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51st

Annual General Meeting

- 11.00 a.m.
- Tuesday, 1 September 2026

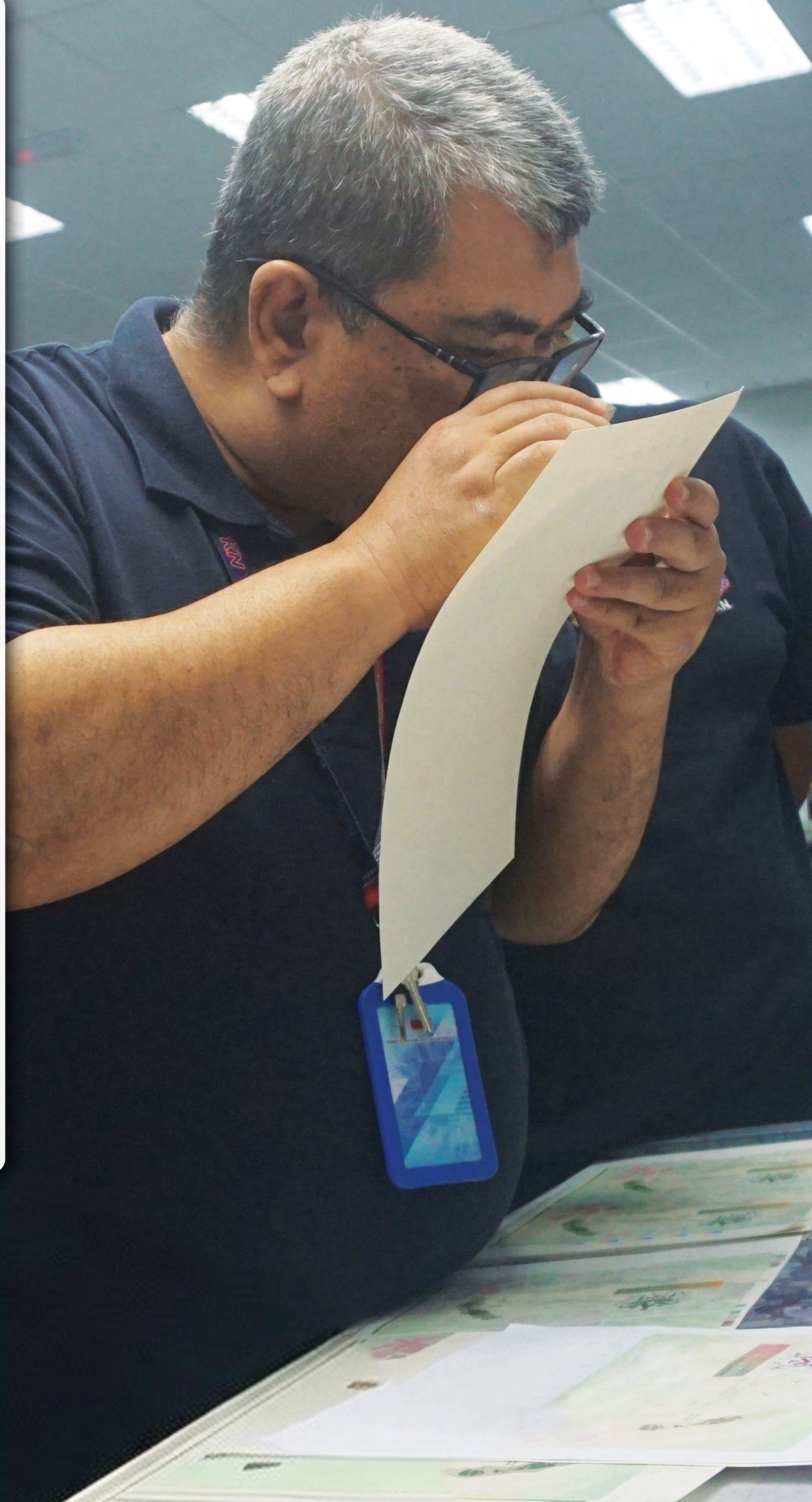
will be held at the Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, off Jalan Damansara, 60000 Kuala Lumpur.

Forward-Looking Statements

This Report contains certain forward-looking statements with respect to 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.



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We are FimaCorp

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Ladang Fima Sungai Siput, Perak



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

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

Reporting Principles

In preparing this Report, the Group has been guided by the following regulatory frameworks and reporting standards:

National Sustainability Reporting Framework (NSRF), which adopts the IFRS Sustainability Disclosure Standards

IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information (IFRS S1)

IFRS S2 Climate-Related Disclosures (IFRS S2)

Main Market Listing Requirements of Bursa Malaysia Securities Berhad

Sustainability Reporting Guide, 3rd Edition (SRG) issued by Bursa Malaysia Securities Berhad

Malaysia Financial Reporting Standards (MFRSs)

Malaysian Code on Corporate Governance 2021 (MCCG 2021)

Global Reporting Initiative (GRI) 2021

Materiality Process & Sustainability

This Report also provides information on the sustainability issues assessed as material to 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 50.0% owned by FimaCorp. The Property division has been excluded on the basis that its sustainability-related impact on FimaCorp's operations are currently assessed to be immaterial. This assessment reflects Management's

judgment and may be reviewed in future reporting periods if the division's scale, level of activity or sustainability-related impacts become more material. Contractors, vendors and outsourced services are excluded from the scope of all performance indicators unless otherwise indicated.

Limited Assurance Statement

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

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

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

UNITED NATIONS Sustainable Development Goals (UNSDGs) Adopted



Progress Made in FYE2026

Delivering Value to Our Stakeholders

FYE2026 was a year of operational resilience for FimaCorp. Despite a challenging revenue environment, the Group focused on cost discipline, operational efficiency and sustainable practices as well as delivering improved margins across its divisions.

MANUFACTURING DIVISION TURNAROUND

RM8.21 mil PBT

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

PLANTATION DIVISION PROGRESS

35.7% ▲ FFB

Malaysian estates FFB production; revenue grew 34.8% to RM30.07 mil

DISCIPLINED CAPITAL ALLOCATION

RM24.43 mil

CAPEX reduced from RM75.64 mil

DRIVING SUSTAINABILITY FORWARD

4.4%

Reduction in total GHG emissions

STRONG BALANCE SHEET

RM675.62 mil

in Total Assets

The Financial Outcomes of Our Strategy in Action

The Group's financial results for FYE2026 reflect the outcomes of a deliberate focus on operational efficiency and balance sheet discipline. While revenue moderated against last year, improvements in gross profit margin, cash generation and capital management demonstrate the underlying strength of the Group's core operations.

REVENUE

▼ 11.7%

Decreased to RM209.18 mil

GROSS PROFIT MARGIN

▲ 50.4%

43.5% in FYE2025

NET CASH FROM OPERATIONS

▲ RM72.69 mil

Improved from deficit of RM5.03 mil

PROFIT BEFORE TAXATION

▼ 27.0%

Decreased to RM37.22 mil

EARNINGS PER SHARE (SEN)

▼ 9.49 sen

13.40 sen in FYE2025

NET ASSETS PER SHARE

▼ RM2.32

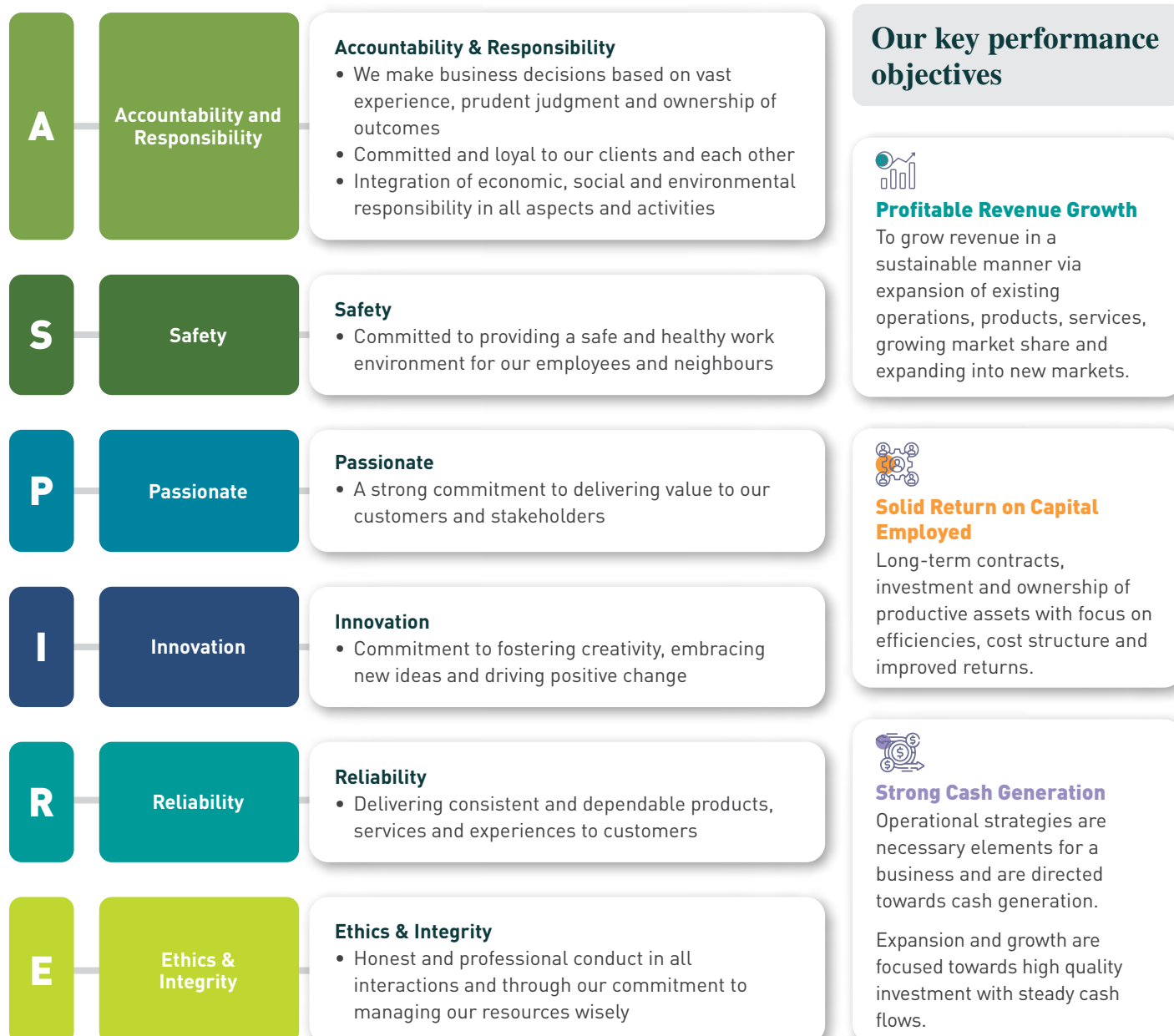
RM2.37 in FYE2025

Group Strategic Review

The Group's principal activities are organised into 2 divisions: Plantation and Manufacturing. The businesses are spread across Malaysia and Indonesia. The Group currently employs 1,587 people.

ASPIRE to Create Value

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



Group Strategic Review

Vision

A dynamic organisation that creates sustainable growth and value

Mission

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

How we do it

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

Our 4 Strategic Drivers



Maintain Prudent Financial Profile

What it means

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



Leverage Market Opportunities

What it means

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



Strengthen Core Businesses

What it means

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



Establish Strong Pillars for Future Growth

What it means

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

Our Sustainability Values



Environmental

Environmental & social responsibility in our supply chain



Social

Building & trusting relationships with stakeholders

Health, safety & development of our employees and communities



Governance

Governance & responsible business practices

Operational & resource efficiency

Group Corporate Structure

Plantation

HARVESTING GROWTH

Oil palm cultivation, including oil palm production and processing

OUR CAPABILITIES

- 12 estates in Malaysia and Indonesia
- 11,439 hectares of plantable landbank
- 10,469 hectares of planted area
- 8,281 hectares of mature area
- 45 MT/HR palm oil mill in Indonesia

Manufacturing

REBUILDING SCALE

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 (non-core)

Property management and engineering services

Creating Sustainable Value

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



OUR PEOPLE

Our 1,587 employees across Malaysia and Indonesia are the backbone of our two divisions. We invest in their safety, skills and well-being — recording zero fatalities and fostering a culture of accountability and inclusion.



OUR CUSTOMERS

From security and confidential document printing to plantation, we deliver reliable, certified solutions — holding MSP0 and ISO accreditations to ensure supply chain integrity and customer confidence.



SOCIETY

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



OUR SHAREHOLDERS

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



OUR PARTNERS

Through enduring partnerships across our value chain we uphold supply chain transparency, shared ESG standards and mutual growth built over decades of collaboration.



REGULATORS

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



GOVERNMENTS

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



SDG:
UN Sustainable Development Goal.

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

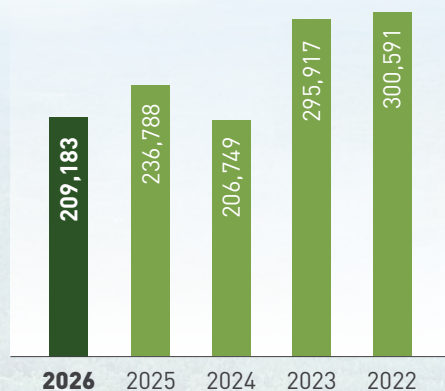
Five-Year Group Financial Highlights

Financial Year Ended 31 March (RM'000)	2026	2025	2024 Restated	2023 Restated	2022 Restated
Revenue	209,183	236,788	206,749	295,917	300,591
Profit					
Profit Before Tax and Zakat	37,217	50,956	32,248	51,376	94,764
Income Tax Expenses and Zakat	10,304	11,729	6,003	12,294	19,636
Non-controlling Interests	4,437	7,458	6,187	2,875	14,774
Profit After Taxation and Non-controlling Interest	22,476	31,769	20,058	36,207	60,354
Assets And Liabilities					
Total Assets	675,624	711,745	713,596	720,320	732,408
Total Liabilities	116,650	131,467	130,782	124,868	136,111
Non-Controlling Interests	10,115	17,715	15,805	19,473	20,666
Shareholders' Funds	548,859	562,563	567,009	575,979	575,661
Earnings and Dividend					
Earnings Per Share (sen)					
Basic	9.49	13.40	8.46	15.26	25.40
Diluted	9.49	13.40	8.46	15.26	25.40
Gross Dividend Per Share (sen)	12.50	12.50	12.50	12.50	15.00
Net Dividend Per Share (sen)	12.50	12.50	12.50	12.50	15.00
Share Prices					
Transacted Price Per Share (RM)					
Highest	1.82	1.87	1.99	2.14	2.11
Lowest	1.57	1.65	1.73	1.87	1.77

Five-Year Group Financial Highlights

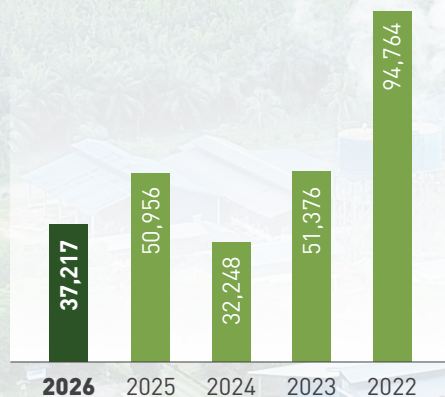
Revenue

(RM'000)



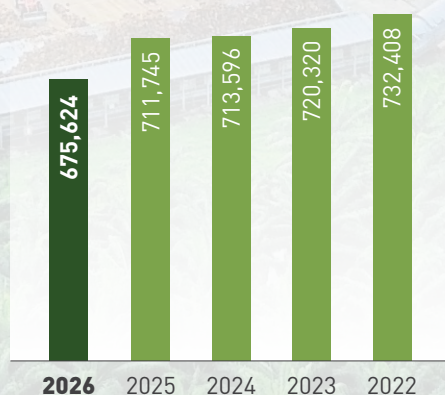
Profit Before Tax and Zakat

(RM'000)



Total Assets

(RM'000)



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From the Leadership

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Our aim is to build value carefully,
in businesses where we have
experience, relationships and a
practical path to improvement.

Datuk Bazlan Bin Osman

Chairman

Chairman's Statement



Dear Shareholders,

For the financial year ended 31 March 2026 (FYE2026), the Group recorded revenue of RM209.18 million, compared with RM236.79 million in FYE2025. Profit before tax stood at RM37.22 million, against RM50.96 million in the previous year.

Datuk Bazlan Bin Osman
Chairman

The lower performance was mainly due to decrease in contribution from the Indonesian plantation operations and the normal tapering of civil engineering revenue following project timing and completion. This was partly offset by improved earnings in Manufacturing and steady progress across our Malaysian estates. Taken together, the year reinforced the value of a diversified business base, disciplined execution and a long-term approach to building value.

Beyond the headline numbers, I am encouraged that our discipline around risk and capital allocation remained sound through the year and that capital was committed with care and clear purpose. The Board also remains mindful of its responsibility to balance prudent reinvestment with fair returns to shareholders and will continue to weigh both considerations carefully.

The Plantation Division had a challenging year, especially in Indonesia, where lower sales volumes, softer selling

prices and operational disruptions affected output. In Malaysia, however, the Board is encouraged by improved FFB production and yields and by the better performance of estates such as Ladang Cendana and Ladang Bunga Tanjong. These improvements are still developing, but they point to the value of consistent agronomic work and closer estate-level discipline.

Manufacturing delivered a meaningful improvement in profitability despite lower revenue, supported by a better product and cost mix and more disciplined cost management. The award of the new security documents contract subsequent to the financial year-end provides the division with greater medium-term visibility.

Property and related non-core activities continued to contribute recurring income, although at a more moderate level than last year, reflecting the timing of civil engineering works.



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

Dividend

For FYE2026, the Board approved the payment of two interim dividends. The first interim dividend of 5.0 sen was paid on 29 December 2025, while the second interim dividend of 7.5 sen per share will be paid on 30 July 2026. This brings the total dividend for the full year to 12.5 sen per share (FYE2025: 12.5 sen).

Chairman's Statement

The dividends paid out represents approximately 131.8% of profit after taxation and non-controlling interest (PATANCI), and is in line with the Group's dividend policy to pay at least 40.0% of PATANCI, subject to the Group's financial position.

Governance and the Board

Ultimate accountability to the Group's stakeholders' rests with the Board and with it the duty to provide ethical leadership and steady oversight. We regard sound governance as part of how value is built and held over time and that conviction shaped the way the Board conducted itself through the year.

During FYE2026, the Board commissioned an independent external review of its own effectiveness. The assessment confirmed that the Board continues to work well, drawing on a complementary mix of experience and on a sound working relationship with management, while also pointing to areas where we can be sharper still, which we have taken up in the same candid spirit we ask of the business. The Board remains well-constituted, with the breadth of professional and sectoral experience and the independence of mind that allow questions to be asked properly and decisions to be tested before they are taken. To my mind, this reflects the very substance of good governance. The Board also kept a steady eye on succession at the executive and management levels, so that continuity of leadership and oversight is assured as the Group grows and changes.



Environmental, Social and Governance

Responsible stewardship remains central to the Board's oversight.

During the year, the Group continued to strengthen its approach to environmental management, health and safety, integrity and governance. These are not separate from performance; they are part of how a business earns trust and remains durable over time.

We are also encouraged by the progress being made to improve the systems that support sustainability reporting and oversight. The ongoing digitisation of operational and management systems should give management better visibility of resource use, operating performance and environmental indicators across the business. Together with the Group's work on climate scenario analysis, this will help us better understand longer-term risks and make more informed decisions over time.

Our discipline around risk and capital allocation remained sound through the year, and that capital was committed with care and clear purpose

The Group recorded zero work-related fatalities in FYE2026. While this is encouraging, the Board expects management to continue reinforcing safe work practices, improving supervision and building a culture where safety is treated as a shared responsibility across every operation.

Outlook

Looking ahead, the Board shares management's measured reading of this current FY2027. Plantation will require sustained effort, particularly in improving productivity and addressing agronomic challenges. We also remain hopeful that the outstanding land status matter at PTNJL will move towards resolution in this current year and we will continue to engage constructively with the relevant authorities to that end.

Chairman's Statement

Manufacturing has a more sustainable revenue base with the new security documents contract but execution and margin discipline will be important. Property and engineering activities should continue to provide useful recurring income while management evaluates opportunities with care.

From the Board's perspective, we will continue to support management in their efforts to improve yields, strengthen field standards, managing input costs and directing capital to areas where the risks are understood and the returns are reasonable. Our aim is to build value carefully, in businesses where we have experience, relationships and a practical path to improvement.

