.

#### **Ethical Recruitment and Protection of Guest Workers**

At our Malaysian estates, guest workers make up 51.8% of their total workforce. We acknowledge that guest workers can be vulnerable to exploitation and situations of modern slavery, and we are committed to safeguarding their rights and well-being throughout their employment with us.

All guest workers are recruited legally through approved channels recognised by both Malaysian authorities and the respective source countries. Recruitment is carried out via direct hiring, and all authorised agents are contractually bound to our code of conduct, which strictly prohibits any form of unethical practice. Face-to-face interviews are conducted at the source country to ensure that they are not being exploited. Prospective workers receive employment contracts translated into their native languages, and terms are clearly explained during pre-departure briefings. Our own representatives are present to facilitate understanding and ensure informed consent prior to contract signing.

Furthermore, we bear the full costs of recruitment, including working permit fees, levies, travel passage and medical screening ("FOMEMA"). Passports and other form of personal identification remain fully in the possession of the guest workers at all times. Upon arrival in Malaysia, workers are provided with well-appointed, comfortable living quarters that include internet connectivity, recreational facilities, and access to spaces for religious worship.

## Sustainability Report

### Occupational Safety and Health (“OSH”)

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

Ensuring the safety and well-being of our workforce remains a top priority at FimaCorp. We adopt a zero-harm agenda that prioritises safe and healthy working conditions across all our operations. This agenda is championed by division heads, who are accountable for ensuring full compliance with relevant occupational health and safety legislation and the effective implementation of structured safety frameworks.

Our OSH approach is proactive and preventive, focusing on risk identification, mitigation and continuous improvement. By embedding a culture of safety at every level, we aim to minimise incidents, protect our people, and maintain operational continuity.

Our facilities are equipped with essential safety infrastructure, including first aid kits, firefighting systems, and spill prevention controls. We have rigid safety programmes and swift emergency response plans in place to manage potential workplace hazards effectively. Daily safety briefings are conducted at all worksites to maintain hazard awareness and workers are required to use personal protective equipment (“PPE”) where applicable. Contractors are also required to undergo thorough safety, health, and environmental briefings before entering any of our facilities, ensuring that all individuals on-site are aligned with our safety protocols.

To maintain a high level of preparedness and competence, the Group also provides periodic refresher training to employees. These sessions cover updates to safety policies, operational procedures, and the application of safe work systems. Through these ongoing occupational safety and health initiatives, FimaCorp continues to foster a workplace culture anchored in prevention, empowerment, and shared accountability.

#### OSH Performance

In FYE2025, the Group recorded a significant improvement in its overall workplace safety performance, with the accident rate declining to 12.04, from 27.37 in the previous year. This positive trend demonstrates our ongoing commitment to maintaining safe and healthy working environments across all operational sites.

While our Indonesian subsidiary, PTNJL, reported the highest number of workplace incidents during the year, primarily involving physical injuries and the use of tools and equipment, it also achieved a notable halved reduction in accidents compared to FYE2024. This reflects the effectiveness of targeted safety interventions implemented during the year. Measures introduced by PTNJL included tighter site-level safety controls, enhanced worksite supervision, and more rigorous hazard identification practices.

Consequently, to sustain this momentum, PTNJL institutionalised daily safety briefings at all critical sites to reinforce awareness and encourage safe work behaviours. Additionally, all new hires are now required to undergo mandatory safety training, which includes hands-on instruction on operational protocols and the proper use of tools and personal protective equipment.

PTNJL successfully retained its *Sistem Manajemen Keselamatan dan Kesehatan Kerja* (“SMK3”) certification—a national Indonesian occupational health and safety management system comparable to the internationally recognised OHSAS 18001:2007. This accreditation reaffirms the Group’s compliance with both local regulatory standards and international benchmarks in workplace safety.

Employee OSH Performance		
	FYE2025	FYE2024
Recordable Work-related Injuries	20	45
Injuries by Absent Days	199	716
Total Working Hours	3,491,664	3,544,112
Accident Rate*	12.04	27.37
Lost Time Injuries Frequency Rate (“LTIFR”)**	5.73	12.70
Fatalities	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

## Sustainability Report

### Hazard Identification, Risk Assessment and Risk Control

The Group adopts a structured and methodical approach to Occupational Safety and Health through our Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") system. This system is a core component of our operations and aligns with the general duties outlined in the Occupational Safety and Health Act 1994 (Act 514), ensuring a solid foundation for risk management across all levels of the organisation.

Our HIRARC process is fully integrated into business planning and daily operations, ensuring consistent application of risk management. In the event of a hazardous incident, we follow a clear and systematic response protocol:

- 1 Incident Reporting**  
The employee identifies and reports the hazard or incident to the Person in Charge within their respective unit.
- 2 Documentation and Escalation**  
The Person in Charge records the details of the incident and escalates it 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.

### OSH Awareness and Training

FimaCorp maintains a strong emphasis on occupational safety and health awareness, governance, and training across all operational levels. Each division has its own Health and Safety Committee, comprising representatives from both management and the workforce. These committees play a vital role in overseeing staff safety, reviewing incident reports, investigating accidents, and resolving safety-related concerns. To foster a culture of continuous improvement, findings from all serious incident investigations and corresponding actions are shared with the Group's divisional management.

**In FYE2025,  
a total of 42 employees attended  
Occupational Safety &  
Health training**



We maintain a rigorous schedule of preventive maintenance, necessary repairs, and where required, equipment or infrastructure replacements across our facilities, plants and terminals to ensure optimal functionality, operational integrity, compliance and safety. This approach is further complemented by periodic safety audits to verify compliance and identify potential improvements. Divisions actively engage employees through targeted OSH activities, including safety campaigns, emergency drills, and regular reviews of standard operating procedures. These activities are tailored to address division-specific risks and regulatory obligations.

Our employees have received training in various areas, including control of industrial major hazards, which cover topics such as hazard identification, risk assessment, CPR/first-aid, and compliance with occupational safety and health regulations. In FYE2025, a total of 42 employees received training in these key areas. Additionally, 30 employees successfully completed the Basic Occupational First Aid training while just subsequent to the year-end, further strengthening our on-site emergency response readiness across the Group.



## Sustainability Report

### Community GRI 203-2, 413-1

Our approach to community engagement is driven and managed by our businesses to ensure value is created in ways that best fit their operations and the communities' cultural contexts.

#### Social Impact Assessment ("SIA")

SIA are conducted for relevant plantation developments, both before and during their operations to evaluate how our developments impact local socio-economic conditions. During the SIA process, we actively engage with members of the surrounding communities to seek their feedback, to ensure that they are fully informed about our projects and ultimately, obtain their free prior and informed consent ("FPIC"). Furthermore, in adherence to MSPPO standards, our estates conduct annual Aspect and Impact Assessments that engage both the community and stakeholders to continuously monitor and mitigate our operations' environmental, social, and economic impacts.

#### Community Engagement and Investments

Our community engagement and investments are focused on issues that affect the success and quality of life of the communities where we have a presence. FimaCorp works to address these issues through programmes in 3 key areas namely education and economic empowerment, environment and community:

- **Local employment, internships and training**

Since 2018, 125 university graduates have participated in an 8-month workplace experience within the Group's Malaysian operations under the Protégé programme, which includes practical training and the development of job-specific skills, along with allowances and benefits. 12 vocational students majoring in agriculture and business from a local institution in Nunukan gained practical experience through a 6-month internship programme at PTNJL. We are also upskilling workers in our oil palm plantations as we transition towards greater mechanisation in harvesting operations. This shift not only improves the land-to-labour ratio and overall productivity, but also enhances worker well-being by reducing physical strain and offering the potential for increased earnings.

- **Water Treatment and Distribution**

PTNJL processes and distributes water from its own catchment area to nearby villages for daily use and irrigation.

- **Sustainable Energy Utilisation**

By-products such as mesocarp fibre and palm shells are used at PTNJL's palm oil mill to generate renewable energy which is then used to power local facilities including workers' quarters, schools, government facilities and mosques.

- **Platform Konsultasi dan Komunikasi**

This platform enhances communication between our Plantation Division's Malaysian estates and local stakeholders, improving community relations and collaboration.





## Our Alignment to SDGs



## 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 Practices GRI 201- 1

We strive to uphold responsible business practices that align with our corporate values. Our values guide our employees to act with integrity, accountability, and a strong sense of responsibility. By caring about the work that we do, about our fellow employees and stakeholders, we strive to build a business that is respectful and responsible. We treat all our stakeholders with dignity and respect, and we hold the same expectation for our stakeholders to do the same.

Our approach is underpinned by our robust policies designed to ensure adherence to all national and international statutory and regulatory requirements as well as international conventions and treaties. These policies address ESG aspects of our operations and guide both our strategic and daily decision-making processes. We regularly review and update these policies to reflect evolving sustainability issues and stakeholder expectations.

This year, we further strengthened our governance of ESG matters through the introduction of a Group Sustainability Policy. This policy establishes a cohesive framework across the Group - covering key areas such as environmental management, health and safety, and supply chain practices - and builds upon our earlier statements, which were initially developed to meet MSP0 compliance requirements. The policy now clearly articulates the Group's expectations and requirements for the conduct of our businesses, employees, suppliers, and partners.



For further details, please visit our governance page <http://www.fimacorp.com/corporate-governance.php> or scan the QR Code

## Sustainability Report

### Anti-Bribery and Corruption

GRI 205-2, 205-3

We are committed to ethical business practices. We maintain a zero-tolerance policy for fraud, bribery, and corruption, ensuring all interactions are conducted with professionalism, fairness, and integrity.

Our Group-wide policy strictly forbids our officers, employees, agents, and service providers from engaging in any form of gift-giving or receiving that could be perceived as an unfair advantage. This includes offering, soliciting, or accepting such benefits in exchange for favours or to secure any improper privilege. Through this clear and comprehensive policy, we aim to foster a culture of integrity and transparency throughout all our operations. Violations of this policy are met with stringent measures, which may include disciplinary actions or termination of business relationships to maintain compliance and uphold our ethical standards.



To promote these ethical standards into our business practices, we include anti-bribery clauses in all vendor and service provider contracts. This helps ensure that our expectations regarding ethical conduct extend across our value chain. In parallel, all new employees are required to complete comprehensive anti-bribery training upon joining the Group, with refresher courses conducted regularly to keep our workforce informed about evolving bribery risks and the importance of ethical conduct.

Our training materials are continually updated to reflect emerging risks and regulatory developments. Additionally, we conduct periodic reviews of authority limits to enhance transparency and further reinforce our integrity procedures. All employees are required to annually confirm their compliance with the Group's Anti-Bribery Policy on an annual basis. The policy, which is accessible via the Company website, clearly states that every employee shares responsibility for the prevention and detection of fraud, bribery, and corruption. Any suspected instances must be reported immediately and will be investigated thoroughly and without delay.

Complementing these measures, we have established a Whistle-blowing Policy that protects the confidentiality of those who report incidents of misconduct. This policy outlines clear procedures for the investigation and follow-up of any reports of non-compliance.

**In total,  
405 participants  
attended anti-bribery  
training during the year**

#### Strengthening Integrity and Upholding Ethical Standards

In FYE2025, the Group continued to implement initiatives as part of its proactive approach to promoting high ethical standards and fostering a safe and conducive work environment for its employees.

These included on-site integrity training sessions for workers and staff of the Manufacturing division. In Q4 FYE2025, the Group also organised a hybrid training session that addressed topics such as anti-bribery policies and critical workplace issues such as child labour,

bullying, sexual harassment, grievance procedures, and cybersecurity awareness.

In total, 405 participants attended these training sessions.

### Value Distribution to Our Stakeholders

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

We are proud to support the communities in which we operate and the economic contribution we make through taxes paid to governments of our host countries, both direct and indirect. Our contribution comprises local and government taxes, social security contributions on the wages of our employees, sales and services tax ("SST"), customs duties and property taxes.

**Revenue:**  
**RM236.79 million**  
FYE2024 : RM206.75 million

**Employee Wages and Benefits:**  
**RM49.63 million**  
FYE2024 : RM47.22 million

**Taxes Paid:**  
**RM19.78 million**  
FYE2024 : RM19.02 million

**Dividends:**  
**RM29.62 million**  
FYE2024 : RM29.64 million

**Number of Employees:**  
**1,694**  
FYE2024 : 1,644

**Community Investments:**  
**RM0.14 million**  
FYE2024 : RM0.32 million



## Sustainability Report

These contributions foster economic growth as they support the provision of essential services and the development of infrastructure, which benefits the broader community. In Malaysia, our financial responsibilities also include contributions to the Employee Provident Fund (“EPF”) and the Social Security Organisation (“SOCSO”), as mandated by law.

### Cyber and Data Security GRI 418-1

We take a proactive approach by regularly updating antivirus and firewall systems to secure our information, protect IT networks, and maintain the integrity of our communication assets across all divisions. Each division, including the Head Office, operates its own dedicated network and IT team, which oversees risk management and serves as the first line of defence against potential threats.

Our IT departments conduct daily system monitoring using automated reporting tools to analyse traffic and detect potential security threats. These are further mitigated through layered controls such as routine screenings and spam filters. During the year, there were no material incidents of phishing and malware.

Nevertheless, we continue to strengthen our defences implementing regular vulnerability testing of IT systems and processes to minimise potential risks. We also conducted a cybersecurity and data privacy awareness training session during the year. The session featured a guest speaker who shared practical insights on online scams, common tactics used by fraudsters, and preventive measures that employees can take to safeguard themselves and the organisation from cyber threats. Safeguarding the privacy and integrity of all data remains a top priority for us. We maintain strict security protocols to prevent unauthorised access, data leaks

or illegal manipulation of information. Any breaches or violations are addressed with the utmost seriousness, and we continuously evaluate and improve our data security measures to ensure that they remain robust and effective.

### Sustainable and Traceable Supply Chain GRI 2-6, 204-1

The Group recognises that a sustainable and traceable supply chain is integral to our business operations. Any interruptions to our supply chains can impact production output of our operating units, exposing us to legal, financial, reputational and other risks that might have lasting consequences on our profitability.

To mitigate this, each division has documented policies and procedures for specified procurement processes. We actively engage with suppliers throughout the process, from tendering to on-site inspections. We maintain constant communication with suppliers on cost efficiency, environmental responsibility, and social compliance throughout our supply chain to enhance traceability and transparency.

#### Supporting Local Procurement

We actively support local suppliers and entrepreneurs by prioritising the procurement of locally sourced goods and services. In Malaysia and Indonesia, 89.6% and 98.7% of contracts for goods and services are awarded to small and medium-sized local companies respectively. Sourcing locally not only strengthens local economies but also helps us reduce the carbon footprint associated with our operations, and the products and services we provide to our customers.

While we prioritise supporting local businesses, certain specialized components, such as security printer inks and heavy equipment spare parts, are not always available locally and have to be imported. In such cases where local sourcing is not feasible or practical, we ensure that the procurement process is transparent, competitive, and fair.

#### Percentage (%) of Suppliers Engaged in Malaysia and Indonesia

	FYE2025		FYE2024		FYE2023	
	Local	Foreign	Local	Foreign	Local	Foreign
Malaysia	89.6	10.4	98.3	1.7	97.7	2.3
Indonesia	98.7	1.3	87.0	13.0	79.5	20.5

#### Innovation and Technology

We continue to leverage technology and process innovation to improve efficiency, adaptability, and risk mitigation, ultimately delivering value to our customers and stakeholders.

For example, the Manufacturing division’s new state-of-the-art digital printing machine features end-to-end solutions that have significantly reduced waste and minimised downtime, leading to both cost savings and greater resource efficiency. It also enables short-run printing, allowing smaller production batches tailored to actual demand, ensuring that only what is needed is printed. In addition, it uses environmentally friendly, water-based ink instead of the conventional solvent-based inks, thus reducing the

## Sustainability Report

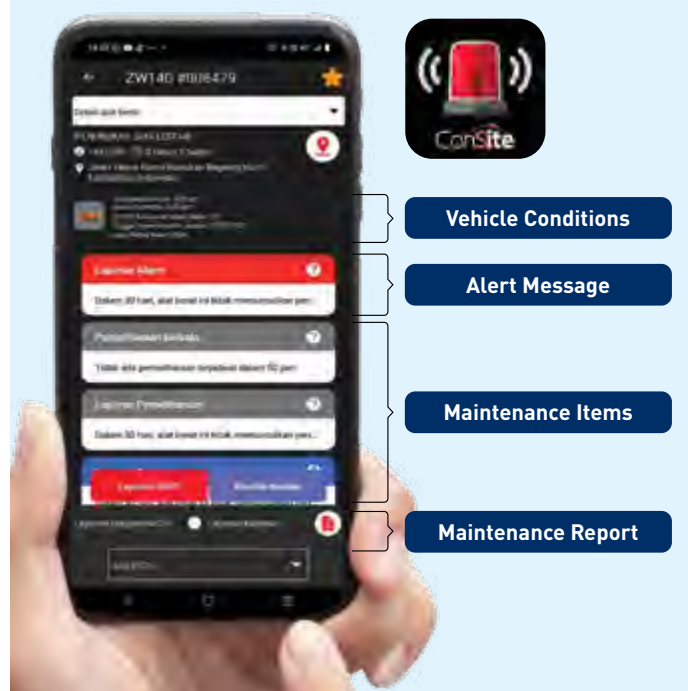
division's environmental impact. Furthermore, it eliminates the need for traditional printing plates, forms and chemicals, which in turn contributes to cleaner, more sustainable production processes.

The Plantation division continues to utilise geospatial technologies, including GPS and GIS, in various aspects of their operations. These technologies ensure accurate preplanning, and data-driven decision making in aspects such as road construction, and terrace positioning. Satellite imagery is also used to map new estate developments and facilitate tree counting, maximising planting density of potential planting areas and overall efficient management of plantation operations. Additionally, the use of drones for estate surveillance and wildlife monitoring provides real-time operational visibility and supports better land management decision-making.

### From Data to Uptime: Smarter Monitoring in Action

**P**TNJL has adopted the ConSite application, a digital platform developed by Hitachi, to remotely monitor the condition and performance of heavy machinery. The app provides near real-time data and automated monthly reports on key indicators such as usage patterns, fuel consumption, operating hours and potential fault alerts.

By enabling data-driven preventive maintenance and early fault detection, the app has helped reduce unplanned equipment downtime, improve machine utilisation and extend asset lifespan. These improvements also support more efficient resource use and help reduce the operational and maintenance costs associated with our machinery assets.



### Upholding Quality, Standards and Certifications GRI-417-1, 417-2

We are committed to maintaining the required safety and quality standards and certifications across our operations. We continuously monitor industry best practices and adapt to evolving regulations. This dedication allows us to deliver on the expectations of our customers and stakeholders.

#### Plantation

Since FYE2020, 100% of our fully developed Malaysian estates have maintained their MSPO certifications. Selected employees have been sent for MSPO 2.0 training to ensure that we have the necessary competencies to maintain, support our MSPO certification and meeting international sustainability standards, especially concerning elements such as traceability, deforestation, and good labour practices. Additionally, the Plantation Division adheres to ISO 14001:2015 standards.

In Indonesia, the Indonesian Sustainable Palm Oil ("ISPO") audit on PTNJL remains status quo pending regularisation of PTNJL's HGU before the ISPO certification process can be resumed.



## Sustainability Report



### 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.



### ISO 14001:2015

#### (Environment 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.

## Cultivating Sustainability – Beyond Compliance with MSPO 2.0

When the Malaysian Sustainable Palm Oil ("MSPO") standard was updated to MS 2530:2022, we perceived it not just as a compliance milestone, but as a significant opportunity to strengthen how we work and reinforce our commitment to responsible practices.

In early 2025, we rolled out a series of focused training sessions across our estates to ensure our teams fully understood the updated MSPO 2.0 requirements, and to help them apply these standards confidently in their daily operations. They were practical, grounded sessions aimed at bridging the gap between policy and practice. The training focused on the following key areas:

- 1 Understanding the new standard: We walked through what's changed from the previous MS 2530:2013 version and what it means on the ground from planning and documentation to sustainable field practices.
- 2 Measuring what matters: Teams were asked to reflect on how well MSPO 2.0 practices are being integrated into day-to-day operations with an emphasis on driving real improvements rather than simply ticking boxes.
- 3 Engaging communities: A major focus of the training was on Social Impact Assessments ("SIA") - understanding local needs, mapping key stakeholders, and applying engagement strategies that build trust and deliver long-term value to communities.



While certification is important, we view sustainability as more than a compliance target; it is a mindset that reflects our deep commitment to responsible practices, community well-being, environmental stewardship, and operational excellence.

**By investing in these training sessions, we are equipping our teams with the knowledge and skills to lead, adapt, and grow in line with evolving standards and expectations. Additionally, we are laying the foundation for sustainable progress that will benefit both our business and the communities we serve.**

**Mohamad Shahrul Bin Khalil**  
Head of MSPO Working Group



## Sustainability Report

### Manufacturing

The Manufacturing Division upholds the following regulatory standards and certificates:



**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 9001:2015**  
**Quality Management System**

This certification affirms that PKN's implementation of effective quality management systems that meet internationally recognized standards.



**ISO 37001:2016**  
**Anti-Bribery Management Systems**

This certification affirms PKN's adherence to anti-bribery policies, procedures, measures, and controls.



**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.

# Sustainability Report

## Statement of Assurance

Statement of assurance to the Board of Directors and Management and Fima Corporation Berhad.

### Scope

We have performed an internal assurance review for selected subject matters and performance indicators to be published in FimaCorp’s Sustainability Report, forming part of the Annual Report for the financial year ended 31 March 2025. The objective of the review process is to provide assurance to FimaCorp 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 calculation has been applied as per the set methodologies.



We have also reviewed the process of collecting, gathering and consolidating the data and numbers.

### 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: <ul style="list-style-type: none"><li>• water consumption and management</li><li>• water intensity per MT of FFB processed</li></ul>	Operations assessed: 1. Malaysia 2. Indonesia
		Waste management: <ul style="list-style-type: none"><li>• waste generation</li><li>• disposal method of hazardous and non-hazardous waste materials (domestic, scheduled, and production)</li></ul>	
		Energy and emissions: <ul style="list-style-type: none"><li>• scope 1 and 2 emissions</li><li>• renewable and non-renewable energy use</li><li>• fuel intensity across various activities including harvesting operations</li></ul>	

## Sustainability Report

Type of Assurance	Component	Subject Matter/Performance Indicator	Scope
Internal Review	 Social	Diversity and inclusion: <ul style="list-style-type: none"> <li>employee headcount by gender, age group and country</li> <li>employment status by permanent and contract</li> <li>new hires, attrition, and turnover by gender, age group</li> </ul>	Operations assessed: <ol style="list-style-type: none"> <li>Malaysia</li> <li>Indonesia</li> </ol>
		Labour relations: <ul style="list-style-type: none"> <li>total hours of training by employee category, country, and gender</li> </ul>	
		Occupational safety and health: <ul style="list-style-type: none"> <li>work-related accidents and incidents</li> <li>lost time injuries</li> <li>fatalities</li> <li>accident rates</li> </ul>	
	 Governance	Value distribution: <ul style="list-style-type: none"> <li>community investments</li> <li>dividends</li> <li>employee wages and benefits</li> <li>tax payment</li> </ul>	Operations assessed: <ol style="list-style-type: none"> <li>Malaysia</li> <li>Indonesia</li> </ol>
		Sustainable and traceable supply chain: <ul style="list-style-type: none"> <li>local procurement practices</li> </ul>	
		Upholding quality, standards and certifications: <ul style="list-style-type: none"> <li>externally verified certifications and, adherence to recognised international standards</li> </ul>	

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 FimaCorp's sustainability performance for the reporting year.

Thank you.

### Group Internal Audit



# Sustainability Report

## Performance Data Table

Indicator	Measurement Unit	2023	2024	2025
<b>Bursa (Water)</b>				
Bursa C9(a) Total volume of water used	Megalitres	328.000000	203.000000	174.000000
Does the company disclose the number of incidents of non-compliance with water quality/quantity permits, standards and regulations	Number	0	0	0
Three years of total water withdrawal data is disclosed by source - Surface water from rivers, lakes, natural ponds	Cubic meters	276,429.00	157,807.00	138,475.29
Three years of total water withdrawal data is disclosed by source - Groundwater from wells, boreholes	Cubic meters	19,033.30	13,746.00	9,860.00
Three years of total water withdrawal data is disclosed by source - Municipal potable water	Cubic meters	32,689.00	31,047.00	25,716.00
Three years of total water withdrawal data is disclosed by source - Total	Cubic meters	328,151.30	202,600.00	174,051.29
Plantation Indonesia Water Intensity	cbm/MT	0.49 *	0.27 *	0.25
<b>Bursa (Waste management)</b>				
Bursa C10(a) Total waste generated	Metric tonnes	190,380.59	161,340.83	123,180.22
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	190,377.80	161,335.17	123,141.65
Bursa C10(a)(iii) Total waste directed to disposal	Metric tonnes	2.79	5.66	35.60
Disclosure of three years of hazardous waste generation (tonnes)	Metric tonnes	12.36	27.63	17.66
<b>Bursa (Energy management)</b>				
Bursa C4(a) Total energy consumption	Megawatt	20,078.85	20,088.23	20,240.47
Plantation Malaysia Fuel Intensity	L/MT	3.75	3.86	3.37
Plantation Indonesia Fuel Intensity	L/MT	2.92	1.86	2.21
<b>Bursa (Emissions management)</b>				
Bursa C11(a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	4,576.33	4,861.95	4,236.80
Bursa C11(b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	2,100.46	1,484.06	1,544.41
Bursa C11(c) Scope 3 emissions in tonnes of CO <sub>2</sub> e (at least for the categories of business travel and employee commuting)	Metric tonnes	133.52	298.00	433.00
<b>Bursa (Diversity)</b>				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Management Under 30	Percentage	0.00	0.00	0.00
Senior Management Between 30-50	Percentage	60.00	20.00	20.00
Senior Management Above 50	Percentage	40.00	80.00	80.00
Management Under 30	Percentage	0.00	0.00	0.00
Management Between 30-50	Percentage	68.00	68.00	73.08
Management Above 50	Percentage	32.00	32.00	26.92
Executive Under 30	Percentage	20.97	11.67	7.02
Executive Between 30-50	Percentage	69.35	80.00	84.21
Executive Above 50	Percentage	9.68	8.33	8.77
Non-Executive Under 30	Percentage	28.66 *	25.03 *	26.65
Non-Executive Between 30-50	Percentage	62.64 *	64.16 *	64.32
Non-Executive Above 50	Percentage	8.70 *	10.81 *	9.03
Gender Group by Employee Category				
Senior Management Male	Percentage	80.00	80.00	80.00
Senior Management Female	Percentage	20.00	20.00	20.00
Management Male	Percentage	88.00	84.00	80.77
Management Female	Percentage	12.00	16.00	19.23
Executive Male	Percentage	70.97	73.33	73.68
Executive Female	Percentage	29.03	26.67	26.32
Non-Executive Male	Percentage	76.20 *	78.83 *	80.70
Non-Executive Female	Percentage	23.80 *	21.17 *	19.30

Internal assurance

External assurance

No assurance

(\*)Restated

## Sustainability Report

Indicator	Measurement Unit	2023	2024	2025
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	83.33	83.33	83.33
Female	Percentage	16.67	16.67	16.67
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	0.00	0.00	0.00
Above 50	Percentage	100.00	100.00	100.00
Percentage of women in the global workforce.	Percentage	23.81 *	21.29 *	19.54
<b>Bursa (Labour practices and standards)</b>				
Bursa C6(a) Total hours of training by employee category				
Senior Management	Hours	64	224 *	44
Middle Management	Hours	672	794	693
Executive	Hours	1,257	983	1,362
Non-Executive	Hours	2,944	2,766	3,672
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	28.88 *	35.77 *	37.96
Bursa C6(c) Total number of employee turnover by employee category				
Senior Management	Number	0	0	0
Middle Management	Number	1	0	0
Executive	Number	3	3 *	4
Non-Executive	Number	552 *	421 *	347
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
<b>Bursa (Health and safety)</b>				
Bursa C5(a) Number of work-related fatalities	Number	0	1	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	1.50 *	2.54 *	1.15
Bursa C5(c) Number of employees trained on health and safety standards	Number	82	206	42
Number of work-related employee fatalities, over last 3 years	Number	0	1	0
Number of work-related contractor fatalities, over last 3 years	Number	0	0	0
<b>Bursa (Community/Society)</b>				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	396,038.00	319,664.00	141,478.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	107	124	61
<b>Bursa (Anti-corruption)</b>				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Senior Management	Percentage	0.00	80.00 *	40.00
Management	Percentage	4.00	8.00	100.00
Executive	Percentage	3.23	18.33	96.49
Non-executive	Percentage	3.33 *	4.57 *	19.93
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
<b>Bursa (Supply chain management)</b>				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	68.21 *	88.55 *	90.90
<b>Bursa (Data privacy and security)</b>				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
<b>Fima (Governance)</b>				
Number of Board Directors	Number	6	6	6
Number of independent Directors on the board	Number	3	3	3
Number of women on the board	Number	1	1	1
Annual General Meeting: Number of days between the date of notice and date of meeting	Number	28	28	28

Internal assurance

External assurance

No assurance

(\*)Restated







## **Corporate Governance**

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# Our Board of Directors





## Our Board of Directors



- 1 **Datuk Bazlan Bin Osman**
- 2 **Dato' Roslan Bin Hamir**
- 3 **Rosely Bin Kusip**
- 4 **Rezal Zain Bin Abdul Rashid**
- 5 **Dr. Roshayati Binti Basir**
- 6 **Nik Feizal Haidi Bin Hanafi**

### Areas of Expertise

- Leadership
- Strategic Planning
- Accounting, Financial Literacy
- Corporate Governance, Risk Management & Internal Controls
- Corporate Finance & Investment Banking
- Legal & Regulatory
- Government Relationships
- Plantation
- Sales & Marketing
- ESG
- Health & Safety
- Information Technology
- Project Marketing
- Procurement Management

### Declaration by the Board:

1. 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 2025.
2. Due to the nature of FimaCorp's business, there are potential transactions with other entities within the FimaCorp 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 FimaCorp and its subsidiaries:
  - Dato' Roslan bin Hamir is the Group Managing Director of Kumpulan Fima Berhad. He is also a director of various companies within FimaCorp Group.
  - Dr. Roshayati binti Basir, who is the sister of Rozana Zeti binti Basir, a Director of Fima Metal Box Holdings Sdn. Bhd., the major shareholder of the Company.
3. None of the Directors has family relationship with any other Directors and/or major shareholders of the Company except for Dr. Roshayati binti Basir, who is the sister of Rozana Zeti binti Basir, a Director of Fima Metal Box Holdings Sdn. Bhd., the major shareholder of the Company.



## Our Board of Directors

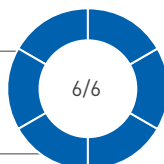
### Datuk Bazlan Bin Osman

Chairman / Independent Non-Executive Director



**Nationality** : Malaysian  
**Age** : 61 years  
**Gender** : Male

Board meeting attendance during the financial year



#### Date of Appointment

5 April 2019

#### Length of Tenure as Director (as at 31 July 2025)

6 years, 3 months

#### Date of Last Re-election

23 August 2022

#### Academic / Professional Qualification / Membership(s)

- Fellow, Association of Chartered Certified Accountants, United Kingdom
- Chartered Accountant, Malaysian Institute of Accountants
- Diploma in Accounting, Polytechnic of North London, United Kingdom

#### Present Directorship(s) of Public and Listed Companies

- Independent Non-Executive Director, Bursa Malaysia Berhad
- Senior Independent Non-Executive Director, Bank Islam Malaysia Berhad
- Independent Non-Executive Director, Telekom Malaysia Berhad

#### Past Directorship(s)

- Independent Non-Executive Director, Syarikat Takaful Malaysia Keluarga Berhad (2020-2024)
- Director, Malaysia Professional Accountancy Centre (2020-2024)
- Independent Non-Executive Director, Glomac Berhad (2020-2023)
- Non-Executive Chairman/Director, GITN Sdn. Bhd. (2017-2022)
- Independent Non-Executive Director, Citibank Berhad (non-listed) (2019-2022)
- Director, Universiti Utara Malaysia (2020)
- Director, VADS Berhad (2012-2019)
- Director, Malaysia Digital Economy Corporation Sdn. Bhd. (2018)
- Non-Executive Director, Labuan Reinsurance (L) Ltd (2007-2012)
- Commissioner, PT XL Axiata Tbk (2005-2008)
- Independent Non-Executive Director, Nationwide Express Holdings Berhad (1994-2005)

#### Past Experience(s)

- President, Malaysian Institute of Accountants (2022-2023)
- Chair, ACCA Malaysia Advisory Committee (2021-2023)
- Ex-Officio, Financial Reporting Foundation (2022-2023)
- Vice President (2021-2022) and Council Member (2019-2021), Malaysian Institute of Accountants
- Deputy Chair (2020-2021) and Committee Member (2019-2020), ACCA Malaysia Advisory Committee
- Group Chief Financial Officer (2005-2017), Deputy Group Chief Executive Officer (2017-2018), Acting Group Chief Executive Officer (2018) and Executive Director (2008-2019), Telekom Malaysia Berhad
- Industry Advisory Panel, Azman Hashim International Business School, Universiti Teknologi Malaysia (2018)
- Industrial Advisory Board, Universiti Kuala Lumpur (2017)
- Issues Committee, Malaysian Accounting Standards Board (2006-2010)
- Chief Financial Officer (2002-2005) and Senior Vice President, Corporate Finance & Treasury (2001-2002), Celcom Malaysia Berhad
- Senior Vice President, Finance/Company Secretary, Kumpulan Fima Berhad (1994-2001)
- Accounting & Financial Control Manager, American Express Malaysia Berhad (1993-1994)
- Finance, Corporate Office, Kuala Lumpur, Melaka & Singapore, Sime Darby Group (1989-1993)
- Audit Assistant, Messrs. Hanafiah Raslan & Mohamad (1986-1989)

#### Membership of Board Committee(s)

- Nil

#### Membership of Other Committee(s)

- Group Investment Committee

#### Conflict of Interest ("COI") or potential COI with FimaCorp

- Nil

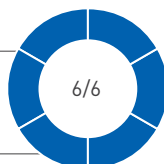
### Dato' Roslan Bin Hamir

Managing Director / Non-Independent Executive Director



**Nationality** : Malaysian  
**Age** : 58 years  
**Gender** : Male

Board meeting attendance during the financial year



#### Date of Appointment

8 December 1998

(He was appointed as Managing Director on 1 August 2005)

#### Length of Tenure as Director (as at 31 July 2025)

26 years 7 months

#### Date of Last Re-election

29 August 2024

#### 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

- Group Managing Director, Kumpulan Fima Berhad
- Independent Non-Executive Chairman, Riverview Rubber Estates Berhad
- Chairman, Narborough Plantations Plc (non-listed)
- Director, Fima Bulking Services Berhad (non-listed)
- Director, Malaysian Transnational Trading (MATTRA) Corporation Berhad (non-listed)

#### Past Directorship(s) and / or Appointment(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
- Plantation Executive Committee

#### Conflict of Interest ("COI") or potential COI with FimaCorp

- Nil

## Our Board of Directors

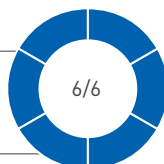
## Rosely Bin Kusip

Senior Independent Non-Executive Director



**Nationality** : Malaysian  
**Age** : 74 years  
**Gender** : Male

Board meeting  
attendance during  
the financial year



### Date of Appointment

14 March 2019

### Length of Tenure as Director (as at 31 July 2025)

6 years 4 months

### Date of Last Re-election

29 August 2024

### Academic / Professional Qualification / Membership(s)

- Diploma in Agriculture, College of Agriculture, Malaya
- Management Course, Henley College

### Present Directorship(s) of Public and Listed Companies

- Nil

### Past Directorship(s)

- Chairman, Risda Estates Sdn. Bhd. (2020-2021)
- Chairman, RISDA (2018-2020)
- Board of Commissioners, Minamas Plantation (2016-2019)
- Director, New Britain Palm Oil Limited (2015-2017)
- Director, Sime Darby Plantations Sdn. Bhd. (2011-2017)
- Group Director, Plantations, TSH Resources Berhad (2003-2006)
- Director, Indonesian Plantation, Kumpulan Guthrie Berhad (2000-2003)

### Past Experience(s)

- Alternate Director and Chief Operating Officer, Innoprise Plantation Berhad (2011-2013)
- Managing Director, IMC Plantations (2006-2009)
- General Manager, Estates, Kumpulan Guthrie Berhad (1994-2000)
- Manager, Highlands & Lowlands Berhad (1971-1994)

### Membership of Board Committee(s)

- Audit and Risk Committee
- Nomination and Remuneration Committee (Chairman)

### Conflict of Interest ("COI") or potential COI with FimaCorp

- Nil

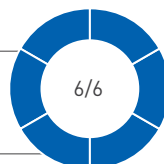
## Rezal Zain Bin Abdul Rashid

Non-Independent Non-Executive Director



**Nationality** : Malaysian  
**Age** : 58 years  
**Gender** : Male

Board meeting  
attendance during  
the financial year



### Date of Appointment

25 June 2002

### Length of Tenure as Director (as at 31 July 2025)

23 years 1 month

### Date of Last Re-election

23 August 2022

### Academic / Professional Qualification / Membership(s)

- Bachelor of Arts (Accounting), University of Canberra, Australia
- Member, Malaysian Institute of Accountants
- Member, Certified Practising Accountant (CPA Australia)
- Fellow, Institute of Corporate Directors Malaysia

### Present Directorship(s) of Public and Listed Companies

- Nil

### Past Directorship(s)

- Senior Independent Non-Executive Director, Matrix Concepts Holdings Berhad (2012-2021)

### Past Experience(s)

- Chief Operating Officer, TDM Berhad (1999-2000)
- Business Development Manager, Corporate & Business Development, TDM Berhad (1996-1999)
- Assistant Manager, Corporate Finance Department, Arab Malaysian Merchant Bank Berhad (1995-1996)
- Senior Consultant, Peat Marwick Consultants (1993-1995)
- Senior Auditor, KPMG Desa Megat & Co (1989-1993)

### Membership of Board Committee(s)

- Audit and Risk Committee
- Nomination and Remuneration Committee

### Membership of Other Committee(s)

- Risk Steering Committee (Chairman)
- Group Sustainability Committee (Chairman)
- Group Investment Committee
- Plantation Executive Committee (Chairman)

### Conflict of Interest ("COI") or potential COI with FimaCorp

- Nil

## Our Board of Directors

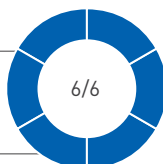
### Dr. Roshayati Binti Basir

*Non-Independent Non-Executive Director*



**Nationality** : Malaysian  
**Age** : 61 years  
**Gender** : Female

Board meeting  
attendance during  
the financial year



#### Date of Appointment

23 November 2009

#### Length of Tenure as Director (as at 31 July 2025)

15 years 8 months

#### Date of Last Re-election

29 August 2023

#### Academic / Professional Qualification / Membership(s)

- MBBS (Mal), Universiti Malaya
- Master in Med. Radiology, Universiti Kebangsaan Malaysia
- Member, Academy of Medicine (Malaysia)

#### Present Directorship(s) of Public and Listed Companies

- Nil

#### Present Appointment(s)

- Consultant Radiologist, Sunway Medical Centre
- Director, BHR Enterprise Sdn. Bhd.

#### Past Experience(s)

- Radiologist, Hospital Kuala Lumpur (1996-2002)
- Trainee Radiologist, Universiti Kebangsaan Malaysia (1992-1996)
- Medical Officer (Surgery), Universiti Kebangsaan Malaysia (1990-1992)
- Medical Intern, Hospital Kuala Lumpur (1989-1990)

#### Membership of Board Committee(s)

- Nil

#### Conflict of Interest ("COI") or potential COI with FimaCorp

- Nil

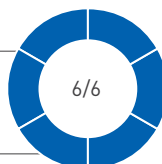
### Nik Feizal Haidi Bin Hanafi

*Independent Non-Executive Director*



**Nationality** : Malaysian  
**Age** : 53 years  
**Gender** : Male

Board meeting  
attendance during  
the financial year



#### Date of Appointment

3 August 2021

#### Length of Tenure as Director (as at 31 July 2025)

3 years 11 months

#### Date of Last Re-election

29 August 2023

#### Academic / Professional Qualification / Membership(s)

- Bachelor of Economics, International Islamic University

#### Present Directorship(s) of Public and Listed Companies

- Nil

#### Present Appointment(s)

- Chief Executive Officer, Vuca Warrior Sdn. Bhd.
- Chief Executive Officer, 1M Leadership Academy Sdn. Bhd.

#### Past Experience(s)

- Regional Sales Director, Oracle Asean (2015-2016)
- General Manager, Malaysia & Philippines, Oracle Asean (2014-2015)
- Country Manager, Applications, Oracle Corporation (Malaysia) Sdn. Bhd. (2013-2014)
- Sales Director, Public Sector Group, Microsoft Malaysia Sdn. Bhd. (2007-2013)
- Account Manager, CA Technologies (Malaysia) Sdn. Bhd. (2004-2007)
- Solution Sales Specialist, Mesiniaga Berhad (2000-2004)
- Corporate Loans Sales Executive, Hong Leong Finance Berhad (1996-2000)

#### Membership of Board Committee(s)

- Audit and Risk Committee (*Chairman*)
- Nomination and Remuneration Committee

#### Conflict of Interest ("COI") or potential COI with FimaCorp

- Nil



# Management Team



**Muhammad Fadzilah  
Bin Abdul Ra'far**

*Chief Financial Officer /  
Company Secretary*



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, and currently oversees the Plantation division.

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").



**Mohamed Radzif Bin Md Sharif**

*General Manager, Sales,  
Percetakan Keselamatan Nasional Sdn. Bhd.*



He joined PKN 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 29 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.



**Jasmin Binti Hood**

*Company Secretary*



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.

## **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 seeks to provide our stakeholders with an overview of the corporate governance practices of FimaCorp during the year under review.**

This Statement provides a comprehensive view of the governance structures, key principles and oversight mechanisms that have guided the Board's responsibilities throughout the year.

## OVERVIEW

The Board is committed to the highest governance standards, ethics and integrity. Its oversight aligns 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 year under review, we complied substantially with the practices outlined in the MCCG.

This Corporate Governance Overview Statement complies with the Bursa Listing Requirements and embodies the spirit and principles of the MCCG with regards to the recommendations stated under each principle. This Statement, which was approved by the Board, is to be read together with the Corporate Governance Report of the Company ("CG Report") which is available on the Company's website at [www.fimacorp.com/corporate-governance](http://www.fimacorp.com/corporate-governance).

## THE CORPORATE GOVERNANCE ("CG") FRAMEWORK

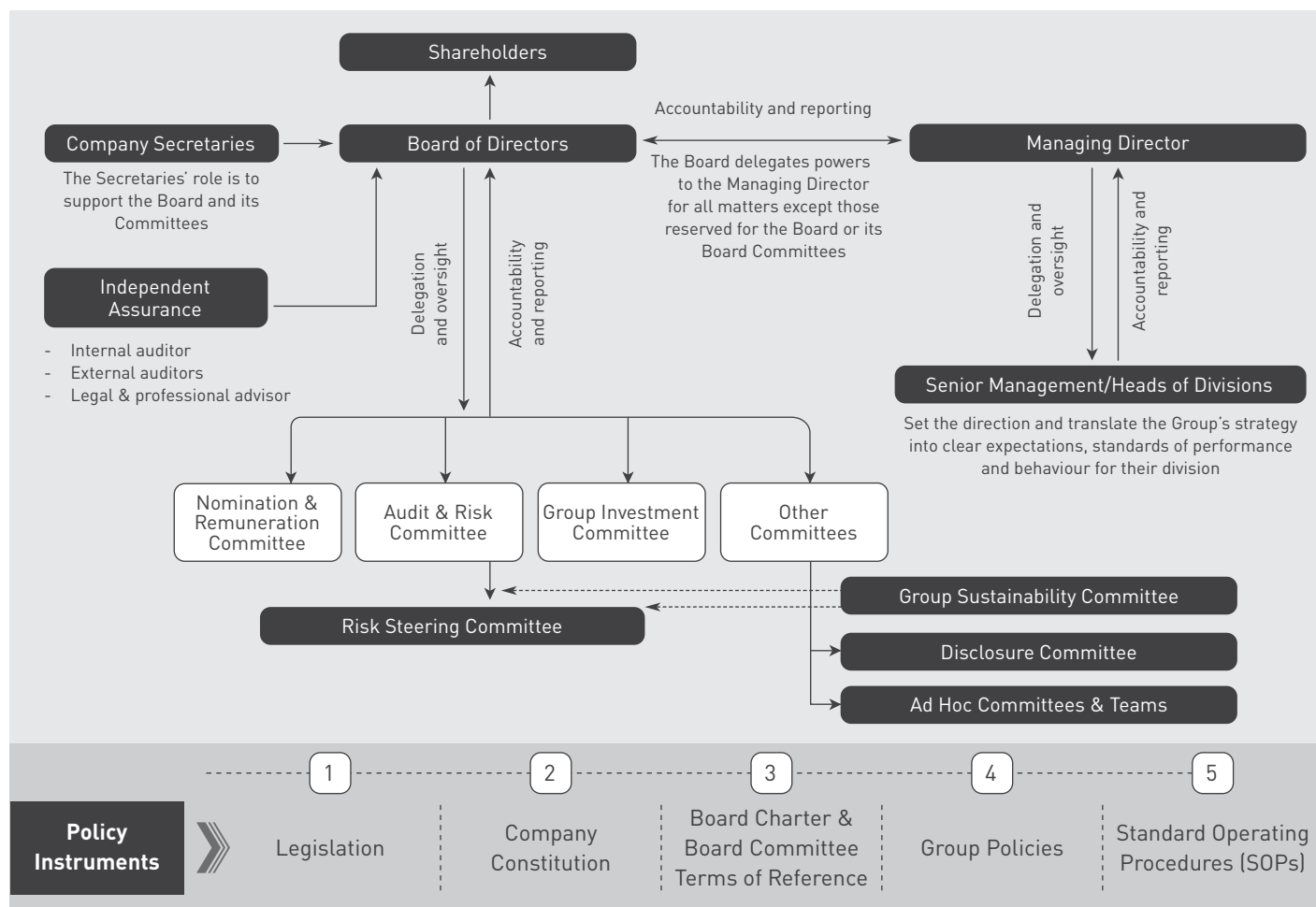
With guidance from the Board, the day-to-day responsibility for ensuring that the Group's businesses are managed appropriately, rests with management. There exists a formal governance framework and defined reporting lines between divisional level, the Managing Director, Board Committees and the Board to ensure that the divisions' approach to corporate governance remains in line with Group policies. The ultimate responsibility for decision making, however, lies with the Board.

Decisions on strategy and other material matters are reserved for the Board, including but not limited to decisions on the allocation of capital resources and the authorisation of procurement capital expenditure, borrowings and investments, save where pre-approved materiality levels apply.

The Board exercises control via the Group's CG framework, which includes:

- a governance structure, including Board committees and divisional boards and management committees, each with approved Terms of Reference ("TOR"), which are reviewed from time to time as necessary;
- an approvals framework for the Board and the divisions, through which authority is delegated to management;
- detailed reporting to the Board and its committees; and
- the maintenance and monitoring of a system of internal controls.

# Corporate Governance Overview Statement



Through this CG framework, we strive to ensure that our governance processes drive a strong culture of ethical behaviours, transparency and accountability and go beyond compliance to align with the spirit, rather than the latter, of legislation and principles. This approach supports strategic decision-making that in turn generates sustainable shared value through balancing short 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 Managing Director 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.



## Corporate Governance Overview Statement

During the year, a 3-day Board Strategic and Planning Retreat was jointly organised with the Board of KFima, the Company's ultimate holding company, to review and deliberate on the FIMA Group's strategic and business plans for the next 5 years. The retreat brought together the Board members and senior management from across the Group, facilitating robust discussions into the operational landscape of each business segment. The outcomes of the retreat—comprising clearly defined priorities and actionable next steps—were collectively agreed upon, reinforcing a shared sense of purpose and a unified direction moving forward.

### II. Board Charter

The Board Charter outlines FimaCorp 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.

The Board Charter is available on the Company's website at <https://www.fimacorp.com/pdf/corporate-governance/board-charter.pdf>.

### III. Board Governance and Access to Information

The roles of the Chairman and the Managing Director are separately held and the division of their responsibilities is clearly established in the Board Charter.

The Board is chaired by Datuk Bazlan Bin Osman, who is responsible for the leadership and operation of the Board, while the Managing Director, 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 Managing Director.

Encik Rosely Bin Kusip is the Company's Senior Independent Non-Executive Director, to whom any concerns pertaining to the Company may be conveyed.

The Board is supported by two qualified Company Secretaries who 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.

### IV. Board Independence

The Nomination and Remuneration Committee ("NRC") and the Board, upon their assessment, have concluded that the following Non-Executive Directors have maintained their independence: Datuk Bazlan Bin Osman, Encik Rosely Bin Kusip and Encik Nik Feizal Haidi Bin Hanafi. 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.

### V. Managing Conflicts of Interest

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 and their extent and any possible conflicts that may arise are reviewed by the Board according to the Bursa Listing Requirements and recorded to ensure the integrity of the Board.

## Corporate Governance Overview Statement

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.

### VI. Discharging Board Responsibilities

Key focus areas and matters reviewed and deliberated by the Board in FYE2025 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 2024 ("FYE2024").
- the Group's solvency and financial position.
- major acquisitions, investments and capital investment.
- payment of interim dividends in FYE2024 and FYE2025.
- recurrent related party transactions/related party transactions entered into by the Group and any potential or perceived conflicts of interest.
- bank mandates and treasury-related matters.
- briefed e-invoicing requirements to Directors.



#### 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.



#### People

- FYE2024 annual increment and performance reward for the Managing Director 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 FYE2024 Annual Report and Circular to the Shareholders.
- resolutions to be put to shareholders at the 49<sup>th</sup> Annual General Meeting ("AGM") held on 29 August 2024.
- 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 49<sup>th</sup> 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 whistleblowing 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 Meetings of Board Committees.
- adoption of the Board annual outline agenda.
- re-affirmed the policy on employment of young workers.



#### 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").

### VII. Meetings and Time Commitment

The Board had 6 scheduled Board meetings in FYE2025. 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.

## Corporate Governance Overview Statement

The attendance of Directors at Board and Committee meetings held in FYE2025 is set out below:

	Board	Audit & Risk Committee	Nomination & Remuneration Committee	Group Sustainability Committee	Risk Steering Committee
<b>Number held</b>	6	5	2	3	2
<b>Directors</b>					
Datuk Bazlan Bin Osman	6/6	N/A	N/A	N/A	N/A
Dato' Roslan Bin Hamir	6/6	N/A	N/A	3/3	2/2
Rosely Bin Kusip	6/6	5/5	2/2	N/A	N/A
Rezal Zain Bin Abdul Rashid	6/6	5/5	2/2	3/3	2/2
Dr. Roshayati Binti Basir	6/6	N/A	N/A	N/A	N/A
Nik Feizal Haidi Bin Hanafi	6/6	5/5	2/2	N/A	N/A

Meetings are conducted according to a formal agenda, ensuring that the Board and/or Board Committees properly address and follows up on all substantive matters. Directors are given the opportunity 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 a week in advance of the meetings.

In addition to the Board meetings, the Board approved a transaction via circular resolution in FYE2025.

### VIII. 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;

#### ► Audit and Risk Committee (cont'd.)

- reviewing anti-bribery and whistleblowing; and
- providing oversight on the Risk Steering Committee and Group Sustainability Committee.

The summary of activities of the ARC during FYE2025 is set out in the Audit and Risk Committee Report of this Annual Report.

#### ► Nomination and Remuneration Committee

The NRC comprises 3 members, all of whom are Non-Executive Directors with the majority of them being Independent Directors.

##### Chairman

- Rosely Bin Kusip  
*Senior Independent Non-Executive Director*

##### Members

- Nik Feizal Haidi Bin Hanafi  
*Independent Non-Executive Director*
- Rezal Zain Bin Abdul Rashid  
*Non-Independent Non-Executive Director*

The NRC ensures the Board composition meet the needs of the FimaCorp 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.



## Corporate Governance Overview Statement

### ► Nomination and Remuneration Committee (cont'd.)

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 Managing Director 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.

### FYE2025 Key Activities

During the FYE2025, 2 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 FYE2025 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 and recommended the re-appointment of the Managing Director;
- reviewed the bonus pool and salary increment for the Group employees for FYE2024;
- 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 Managing Director for FYE2024 and made the appropriate recommendations to the Board; and
- reviewed and received updates on the succession plan for senior management.

The NRC's performance for FYE2025 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.

### ► 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, KFima*

#### Members

- Datuk Bazlan Bin Osman  
*Independent Non-Executive Director*
- Dato' Roslan Bin Hamir  
*Non-Independent Executive Director*
- Rezal Zain Bin Abdul Rashid  
*Non-Independent Non-Executive Director*
- Danny Hoe Kam Thong  
*Independent Non-Executive Director, KFima*

The primary responsibility of the GIC is to review potential new business opportunities and investments proposed by Group management, providing initial in-principle support before any detailed negotiations and workstreams can commence.

### 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:

- Risk Steering Committee ("RSC")
- Group Sustainability Committee ("GSC")
- Disclosure Committee
- Ad Hoc Committees and Teams

The roles and responsibilities of these Committees are disclosed in the Company's CG Report for the FYE2025.

## Corporate Governance Overview Statement

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 was established in the previous financial year. 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 Managing Director are held monthly to deliberate on the Group's financial performance, business development, operational and corporate issues. The minutes of the HOD meetings are tabled to the Board on a quarterly basis, and the Managing Director provides updates to the Board of any significant matters that require the Board's immediate attention.

### IX. Board Commitment to Sustainability

The Board has ultimate oversight of ESG matters, but has delegated responsibility for certain matters to the ARC and the GSC.

A comprehensive overview of the Group's sustainability framework, initiatives and progress in FYE2025 are addressed in the Sustainability section of this Annual Report. In addition, all Directors have successfully completed the Mandatory Accreditation Program (MAP) Part II on sustainability, well ahead of the stipulated deadline of 1 August 2025. This program aims to provide directors with the foundation to address sustainability risks and opportunities effectively.

### X. Board Performance

A Board Effectiveness Evaluation ("BEE") is conducted annually to assess the performance of the Board as a whole, its committees and individual Directors, with the aim of enhancing 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.

The evaluation of the performance of the Board and that of its Committees and individual Directors in respect of FYE2025 was undertaken in the later part of 2025, concluding in a report presented to the Board in May 2025. While there were no significant areas of concern arising from the BEE, the Board acknowledged the need to enhance succession planning efforts, particularly for senior management positions, to ensure leadership continuity and organisational resilience.

Overall, the assessment results remained positive with average ratings ranging from 'above average' to 'exceptional' across key areas. The effectiveness of the Board Committees—particularly in terms of composition, members' skills, functionality, and discharge of oversight responsibilities, were rated between 90% to 94%.

Overall, the BEE reaffirmed that the Board and its Committees are operating effectively, with members demonstrating a high level of engagement and maintaining an appropriate balance of oversight, challenge and support. Each Director was found to be fulfilling their responsibilities with the requisite level of commitment, including devoting sufficient time to their roles.

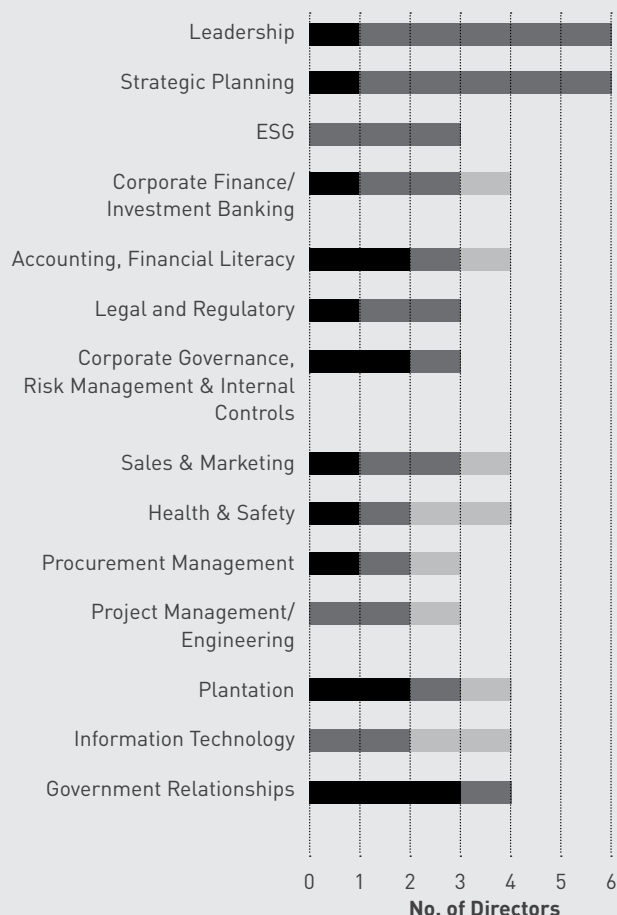
### XI. Board Size, Composition and Diversity

As at FYE2025, the Board comprised of 6 members, comprising of 3 Independent Non-Executive Directors, 1 Non-Independent Executive Director and 2 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 and experience:



■ Strong expertise in desired sectors  
 ■ Strong work/industry experience  
 ■ General work/industry experience

## Our board's composition, diversity and tenure

The independence of our board protects shareholder interests

**17%** Non-Independent Executive Director  
**50%** Independent Non-Executive Directors  
**33%** Non-Independent Non-Executive Directors



### Gender diversity

**83%**  
Men

Practice 5.9 of MCCG2021:  
30% of women directors not reached

**17%**  
Women



### Racial diversity

**100%**  
Malay



## BOARD TENURE

The average age of our board members is **60.8** years\*

The average tenure of our Independent Non-Executive Directors  
**5 years 6 months\***



### Board attendance

**100%**

### Committee attendance

**100%**

\* As at 31 July 2025

## Directors to be elected or re-elected

Article 108 of the Company's Constitution provides that one-third (1/3) of the Directors of the Company for the time being or, if their number is not 3 or a multiple of 3, then the number nearest to one-third (1/3) shall retire by rotation at an AGM of the Company 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. A Director retiring at a meeting shall retain office until the close of the meeting, whether adjourned or not.

At the forthcoming AGM of the Company, Datuk Bazlan Bin Osman and Encik Rezal Zain Bin Abdul Rashid are to retire by rotation in accordance with Article 108 of the Company's Constitution.



## Corporate Governance Overview Statement

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 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, tenure (as at the date of this Report) and any COI or potential COI, can be referred to in Our Board of Directors section of this Annual Report and is also available on the Company's website.

### **XII. Appointment Process for Nomination and Selection of New Directors**

Appointments to the Board are formal and transparent. Proposals for appointment to the Board are, after review, 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 the FYE2025.

### **XIII. Re-election and Re-appointment of Directors**

The Company's Constitution states that one-third or the number nearest to one-third of the Directors shall retire by rotation at each AGM at least once every 3 years. These Directors are eligible for re-election, subject to approval by the shareholders at the AGM.

At the forthcoming AGM of the Company, the following Directors who are to retire from the Board pursuant to Article 108 of the Constitution, were rated favourably in the BEE:

- Datuk Bazlan Bin Osman; and
- Encik Rezal Zain Bin Abdul Rashid.

Based on the outcome of the BEE, both were rated strongly by their peers, and continue to fulfil the Company's criteria for fitness and propriety. Further, they have demonstrated their ability to act in the best interest of the Company and contribute effectively to Board deliberations. Accordingly, the Board is recommending that shareholders vote in favour of their re-election at the forthcoming 50<sup>th</sup> AGM.

The profiles of Directors seeking re-election are set out in Our Board of Directors section of this Annual Report.

### **XIV. 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 FYE2025, all Board members attended various training programmes and workshops on issues relevant to the Group, among others on ESG, corporate governance, economic indicators and risk management. In total, Board members collectively attended 472 hours of training in FYE2025. The trainings attended by Board members in FYE2025 were recorded and presented to the Board on a half-yearly basis.

## Corporate Governance Overview Statement

In November 2024, a 3-day Board Strategic and Planning Retreat was organised jointly with the Board of KFima, the Company's ultimate holding company. The retreat brought together the Board members, heads of business units, and senior management from across the Group to review and discuss the strategic and business plans for the next 5 years.

A list of training sessions attended by each Director during FYE2025 can be found in Section 1.1 of the CG Report.

### XV. 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.

### XVI. Remuneration

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. No revision has been proposed to the prevailing Directors' fee quantum.