This is especially important in a year where we expect many factors to be outside of our control, including commodity prices, variable weather patterns, currency movements and geopolitical developments, all of which can affect our businesses. What remains within our control is the quality of our execution, the discipline of our capital allocation and the willingness to address issues early and honestly.



PT Nunukan Jaya Lestari, Kalimantan Utara

FimaCorp has been built over time and it will continue to be strengthened in the same way: through steady work, sensible decisions and respect for the trust placed in us. On behalf of the Board, I would like to thank our management team and employees for their commitment during a demanding year. I also extend our appreciation to our shareholders, customers, suppliers and business partners for their continued support and trust.

Datuk Bazlan Bin Osman

Chairman

Managing Director's Review



Dear Shareholders,

FYE2026 was a year that reminded us of a simple truth: steady businesses are built not only in years when conditions are favourable, but also in years when management has to make careful choices, stay close to operations and keep a firm hand on costs. For FimaCorp, the year brought a more difficult operating backdrop, particularly in Plantation, but it also showed the value of a portfolio with several earnings levers and teams that remained practical and disciplined in their execution.

Dato' Roslan Bin Hamir
Managing Director

For the financial year ended 31 March 2026 (FYE2026), the Group recorded revenue of RM209.18 million, compared with RM236.79 million in FYE2025. Profit Before Tax ("PBT") stood at RM37.22 million, against RM50.96 million in the previous year. The lower result was mainly due to reduced contributions from the Indonesian plantation operations and the normal tapering of a sizeable civil engineering contract that had lifted revenue in FYE2025. This was partly offset by stronger earnings from Manufacturing and continued improvement across the Malaysian estates.

Performance by Division

Plantation

The Plantation Division recorded revenue of RM131.55 million, compared with RM144.33 million in FYE2025. PBT was RM30.48 million, lower than RM50.39 million last year.

In Indonesia, PT Nunukan Jaya Lestari ("PTNJL") recorded lower revenue and profit compared with the previous year,

mainly due to lower CPO sales volume and average selling prices, as well as softer FFB production. The estate also continued to face yield pressure, with FFB harvested declining to 90,662 MT from 106,663 MT in FYE2025, while yield per hectare eased to 17.14 MT from 20.05 MT previously. Notwithstanding this, CPKO prices improved during the year, providing some support to revenue, while the mill maintained a healthy oil extraction rate of 20.28%, slightly above the 20.21% recorded in FYE2025.

In Malaysia, the improvement in estate performance was more encouraging. FFB production rose to 33,718 MT from 24,841 MT, while FFB yield per hectare improved to 11.27 MT from 7.61 MT. Ladang Cendana continued to show good progress, with stronger yields contributing to improved profitability to RM5.34 million from RM5.01 million. Ladang Bunga Tanjong also turned the corner, registering PBT of RM2.06 million from loss of RM0.67 million last year, while several other estates narrowed their losses. These improvements point to the benefits of

the agronomic and rehabilitation work undertaken over recent years, although the Malaysian estates as a whole still recorded a loss for the year.

Looking ahead, our focus remains on improving yields, managing estate costs carefully and strengthening operating discipline across both Malaysia and Indonesia. We will continue to address longer-term agronomic challenges, including disease management and replanting needs, while ensuring that capital and resources are directed to areas where they can produce sustainable improvements over time.

Manufacturing

Manufacturing revenue moderated to RM70.14 million from RM76.46 million in FYE2025, mainly due to lower contributions from travel and transport documents segments. Even so, PBT improved to RM8.21 million from RM0.90 million last year. This improvement came from a better product and cost mix, lower material costs and continued discipline in managing operating costs.

Managing Director's Review

The award of the five-year contract for confidential documents with the Ministry of Education (MOE), announced after the financial year end, is an important development for PKN and provides a visible and steadier revenue base for the medium term. Our task now is to deliver well, manage cost and supply risks carefully, and continue building capabilities that keep the division relevant to its customers, while sustaining the margin improvements achieved this year.

Property Management and non-core activities

Property Management and related non-core activities contributed revenue of RM7.49 million, compared with RM16.00 million in the previous year. The decrease was mainly due to lower civil engineering revenue following the completion and timing of project works in North Port and Tanjung Langsat. Occupancy rate, rental and car park income at Plaza Damansara remained steady, while Bangi rental income improved. Taken together, these activities continued to perform reliably, though at a more moderate level than last year.

Building Resilience Through Steady Progress

Our priorities remain straightforward. In Plantation, we will continue to focus on raising yields, improving field standards, mechanising where it is practical to do so and managing input costs carefully. These are not overnight fixes, but they are the sort of work that compounds over time when done consistently. In Indonesia, attention will remain on crop recovery, estate productivity and mill efficiency. In Malaysia, the focus is on strengthening agronomic standards and completing our planting programs on schedule.

Our aim is to put capital to work where the risks are understood, the returns are reasonable and the opportunity fits the Group's capabilities

In Manufacturing, we will use the new MOE contract win as a platform to rebuild scale, grow the top line and protect margins. This means careful production planning, prudent inventory management and continued engagement with key customers and technology partners to deepen existing relationships and pursue adjacent revenue opportunities. We are also mindful that a larger order book is not a substitute for execution; it is a responsibility to manage customer expectations with care, maintain delivery discipline and uphold the standards expected of us.

Across the Group, we will continue to allocate capital selectively. We will not chase growth for its own sake. Our aim is to put capital to work where the risks are understood, the returns are reasonable and the opportunity fits the Group's capabilities. At the same time, we will keep working capital discipline in focus, including collection and receivables management.

Environmental, Social and Governance (ESG)

Responsible stewardship remains part of how we run the business. During the year, we continued to make progress across our environmental, social and governance priorities, with a focus on practical initiatives that improve operating discipline, support better decision-making and deliver measurable outcomes over time.

Across the Group, we continued to strengthen our approach to environmental management, including closer monitoring of resource use, energy consumption and operational efficiency. In areas more

exposed to weather and climate-related risks, we also continued to invest in adaptation measures, improved work processes and better on-the-ground monitoring. These efforts are important as our businesses navigate more variable weather patterns, rising input costs and growing expectations from stakeholders.

We are also making steady progress in strengthening the systems that support our sustainability work. The ongoing digitisation of operational and management systems is intended to improve visibility over resource use, operational performance and environmental indicators across the business. In parallel, we have begun work on climate scenario analysis to better understand the potential physical and transition risks facing our operations under different climate pathways, i.e. work that will inform how we adapt our strategies and allocate resources over the longer term. Over time, these efforts should improve the quality and timeliness of our sustainability reporting, all while helping management monitor performance more closely and respond more quickly where attention is needed.



Managing Director's Review

On health and safety, the Group recorded zero work-related fatalities in FYE2026. While this is encouraging, we recognise that there is still work to be done to reduce workplace incidents and improve safety performance across our operations. We will continue to reinforce safe work practices, strengthen supervision and build a culture where safety is treated as a shared responsibility. Alongside this, we monitor the physical conditions of our workplace on an ongoing basis, to ensure they remain safe, well-maintained and fit for purpose.

Good governance remains central to how we conduct ourselves. We continued to engage our people on integrity, compliance and responsible business conduct, while maintaining oversight through the appropriate Board and management committees. As our operating environment becomes more complex, these principles will remain important in supporting balanced decision-making and protecting the trust placed in us by our stakeholders.

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

ALIGN

We start with accountability.

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

ADVANCE

We look for where sustainability strengthens the business.

Across the Group, we treat environmental progress and commercial opportunity as connected rather than separate goals. In several of our businesses, sustainability-related demand is opening new commercial opportunities, including a growing role in renewable energy supply chains and in products and services that meet rising environmental expectations. Elsewhere, more efficient use of materials, energy and water, together with regenerative and resource-conscious practices, helps improve operating discipline and reduce our environmental footprint. In this way, sustainability is not treated as a separate agenda, but as part of how we build a more efficient, relevant and resilient business.

ANCHOR

We build long-term resilience.

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

Looking Ahead

We enter FY2027 with a measured outlook. Geopolitical developments, variable weather patterns and currency movements can all affect our businesses. These are not matters we can control. What remains within our control is the care with which we run our operations, how quickly we respond to issues on the ground and how disciplined we remain in our capital and cost decisions.

The year ahead will require patience and focus. The Plantation Division has recovery potential, but it will require sustained operational work. Manufacturing has a more stable medium-term platform with the new MOE contract, but delivery and margin discipline will remain priorities. Property-related activities will continue to provide useful recurring income, while management evaluates new opportunities with care and rigour.

On behalf of the leadership team, I would like to thank our shareholders, employees, customers, suppliers, business partners and the communities in which we operate. Your trust and support matter to us. We are grateful for the effort of our people across the Group, especially in a year that called for resilience and practical judgment. We will continue to do the work carefully, with humility and with the long-term interests of FimaCorp in mind.

Dato' Roslan Bin Hamir
Managing Director

Value Creating 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.

Our Capitals

Inputs



Financial Capital

- Funds available to the business, including:
 - > Retained earnings of RM452.83 million
- Cash and bank balances of RM48.43 million
- Strong balance sheet with total assets of RM675.62 million



Manufactured Capital

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



Intellectual Capital

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



Human Capital

- 1,587 dedicated employees, with 80.1% male and 19.9% female
- 78.3% of the workforce are local hires



Social and Relationship Capital

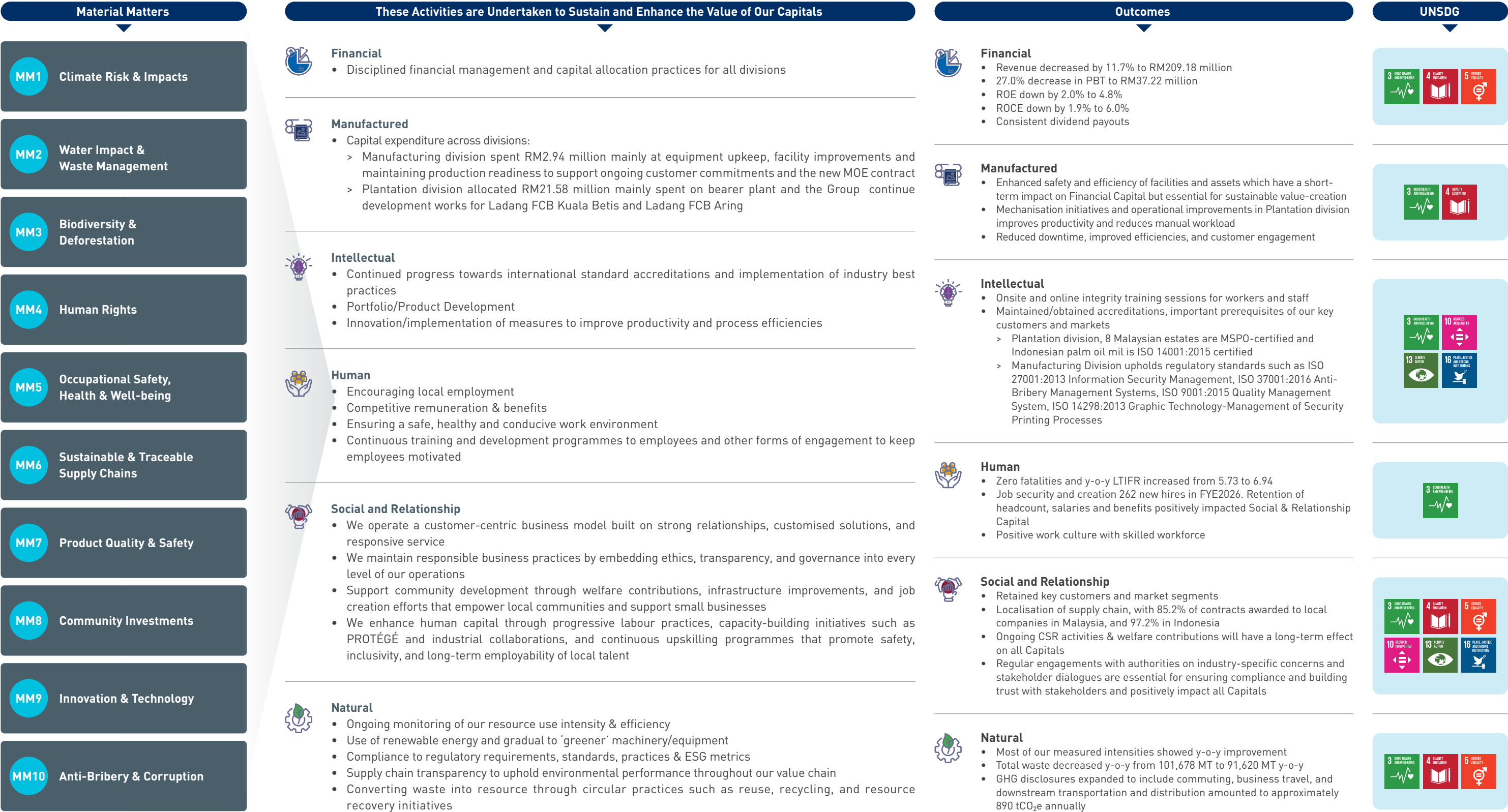
- Maintain mutually beneficial relationships with employees, regulators, and other stakeholders across the value chain
- Localised sourcing with high levels of procurement from domestic suppliers
- Community investments in welfare, infrastructure, and employment



Natural Capital

- 12 estates with 11,439 hectares of plantable landbank
- Our operations also rely on fuel, water and electricity to run their activities

Value Creating Business Model



Financial Review & Analysis

Key Financial Highlights

		FYE2026	FYE2025	Variance (%)
Revenue	RM Million	209.18	236.79	(11.7)
Cost of Sales ("COS")	RM Million	103.72	133.88	(22.5)
Gross Profit ("GP")	RM Million	105.46	102.90	2.5
Gross Profit Margin ("GPM")	%	50.4	43.5	6.9
Earnings Before Interest and Taxation ("EBIT")	RM Million	39.27	53.53	(26.6)
Profit Before Tax ("PBT")	RM Million	37.22	50.96	(27.0)
Profit After Tax ("PAT")	RM Million	26.91	39.23	(31.4)
Profit Attributable to Equity Holders of the Company / PATAMI	RM Million	22.48	31.77	(29.2)
Return on Shareholders' Equity ("ROE")	%	4.8	6.8	(2.0)
Return on Capital Employed ("ROCE")	%	6.0	7.9	(1.9)
Net Cash Flow Generated from Operating Activities	RM Million	72.69	(5.03)	(1545.1)
Total Assets	RM Million	675.62	711.75	(5.1)
Total Liabilities	RM Million	116.65	131.47	(11.3)
Capital Employed	RM Million	653.37	679.20	(3.8)
Retained Earnings	RM Million	452.83	459.93	(1.5)

Revenue

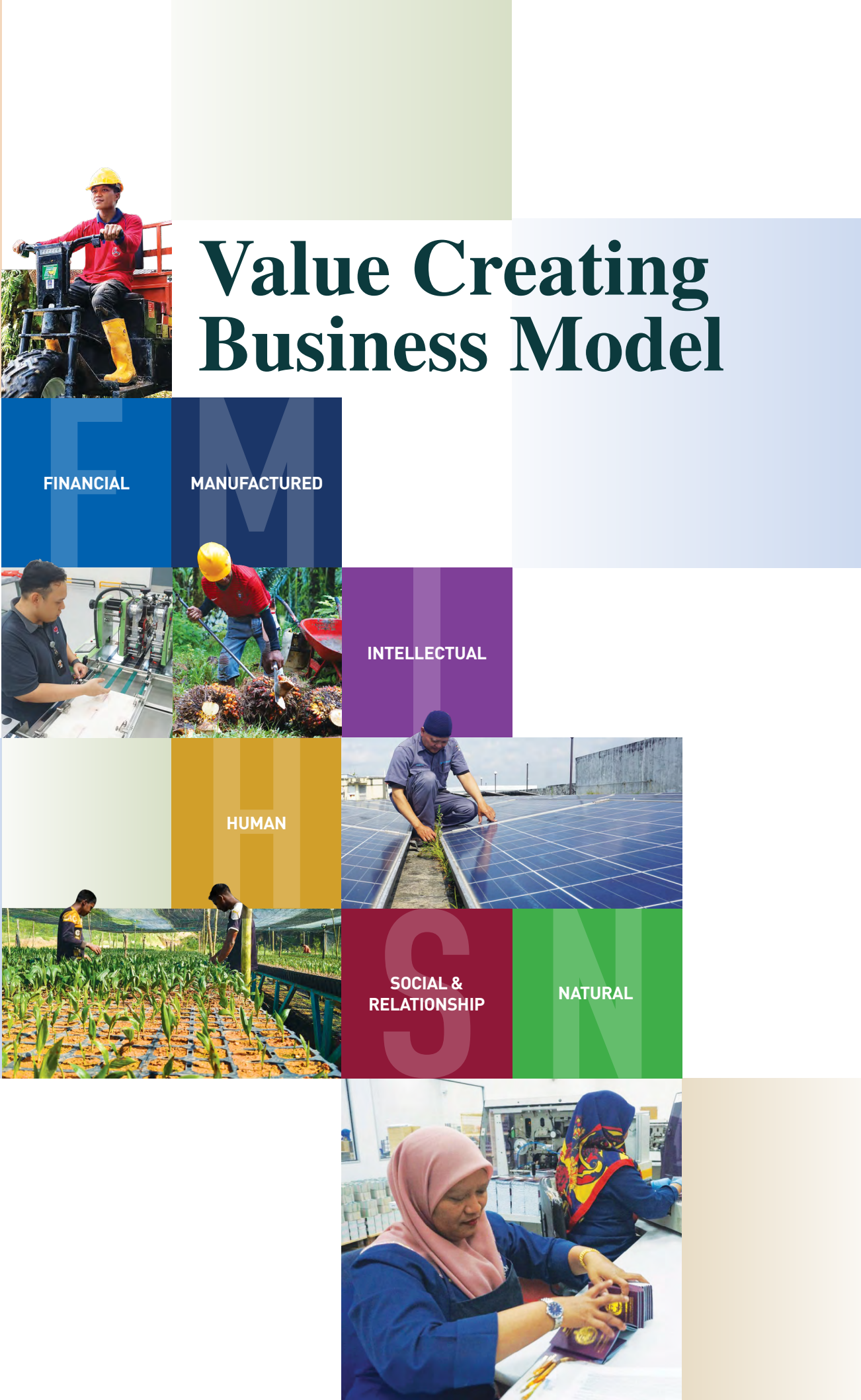
	FYE2026 RM Million	Contribution %	FYE2025 RM Million	Contribution %	Variance RM Million	Variance %
Plantation	131.55	62.89	144.33	60.95	(12.78)	(8.9)
Manufacturing	70.14	33.53	76.46	32.29	(6.32)	(8.3)
Others/non-core						
Property Management	7.49	3.58	16.00	6.76	(8.51)	(53.2)
Group Revenue	209.18	100.00	236.79	100.00	(27.61)	(11.7)

Total revenue generated by the Group for FYE2026 was RM209.18 million, a decrease of 11.7% compared to RM236.79 million recorded for FYE2025, mainly due to lower contributions from all divisions.

Plantation division recorded revenue of RM131.55 million, a decrease of 8.9% from RM144.33 million in the previous year, mainly driven by lower CPO prices, reduced FFB throughput at PTNJL's mill and a weaker Indonesian Rupiah. The average CPO price realised declined to RM3,516 per MT from RM3,914 per MT in FYE2025, while the average CPKO price realised improved to RM6,117 per MT (FYE2025: RM5,799 per MT).

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

Value Creating Business Model



Financial Review & Analysis

Total FFB production from the Malaysian estates increased 35.7% to 33,718 MT (FYE2025: 24,841 MT), reflecting a strong collective performance, underpinned by a more mature palm age profile, stable labour availability, continued improvements in field management and mechanisation. The average FFB yield per mature hectare improved to approximately 11.27 MT (FYE2025: 7.61 MT), reflecting both operational improvements and recovery from flood-related disruptions in FYE2025. Revenue from the Malaysian estates rose by 34.8% to RM30.07 million (FYE2025: RM22.32 million).

Manufacturing division's revenue for FYE2026 was RM70.14 million, compared to RM76.46 million in FYE2025, representing

a year-on-year decrease of 8.3%. The decline was mainly attributable to lower volumes across the travel and transport document segments during the year.