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 2026, respectively.

The aggregate amount of remuneration paid to the Directors for FYE2025 is set out below:

	Executive Director	Non-Executive Directors				
	Dato' Roslan Bin Hamir	Datuk Bazlan Bin Osman	Rosely Bin Kusip	Rezal Zain Bin Abdul Rashid	Dr. Roshayati Binti Basir	Nik Feizal Haidi Bin Hanafi
Company	RM	RM	RM	RM	RM	RM
Directors' Fees	-	90,000	60,000	60,000	50,000	65,000
Meeting Allowance	-	14,000	28,000	46,000	14,000	28,000
Salaries	296,496	-	-	-	-	-
Bonus	211,095	-	-	-	-	-
Benefits-in-kind	105,135	28,568	30,014	38,782	-	39,171
Others	97,727	-	-	-	-	-
<b>TOTAL</b>	<b>710,453</b>	<b>132,568</b>	<b>118,014</b>	<b>144,782</b>	<b>64,000</b>	<b>132,171</b>
Subsidiaries	RM	RM	RM	RM	RM	RM
Directors' Fees	-	-	-	30,000	-	12,000
Meeting Allowance	-	-	-	3,000	-	3,000
Salaries	296,484	-	-	-	-	-
Bonus	211,094	-	-	-	-	-
Benefits-in-kind	12,916	-	-	-	-	-
Others	97,723	-	-	-	-	-
<b>TOTAL</b>	<b>618,217</b>	<b>-</b>	<b>-</b>	<b>33,000</b>	<b>-</b>	<b>15,000</b>

## Corporate Governance Overview Statement

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### Internal Controls and Risk Management

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 FYE2025 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 FYE2025 is set out in the Audit and Risk Committee Report. The Group's risk governance structure and risk management approach are discussed in the SORMIC section of this Annual Report.

### PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

#### I. 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.

#### II. Website

The Company's website [www.fimacorp.com](http://www.fimacorp.com) 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.

## Corporate Governance Overview Statement

### III. 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 49<sup>th</sup> AGM was held virtually on 29 August 2024.

The Company's 49<sup>th</sup> AGM was conducted via a secure digital platform which live streamed and used Remote Participation and Voting ("RPEV") facilities, which allowed the remote participation and online voting by all shareholders and their appointed proxies. The broadcast venue of the 49<sup>th</sup> AGM was at the Training Room, Kumpulan Fima Berhad, Suite 4.1, Level 4, Block C, Plaza Damansara, No. 45, Jalan Medan Setia 1, Bukit Damansara, 50490 Kuala Lumpur, where the Chairman, Directors, Company Secretaries, external auditors and senior management were in physical attendance.

The 49<sup>th</sup> AGM was attended by 274 shareholders through live streaming and online remote voting via the RPEV platform. The remote poll voting results were scrutinised and validated by an independent scrutineer and made available immediately for the benefit of all shareholders, following the broadcast.

During the 49<sup>th</sup> AGM, the Managing Director delivered a presentation to shareholders covering the Group's financial and business performance for FYE2024, sustainability progress, as well as the Group's outlook and priorities for FY2025. All the questions raised by the shareholders prior to and during the 49<sup>th</sup> AGM, as well as the Group's responses, were shared with shareholders during the virtual meetings ("Q&As"). Subsequent to the 49<sup>th</sup> AGM, these Q&As were uploaded onto the Company's website. The 49<sup>th</sup> AGM Minutes was also published for public viewing in the Company's website in November 2024.

This Corporate Governance Overview Statement was approved by the Board of Directors on 25 June 2025.



# 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 fulfills 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
Nik Feizal Haidi Bin Hanafi ( <i>Chairman</i> )	Independent Non-Executive Director
Rosely Bin Kusip ( <i>Member</i> )	Senior Independent Non-Executive Director
Rezal Zain Bin Abdul Rashid ( <i>Member</i> )	Non-Independent Non-Executive Director <ul style="list-style-type: none"> <li>Member, Malaysian Institute of Accountants</li> <li>Member, Certified Practising Accountant (CPA Australia)</li> </ul>

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.fimacorp.com](http://www.fimacorp.com) 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 FYE2025, the ARC met 5 times with all members in attendance at all meetings.

Members	Number of meetings attended
Nik Feizal Haidi Bin Hanafi	5/5
Rosely Bin Kusip	5/5
Rezal Zain Bin Abdul Rashid	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	Half-yearly	Annually
<ul style="list-style-type: none"> <li>• Unaudited quarterly financial results and announcement.</li> <li>• Group Performance Report.</li> <li>• ARC minutes of meetings and matters arising.</li> <li>• Risk Steering Committee minutes of meetings.</li> <li>• Group Internal Audit Report.</li> <li>• Sustainability Report.</li> <li>• Related party transactions.</li> </ul>	<ul style="list-style-type: none"> <li>• Private sessions with the external auditors.</li> <li>• Private sessions with Group Internal Audit.</li> <li>• Annual internal Audit Plan.</li> <li>• Enterprise Risk Management and Risk Appetite Statement.</li> <li>• Review of Conflict of Interest.</li> </ul>	<ul style="list-style-type: none"> <li>• External audit plan.</li> <li>• External audit results/status.</li> <li>• Audited financial statements.</li> <li>• Assessment of internal and external auditors.</li> <li>• ARC Report, Statement on Risk Management and Internal Control and Circular to Shareholders.</li> <li>• Appointment/re-appointment of external auditors.</li> <li>• ARC and Risk Steering Committee's Terms of Reference.</li> </ul>

The Managing Director, 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 FYE2025, the ARC held such sessions with the external auditors on 25 June 2024 and 21 November 2024, and with GIA on 21 May 2024 and 20 August 2024.

The Managing Director, 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 and 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 FYE2025, the ARC members attended various training programmes to keep them abreast of new developments pertaining to legislation, regulations and 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 FYE2025 are as follows:








	Audit Fees (RM'000)		Non-Audit Fees (RM'000)	
	2025	2024	2025	2024
Company	134	119	12	12
Subsidiaries	339	333	25	29
<b>TOTAL</b>	<b>473</b>	<b>452</b>	<b>37</b>	<b>41</b>

## Audit and Risk Committee Report

### Summary of Activities of the ARC in FYE2025




Governance roles and responsibilities fulfilled and outcomes	Summary of activities
	<b>FINANCIAL REPORTING</b> <ul style="list-style-type: none"> <li>Recommended for Board approval the Directors' Report and Audited Financial Statements for FYE2024.</li> <li>Reviewed the solvency and liquidity status of the Group and Company.</li> <li>Reviewed trade receivables and any impairments made.</li> <li>Reviewed the quarterly financial results for announcement to Bursa Malaysia before recommending for the Board's approval.</li> <li>Reviewed the recurrent related party transactions/related party transactions including amount due and owing by the related party.</li> <li>Reviewed the share buy-back transactions.</li> </ul>
	<b>RISK MANAGEMENT AND MATERIAL LITIGATION</b> <ul style="list-style-type: none"> <li>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.</li> <li>Reviewed new and emerging risks.</li> <li>Received updates on material litigation and industrial relation/accidents cases and whistleblowing complaints received through the whistleblowing channels.</li> </ul>
	<b>INTERNAL AUDIT</b> <ul style="list-style-type: none"> <li>Considered GIA's Audit Plan for financial year 2026 including GIA key result areas/ performance measures, budget and adequacy of resources and competencies of GIA's staff to execute the audit plan.</li> <li>Reviewed GIA reports including investigations and special assignments, main observations made by GIA, and the management's responses.</li> <li>Monitored the implementation of the recommendations made by GIA or management.</li> <li>Private sessions with GIA without management presence to discuss key issues within their audit of interest.</li> <li>Annual assessment of the effectiveness of GIA's performance.</li> </ul>
	<b>EXTERNAL AUDIT</b> <ul style="list-style-type: none"> <li>Considered Messrs. Ernst &amp; Young PLT's ("EY PLT") Audit Plan which outlined the audit strategy and approach for FYE2025.</li> <li>Considered EY PLT's fees and non-audit services before recommending to the Board for approval.</li> <li>Reviewed significant audit and accounting issues that arose during the course of the audit and their resolution.</li> <li>Reviewed key audit matters, which involved estimation and material judgement regarding the assumptions taken and the estimates made, accounting policies and audit judgements.</li> <li>Considered the recommendations made by EY PLT in their management letters and the adequacy of management's responses.</li> <li>Reviewed the outcome of the annual assessment of EY PLT's performance for the year.</li> <li>Recommended for Board approval EY PLT's re-appointment as the Company's auditors and for the same to be put forward for shareholders' approval at the 49<sup>th</sup> AGM.</li> <li>Private sessions with EY PLT to discuss any issues of concern.</li> <li>Considered EY PLT's 2023 Transparency Report.</li> </ul>

## Audit and Risk Committee Report



Governance roles and responsibilities fulfilled and outcomes	Summary of activities
  	<b>SUSTAINABILITY</b> <ul style="list-style-type: none"> <li>Reviewed and evaluated divisional and consolidated ESG/sustainability performance reports on a quarterly basis to monitor progress against established goals.</li> <li>Assessed the effectiveness of sustainability-related risk management processes, including climate-related events and regulatory compliance.</li> <li>Oversaw the integration of ESG considerations into corporate strategy and investment decisions, ensuring alignment with stakeholder expectations and long-term value creation.</li> </ul>
   	<b>COMPLIANCE, GOVERNANCE AND OTHER MATTERS</b> <ul style="list-style-type: none"> <li>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.</li> <li>Annual review of the Terms of Reference of ARC.</li> <li>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.</li> <li>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.</li> <li>Reviewed the Conflict of Interest ("COI") situations (actual or potential) within the Group, excluding related party transactions.</li> <li>Appointed the Institute of Internal Auditors Malaysia to conduct a Quality Assessment Review on GIA function, and subsequently reviewed the results of the said assessment.</li> </ul>

### 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 FYE2025, the annual assessment and evaluation of the performance of the ARC was conducted in-house by the Company Secretaries. 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 is 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 FYE2025, 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 FimaCorp Group during the FYE2025.

## 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 regards 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 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.

### ► Audit and Risk Committee (cont'd.)

- receive and discuss periodic enterprise risk management reports or any other matters which the RSC refers to the ARC.
- to 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 will 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 FimaCorp 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 consult with the ARC, where 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 risks, risk strategies and monitoring.
- review and discuss with management the Group's sustainability and safety programmes and implementation thereof.
- report to the ARC on the risk topics as the RSC deems appropriate 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.

## Statement on Risk Management and Internal Control

### 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 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 held by the holding company, Kumpulan Fima Berhad ("KFima") and chaired by the Group Managing Director, 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 Managing Director will update the Board on any significant matters that require the Board's immediate attention.
- the **Managing Director 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 processes and reporting procedures are in place** 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 undertaken by GIA of KFima. 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 International Professional Practices Framework issued by the Institute of Internal Auditors.

GIA reports directly to the ARC to preserve its independence and objectivity. Administratively, GIA reports to the Managing Director 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.

## Statement on Risk Management and Internal Control

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.

Any concerns raised by the ARC are addressed by GIA. The ARC follows through on any unresolved matters as part of the agenda in 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 FYE2025 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 monitored 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 the Bursa Listing Requirements.
- reviewed compliance with MS2530-3:2013 Malaysian Sustainable Palm Oil certification standard of Part 3: General Principles for Oil Palm Plantations and Organised Smallholders requirements for all estates operated by the Group in Malaysia.
- conducted on-site training for the estates' data entry staff to improve their proficiency in operating the plantation division's management information system.

During FYE2025, GIA issued a total of 18 reports arising from planned audits. Audit findings were presented to the ARC for deliberation. In 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 FYE2025 was RM121,000 compared to FYE2024 of RM204,000. This amount mainly comprised of staff costs, training and travelling expenses. Further information on GIA is provided in the Corporate Governance Report.

## Statement on Risk Management and Internal Control

### 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 standard, 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.

### Risk Appetite Statement

The Risk Appetite Statement outlines the Group's predefined boundaries for risk-taking and serves as a guideline to

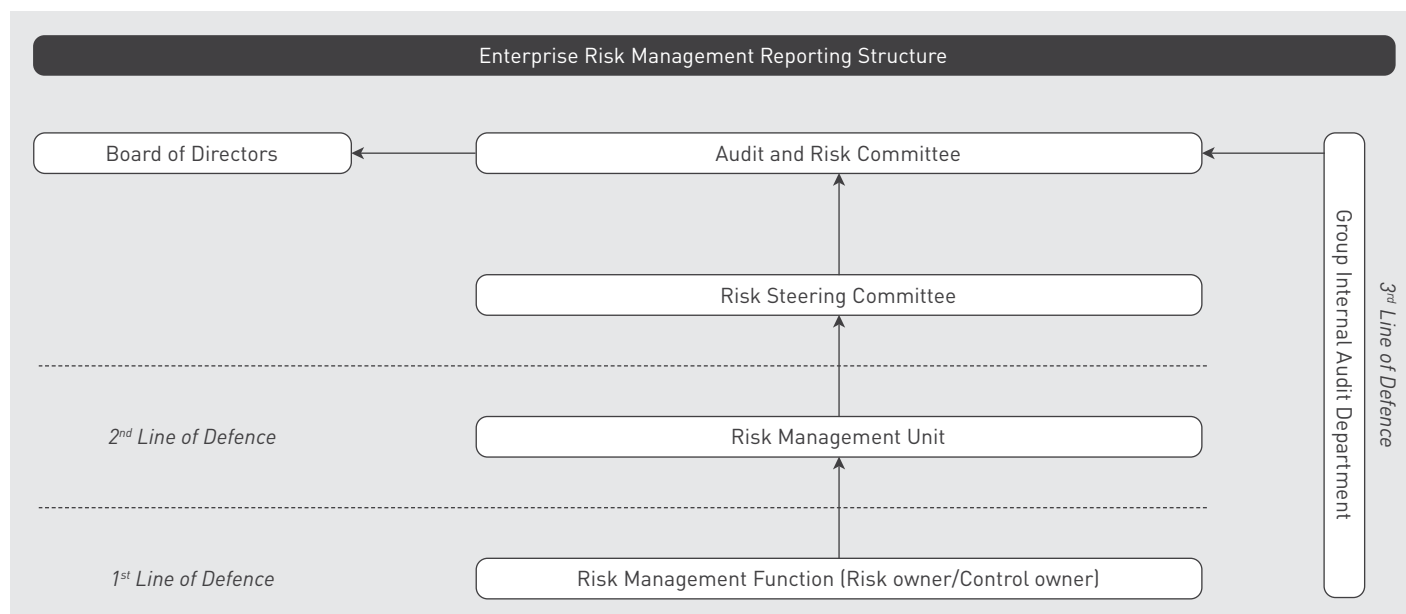
demonstrate the organisation's risk tolerance levels. Any significant breach of these risk tolerance limits will be reported (as soon as practicable) to the Board directly by the Chairman of the RSC.

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.

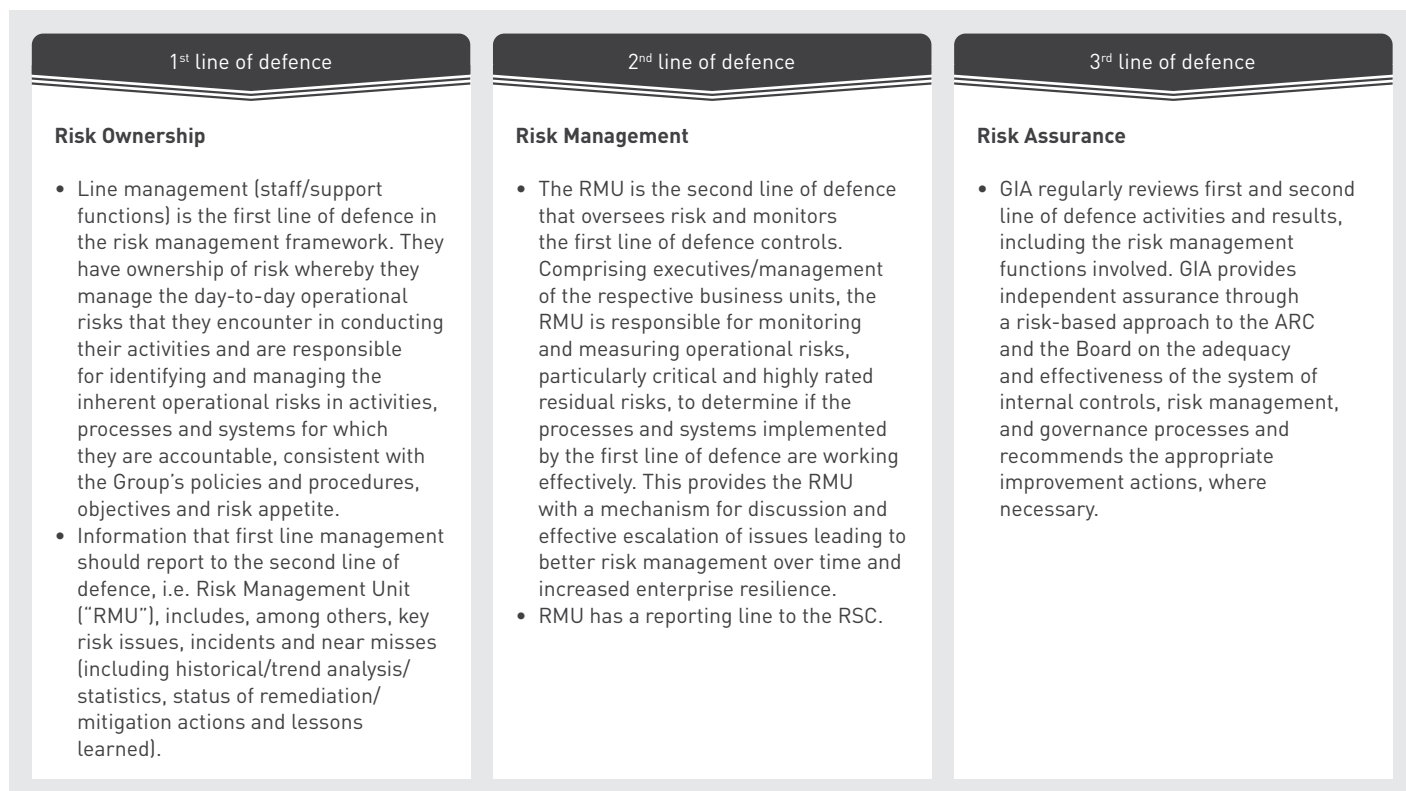
The current reporting/governance structure is designed to reinforce and facilitate ownership, accountability, and proactive risk mitigation. The structure enables timely reporting and escalation of risks, facilitating effective risk management practices across the Group.





## Statement on Risk Management and Internal Control

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.



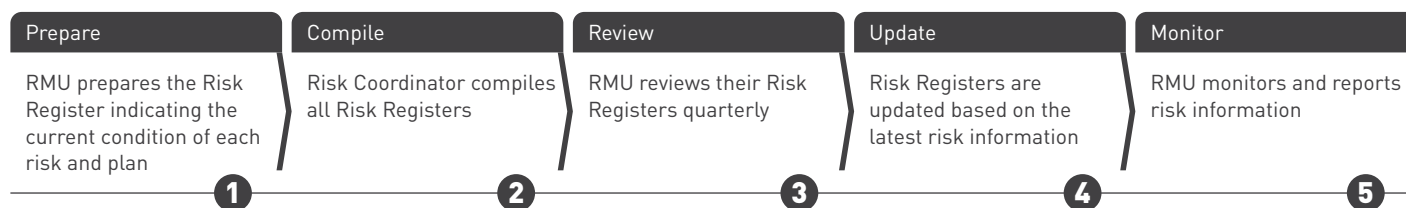
The RSC was established to assist the ARC and the Board in overseeing the implementation of the Group's risk management framework. It serves as a central platform for coordinating and driving the risk management efforts across the Group. The RSC is responsible for monitoring and assessing significant 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 ongoing 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.

## Statement on Risk Management and Internal Control

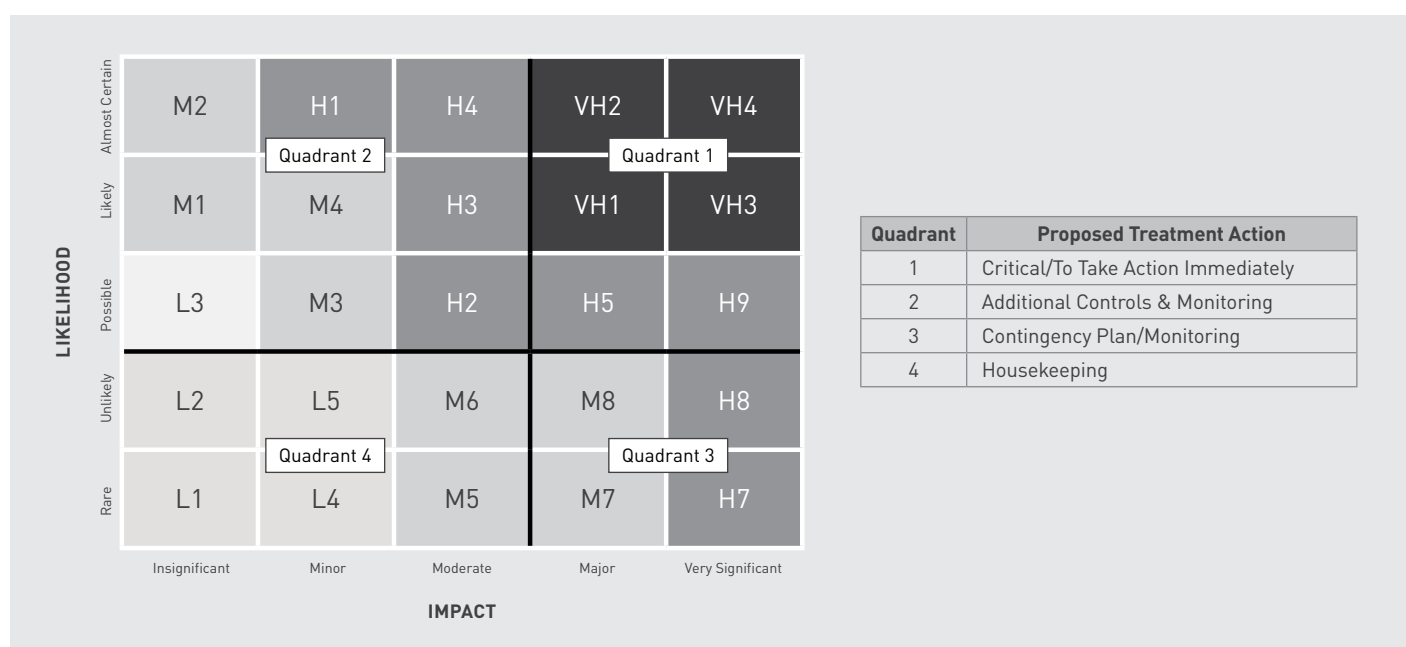


During the FYE2025, the RSC held 2 meetings on 8 May 2024 and 11 November 2024. The meetings discussed among others, the progress of ERM activities initiatives undertaken by the RMU, updating of risk profiles, as evolving circumstances has resulted in some risks increasing/decreasing in significance 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 FYE2025, the ERM Report was presented to the Board on 21 May 2024 and 21 November 2024 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 prioritise 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

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, at 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 prioritisation of risks across the organisation.

The summary of the Group's key risk areas as at 31 March 2025 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:

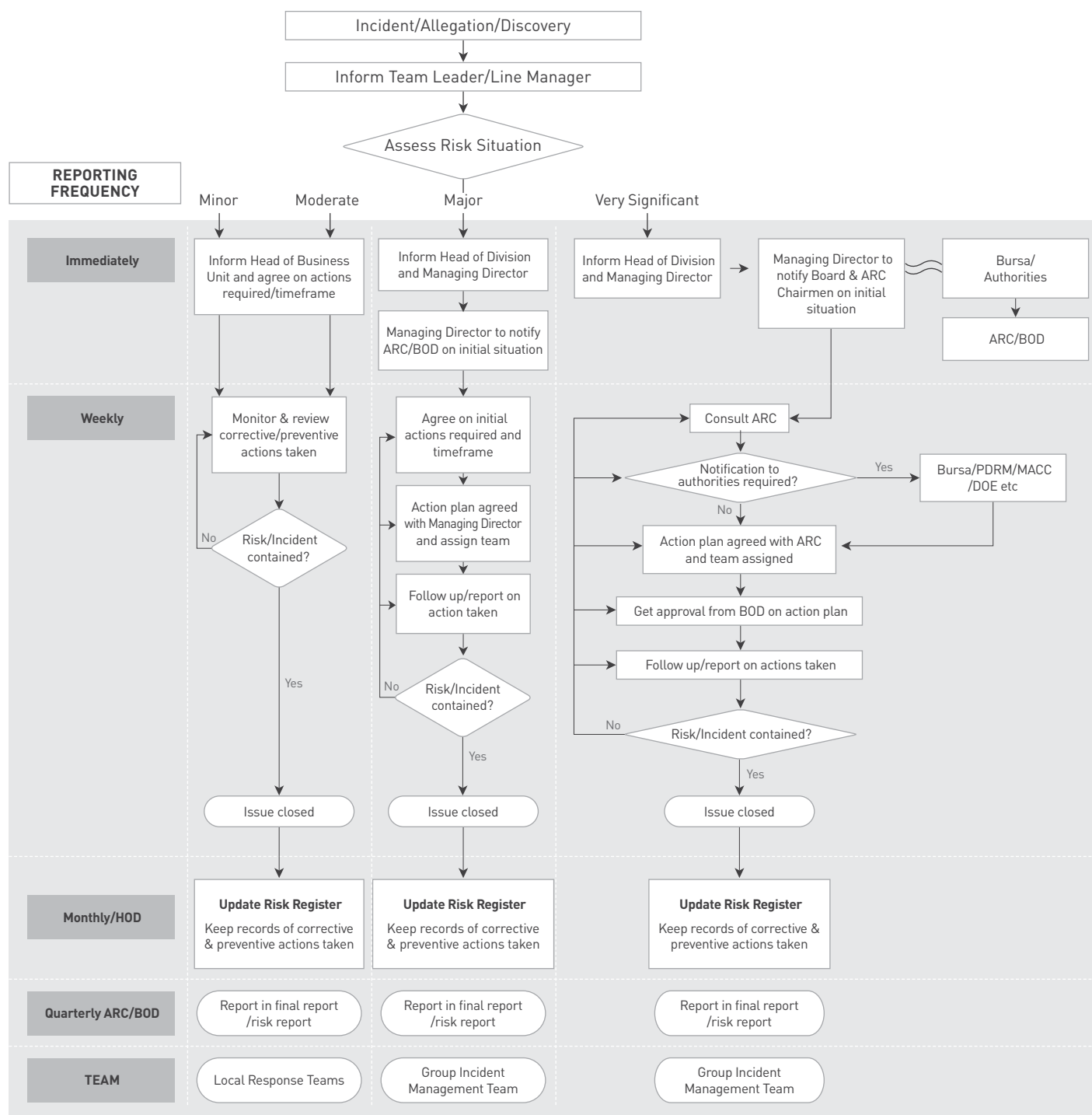
- quarterly reviews of the Group's actual financial and operational performance versus planned performance and other key financial and operational performance indicators;
- specific transactions, projects or opportunities are also discussed between the management and the Board as and when required. This 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.

### Incident 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 standardise 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

Each incident is categorised based on severity - Minor, Moderate, Major and Very Significant. This categorisation considers factors outlined in each business unit's ERM profile and corresponding risk matrix. The response 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 2025 and the mitigating actions as set out below:

Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2025	Mitigation Actions as at 31 March 2025	Connection	
				Material Matters	Stakeholders
Socio-Political Risk	FimaCorp 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	<b>Unchanged</b>  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  <b>Exposure:</b>  	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	<ul style="list-style-type: none"> <li>Community Investments</li> </ul>	a. Investors b. Communities c. Suppliers d. Employees e. Shareholders
Technology Disruption Risk	FimaCorp seek to minimise the risk of technological disruption by continuously exploring synergetic opportunities with technological partners or other means to innovate its product offering as part of its digital-proofing strategies	<b>Lightened Risk</b>  Transformed internal digital printing capabilities through advanced automation, system integration and staff upskilling have reinforced operation resilience  <b>Exposure:</b> 	1. Shifting focus on new business opportunities 2. Continuous exploring of synergistic opportunities and ongoing engagements with technological partners 3. Investment in latest integrated digital printing technology	<ul style="list-style-type: none"> <li>Innovation &amp; Technology Excellence</li> </ul>	a. Investors b. Communities c. Suppliers d. Employees e. National & Local Governments f. Strategic Technological Partners






### LEGEND





 New  
  Low  
  Medium  
  High  
  Very High  
 Increasing Risk  
 Unchanged  
 Decreasing Risk  
 Manufacturing  
 Plantation

## Statement on Risk Management and Internal Control





Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2025	Mitigation Actions as at 31 March 2025	Connection	
				Material Matters	Stakeholders
Customer Concentration Risk	FimaCorp seeks to minimise exposures by expanding its customer base	<b>Unchanged</b>  Secured digital printing contract from the Ministry of Education  <b>Exposure:</b>  	1. Securing new businesses 2. Go to market with Strategic Technological Partners 3. Continuous engagement with key Government agencies	<ul style="list-style-type: none"> <li>Innovation &amp; Technology Excellence</li> <li>Product Quality and Safety</li> </ul>	a. Investors b. Shareholders c. Suppliers d. Employees e. Strategic Technological Partners f. Customers
Competitor Risk	FimaCorp seeks to minimise exposures by developing innovative solutions for its customers	<b>Unchanged</b>  <b>Exposure:</b> 	1. Go to market with Strategic Technological Partners 2. Investment in latest integrated digital printing technology	<ul style="list-style-type: none"> <li>Innovation &amp; Technology Excellence</li> <li>Product Quality and Safety</li> </ul>	a. Investors b. Shareholders c. Suppliers d. Employees e. Strategic Technological Partners f. Customers
Integrity	FimaCorp does not tolerate any breach of its Code of Ethics and Conduct and has zero-tolerance for bribery and corruption	<b>Unchanged</b>  <b>Exposure:</b>  	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	<ul style="list-style-type: none"> <li>Anti-Bribery and Corruption</li> </ul>	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
  Unchanged
  Decreasing Risk
  Manufacturing
  Plantation

## Statement on Risk Management and Internal Control

Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2025	Mitigation Actions as at 31 March 2025	Connection	
				Material Matters	Stakeholders
Supply Chain Management Risk	FimaCorp 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	<b>Unchanged</b>  Deliveries of materials have normalised  <b>Exposure:</b> 	1. Alternative domestic supplier 2. Stock pile for raw and packaging materials	<ul style="list-style-type: none"> <li>Sustainable &amp; Traceable Supply Chains</li> </ul>	a. Customers b. Competitors c. Suppliers d. Employees
Skilled Workforce	FimaCorp seeks to minimise exposures by continuously attracting and retaining talent	<b>Unchanged</b>  Recruitment of foreign labour from alternative country such as Bangladesh  <b>Exposure:</b> 	1. Upskilling and reskilling estate workers, which in turn can help increase their wage-earning potential. 2. Review of remuneration rewards and benefits 3. Implemented a 5-year Long Term Incentive Plan ("LTIP") scheme for eligible staff	<ul style="list-style-type: none"> <li>Occupational Safety, Health and Well-being</li> <li>Community Investments</li> </ul>	a. Employees b. Customers c. Communities d. Memberships & Association e. Suppliers

## LEGEND

## Statement on Risk Management and Internal Control

### Emerging risks

Some foreseeable challenges and emerging risks 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, adverse weather conditions, rising labour costs, inflationary pressures from the rationalisation of petrol subsidies and global economic slowdown.

### **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.

Regular training sessions—including e-learning refresher courses and on-site workshops—are conducted to raise awareness and educate employees on anti-bribery standards. In particular, staff in procurement, sales, and operational roles, who are more exposed to bribery risks, are required to undergo annual anti-bribery training.

### **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 whistleblowers 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 Managing Director:

Name : Dato' Roslan Bin Hamir  
Via Email : [whistleblowing@fimacorp.com](mailto:whistleblowing@fimacorp.com)  
Via Mail : Fima Corporation Berhad  
Suite 4.1, Level 4, Block C, Plaza Damansara  
No. 45, Jalan Medan Setia 1, Bukit Damansara  
50490 Kuala Lumpur  
Attention: Managing Director  
*(to mark as "Strictly Confidential")*

If reporting to management is a concern, then the report should be made to Chairman of the ARC. Channel of reporting to the Chairman of ARC is as follows:

Via Email : [ac.chairman@fimacorp.com](mailto:ac.chairman@fimacorp.com)  
Via Mail : Fima Corporation 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.

### **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.



## Statement on Risk Management and Internal Control

### **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 Malaysian Institute of Accountants for inclusion in the Annual Report of the Group for FYE2025, 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 25 June 2025.

### **NIK FEIZAL HAIDI BIN HANAFI**

Chairman of Audit and Risk Committee

# Additional Disclosure

## Recurrent Related Party Transactions of Revenue or Trading Nature ("RRPT")

RRPT of the Company for the FYE2025 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)
Purchase of FFB	PT Nunukan Jaya Lestari	PT Pohon Emas Lestari	<ul style="list-style-type: none"> <li>• Muhammad Ramli</li> <li>• Asmi Andi Yakini</li> </ul>	12,000	8,689
Management and Support Services	KFima Group	FimaCorp Group	<ul style="list-style-type: none"> <li>• Dr. Roshayati Binti Basir</li> <li>• Dato' Roslan Bin Hamir</li> <li>• Rozana Zeti Binti Basir</li> <li>• Datin Rozilawati Binti Haji Basir</li> <li>• Fima Metal Box Holdings Sdn. Bhd.</li> </ul>	2,000	1,492
Building maintenance, engineering, Management and Support Services (Plantation), manpower and security services	FimaCorp Group	KFima Group		2,000	566
Provision or supply of goods such as consumables, machineries and equipment	FimaCorp Group	KFima Group		15,000	11,350
Rental of office space, buildings and/or car parks	FimaCorp Group	KFima Group		2,000	1,214
Rental of office space and car parks at Plaza Damansara	FimaCorp Group	<ul style="list-style-type: none"> <li>• BHR Enterprise Sdn. Bhd.</li> <li>• RII Holdings Sdn. Bhd.</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Roshayati Binti Basir</li> <li>• Datin Rozilawati Binti Haji Basir</li> </ul>	200	59
Provision of IT systems including support, maintenance and any other services as may be agreed by the parties from time to time	<ul style="list-style-type: none"> <li>• TD Technologies Sdn. Bhd.</li> <li>• First Zanzibar Sdn. Bhd.</li> </ul>	FimaCorp Group	Rezal Zain Bin Abdul Rashid	500	331

# 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 result of the Company and the Group for the year then ended.

The Directors consider that in the preparation of the financial statements, the Group and the Company have used the appropriate accounting policies which are consistently applied and supported by reasonable and prudent judgments and estimates. 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 25 June 2025.

The background of the cover features a dark, grayscale image of a city skyline at night, with the Petronas Towers prominently visible. Overlaid on this image are several financial charts: a candlestick chart in the upper right, a line graph with circular markers in the upper left, and a line graph with a shaded area in the lower right. The title 'Financial Statements' is centered in a large, white, serif font.

# Financial Statements

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# Directors' Report

## 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 2025.

## PRINCIPAL ACTIVITIES

The principal activities of the Company are those of property management, oil palm plantation and investment holding.

The principal activities of the subsidiaries and associate are those of production of security and confidential documents, oil palm plantation, production and processing, and printing of bank notes. Information on the subsidiaries and associate are described in Notes 16 and 17 to the financial statements, respectively.

## RESULTS

	Group RM'000	Company RM'000
Profit for the year	39,227	58,680
Profit attributable to:		
- Equity holders of the Company	31,769	58,680
- Non-controlling interests	7,458	-
	39,227	58,680

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, other than as disclosed in the financial statements.

## DIVIDENDS

The amounts of dividends paid by the Company since 31 March 2024 were as follows:

	RM'000
In respect of the financial year ended 31 March 2024 as reported in the directors' report for that year:	
Single-tier second interim dividend of 7.5 sen, paid on 2 August 2024	17,784
In respect of the financial year ended 31 March 2025:	
Single-tier first interim dividend of 5.0 sen, paid on 24 January 2025	11,846
	29,630

## Directors' Report

### DIVIDENDS (CONT'D.)

Subsequent to the financial year end, on 26 May 2025, the directors declared a single-tier second interim dividend of 7.5 sen in respect of the current financial year ended 31 March 2025 on 236,931,330 shares, amounting to a total of RM17,770,000 payable on 1 August 2025.

The financial statements for the current financial year ended 31 March 2025 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 2026.

The directors do not recommend the payment of any final dividend in respect of the current financial year.

### 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:

Datuk Bazlan bin Osman	(Chairman)
Dato' Roslan bin Hamir *	(Managing Director)
Rezal Zain bin Abdul Rashid *	
Dr. Roshayati binti Basir	
Rosely bin Kusip	
Nik Feizal Haidi bin Hanafi *	

\* Directors of the Company and subsidiaries

In accordance with Article 108 of the Company's Constitution, Datuk Bazlan bin Osman and Encik Rezal Zain bin Abdul Rashid shall retire from the Board at the forthcoming Annual General Meeting and being eligible, offer themselves for re-election.

The names of the directors of the subsidiaries of the Company in office since the beginning of the financial year to the date of this report are:

Dato' Adnan bin Shamsuddin	
Dzakwan bin Mansori	
Mohd Yusof bin Pandak Yatim	
Jasmin binti Hood	
Che Norudin bin Che Alli	
Muhammad Ramli	
Asmi binti Andi Yakin	
Irman bin Abdul Shukor	
Muhammad Fadzilah bin Abdul Ra'far	
Hamka bin Usman	
Dato' Sr. Hj Zamri bin Hj Ismail	
Mohd Mukhlis bin Mukhtar	
Mohd Fahmy bin Mahmud	(Appointed on 6 June 2025)

## Directors' Report

### DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at anytime during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate, other than those arising from the shares and/or share options granted under Long-Term Incentive Plan ("LTIP") of the ultimate holding company, Kumpulan Fima Berhad ("KFIMA").

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 he is a member or with a company in which he has a substantial financial interest, except as disclosed in Note 37 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	731	428
Fees	367	325
Bonus	422	211
Pension costs - defined contribution plan	193	96
Benefits-in-kind	255	242
	1,968	1,302

### INDEMNITIES TO DIRECTORS OR OFFICERS

During the financial year, the directors and officers of the Group and of the Company are covered under the Kumpulan Fima Berhad ("the Group") Group 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 was 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 RM22,000.

## Directors' Report

## DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors of the Company in office at the end of the financial year in shares in the Company or its related corporations during the financial year were as follows:

		Number of ordinary shares		
	1 April 2024	Bought	Sold	31 March 2025
The Company				
Direct interest				
Datuk Bazlan bin Osman	10,000	-	-	10,000
Dr. Roshayati binti Basir	175,600	-	-	175,600
Indirect interest				
Dato’ Roslan bin Hamir <sup>(1)</sup>	601,800	-	-	601,800
Dr. Roshayati binti Basir <sup>(2)(3)(4)(5)</sup>	150,413,658	-	-	150,413,658
Kumpulan Fima Berhad				
- Ultimate holding company				
Direct interest				
Datuk Bazlan bin Osman	5,000	-	-	5,000
Dato’ Roslan bin Hamir	320,000	-	-	320,000
Dr. Roshayati binti Basir	50,084,100	-	-	50,084,100
Indirect interest				
Dato’ Roslan bin Hamir <sup>(1)</sup>	1,291,000	-	-	1,291,000
Dr. Roshayati binti Basir <sup>(6)</sup>	121,212,700	283,000	(210,000)	121,285,700
	1 April 2024	Number of ordinary shares		31 March 2025
		Bought	Sold	
BHR Enterprise Sdn. Bhd.				
- Corporate shareholder				
Direct interest				
Dr. Roshayati binti Basir	19,060,163	-	-	19,060,163
Indirect interest				
Dr. Roshayati binti Basir <sup>(7)</sup>	38,120,326	-	-	38,120,326



## Directors' Report

### DIRECTORS' INTERESTS (CONT'D.)

	Number of preference shares			31 March 2025
	1 April 2024	Bought	Sold	
<b>BHR Enterprise Sdn. Bhd.</b>				
- Corporate shareholder				
<b>Indirect interest</b>				
Dr. Roshayati binti Basir <sup>(8)</sup>	4	-	-	4

Deemed interested by virtue of the following:

- (1) 601,800 and 1,291,000 ordinary shares are held under Maybank Nominees (Tempatan) Sdn. Bhd.
- (2) Her sister, Datin Rozilawati binti Haji Basir's indirect shareholding in the Company which is held under Maybank Nominees (Tempatan) Sdn. Bhd.
- (3) Her mother, Puan Sri Datin Hamidah binti Abdul Rahman's direct shareholding in the Company.
- (4) Her sister-in-law, Zailini binti Zainal Abidin Abidin's indirect shareholding of 30,000 ordinary shares (or 0.01%) in the Company which is held under M & A Nominee (Tempatan) Sdn. Bhd.
- (5) Fima Metal Box Holdings Sdn. Bhd. ("Fima Metal Box")'s direct shareholding in the Company. Fima Metal Box is a major shareholder of the Company and a wholly-owned subsidiary of Kumpulan Fima Berhad ("KFIMA").
- (6) Dr. Roshayati binti Basir is deemed interested in KFIMA by virtue of the following:
- (i) Her shareholding in BHR Enterprise Sdn. Bhd. ("BHR") of more than 20%. BHR is a major shareholder of KFIMA;
  - (ii) Her mother, Puan Sri Datin Hamidah binti Abdul Rahman's shareholding in KFIMA and her shareholding of preference shares in BHR;
  - (iii) Her sister, Rozana Zeti binti Basir's direct shareholding in KFIMA, her direct shareholding in RZB Holdings Sdn. Bhd. and her shareholding in BHR being more than 20%. Rozana Zeti binti Basir is the major shareholder of KFIMA;
  - (iv) Her sister, Datin Rozilawati binti Haji Basir's direct and indirect shareholdings in KFIMA and her shareholding in BHR being more than 20%; and
  - (v) Her brother, Ahmad Riza bin Basir ("Ahmad Riza"), his wife, Zailini binti Zainal Abidin and their children's indirect shareholdings in KFIMA. Subur Rahmat Sdn. Bhd.'s ("SRSB") direct shareholding in KFIMA. Ahmad Riza and his wife are deemed interested in SRSB pursuant to Section 8 of the Companies Act, 2016.
- (7) Deemed interested by virtue of Datin Rozilawati binti Haji Basir and Rozana Zeti binti Basir's direct shareholdings in BHR. Datin Rozilawati binti Haji Basir and Rozana Zeti binti Basir are sisters of Dr. Roshayati binti Basir.
- (8) Her mother, Puan Sri Datin Hamidah binti Abdul Rahman's shareholding in KFIMA and her shareholding of preference shares in BHR.

## Directors' Report

## DIRECTORS' INTERESTS (CONT'D.)

	Exercised price	Number of options over ordinary shares under Employees' Share Option Plan ("ESOS")			
		1 April 2024	Granted	Exercised	31 March 2025
Kumpulan Fima Berhad					
- Ultimate holding company					
Direct interest					
Datuk Bazlan bin Osman	1.85	-	200,000	-	
Dato' Roslan bin Hamir	1.85	-	1,600,000	-	
Rezal Zain bin Abdul Rashid	1.85	-	200,000	-	
Dr. Roshayati binti Basir	1.85	-	200,000	-	
Rosely bin Kusip	1.85	-	200,000	-	
Nik Feizal Haidi bin Hanafi	1.85	-	200,000	-	

	Number of ordinary shares granted under Employees' Share Grant Plan ("ESGP")			
	1 April 2024	Granted	Vested	31 March 2025
<b>Kumpulan Fima Berhad</b>				
- Ultimate holding company				
Dato' Roslan bin Hamir	-	400,000	-	400,000

The options was granted pursuant to the Kumpulan Fima Berhad Long-Term Incentive Plan ("LTIP") which are subject to By-Laws governing their issues. The LTIP will expire on 1 October 2029.

## TREASURY SHARES

During the financial year, the Company bought back 182,200 of its issued ordinary shares.

As at 31 March 2025, the Company held as treasury shares a total of 8,393,000 of its 245,324,330 issued ordinary shares. Such treasury shares are held at a carrying amount of approximately RM11,694,000. Further details are disclosed in Note 27 to the financial statements.

## IMMEDIATE AND ULTIMATE HOLDING COMPANIES

The immediate and ultimate holding companies are Fima Metal Box Holdings Sdn. Bhd. and Kumpulan Fima Berhad, respectively, both of which were incorporated in Malaysia. The ultimate holding company is listed on the Main Market of Bursa Malaysia Securities Berhad.

## Directors' Report

### 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 is 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 which would render any amount stated in the financial statements of the Group and of the Company misleading.
- (e) As at the date of this report, there does not exist:
  - (i) any charge on the assets of the Group and 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 in respect 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 liability 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 and of the Company to meet their 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 and of the Company for the financial year in which this report is made.

## Directors' Report

### 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	351	136
Other member firm of Ernst & Young Global	159	-
	510	136

No payment has been made to indemnify Ernst & Young PLT during or since the financial year end.

Signed on behalf of the Board in accordance with a resolution of the directors dated 25 June 2025.

Datuk Bazlan bin Osman

Dato' Roslan bin Hamir



# Statement by Directors

Pursuant to Section 251(2) of the Companies Act, 2016

We, Datuk Bazlan bin Osman and Dato' Roslan bin Hamir, being two of the directors of Fima Corporation Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 133 to 219 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 2025 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 25 June 2025.

Datuk Bazlan bin Osman

Dato' Roslan bin Hamir

# Statutory Declaration

Pursuant to Section 251(1)(b) of the Companies Act, 2016

I, Muhammad Fadzilah bin Abdul Ra'far, being the officer primarily responsible for the financial management of Fima Corporation Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 133 to 219 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 Muhammad Fadzilah bin Abdul Ra'far  
at Kuala Lumpur in the Federal Territory on 25 June 2025.

Muhammad Fadzilah bin Abdul Ra'far  
CA 39941

Before me,

# Independent Auditors' Report

To the members of Fima Corporation Berhad (Incorporated in Malaysia)

## REPORT ON THE FINANCIAL STATEMENTS

### *Opinion*

We have audited the financial statements of the Fima Corporation Berhad, which comprise the statements of financial position as at 31 March 2025 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 133 to 219.

In our opinion, the accompanying financial statements of the Group and of the Company give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025 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 matter for the financial statements of the Group is described below. This matter was 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.

### ***Revenue recognition***

#### ***(Refer to Note 3 to the financial statements)***

During the financial year, the Group recognised total revenue of RM236.8 million consisting of mainly revenue from sales of oil palm products and production of security documents which amounted to approximately RM144.3 million and RM76.5 million, respectively.

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.

## Independent Auditors' Report

To the members of Fima Corporation Berhad (Incorporated in Malaysia)

### ***Revenue recognition (cont'd.)***

#### ***(Refer to Note 3 to the financial statements)***

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 tested the relevant internal controls in place to address the timing and amount of revenue recognised;
- (c) We used data analytics to perform correlation analysis between revenue, trade receivables and cash and bank balances;
- (d) 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;
- (e) We reperformed testing over cash entries that settle trade receivables and inspected documents evidencing customer acceptance; and
- (f) We also focused on testing 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.

### ***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 so as to 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.

## Independent Auditors' Report

To the members of Fima Corporation Berhad (Incorporated in Malaysia)

### *Responsibilities of the directors for the financial statements (cont'd.)*

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 cease operations, or have no realistic alternative but to do so.

### *Auditors' responsibilities for the audit of the consolidated 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 in 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.

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's 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 and 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.



## Independent Auditors' Report

To the members of Fima Corporation Berhad (Incorporated in Malaysia)

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 a matter that is of most significance in the audit of the financial statements of the Group for the current financial year and is therefore a key audit matter. We describe this matter 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.

### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiary of which we have not acted as auditors, is disclosed in Note 16 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  
25 June 2025

Abdul Hadi Bin Gonawan  
No. 03676/07/2026 J  
Chartered Accountant

# Statements of Comprehensive Income

For the financial year ended 31 March 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000 (Restated)
<b>Revenue</b>	3	<b>236,788</b>	206,749	<b>67,260</b>	42,734
Cost of sales/services	4	<b>(133,884)</b>	(121,793)	<b>(4,516)</b>	(5,402)
<b>Gross profit</b>		<b>102,904</b>	84,956	<b>62,744</b>	37,332
Other income	5	<b>8,875</b>	10,468	<b>1,771</b>	1,213
<b>Other items of expense</b>					
Administrative expenses		<b>(35,177)</b>	(34,987)	<b>(4,128)</b>	(4,301)
Selling and marketing expenses		<b>(13,909)</b>	(8,295)	<b>(51)</b>	(38)
Other operating expenses		<b>(9,626)</b>	(21,644)	<b>(2,933)</b>	(2,905)
Net write back of expected credit losses ("ECL")		<b>127</b>	283	<b>2</b>	108
		<b>(58,585)</b>	(64,643)	<b>(7,110)</b>	(7,136)
<b>Profit from operations</b>		<b>53,194</b>	30,781	<b>57,405</b>	31,409
Finance costs	6	<b>(2,578)</b>	(2,349)	<b>(1,320)</b>	(1,635)
Share of results from associate		<b>340</b>	3,816	<b>-</b>	-
<b>Profit before tax</b>	7	<b>50,956</b>	32,248	<b>56,085</b>	29,774
Income tax (expense)/credit	10	<b>(11,729)</b>	(6,003)	<b>2,595</b>	2,251
<b>Profit for the year</b>		<b>39,227</b>	26,245	<b>58,680</b>	32,025
<b>Other comprehensive (expense)/income, net of tax</b>					
<i>Item that will be subsequently reclassified to profit or loss</i>					
Foreign currency translation (loss)/gain		<b>(8,792)</b>	982	<b>-</b>	-
<i>Item that will not be subsequently reclassified to profit or loss</i>					
Remeasurement of defined benefit liability		<b>30</b>	(1)	<b>-</b>	-
<b>Total comprehensive income for the year</b>		<b>30,465</b>	27,226	<b>58,680</b>	32,025
<b>Profit attributable to:</b>					
Equity holders of the Company		<b>31,769</b>	20,058	<b>58,680</b>	32,025
Non-controlling interests		<b>7,458</b>	6,187	<b>-</b>	-
<b>Profit for the year</b>		<b>39,227</b>	26,245	<b>58,680</b>	32,025
<b>Total comprehensive income attributable to:</b>					
Equity holders of the Company		<b>24,748</b>	20,755	<b>58,680</b>	32,025
Non-controlling interests		<b>5,717</b>	6,471	<b>-</b>	-
<b>Total comprehensive income for the year</b>		<b>30,465</b>	27,226	<b>58,680</b>	32,025
<b>Earnings per share attributable to equity holders of the Company (sen per share)</b>					
Basic/diluted earnings per share	12	<b>13.40</b>	8.46		

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

# Statements of Financial Position

As at 31 March 2025

Group	Note	2025 RM'000	2024 RM'000 (Restated)	2023 RM'000 (Restated)
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant and equipment	13	201,944	138,345	111,231
Right-of-use assets	14	209,813	212,531	216,299
Investment properties	15	41,551	42,746	43,922
Investment in associate	17	41,530	43,538	39,722
Goodwill on consolidation	18	510	510	510
Deferred tax assets	32	16,730	14,865	11,856
		512,078	452,535	423,540
<b>Current assets</b>				
Inventories	19	34,113	21,304	37,662
Biological assets	20	3,809	1,896	2,902
Trade receivables	21	62,669	21,957	43,837
Other receivables	22	7,966	13,110	11,622
Tax recoverable		7,728	9,656	3,609
Due from related companies	23	24	72	529
Financial investments	24	15,299	143,653	128,872
Cash and bank balances	25	68,059	49,413	67,747
		199,667	261,061	296,780
<b>Total assets</b>		<b>711,745</b>	<b>713,596</b>	<b>720,320</b>
<b>Equity and liabilities</b>				
<b>Equity attributable to equity holders of the Company</b>				
Share capital	26	122,662	122,662	122,662
Treasury shares	27	(11,694)	(11,375)	(11,289)
Other reserves	28	(8,330)	(2,040)	(2,738)
Retained earnings	29	459,925	457,762	467,344
		562,563	567,009	575,979
<b>Non-controlling interests</b>		<b>17,715</b>	<b>15,805</b>	<b>19,473</b>
<b>Total equity</b>		<b>580,278</b>	<b>582,814</b>	<b>595,452</b>

## Statements of Financial Position

As at 31 March 2025

Group (cont'd.)	Note	2025 RM'000	2024 RM'000 (Restated)	2023 RM'000 (Restated)
<b>Non-current liabilities</b>				
Lease liabilities	30	89,773	86,214	85,232
Retirement benefit obligation	31	2,050	2,162	1,636
Deferred tax liabilities	32	7,095	5,887	5,376
		98,918	94,263	92,244
<b>Current liabilities</b>				
Lease liabilities	30	1,869	3,182	3,644
Borrowings	33	8,000	-	-
Trade and other payables	34	21,791	32,741	27,876
Provision for warranty	35	-	497	970
Due to related companies	23	136	59	51
Tax payable		753	40	83
		32,549	36,519	32,624
<b>Total liabilities</b>		131,467	130,782	124,868
<b>Total equity and liabilities</b>		711,745	713,596	720,320
Net assets per share (RM)		2.37	2.39	2.43



# Statements of Financial Position

As at 31 March 2025

Company	Note	2025 RM'000	2024 RM'000 (Restated)	2023 RM'000 (Restated)
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant and equipment	13	40,034	26,325	10,523
Right-of-use assets	14	120,409	118,424	121,136
Investment properties	15	41,584	42,782	43,944
Investments in subsidiaries	16	155,051	161,349	156,149
Investment in associate	17	10,000	10,000	10,000
Deferred tax assets	32	5,991	3,396	1,145
		373,069	362,276	342,897
<b>Current assets</b>				
Inventories	19	560	374	622
Biological assets	20	16	19	48
Trade receivables	21	200	204	355
Other receivables	22	1,299	1,312	1,455
Tax recoverable		91	281	257
Due from related companies	23	35,829	95	196
Financial investments	24	2,124	17,376	34,023
Cash and bank balances	25	1,441	1,114	1,068
		41,560	20,775	38,024
<b>Total assets</b>		414,629	383,051	380,921
<b>Equity and liabilities</b>				
<b>Equity attributable to equity holders of the Company</b>				
Share capital	26	122,662	122,662	122,662
Treasury shares	27	(11,694)	(11,375)	(11,289)
Other reserves	28	722	539	539
Retained earnings	29	230,322	201,272	198,886
<b>Total equity</b>		342,012	313,098	310,798

## Statements of Financial Position

As at 31 March 2025

Company (cont'd.)	Note	2025 RM'000	2024 RM'000 (Restated)	2023 RM'000 (Restated)
<b>Non-current liability</b>				
Lease liabilities	30	69,178	65,191	65,955
<b>Current liabilities</b>				
Lease liabilities	30	282	309	703
Trade and other payables	34	3,087	3,034	3,097
Due to related companies	23	70	1,419	368
		3,439	4,762	4,168
<b>Total liabilities</b>		72,617	69,953	70,123
<b>Total equity and liabilities</b>		414,629	383,051	380,921
Net assets per share (RM)		1.44	1.32	1.31

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 2025

Attributable to equity holders of the Company										
		Non-distributable			Distributable		Non-distributable			
Group	Note	Equity attributable to the equity holders of the Company, total		Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	Other reserves, total (Note 28) RM'000	Foreign currency translation deficit RM'000	Equity contribution from parent RM'000	Non-controlling interests RM'000
		Total equity RM'000	Company, total RM'000							
2025										
At 1 April 2024, as restated		582,814	567,009	122,662	(11,375)	457,762	(2,040)	(6,290)	4,250	15,805
Profit for the year		39,227	31,769	-	-	31,769	-	-	-	7,458
Remeasurement of defined benefit liability		30	24	-	-	24	-	-	-	6
Foreign currency translation gain		(8,792)	(7,045)	-	-	-	(7,045)	(7,045)	-	(1,747)
Total comprehensive income for the year		30,465	24,748	-	-	31,793	(7,045)	(7,045)	-	5,717
Transactions with equity holders										
Purchase of treasury shares	27	(319)	(319)	-	(319)	-	-	-	-	-
Dividends paid to equity holders	11	(29,630)	(29,630)	-	-	(29,630)	-	-	-	-
Dividends paid to non-controlling interests		(3,807)	-	-	-	-	-	-	-	(3,807)
Grant of equity settled share options		755	755	-	-	-	755	-	755	-
Total transactions with equity holders		(33,001)	(29,194)	-	(319)	(29,630)	755	-	755	(3,807)
At 31 March 2025		580,278	562,563	122,662	(11,694)	459,925	(8,330)	(13,335)	5,005	17,715

# Statements of Changes in Equity

For the financial year ended 31 March 2025

Attributable to equity holders of the Company									
		Non-distributable			Distributable		Non-distributable		
		Equity attributable to the equity holders of the Company, total		Share capital	Treasury shares	Retained earnings	Other reserves, total	Foreign currency translation deficit	Equity contribution from parent
Group (cont'd.)	Note	Total equity RM'000	Company, total RM'000	RM'000	RM'000	RM'000	(Note 28) RM'000	RM'000	RM'000
2024									
At 1 April 2023, as previously stated									
Prior year adjustments		600,265 (4,813)	579,440 (3,461)	122,662	(11,289)	470,805 (3,461)	(2,738)	(6,988)	4,250
									20,825 (1,352)
At 1 April 2023, as restated									
		595,452	575,979	122,662	(11,289)	467,344	(2,738)	(6,988)	4,250
									19,473
Profit for the year		26,245	20,058	-	-	20,058	-	-	-
Remeasurement of defined benefit liability		(1)	(1)	-	-	(1)	-	-	-
Foreign currency translation gain		982	698	-	-	-	698	698	-
									284
Total comprehensive income for the year		27,226	20,755	-	-	20,057	698	698	-
									6,471
Transactions with equity holders									
Purchase of treasury shares	27	(86)	(86)	-	(86)	-	-	-	-
Dividends paid to equity holders	11	(29,639)	(29,639)	-	-	(29,639)	-	-	-
Dividends paid to non-controlling interests		(10,139)	-	-	-	-	-	-	-
									(10,139)
Total transactions with equity holders		(39,864)	(29,725)	-	(86)	(29,639)	-	-	-
									(10,139)
At 31 March 2024, as restated									
		582,814	567,009	122,662	(11,375)	457,762	(2,040)	(6,290)	4,250
									15,805



# Statements of Changes in Equity

For the financial year ended 31 March 2025

		Non-distributable		Distributable	Non-distributable	
					Equity contribution from parent representing other reserves (Note 28)	
Company	Note	Total equity RM'000	Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	RM'000
2025						
At 1 April 2024, as restated		313,098	122,662	(11,375)	201,272	539
Total comprehensive income for the year		58,680	-	-	58,680	-
Transactions with equity holders						
Purchase of treasury shares	27	(319)	-	(319)	-	-
Dividends paid to equity holders	11	(29,630)	-	-	(29,630)	-
Grant of equity settled share options		183	-	-	-	183
Total transactions with equity holders		(29,766)	-	(319)	(29,630)	183
At 31 March 2025		342,012	122,662	(11,694)	230,322	722
2024						
At 1 April 2023, as previously stated		310,648	122,662	(11,289)	198,736	539
Prior year adjustments		150	-	-	150	-
At 1 April 2023, as restated		310,798	122,662	(11,289)	198,886	539
Total comprehensive income for the year		32,025	-	-	32,025	-
Transactions with equity holders						
Purchase of treasury shares	27	(86)	-	(86)	-	-
Dividends paid to equity holders	11	(29,639)	-	-	(29,639)	-
Total transactions with equity holders		(29,725)	-	(86)	(29,639)	-
At 31 March 2024, as restated		313,098	122,662	(11,375)	201,272	539

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 2025

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
		(Restated)		(Restated)
<b>Cash flows from operating activities</b>				
Profit before tax and zakat	50,956	32,248	56,085	29,774
Adjustments for:				
Depreciation of:				
- property, plant and equipment	11,217	8,645	1,240	995
- right-of-use assets	6,687	6,671	2,254	2,242
- investment properties	1,195	1,182	1,198	1,188
Property, plant and equipment written off	1,000	1,289	-	-
Expected credit losses ("ECLs") on trade receivables	-	123	-	-
Write back of ECLs on trade receivables	(127)	(406)	(2)	(108)
Changes in fair value of biological assets	(2,144)	1,066	3	29
Provision for retirement benefit obligation	411	936	-	-
Inventories written (back)/down	(1,785)	605	-	-
Gain on disposal of property, plant and equipment	(1,451)	(82)	(40)	-
Shares and options granted under LTIP	755	-	183	-
Net reversal of provision for warranty	(497)	(473)	-	-
Share of results of associate	(340)	(3,816)	-	-
Interest income on advances to subsidiary	-	-	(537)	-
Dividend income from subsidiaries	-	-	(59,400)	(37,100)
Dividend income from an associate	-	-	(2,348)	-
Interest expense	2,578	2,349	1,320	1,635
Profit income on Islamic fixed deposits	(1,770)	(1,705)	(76)	(56)
Distribution from financial investments	(2,654)	(4,752)	(595)	(852)
Unrealised foreign exchange loss/(gain)	2	(24)	-	-
Operating profit/(loss) before working capital changes	64,033	43,856	(715)	(2,253)
(Increase)/decrease in trade and other receivables	(36,536)	20,845	19	402
(Increase)/decrease in inventories	(12,048)	15,937	(186)	248
(Decrease)/increase in trade and other payables	(10,295)	4,750	53	(63)
Changes in balances with related company	123	489	(36,546)	1,152
Cash generated from/(used in) operations	5,277	85,877	(37,375)	(514)
Net taxes (paid)/refund	(9,995)	(14,502)	190	(24)
Retirement benefits paid	(316)	(425)	-	-
Net cash (used in)/generated from operating activities	(5,034)	70,950	(37,185)	(538)

## Statements of Cash Flows

For the financial year ended 31 March 2025

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000 (Restated)
<b>Cash flows from investing activities</b>				
Purchase of property, plant and equipment	(75,642)	(35,673)	(14,123)	(16,295)
Purchase of investment properties	-	(6)	-	(26)
Proceeds from disposal of property, plant and equipment	1,455	82	40	-
Distribution received from financial investments	2,654	4,752	595	852
Profit income received	1,770	1,705	76	56
Net redemption/(placement) of financial investments	128,354	(14,781)	15,252	16,647
Net dividends received from subsidiaries	-	-	59,400	37,100
Net dividends received from an associate company	2,348	-	2,348	-
Subscription of redeemable preference shares (Note 16 (c))	-	-	(4,600)	(8,200)
Redemption of redeemable preference shares (Note 16 (d))	-	-	6,000	3,000
Capital repayment (Note 16 (f))	-	-	4,898	-
Net cash generated from/(used in) investing activities	60,939	(43,921)	69,886	33,134
<b>Cash flows from financing activities</b>				
Dividends paid to equity holders	(29,630)	(29,639)	(29,630)	(29,639)
Dividends paid by a subsidiary to non-controlling interests	(3,807)	(10,139)	-	-
Net drawdown of borrowings	8,000	-	-	-
Acquisition of treasury shares	(319)	(86)	(319)	(86)
Repayment of lease liabilities	(5,442)	(5,890)	(2,425)	(2,825)
Net cash used in financing activities	(31,198)	(45,754)	(32,374)	(32,550)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>24,707</b>	<b>(18,725)</b>	<b>327</b>	<b>46</b>
Effect of exchange rate changes in cash and cash equivalents	(6,061)	391	-	-
<b>Cash and cash equivalents at beginning of year</b>	<b>49,413</b>	<b>67,747</b>	<b>1,114</b>	<b>1,068</b>
<b>Cash and cash equivalents at end of year (Note 25)</b>	<b>68,059</b>	<b>49,413</b>	<b>1,441</b>	<b>1,114</b>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

# Notes to the Financial Statements

31 March 2025

## 1. CORPORATE INFORMATION

The principal activities of the Company are those of property management, oil palm plantation and investment holding. The principal activities of the subsidiaries and associate are described in Notes 16 and 17, respectively. There have been no significant changes in the nature of these activities during the financial 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.