Property Management (non-core) revenue decreased by 53.2% to RM7.49 million in FYE2026, down from RM16.00 million in FYE2025, mainly due to a sharp decline in engineering revenue to RM2.03 million (FYE2025: RM11.35 million) following the completion and timing of project works in North Port and Tanjung Langsat. This was partially offset by higher rental income of RM4.68 million and higher property management services income of RM0.78 million (FYE2025: RM3.94 million and RM0.72 million) respectively.

Profitability

	FYE2026 RM Million	Contribution %	FYE2025 RM Million	Contribution %	Variance RM Million	Variance %
Plantation	30.48	81.9	50.39	98.9	(19.91)	(39.5)
Manufacturing	8.21	22.1	0.90	1.7	7.31	812.2
Property Management (non-core)	2.17	5.8	2.69	5.3	(0.52)	(19.3)
Share of Results of Associate	2.27	6.1	0.34	0.7	1.93	567.6
Others	(5.91)	(15.9)	(3.36)	(6.6)	(2.55)	75.9
Group PBT	37.22	100.0	50.96	100.0	(13.74)	(27.0)

The Group recorded a **PBT** of RM37.22 million for FYE2026, a decrease of 27.0% compared to RM50.96 million for FYE2025.

Plantation division recorded PBT of RM30.48 million in FYE2026 compared to RM50.39 million in the previous year. The decrease in PBT was mainly attributed by lower FFB produced, softer CPO prices, compounded by weaker Rupiah, one-off bearer plant write-offs in Malaysia amounting RM3.0 million, and higher operating costs.

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

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

progress as the estates advance towards maturity. The Division also recorded a GP of RM68.21 million in FYE2026, a decrease of RM19.07 million from FYE2025, representing 64.7% of Group GP and a GPM of 51.9% (FYE2025: 84.8% and 60.5%), respectively.

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

The Group's **COS** for FYE2026 stood at RM103.72 million, a decrease of RM30.16 million or 22.5% from the previous year, mainly attributable to lower production costs in the Manufacturing division. As a result, the Group's GPM improved to 50.4% from 43.5% in FYE2025, supported by a stronger GPM contribution from the Manufacturing division.

Financial Review & Analysis

Share of Results of Associate increased significantly to RM2.27 million in FYE2026 (FYE2025: RM0.34 million), mainly due to higher profit recorded by the associate of RM11.36 million (FYE2025: RM1.70 million) on the back of higher revenue of RM221.76 million (FYE2025: RM193.92 million).

In line with the lower PBT, the Group recorded a **PAT** of RM26.91 million for FYE2026, compared to RM39.23 million in FYE2025. Correspondingly, income tax expense decreased to RM10.29 million (FYE2025: RM11.73 million).

PATAMI decreased by 29.2%, or RM9.29 million, to RM22.48 million (FYE2025: RM31.77 million). Correspondingly, basic earnings per share decreased to 9.49 sen for FYE2026, based on a weighted average of 236.93 million shares (FYE2025: 13.40 sen based on 237.01 million shares).

In line with the lower net earnings, **Shareholders' Funds** decreased by 2.4% y-o-y to RM548.86 million (FYE2025: RM562.56 million), mainly due to total dividends paid of RM29.62 million during the year exceeding total comprehensive income of RM14.75 million, which included foreign currency translation losses of RM7.78 million arising from the weakening of the Indonesian Rupiah ("IDR"). Correspondingly, **Retained Earnings** declined to RM452.83 million from RM459.93 million in the previous year.

With the decrease in the Group's net earnings, **ROE** for FYE2026 decreased to 4.8%, based on total equity of approximately RM559.00 million, compared to 6.8% recorded in FYE2025.

The Group's **ROCE** also moderated to 6.0% (FYE2025: 7.9%), in line with the decrease in EBIT from RM53.53 million

The Group's Finance Cost decreased to RM2.05 million in FYE2026, from RM2.58 million in FYE2025, a decrease of 20.4%.

to RM39.27 million, against capital employed of RM653.37 million (FYE2025: RM679.20 million).

Finance Cost and Liabilities

The Group's **Finance Cost** decreased to RM2.05 million in FYE2026, from RM2.58 million in FYE2025, a decrease of 20.4%. While gross finance cost remained largely unchanged, the net finance cost recognised in profit or loss was lower due to higher interest capitalised into bearer plants, in line with the Group's continued development spending during the year.

The Group's **Total Liabilities** decreased to RM116.65 million in FYE2026, from RM131.47 million in FYE2025, a decrease of 11.3% or RM14.82 million, mainly due to the settlement of a RM8.0 million term loan and a RM3.47 million remeasurement of lease liabilities to reflect the prevailing CPO price. Correspondingly, lease liabilities decreased to RM86.33 million (FYE2025: RM91.64 million), reflecting the remeasurement of RM3.47 million and lease payments of RM5.35 million, partly offset by interest accretion of RM3.63 million during the year. The Group's gearing ratio improved to 0.21 times (FYE2025: 0.23 times), reflecting the Group's continued healthy and stable financial position.

Liquidity and Capital Resources

Capital expenditure ("CAPEX") decreased significantly to RM24.43 million in FYE2026, from RM75.64 million in FYE2025, a decrease of 67.7%. Spending during FYE2026 was primarily directed towards bearer plant development, amounting to RM17.35 million, as the Division continued development works at Ladang FCB Kuala Betis and Ladang FCB Aring.

Cash and Bank Balances and Financial Investments decreased by 10.0% to RM75.05 million in FYE2026 (FYE2025: RM83.36 million), mainly due to CAPEX spending of RM24.43 million and the settlement of the RM8.00 million term loan during the year. Nonetheless, the Group continues to maintain a strong financial footing.

Net Cash Generated from Operating Activities for FYE2026 improved to RM72.69 million, compared to a deficit of RM5.03 million in FYE2025. Despite recording a similar operating profit before working capital changes of RM64.82 million (FYE2025: RM64.03 million), cash generated from operations improved mainly due to lower receivables and inventory levels compared to the previous year.

Financial Review & Analysis



Ladang Fima Aring, Gua Musang

With the substantial reduction in CAPEX and the improvement in operating cash flow, the Group's overall cash position strengthened during the year. The Group continues to demonstrate financial resilience and maintains the capacity to meet its obligations and fund future expansion plans.

Free Cash Flow ("FCF"), which reflects cash available after operational and capital investments, improved to a surplus of RM48.26 million in FYE2026, compared to a deficit of RM80.67 million in FYE2025. The improvement was mainly attributable to the strong recovery in operating cash flow and the substantial reduction in CAPEX during the year.

Total Assets decreased by 5.1% to RM675.62 million in FYE2026, from RM711.75 million in FYE2025, mainly due to a reduction in trade receivables of RM13.44 million and a lower balance of cash and financial investments of RM8.30 million.

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

Our External Operating Environment

Malaysia

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

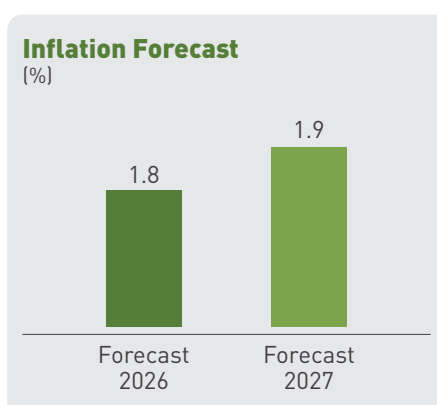
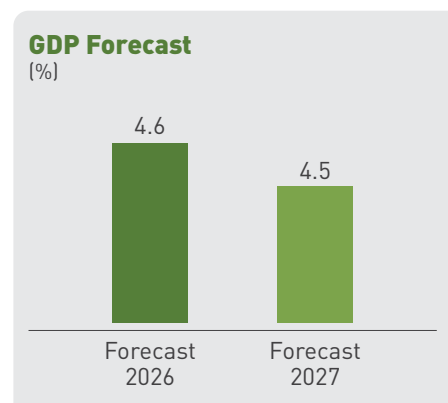
The country's economic growth will be supported by strong domestic consumption, continued investment in infrastructure and industrial projects, the expansion of the digital economy, and the recovery of tourism in conjunction with Visit Malaysia 2026^[4]. Malaysia's participation in the recently concluded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

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

Financial Review & Analysis

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

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



Source:

Asian Development Bank Outlook April 2026

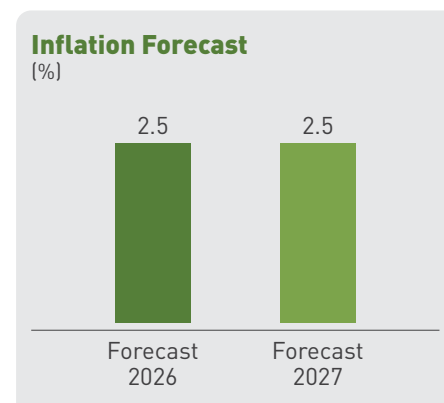
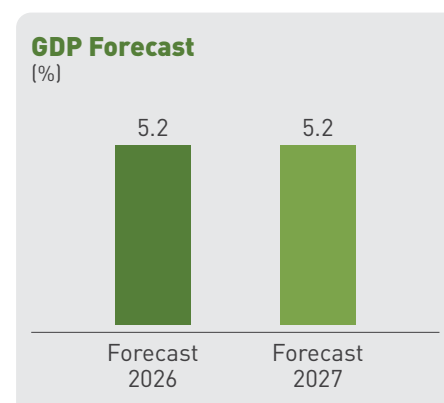
Indonesia

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

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

For the Group's Indonesian plantation operations, the palm oil sector faces a more complex regulatory landscape. The

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



Source:

Asian Development Bank Outlook April 2026

Financial Review & Analysis

References:

1. NST — Malaysia economy grows 5.3pct in Q1 2026, April 2026
2. The Star — IMF raises Malaysia GDP forecast to 4.7% for 2026 ,Apr 2026
3. Bank Negara Malaysia — Outlook and Policy in 2026
4. Malay Mail — Malaysia 2026 Growth Expected at 4.0–4.5% (Mar 2026)
5. Alliance Bank — Economic Focus: 2026 Outlook (Jan 2026)
6. RAM Ratings — GDP Growth Forecast Malaysia 2026
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9. OECD — Indonesia Economic Snapshot 2026
10. Reuters — World Bank says Indonesia's GDP to slow to 5% in 2026 as fiscal pressures rise
11. Trading Economics — Bank Indonesia Interest Rate (Feb 2026)
12. CRIF Asia — Navigating Indonesia's Economic Outlook for 2026
13. Dr Wealth — Hot Weather, Hotter Margins? 6 Palm Oil Stocks Through the El Niño Lens (Jun 2026)
14. BRIN: Moderate El Niño Expected in 2026, Longer Dry Season Remains a Concern



Percetakan Keselamatan Nasional Sdn Bhd, Bangi

3

Segmental Review

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Ladang FCB Kuala Betis, Gua Musang



Across the Group, we will continue to allocate capital selectively. We will not chase growth for its own sake.

Dato' Roslan Bin Hamir

Managing Director

Plantation Division

Harvesting Growth

Revenue

RM131.55
Million

8.9% Decrease Y-o-Y
(FYE2025: RM144.33 million)

PBT

RM30.48
Million

39.5% Decrease Y-o-Y
(FYE2025: RM50.39 million)



Segmental Review

FYE2026

Strategic Priorities



Accelerate completion of development works at Ladang FCB Kuala Betis and Ladang FCB Aring, Gua Musang, Kelantan



Improve operational cost efficiencies and effectiveness through stringent monitoring, ICT adoption and mechanisation



Advance crop diversification through coffee cultivation at Ladang Sg. Siput



Retain 100% Malaysia Sustainable Palm Oil ("MSPO") certification across all Malaysian estates



Implement Good Agricultural Practices ("GAP") and mechanisation to drive FFB yield improvement across all Malaysian estates

Business Overview

Oil production and processing

The Group continued to own and operate 12 estates in Malaysia and Indonesia, with a total plantable landbank of approximately 11,439 hectares, of which approximately 10,489 hectares have been planted with oil palm. The Group also owns a 45 MT/HR palm oil mill in Indonesia, operated through its subsidiary PT Nunukan Jaya Lestari ("PTNJL").

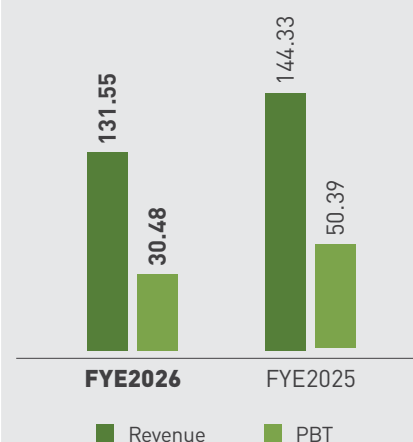
At Group level, fresh fruit bunch ("FFB") production in FYE2026 amounted to 124,380 MT (FYE2025: 131,505 MT), a year-on-year ("y-o-y") decrease of 5.4%. This decline was primarily driven by reduced FFB production at PTNJL, partly offset by a 35.7% surge in FFB production from our Malaysian estates — which achieved 33,718 MT, their best collective output to date.

Revenue for the Plantation division came in at RM131.55 million (FYE2025: RM144.33 million), a decrease of 8.9% y-o-y, driven by lower CPO prices, reduced FFB throughput at PTNJL's mill and a softer IDR. The average CPO price realised declined to RM3,516 per MT from RM3,914 per MT in FYE2025, while average CPKO price realised improved to RM6,117 per MT (FYE2025: RM5,799 per MT). Profit Before Tax ("PBT") was RM30.48 million (FYE2025: RM50.39 million), reflecting the combined impact of lower CPO prices, a weaker IDR, higher bearer plant write-offs in Malaysia and increased operating costs.

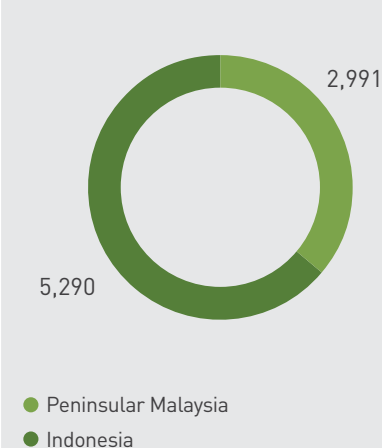
Notwithstanding the revenue headwinds, FYE2026 delivered meaningful operational milestones: our Malaysian estates outperformed expectations, development at Ladang FCB Kuala Betis and Ladang FCB Aring progressed on schedule, and our crop diversification initiative at Ladang Sg. Siput took important strides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

Key Performance Indicators

Revenue & PBT Performance (RM Million)



Oil Palm Matured Area (Hectares)



Segmental Review

Plantation Indonesia

PTNJL's FFB production declined by 15.0% to 90,662 MT (FYE2025: 106,663 MT), primarily attributable to operational disruptions, unfavourable weather conditions during the year, including prolonged dry spells followed by periods of heavy rainfall. Correspondingly, FFB yield per mature hectare declined to approximately 17.14 MT (FYE2025: 20.05 MT), reflecting the ageing maturity profile of the estate's palm, with 5,290 hectares in the above 19-year age bracket.

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

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

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



PT Nunukan Jaya Lestari, Kalimantan Utara

and Safety Management System and was awarded a PROPER Green rating by Badan Lingkungan Hidup Provinsi in November 2025.

Plantation Malaysia

FYE2026 was a landmark year for our Malaysian operations. Total FFB production from the Malaysian estates surged 35.7% to 33,718 MT (FYE2025: 24,841 MT), their best collective performance to date, supported by a more mature palm age profile, stable labour availability, improved field management practices and continued in-field mechanisation. Average FFB yield per mature hectare improved to approximately 11.27 MT (FYE2025: 7.61 MT), reflecting both operational improvements and recovery from flood-related disruptions in FYE2025. Revenue from the Malaysian estates rose by 34.8% to RM30.07 million (FYE2025: RM22.32 million). During the year, the Division recorded one-off bearer plant write-off of RM3.0 million in relation to palms damaged beyond economic recovery following severe elephant intrusions across several affected estates. The latter had impacted the Division's overall profitability for the year.

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

East Coast Region

Terengganu

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

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

Segmental Review

off and enhance nutrient uptake. The availability of experienced harvesting teams also supported the conversion of these agronomic improvements into higher production outcomes.

Kelantan

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

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

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

The mature oil palm areas at Ladang Fima Aring produced 1,112 MT of FFB, compared with 897 MT in FYE2025,

with the average FFB yield per mature hectare improving to 4.92 MT from 3.96 MT. The improvement in production was partly moderated by ongoing operational challenges at the estates, including wildlife intrusion. To mitigate this, the estate has deployed biological deterrents and established a dedicated patrolling team to monitor elephant movements and reduce the incidence of damage and crop losses.

Central Region

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

The estate continued to be affected by frequent elephant intrusions particularly in Phase 1, where a total of 2,085 oil palm trees and 15 mature durian trees were damaged during the year. As the affected palms were predominantly at mature or near-productive stages,

the intrusions had a direct bearing on FFB yield performance. A dedicated elephant patrolling team has been deployed on the ground, with incidents reported to and escalated through the relevant authorities, including Jabatan Perhilitan in accordance with established protocols. Given the persistent nature of elephant activity in the area, the estate is actively exploring longer-term mitigation strategies to better protect affected blocks and minimise future crop losses. Prolonged heavy rainfall during the year caused severe road damage at the estate, disrupting access to Phase 2 and Phase 3 and affecting harvesting, manuring, maintenance and logistics operations. Repair works are underway, with a contractor appointed to expedite the restoration of estate access.

Areas Under Development

Crop Diversification – Ladang Sg. Siput

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



Ladang Fima Cendana, Kemaman

Segmental Review

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

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

Development Progress

Ladang FCB Aring

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

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

Wildlife management remains an ongoing operational matter, with elephant activity requiring close monitoring across all sections of the estate. The biological deterrent programme has helped reduce intrusion frequency, while night patrols are conducted regularly to protect plantation areas.

Ladang FCB Kuala Betis

Ladang FCB Kuala Betis recorded FFB production of 1,395 MT during the year

from 435 mature hectares, comprising 75 hectares of newly matured palms and 360 hectares of ageing palms. The ageing palm area is earmarked for replanting upon completion of Phase 3 development works, which are expected to commence in FY2028.

As at 31 March 2026, the estate has 435 hectares of mature palms, 1,064 hectares of immature palms and a further 693 hectares under active development. To support future planting and replanting requirements, a 7-hectare nursery with a capacity for 90,000 oil palm seedlings has been established.

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



Capital Expenditure

Capital expenditure ("CAPEX") for the Plantation division in FYE2026 was approximately RM21.58 million, compared with RM18.78 million in FYE2025. The bulk of expenditure was directed towards bearer plant development at Ladang FCB Kuala Betis and Ladang FCB Aring as both estates continued to progress through their development phases, as well as bearer plant establishment and coffee planting infrastructure at Ladang Sg. Siput.

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

Sustainability

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

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

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

The Division continued to reduce its reliance on chemical inputs during the year through the adoption of biological

Segmental Review

weed management practices and integrated pest management across its estates. These initiatives have contributed to improved environmental outcomes and reduced chemical usage across the division's operations.

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

The Division continued to identify practical opportunities to improve operational efficiency and reduce fuel consumption through targeted equipment upgrades. For instance, at Ladang Cendana, ageing petrol-powered vehicle was replaced with a more fuel-efficient alternative, reducing estimated daily fuel consumption from approximately 4 litres to 1 litre. This represented an estimated 75.0% reduction in fuel usage for the vehicle, contributing to lower operating fuel requirements and supporting the estate's broader resource efficiency efforts.

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

Outlook

Looking ahead, the Plantation Division is well-positioned to build on the operational momentum established in FYE2026. CPO

prices are expected to remain firm, with MPOC projecting prices in the RM4,300 to RM4,600 per tonne range for the first half of 2026¹, supported by tight supply conditions, resilient biodiesel demand, and strong export demand from China and India.

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

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

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

Notwithstanding the positive production outlook, the Division is mindful of a number of external headwinds that may impact the operations in FY2027. The potential onset of El Niño conditions poses a weather-related risk to FFB yields, as prolonged dry spells typically disrupt flowering and bunch development across our estates, with production effects likely to be felt 24 months after the



onset of dry weather. Additionally, ongoing geopolitical tensions in the Middle East continue to exert pressure on global supply chains, contributing to elevated costs for key agricultural inputs, notably fertilisers, agrochemicals and fuel, which remain significant cost drivers across our plantation operations. The Group will continue to monitor these developments closely and implement appropriate cost management and mitigation measures to safeguard productivity and margins.