The immediate and ultimate holding companies are Fima Metal Box Holdings Sdn. Bhd. and Kumpulan Fima Berhad, respectively, both of which were incorporated in Malaysia. The ultimate holding company is listed on the Main Market of Bursa Malaysia Securities Berhad.

## 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 presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000) except when 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 2024, the Group and the Company adopted the following new amendments to MFRSs mandatory for annual financial periods beginning on or after 1 January 2024.

Description	Effective for financial periods beginning on or after
Amendments to MFRS 16: Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 101: Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 101: Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements	1 January 2024

The adoption of the above amendments to standards did not have material impact on the financial statements in the year of initial application.



# Notes to the Financial Statements

31 March 2025

## 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 the Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

<b>Description</b>	<b>Effective for annual period beginning on or after</b>
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards	1 January 2026
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
MFRS 18: Presentation and Disclosures in Financial Statements	1 January 2027
Amendments to MFRS 10 and MFRS 128: Sales or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The adoption of the above amendments to MFRS Accounting Standards do not have material impact on the financial statements of the Group and of the Company in the year of initial application.

### 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 affects 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.

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(a) Basis of consolidation (cont'd.)**

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.

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).

# Notes to the Financial Statements

31 March 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

### 2.4 Summary of material accounting policy information (cont'd.)

#### (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 profit or loss and other 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 subsidiary companies 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 subsidiary companies 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.

#### (d) Investment in associate companies

An associate is an entity, not being a subsidiary or a joint venture, in which the Group and the Company has significant influence. An associate is equity accounted for from the date the Group obtains significant influence until the date the Group and the Company ceases to have significant influence over the associate.

The Group's investment in associate is accounted for using the equity method. Under the equity method, the investment in the 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 and is not tested for impairment individually. 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.

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(d) Investment in associate companies (cont'd.)**

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 associate 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 to 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.

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 and borrowing 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 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% to 10%
Plant and machinery	10% to 50%
Factory and office renovations	2% to 20%
Equipment, furniture and fittings and motor vehicles	10% to 33.3%
Bearer plants	4%
Infrastructure	2%

Notes to the Financial Statements

31 March 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

2.4 Summary of material accounting policy information (cont'd.)

(e) Property, plant and equipment (cont'd.)

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.

(f) Biological assets

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.

(g) Investment properties

Investment properties are properties which are held either to earn rental income or for capital appreciation or for both. Such property is measured initially at cost, including transaction costs. Subsequent to initial recognition, investment property except for freehold land is 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:

Freehold 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 2025

**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 an 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 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 2025

## 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, as 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 have applied the practical expedient are measured at the transaction price determined under MFRS 15 *Revenue from Contracts 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 refer to how they manage their 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 and the Company commit to purchase or sell the asset.

##### Subsequent measurement

For purposes of subsequent measurement, financial assets of the Group and of the Company are classified as either:

- Financial assets at amortised cost (debt instruments) ("AC");
- Financial assets at FVTPL;
- Financial assets at FVTOCI with recycling of cumulative gains and losses (debt instruments); or
- Financial assets designated at FVTOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments).

## Notes to the Financial Statements

31 March 2025

**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 amortised cost (debt instruments)**

This category is the most relevant to the Group and the Company. 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.

**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, as described above, 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 2025, the Group or the Company measure their financial investments, which comprise of money market unit trust funds, at FVTPL.

**Financial assets at FVTOCI (debt instruments)**

For debt instruments at FVTOCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statements of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The Group and the Company have not designated any financial assets as at FVTOCI (debt instruments).

# Notes to the Financial Statements

31 March 2025

## 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 FVTOCI (equity instruments)

Upon initial recognition, the Group and the Company can elect to classify irrevocably its equity instruments as equity instruments designated at FVTOCI when they meet the definition of equity under MFRS 132 *Financial Instruments: Presentation* and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the statements of profit or loss when the right of payment has been established, except when the Group and the Company benefit from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at FVTOCI are not subject to impairment assessment.

The Group and the Company have not designated any financial assets as at FVTOCI (equity instruments).

##### 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.

#### (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.

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(k) Impairment of financial assets (cont'd.)**

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 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 printing materials, consumables, oil palm products and fertilizer based on a weighted average basis 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.

**(n) 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 financial liabilities include trade payables, other payables, amount due to related companies, lease liabilities and borrowings.

As at 31 March 2025, the Group and the Company have not designated any financial liabilities at FVTPL.



# Notes to the Financial Statements

31 March 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

### 2.4 Summary of material accounting policy information (cont'd.)

#### (n) Financial liabilities (cont'd.)

##### 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 the statement of profit or loss.

##### 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.

#### (o) Provision 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.

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(p) Share capital**

An equity instrument is any contract that evidences a residual interest in the assets of the Group and 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.

**(q) Revenue recognition**Revenue from contracts with customers

The Group is in the business of production of security and confidential documents and oil palm production. 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 and confidential documents**

Revenue is recognised at point of time, net of sales taxes and 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 products**

Revenue is recognised at the point in time when control of the goods is transferred to the customer.

**(iii) Property management services**

Revenue are recognised over time as and when service are rendered.

**(iv) Engineering consultancy services**

Revenue are recognised over time when the performance obligations in a contract with customer is satisfied i.e. when the control of the services underlying the performance obligation is transferred to the customer.

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.

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(q) Revenue recognition (cont'd.)**Other revenue (cont'd.)**(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.

**(r) 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.

**(s) 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 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 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 operation. 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 operation are recognised in profit or loss in the Company's separate financial statements or the individual financial statements of the foreign operation, as appropriate.

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(s) Foreign currencies (cont'd.)****(iii) Foreign currency transactions (cont'd.)**

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the translation 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.

**(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.

**(t) 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. 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.

# Notes to the Financial Statements

31 March 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

### 2.4 Summary of material accounting policy information (cont'd.)

#### (t) Employee benefits (cont'd.)

##### (iii) Defined benefit plan (cont'd.)

The amount recognised in the statement of financial position represents the present value of the defined benefit obligations adjusted for unrecognised past service costs, and reduced by the fair value of plan assets. Any asset resulting from this calculation is limited to the net total of any past service costs, and the present value of any economic benefits in the form of refunds or reductions in future contributions to the plan.

The latest actuarial valuation was carried out using the employee data as at 31 March 2025 by Kantor Konsultan Aktuaria Yusi dan Rekan, an independent actuary, who issued a valuation report on 4 June 2025.

##### (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 Group and of the Company 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.



## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(t) Employee benefits (cont'd.)****(v) Employees' Share Grant Plan ("ESGP") (cont'd.)**

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.

**(u) 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 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.

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(u) Leases (cont'd.)****(i) As lessee (cont'd.)****Lease liabilities (cont'd.)**

In calculating the present value of lease payments, the Group and the Company use its 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.

**(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.

**(v) 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

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.4 Summary of material accounting policy information (cont'd.)****(v) Income taxes (cont'd.)****(ii) Deferred tax (cont'd.)**

Deferred tax liabilities are recognised for all temporary differences, except: (cont'd.)

- 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.

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 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

### 2.4 Summary of material accounting policy information (cont'd.)

#### (w) 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 technique for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- Level 3 - Valuation technique 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.

## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.5 Significant accounting estimates and judgements**

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group'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. 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:

**(a) 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, adjusted 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 2025 are disclosed in Note 21 and Note 22, respectively.

**(b) 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 2025 are disclosed in Note 32.

**(c) 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.

When there is an indication that the carrying amount of the investments in subsidiary companies may be impaired, their respective recoverable amount, being the higher of its fair value less costs of disposal ("FVLCD") and its value in use ("VIU"), will be determined.

Determining the recoverable amount of an asset, involves estimating the future cash inflows and outflows that will be derived from these investments and discounting them at an appropriate rate. Changes in the assumptions could affect the results of the Company's financial position and results.

The Company's investment in subsidiaries as at 31 March 2025 are disclosed in Note 16.



## Notes to the Financial Statements

31 March 2025

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)****2.5 Significant accounting estimates and judgements (cont'd.)****(d) 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 will make an estimate of the recoverable amounts of its property, plant and equipment and right-of-use assets.

The Group and the Company carried out the impairment test based on a variety of estimation including the value in use ("VIU") of the CGU to which the property, plant and equipment and right-of-use assets are allocated. Estimating the VIU requires the Group 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.

The carrying amounts of property, plant and equipment and right-of-use assets of the Group and the Company are disclosed in Note 13 and Note 14, respectively.

**3. REVENUE**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Revenue from contracts with customers	<b>232,853</b>	202,647	<b>1,840</b>	1,814
Rental income	<b>3,935</b>	4,102	<b>3,672</b>	3,820
Dividend income from subsidiaries	-	-	<b>59,400</b>	37,100
Dividend income from associate	-	-	<b>2,348</b>	-
	<b>236,788</b>	206,749	<b>67,260</b>	42,734

(a) Disaggregation of revenue from contracts with customers:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Production and trading of security and confidential documents	<b>76,456</b>	61,573	-	-
Sale of oil palm products	<b>144,330</b>	139,068	<b>1,149</b>	1,154
Property management services	<b>717</b>	691	<b>691</b>	660
Engineering consultancy services	<b>11,350</b>	1,315	-	-
	<b>232,853</b>	202,647	<b>1,840</b>	1,814

## Notes to the Financial Statements

31 March 2025

## 3. REVENUE (CONT'D.)

(a) Disaggregation of revenue from contracts with customers: (cont'd.)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Timing of revenue recognition:				
Transferred at a point in time	220,786	200,641	1,149	1,154
Transferred over time	12,067	2,006	691	660
	232,853	202,647	1,840	1,814
Geographical market:				
Malaysia	110,838	81,445	1,840	1,814
Indonesia	122,015	121,202	-	-
	232,853	202,647	1,840	1,814

(b) Performance obligations and payment terms

Production and trading of security and confidential documents

Contracts with customers are mainly for the sales 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 (2024: 30 to 90) days.

The transaction price allocated to the remaining performance obligations (unsatisfied) as at 31 March 2025 and 2024 are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Within one year	52,641	-	-	-

All remaining performance obligations are expected to be recognised within one year.

Sale of oil palm products

Contracts with customers are mainly for sales of fresh fruit bunches ("FFB"), crude palm oil and crude palm kernel oil. Performance obligation is satisfied at a point in time upon delivery of the oil palm products to the customers and payment is generally due within 30 to 90 (2024: 30 to 90) days.

Property management and engineering consultancy services

Performance obligation is satisfied over time as and when services rendered to the customers and payment is generally due within 30 to 90 (2024: 30 to 90) days.

## Notes to the Financial Statements

31 March 2025

## 4. COST OF SALES/SERVICES

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
		(Restated)		
Manufacturing	63,874	46,986	-	-
Sale of oil palm products	57,047	70,508	1,096	1,986
Investment property related expenses	3,318	3,123	3,420	3,416
Engineering consultancy services	9,645	1,176	-	-
	133,884	121,793	4,516	5,402

## 5. OTHER INCOME

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Profit income on Islamic fixed deposits	1,770	1,705	76	56
Distribution from financial investments	2,654	4,752	595	852
Interest income on advances to a subsidiary	-	-	537	-
Gain on disposal of property, plant and equipment	1,451	82	40	-
Management fees	284	280	518	255
By-product and scrap sales	456	1,108	-	-
Others	2,260	2,541	5	50
	8,875	10,468	1,771	1,213

## 6. FINANCE COSTS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
		(Restated)		(Restated)
Interest expense on borrowings	3	-	-	-
Interest on lease liabilities (Note 30)	3,713	3,509	2,146	2,137
	3,716	3,509	2,146	2,137
Less: Interest capitalised	(1,138)	(1,160)	(826)	(502)
	2,578	2,349	1,320	1,635

## Notes to the Financial Statements

31 March 2025

**7. PROFIT BEFORE TAX**

The following amounts have been debited/(credited) in arriving at profit before tax:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Staff costs (Note 8)	<b>49,632</b>	47,216	<b>1,680</b>	1,451
Non-executive directors' remuneration (Note 9)	<b>640</b>	617	<b>592</b>	567
Auditors' remuneration:				
- Statutory audit				
(i) Ernst & Young PLT	<b>339</b>	314	<b>124</b>	119
(ii) Other member firm of Ernst & Young Global	<b>134</b>	138	-	-
- Other services				
(i) Ernst & Young PLT	<b>12</b>	12	<b>12</b>	12
(ii) Other member firm of Ernst & Young Global	<b>25</b>	29	-	-
Depreciation of:				
- property, plant and equipment (Note 13)	<b>11,217</b>	8,645	<b>1,240</b>	995
- right-of-use assets (Note 14)	<b>6,687</b>	6,671	<b>2,254</b>	2,242
- investment properties (Note 15)	<b>1,195</b>	1,182	<b>1,198</b>	1,188
Expected credit losses ("ECLs") on trade receivables (Note 21)	-	123	-	-
Writeback of ECLs on trade receivables (Note 21)	<b>(127)</b>	(406)	<b>(2)</b>	(108)
Property, plant and equipment written off (Note 13)	<b>1,000</b>	1,289	-	-
Changes in fair value of biological assets (Note 20)	<b>(2,144)</b>	1,066	<b>3</b>	29
Provision for retirement benefit obligation (Note 31)	<b>411</b>	936	-	-
Inventories written (back)/down	<b>(1,785)</b>	605	-	-
Net reversal of provision for warranty (Note 35)	<b>(497)</b>	(473)	-	-
Unrealised foreign exchange loss/(gain)	<b>2</b>	(24)	-	-
Realised foreign exchange loss	<b>65</b>	72	-	-

## Notes to the Financial Statements

31 March 2025

**8. STAFF COSTS**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Wages and salaries	42,912	40,613	1,183	1,147
Social security costs	457	409	22	25
Pension costs:				
- Defined contribution plan	3,923	3,946	192	204
- Defined benefit plan (Note 31)	411	936	-	-
Shares and options granted under ESOS	755	-	183	-
Other staff related expenses	1,174	1,312	100	75
	<b>49,632</b>	<b>47,216</b>	<b>1,680</b>	<b>1,451</b>

Included in staff costs of the Group and of the Company is the Managing Director's remuneration amounting to RM1,328,000 (2024: RM1,273,000) and RM710,000 (2024: RM655,000) respectively as further disclosed in Note 9.

**9. DIRECTORS' REMUNERATION**

The Company's directors' remuneration receivable from the Group and from the Company are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Executive:</b>				
Salaries and other emoluments	595	576	298	288
Bonus	422	419	211	210
Pension costs - defined contribution plan	193	191	96	95
Total excluding benefits-in-kind	1,210	1,186	605	593
Benefits-in-kind	118	87	105	62
	<b>1,328</b>	<b>1,273</b>	<b>710</b>	<b>655</b>
<b>Non-executive:</b>				
Fees	367	367	325	325
Other emoluments	136	136	130	128
Total excluding benefits-in-kind	503	503	455	453
Benefits-in-kind	137	114	137	114
	<b>640</b>	<b>617</b>	<b>592</b>	<b>567</b>
<b>Total</b>	<b>1,968</b>	<b>1,890</b>	<b>1,302</b>	<b>1,222</b>



## Notes to the Financial Statements

31 March 2025

## 9. DIRECTORS' REMUNERATION (CONT'D.)

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<b>Analysis excluding benefits-in-kind:</b>				
Total executive director's remuneration	1,210	1,186	605	593
Total non-executive directors' remuneration	503	503	455	453
Total directors' remuneration	1,713	1,689	1,060	1,046

The total remuneration of the directors of the subsidiaries of the Group is disclosed in Note 37(b).

## 10. INCOME TAX EXPENSE/(CREDIT)

Major components of income tax expense/(credit)

The major components of income tax expense/(credit) for the years ended are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<b>Current income tax:</b>				
- Malaysian income tax	1,395	274	-	-
- Indonesian income tax	11,793	8,507	-	-
- Overprovision in prior years	(552)	(369)	-	-
	12,636	8,412	-	-
<b>Deferred taxation (Note 32):</b>				
- Relating to reversal and origination of temporary differences	(503)	(1,817)	(2,486)	(2,836)
- (Over)/under provision in prior years	(404)	(592)	(109)	585
	(907)	(2,409)	(2,595)	(2,251)
<b>Total income tax expense/(credit)</b>	<b>11,729</b>	<b>6,003</b>	<b>(2,595)</b>	<b>(2,251)</b>

Domestic income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year. The corporate rate tax applicable to the Indonesian subsidiary of the Group is 22% (2024: 22%).

## Notes to the Financial Statements

31 March 2025

**10. INCOME TAX EXPENSE/(CREDIT) (CONT'D.)**Reconciliation between tax expense/(credit) and accounting profit

A reconciliation of income tax expense/(credit) applicable to profit before tax at the statutory income tax rate to income tax expense/(credit) at the effective income tax rate of the Group and of the Company is as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Profit before tax	<b>50,956</b>	32,248	<b>56,085</b>	29,774
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	<b>12,229</b>	7,740	<b>13,460</b>	7,146
Effect of tax rates in foreign jurisdiction	<b>(1,118)</b>	(876)	-	-
Effect of expenses not deductible for tax purposes	<b>3,649</b>	3,181	<b>1,055</b>	1,078
Effect of partial tax exemption	<b>(30)</b>	(29)	-	-
Deferred tax assets not recognised	<b>1,117</b>	1,376	-	-
Effect of share of results of associate	<b>(82)</b>	(916)	-	-
Effect of income and/or other items not subject to tax	<b>(3,080)</b>	(3,512)	<b>(17,001)</b>	(11,060)
Overprovision of income tax expense in prior years	<b>(552)</b>	(369)	-	-
(Over)/under provision of deferred tax in prior years	<b>(404)</b>	(592)	<b>(109)</b>	585
	<b>11,729</b>	6,003	<b>(2,595)</b>	(2,251)

**11. DIVIDENDS**

	<b>Dividends in respect of year</b>		<b>Dividends recognised in year</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>First interim</b>				
Recognised during the financial year:				
Single-tier first interim dividend for year ended 31 March 2025 of 5.0 sen paid on 24 January 2025	<b>11,846</b>	-	<b>11,846</b>	-
Single-tier first interim dividend for year ended 31 March 2024 of 5.0 sen paid on 29 December 2023	-	11,855	-	11,855

## Notes to the Financial Statements

31 March 2025

## 11. DIVIDENDS (CONT'D.)

	Dividends in respect of year		Dividends recognised in year	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Second interim</b>				
Single tier second interim dividend for year ended 31 March 2024 of 7.5 sen paid on 2 August 2024	-	17,784	<b>17,784</b>	-
Single tier second interim dividend for year ended 31 March 2023 of 7.5 sen paid on 4 August 2023	-	-	-	17,784
	<b>11,846</b>	29,639	<b>29,630</b>	29,639

Subsequent to the financial year end, on 26 May 2025, the directors declared a single-tier second interim dividend of 7.5 sen in respect of the current financial year ended 31 March 2025 on 236,931,330 shares, amounting to a total of RM17,770,000 payable on 1 August 2025.

The financial statements for the current financial year ended 31 March 2025 do not reflect this dividend. This dividend will be accounted for in the statements of changes in equity as an appropriation of retained earnings in the next financial year ending 31 March 2026.

The directors do not recommend the payment of any final dividend in respect of the current financial year.

## 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 2025 and 2024:

	Group	
	2025	2024
Profit attributable to equity holders of the Company used in the computation of basic/diluted earnings per share (RM'000)	<b>31,769</b>	20,058
Weighted average number of ordinary shares for basic earnings per share computation ('000)	<b>237,005</b>	237,114
Basic earnings per share for the year (sen)	<b>13.40</b>	8.46

## (b) Diluted

Diluted earnings per share is the same as basic earnings per share as the Company has no potentially dilutive shares in issue.

## Notes to the Financial Statements

31 March 2025

## 13. PROPERTY, PLANT AND EQUIPMENT

## Group

	Freehold land RM'000	Buildings RM'000	Plant and machinery RM'000	Factory and office renovations RM'000	Equipment, furniture and fittings and motor vehicles RM'000	Bearer plant and infrastructure RM'000	Work in progress RM'000	Total RM'000
<b>At 31 March 2025</b>								
<b>Cost</b>								
At 1 April 2024	1,550	30,393	85,587	20,559	52,761	180,859	14,062	385,771
Additions	-	3,348	52,919	30	3,868	14,423	1,054	75,642
Finance cost capitalised	-	-	-	-	-	1,138	-	1,138
Disposals	-	-	(20,874)	(1,798)	(13,645)	-	-	(36,317)
Reclassification	-	6,636	320	35	448	-	(7,439)	-
Write-offs	-	-	(13)	-	(5)	-	(987)	(1,005)
Exchange differences	-	(1,612)	(2,518)	(1,040)	(1,443)	(6,301)	(24)	(12,938)
At 31 March 2025	1,550	38,765	115,421	17,786	41,984	190,119	6,666	412,291
<b>Accumulated depreciation and impairment loss</b>								
At 1 April 2024	-	21,139	81,817	20,059	47,178	77,233	-	247,426
Depreciation charge for the year	-	927	2,970	270	2,372	4,678	-	11,217
Disposals	-	-	(20,874)	(1,798)	(13,641)	-	-	(36,313)
Write-offs	-	-	-	-	(5)	-	-	(5)
Exchange differences	-	(1,524)	(2,220)	(1,042)	(1,382)	(5,810)	-	(11,978)
At 31 March 2025	-	20,542	61,693	17,489	34,522	76,101	-	210,347
Analysed as:								
Accumulated depreciation	-	16,823	61,693	17,489	34,522	61,567	-	192,094
Accumulated impairment loss	-	3,719	-	-	-	14,534	-	18,253
	-	20,542	61,693	17,489	34,522	76,101	-	210,347
<b>Net carrying amount</b>	1,550	18,223	53,728	297	7,462	114,018	6,666	201,944

## Notes to the Financial Statements

31 March 2025

## 13. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

## Group (cont'd.)

	Freehold land RM'000	Buildings RM'000	Plant and machinery RM'000	Factory and office renovations RM'000	Equipment, furniture and fittings and motor vehicles RM'000	Bearer plant and infrastructure RM'000	Work in progress RM'000	Total RM'000
<b>At 31 March 2024</b>								
<b>Cost</b>								
At 1 April 2023 (as previously stated)	1,550	29,435	84,482	21,018	51,712	158,361	3,532	350,090
Prior year adjustments	-	-	-	-	-	3,147	-	3,147
At 1 April 2023 (restated)	1,550	29,435	84,482	21,018	51,712	161,508	3,532	353,237
Additions	-	411	1,267	27	3,125	18,424	12,419	35,673
Finance cost capitalised	-	-	-	-	-	1,160	-	1,160
Disposals	-	-	[57]	-	[33]	-	-	[90]
Reclassification	-	279	1,437	206	-	-	(1,922)	-
Write-offs	-	-	(1,887)	(864)	(2,269)	(1,280)	(9)	(6,309)
Exchange differences	-	268	345	172	226	1,047	42	2,100
At 31 March 2024	1,550	30,393	85,587	20,559	52,761	180,859	14,062	385,771
<b>Accumulated depreciation and impairment loss</b>								
At 1 April 2023 (as previously stated)	-	20,054	82,514	20,585	47,146	71,572	-	241,871
Prior year adjustments	-	-	-	-	-	135	-	135
At 1 April 2023 (restated)	-	20,054	82,514	20,585	47,146	71,707	-	242,006
Depreciation charge for the year	-	843	902	165	2,110	4,625	-	8,645
Disposals	-	-	[57]	-	[33]	-	-	[90]
Write-offs	-	-	(1,887)	(864)	(2,269)	-	-	(5,020)
Exchange differences	-	242	345	173	224	901	-	1,885
At 31 March 2024	-	21,139	81,817	20,059	47,178	77,233	-	247,426
Analysed as:								
Accumulated depreciation	-	17,004	81,817	20,059	47,178	61,155	-	227,213
Accumulated impairment loss	-	4,135	-	-	-	16,078	-	20,213
	-	21,139	81,817	20,059	47,178	77,233	-	247,426
<b>Net carrying amount</b>	1,550	9,254	3,770	500	5,583	103,626	14,062	138,345



## Notes to the Financial Statements

31 March 2025

## 13. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

## Company

	Freehold land RM'000	Buildings RM'000	Plant and machinery RM'000	Factory and office renovations RM'000	Equipment, furniture and fittings and motor vehicles RM'000	Bearer plant and infrastructure RM'000	Work in progress RM'000	Total RM'000
<b>At 31 March 2025</b>								
<b>Cost</b>								
At 1 April 2024, as previously stated	1,550	1,086	5	1,107	3,498	22,504	347	30,097
Additions	-	33	-	30	606	12,880	574	14,123
Finance cost capitalised	-	-	-	-	-	826	-	826
Disposals	-	-	-	-	(99)	-	-	(99)
Reclassification	-	436	-	-	-	-	(436)	-
At 31 March 2025	1,550	1,555	5	1,137	4,005	36,210	485	44,947
<b>Accumulated depreciation</b>								
At 1 April 2024	-	238	4	717	1,688	1,125	-	3,772
Charge for the year	-	92	-	165	608	375	-	1,240
Disposals	-	-	-	-	(99)	-	-	(99)
At 31 March 2025	-	330	4	882	2,197	1,500	-	4,913
<b>Net carrying amount</b>	1,550	1,225	1	255	1,808	34,710	485	40,034

## Notes to the Financial Statements

31 March 2025

## 13. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

## Company (cont'd.)

	Freehold land RM'000	Buildings RM'000	Plant and machinery RM'000	Factory and office renovations RM'000	Equipment, furniture and fittings and motor vehicles RM'000	Bearer plant and infrastructure RM'000	Work in progress RM'000	Total RM'000
<b>At 31 March 2024</b>								
<b>Cost</b>								
At 1 April 2023 (as previously stated)	1,550	437	5	885	2,608	7,590	75	13,150
Prior year adjustments	-	-	-	-	-	150	-	150
At 1 April 2023 (restated)	1,550	437	5	885	2,608	7,740	75	13,300
Additions	-	387	-	16	890	14,262	740	16,295
Lease liabilities interest capitalised	-	-	-	-	-	502	-	502
Reclassification	-	262	-	206	-	-	(468)	-
At 31 March 2024	1,550	1,086	5	1,107	3,498	22,504	347	30,097
<b>Accumulated depreciation</b>								
At 1 April 2023	-	207	4	581	1,235	750	-	2,777
Charge for the year	-	31	-	136	453	375	-	995
At 31 March 2024	-	238	4	717	1,688	1,125	-	3,772
<b>Net carrying amount</b>	1,550	848	1	390	1,810	21,379	347	26,325

(a) Included in the property, plant and equipment of the Group and the Company are cost of fully depreciated assets still in use of RM114,288,000 (2024: RM153,061,000) and RM1,536,000 (2024: RM1,531,000) respectively.

(b) The Group has written off bearer plants with net book value of RM Nil (2024: RM1,280,000) in relation to unproductive palms damaged by elephant intrusion.

## Notes to the Financial Statements

31 March 2025

## 14. RIGHT-OF-USE ASSETS

## As lessee

The carrying amount and the movement of right-of-use assets for the year ended 31 March 2025 and 2024 are as follows:

## Group

## At 31 March 2025

	Leasehold land RM'000	Buildings RM'000	Barge RM'000	Total RM'000
<b>Cost</b>				
At 1 April 2024, as restated	259,730	-	3,324	263,054
Modifications	4,239	-	-	4,239
Exchange differences	(11)	-	(334)	(345)
At 31 March 2025	263,958	-	2,990	266,948
<b>Accumulated depreciation and impairment loss</b>				
At 1 April 2024	50,523	-	-	50,523
Depreciation charge for the year	5,117	-	1,570	6,687
Exchange differences	-	-	(75)	(75)
At 31 March 2025	55,640	-	1,495	57,135
Analysed as:				
Accumulated depreciation	43,664	-	1,495	45,159
Accumulated impairment loss	11,976	-	-	11,976
	55,640	-	1,495	57,135
<b>Net carrying amount</b>	208,318	-	1,495	209,813

## Notes to the Financial Statements

31 March 2025

## 14. RIGHT-OF-USE ASSETS (CONT'D.)

As lessee (cont'd.)

Group (cont'd.)

At 31 March 2024

	Leasehold land RM'000	Buildings RM'000	Barge RM'000	Total RM'000
<b>Cost</b>				
At 1 April 2023, as previously stated	261,420	3,691	2,975	268,086
Prior year adjustments	(1,221)	-	-	(1,221)
At 1 April 2023, restated	260,199	3,691	2,975	266,865
Additions	-	-	3,377	3,377
Modifications	(470)	-	-	(470)
Terminations	-	(3,691)	(3,070)	(6,761)
Exchange differences	1	-	42	43
At 31 March 2024, restated	259,730	-	3,324	263,054
<b>Accumulated depreciation and impairment loss</b>				
At 1 April 2023	45,422	3,659	1,485	50,566
Depreciation charge for the year	5,101	32	1,538	6,671
Termination	-	(3,691)	(3,070)	(6,761)
Exchange differences	-	-	47	47
At 31 March 2024	50,523	-	-	50,523
Analysed as:				
Accumulated depreciation	38,547	-	-	38,547
Accumulated impairment loss	11,976	-	-	11,976
	50,523	-	-	50,523
<b>Net carrying amount</b>	209,207	-	3,324	212,531

## Notes to the Financial Statements

31 March 2025

**14. RIGHT-OF-USE ASSETS (CONT'D.)****As lessee (cont'd.)****Company****Leasehold land**

	2025 RM'000	2024 RM'000
<b>Cost</b>		
At 1 April 2024/2023	124,607	125,077
Modifications	4,239	(470)
At 31 March	128,846	124,607
<b>Accumulated depreciation</b>		
At 1 April 2024/2023	6,183	3,941
Depreciation charge for the year	2,254	2,242
At 31 March	8,437	6,183
<b>Net carrying amount</b>	120,409	118,424

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 and barge from third parties.

**15. INVESTMENT PROPERTIES****Group**

	Freehold land RM'000	Building RM'000	Work in progress RM'000	Total RM'000
<b>At 31 March 2025</b>				
<b>At cost</b>				
At 1 April 2024/31 March 2025	14,270	58,155	-	72,425
<b>Accumulated depreciation</b>				
At 1 April 2024	-	29,679	-	29,679
Charge for the year	-	1,195	-	1,195
At 31 March 2025	-	30,874	-	30,874
<b>Net carrying amount</b>	14,270	27,281	-	41,551



## Notes to the Financial Statements

31 March 2025

## 15. INVESTMENT PROPERTIES (CONT'D.)

## Group (cont'd.)

	Freehold land RM'000	Building RM'000	Work in progress RM'000	Total RM'000
<b>At 31 March 2024</b>				
<b>At cost</b>				
At 1 April 2023	14,270	57,954	195	72,419
Additions	-	-	6	6
Reclassification	-	201	(201)	-
At 31 March 2024	14,270	58,155	-	72,425
<b>Accumulated depreciation</b>				
At 1 April 2023	-	28,497	-	28,497
Charge for the year	-	1,182	-	1,182
At 31 March 2024	-	29,679	-	29,679
<b>Net carrying amount</b>	14,270	28,476	-	42,746

## Company

	Freehold land RM'000	Building RM'000	Work in progress RM'000	Total RM'000
<b>At 31 March 2025</b>				
<b>At cost</b>				
At 1 April 2024/31 March 2025	14,270	58,197	-	72,467
<b>Accumulated depreciation</b>				
At 1 April 2024	-	29,685	-	29,685
Charge for the year	-	1,198	-	1,198
At 31 March 2025	-	30,883	-	30,883
<b>Net carrying amount</b>	14,270	27,314	-	41,584

## Notes to the Financial Statements

31 March 2025

## 15. INVESTMENT PROPERTIES (CONT'D.)

## Company (cont'd.)

	Freehold land RM'000	Building RM'000	Work in progress RM'000	Total RM'000
<b>At 31 March 2024</b>				
<b>At cost</b>				
At 1 April 2023	14,270	57,954	217	72,441
Additions	-	-	26	26
Reclassification	-	243	(243)	-
At 31 March 2024	14,270	58,197	-	72,467
<b>Accumulated depreciation</b>				
At 1 April 2023	-	28,497	-	28,497
Charge for the year	-	1,188	-	1,188
At 31 March 2024	-	29,685	-	29,685
<b>Net carrying amount</b>	14,270	28,512	-	42,782

- (a) The land title of a freehold land and building of the Company with a net book value of approximately RM40,924,000 (2024: RM42,084,000) is pledged as security for certain unutilised credit facilities of the Group.
- (b) The transfer of land title of a building of the Company which is located at Pekan Nenas, Johor with a net book value of approximately RM660,000 (2024: RM698,000) has yet to be finalised.
- (c) The total fair value of the investment properties of the Group and the Company is RM61,650,000 (2024: RM56,460,000) respectively. As at 31 March 2025 and 2024, the fair values of the investment properties are based on valuation performed by an independent professional valuer. 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 of certain of the Group's and the Company's investment properties amounting to RM40,000 (2024: RM40,000) is valued under the cost approach which entails the building cost to erect equivalent buildings. The building cost reflects current estimates of finishes, contractors' overheads, fees and profits and adjusted for factors of obsolescence and existing physical condition of the building.

## Notes to the Financial Statements

31 March 2025

## 15. INVESTMENT PROPERTIES (CONT'D.)

- (c) 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	
	2025	2024	2025	2024
<u>Comparison approach:</u>				
Average value (RM/psf)				
- Land	14 - 595	12 - 550	14 - 595	12 - 550
- Buildings	280	250	280	250
<u>Cost approach:</u>				
- Buildings cost (RM/psf)	150	150	150	150

The estimated fair value would increase/(decrease) if the average value per square foot and building cost per square foot were higher/(lower), respectively.

- (d) Rental income generated from and direct operating expenses incurred on the investment properties are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Rental income	3,935	4,102	3,672	3,820
Direct operating expenses	(3,318)	(3,123)	(3,420)	(3,416)

- (e) Other details of future minimum rental receivable under non-cancellable operating leases are disclosed in Note 36(b).

## 16. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025 RM'000	2024 RM'000
Unquoted ordinary shares, at cost	22,551	27,449
Redeemable preference shares	132,500	133,900
	155,051	161,349

## Notes to the Financial Statements

31 March 2025

## 16. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(a) Details of subsidiaries are as follows:

Name of subsidiaries	Country of incorporation	Effective ownership interest		Principal activities
		2025 %	2024 %	
Security Printers (M) Sdn. Bhd.	Malaysia	100	100	Trading of security and confidential documents
Percetakan Keselamatan Nasional Sdn. Bhd.	Malaysia	100	100	Production of security and confidential documents
Fima Technology Sdn. Bhd.	Malaysia	100	100	Property management and engineering consultation services
FCB Plantation Holdings Sdn. Bhd.	Malaysia	100	100	Investment holding and plantation management/advisory services
Gabungan Warisan Sdn. Bhd. <i>Subsidiary of FCB Plantation Holdings Sdn. Bhd.</i>	Malaysia	100	100	Oil palm plantation
Cendana Laksana Sdn. Bhd.	Malaysia	100	100	Oil palm plantation
Next Oasis Sdn. Bhd.	Malaysia	100	100	Investment holding
PT Nunukan Jaya Lestari*	Indonesia	80	80	Oil palm plantation, production and processing
Fima Sg. Siput Estate Sdn. Bhd.	Malaysia	70	70	Oil palm plantation
FCB Eastern Plantations Sdn. Bhd. <i>Subsidiary of Next Oasis Sdn. Bhd.</i>	Malaysia	100	100	Oil palm plantation
Taka Worldwide Trading Sdn. Bhd.	Malaysia	100	100	Oil palm plantation
Etika Gangsa Sdn. Bhd. <i>Subsidiary of FCB Eastern Plantations Sdn. Bhd.</i>	Malaysia	100	100	Oil palm plantation
Ladang Bunga Tanjong Sdn. Bhd.	Malaysia	80	80	Oil palm plantation

\* Audited by a member firm of Ernst &amp; Young Global in Jakarta

## Notes to the Financial Statements

31 March 2025

**16. INVESTMENTS IN SUBSIDIARIES (CONT'D.)**

- (b) Financial information of a material subsidiary, PT Nunukan Jaya Lestari ("PTNJL"), which has a non-controlling interest is set out below. The summarised financial information presented below is the amount before inter-company elimination.

- (i) Summarised statement of financial position

	2025 RM'000	2024 RM'000
Non-current assets - property, plant and equipment	8,455	9,662
Non-current assets - right-of-use assets	8,947	11,391
Non-current assets - others	1,450	3,047
Current assets - cash and cash equivalents	57,717	42,823
Current assets - others	31,801	28,331
Total assets	108,370	95,254
Current liabilities	8,657	8,148
Non-current liabilities	1,555	3,386
Total liabilities	10,212	11,534
Net assets	98,158	83,720
Equity attributable to equity holders of the Company	78,526	66,976

- (ii) Summarised statement of comprehensive income

	2025 RM'000	2024 RM'000
Revenue	122,015	121,202
Profit for the year	42,230	34,206
Other comprehensive (expense)/income	(8,762)	981
Total comprehensive income for the year	33,468	35,187
Dividend paid to non-controlling interests	3,807	10,139



## Notes to the Financial Statements

31 March 2025

**16. INVESTMENTS IN SUBSIDIARIES (CONT'D.)**

- (b) Financial information of a material subsidiary, PT Nunukan Jaya Lestari ("PTNJL"), which has a non-controlling interest is set out below. The summarised financial information presented below is the amount before inter-company elimination. (cont'd.)

- (iii) Summarised statement of cash flows

	2025 RM'000	2024 RM'000
Net cash generated from operating activities	42,423	36,803
Net cash (used in)/generated from investing activities	(660)	274
Net cash used in financing activities	(20,808)	(52,419)
Net increase/(decrease) in cash and cash equivalents	20,955	(15,342)
Cash and cash equivalents at beginning of the year	42,823	57,774
Effect of exchange rate changes	(6,061)	391
Cash and cash equivalents at end of the year	57,717	42,823

- (c) During the year, the Company subscribed to 46 units (2024: 82 units) of redeemable preference shares at RM100,000 each, issued by the following subsidiaries, for a total cash consideration of RM4,600,000 (2024 : RM8,200,000):

	2025 RM'000	2024 RM'000
Gabungan Warisan Sdn. Bhd.	500	1,000
Taka Worldwide Trading Sdn. Bhd.	200	900
Etika Gangsa Sdn. Bhd.	400	700
Ladang Bunga Tanjung Sdn. Bhd.	-	600
Fima Sg. Siput Estate Sdn. Bhd.	3,500	5,000
	4,600	8,200

- (d) During the year, the Company has redeemed 60 units (2024; 30 units) of redeemable preference shares RM100,000 each from a subsidiary, Cendana Laksana Sdn. Bhd., for a total cash consideration of RM6,000,000 (2024:RM3,000,000).
- (e) The redeemable preference shares of Ladang Bunga Tanjung Sdn. Bhd. of RM50,500,000 (2024: RM50,500,000) and Fima Sg. Siput Estate Sdn. Bhd. of RM31,800,000 (2024: RM 28,300,000) carries cumulative dividend of 4.25% per annum. The other redeemable preference shares of RM50,200,000 (2024: RM55,100,000) issued by the other subsidiaries carry non-cumulative dividend of 4.25% per annum. All the redeemable preference shares issued by the subsidiaries have no fixed redemption period.
- (f) Security Printer (M) Sdn. Bhd. made the capital repayment by way of cancellation of 4,898,000 ordinary shares and an equivalent amount of RM4,898,000 was distributed to its parent.

## Notes to the Financial Statements

31 March 2025

## 17. INVESTMENT IN ASSOCIATE

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Unquoted shares, at cost	10,000	10,000	10,000	10,000
Share of post acquisition results	31,530	33,538	-	-
	41,530	43,538	10,000	10,000

Details of the associate, which is incorporated in Malaysia, are as follows:

Name of associate	Group's effective interest		Principal activities
	2025	2024	
	%	%	
Giesecke & Devrient Malaysia Sdn. Bhd. *	20	20	Printing of bank notes

\* Audited by a firm of auditors other than Ernst & Young PLT.

The financial statements of Giesecke & Devrient Malaysia Sdn. Bhd. ("G&D") is not coterminous with those of the Group as G&D 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 2024 have been used and appropriate adjustments have been made for the effects of transactions between 31 December 2024 and 31 March 2025.

Summarised financial information in respect of G&D is set out below. The summarised financial information represents the amounts in the financial statements of the associate and not the Group's share of those amounts.

## (i) Summarised statement of financial position

	2025	2024
	RM'000	RM'000
Current assets	110,689	124,884
Non-current assets	142,157	154,812
Total assets	252,846	279,696
Current liabilities	5,687	3,670
Non-current liabilities	39,511	58,336
Total liabilities	45,198	62,006
Net assets	207,648	217,690

## Notes to the Financial Statements

31 March 2025

**17. INVESTMENT IN ASSOCIATE (CONT'D.)**

Summarised financial information in respect of G&D is set out below. The summarised financial information represents the amounts in the financial statements of the associate and not the Group's share of those amounts.(cont'd.)

- (ii) Summarised statement of comprehensive income

	2025 RM'000	2024 RM'000
Revenue	193,923	209,088
Profit for the year, representing total comprehensive income for the year	1,700	19,078

- (iii) Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in associate

	2025 RM'000	2024 RM'000
Net assets at 1 April 2024/2023	217,690	198,612
Total comprehensive income for the year	1,700	19,078
Dividend paid	(11,742)	-
Net assets at 31 March	207,648	217,690
Interest in associate	20%	20%
Carrying value of Group's interest in associate	41,530	43,538

**18. GOODWILL ON CONSOLIDATION**

	Group 2025 RM'000	2024 RM'000
At 1 April 2024/2023 and 31 March	510	510

Goodwill on consolidation is in respect of the acquisition of PT Nunukan Jaya Lestari.

- (a) Impairment test for goodwill

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

Revenue

Revenue is estimated based on future expected yield and price.

Discount rate

Discount rate of 15.5% (2024: 15.5%) is used based on the risk specific to the CGU.

## Notes to the Financial Statements

31 March 2025

**18. GOODWILL ON CONSOLIDATION (CONT'D.)**

## (c) Sensitivity analysis

In assessing value-in-use, 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 its recoverable amount.

**19. INVENTORIES**

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<b>At cost</b>				
Work-in-progress	8,411	7,287	-	-
Oil palm products	4,585	4,082	-	-
Printing materials	17,080	5,083	-	-
Fertilizer	843	959	281	229
Consumables	3,194	3,893	279	145
Total inventories	34,113	21,304	560	374

During the year, the amount of inventories recognised as an expense in cost of sales of the Group was RM47,016,000 (2024: RM47,565,000).

**20. BIOLOGICAL ASSETS**

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
At 1 April 2024/2023	1,896	2,902	19	48
Changes in fair value less cost to sell (Note 7)	2,144	(1,066)	(3)	(29)
Exchange differences	(231)	60	-	-
At 31 March	3,809	1,896	16	19

The fair value of biological assets is based on the actual quantity of fresh fruit bunches ("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 and the Company are 5,503 (2024: 3,206) and 45 (2024: 47) metric tonnes respectively. The fair value disclosed in the financial statements is categorised within the Level 3 fair value hierarchy.

## Notes to the Financial Statements

31 March 2025

**20. BIOLOGICAL ASSETS (CONT'D.)**Sensitivity analysis

A 10% increase/(decrease) in the average of FFB selling price (RM/MT) would result in the following to the fair value change of the biological assets:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
10% increase	432	221	4	4
10% decrease	(432)	(221)	(4)	(4)

**21. TRADE RECEIVABLES**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Third parties	63,949	23,364	475	481
Less: Allowance for ECLs	(1,280)	(1,407)	(275)	(277)
<b>Trade receivables, net</b>	<b>62,669</b>	<b>21,957</b>	<b>200</b>	<b>204</b>

Trade receivables are non-interest bearing. The Group's normal trade credit term ranges from 30 to 90 days (2024: 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 RM48,651,000 (2024: RM9,984,000) of the Group's trade receivables was due from the Government of Malaysia.

The ageing analysis of the Group's and the Company's trade receivables are disclosed in Note 40(d).

Movements in allowance accounts are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
At 1 April 2024/2023	1,407	1,690	277	385
Charge for the year (Note 7)	-	123	-	-
Write back of ECLs (Note 7)	(127)	(406)	(2)	(108)
As 31 March	1,280	1,407	275	277



## Notes to the Financial Statements

31 March 2025

**22. OTHER RECEIVABLES**

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Deposits	245	580	164	162
Sundry receivables	2,394	2,677	16	314
Prepayments	5,679	10,954	1,219	936
VAT receivables	895	402	-	-
Staff loan	254	155	-	-
	9,467	14,768	1,399	1,412
Less: Allowance for ECLs	(1,501)	(1,658)	(100)	(100)
	7,966	13,110	1,299	1,312

The Group and the Company have no significant concentration of credit risk that may arise from exposures to a single debtor or to group of debtors.

Movements in allowance accounts are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
At 1 April 2024/2023	1,658	1,632	100	100
Exchange differences	(157)	26	-	-
As 31 March	1,501	1,658	100	100

**23. DUE FROM/(TO) RELATED COMPANIES**

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Due from ultimate holding company	-	15	-	2
Due from subsidiaries	-	-	38,191	2,437
Due from other related companies	24	57	-	18
Less: Allowance for impairment	-	-	(2,362)	(2,362)
	24	72	35,829	95
Due to ultimate holding company	(119)	(59)	-	-
Due to subsidiaries	-	-	(70)	(1,419)
Due to other related companies	(17)	-	-	-
	(136)	(59)	(70)	(1,419)

## Notes to the Financial Statements

31 March 2025

**23. DUE FROM/(TO) RELATED COMPANIES (CONT'D.)**

Included in the Company's amount due from subsidiaries is a short-term advances to a subsidiary amounting to RM35,000,000 (2024: RM Nil) which bear an interest rate of 4.41% (2024: Nil) per annum.

Other than stated above, the other amounts due from/(to) ultimate holding company, subsidiaries and related companies are non-trade, unsecured, non-interest bearing, repayable upon demand and all settlement occurs in cash.

Movement in allowance account is as follows:

	<b>Company</b>
	<b>2025</b>
	<b>RM'000</b>
<b>2024</b>	<b>RM'000</b>
At 1 April 2024/2023 and at 31 March	2,362
	2,362

**24. FINANCIAL INVESTMENTS**

	<b>Group</b>		<b>Company</b>
	<b>2025</b>	<b>2024</b>	<b>2025</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>2024</b>			<b>RM'000</b>
<b>At FVTPL:</b>			
Islamic money market unit trust funds, in Malaysia	15,299	143,653	2,124
			17,376

Other details of the fair value of the Group's and the Company's financial investments are further disclosed in Note 39.

**25. CASH AND BANK BALANCES**

	<b>Group</b>		<b>Company</b>
	<b>2025</b>	<b>2024</b>	<b>2025</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>2024</b>			<b>RM'000</b>
Cash and bank balances	27,324	25,790	1,417
Fixed deposits with licensed banks	40,735	23,623	24
Total cash and cash equivalents	68,059	49,413	1,441
			1,114

The weighted average effective interest rates ("WAEIR") per annum of deposits at the reporting date are as follows:

	<b>Group</b>		<b>Company</b>
	<b>2025</b>	<b>2024</b>	<b>2025</b>
	<b>%</b>	<b>%</b>	<b>%</b>
<b>2024</b>			<b>%</b>
Licensed banks	4.76	4.40	2.77
			2.72

## Notes to the Financial Statements

31 March 2025

**25. CASH AND BANK BALANCES (CONT'D.)**

The average maturity of deposits as at the end of the financial year are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025 Days</b>	<b>2024 Days</b>	<b>2025 Days</b>	<b>2024 Days</b>
Licensed banks	<b>29</b>	29	<b>31</b>	31

**26. SHARE CAPITAL**

	<b>Number of shares</b>		<b>Amount</b>	
	<b>2025 '000</b>	<b>2024 '000</b>	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Issued and fully paid:				
At 1 April 2024/2023 and at 31 March	<b>245,324</b>	245,324	<b>122,662</b>	122,662

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.

**27. TREASURY SHARES**

This amount relates to the acquisition cost of treasury shares.

The shareholders of the Company, by a special resolution passed in a general meeting held on 29 August 2024, gave their approval for the Company's plan to buy back its own shares. The directors of the Company are committed to enhancing the value of the Company to its shareholders and believe that the share buy back plan can be applied in the best interests of the Company and its shareholders.

During the financial year, the Company bought back 182,200 (2024: 44,000) of its issued ordinary shares from the open market at an average price of RM1.75 (2024: RM1.96) per ordinary share. The total consideration paid for the buy back including transactions costs was RM319,000 (2024: RM86,000). The shares bought back are being held as treasury shares in accordance with Section 127 of the Companies Act, 2016.

Of the total 245,324,330 (2024: 245,324,330) issued and fully paid ordinary shares as at 31 March 2025, 8,393,000 (2024: 8,210,800) are held as treasury shares by the Company. As at 31 March 2025, the number of outstanding ordinary shares in issue and fully paid-up is therefore 236,931,330 (2024: 237,113,530). Such treasury shares are held at a carrying amount of RM11,694,000 (2024: RM11,375,000).

## Notes to the Financial Statements

31 March 2025

**28. OTHER RESERVES**

	Foreign currency translation deficit RM'000	Equity contribution from parent RM'000	Total RM'000
<b>Group</b>			
At 1 April 2023	(6,988)	4,250	(2,738)
Foreign currency translation	698	-	698
At 31 March 2024	(6,290)	4,250	(2,040)
At 1 April 2024	(6,290)	4,250	(2,040)
Foreign currency translation	(7,045)	-	(7,045)
Grant of equity settled share options	-	755	755
At 31 March 2025	(13,335)	5,005	(8,330)
<b>Company</b>			
At 1 April 2023, 31 March 2024 and 1 April 2024		539	539
Grant of equity settled share options		183	183
At 31 March 2025		722	722

The nature and purpose of each category of reserve are as follows:

**(a) Foreign currency translation reserve/(deficit)**

The foreign currency translation reserve/(deficit) is used to record exchange differences arising from the translation of the financial statements of foreign operations whose functional currency is 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) Equity contribution from parent**

Equity contribution from parent represents the equity-settled share options and shares granted by ultimate holding company, Kumpulan Fima Berhad ("KFIMA") to the employees of the Group and the Company. The reserve is made up of the cumulative value of services received from the employees, which was recorded upon the grant of the share options and shares by KFIMA.

On 19 November 2011, the ultimate holding company, KFIMA implemented an Employees' Share Scheme ("ESS") comprising of the Share Option Scheme and the Restricted Share Grant Scheme. The ESS is governed by By-Laws which was approved by KFIMA's shareholders at the extraordinary general meeting held on 21 September 2011. The ESS has expired on 17 November 2016.

## Notes to the Financial Statements

31 March 2025

**28. OTHER RESERVES (CONT'D.)**

The nature and purpose of each category of reserve are as follows (cont'd.):

**(b) Equity contribution from parent (cont'd.)**

On 2 October 2024, the ultimate holding company, KFIMA implemented a Long-Term Incentive Plan ("LTIP") comprising of the Employees' Share Option Scheme and the Employees' Share Grant Plan. The LTIP is governed by By-Laws which was approved by KFIMA's shareholders at the extraordinary general meeting held on 29 August 2024. The LTIP will expire on 1 October 2029.

**29. RETAINED EARNINGS**

As at 31 March 2025, the Company may distribute the entire balance of the retained earnings under the single tier system.

**30. LEASE LIABILITIES**

The carrying amount and the movement of lease liabilities for the years ended 31 March 2025 and 2024 are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
		<b>(Restated)</b>		
At 1 April 2024/2023	<b>89,396</b>	88,876	<b>65,500</b>	66,658
Additions	-	3,377	-	-
Modifications	<b>4,239</b>	(470)	<b>4,239</b>	(470)
Payments	<b>(5,442)</b>	(5,890)	<b>(2,425)</b>	(2,825)
Interest expense	<b>3,713</b>	3,509	<b>2,146</b>	2,137
Exchange differences	<b>(264)</b>	(6)	-	-
At 31 March	<b>91,642</b>	89,396	<b>69,460</b>	65,500
Analysed as:				
Current	<b>1,869</b>	3,182	<b>282</b>	309
Non-current	<b>89,773</b>	86,214	<b>69,178</b>	65,191
	<b>91,642</b>	89,396	<b>69,460</b>	65,500



## Notes to the Financial Statements

31 March 2025

**30. LEASE LIABILITIES (CONT'D.)**

The following are the amounts recognised in profit or loss:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Depreciation expense of right-of-use assets (Note 7)	<b>6,687</b>	6,671	<b>2,254</b>	2,242
Interest expense on lease liabilities (Note 7)	<b>2,575</b>	2,349	<b>1,320</b>	1,635

The following are the amounts capitalised in bearer plants:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Lease liabilities interest capitalised (Note 13)	<b>1,138</b>	1,160	<b>826</b>	502

**(a) As lessee**

The Group and the Company have 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 and the Company's variable lease payments, including the magnitude in relation to fixed payments:

	<b>Fixed payments</b>	<b>Variable payments</b>	<b>Total</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Group</b>			
<b>At 31 March 2025</b>			
Fixed rent	<b>3,017</b>	-	<b>3,017</b>
Variable rent with minimum payment	<b>858</b>	<b>1,567</b>	<b>2,425</b>
	<b>3,875</b>	<b>1,567</b>	<b>5,442</b>
<b>At 31 March 2024</b>			
Fixed rent	3,065	-	3,065
Variable rent with minimum payment	1,566	1,259	2,825
	4,631	1,259	5,890

## Notes to the Financial Statements

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**30. LEASE LIABILITIES (CONT'D.)****(a) As lessee (cont'd.)**

The Group and the Company have 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 and the Company's variable lease payments, including the magnitude in relation to fixed payments: (cont'd.)

	Fixed payments RM'000	Variable payments RM'000	Total RM'000
<b>Company</b>			
<b>At 31 March 2025</b>			
Variable rent with minimum payment	858	1,567	2,425
<b>At 31 March 2024</b>			
Variable rent with minimum payment	1,566	1,259	2,825

Certain lease contract of the Group and the Company contain variable payments, which is based on future of CPO price and tenure of the lease.

**31. RETIREMENT BENEFIT OBLIGATION**

	Group 2025 RM'000	2024 RM'000
At 1 April 2024/2023	2,162	1,636
Recognised in profit or loss (Note 8)	411	936
Benefits paid	(316)	(425)
Remeasurement of defined benefit liability	(38)	1
Exchange differences	(169)	14
At 31 March	2,050	2,162

The foreign subsidiary in Indonesia operates an unfunded defined benefit plan for its eligible employees. The obligations under the retirement benefit 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 2025.

## Notes to the Financial Statements

31 March 2025

**31. RETIREMENT BENEFIT OBLIGATION (CONT'D.)**

- (a) The amount recognised in the statement of financial position is determined as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Present value of unfunded defined benefits obligations	<b>2,050</b>	2,162
Analysed as:		
Non-current	<b>2,050</b>	2,162

- (b) The amounts recognised in the profit or loss are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Current service cost	<b>320</b>	395
Past service cost	-	457
Interest cost	<b>91</b>	84
Total, included in staff costs (Note 8)	<b>411</b>	936

- (c) Principal assumptions used by the foreign subsidiary in Indonesia in determining the employee benefits liability as of 31 March 2025 and 2024 are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
Discount rate	<b>6.87%</b>	6.62%
Annual salary increase	<b>7.00%</b>	7.00%
Retirement age	<b>59 to 65</b>	58 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 2025

## 32. DEFERRED TAXATION

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 April 2024/2023	(8,978)	(6,480)	(3,396)	(1,145)
Recognised in:				
- profit or loss (Note 10)	(907)	(2,409)	(2,595)	(2,251)
- other comprehensive income	8	-	-	-
Exchange differences	242	(89)	-	-
At 31 March	(9,635)	(8,978)	(5,991)	(3,396)
Presented after appropriate offsetting as follows:				
Deferred tax assets	(16,730)	(14,865)	(5,991)	(3,396)
Deferred tax liabilities	7,095	5,887	-	-
	(9,635)	(8,978)	(5,991)	(3,396)

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

## Deferred tax liabilities of the Group:

	Accelerated capital allowances RM'000	Others RM'000	Total RM'000
At 1 April 2023	13,958	2,904	16,862
Recognised in profit or loss	19,578	(236)	19,342
Exchange differences	-	13	13
At 31 March 2024	33,536	2,681	36,217
Recognised in profit or loss	6,664	917	7,581
Exchange differences	-	(51)	(51)
At 31 March 2025	40,200	3,547	43,747

## Notes to the Financial Statements

31 March 2025

**32. DEFERRED TAXATION (CONT'D.)**

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:  
(cont'd.)