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

Source:

¹ MPOC: "CPO Price Expected to Trade Between RM4,300 and RM4,600 in First Half of 2026". Available at: <https://www.mpoc.org.my/cpo-price-expected-to-trade-between-rm4300-and-rm4600-in-first-half-of-2026/>

Segmental Review

5-Year Oil Palm Plantation Statistics

	FYE2026	FYE2025	FYE2024	FYE2023	FYE2022
Palm Age Profile (Hectares)					
> 19 years	5,338	5,559	5,585	4,251	2,076
10 – 18 years	1,490	1,219	935	2,304	4,259
4 – 9 years	1,453	1,807	1,886	1,396	994
Immature	8,281	8,585	8,406	7,951	7,329
Total Planted Area	10,489	10,625	10,224	9,242	8,702
Total FFB (MT)					
FFB Production	124,380	131,505	141,446	148,958	153,279
FFB Purchased	35,210	29,744	34,551	46,379	47,233
	159,590	161,249	175,997	195,337	200,512
Yield Per Hectare (MT)	15.02	15.32	16.83	18.73	20.91
CPO Production (MT)	25,400	27,572	31,584	35,783	38,220
Oil Extraction Rate (%)	20.28	20.21	20.72	20.41	21.10
Average CPO Price Realised (RM/MT)	3,516	3,914	3,395	3,492	3,914



Manufacturing Division

Rebuilding Scale

Revenue

RM70.14
Million

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

PBT

RM8.21
Million

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



Segmental Review

FYE2026

Strategic Priorities



Sustain margin improvements through disciplined cost management, optimised procurement and efficient production planning



Deepen strategic partnerships with technology partners and key customers, while pursuing adjacent revenue opportunities that leverage PKN's security printing capabilities



Continue to invest in capability maintenance and production readiness to support the Division's growing order book

Business Overview

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

Financial Performance

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

The Division delivered a substantially improved profit before tax ("PBT") of RM8.21 million, a marked recovery from RM0.90 million in FYE2025. The improvement was driven mainly by a more favourable product and cost mix and continued discipline over operating costs. This was reflected in the Division's gross profit margin, which expanded to 49.6%, compared with 16.5% in the prior year.

The strategic acquisition of digital printing machines in 2024, aimed at enhancing the Division's automated, efficient and high-speed confidential printing capabilities, has begun to yield positive results. Subsequent to FYE2026, the Division secured a five-

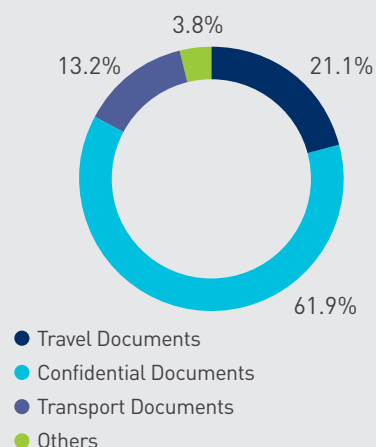
year contract extending through 2031, underscoring the effectiveness of these investments and strengthening the Division's earnings visibility. In addition, the Division continued to receive new orders and contract renewals within its travel documents segment during FYE2026, reflecting sustained demand and reinforcing its position as a trusted provider of secure and mission-critical document solutions.

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

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

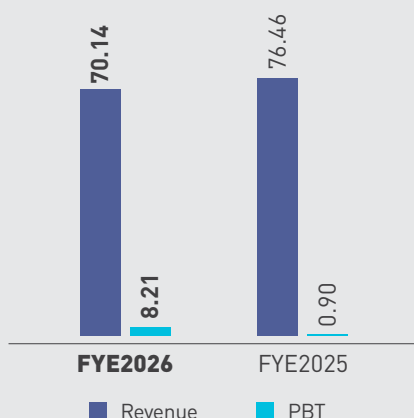
Key Performance Indicators

Revenue Contribution by Product



Segmental Review

Revenue & PBT Performance
(RM Million)



Capital Expenditure ("CAPEX")

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

Sustainability

Quality and Accreditation

PKN maintains accreditations and quality management systems commensurate with its position as a trusted supplier of security and confidential documents to government agencies and institutional clients. The Division's Bangi facility is subject to stringent physical and information security controls, and all production processes are managed to meet the quality and security requirements of its customers.

The Division will continue to invest in maintaining and, where relevant, enhancing its accreditations and quality systems to ensure ongoing compliance

with customer requirements and industry standards. This includes supporting readiness for customer audits and fulfilling the reporting obligations associated with its government contracts.

The Division manages the environmental aspects of its printing operations in accordance with applicable regulations, including the handling, storage and disposal of inks, solvents and other production materials. Ongoing monitoring of environmental performance forms part of the Division's operational management framework.

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



Outlook

Broader macroeconomic conditions, including currency movements and input cost trends, —will continue to influence the Division's cost structure. At the same time, the security printing sector remains subject to competitive pricing pressure

and the gradual shift towards digital and paperless processes in certain document categories. The Division will seek to mitigate these through disciplined procurement planning and where appropriate, pricing arrangements that reflect input cost exposure.

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

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

4

Sustainability Report

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ESG Highlights

FYE2026

Environment



GHG Emissions

4.4% reduction total GHG emissions to 6,387 tCO₂e



Renewable Energy (solar power)

14.3% increased to 729 MWh



Plantation: Water intensity

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



Conservation areas

Totalled **815 Ha**, comprising 216 Ha of buffer zone



Energy consumption

8.7% decreased in total energy consumption stood to 67,509 GJ



Water consumption

5.1% decreased in total water consumption to 166 ML



Plantation: Harvesting fuel intensity



Malaysia:

Improved to **2.80** from 3.74 L/MT of FFB produced



Indonesia:

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



Waste generated

9.9% decrease in total waste generated to 91,620 MT

Social



Workforce

Total workforce:

1,587 employees, with **78.3%** comprising local hires



Occupational Safety & Health (OSH)

Accident Rate stood at **14.82**, while Lost Time Injury Frequency Rate (LTIFR) stood at **6.94**



Training

Training hours increased to **9,979** hours, averaging **6.29** hours per employee



Fatalities

Zero fatalities recorded

Governance



Whistleblowing cases

Zero whistleblowing cases recorded



Anti-Bribery & Corruption cases

Zero bribery cases recorded



Local supply chain



85.2% for Malaysia



97.2% for Indonesia



Anti-Bribery & Corruption training

147 participants

Sustainability Report

Reporting Scope and Period

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

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

This Statement covers FimaCorp's core business divisions, namely the Plantation Division and Manufacturing Division, together with the relevant Group-level corporate and support functions under Head Office. The Plantation Division covers the Group's plantation operations in Malaysia and Indonesia, including estate operations and PTNJL's palm oil mill activities in Indonesia. The Manufacturing Division covers the Group's security printing operations in Malaysia, while Head Office covers Group-level sustainability governance, corporate functions, employee-related matters and resource consumption.

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

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



Sustainability Report

Introduction

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

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



Stakeholder Engagement



Materiality Matters



ESG Metrics



United Nations Sustainability
Development Goals ("SDGs")



Sustainability Governance



Sustainability Report

Our Approach

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

Our framework is structured around five interconnected priorities:

Ethical Practices: Upholding integrity and transparency in all business dealings.

Continuous Innovation: Leveraging technology and improved processes to enhance efficiency.

Environmental Protection: Managing impacts on land, water and climate.

Health and Safety: Ensuring the well-being of our employees and customers.

Inclusive Growth: Contributing to the socioeconomic development of local communities.

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

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

Our sustainability priorities are created from the ground up. Initiatives originate at the subsidiary level, informed by local operating realities and stakeholder needs,

before being reviewed and consolidated by the Group Sustainability Committee ("GSC"). This ensures that what we pursue is both relevant and practical, while remaining aligned with FimaCorp's Group-wide objectives.

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

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

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

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

Stakeholder Engagement

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

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



Sustainability Report



Employees

Engagement Platform

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

Key Concerns

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

Our Response

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



Customers

Engagement Platform

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

Key Concerns

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

Our Response

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



Shareholders and Investors

Engagement Platform

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

Key Concerns

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

Our Response

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



Communities

Engagement Platform

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

Key Concerns

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

Our Response

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

Sustainability Report



Suppliers & Business Partners

Engagement Platform

- Meetings
- Training and support

Key Concerns

- Quality control
- Business ethics
- Transparency
- Sustainability requirements

Our Response

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



National & Local Governments

Engagement Platform

- Meetings/dialogues

Key Concerns

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

Our Response

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

Our Materiality Matters

Materiality assessment helps us identify and prioritise the ESG matters most relevant to FimaCorp and to our stakeholders. It shows how different issues are viewed across stakeholder groups and directs our efforts towards the topics of greatest significance to the business. We re-evaluate our material matters every two years to keep pace with the changing needs of our operations and stakeholders. The most recent assessment was conducted by the Group Corporate Services Department in FYE2026. The materiality survey received 669 responses across stakeholder groups, including investors, employees, vendors and government officials. To ensure the assessment reflected both internal and external perspectives, the Group followed a four-stage process:

Group Material Matters	GRI	SDGs
Climate Risk & Impacts	GRI 305	  
Water Impact & Waste Management	GRI 303, 306	   
Biodiversity & Deforestation	GRI 304	   
Human Rights	GRI 405, 408, 409, 412	   
Occupational Safety, Health & Well-being	GRI 403	
Sustainable & Traceable Supply Chains	GRI 102, 204	  
Product Quality & Safety	GRI 416, 417	 
Community Investments	GRI 203, 413	  
Innovation & Technology	Non-GRI Indicator	
Anti-Bribery & Corruption	GRI 205	 

Sustainability Report

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

1

Identification:

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

2

Stakeholder Engagement:

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

3

Prioritisation:

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

4

Review and approval:

The prioritised matters were reviewed and approved by senior management and the Group Sustainability Committee to ensure alignment with FimaCorp's strategic objectives and reporting commitments.



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



Distribution of surveys



Internal Survey

Evaluate internal issues



External Survey

Evaluate external issues



Final scoring and issue prioritisation (based on their significance)



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



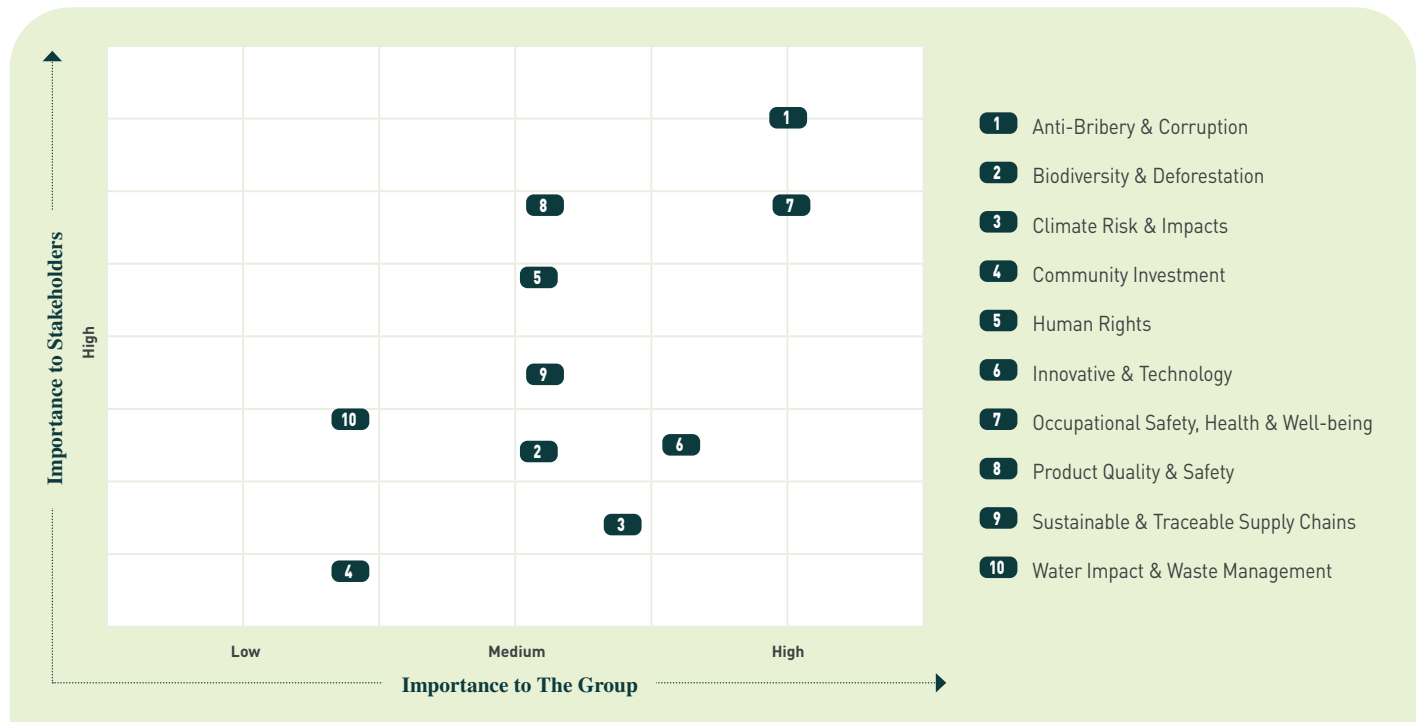
Determine matters to be disclosed in the report

Sustainability Report

Materiality Matrix

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

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



The matrix identified four critical sustainability matters for the Group:

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

Sustainability Report

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

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

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

Our ESG Key Metrics

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



Group Material Matters:

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

Metrics Measured and Monitored:

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



Group Material Matters:

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

Metrics Measured and Monitored:

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



Group Material Matters:

Sustainable & Traceable Supply Chains, Product Quality & Safety, Innovation & Technology

Metrics Measured and Monitored:

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

Sustainability Report

United Nations Sustainable Development Goals



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

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

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



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

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

Sustainability Report

	Sustainability Matters	Alignment with GRI	Our Contribution
Our People Livelihood, Health & Well-Being 1NO POVERTY 2ZERO HUNGER 4QUALITY EDUCATION 6CLEAN WATER AND SANITATION 8DECENT WORK AND ECONOMIC GROWTH 12RESPONSIBLE CONSUMPTION AND PRODUCTION • Community Investment • Human Rights • Product Quality & Safety • Sustainable & Traceable Supply Chains • Occupational Safety, Health & Well-being 202, 203, 401, 402, 403, 404, 405, 406, 407, 409, 412, 413 • Providing meaningful job opportunities and fostering local business growth to help the local community improve their livelihoods. • Guaranteeing that all employees receive equitable pay for their labour and that we remain in full compliance with minimum wage laws via our human resources policies. • Satisfying employees' personal and professional development needs through substantial investments in training initiatives. • Providing educational assistance and initiatives for youth development. • Advocating for and contributing to the physical health and well-being of people in our operating regions. • Opening our corporate infrastructure to neighbours and providing local communities with clean water and solar energy. • Providing humanitarian aid and relief to support those affected by natural disasters or periods of hardship. • Reducing and repurposing waste into valuable by-products. • Adopting industry-leading techniques to continuously improve efficiency in extraction and improved crop yields. • Ensuring suppliers are reputable in demonstrating environmental consciousness and social responsibility. • Fostering a professional, safe and healthy work environment to aid success. <tr><td> Our Business Fair, Inclusive and Decent Society 8DECENT WORK AND ECONOMIC GROWTH 12RESPONSIBLE CONSUMPTION AND PRODUCTION 13CLIMATE ACTION • Anti-Bribery & Corruption • Sustainable & Traceable Supply Chains • Occupational Safety, Health & Well-being 201, 203, 204, 205, 417, 418 • Upholding supply chain with adherence to local and international frameworks such as MSPO and ISO 37001. • Ensuring Occupational Health and Safety standards are met to maintain a healthy and secure work environment. • Embedding human rights into our operations, through rigorous policies such as non-discrimination, anti-modern slavery, child labour prevention and anti-harassment. • Sourcing from suppliers known for their sustainable practices. • Implementing corporate and sustainability governance policies including Codes of Conduct, Anti-Bribery Policies and Whistleblowing Policies. • Working with non-governmental organisations advocating for a fair, inclusive and decent society. • Recognising labour rights by respecting the freedom of association by engaging with labour union members and their concerns. </td></tr>	Our Business Fair, Inclusive and Decent Society 8DECENT WORK AND ECONOMIC GROWTH 12RESPONSIBLE CONSUMPTION AND PRODUCTION 13CLIMATE ACTION • Anti-Bribery & Corruption • Sustainable & Traceable Supply Chains • Occupational Safety, Health & Well-being 201, 203, 204, 205, 417, 418 • Upholding supply chain with adherence to local and international frameworks such as MSPO and ISO 37001. • Ensuring Occupational Health and Safety standards are met to maintain a healthy and secure work environment. • Embedding human rights into our operations, through rigorous policies such as non-discrimination, anti-modern slavery, child labour prevention and anti-harassment. • Sourcing from suppliers known for their sustainable practices. • Implementing corporate and sustainability governance policies including Codes of Conduct, Anti-Bribery Policies and Whistleblowing Policies. • Working with non-governmental organisations advocating for a fair, inclusive and decent society. • Recognising labour rights by respecting the freedom of association by engaging with labour union members and their concerns.		
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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 employs a bottom-up governance model that begins at the operational level. Local management teams are tasked with executing sustainability programmes and engaging with stakeholders, with each business unit tailoring its strategies and resource allocation to its specific context. Every month, these divisions submit monthly data on key indicators such as safety records, environmental impact and regulatory compliance to the Group Corporate Services department at the main office. This monthly reporting ensures that material issues are tracked and if necessary, escalated to higher management.

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

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

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

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

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

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

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

Sustainability Report

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

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

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

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

Reporting Maturity and Phased Implementation

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

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

PRIORITY 1

FY2026

Current-year critical action

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

PRIORITY 2

FY2027

Scaling disclosures and operations

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

PRIORITY 3

FY2028

Advance integration and maturity

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

Our Environment

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

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

Our Alignment to SDGs



Sustainability Report

Strategic Commitments

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

CLIMATE CHANGE

GRI 201-2, 302, 303, 305
With reference to GRI 102: Climate Change 2025

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

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

Climate Risk Scenario Analysis

Scope of analysis

All business division under FimaCorp covering Plantation and Manufacturing

Scenario Used

Physical Risks

- IPCC AR6 SSP2-4.5 represents a middle-of-the-road climate future with moderate emissions reductions, resulting in higher temperatures and increasing physical climate risks
- IPCC AR6 SSP5-8.5 describes a future with very high emissions, heavy reliance on fossil fuels and limited climate policy action, resulting in severe warming and significant physical climate impacts

Transition Risks

- The NGFS Current Policies scenario assumes that only climate and energy policies already in force are implemented, assuming development without introduction of low-carbon measures
- NGFS Net Zero 2050 describes a future where strong and coordinated climate action reduces global greenhouse gas emissions to net zero by around 2050, limiting global warming to about 1.5°C

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

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

Short Term

2026 – 2030

Medium Term

2031 – 2040

Long Term

2041 – 2060

Sustainability Report

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

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

Assumptions and Significant Areas of Uncertainty

Physical Risks

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

Transition Risks

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

Metrics

Physical Risks

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

Transition Risks

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

Sustainability Report

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

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

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

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

Group-level climate transition risk

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

Sustainability Report

Plantation

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

Sustainability Report

Plantation

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

Sustainability Report

Plantation

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

Sustainability Report

Plantation

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

Sustainability Report

Manufacturing

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

Sustainability Report

Manufacturing

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

Sustainability Report

Manufacturing

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

Sustainability Report

Managing Climate-Related Risks and Opportunities

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

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

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

Both climate and sustainability-related risks and opportunities may also influence FimaCorp's business model and value chain over time. Potential effects may be seen across upstream and downstream activities, including crop productivity, availability of raw materials, supplier reliability, traceability and certification requirements, transportation continuity, utility usage, production stability, water and energy management, and future resilience-related capital expenditure. In the longer term, changing customer expectations, market requirements and sustainability

due diligence practices may also play a greater role in shaping the Group's competitiveness, market access and overall strategic positioning.

GHG EMISSIONS

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

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

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

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

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

Sustainability Report

Based on the information collected, emissions associated with employee commuting, business travel and downstream transportation and distribution were estimated at approximately 890 tCO₂e annually. This notable increase was attributed to expanding the scope of our downstream transportation data collection, to cover all plantation estates and the manufacturing sector:

Employee commuting:

537 tCO₂e

Employee Business travel:

46 tCO₂e

Transportation and Distribution
(Upstream and Downstream for
Plantation and Manufacturing):

307 tCO₂e

Emissions arising from employee commuting contribute to 58.2% of the Group's reported Scope 3 emissions, positioning it as the largest source within this category. Accordingly, employee commuting will remain an important area of focus as the Group continues to enhance its Scope 3 emissions reporting.