**Deferred tax assets of the Group:**

	<b>Tax losses and unabsorbed capital allowances RM'000</b>	<b>Retirement benefit obligations RM'000</b>	<b>Provision and other liabilities RM'000</b>	<b>Others RM'000</b>	<b>Total RM'000</b>
At 1 April 2023	(14,652)	(368)	(3,598)	(4,724)	(23,342)
Recognised in profit or loss	(5,377)	(115)	(18,068)	1,809	(21,751)
Exchange differences	-	(3)	-	(99)	(102)
At 31 March 2024	<b>(20,029)</b>	<b>(486)</b>	<b>(21,666)</b>	<b>(3,014)</b>	<b>(45,195)</b>
Recognised in:					
- profit or loss	<b>(7,437)</b>	<b>(20)</b>	<b>(2,130)</b>	<b>1,099</b>	<b>(8,488)</b>
- other comprehensive income	-	8	-	-	8
Changes in tax rate Exchange differences	-	37	5	251	293
At 31 March 2025	<b>(27,466)</b>	<b>(461)</b>	<b>(23,791)</b>	<b>(1,664)</b>	<b>(53,382)</b>

**Deferred tax (assets)/liability of the Company:**

	<b>Tax losses and unabsorbed capital allowances RM'000</b>	<b>Provision and other liabilities RM'000</b>	<b>Accelerated capital allowances RM'000</b>	<b>Total RM'000</b>
At 1 April 2023	(1,761)	(204)	820	(1,145)
Recognised in profit or loss	(4,338)	(15,693)	17,780	(2,251)
At 31 March 2024	<b>(6,099)</b>	<b>(15,897)</b>	<b>18,600</b>	<b>(3,396)</b>
Recognised in profit or loss	<b>(3,402)</b>	<b>(964)</b>	<b>1,771</b>	<b>(2,595)</b>
At 31 March 2025	<b>(9,501)</b>	<b>(16,861)</b>	<b>20,371</b>	<b>(5,991)</b>



## Notes to the Financial Statements

31 March 2025

**32. DEFERRED TAXATION (CONT'D.)**

Deferred tax assets have not been recognised in respect of the following items:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Unutilised tax losses	<b>35,512</b>	31,893
Unabsorbed capital allowances	<b>8,821</b>	7,784
	<b>44,333</b>	39,677

In prior years, effective from year assessment 2019, the unabsorbed tax losses shall only be allowed to be carried forward for a maximum period of seven consecutive years of assessment. Any amount which is not utilised at the end of the period of seven years of assessment shall be disregarded.

However, based on the Finance Act 2021 which was gazetted on 31 December 2021, the period to carry forward the unabsorbed tax losses has been extended to ten years of assessment effective from the year of assessment 2019.

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 had a recent history of losses.

Pursuant to Section 44(5F) of the Income Tax Act, 1967, the unutilised tax losses only can be carried forward as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Year of assessment 2028	<b>12,048</b>	12,397
Year of assessment 2029	<b>2,108</b>	2,108
Year of assessment 2030	<b>3,002</b>	3,002
Year of assessment 2031	<b>2,797</b>	2,797
Year of assessment 2032	<b>2,836</b>	2,836
Year of assessment 2033	<b>4,493</b>	4,493
Year of assessment 2034	<b>4,350</b>	4,260
Year of assessment 2035	<b>3,878</b>	-
	<b>35,512</b>	31,893

## Notes to the Financial Statements

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**33. BORROWINGS**

	Group 2025 RM'000	2024 RM'000
<b>Current</b>		
Unsecured term loan, representing total borrowings	8,000	-

The maturity of borrowings are as follows:

	Group 2025 RM'000	2024 RM'000
Within one year	8,000	-

The weighted average effective interest rate of the above facility during the financial year was 4.41% (2024: Nil).

**34. TRADE AND OTHER PAYABLES**

	Group 2025 RM'000	2024 RM'000	Company 2025 RM'000	2024 RM'000
<b>Current</b>				
<b>Trade payables</b>				
Third parties	3,325	4,209	743	906
<b>Other payables</b>				
Tenants' rental deposits	1,407	1,253	1,407	1,121
Accruals	11,320	16,362	507	632
Provision for bonus	3,361	3,846	430	375
Receipts in advance	2,329	6,266	-	-
Others	49	805	-	-
	18,466	28,532	2,344	2,128
<b>Total trade and other payables</b>	21,791	32,741	3,087	3,034

Trade payables are non-interest bearing which are normally settled within 30 to 90 days (2024: 30 to 90 days).

## Notes to the Financial Statements

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**35. PROVISION FOR WARRANTY**

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Provision for warranty	-	497

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 provision for warranty are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
At 1 April 2024/2023	497	970
Charge for the year (Note 7)	-	205
Reversal during the year (Note 7)	(497)	(678)
At 31 March	-	497

**36. COMMITMENTS****(a) Capital expenditure**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Approved and contracted for:				
Property, plant and equipment	6,994	20,995	5,346	12,126
Approved but not contracted for:				
Property, plant and equipment	17,419	28,444	14,367	17,304
	24,413	49,439	19,713	29,430

**(b) Operating lease commitments - as lessor**

The Group and the Company have entered into operating leases on their investment properties consisting of certain office and commercial buildings as disclosed in Note 15. 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.

## Notes to the Financial Statements

31 March 2025

**36. COMMITMENTS (CONT'D.)****(b) Operating lease commitments - as lessor (cont'd.)**

Future minimum rentals receivable under non-cancellable operating leases as at 31 March 2025 and 2024 for the Group and the Company are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Within one year	<b>3,337</b>	2,041	<b>3,006</b>	1,996
After one year but not more than five years	<b>1,817</b>	636	<b>1,697</b>	636
	<b>5,154</b>	2,677	<b>4,703</b>	2,632

**37. RELATED PARTY DISCLOSURES****(a) 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.

	<b>Income/(expense)</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Group</b>		
Ultimate holding company		
- Rental income	<b>912</b>	904
- Sales/services rendered	<b>298</b>	275
- Management fees	<b>(1,492)</b>	(1,197)
Fellow subsidiaries:		
- Rental income	<b>275</b>	180
- Sales/services rendered	<b>11,271</b>	1,313
- Management services	<b>374</b>	301
Related by virtue of common shareholder of the Company:		
- Rental income	-	52
- Sales/services receivable	-	7
Related by virtue of Company's director, subsidiaries' director and corporate shareholder of the subsidiary:		
- Services received	<b>(390)</b>	(266)
- Purchases made	<b>(8,689)</b>	(9,095)

## Notes to the Financial Statements

31 March 2025

## 37. RELATED PARTY DISCLOSURES (CONT'D.)

## (a) Related party transactions (cont'd.)

	Income/(expense)	
	2025	2024
	RM'000	RM'000
<b>Company</b>		
Ultimate holding company		
- Rental income	912	904
- Sales/services rendered	27	25
- Management fees	(442)	(431)
Related by virtue of common shareholder of the Company:		
- Rental income	52	52
- Sales/services receivable	12	7
Subsidiaries:		
- Rental income	12	138
- Management services	530	255
- Management fees	(108)	(136)
- Plantation management services	(4,609)	(4,562)
- Services received	(945)	(1,120)
Fellow subsidiaries:		
- Management services	12	-

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 the directors (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	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Salaries and other short-term employee benefits	3,804	3,674	1,595	1,479
Contributions to defined contribution plan	420	404	158	150
	4,224	4,078	1,753	1,629

## Notes to the Financial Statements

31 March 2025

**37. 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:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Directors' remuneration:				
Directors of the Company (Note 9)	<b>1,968</b>	1,890	<b>1,302</b>	1,222

**38. SEGMENTAL INFORMATION****(a) Business segments:**

The Group's major business segments are:

- (i) Production and trading - Production and trading of security and confidential documents.
- (ii) Plantation - Oil palm production and processing.
- (iii) Investment holding and property management - Investment holding, rental and management of commercial properties.

**(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 two separate geographical areas:

- (i) Malaysia - the operations in this area are principally printing and trading of security and confidential documents, oil palm production, property management and investment holding.
- (ii) Indonesia - Oil palm production and processing.



## Notes to the Financial Statements

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## 38. SEGMENTAL INFORMATION (CONT'D.)

## Business segments

The following table provides an analysis of the Group's revenue, results, assets and liabilities and other information by business segment:

	Production and trading of security documents			Investment holding			Property management			Oil palm production			Eliminations			Consolidated		
	2025 RM'000	2024 RM'000	2025 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2025 RM'000	2024 RM'000	2024 RM'000	2025 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2025 RM'000	2024 RM'000
<b>Revenue</b>																		
External	76,456	61,573	-	-	-	-	16,002	6,108	144,330	139,068	-	-	-	-	-	236,788	206,749	-
Inter-segment	-	-	76,922	77,216	77,216	-	-	2,209	-	-	(76,922)	(79,425)	-	-	-	-	-	-
Total revenue	76,456	61,573	76,922	77,216	77,216	16,002	16,002	8,317	144,330	22,504	(76,922)	104,334	(76,922)	(76,922)	104,334	236,788	206,749	-
<b>Results</b>																		
Profit from operations	1,440	389	73,560	71,035	71,035	2,694	2,694	2,067	52,961	34,732	(77,461)	(77,442)	(77,461)	(77,442)	(77,442)	53,194	30,781	(2,349)
Finance costs	(542)	-	-	-	-	-	-	-	(2,575)	(2,349)	539	-	539	-	-	(2,578)	(2,349)	(2,349)
Share of results of associate	-	-	340	3,816	3,816	-	-	-	-	-	-	-	-	-	-	340	3,816	3,816
Profit before tax and zakat	898	389	73,900	74,851	74,851	2,694	2,694	2,067	50,386	32,383	(76,922)	(77,442)	(76,922)	(77,442)	(77,442)	50,956	32,248	(2,349)
Income tax expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(11,729)	(6,003)	(6,003)
Profit for the year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	39,227	26,245	26,245
<b>Assets</b>																		
Segment assets	163,581	147,741	248,746	236,452	236,452	49,087	49,087	46,486	421,874	424,686	(229,803)	(200,172)	(229,803)	(200,172)	(200,172)	653,485	655,193	655,193
Deferred tax assets	4,204	3,496	-	-	-	50	50	24	12,476	11,345	-	-	-	-	-	16,730	14,865	14,865
Interest in associate	-	-	41,530	43,538	43,538	-	-	-	-	-	-	-	-	-	-	41,530	43,538	43,538
Consolidated total assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	711,745	713,596	713,596
<b>Liabilities</b>																		
Segment liabilities	54,018	20,654	707	591	591	2,160	2,160	2,486	109,723	107,260	(35,141)	(209)	(35,141)	(209)	(209)	131,467	130,782	130,782
Consolidated total liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	131,467	130,782	130,782
<b>Other information</b>																		
Capital expenditure	57,033	13,314	204	402	402	-	-	-	18,778	22,693	(373)	(730)	(373)	(730)	(730)	75,642	35,679	35,679
Depreciation and amortisation	3,791	1,608	84	93	93	1,326	1,326	1,277	14,124	13,771	(226)	(251)	(226)	(251)	(251)	19,099	16,498	16,498
Net write back of ECLs	(125)	(175)	(2)	-	-	-	-	(108)	-	-	-	-	-	-	-	(127)	(283)	(283)
Net reversal of provision for warranty	(497)	(473)	-	-	-	-	-	-	-	-	-	-	-	-	-	(497)	(473)	(473)
Fair value changes in biological assets	-	-	-	-	-	-	-	-	(2,144)	1,066	-	-	-	-	-	(2,144)	1,066	1,066

## Notes to the Financial Statements

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**38. SEGMENTAL INFORMATION (CONT'D.)****Geographical segments**

The following table provides an analysis of the Group's revenue, carrying amount of segment assets and capital expenditure, analysed by geographical segments:

	Revenue		Segment assets		Capital expenditure	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Malaysia	114,773	85,547	603,375	618,342	73,496	34,519
Indonesia	122,015	121,202	108,370	95,254	2,146	1,160
	236,788	206,749	711,745	713,596	75,642	35,679

**39. 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
- (ii) Financial assets measured at fair value through profit or loss ("FVTPL").

	Note	Carrying amount RM'000	AC RM'000	FVTPL RM'000
<b>Group</b>				
<b>At 31 March 2025</b>				
<b>Financial assets</b>				
Trade receivables	21	62,669	62,669	-
Other receivables (less prepayments and VAT receivables)	22	1,392	1,392	-
Due from related companies	23	24	24	-
Financial investments	24	15,299	-	15,299
Cash and bank balances	25	68,059	68,059	-
		147,443	132,144	15,299
<b>Financial liabilities</b>				
Trade payables	34	3,325	3,325	-
Other payables	34	18,466	18,466	-
Due to related companies	23	136	136	-
Borrowings	33	8,000	8,000	-
Lease liabilities	30	91,642	91,642	-
		121,569	121,569	-

## Notes to the Financial Statements

31 March 2025

## 39. FINANCIAL INSTRUMENTS (CONT'D.)

## (a) Categories of financial instruments (cont'd.)

	Note	Carrying amount RM'000	AC RM'000	FVTPL RM'000
<b>Group (cont'd.)</b>				
<b>At 31 March 2024</b>				
<b>Financial assets</b>				
Trade receivables	21	21,957	21,957	-
Other receivables (less prepayments and VAT receivables)	22	1,754	1,754	-
Due from related companies	23	72	72	-
Financial investments	24	143,653	-	143,653
Cash and bank balances	25	49,413	49,413	-
		216,849	73,196	143,653
<b>Financial liabilities</b>				
Trade payables	34	4,209	4,209	-
Other payables	34	28,532	28,532	-
Due to related companies	23	59	59	-
Lease liabilities	30	89,396	89,396	-
		122,196	122,196	-
<b>Company</b>				
<b>At 31 March 2025</b>				
<b>Financial assets</b>				
Trade receivables	21	200	200	-
Other receivables (less prepayments)	22	80	80	-
Due from related companies	23	35,829	35,829	-
Financial investments	24	2,124	-	2,124
Cash and bank balances	25	1,441	1,441	-
		39,674	37,550	2,124
<b>Financial liabilities</b>				
Trade payables	34	743	743	-
Other payables	34	2,344	2,344	-
Due to related companies	23	70	70	-
Lease liabilities	30	69,460	69,460	-
		72,617	72,617	-

## Notes to the Financial Statements

31 March 2025

**39. FINANCIAL INSTRUMENTS (CONT'D.)****(a) Categories of financial instruments (cont'd.)**

	Note	Carrying amount RM'000	AC RM'000	FVTPL RM'000
<b>Company (cont'd.)</b>				
<b>At 31 March 2024</b>				
<b>Financial assets</b>				
Trade receivables	21	204	204	-
Other receivables (less prepayments)	22	376	376	-
Due from related companies	23	95	95	-
Financial investments	24	17,376	-	17,376
Cash and bank balances	25	1,114	1,114	-
		19,165	1,789	17,376
<b>Financial liabilities</b>				
Trade payables	34	906	906	-
Other payables	34	2,128	2,128	-
Due to related companies	23	1,419	1,419	-
Lease liabilities	30	65,500	65,500	-
		69,953	69,953	-

**(b) Determination of fair value**

The fair value of financial assets and financial liabilities approximate their respective carrying values on the statement of financial position of the Group and of the Company.

The following methods and assumptions are used to estimate the fair values of the following classes of financial instruments:

**(i) Cash and bank balances, receivables and payables**

The carrying amounts approximate fair values due to the relatively short term maturity of these financial instruments.

**(ii) Financial investments**

Financial investments relates 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 (2024: no transfer in either directions).

## Notes to the Financial Statements

31 March 2025

**40. 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, foreign exchange, liquidity/funding 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 does not have any interest-bearing long term debt or long term interest bearing assets as at 31 March 2025. The investment 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.

**(b) Foreign exchange risk**

The Group is mainly exposed to the Indonesian Rupiah ("IDR"). Foreign currency denominated assets and liabilities together with expected cash flows from highly probable purchases and sales give rise to foreign exchange exposures.

Foreign exchange exposures in transactional currencies other than functional currencies of the operating entities are kept to an acceptable level.

**Sensitivity analysis**

The net unhedged financial assets and financial liabilities of the Group that are not denominated in RM are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>IDR</b>		
<b>Financial assets</b>		
- Trade and other receivables	<b>16,836</b>	10,879
- Cash and cash equivalents	<b>57,717</b>	42,823
	<b>74,553</b>	53,702
<b>Financial liabilities</b>		
- Trade and other payables	<b>7,162</b>	6,505
<b>Net exposure</b>	<b>67,391</b>	47,197

## Notes to the Financial Statements

31 March 2025

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)****(b) Foreign exchange risk (cont'd.)**

The following table demonstrates the sensitivity of the Group's profit net of tax to a reasonably possible change in the IDR exchange rates against the RM with all other variables held constant.

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>Effect on</b>	<b>Effect on</b>
	<b>profit net of</b>	<b>profit net of</b>
	<b>tax/equity</b>	<b>tax/equity</b>
	<b>RM'000</b>	<b>RM'000</b>
IDR - strengthens 1% (2024: 1%)	512	359
IDR - weakens 1% (2024: 1%)	(512)	(359)

**(c) Liquidity/funding risk**

The Group and the Company define liquidity/funding risk as the risk that funds will not be available to meet their liabilities as and when 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 their overall prudent liquidity management, the Group and the Company maintain sufficient levels of cash or cash convertible instruments to meet their working capital requirements. To ensure availability of funds, the Group and the Company closely monitor their cash flow position on a regular basis.

**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.

	<b>On demand or within one year RM'000</b>	<b>Two to five years RM'000</b>	<b>Over five years RM'000</b>	<b>Total RM'000</b>
<b>Group</b>				
<b>At 31 March 2025</b>				
<b>Financial liabilities:</b>				
Trade and other payables (Note 34)	21,791	-	-	21,791
Amount due to related companies (Note 24)	136	-	-	136
Lease liabilities	5,541	16,780	204,208	226,529
	27,468	16,780	204,208	248,456



## Notes to the Financial Statements

31 March 2025

## 40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

## (c) Liquidity/funding risk (cont'd.)

Analysis of financial instruments by remaining contractual maturities (cont'd.)

	On demand or within one year RM'000	Two to five years RM'000	Over five years RM'000	Total RM'000
<b>Group (cont'd.)</b>				
<b>At 31 March 2024</b>				
<b>Financial liabilities:</b>				
Trade and other payables (Note 34)	32,741	-	-	32,741
Amount due to related companies (Note 23)	59	-	-	59
Lease liabilities	5,541	16,780	204,310	226,631
	38,341	16,780	204,310	259,431

	On demand or within one year RM'000	Two to five years RM'000	Over five years RM'000	Total RM'000
<b>Company</b>				
<b>At 31 March 2025</b>				
<b>Financial liabilities:</b>				
Trade and other payables (Note 34)	3,087	-	-	3,087
Amount due to related companies (Note 23)	70	-	-	70
Lease liabilities	2,522	10,551	133,518	146,591
	5,679	10,551	133,518	149,748

**At 31 March 2024****Financial liabilities:**

Trade and other payables (Note 34)	3,034	-	-	3,034
Amount due to related companies (Note 23)	1,419	-	-	1,419
Lease liabilities	2,420	9,855	127,797	140,072
	6,873	9,855	127,797	144,525

## Notes to the Financial Statements

31 March 2025

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)****(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 receivables.

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 39.

**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.

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 ("ECLs") approach. In determining the ECLs, 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 2025 and 31 March 2024:

	Weighted average loss rate %	Gross amount RM'000	Expected credit loss RM'000
<b>Group</b>			
<b>At 31 March 2025</b>			
Current	0%	15,594	-
1 to 60 days past due	0%	1,462	-
61 to 120 days past due	0%	40,621	-
More than 121 days past due	20%	6,272	1,280
		<b>63,949</b>	<b>1,280</b>

## Notes to the Financial Statements

31 March 2025

## 40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

## (d) Credit risk (cont'd.)

## Trade receivables (cont'd.)

Recognition and measurement of impairment loss (cont'd.)

The following table provides information about the exposure to credit risk and ECLs for trade receivables as at 31 March 2025 and 31 March 2024: (cont'd.)

	Weighted average loss rate %	Gross amount RM'000	Expected credit loss RM'000
<b>Group (cont'd.)</b>			
<b>At 31 March 2024</b>			
Current	0%	12,249	-
1 to 60 days past due	0%	4,192	-
61 to 120 days past due	0%	1,005	-
More than 121 days past due	24%	5,918	1,407
		23,364	1,407
<b>Company</b>			
<b>At 31 March 2025</b>			
Current	0%	123	-
1 to 60 days past due	0%	62	-
61 to 120 days past due	0%	8	-
More than 121 days past due	98%	282	275
		475	275
<b>At 31 March 2024</b>			
Current	0%	148	-
1 to 60 days past due	0%	47	-
61 to 120 days past due	0%	9	-
More than 121 days past due	100%	277	277
		481	277

## Notes to the Financial Statements

31 March 2025

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)****(d) Credit risk (cont'd.)****Trade receivables (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			
	2025		2024	
	RM'000	% of total	RM'000	% of total
Malaysia	50,510	81%	12,407	57%
Indonesia	12,159	19%	9,550	43%
	62,669	100%	21,957	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 RM48,651,000 (2024: RM9,984,000) of the Group's trade receivables was due from the Government of Malaysia.

Fixed deposits with licensed banks are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

**(e) Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group and the Company are exposed to market price risk arising from its investment in money market fund. The Group and the Company do not have exposure to commodity price risk.

Sensitivity analysis for market price risk

As at reporting date, if the net asset value of the money market fund had been 1% higher/lower, with all other variables held constant, the Group's and the Company's profit for the year would have been RM153,000 (2024: RM1,437,000) and RM21,000 (2024: RM174,000) higher/lower.

## Notes to the Financial Statements

31 March 2025

**41. 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 business 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 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.

**42. 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") areas. 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 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 3,500ha with a third party.

The application of the land rights/Hak Guna Usaha ("HGU") will be initiated once PTNJL's application for release of forestry area for its plantation area has been approved. On 27 October 2021, PTNJL applied for the release of forest area for its plantation area of approximately 6.373 hectares overlapping with forest area. Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia ("KLHK") is still processing PTNJL's application for the release of forestry area and engagement with them are still ongoing.

As at 31 March 2025, the Group has contingent liabilities arising from PTNJL's application for release of forestry area. For this purpose, the administrative fine must be paid to the local authority for settlement of planted oil palm within the forestry area and subsequently the revised IUP and the License of the Release of Forest Area will be used to apply for HGU. The extent of the administrative fine, cannot be reliably ascertained at this reporting date. PTNJL will get the HGU upon approval and payment of the administrative fine.

**43. PRIOR YEAR ADJUSTMENTS**

During the financial year, the Group made retrospective adjustments in accordance with MFRS 108: Accounting Policies, Change in Accounting Estimates and Errors requirements in respect of the following matters:

- (a) Over recognition of right-of-use assets, under recognition of finance costs from leases and under recognition of lease liabilities in accordance with MFRS 16: Leases;
- (b) Capitalisation of finance costs related to lease liabilities as part of the cost of bearer plants, in accordance with MFRS 123: Borrowing Costs.

## Notes to the Financial Statements

31 March 2025

**43. PRIOR YEAR ADJUSTMENTS (CONT'D.)**

The financial effects of these prior year adjustments are as follows:

**Reconciliation of Statements of Financial Position**

		As at 31 March 2023		
	Previously stated RM'000	Adjustments (a) RM'000	(b) RM'000	Restated RM'000
<b>Group</b>				
<b>Non-current assets</b>				
Property, plant and equipment	108,219	-	3,012	111,231
Right-of-use assets	217,520	(1,221)	-	216,299
<b>Equity</b>				
Retained earnings	470,805	(6,204)	2,743	467,344
Non-controlling interests	20,825	(1,621)	269	19,473
<b>Non-current liability</b>				
Lease liabilities	79,108	6,124	-	85,232
<b>Current liability</b>				
Lease liabilities	3,164	480	-	3,644
<b>Company</b>				
<b>Non-current assets</b>				
Property, plant and equipment	10,373	-	150	10,523
<b>Equity</b>				
Retained earnings	198,736	-	150	198,886



## Notes to the Financial Statements

31 March 2025

**43. PRIOR YEAR ADJUSTMENTS (CONT'D.)**

The financial effects of these prior year adjustments are as follows: (cont'd.)

**Reconciliation of Statements of Financial Position (cont'd.)**

	Previously stated RM'000	As at 31 March 2024		Restated RM'000
		Adjustments (a) RM'000	(b) RM'000	
<b>Group</b>				
<b>Non-current assets</b>				
Property, plant and equipment	134,240	-	4,105	138,345
Right-of-use assets	213,745	(1,214)	-	212,531
<b>Equity</b>				
Retained earnings	460,969	(6,846)	3,639	457,762
Non-controlling interests	17,121	(1,782)	466	15,805
<b>Non-current liability</b>				
Lease liabilities	79,372	6,842	-	86,214
<b>Current liability</b>				
Lease liabilities	2,610	572	-	3,182
<b>Company</b>				
<b>Non-current assets</b>				
Property, plant and equipment	25,673	-	652	26,325
<b>Equity</b>				
Retained earnings	200,620	-	652	201,272

## Notes to the Financial Statements

31 March 2025

**43. PRIOR YEAR ADJUSTMENTS (CONT'D.)**

The financial effects of these prior year adjustments are as follows: (cont'd.)

**Reconciliation of Statements of Comprehensive Income**  
**For the year ended 31 March 2024**

<b>Group</b>	<b>Previously stated RM'000</b>	<b>Adjustments RM'000</b>	<b>Restated RM'000</b>
Revenue	206,749		206,749
Cost of sales	(121,726)	(67)	(121,793)
<b>Gross profit</b>	<b>85,023</b>	<b>(67)</b>	<b>84,956</b>
Other income	10,468	-	10,468
Administrative expenses	(34,987)	-	(34,987)
Selling and marketing expenses	(8,295)	-	(8,295)
Other operating expenses	(21,651)	7	(21,644)
Net writeback of expected credit losses ("ECLs")	283	-	283
Finance costs	(2,699)	350	(2,349)
Share of results from associate	3,816	-	3,816
<b>Profit before tax</b>	<b>31,958</b>	<b>290</b>	<b>32,248</b>
Income tax expense	(6,003)	-	(6,003)
<b>Profit for the year</b>	<b>25,955</b>	<b>290</b>	<b>26,245</b>
<b>Other comprehensive income/(expense), net of tax</b>			
<i>Item that will be subsequently reclassified to profit or loss</i>			
Foreign currency translation loss	982	-	982
<i>Item that will not be subsequently reclassified to profit or loss</i>			
Remeasurement of defined benefit liability	(1)	-	(1)
<b>Total comprehensive income for the year</b>	<b>26,936</b>	<b>290</b>	<b>27,226</b>
<b>Profit attributable to:</b>			
Equity holders of the Company	19,804	254	20,058
Non-controlling interests	6,151	36	6,187
<b>Profit for the year</b>	<b>25,955</b>	<b>290</b>	<b>26,245</b>
<b>Total comprehensive income attributable to:</b>			
Equity holders of the Company	20,501	254	20,755
Non-controlling interests	6,435	36	6,471
<b>Total comprehensive income for the year</b>	<b>26,936</b>	<b>290</b>	<b>27,226</b>
<b>Earnings per share attributable to equity holders of the Company</b>			
<b>(sen per share)</b>			
Basic/diluted earnings per share	8.35	0.11	8.46

## Notes to the Financial Statements

31 March 2025

**43. PRIOR YEAR ADJUSTMENTS (CONT'D.)**

The financial effects of these prior year adjustments are as follows: (cont'd.)

**Reconciliation of Statements of Comprehensive Income**  
**For the year ended 31 March 2024 (cont'd.)**

<b>Company</b>	<b>Previously stated RM'000</b>	<b>Adjustments RM'000</b>	<b>Restated RM'000</b>
Revenue	42,734	-	42,734
Cost of sales	(5,402)	-	(5,402)
<b>Gross profit</b>	<b>37,332</b>	<b>-</b>	<b>37,332</b>
Other income	1,213	-	1,213
Administrative expenses	(4,301)	-	(4,301)
Selling and marketing expenses	(38)	-	(38)
Other operating expenses	(2,797)	-	(2,797)
Finance costs	(2,137)	502	(1,635)
<b>Profit before tax</b>	<b>29,272</b>	<b>502</b>	<b>29,774</b>
Income tax expense	2,251	-	2,251
<b>Profit for the year</b>	<b>31,523</b>	<b>502</b>	<b>32,025</b>
<b>Profit attributable to equity holders of the Company, representing profit for the year</b>	<b>31,523</b>	<b>502</b>	<b>32,025</b>
<b>Total comprehensive income attributable to equity holders of the Company</b>	<b>31,523</b>	<b>502</b>	<b>32,025</b>

**Reconciliation of Statements of Cash Flows**  
**For the year ended 31 March 2024**

<b>Group</b>	<b>Previously stated RM'000</b>	<b>Adjustments RM'000</b>	<b>Restated RM'000</b>
Profit before tax	31,958	290	32,248
Depreciation for property, plant and equipment	8,578	67	8,645
Depreciation of right-of-use assets	6,678	(7)	6,671
Interest expense	2,699	(350)	2,349
<b>Company</b>			
Profit before tax	29,272	502	29,774
Interest expense	2,137	(502)	1,635

**44. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE**

The financial statements for the year ended 31 March 2025 were authorised for issue in accordance with a resolution of the directors on 25 June 2025.