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

GHG Emissions by Division (tCO₂e)

DIVISION	FYE2026	FYE2025	FYE2024
PLANTATION	4,283	4,597	6,110
SCOPE 1			
Non-renewable energy	3,772	4,197	5,830
Renewable energy	4	2	4
SCOPE 2			
Grid	109	86	180
SCOPE 3			
Employee Commuting	79	179	-
Employee Business Travel	18	16	-
Upstream Transportation and Distribution (Plantation only)	301	117	96
MANUFACTURING	2,010	1,981	1,325
SCOPE 1			
Non-renewable energy	13	35	40
Renewable energy	35	32	32
SCOPE 2			
Purchased electricity	1,517	1,475	1,253
SCOPE 3			
Employee Commuting	422	398	-
Employee Business Travel	17	41	-
Downstream Transportation and Distribution	6	-	-
HEAD OFFICE	94	105	48
SCOPE 1			
Renewable energy	15	13	15
SCOPE 2			
Purchased electricity	32	33	33
SCOPE 3			
Employee Commuting	36	38	-
Employee Business Travel	11	21	-
TOTAL GROUP	6,387	6,683	7,483

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

Sustainability Report

MSP0 GHG Reporting for Malaysian Estates

In accordance with MSP0 2.0 requirements, we implemented the MSP0 GHG calculator to track emissions from its Malaysian plantation estates. This calculator provides a detailed view of emissions generated in plantation operations, measured in tonnes of carbon dioxide (tCO₂) rather than tonnes of carbon dioxide equivalent (tCO₂e). The emissions data is calculated on a calendar year basis, which differs from the Group's 31 March financial year end. Accordingly, the calendar year 2025 results are presented below:

Total Emissions and Reduction for Calendar Year 2025

Total Emission (tCO₂/year)

2,105

Total Emission Reduction - Crop Sequestration (tCO₂/year)

258

Total Emission After Reduction (tCO₂/year)

1,847



Crop sequestration from plantation activities offset a portion of total emissions, resulting in a net emission of 1,847 tCO₂ for calendar year 2025.

Strengthening Operational Efficiency and Resilience

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

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

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

BIODIVERSITY AND DEFORESTATION

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

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

Sustainability Report



Ladang Fima Sungai Siput, Perak

Sustainable Agricultural Practices

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

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

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

Soil Management

We avoid planting oil palms on land with slopes greater than 25 degrees or at elevations exceeding 300 metres above sea level. Where feasible, double terracing is implemented to help

retain topsoil and minimise soil erosion. At PTNJL, soil fertility is enhanced through the application of EFB and compost, which also helps reduce reliance on chemical fertilisers. We also cultivate leguminous cover crops such as *Mucuna bracteata*, *Calopogonium mucunoides* and *Calopogonium caeruleum* as part of our soil management practices. Among these, *Mucuna bracteata* is particularly beneficial due to its rapid growth, which helps suppress weed growth. It also aids in controlling erosion on sloped areas and enriches soil nutrients through natural nitrogen fixation.

Conservation Areas

Within our oil palm estates, riparian buffer zones planted with native species are maintained along riverbanks to safeguard surrounding ecosystems. These areas function as ecological corridors, providing safe passage, habitat and sanctuary for a diverse range of flora and fauna. In total, approximately 815 hectares across the Group have been designated as protected areas. Land that is unsuitable for cultivation, such as steep or sloping terrain, is set aside as conservation areas where natural vegetation is preserved.

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

Sustainability Report

	FYE2026		FYE2025		FYE2024	
	Conservation Area (HA)	Buffer Zone (HA)	Conservation Area (HA)	Buffer Zone (HA)	Conservation Area (HA)	Buffer Zone (HA)
Ladang Cendana Laksana	7	0	7	0	7	0
Ladang Bunga Tanjung	34	5	34	5	34	5
Ladang Fima Dabong	31	0	31	0	31	0
Ladang Fima Aring	11	19	11	19	11	19
Ladang Fima Sg Siput	400	13	400	13	337	13
Ladang FCB Kuala Betis	52	58	52	58	52	58
Ladang FCB Aring	42	15	36	8	36	8
PTNJL	22	106	22	106	22	106
GRAND TOTAL	599	216	593	209	530	209

Biological Pest Controls

Beneficial plants such as *Turnera subulata*, *Antigonon leptopus*, and *Cassia cobanensis* are planted to attract insect predators that feed on leaf pest larvae, thereby reducing the need for pesticide use. As part of our efforts to control the rodent population without relying on pesticides or chemicals, our estates in Kelantan, Perak and Indonesia have installed 88 barn owl boxes to attract owls. Through these integrated pest management approaches, reliance on chemical inputs is reduced. These practices simultaneously limit greenhouse gas emissions and prevent contaminants from entering the soil and waterways, supporting a sustainable approach to agricultural operations.

Mechanisation

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

ENERGY MANAGEMENT

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

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

In FYE2026, the Group's total energy consumption decreased by 8.7%, from 73,905 Gigajoules ("GJ") in FYE2025 to 67,509 GJ. This reduction was primarily driven by lower energy consumption in the Plantation Division, reflecting reduced diesel usage, improved logistics efficiency and fewer tugboat and barge operations throughout the year.

Meanwhile, energy consumption in the Manufacturing Division rose modestly by 0.7% reflecting higher grid electricity consumption consistent with the Division's production activity during the year. Solar generation grew by 11.1%, while grid electricity consumption increased by 2.9%, indicating that the Division is progressively supplementing its energy needs with renewable sources.

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

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Energy Consumption by Division (GJ)

DIVISION	FYE2026	FYE2025	FYE2024
Plantation	57,952	64,488	63,731
Manufacturing	8,704	8,645	7,718
Head Office	853	772	869
TOTAL	67,509	73,905	72,318

Types of Energy (GJ)

TYPES OF ENERGY	FYE2026	FYE2025	FYE2024
Diesel & Petrol	48,856	54,636	52,958
Solar PV	2,624	2,298	2,380
Biomass	8,601	9,831	10,909
Purchase Electricity	7,428	7,140	6,071
TOTAL	67,509	73,905	72,318

Non-Renewable Sources (Litres)

DIVISION	FYE2026	FYE2025	FYE2024
Plantation	1,423,280	1,583,448	1,532,436
Manufacturing	5,262	14,109	16,053
TOTAL	1,428,542	1,597,557	1,548,489

Note: Non-Renewable Sources consist of petrol and diesel

Plantation Division recorded an 10.1% reduction in non-renewable energy consumption, decreasing from 1.58 million litres in FYE2025 to 1.42 million litres in FYE2026. This reduction reflects improved operational efficiency and more disciplined fuel management.

Notably, the Manufacturing Division recorded a significant reduction of 62.7% in non-renewable energy consumption, from 14,109 litres in FYE2025 to 5,262 litres in FYE2026, driven by lower petrol and diesel usage across its operations.

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

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



Plantation: Harvesting Transportation Fuel Intensity (L/MT)

	UNIT	FYE2026	FYE2025	FYE2024
Malaysia	L/MT	2.80	3.74	3.86
Indonesia	L/MT	1.59	1.70	1.86

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

In FYE2026, fuel intensity improved for both Malaysia and Indonesia. In Malaysia, fuel intensity improved by 25.1%, driven by higher FFB production and a combination of operational improvements including better harvesting planning, improved field management practices, continued in-field mechanisation and more efficient vehicle arrangements.

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

Sustainability Report

Measuring what matters

How intensity tracking drives efficiency and decarbonisation

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

Intensity tracking

Better decisions

Greater efficiency

Lower emissions

01 ECONOMIC — INFORMING INVESTMENT DECISIONS

Better data leads to better investment decisions

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



02 EFFICIENCY — MEASURING WHAT ACTUALLY IMPROVES

A reliable measure of genuine operational progress

Intensity adjusts for changes in output volume and shows whether operations are genuinely becoming more efficient. In FYE2026, Malaysia's harvesting transportation fuel intensity improved by 25.1%, from 3.74 L/MT to 2.80 L/MT, driven by higher FFB production, better harvesting planning, improved field management and more efficient vehicle arrangements. In Indonesia, fuel intensity improved by 6.5% from 1.70 L/MT to 1.59 L/MT, notwithstanding unfavourable weather conditions during the year. At PTNJL's palm oil mill, water intensity for FFB processing continued its three-year downward trend. These results confirm that operational changes are translating into measurable gains.



03 GHG EMISSIONS — THE OUTCOME OF DOING BOTH WELL

Efficiency gains translate directly into lower emissions

When better decisions are made and resources are used more efficiently, emissions fall as a direct consequence. The Plantation Division's total GHG emissions decreased from 4,597 tCO₂e in FYE2025 to 4,283 tCO₂e in FYE2026 — a reduction of approximately 5.2% — driven primarily by lower non-renewable energy consumption, which fell by 10.1% from 1.58 million litres to 1.42 million litres. This illustrates the direct link between intensity improvements and emissions outcomes at divisional level.

Key Intensity Results (FYE2026)

2.80 L/MT

FYE2025: 3.74 L/MT

Malaysia harvesting fuel intensity per MT FFB Produced

1.59 L/MT

FYE2025: 1.70 L/MT

Indonesia harvesting fuel intensity per MT FFB Produced

0.24 CBM/MT

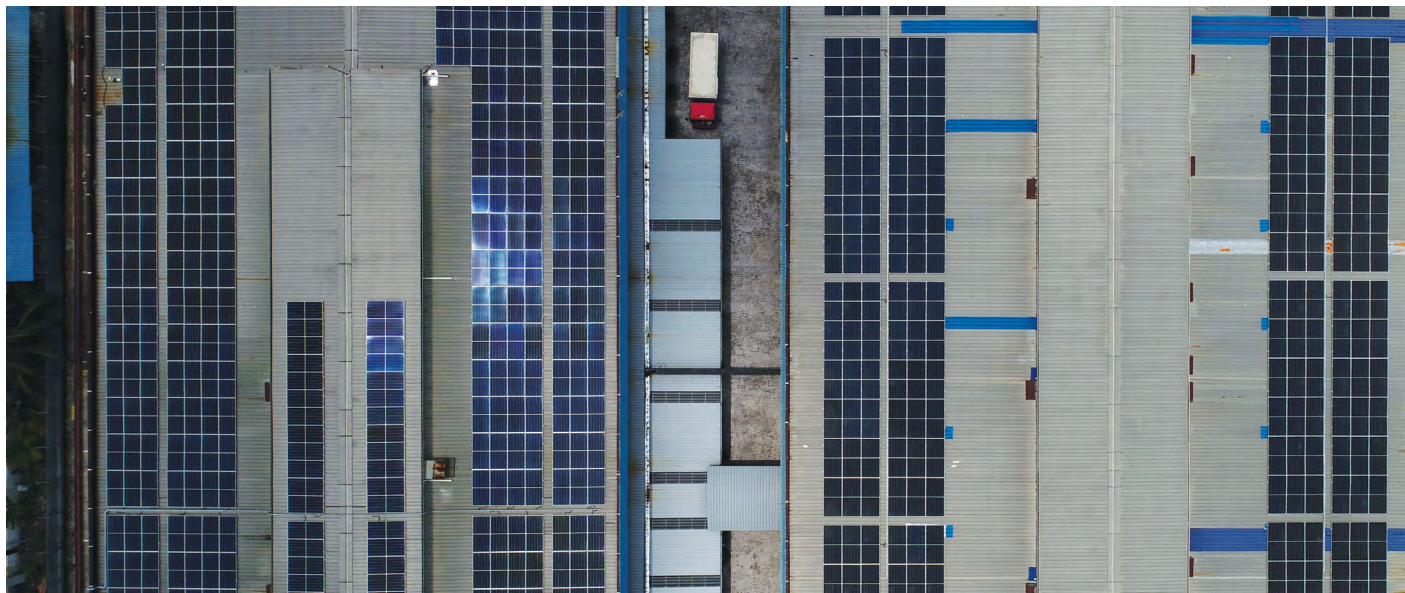
FYE2025: 0.25 CBM/MT

PTNJL water intensity per MT FFB Processed

▼ 6.8%

Plantation GHG emissions

Sustainability Report



Percetakan Keselamatan Nasional Sdn Bhd, Bangi

Renewable Energy

While the Group's operations still depend largely on fossil fuels for transportation and equipment, we continue to incorporate renewable energy sources such as solar power and biomass into our operations. In FYE2026, the Group recorded 729 MWh of solar power consumption, comprising 52 MWh from the Plantation Division, 480 MWh from the Manufacturing Division and 197 MWh from Head Office. These alternative energy sources help diversify our energy mix and reinforce our commitment to reducing our carbon footprint.

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

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

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

Renewable Energy – Consumption (MWh)

DIVISION	FYE2026	FYE2025	FYE2024
SOLAR POWER			
Plantation	52	32	28
Manufacturing	480	432	432
Head Office	197	174	201
TOTAL	729	638	661
BIOMASS			
Plantation	2,389	2,731	3,030
GRAND TOTAL	3,118	3,369	3,691

WATER STEWARDSHIP

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

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

Sustainability Report

Water Withdrawal and Consumption

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

Water Withdrawal (ML)

DIVISION	FYE2026	FYE2025	FYE2024
Surface water (lake, pond)	123	138	158
Groundwater (well)	14	11	14
Municipal water (tap water)	29	26	31
TOTAL	166	175	203

Water Consumption (ML)

DIVISION	FYE2026	FYE2025	FYE2024
Plantation	137	149	173
Manufacturing	14	11	15
Head Office	15	15	15
TOTAL	166	175	203

We continue to strengthen our water stewardship efforts by improving water-use efficiency across our operations and reducing pressure on surrounding water resources. Total water consumption across the Group decreased by 5.1% as at 31 March 2026, from 175 ML in FYE2025 to 166 ML in FYE2026. The decrease was mainly attributable to lower water withdrawal, particularly within the Plantation Division, from surface water sources.

Water Discharge Management

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

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

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

Water Intensity

	Water Processing Volume (CBM)	FFB Processed (MT)	Water Intensity Per MT FFB Processed (CBM/MT)
FYE2026	29,607	125,872	0.24
FYE2025	34,106	136,402	0.25
FYE2024	41,059	152,456	0.27

RESPONSIBLE WASTE MANAGEMENT

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

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

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

Across the Group's diverse operations, division-specific initiatives are implemented to optimise resource utilisation and minimise environmental impact. These efforts incorporate circular economy principles into daily operations, reinforcing FimaCorp's commitment to zero waste and zero discharge.

Sustainability Report

Waste by Type (MT)

	FYE2026	FYE2025	FYE2024
Hazardous	33	10	124
Non-hazardous	91,587	101,668	141,073
TOTAL	91,620	101,678	141,197

Waste by Division (MT)

	FYE2026	FYE2025	FYE2024
Plantation	91,476	101,588	141,139
Manufacturing	144	90	58
TOTAL	91,620	101,678	141,197

Sustainable waste management remains an important focus across our operations, with efforts centred on waste reduction, reuse, and recovery. In FYE2026, the Group generated a total of 91,620 MT of waste, comprising 33 MT of hazardous waste and 91,587 MT of non-hazardous waste, reflecting a decrease of 9.9% compared with FYE2025.

The Group's total hazardous waste increased by 230.0% from 10 MT in FYE2025 to 33 MT in FYE2026. The Plantation Division remains the principal source of hazardous waste, primarily comprising scheduled wastes generated from routine estate and mill operations, including used lubricating oil, contaminated rags, used chemical bottles and drums. The Division recorded an increase in hazardous waste from 10 MT in FYE2025 to 27 MT in FYE2026, as a result of higher maintenance activity associated with estates under development in Malaysia. Notwithstanding this, all hazardous waste is disposed of by licensed and competent contractors in accordance with the Environmental Quality Act 1974 and the Environmental Quality (Scheduled Wastes) Regulations 2005.

Non-hazardous waste, which accounts for the majority of total waste generated, similarly declined from 101,668 MT in FYE2025 to 91,587 MT in FYE2026. The Plantation Division remains the

largest contributor to overall waste, accounting for 91,476 MT or 99.8% of total waste generated in FYE2026, consistent with the nature of plantation operations.

Resource recovery initiatives are also implemented at our Indonesian palm oil mills, where operational by-products are converted into useful outputs. POME and EFB are processed and repurposed into compost, fertiliser and renewable energy feedstock.

Regarding EFB processing, we upgraded the press unit to improve oil recovery and produce shredded EFB with enhanced combustion properties. The resulting shorter, lower-moisture fibres are now fully redirected for use as boiler fuel, replacing their previous use in composting and improving overall boiler performance.

Empty Fruit Bunches Produced (MT)

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

In FYE2026, the Group generated 68,724 MT of POME, a decrease of 4.7% from 72,121 MT in FYE2025. This continued the downward trend from 76,386 MT recorded in FYE2024. POME generated at our palm oil mill is treated and composted as part of our responsible effluent management practices. At the operational level, the mill's decanter system continues to support POME clarification and has contributed to lower water consumption in processing. Based on operational data, the decanter system has reduced water consumption by approximately 50.0%.

Palm Oil Mill Effluent (POME) Generated (MT)

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

Waste Disposal Method by Type (MT)

	FYE2026		FYE2025		FYE2024	
	Hazardous	Non-Hazardous	Hazardous	Non-Hazardous	Hazardous	Non-Hazardous
Reuse	18	89,573	10	88,664	124	106,163
Recycle	-	138	-	90	-	58
Composting	-	1,845	-	12,909	-	34,847
Recovery	14	-	-	-	-	-
Landfill	-	31	-	5	-	5
Incineration	1	-	-	-	-	-
TOTAL	33	91,587	10	101,668	124	141,073

Sustainability Report

Transforming By-Products into Value-Added Goods

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

Biomass Produced (MT)

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



FIMA ESG Week 2026

Inspiring Sustainable Action

INAUGURAL EDITION ◆ 5-DAY PROGRAMME ◆ 19–23 JANUARY 2026



FIMA ESG Week, 19–23 January 2026.

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

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

PROGRAMME HIGHLIGHTS

01 Sharing sessions

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

03 Collection drives

On-site drives for fabric recycling and used cooking oil

02 Division showcases

Sustainability initiatives shared by all four divisions across the Group

04 Health Day

Health talks, screenings and medical check-ups for employees

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



Our People

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

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

Our Alignment to SDGs



Sustainability Report

Strategic Commitments

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

HUMAN CAPITAL

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

Our Workforce

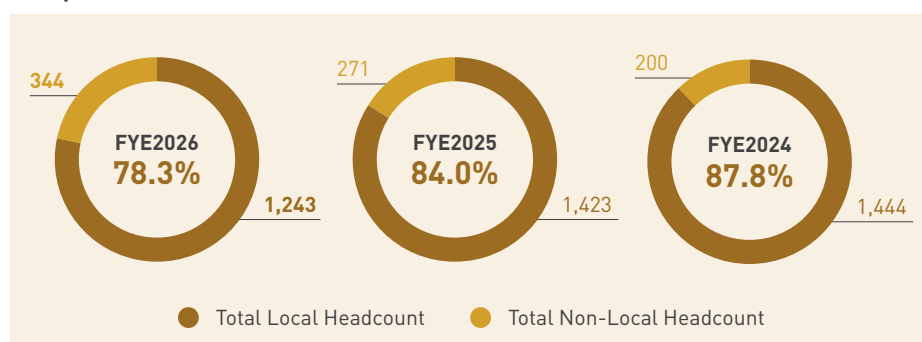
The success and sustainability of FimaCorp are closely tied to the strength of our people. We therefore focus on cultivating a workplace that is safe, inclusive and supportive, where employees are encouraged to perform while upholding accountability as well as driving innovation across the organisation.

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

Local employment remains an important part of our approach to responsible business. By prioritising hiring within the communities where we operate, we contribute to local economic opportunities, strengthen relationships and support operational continuity. As of FYE2026, FimaCorp's total headcount

decreased by 6.3% to 1,587 employees, compared with 1,694 employees in FYE2025. Local employees accounted for 78.3% of our total workforce and all senior management positions were held by locals. In Malaysia, the proportion of local employees stood at 56.4%, compared with 65.2% in the previous year. The decline was mainly due to the recruitment of additional guest workers within the Plantation Division to meet operational requirements, where guest worker headcount increased 27.4% from 266 in FYE2025 to 339 in FYE2026.

Group Local Headcount



Local Headcount by Country

Nationality	Country	Malaysia	Indonesia
Malaysian		438	5
Indonesian		47	805
Bangladeshi		171	0
Indian		121	0
By Country:			
Total Headcount		777	810
Total Local Headcount		438	805
Local Headcount Rate (%)		56.4%	99.4%

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

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

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

Sustainability Report

Equal Opportunity, Diversity and Inclusion

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

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

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

Gender Balance

The Group supports greater gender representation across all levels of the organisation, while recognising that workforce composition is influenced by the operational nature of our businesses and the cultural environments in which we operate. As of FYE2026, the Group recorded 316 female employees out of a total workforce of 1,587 employees, which equates to 19.9% of the total headcount (FYE2025:19.5%).



Female representation within our plantation operations remains comparatively lower, largely due to the nature of certain estate-based roles. Positions such as harvesters, truck drivers and tractor operators are traditionally male dominated, as they typically involve more physically intensive tasks. In FYE2026, women accounted for 217 of the Plantation Division's 1,387 employees, 91 of the Manufacturing Division's 181 employees and 8 of Head Office's 19 employees.

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

New Hires

The Group hired 262 new employees in FYE2026, compared with 412 in the previous year. Recruitment was concentrated mainly within the Plantation Division, which accounted for 98.9% of all new hires. By geography, 121 employees were hired in Malaysia and 141 in Indonesia. In both markets, recruitment was primarily driven by operational requirements, particularly harvesting activities at the estates. Of the total new hires, 96.9% were male, while 4.6% were appointed on a permanent basis.

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

	FYE2026	FYE2025	FYE2024
Total New Hire	262	412	445
New Hire Rate (%)	16.5	24.3	27.1

Sustainability Report

Turnover

The Group had 283 employee turnover cases in FYE2026, with 95.8% occurring within the Plantation Division. Although the Plantation Division continued to account for the majority of turnover cases, its turnover rate improved to 19.5% from 23.1% in FYE2025 and remained within the YTD KPI threshold. At Group level, total turnover cases decreased by 19.4% year-on-year, while the turnover rate improved to 17.8% from 20.7% previously. Turnover was mainly among male, contract and non-executive employees, and was concentrated in Indonesia.

	FYE2026	FYE2025	FYE2024
Number of Turnover	283	351	424
Turnover Rate (%)	17.8	20.7	25.8

Headcount	FYE2026			FYE2025			FYE2024		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Headcount	1,271	316	1,587	1,363	331	1,694	1,294	350	1,644
By Employment Status:									
Permanent	682	305	987	729	322	1,051	716	340	1,056
Temporary	589	11	600	634	9	643	578	10	588
By Region:									
Malaysia	604	173	777	585	180	765	542	191	733
Indonesia	667	143	810	778	151	929	752	159	911
By Age Group:									
<30	311	31	342	386	46	432	346	50	396
30-50	837	213	1,050	878	223	1,101	825	238	1,063
>50	123	72	195	99	62	161	123	62	185
By Employee Category:									
Senior Management	4	1	5	4	1	5	4	1	5
Management	22	5	27	21	5	26	21	14	25
Executive	39	16	55	42	15	57	44	16	60
Non-Executive	1,206	294	1,500	1,296	310	1,606	1,225	329	1,554
By Division:									
Head Office	11	8	19	16	7	23	11	7	18
Plantation	1,170	217	1,387	1,237	232	1,469	1,167	257	1,424
Manufacturing	90	91	181	110	92	202	116	86	202
By Nationality:									
Malaysian	270	173	443	324	180	504	354	189	543
Indonesian	709	143	852	832	151	983	804	161	965
Bangladeshi	171	0	171	177	0	177	131	0	131
Indian	121	0	121	30	0	30	5	0	5

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New Hires	FYE2026		FYE2025		FYE2024	
	Total New Hire	New Hire Rate	Total New Hire	New Hire Rate	Total New Hire	New Hire Rate
Total Headcount	262	16.5%	412	24.3%	445	27.1%
By Gender:						
Male	254	20.0%	403	29.6%	440	34.0%
Female	8	2.5%	9	2.7%	5	1.4%
By Employment Status:						
Permanent	12	1.2%	41	3.9%	59	5.6%
Temporary	250	41.7%	371	57.7%	386	65.6%
By Region:						
Malaysia	121	15.6%	121	15.8%	189	25.8%
Indonesia	141	17.4%	291	31.3%	256	28.1%
By Age Group:						
<30	130	38.0%	197	45.6%	235	59.3%
30-50	130	12.4%	205	18.6%	205	19.3%
>50	2	1.0%	10	6.2%	5	2.7%
By Employee Category:						
Senior Management	0	0.0%	0	0.0%	0	0.0%
Management	0	0.0%	1	3.8%	0	0.0%
Executive	2	3.6%	2	3.5%	3	5.0%
Non-Executive	260	17.3%	409	25.5%	442	28.4%
By Division:						
Head Office	0	0.0%	1	4.3%	0	0.0%
Plantation	259	18.7%	405	27.6%	442	31.0%
Manufacturing	3	1.7%	6	3.0%	3	1.5%
By Nationality:						
Malaysian	13	2.9%	46	9.1%	64	11.8%
Indonesian	156	18.3%	303	30.8%	257	26.6%
Bangladeshi	0	0.0%	35	19.8%	122	93.1%
Indian	93	76.9%	28	93.3%	2	40.0%

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Turnover	FYE2026		FYE2025		FYE2024	
	Total Turnover	Turnover Rate	Total Turnover	Turnover Rate	Total Turnover	Turnover Rate
Total Headcount	283	17.8%	351	20.7%	424	25.8%
By Gender:						
Male	270	21.2%	324	23.8%	388	30.0%
Female	13	4.1%	27	8.2%	36	10.3%
By Employment Status:						
Permanent	111	11.2%	127	12.1%	152	14.4%
Temporary	172	28.7%	224	34.8%	272	46.3%
By Region:						
Malaysia	53	6.8%	104	13.6%	121	16.5%
Indonesia	230	28.4%	247	26.6%	303	33.3%
By Age Group:						
<30	119	34.8%	159	36.8%	194	49.0%
30-50	157	15.0%	185	16.8%	224	21.1%
>50	7	3.6%	7	4.3%	6	3.2%
By Employee Category:						
Senior Management	0	0.0%	0	0.0%	0	0.0%
Management	2	7.4%	0	0.0%	0	0.0%
Executive	0	0.0%	4	7.0%	3	5.0%
Non-Executive	281	18.7%	347	21.6%	421	27.1%
By Division:						
Head Office	0	0.0%	2	8.7%	0	0.0%
Plantation	271	19.5%	340	23.1%	417	29.3%
Manufacturing	12	6.6%	9	4.5%	7	3.5%
By Nationality:						
Malaysian	44	9.9%	87	17.3%	101	18.6%
Indonesian	237	27.8%	261	26.6%	309	32.0%
Bangladeshi	1	0.6%	3	1.7%	14	10.7%
Indian	1	0.8%	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 support the growth and development of our employees through internal and external training programmes, job rotation and opportunities for internal career advancement. Dedicated training budgets are allocated annually across our business units to support activities such as workshops, technical courses and professional seminars. These programmes are aimed at strengthening both job-specific expertise and broader capabilities required to meet evolving business needs. In FYE2026 for example, our sustainability reporting team attended various training sessions on topics such as IFRS S1 and S2, emerging ESG reporting landscape trends within Malaysia, and the transition from ISO 14001:2015 to the newly published ISO 14001:2026 Environmental Management System standard, including the applicable transition timeline for organisations to update their certification to the new edition.

The average training hours per employee increased to 6.29 hours, compared with 3.45 hours in FYE2025. By division, Manufacturing recorded the highest average training hours at 23.62 hours per employee, while Senior Management recorded the highest average training hours by employee category at 40.40 hours per employee. Training was delivered through on-the-job learning, external training and targeted upskilling programmes. These initiatives support employee competency development, career progression, while strengthening the Group's succession planning and long-term workforce development.

	FYE2026	FYE2025	FYE2024
Total Training Hour	9,979	5,840	4,770
Average Training Hour per Employee	6.29	3.45	2.90
Average Training Days per Employee <i>(based on standard 8 hour working day)</i>	0.79	0.43	0.36

Training Hours	FYE2026		FYE2025		FYE2024	
	Total Training Hour	Average Training Hour	Total Training Hour	Average Training Hour	Total Training Hour	Average Training Hour
By Gender:						
Male	7,747	6.10	4,488	3.29	3,926	3.03
Female	2,232	7.06	1,352	4.08	844	2.41
By Employee Category:						
Senior Management	202	40.40	66	13.20	148	29.60
Management	946	35.04	740	28.46	873	34.92
Executive	1,667	30.31	1,362	23.90	983	16.38
Non-Executive	7,164	4.78	3,672	2.29	2,766	1.78
By Region:						
Malaysia	6,903	8.88	4,588	6.00	3,487	4.76
Indonesia	3,076	3.80	1,252	1.35	1,283	1.41
By Division:						
Head Office	288	15.16	168	7.30	275	15.28
Plantation	5,415	3.90	3,772	2.57	3,291	2.31
Manufacturing	4,276	23.62	1,900	9.41	1,204	5.96

Sustainability Report

Benefits and Remuneration

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

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

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

Following the review, the Group is aligning its salary structure to strengthen external competitiveness while maintaining internal equity. This includes the realignment of salary bands and adjustments to minimum, midpoint and maximum salary ranges, where appropriate, to reflect role responsibilities, skills requirements

and market value across specialised, operational, non-operational and business-critical roles. The findings are also being used to support the on-going enhancement of the Group's performance-linked reward framework, including the alignment of annual salary increments and incentive payments with organisational performance and individual Key Performance Indicators (KPIs). These measures reinforce a fair, transparent and performance-driven approach to remuneration while supporting employee engagement, retention and long-term workforce sustainability.

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

Through competitive compensation, benefits and development opportunities, we aim to support our employees in their personal and professional development while fostering a productive and engaged workforce. This approach helps strengthen employee motivation, enhance retention and supports the Group's long-term workforce needs.

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

Performance Review

Performance management forms an integral part of FimaCorp's performance-driven culture. All employees undergo

annual performance appraisals, which include feedback discussions, the identification of development areas and recommendations for relevant training. Assessments are conducted against key performance indicators that correspond to each employee's role and responsibilities.

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



Employee Engagement

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

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

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

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING GRI 2-26, 407-1

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

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

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

Grievance Procedures

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

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

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

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

Beyond our internal governance frameworks, the Group’s Malaysian estates, operate under the Malaysian Sustainable Palm Oil (“MSPO”) certification scheme, which includes stringent requirements relating to governance practices, grievance handling mechanisms and ethical business conduct.

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



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HUMAN RIGHTS

GRI 409-1, 412-2

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

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

Monitoring and Accountability

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

Zero Tolerance for Forced, Bonded, and Child Labour

FimaCorp adopts a zero-tolerance approach towards forced labour, bonded labour and child labour across both our operations and our wider supply chains.

All employment relationships within the Group must be voluntary and free from coercion, deception or intimidation. To uphold these standards, each division and business unit, supported by their respective human resources teams, implements structured recruitment procedures to verify that all workers, whether permanent or temporary, meet the legal minimum working age at the time of employment. Employee records together with supporting identification documents are securely maintained in our HR information systems throughout the duration of employment.

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

Personal Data Protection

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

Access to personal data is restricted to authorised personnel based on relevant roles and responsibilities. The Group has established controls and procedures to safeguard personal data against

unauthorised access, misuse, disclosure, alteration or loss.

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

Ethical Recruitment and Protection of Guest Workers

In FYE2026, the Malaysia Plantation Division recorded 339 guest workers, compared with 266 in FYE2025. Recognising that migrant workers may face heightened risks of exploitation and modern slavery, we place strong emphasis on protecting their rights and welfare throughout their employment with the Group.

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

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

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accommodation is arranged for guest workers in designated living quarters that provide comfortable facilities, including internet access, recreational areas and spaces for religious practice.

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

OCCUPATIONAL SAFETY AND HEALTH (“OSH”)

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

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

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

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

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

OSH Performance, Awareness and Training

In FYE2026, the Group had 24 recordable work-related injuries and zero work-related fatalities. The Group’s accident rate increased to 14.82 from 12.04 in FYE2025, while LTIFR increased to 6.94 from 5.73. The severity rate also increased to 65.65 from 56.99. These results indicate the need for continued improvement in hazard identification, worksite supervision and safety controls across operational sites.

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



Sustainability Report

To strengthen employee capability, the Group provides general and specialised OSH training covering areas such as hazard identification, risk assessment, cardiopulmonary resuscitation (CPR), first aid and compliance with occupational safety and health regulations. During FYE2026, 258 employees participated in training covering these areas.

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

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

	FYE2026	FYE2025	FYE2024
Recordable Work-related Injuries	24	20	45
Injuries by Absent Days	227	199	716
Total Working Hours	3,457,696	3,491,664	3,544,112
Accident Rate*	14.82	12.04	27.37
Lost Time Injury Frequency Rate ("LTIFR")**	6.94	5.73	12.70
Fatalities	0	0	1

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

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

Hazard Identification, Risk Assessment and Risk Control

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

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

- Incident Reporting**
The employee identifies and reports the hazard or incident to the Person in Charge within their respective unit.
- Documentation and Escalation**
The Person in Charge records the details of the incident and escalates it to the Safety, Health and Environment ("SHE") Manager.
- Regulatory Reporting**
The SHE Manager files a formal report with the Department of Occupational Safety and Health ("DOSH") within seven days of the incident.
- 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.
- Risk Mitigation Recommendations**
The Safety and Health Committee reviews the investigation findings and proposes appropriate measures to manage and reduce future risks.
- Implementation of Corrective Actions**
Corrective actions are put in place to prevent the recurrence of similar incidents.
- Management Review**
A detailed report covering the incident, findings, and follow-up actions — is presented to management for review and further oversight.

COMMUNITY

GRI 203-2, 413-1

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

Sustainability Report



Social Impact Assessment – Engaging Communities

AT A GLANCE

Estates

Ladang FCB Kuala Betis &
Ladang FCB Aring

Period

October 2025 - April 2026

Method

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

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

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

Stakeholder engagement formed a key component of the assessment process and was undertaken through interviews, focus group discussions (FGDs), key informant interviews (KIIs) and field observations. Stakeholders consulted included estate management, local and foreign workers, female workers,

contractors, nearby communities, relevant government agencies and Orang Asli communities at Ladang FCB Kuala Betis. These engagements provided stakeholders with opportunities to share their views, raise concerns and contribute to the assessment process. Consultations with the Orang Asli communities were conducted in a manner consistent with the principles of Free, Prior and Informed Consent (FPIC), ensuring that participation was voluntary, informed and respectful of community perspectives.

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

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

ongoing trust and familiarity between the estate and the surrounding communities. They also welcomed opportunities for direct engagement, including their visit to the Kuala Betis estate office during the assessment, which reinforced the value of face-to-face dialogue.

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

Sustainability Report

Community Engagement and Investments

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

Local Employment, Internships and Training

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

Water Treatment and Distribution

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

Sustainable Energy Utilisation

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

Platform Konsultasi dan Komunikasi

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



Our Business



Our Alignment to SDGs



Sustainability Report

Strategic Commitments

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

RESPONSIBLE BUSINESS PRACTICES

GRI 201- 1

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

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

Shaping Sustainability: Our Sustainability Policy Statements

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

1. **Corporate Governance:** Describes our procedures surrounding ethical conduct, accountability in our operations and how we setup our oversight mechanisms.
2. **Environmental:** Outlines our commitments towards minimising the environmental impact of our operations. The statements also describe our compliance with laws, regulatory requirements, while keeping our employees trained and informed on environmental awareness. We will also engage our local communities, suppliers and vendors to ensure our supply chain remains aware on any emerging environmental stewardship expectations.

3. **Employee Safety and Well-being:** Provides clear direction for all employees on our adherence to all applicable regulations, guidelines and procedures pertaining to occupational safety and health.
4. **Good Social Practices:** Formalises our commitments to the core conventions of the International Labour Organisation and laws applicable to our operations. Our commitments towards our employees are included by providing fair, safe and healthy working environments, and respecting our employees' right to collective bargaining. We also support a 'social license to operate' through open communication with local stakeholders and communities. We also reaffirm our rejection of any form of slavery, forced or child labour.
5. **Quality:** Formalises our commitments towards quality products and services while fostering a culture of continuous improvement.
6. **Supply Chain:** Guides our employees on our commitment to compliance, anti-bribery and anti-corruption measures, traceability, transparency and monitoring of grievances or violations across our supply chain.
7. **Review and Governance:** The Policy Statement shall be reviewed annually or as necessary by the Group Sustainability Committee supported by all relevant departments.

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

ANTI-BRIBERY AND CORRUPTION

GRI 205-2, 205-3

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

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

Sustainability Report

To reinforce these ethical standards in our operations, contracts with vendors and service providers include anti-bribery clauses to ensure that our expectations for ethical conduct extend throughout our value chain. We also equip our employees with the necessary awareness through structured training programmes. All new hires receive anti-bribery training as part of their onboarding and periodic refresher sessions are organised to keep employees informed of emerging bribery risks and the importance of ethical conduct.

We regularly update our training materials to address emerging risks and regulatory developments. During the year, the Group conducted integrity and workplace awareness training for the Group's employees through on-site and hybrid sessions, covering anti-bribery policies and critical workplace topics, including child labour, bullying, sexual harassment, grievance procedures and cybersecurity awareness. A total of 147 participants attended these sessions. The training also helped employees, including managers and supervisors, understand the available reporting and escalation channels should such issues arise, such as whistleblowing email, reporting to line managers or other established internal channels.

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

VALUE DISTRIBUTION TO OUR STAKEHOLDERS

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

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

	FYE2026	FYE2025	FYE2024
Revenue	RM209.18 million	RM236.79 million	RM206.75 million
Employee Wages and Benefits	RM50.72 million	RM49.63 million	RM47.22 million
Taxes Paid	RM18.28 million	RM19.78 million	RM19.02 million
Dividends	RM29.62 million	RM29.63 million	RM29.64 million
Number of Employees	1,587	1,694	1,644
Community Investments	RM0.36 million	RM0.14 million	RM0.32 million

Through these contributions, we support broader economic development by enabling the provision of essential public services and infrastructure that benefit the wider community. In Malaysia, our responsibilities as an employer also include statutory contributions to the Employee Provident Fund ("EPF") and the Social Security Organisation ("SOCSO") in accordance with applicable laws.

CYBER AND DATA SECURITY

GRI 418-1

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

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

Sustainability Report

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

SUSTAINABLE AND TRACEABLE SUPPLY CHAIN

GRI 2-6, 204-1

Supporting local suppliers and entrepreneurs remain an important part of our procurement approach. We prioritise sourcing goods and services locally wherever possible. In Malaysia and Indonesia, 85.2% and 97.2% of contracts for goods and services are awarded to small and medium-sized local companies respectively. This approach helps stimulate local economic development and reduces the carbon footprint associated with our supply chain.

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

Percentage of Local & Foreign Suppliers (%)



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

security, customer requirements and delivery commitments. Together, these considerations help the Group manage potential impacts on supply continuity, operating efficiency, procurement costs, customer confidence and Scope 3 emissions.

Innovation and Technology

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

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

In the Plantation division, geospatial technologies such as Global Positioning System (GPS) and Geographic Information System (GIS) support accurate planning and data-driven decision-making in areas



Sustainability Report

including road construction and terrace positioning. Satellite imagery is used to map new estate developments and assist in tree counting, enabling optimisation of planting density, while drones are deployed for estate surveillance and wildlife monitoring.

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

UPHOLDING QUALITY, STANDARDS AND CERTIFICATIONS

GRI-417-1, 417-2

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

Plantation

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

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

Standards	Achievement
 Malaysia Sustainable Palm Oil ("MSPO")	8 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 (Environmental Management System)	PTNJL's commitment to environmental sustainability is reflected in its ISO 14001:2015 certification, covering its CPO, CPKO and palm kernel production processes.

Manufacturing

The Manufacturing Division upholds the following regulatory standards and certificates:

Standards	Achievement
 ISO 27001:2013 Information Security Management	The accreditation reflects PKN's compliance with the highest international and security control standards to protect information against any security risks, underpinning their commitment to delivering excellence.
 ISO 37001:2016 Anti-Bribery Management Systems	This certification affirms PKN's adherence to anti-bribery policies, procedures, measures and controls.

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Standards	Achievement
 ISO 9001:2015 Quality Management System	This certification affirms that PKN's implementation of effective quality management systems that meet internationally recognized standards.
 ISO 14298:2013 Graphic Technology- Management of Security Printing Processes	This accreditation reflects PKN's adherence to the established guidelines and requirements for managing secure printing processes.