# Properties of the Group

		Description/ Existing Use	Tenure	Land Area (Acres)	Built-Up Area (Sq/ft.)	Net Book Value as at 31/03/2025 (RM'000)	Date of Acquisition/ Last Revaluation	Approximate Age of Building (Years)
No.	Location							
FIMA CORPORATION BERHAD								
1.	PTD 4656 H.S(D) 13531 Mukim Jeram Batu Pontian, Johor	Industrial land and building	Freehold	2.72	66,608	680,000	07 July 1993	57
2.	Lot 1176 Mukim Pasir Panjang Port Dickson Negeri Sembilan	Bungalow	Freehold	0.82	N/A	1,847,000	07 July 1993/ 12 February 2015	76
3.	Lot 52068 Grant 50064 Mukim of Kuala Lumpur Wilayah Persekutan	Office Building	Freehold	1.45	270,372	40,871,000	17 August 1995	27
4	PT 363 HSD 27345 Mukim Kuala Betis, Daerah Betis Jajahan Kecil Lojing Kelantan	Agriculture / Oil Palm Plantation	Leasehold expiring 05/03/2077	5,688.24	N/A	109,045,000	3 May 2021	N/A
5	Lot 3468 PN 6353 Mukim Relai Daerah Chiku Jajahan Gua Musang Kelantan	Agriculture / Oil Palm Plantation	Leasehold expiring 05/03/2077	2,311.13	N/A	46,324,000	3 May 2021	N/A
Sub Total				8,004.36	336,980	198,767,000		
PERCETAKAN KESELAMATAN NASIONAL SDN BHD								
1.	Lot 27306 Section 13, Mukim Kajang District of Hulu Langat Selangor	Industrial land and building	Leasehold expiring 29/09/2086	8.30	250,560	17,940,000	26 January 2006	38
Sub Total				8.30	250,560	17,940,000		
CENDANA LAKSANA SDN BHD								
1.	PN 7602 (Lot 2925) and HSD 398 (PT 757P) Mukim of Tebak District of Kemaman Terengganu	Agriculture Oil Palm Plantation	Leasehold expiring 8/08/2048 (PN 7602) 8/08/2039 (HSD 398)	1,940.73	N/A	39,597,000	6 January 2014/ 20 March 2015	N/A
Sub Total				1,940.73	N/A	39,597,000		
GABUNGAN WARISAN SDN BHD								
1.	PT 4718 H.S(D) 9350 Mukim of Kuala Stong District of Kuala Krai Kelantan	Agriculture Oil Palm Plantation	Leasehold expiring 22/07/2112	617.27	N/A	13,490,000	17 October 2014/ 10 March 2015	N/A
Sub Total				617.27	N/A	13,490,000		

## Properties of the Group

						Net Book Value as at 31/03/2025 (RM'000)	Date of Acquisition/ Last Revaluation	Approximate Age of Building (Years)
No.	Location	Description/ Existing Use	Tenure	Land Area (Acres)	Built-Up Area (Sq/ft.)			
TAKA WORLDWIDE TRADING SDN BHD								
1.	PT 6943 H.S(D) 2345 Mukim of Relai District of Gua Musang Kelantan	Agriculture Oil Palm Plantation	Leasehold expiring 5/03/2107	500.00	N/A	9,362,000	18 March 2015	N/A
Sub Total				500.00	N/A	9,362,000		
ETIKA GANGSA SDN BHD								
1.	PT 6944 H.S(D) 2346 Mukim of Relai District of Gua Musang Kelantan	Agriculture Oil Palm Plantation	Leasehold expiring 5/03/2107	500.00	N/A	8,443,000	18 March 2015	N/A
Sub Total				500.00	N/A	8,443,000		
LADANG BUNGA TANJONG SDN BHD								
1.	GRN 36415 Lot 2429 Mukim Lubok Bungor Jajahan Jeli Kelantan	Agriculture Oil Palm Plantation	Leasehold expiring 28/09/2069	3,288.90	N/A	46,428,000	20 February 2018	N/A
Sub Total				3,288.90	N/A	46,428,000		
FIMA SG. SIPUT ESTATE SDN BHD								
1.	PT 14352 H.S(D) 16214 Mukim Sungai Siput District of Kuala Kangsar Perak	Agriculture Oil Palm Plantation	Leasehold expiring 3/08/2075	4,942.00	N/A	37,831,000	4 December 2015	N/A
Sub Total				4,942.00	N/A	37,831,000		
PT NUNUKAN JAYA LESTARI								
1.	Izin Usaha Perkebunan	Agriculture Oil Palm Plantation	-	40,992.31	N/A			N/A
2.	Hak Guna Bangunan (HGB) No. 50 Kelurahan Nunukan Barat Kabupaten & Kecamatan Nunukan Propinsi Kalimantan Timur Indonesia	Palm Oil Mill	"Expiring 18/03/2035"	286.15	N/A	11,802,000	9 April 2007/ 31 December 2014	20
Sub Total				41,278.46	-	11,802,000		
GRAND TOTAL								
				61,080.02	587,540	383,660,000		

# Analysis of Shareholdings

As at 23 June 2025

## THIRTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	% of Total Shareholdings
1.	FIMA METAL BOX HOLDINGS SDN. BHD.	147,245,358	62.15
2.	LIAU KEEN YEE	2,794,200	1.18
3.	WONG YU @ WONG WING YU	2,757,800	1.16
4.	LIAU CHOON HWA & SONS SDN. BHD.	2,483,300	1.05
5.	TAN AH KOW @ TAN TOONG SOON	2,430,000	1.03
6.	HAMIDAH BINTI ABDUL RAHMAN	1,816,800	0.77
7.	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-R ES)	1,562,700	0.66
8.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. MAYBANK PRIVATE WEALTH MANAGEMENT FOR ROZILAWATI BINTI HAJI BASIR (PW-M00823)(421210)	1,321,500	0.56
9.	KENANGA NOMINEES (TEMPATAN) SDN. BHD. CHIN KIAM HSUNG	1,260,000	0.53
10.	LEE SIEW PENG	1,260,000	0.53
11.	WONG YU @ WONG WING YU	1,260,000	0.53
12.	WONG SOO PING	1,117,200	0.47
13.	ONG TECK PEOW	998,200	0.42
14.	ONG SIOK BEE	946,000	0.40
15.	LIAU CHERN YEE	918,700	0.39
16.	YONG SIEW LEE	850,000	0.36
17.	YEO KHEE HUAT	830,100	0.35
18.	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN YEE MING	810,000	0.34
19.	TAN LAY HOON	785,100	0.33
20.	ONG CHIN THYE	724,000	0.31
21.	TAN SIEW YOK	714,000	0.30
22.	UOB KAY HIAN NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	712,140	0.30
23.	SOH CHOO KEAN	700,000	0.30
24.	LIM SIEW GEOK	690,000	0.29
25.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ROSLAN BIN HAMIR	601,800	0.25
26.	TAN TEAN TUNE	600,000	0.25
27.	CITIGROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	584,543	0.25
28.	HONG WENG HWA	580,100	0.25
29.	TAN TIAN SANG @ TAN TIAN SONG	580,000	0.25
30.	LIM KHUAN ENG	570,000	0.24



## Analysis of Shareholdings

As at 23 June 2025

## SUBSTANTIAL SHAREHOLDER

No.	Name	Direct Holdings	
		No. of Shares	% of Shareholdings
1.	FIMA METAL BOX HOLDINGS SDN. BHD.	147,245,358	62.15

## DISTRIBUTION BY SIZE OF SHAREHOLDINGS

Size of Holdings	No. of Holders	% of Holders	No. of Shares	% of Shareholdings
Less than 100	321	9.32	3,481	0.00
100 - 1,000	524	15.21	297,847	0.13
1,001 - 10,000	1,652	47.95	8,168,698	3.45
10,001 - 100,000	809	23.48	23,822,181	10.05
100,001 to less than 5% of issued shares	138	4.01	57,393,765	24.22
5% and above of issued shares	1	0.03	147,245,358	62.15
<b>TOTAL</b>	<b>3,445</b>	<b>100.00</b>	<b>236,931,330</b>	<b>100.00</b>

## CLASSIFICATION OF SHAREHOLDERS

Category of Holders	No. of Holders			No. of Shares			%		
	Malaysian		Foreign	Malaysian		Foreign	Malaysian		Foreign
	Bumiputera	Non-Bumiputera		Bumiputera	Non-Bumiputera		Bumiputera	Non-Bumiputera	
1. Individual	95	2,751	69	2,703,920	65,511,144	809,006	1.14	27.65	0.34
2. Body Corporate									
a. Banks/Finance Companies	0	0	0	0	0	0	0.00	0.00	0.00
b. Investment Trusts/ Foundation/ Charities	0	2	0	0	43,750	0	0.00	0.02	0.00
c. Industrial and Commercial Companies	5	58	3	147,275,708	6,993,600	116,673	62.16	2.95	0.05
3. Government Agencies/ Institutions	1	0	0	7,500	0	0	0.00	0.00	0.00
4. Nominees	190	233	37	5,630,061	5,408,807	2,431,159	2.38	2.28	1.03
5. Others	0	1	0	0	2	0	0.00	0.00	0.00
<b>TOTAL</b>	<b>291</b>	<b>3,045</b>	<b>109</b>	<b>155,617,189</b>	<b>77,957,303</b>	<b>3,356,838</b>	<b>65.68</b>	<b>32.90</b>	<b>1.42</b>
<b>GRAND TOTAL</b>	<b>3,445</b>			<b>236,931,330</b>			<b>100</b>		

# Analysis of Shareholdings

As at 23 June 2025

## DIRECTORS' SHAREHOLDINGS

Directors	Direct Holdings		Indirect Holdings	
	No. of Shares	% of Shareholdings	No. of Shares	% of Shareholdings
DATUK BAZLAN BIN OSMAN	10,000	0.00	-	-
DATO' ROSLAN BIN HAMIR	-	-	601,800 <sup>(a)</sup>	0.25
ROSELY BIN KUSIP	-	-	-	-
REZAL ZAIN BIN ABDUL RASHID	-	-	-	-
DR. ROSHAYATI BINTI BASIR	175,600	0.07	150,413,658 <sup>(b)</sup>	63.48
NIK FEIZAL HAIDI BIN HANAFI	-	-	-	-

### Notes:

(a) 601,800 ordinary shares are held under Maybank Nominees (Tempatan) Sdn. Bhd.

(b) Deemed interested by virtue that:

- (i) Fima Metal Box Holdings Sdn. Bhd.'s ("Fima Metal Box") direct shareholding in the Company. Fima Metal Box is a major shareholder of the Company and is a wholly-owned subsidiary of KFima.
- (ii) Her sister, Datin Rozilawati Binti Haji Basir's indirect shareholding of 1,321,500 ordinary shares (or 0.56%) in the Company which is held under Maybank Nominees (Tempatan) Sdn. Bhd.
- (iii) Her mother, Puan Sri Datin Hamidah Binti Abdul Rahman's direct shareholding of 1,816,800 ordinary shares (or 0.77%) in the Company.
- (iv) Zailini Binti Zainal Abidin's ("Zailini") indirect shareholding of 30,000 ordinary shares (or 0.01%) in the Company which is held under M & A Nominee (Tempatan) Sdn. Bhd. Zailini is the sister-in-law of Dr. Roshayati Binti Basir.

# Notice of 50<sup>th</sup> Annual General Meeting

**NOTICE IS HEREBY GIVEN THAT** the Fiftieth (“50<sup>th</sup>”) Annual General Meeting (“AGM”) of FIMA CORPORATION BERHAD (“FimaCorp” 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 Thursday, 28 August 2025 at 9.30 a.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 2025 and the Directors’ and Auditors’ Reports thereon.   | <b>Please refer to Note A</b> |
| 2. To re-elect the following Directors, who retire by rotation in accordance with Article 108 of the Company’s Constitution and who, being eligible, offer themselves for re-election:                       |                               |
| (i) Datuk Bazlan Bin Osman   | <b>Resolution 1</b>           |
| (ii) Rezal Zain Bin Abdul Rashid   | <b>Resolution 2</b>           |
| 3. To approve the payment of Directors’ fees for each of the Non-Executive Directors of the Company for the ensuing financial year.  | <b>Resolution 3</b>           |
| 4. To approve the payment of Directors’ fees for each of the Non-Executive Directors who sit on the Boards of FimaCorp subsidiaries from 29 August 2025 until the conclusion of the next AGM of the Company. | <b>Resolution 4</b>           |
| 5. To approve the payment of Directors’ remuneration (excluding Directors’ fees) for the Non-Executive Directors from 29 August 2025 until the conclusion of the next AGM of the Company.                    | <b>Resolution 5</b>           |
| 6. To re-appoint Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2026 and to authorise the Directors to determine their remuneration.                            | <b>Resolution 6</b>           |

## SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions:

- |   |                     |
|---|---------------------|
| 7. <b>PROPOSED RENEWAL OF SHAREHOLDERS’ MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE</b> | <b>Resolution 7</b> |
|---|---------------------|

“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 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 31 July 2025 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 50<sup>th</sup> Annual General Meeting

- (iii) the expiration of the period within which the Company's next AGM is required to be held under Section 340(1) 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 FimaCorp ("FimaCorp 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 FimaCorp 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 FimaCorp Shares so purchased at their discretion, in the following manner:

- (i) cancel the FimaCorp Shares so purchased; or
- (ii) retain the FimaCorp 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 FimaCorp Shares so purchased as treasury shares and cancel the remainder of the FimaCorp 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 FimaCorp Shares shall continue to be valid until all the purchased FimaCorp 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,

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;

## Notice of 50<sup>th</sup> Annual General Meeting

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]

#### MUHAMMAD FADZLILAH BIN ABDUL RA'FAR

[SSM PC No. 202208000410] [CA 39941]

Company Secretaries

Kuala Lumpur

31 July 2025

### NOTES:

#### (I) **Note A**

The Audited Financial Statements is for discussion only as it does not require shareholders' approval pursuant to the provision of Section 340(1)(a) of the Act. Hence, it is not put forward for voting.

#### (II) **Resolutions 1 and 2**

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 108 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 108 of the Company's Constitution are Datuk Bazlan Bin Osman and Rezal Zain Bin Abdul Rashid. 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 Director's fitness and propriety to discharge their roles effectively as determined by the self and peer assessments conducted during the Board Effectiveness Evaluation for FYE2025; 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 50<sup>th</sup> AGM.

The profiles of the retiring Directors are set out in Our Board of Directors section of the Company's Annual Report 2025.

## Notice of 50<sup>th</sup> Annual General Meeting

### (III) 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 50<sup>th</sup> AGM of the Company on the following payments to Directors in three (3) separate resolutions as below:

- **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 FimaCorp subsidiaries from 29 August 2025 until the conclusion of the next AGM of the Company.
- **Resolution 5** on payment of Directors' remuneration (excluding Directors' fees) to the NEDs from 29 August 2025 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.

Other fees payable to the NEDs remain unchanged. The Managing Director does not receive any Director's fees and meeting allowances.

### Company

		Fee (per annum)	Meeting Allowance (per meeting)	Benefits
<b>Board</b>	Chairman	RM90,000	RM2,000	Medical coverage and other claimable benefits
	Member	RM50,000	RM2,000	
<b>Committees</b>	Chairman of Audit and Risk Committee	RM15,000	RM2,000	N/A
	Member of Audit and Risk Committee	RM10,000	RM2,000	N/A
	Member of Nomination and Remuneration Committee	N/A	RM2,000	N/A
<b>Other Committees</b>	Member of Group Sustainability Committee	N/A	RM2,000	N/A
	Member of Risk Steering Committee	N/A	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



## Notice of 50<sup>th</sup> Annual General Meeting

### Subsidiaries

Subsidiary	Position Held	Fee Type	Amount
<b>Percetakan Keselamatan Nasional Sdn. Bhd.</b>	Director	Director's fee per annum Meeting allowance per meeting	RM12,000 RM1,000
<b>PT Nunukan Jaya Lestari</b>	Director	Director's fee per annum Meeting allowance per meeting	RM12,000 RM1,000
<b>FCB Plantation Holdings Sdn. Bhd.</b>	Chairman	Director's fee per annum Meeting allowance per meeting	RM18,000 RM1,000
<b>Ladang Bunga Tanjong Sdn. Bhd.</b>	Director	Director's fee per annum Meeting allowance per meeting	RM12,000 RM1,000

In determining the estimated amount of remuneration payable for 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.

#### (IV) **Resolution 6**

The Board had at its meeting held on 25 June 2025 approved the Audit and Risk Committee's recommendation for shareholders' approval to be sought at the 50<sup>th</sup> AGM for re-appointment of Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2026.

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.

#### (V) **EXPLANATORY NOTES ON SPECIAL BUSINESS**

##### **(a) Resolution 7**

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 31 July 2025, which is available on the 'Investors' section of the Company's website.

##### **(b) Resolution 8**

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 31 July 2025, which is available on the 'Investors' section of the Company's website.

## Notice of 50<sup>th</sup> Annual General Meeting

### Notes:

#### A. Appointment of Proxy(ies)

1. Only members whose names appear in the General Meeting Record of Depositors as at 21 August 2025 shall be entitled to participate, speak and vote at the 50<sup>th</sup> 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 50<sup>th</sup> AGM, may appoint up to 2 proxies 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 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.
4. The instrument appointing a proxy ("proxy form") may be made in a 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 Tuesday, 26 August 2025 at 9.30 a.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 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.
  - (b) By electronic means  
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 50<sup>th</sup> AGM on the procedures for electronic lodgement of proxy form.
5. 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 50<sup>th</sup> 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.Helpdesk@boardroomlimited.com](mailto:BSR.Helpdesk@boardroomlimited.com).
6. If you have submitted your proxy form(s) and subsequently decide to appoint another person or wish to participate in the 50<sup>th</sup> AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 50<sup>th</sup> AGM through the following options:
  - (a) Hardcopy Form  
Write in to [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@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.
7. The voting at the 50<sup>th</sup> AGM will be conducted on a poll. The Company will appoint independent scrutineers to verify the poll results.

#### B. Submission of Questions before the 50<sup>th</sup> AGM

Members may submit questions electronically in relation to the agenda items for the 50<sup>th</sup> AGM prior to the meeting via <https://investor.boardroomlimited.com> no later than 9.30 a.m. on Thursday, 21 August 2025. The responses to these questions will be shared at the 50<sup>th</sup> AGM.

# Statement Accompanying Notice of Annual General Meeting

The Directors who are retiring pursuant to Article 108 of the Company's Constitution and seeking re-election are:

- (i) Datuk Bazlan Bin Osman
- (ii) Rezal Zain Bin Abdul Rashid

The profiles of the above Directors are set out in Our Board of Directors section of this Annual Report.

# Administrative Guide for the 50<sup>th</sup> AGM

<b>Meeting Day and Date</b>	: Thursday, 28 August 2025
<b>Commencement of Meeting</b>	: 9.30 a.m.
<b>Venue</b>	: Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara 60000 Kuala Lumpur

## 1. Registration

- 1.1 Registration will start at 7:30 a.m. and will remain open until the conclusion of the 50<sup>th</sup> 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 50<sup>th</sup> 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 21 August 2025 shall be entitled to attend the 50<sup>th</sup> AGM or appoint proxies to attend and vote on their behalf.

## 3. Proxy

- 3.1 If you are unable to participate the 50<sup>th</sup> 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 50<sup>th</sup> 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 <https://www.fimacorp.com/agm.php>.

## Administrative Guide for the 50<sup>th</sup> 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 Tuesday, 26 August 2025 at 9.30 a.m. or adjournment thereof:

(a) In hard copy form

The proxy form must be deposited at the Boardroom Share Registrars' office situated at 11<sup>th</sup> 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

The proxy form can also be lodged electronically via Boardroom Smart Investor Portal ("BSIP") at <https://investor.boardroomlimited.com>. Kindly refer to the procedures for electronic lodgement of proxy form provided below:

#### 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 website <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.

#### Step 2: e-Proxy Lodgement

- a. Login to <https://investor.boardroomlimited.com> using your user ID and password provided by Boardroom Share Registrars.
- b. Select "FIMA CORPORATION BERHAD 50<sup>TH</sup> ANNUAL GENERAL MEETING" from the list of Corporate Meeting and click "Enter".

##### For Individual/Corporate Shareholders:

1. Go to "PROXY" and click on "Submit eProxy Form".
2. Enter your Central Depository System ("CDS") account number and insert the number of securities held.
3. Appoint your proxies or the Chairman of the 50<sup>th</sup> AGM.
4. Read and accept the General Terms and Conditions.
5. If you appoint the proxies, enter the required particulars of your proxies.
6. 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.
7. Review and confirm your proxies' appointment.
8. Click "Submit".
9. Download or print the e-Proxy form acknowledgment for your record.

## Administrative Guide for the 50<sup>th</sup> AGM

### **For Authorised Nominee and Exempt Authorised Nominee:**

#### Via Email

1. Write in to [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@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 26 August 2025 at 9.30 a.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. Click on "Submit eProxy Form".
2. Select the company you would like to represent.
3. Proceed to download the file format for "Submission of Proxy Form" from the investor portal.
4. Prepare the file for the appointment of proxy(ies) by inserting the required data.
5. Proceed to upload the duly completed proxy(ies) appointment file.
6. Review and confirm your proxy(ies) appointment and click "Submit".
7. Download or print the eProxy Form as 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 50<sup>th</sup> AGM yourself, please do not submit any proxy form for the 50<sup>th</sup> AGM. You will not be allowed to attend the 50<sup>th</sup> 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 50<sup>th</sup> AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 50<sup>th</sup> AGM through the following options:
  - (a) Hardcopy Form  
Write in to [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@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.

## **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 50<sup>th</sup> 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 50<sup>th</sup> 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 50<sup>th</sup> 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.



## Administrative Guide for the 50<sup>th</sup> AGM

### 6. Enquiries

- 6.1 The Company welcomes questions and views from shareholders on the 50<sup>th</sup> AGM resolutions and Annual Report 2025 to be raised at the 50<sup>th</sup> AGM. Please submit your questions via Boardroom Share Registrars' website at <https://investor.boardroomlimited.com> using the same user ID and password provided by Boardroom Share Registrars and select "SUBMIT QUESTION" to pose questions commencing from 31 July 2025 and in any event no later than 9.30 a.m. on Thursday, 21 August 2025. We will endeavour to provide responses to the queries during the 50<sup>th</sup> AGM session.
- 6.2 If you have any enquiry prior to the 50<sup>th</sup> 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](mailto:BSR.Helpdesk@boardroomlimited.com)

### Annual Report 2025

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 2025 and Corporate Governance Report 2025 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

### **Datuk Bazlan Bin Osman**

*Chairman /*

*Independent Non-Executive Director*

### **Dato' Roslan Bin Hamir**

*Managing Director /*

*Non-Independent Executive Director*

### **Rosely Bin Kusip**

*Senior Independent Non-Executive Director*

### **Rezal Zain Bin Abdul Rashid**

*Non-Independent Non-Executive Director*

### **Dr. Roshayati Binti Basir**

*Non-Independent Non-Executive Director*

### **Nik Feizal Haidi Bin Hanafi**

*Independent Non-Executive Director*

## AUDIT AND RISK COMMITTEE

### **Nik Feizal Haidi Bin Hanafi**

*Chairman*

### **Rosely Bin Kusip**

*Member*

### **Rezal Zain Bin Abdul Rashid**

*Member*

## NOMINATION AND REMUNERATION COMMITTEE

### **Rosely Bin Kusip**

*Chairman*

### **Nik Feizal Haidi Bin Hanafi**

*Member*

### **Rezal Zain Bin Abdul Rashid**

*Member*

## COMPANY SECRETARIES

### **Jasmin Binti Hood**

*LS 0009071*

*SSM PC No. 201908001455*

### **Muhammad Fadzilah Bin Abdul Ra'far**

*CA 39941*

*SSM PC No. 202208000410*

## 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 : fima@fimacorp.com

Website : www.fimacorp.com

## SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.

11<sup>th</sup> Floor, Menara Symphony

No. 5, Jalan Prof. Khoo Kay Kim

Seksyen 13, 46200 Petaling Jaya

Selangor Darul Ehsan

Tel : +603-7890 4700

## STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia

Securities Berhad

Stock Name : FIMACOR

Stock Code : 3107

Sector : Industrial Products &  
Services

Sub-Sector : Industrial Services

## AUDITORS

Messrs. Ernst & Young PLT

## PRINCIPAL BANKERS

Malayan Banking Berhad

Public Bank Berhad

# Directory of Group Operations

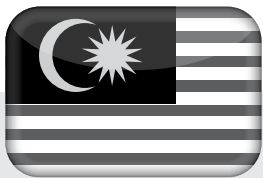
MANUFACTURING DIVISION	OTHERS	ASSOCIATE COMPANY
<p><b>Percetakan Keselamatan Nasional Sdn. Bhd.</b> <b>(198701007433) (166151-T)</b> No.6, Jalan P/1A Kawasan Perindustrian Bangi Seksyen 13, 43650 Bandar Baru Bangi Selangor Darul Ehsan Telephone: +603-8912 1312 Facsimile: +603-8912 0345</p> <p><b>Security Printers (M) Sdn. Bhd.</b> <b>(197701003239) (34025-W)</b> 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</p>	<p><b>Fima Technology Sdn. Bhd.</b> <b>(199301010009) (264746-K)</b> 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</p>	<p><b>Giesecke &amp; Devrient Malaysia Sdn. Bhd.</b> <b>(200201005367) (573030-M)</b> Lot 6, Off Jalan Delima 1/1 Batu 3, 40150 Shah Alam, Selangor Telephone: +603-5629 2929 Facsimile: +603-5629 2820</p>
PLANTATION DIVISION		
<p><b>FCB Plantation Holdings Sdn. Bhd.</b> <b>(199301015919) (270659-U)</b> 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</p> <p><b>PT Nunukan Jaya Lestari</b> <b>(NPWP 02.033.898.4-725.000)</b> Jln. Hasanuddin No. 62, RT06 Sungai Bolong, Kec. Nunukan Kab. Nunukan Kalimantan Utara 77482 Indonesia</p> <p><b>Cendana Laksana Sdn. Bhd.</b> <b>(201201039689) (1024167-W)</b> Ladang Cendana Batu 40, Jerangau-Jabor Highway Air Putih, 24050 Kemaman Terengganu</p>	<p><b>Gabungan Warisan Sdn. Bhd.</b> <b>(199401042148) (327836-P)</b> Ladang Dabong PT 4718 Mukim Kuala Stong Jajahan Kuala Krai, Kelantan</p> <p><b>Next Oasis Sdn. Bhd.</b> <b>(201401033412) (1109497-D)</b> Ladang Aring PT 6943 &amp; PT 6944 Mukim Relai, Jajahan Gua Musang Kelantan</p> <p><b>Taka Worldwide Trading Sdn. Bhd.</b> <b>(200501032715) (714855-P)</b> Ladang Aring PT 6943 Mukim Relai Jajahan Gua Musang, Kelantan</p> <p><b>Etika Gangsa Sdn. Bhd.</b> <b>(200601035188) (754947-D)</b> Ladang Aring PT 6944 Mukim Relai Jajahan Gua Musang, Kelantan</p>	<p><b>Fima Sg. Siput Estate Sdn. Bhd.</b> <b>(201301038071) (1067900-V)</b> Ladang Sg. Siput PT 14352 Mukim Sungai Siput 31100 Kuala Kangsar, Perak</p> <p><b>FCB Eastern Plantations Sdn. Bhd.</b> <b>(199101000385) (210695-H)</b> Lot 2429, Mukim Lubok Bongor Daerah Kuala Balah 17600 Jeli, Kelantan</p> <p><b>Ladang Bunga Tanjong Sdn. Bhd.</b> <b>(199601017476) (389827-K)</b> Ladang Bunga Tanjong Lot 2429, Mukim Lubok Bongor Daerah Kuala Balah 17600 Jeli, Kelantan</p> <p><b>Ladang Fima Kuala Betis</b> PT 363 Mukim Kuala Betis Jajahan Kecil Lojing 18300 Gua Musang, Kelantan</p> <p><b>Ladang Fima Aring</b> Lot 3468, Mukim Relai Jajahan Gua Musang 18300 Gua Musang, Kelantan</p>

# 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”)

Malaysian Employers Federation

Incorporated Society of Planters (“ISP”)



### INDONESIA

Gabungan Pengusaha Kelapa Sawit Indonesia (“GAPKI”)

Association of Plantation Investors of Malaysia in  
Indonesia (“APIMI”)

# 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 **FIMA CORPORATION BERHAD** ("FimaCorp" 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 Fiftieth ("50<sup>th</sup>") Annual General Meeting ("AGM") of the Company to be held on 28 August 2025 and at any adjournment thereof in the manner indicated below in respect of the following Resolutions:

RESOLUTIONS		FOR	AGAINST
1.	To re-elect Datuk Bazlan bin Osman who retires by rotation in accordance with Article 108 of the Company's Constitution. <b>- Ordinary Resolution 1</b>		
2.	To re-elect Encik Rezal Zain bin Abdul Rashid who retires by rotation in accordance with Article 108 of the Company's Constitution. <b>- Ordinary Resolution 2</b>		
3.	To approve the payment of Directors' fees for each of the Non-Executive Directors of the Company for the ensuing financial year. <b>- Ordinary Resolution 3</b>		
4.	To approve the payment of Directors' fees for each of the Non-Executive Directors who sit on the Boards of FimaCorp subsidiaries from 29 August 2025 until the conclusion of the next AGM of the Company. <b>- Ordinary Resolution 4</b>		
5.	To approve the payment of Directors' remuneration (excluding Directors' fees) for the Non-Executive Directors from 29 August 2025 until the conclusion of the next AGM of the Company. <b>- Ordinary Resolution 5</b>		
6.	To re-appoint Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2026 and to authorise the Directors to determine their remuneration. <b>- Ordinary Resolution 6</b>		
<b>AS SPECIAL BUSINESS:</b>			
7.	Proposed renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature. <b>- Ordinary Resolution 7</b>		
8.	Proposed renewal of the authority for shares buy-back. <b>- Ordinary Resolution 8</b>		

\* Strike out whichever not applicable.

Signature (If shareholder is a corporation, this part should be executed under seal)

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2025

**Notes:**

1. Only members whose names appear in the General Meeting Record of Depositors as at 21 August 2025 shall be entitled to participate, speak and vote at the 50<sup>th</sup> 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 50<sup>th</sup> AGM may appoint up to 2 proxies 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 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.
4. 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 Tuesday, 26 August 2025 at 9.30 a.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 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.
  - (b) By electronic means  
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 50<sup>th</sup> AGM on the procedures for electronic lodgement of proxy form.

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**AFFIX  
STAMP**

**Boardroom Share Registrars Sdn. Bhd.**

11<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim  
Seksyen 13, 46200 Petaling Jaya  
Selangor Darul Ehsan, Malaysia

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5. 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 50<sup>th</sup> 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.Helpdesk@boardroomlimited.com](mailto:BSR.Helpdesk@boardroomlimited.com).
6. If you have submitted your proxy form(s) and subsequently decide to appoint another person or wish to participate in the 50<sup>th</sup> AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 50<sup>th</sup> AGM through the following options:
  - (a) Hardcopy Form  
Write in to [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@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.
7. The voting at the 50<sup>th</sup> AGM will be conducted on a poll. The Company will appoint independent scrutineers to verify the poll results.







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  
Email : [fima@fimacorp.com](mailto:fima@fimacorp.com)