Sustainability Report

Statement of Assurance

Statement of assurance to the Board of Directors and Management of Fima Corporation Berhad ("FimaCorp")

Scope

We, Group Internal Audit (GIA), 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 2026. 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 calculations have been applied in accordance with established methodologies.

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

Subject Matters and Performance Indicators

The selected subject matters and performance indicators are as follows:

Type of Assurance	Component	Subject Matter/Performance Indicator	Scope
Internal Review	Environmental	Water management: • water consumption and management • water intensity of FFB processed	Operations assessed: 1. Malaysia 2. Indonesia
		Waste management: • waste generation • disposal method of hazardous and non-hazardous waste materials (domestic, scheduled, and production)	
		Energy and emissions: • greenhouse gas emission • renewable and non-renewable energy use • fuel intensity for harvesting operations	
	Social	Diversity and Inclusion: • employee headcount by gender, age group and country; employment status by permanent and contract • new hires, attrition, and turnover by gender, age group	Operations assessed: 1. Malaysia 2. Indonesia
		Labour relations: • total hours of training by employee category, country, and gender	
		Occupational safety and health: • work-related accidents and incidents • lost time injuries • fatalities • accident rates	

Sustainability Report

Type of Assurance	Component	Subject Matter/Performance Indicator	Scope
Internal Review	Governance	Anti-bribery and corruption: • training conducted	Operations assessed: 1. Malaysia 2. Indonesia
		Value distribution to stakeholders: • revenue • employee wages and benefits • tax payment • dividends • number of employees • community investments	
		Sustainable and traceable supply chain: • local procurement engagement and practices	
		Upholding quality, standards and certifications: • externally verified certifications and adherence to recognised international standards	

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

Considerations and limitations

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

Conclusion

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

Thank you.

Group Internal Audit

Sustainability Report

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Performance Data Table

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

FIMA CORPORATION BHD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Senior Management	Percentage	60.00	20.00	The Group's objective is to provide regular annual anti-bribery and corruption training across all job grades.	Internal	The variance reflects differences in training timing and format, with the higher participation in 2025 attributable to a Virtual Summit held during the year.
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	100.00	14.81	The Group's objective is to provide regular annual anti-bribery and corruption training across all job grades.	Internal	The variance reflects differences in training timing and format, with the higher participation in 2025 attributable to a Virtual Summit held during the year.
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	96.49	12.73	The Group's objective is to provide regular annual anti-bribery and corruption training across all job grades.	Internal	The variance reflects differences in training timing and format, with the higher participation in 2025 attributable to a Virtual Summit held during the year.
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage	19.93	9.07	The Group's objective is to provide regular annual anti-bribery and corruption training across all job grades.	Internal	The variance reflects differences in training timing and format, with the higher participation in 2025 attributable to a Virtual Summit held during the year.
Anti-corruption	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100% of operations assessed	Internal	
Anti-corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0 incidents	Internal	

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

FIMA CORPORATION BHD

BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Community/Society	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	143,27790	356169.77	Nil	Internal	
Community/Society	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	65	169	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Under 30	Percentage	0.00	0.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Between 30- 50	Percentage	20.00	20.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Above 50	Percentage	80.00	80.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Male	Percentage	80.00	80.00	Nil	Internal	

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

FIMA CORPORATION BHD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Senior Management Female	Percentage	20.00	20.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Under 30	Percentage	0.00	0.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Between 30-50	Percentage	73.08	74.07	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Above 50	Percentage	26.92	25.93	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Male	Percentage	80.77	81.48	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Female	Percentage	19.23	18.52	Nil	Internal	

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

FIMA CORPORATION BHD

BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Under 30	Percentage	7.02	5.45	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Between 30-50	Percentage	84.21	80.00	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Above 50	Percentage	8.77	14.55	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Male	Percentage	73.68	70.91	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Female	Percentage	26.32	29.09	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Under 30	Percentage	26.65	22.60	Nil	Internal	

Sustainability Report

FIMA CORPORATION BHD

BMLR Transition Period

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

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Between 30-50	Percentage	64.32	65.67	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Above 50	Percentage	9.03	11.73	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Male	Percentage	80.70	80.40	Nil	Internal	
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-Executive Female	Percentage	19.30	19.60	Nil	Internal	
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Under 30	Percentage	0.00	0.00	Nil	Internal	
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Between 30-50	Percentage	0.00	0.00	Nil	Internal	
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Above 50	Percentage	100.00	100.00	Nil	Internal	

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Sustainability Report

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

FIMA CORPORATION BHD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Male	Percentage	83.33	83.33	Nil	Internal	
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Female	Percentage	16.67	16.67	Nil	Internal	
Diversity	Percentage of women in the global workforce	Percentage	19.54	19.91	Nil	Internal	
Energy management	Bursa C4(a) Total energy consumption	Gigajoules	73,905	67,509	Year-on-year improvement	Internal	
Energy management	Plantation Malaysia: Harvesting Transportation Fuel Intensity Per MT FFB Produced	L/MT	3.74	2.80	Year-on-year improvement	Internal	
Energy management	Plantation Indonesia: Harvesting Transportation Fuel Intensity Per MT FFB Produced	L/MT	1.70	1.59	Year-on-year improvement	Internal	
Health and safety	Bursa C5(a) Number of work-related fatalities	Number	0	0	0 fatalities	Internal	
Health and safety	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	115	1.39	Year-on-year improvement	Internal	
Health and safety	Bursa C5(c) Number of employees trained on health and safety standards	Number	42	258	100% of applicable employees trained on health and safety standards annually.	Internal	The Group's objective is to ensure all relevant employees receive appropriate health and safety training in line with their roles.
Health and safety	Number of work-related employee fatalities, over last 3 years	Number	1	1	0 fatalities	Internal	

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Sustainability Report

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

FIMA CORPORATION BHD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Health and safety	Number of work-related contractor fatalities, over last 3 years	Number	0	0	0 fatalities	Internal	
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Senior Management	Hours	66	202	Year-on-year improvement	Internal	
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Management	Hours	740	946	Year-on-year improvement	Internal	
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Executive	Hours	1,362	1,667	Year-on-year improvement	Internal	
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Non-Executive	Hours	3,672	7,164	Year-on-year improvement	Internal	
Labour practices and standards	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	3796	3781	Target is to maintain an appropriate workforce mix based on operational requirements.	Internal	
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category - Senior Management	Number	0	0	Maintain low/nil turnover and retain senior talent.	Internal	
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category - Management	Number	0	2	Maintain Management turnover at an appropriate level and support employee retention.	Internal	
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category - Executive	Number	4	0	Monitor executive turnover and implement retention measures where appropriate.	Internal	

Sustainability Report

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

FIMA CORPORATION BHD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category - Non-Executive	Number	347	281	Monitor non-executive turnover and implement retention measures where appropriate.	Internal	
Labour practices and standards	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0 complaints	Internal	
Supply chain management	Bursa C7(a) Proportion of spending on local suppliers	Percentage	90.90	89.97	To prioritise local suppliers where commercially and operationally appropriate.	Internal	
Data privacy and security	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0 complaints	Internal	
Water	Bursa C9(a) Total volume of water used	Megalitres (ML)	175.00	166.00	Year-on-year improvement	Internal	
Water	Does the company disclose the number of incidents of non-compliance with water quality/quantity permits, standards and regulations	Number	0	0	Zero incidents of non-compliance with water-related permits, standards and regulations.	Internal	
Water	Three years of total water withdrawal data is disclosed by source - Surface water from rivers, lakes, natural ponds	Megalitres (ML)	572.00	419.00	Year-on-year improvement	Internal	
Water	Three years of total water withdrawal data is disclosed by source - Groundwater from wells, boreholes	Megalitres (ML)	44.00	39.00	Year-on-year improvement	Internal	

Sustainability Report

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

FIMA CORPORATION BHD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Water	Three years of total water withdrawal data is disclosed by source - Municipal potable water	Megalitres (ML)	90.00	86.00	Year-on-year improvement	Internal	
Water	Three years of total water withdrawal data is disclosed by source - Total	Megalitres (ML)	706.00	544.00	Year-on-year improvement	Internal	
Water	Water Intensity Per MT FFB Processed	CBM/MT	0.25	0.24	Year-on-year improvement	Internal	
Waste management	Bursa C10(a) Total waste generated	MT	101,678.00	91,620.00	Year-on-year improvement	Internal	
Waste management	Bursa C10(a)(i) Total waste diverted from disposal	MT	101,672.00	91,588.00	Year-on-year improvement	Internal	
Waste management	Bursa C10(a)(ii) Total waste directed to disposal	MT	5.00	32.00	Year-on-year improvement	Internal	
Waste management	Disclosure of three years of hazardous waste generation (tonnes)	MT	14700	16700	Year-on-year improvement	Internal	
Waste management	Disclosure of three years of non-recycled waste generation (tonnes)	MT	432,969.00	334,208.00	Year-on-year improvement	Internal	
Waste management	Disclosure of three years of waste recycled (tonnes)	MT	28700	285.00	Year-on-year improvement	Internal	
Emissions management	Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	tCO ₂ e	4,279.00	3,839.00	Year-on-year improvement	Internal	
Emissions management	Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	tCO ₂ e	1,594.00	1,658.00	Year-on-year improvement	Internal	

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Sustainability Report

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

FIMA CORPORATION BHD

BMLR Transition Period

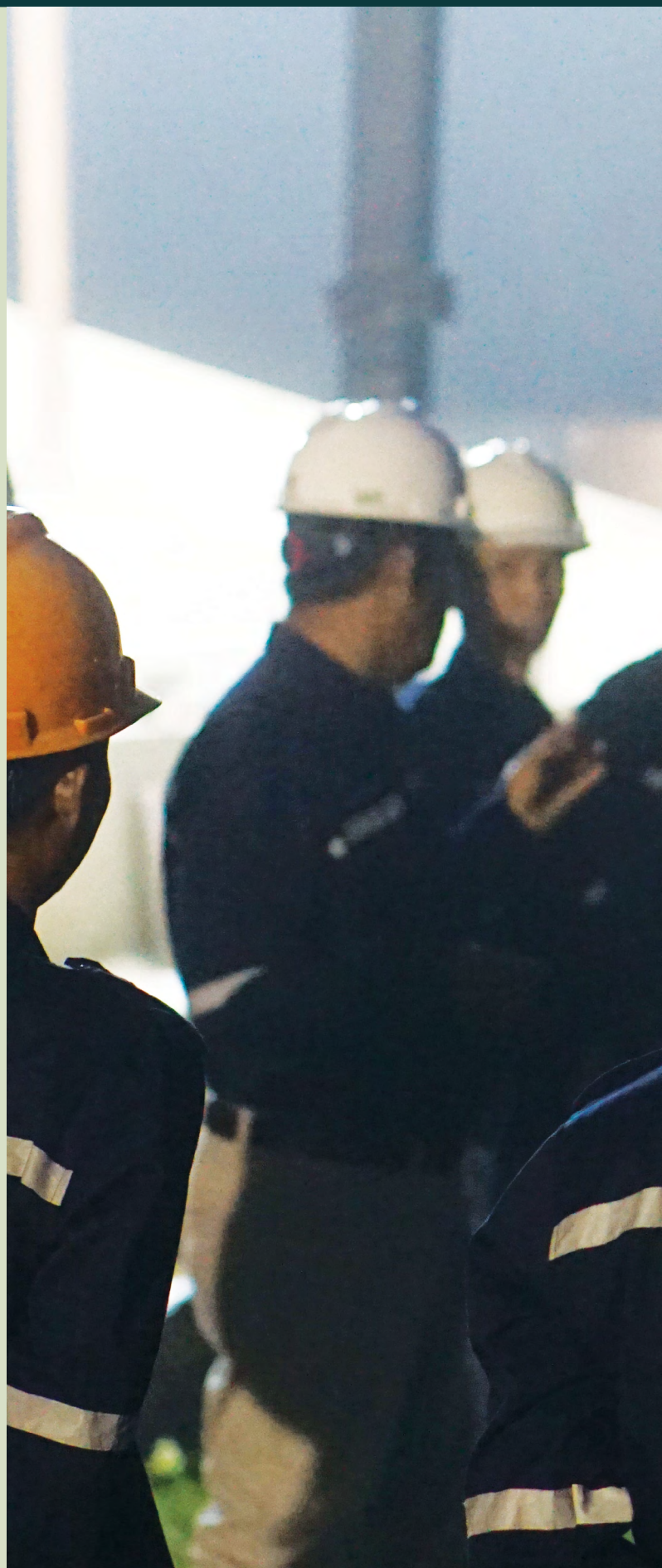
Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Emissions management	Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel, employee commuting and downstream transportation and distribution)	tCO2e	810.00	890.00	Year-on-year improvement	Internal	

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Corporate Governance

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Our Board of Directors

Datuk Bazlan Bin Osman

Chairman / Independent
Non-Executive Director



Board meeting attended
during the financial year

6/6

Malaysian | 62 | Male



Date of Appointment

5 April 2019

Length of tenure as Director (as at 30 July 2026)

7 years, 3 months

Date of Last Re-election

28 August 2025

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

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

Present Directorship(s) of other Company

- Chairman, TM Digital Innovation Sdn. Bhd.

Past Directorship(s)

- Senior Independent Non-Executive Director, Bank Islam Malaysia Berhad (2022-2026)
- 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)
- Executive Director (2008-2019), Acting Group Chief Executive Officer (2018), Deputy Group Chief Executive Officer (2017-2018) and Group Chief Financial Officer (2005-2017), Telekom Malaysia Berhad
- 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

Our Board of Directors

Dato' Roslan Bin Hamir

Managing Director /
Non-Independent
Executive Director



Board meeting attended
during the financial year

6/6

Malaysian | 59 | Male



Date of Appointment

8 December 1998

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

Length of tenure as Director (as at 30 July 2026)

27 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)

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

Rosely Bin Kusip

Senior Independent
Non-Executive Director



Board meeting attended
during the financial year

6/6

Malaysian | 75 | Male



Date of Appointment

14 March 2019

Length of tenure as Director (as at 30 July 2026)

7 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

Our Board of Directors

Rezal Zain Bin Abdul Rashid

Non-Independent
Non-Executive Director



Board meeting attended
during the financial year

6/6

Malaysian | 59 | Male



Date of Appointment

25 June 2002

Length of tenure as Director (as at 30 July 2026)

24 years 1 month

Date of Last Re-election

28 August 2025

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

Dr. Roshayati Binti Basir

Non-Independent
Non-Executive Director



Board meeting attended
during the financial year

6/6

Malaysian | 62 | Female



Date of Appointment

23 November 2009

Length of tenure as Director (as at 30 July 2026)

16 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

Our Board of Directors

Nik Feizal Haidi Bin Hanafi

Independent

Non-Executive Director



Board meeting attended during the financial year

6/6

Malaysian | 54 | Male



Date of Appointment

3 August 2021

Length of tenure as Director (as at 30 July 2026)

4 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.

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

Declaration by the Board:

- None of the Directors has been convicted of any offence other than traffic offences within the past five years and has not been imposed any penalty by the relevant regulatory bodies during the financial year 2026.
- Due to the nature of FimaCorp's business, there are potential transactions with other entities within the KFima Group, in which situations of conflict of interest could arise. Save as disclosed below, none of the directors have any conflict of interest ("COI") or potential COI, including interest in any competing business with FimaCorp and its subsidiaries:
 - Dato' Roslan bin Hamir is the Managing Director of Fima Corporation 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.
- 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.

Areas of Expertise

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

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. He is also the Head of Plantation Division for the Kfima Group.

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).



**Mohd 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 30 years of working experience in the areas business development and information technology, having held positions with various organisations in Malaysia and abroad. He holds a Bachelor in Commerce and Management from Lincoln University, New Zealand.



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 aims to offer stakeholders an insight into FimaCorp's governance practices during the reviewed financial year. It outlines the governance structures, key principles and oversight mechanisms that have guided the Board's responsibilities.

Overview

The Board is dedicated to upholding the highest standard of governance, ethics and integrity. Its oversight is in accordance with the Companies Act 2016, the Malaysian Code on Corporate Governance ("MCCG") issued by the Securities Commission Malaysia 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 Paragraph 15.25 of the Bursa Listing Requirements and reflects the principles of the MCCG. The Board has approved this Statement, which should be read together with the Corporate Governance Report of the Company ("CG Report") which is available on the Company's website at www.fimacorp.com/corporate-governance.php.

The Corporate Governance (CG) Framework

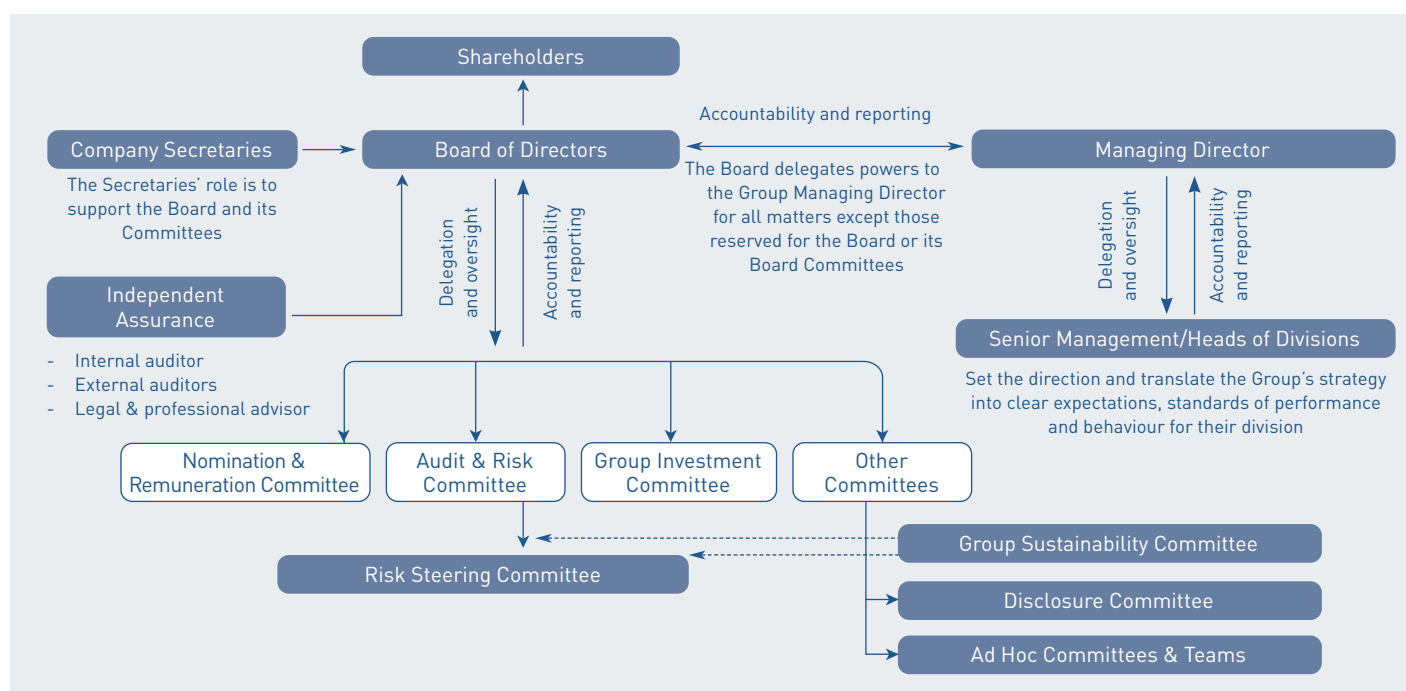
With guidance from the Board, the day-to-day responsibility for ensuring that the Group's businesses are managed appropriately,

rests with management. A formal governance framework and reporting lines are in place between divisional level, the Managing Director, Board Committees and the Board to ensure alignment with Group policies. The Board, however, holds ultimate decision-making responsibility.

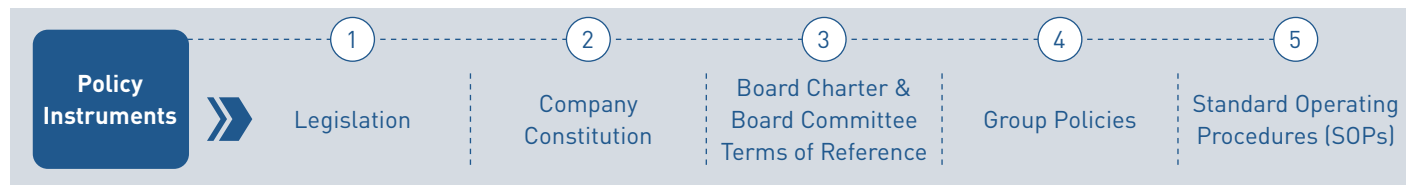
The Board is responsible for making strategic decisions and other important matters, such as allocating capital resources and approving capital expenditure, borrowings and investments. Pre-approved materiality levels may apply in certain cases.

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

- a governance structure, includes Board committees, divisional boards and management committees, each with approved Terms of Reference ("TOR") that are periodically reviewed;
- an approvals framework delegates authority to management;
- detailed reporting is provided to the Board and its committees; and
- a system of internal controls is maintained and monitored.



Corporate Governance Overview Statement



Through this CG framework, we strive to ensure that our governance processes drive a strong culture of ethical behaviours, transparency and accountability. We go beyond mere compliance with law and regulations to align with their underlying spirit. This approach supports strategic decision-making that creates sustainable value by balancing short-term and long-term goals.

The following sections outline how the Group has applied the three principles under the MCCG:

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Leadership

The Board is accountable to the shareholders and wider stakeholders for the stewardship and overall performance of the Group. The Board's role is to promote the long-term sustainable success of the Company, generating value for shareholders and contributing positively to the wider society, within a framework of prudent and effective controls, which enables risk to be assessed and managed. In performing this duty, the Board works with the 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.

In order to avoid potential conflicts or biases, all Directors must disclose their interests, at appointment, at the beginning of every financial year and during the year as required. Any interests, their extent and any possible conflicts that may arise are reviewed by the Board in accordance with the Bursa Listing Requirements and recorded to ensure the integrity of the Board.

Each of the Directors understands that they have an ongoing responsibility to identify and manage conflicts of interest and to make the appropriate disclosures to the Board and the Company Secretaries and refrain from any Board deliberation on the matter unless permitted by law. The Company has also put in place the following policies to promote ethical and responsible business practices within the organisation. Each of these policies is available on the Company's website.

II. Board Charter

The Board Charter outlines 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.

III. Code of Ethics

The Board adheres to the Directors' Code of Ethics, which is part of the Board Charter. The Board is dedicated to acting in the Company's best interests with integrity, objectivity, accountability, openness, honesty and leadership as core principles of corporate governance.

Corporate Governance Overview Statement

IV. Anti-Bribery Policy

The Company has a strict Anti-Bribery Policy that prohibits all forms of bribery and corruption. Directors, employees and representatives of the Company are not allowed to solicit, accept or offer bribes in any way related to the Company's business.

V. Whistle-Blowing Policy

Our Whistle-Blowing Policy is designed to promote transparency, integrity and accountability within the organisation. It provides a safe and confidential platform for employees, third parties and the public ("Whistleblowers") to report any illegal, unethical or questionable practices without fear of retaliation.

The policy outlines clear procedures for reporting misconduct, including bribery, corruption or other unethical behavior.

Whistleblowers can address their complaints to the Managing Director or Chairman of the ARC. The ARC has oversight of incidents reported under the Whistle-Blowing Policy.

VI. Board of 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 Chairman is not a member of either the Audit and Risk Committee or the Nomination and Remuneration Committee.

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 and competent Company Secretaries who provide sound governance advice, ensure compliance with rules and procedures and ensure that Board members receive appropriate and timely information including meeting materials and minutes. All Directors have access to the advice of the Company Secretaries and the Company provides access, at its expense, to the services of independent professional advisers in order to assist the Directors in their roles.

Directors have full and unrestricted access to management and all relevant information in order to fulfill their duties, including additional details or clarifications as needed. This helps to foster an open and regular exchange of knowledge and experience. Directors also visit the locations of operating units and estates to enable them to gain more insight into the business and operational aspects of the Group.

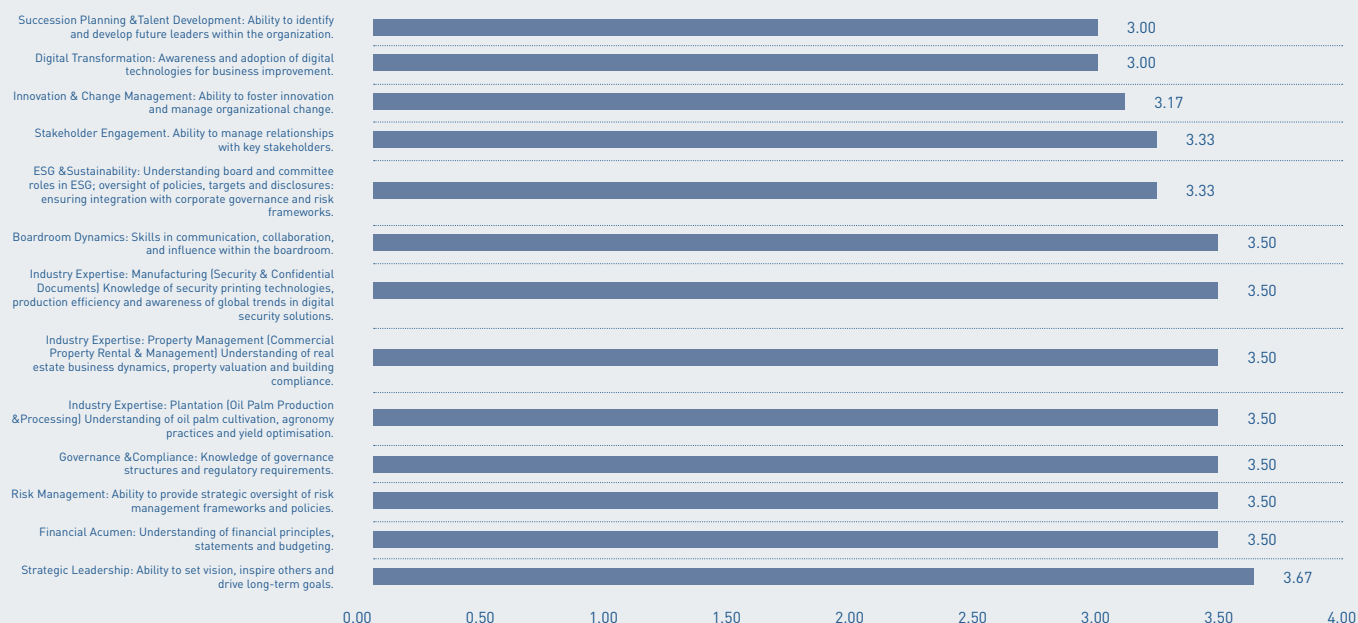
VII. Board Size, Composition and Diversity

As at Financial Year Ended 31 March 2026 ("FYE2026"), the Board comprised of 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 Matrix:



Our board's composition, diversity and tenure as at 30 July 2026

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
17% Women
Practice 5.9 of MCGG2021: 30% of women directors not reached

Racial diversity

100% Malay

BOARD TENURE

- The average tenure of our Independent Non-Executive Directors **5 years 2 months***



- The average age of our board members is **61.8 years***

The Non-Executive Directors play a key role in providing a solid foundation for good corporate governance and ensure that no individual or group dominates the Board's decision-making. Each Non-Executive Director brings unique skill sets and valuable external perspectives to the Board's deliberations through their diverse experience and insights from different industry sectors. This enables them to contribute significantly to Board decision-making by constructively challenging and holding to account the management against agreed upon performance objectives.

While no firm targets have been set for Board diversity, the Nomination and Remuneration Committee ("NRC") considers potential candidates based on merit against objective criteria, with due regard to gender, personal qualities, relevant skills and expertise when recommending any new appointments to the Board.

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

Corporate Governance Overview Statement

VIII. Appointment Process for Nomination and Selection of New Directors

Appointments to the Board are formal and transparent. Proposals for appointment to the Board are reviewed for the suitability of the candidate primarily based on the fit and proper policy. They are recommended by the NRC and are considered by the Board as a whole, subject to the approval/ratification thereof by shareholders at the first subsequent general meeting or annual general meeting following their appointment.

Any new Board appointment is overseen by the NRC and in doing so, where necessary or appropriate, the NRC and Board may tap their networking contacts and/or engage external professional agencies to assist with identifying and shortlisting candidates.

In reviewing and assessing the candidates that are to be appointed to the Board, the NRC will consider factors such as boardroom diversity, fitness and propriety of the candidate and whether there are any gaps in the Board composition based on the Board skills matrix, with the aim of closing these gaps (if any) and strengthening the Board composition in line with the Company's strategic direction. The demands of a candidate's other professional commitments are also assessed to ensure the candidate has sufficient time and capacity to effectively execute his/her duties. The NRC then meets the shortlisted potential candidates before recommending the most suitable candidate to the Board for appointment as director.

No new directors were appointed to the Board in the FYE2026.

IX. Re-election of Directors

Article 108 of the Company's Constitution provides that 1/3 of the Directors of the Company for the time being or if their number is not 3 or multiple of 3 then the number nearest to 1/3 shall retire by rotation at the 51st Annual General Meeting of the Company ("51st AGM") provided always that all Directors, shall retire from office at least once in every 3 years, but shall be eligible for re-election at the 51st AGM.

At the forthcoming 51st 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 Board Effectiveness Evaluation ("BEE"):

- Encik Nik Feizal Haidi Bin Hanafi; and
- Dr. Roshayati Binti Basir.

Based on the outcome of the BEE, all Directors continue to fulfill the Company's fitness and propriety criteria and their ability to act in the best interest of the Company. Accordingly, therefore the Board is recommending that shareholders vote in favour of their re-election at the forthcoming 51st AGM.

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

X. Board Independence

The NRC and the Board, upon their assessment, have concluded that the following Non-Executive Directors have maintained their independence: 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.

Corporate Governance Overview Statement

XI. Meetings and Time Commitment

The Board had 6 scheduled Board meetings in FYE2026. The annual Board and Board Committee meetings schedule for the ensuing financial year are prepared and shared with all Directors to enable the Directors to plan and accommodate their schedules accordingly. An annual outline agenda which provides an overview of the Board and/or Board Committee's focus areas at each of its meeting is also shared and circulated to the Board in advance.

The attendance of Directors at Board and Committee meetings held in FYE2026 is set out below:

	Board	Audit & Risk Committee	Nomination & Remuneration Committee	Group Sustainability Committee	Risk Steering Committee
Number held	6	5	2	3	2
Directors					
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 follow up on all substantive matters. Directors are allowed to add non-standard matters to the agenda at each Board meeting. Members of management are invited, when appropriate, to attend Board and/or Board Committee meetings to make presentations. Papers for the Board and Committee meetings are generally provided to directors at least 5 days prior to the meetings.

In addition to the Board meetings, the Board approved 3 transactions via circular resolutions in FYE2026.

- major acquisitions, investments and capital investment.
- payment of interim dividends in FYE2025 and FYE 2026.
- recurrent related party transactions/related party transactions entered into by the Group and any potential or perceived conflicts of interest (COI).
- bank mandates and treasury-related matters.



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

- FYE2025 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.

XII. Discharging Board Responsibilities

Key focus areas and matters reviewed and deliberated by the Board in FYE2026 included:



Financial & Performance Management

- Group Performance Report – financial and operational performance against forecast and prior periods.
- quarterly financial results and performance as well as outlook for the year.
- the Directors' Report and Audited Financial Statements for the financial year ended 31 March 2025 ("FYE2025").
- the Group's solvency and financial position.

Corporate Governance Overview Statement



Governance and Reporting

- draft statements for the FYE2025 Annual Report and Circular to the Shareholders.
- resolutions to be put to shareholders at the 50th Annual General Meeting (“AGM”) held on 28 August 2025.
- re-appointment of Messrs. Ernst & Young PLT as the Company’s auditors and for the same to be put forward for shareholders’ approval at the 50th AGM.
- participation in as well as review and discussion of recommendations from the internal Board evaluation.
- external and internal auditors’ assessment based on the recommendation of the Audit and Risk Committee.
- updates on material litigation, industrial relation/accidents cases and/or whistle-blowing complaints.
- disclosure on dealings by Directors/Principal Officers in the Company’s securities.
- the Group’s ERM Report & Risk Appetite Statements.
- annual review of Board Charter and Board Committees’ TOR.
- updates on corporate governance and regulatory matters.
- received Minutes of Meeting of Board Committees.
- adoption of the Board annual outline agenda.
- 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”).

XIII. Board Committees

The Board has established 3 Board committees and supported by several other committees which have been established to assist in the discharge of the Board’s oversight functions:

► Audit and Risk Committee

The primary objective of the ARC is to assist the Board in fulfilling its fiduciary and statutory duties in:

- overseeing financial reporting, internal control and risk management;
- evaluating the internal and external audit processes and outcomes;

- reviewing conflict of interest situations and related party transactions;
- reviewing anti-bribery and whistle-blowing; and
- providing oversight on the Risk Steering Committee and Group Sustainability Committee.

The summary of activities of the ARC during FYE2026 is set out in the Audit and Risk Committee Report of this Annual Report.

► Nomination and Remuneration Committee

The Nomination and Remuneration Committee (“NRC”) comprises 3 members, all of whom are Non-Executive Directors with the majority of them being Independent Directors.

Chairman

- 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.

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.

FYE2026 key activities

During the FYE2026, 2 NRC meetings were held, with full attendance by the members, as described under Meetings and Time Commitment section of this Annual Report.

Corporate Governance Overview Statement

Among the key activities of the NRC during FYE2026 were as follows:

- reviewed the composition of the Board and its Committees;
- reviewed the performance evaluation of the Board, its Committees and individual Directors, as well as the results of the annual fit and proper assessment of Directors and made appropriate recommendations to the Board;
- reviewed the independence of the Independent Non-Executive Directors;
- reviewed the bonus pool and salary increment for the Group employees for FYE2025;
- reviewed the time commitment of Directors for performance of their responsibilities;
- reviewed the training of the Directors;
- reviewed and recommended the total rewards (variable bonus and salary increment) for the Managing Director for FYE2025 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 FYE2026 was evaluated as part of the overall Board Effectiveness Evaluation and the Board was satisfied that the NRC has discharged its duties responsibly and effectively in accordance with its TOR.

► Group Investment Committee

The Group Investment Committee ("GIC") comprises directors from FimaCorp as well as from our ultimate holding company, Kumpulan Fima Berhad ("KFima"), 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-principal support before any detailed negotiations and workstreams can commence.

► Risk Steering Committee

The Risk Steering Committee ("RSC") is a sub-committee of ARC and comprises of Board representatives from FimaCorp as well as from our ultimate holding company, Kumpulan Fima Berhad ("KFima") and members of senior management. The RSC is chaired by a Non-Independent Non-Executive Director of the Company.

Chairman

- Rezal Zain Bin Abdul Rashid
Non-Independent Non-Executive Director

Members

- Dato' Roslan Bin Hamir
Non-Independent Executive Director
- Danny Hoe Kam Thong
Independent Non-Executive Director, KFima
- Jasmin Binti Hood
Management Representative
- Maslinda Binti Masseri
Management Representative

RSC supports the ARC in the development and implementation of the Group's risk management and internal control framework and reviewing and monitoring whistle-blowing, bribery and corruption as well as ESG matters. RSC is supported by the Risk Management Unit ("RMU") which is made up of executives/management of the respective business units. The RMU is responsible for managing, mitigating and monitoring strategic and operational risks at company/divisional level.

► Group Sustainability Committee

The Group Sustainability Committee ("GSC") comprises directors from FimaCorp as well as from our ultimate holding company, Kumpulan Fima Berhad ("KFima") and members of senior management. The GSC is chaired by a Non-Independent Non-Executive Director of the Company.

Chairman

- Rezal Zain Bin Abdul Rashid
Non-Independent Non-Executive Director

Members

- Dato' Roslan Bin Hamir
Non-Independent Executive Director
- Danny Hoe Kam Thong
Independent Non-Executive Director, KFima
- Jasmin Binti Hood
Management Representative
- Mohamad Shahrul Bin Khalil
Management Representative

Corporate Governance Overview Statement

The GSC reports to the ARC. GSC oversees how the Group's sustainability programs support business goals and aspirations and to monitor the progress thereof. They also provide oversight and input to management on the Group's policies, strategies and programs related to ESG matters and corporate responsibility. The GSC's Terms of Reference can be found on the Company's website.

Other Committees

The Board is also supported by various committees which have been established to assist in the discharge of the Board's oversight functions. The committees are:

- **Disclosure Committee**
- **Ad Hoc Committees and Teams**

The roles and responsibilities of these Committees are disclosed in the Company's CG Report for the FYE2026.

Each Committee has its own TOR which clearly sets out its remit and decision-making powers. The TOR of each Board Committee is also reviewed annually. Amendments are made (where necessary) to ensure that the TORs of the respective Committees are updated with the latest best practices, processes and/or procedures prescribed or recommended by the regulators and are of market standard. The TORs of these Committees are available on the Company's website.

A Plantation Executive Committee ("EXCO") chaired by Encik Rezal Zain Bin Abdul Rashid was established in 2024. The EXCO serves as a platform for focused deliberation on estate performance and strategic initiatives. In addition, Heads of Divisions ("HOD") meetings, chaired by the 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.

XIV. Board Commitment to Sustainability

The Board has ultimate oversight of ESG matters, but has delegated responsibility for certain matters to the Audit and Risk Committee and the Group Sustainability Committee. A comprehensive overview of the Group's sustainability framework, initiatives and progress in FYE2026 is addressed in the Sustainability section of this Annual Report.

XV. Board Performance

BEE is conducted annually to assess the performance of the Board as a whole, its committees and individual Directors, to enhance the effectiveness of the Board and its members, thereby supporting the performance of the Group.

The NRC oversees the evaluation process, identifies issues and makes appropriate recommendations to the Board. Usually every 3 years, the Board engages an external consultant to conduct an independent assessment of its effectiveness and structure, including that of Board Committees. In the intervening years, the performance evaluation process is internally facilitated by the Company Secretaries through a structured questionnaire-based assessment. In FYE 2026, an external consultant was hired to assist in the assessing of the effectiveness of the Board as a whole.

The Board has engaged the services of an external consultant, Boardroom Corporate Services Sdn. Bhd. ("Boardroom") to facilitate the FYE2026 BEE of the Board, Board Committees and individual Directors' performance. Areas covered by the BEE include, inter-alia, the following:

Board

- Composition & quality of the Board
- Leadership & effectiveness of Board Chairman
- Board strategy, oversight & decision-making
- Board culture & dynamics
- Board meeting processes & information quality
- Sustainability, ESG & long-term value creation
- Management interaction
- Stakeholder engagement & corporate reputation
- Ethics, integrity & compliance
- Succession, planning & talent oversight
- Risk management, internal control & assurance
- Technology, innovation & digital governance
- Board remuneration

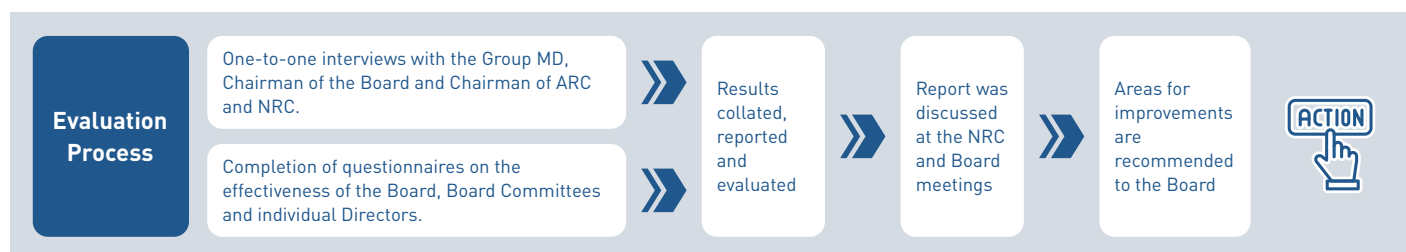
NRC

- Composition, leadership & expertise of the NRC
- Board composition, nomination & succession planning
- Board & senior management performance evaluation
- Remuneration governance
- Succession planning & talent oversight
- Committee processes & effectiveness
- Overall effectiveness of NRC

Corporate Governance Overview Statement

ARC

- Composition, leadership & expertise of the ARC
- Financial reporting oversight
- External audit oversight
- Internal audit oversight
- Risk management & internal controls
- Compliance, ethics & anti-bribery
- Sustainability & emerging risk oversight
- Committee processes & effectiveness
- Overall effectiveness of ARC



The overall BEE results indicates that Fimacorp's Board and Board Committee assessment continue to demonstrate a strong level of effectiveness, with a majority of assessment categories rated within the "Strong" range (3.5 – 4.0 or > 90%). The assessment reflects a Board with strong governance discipline, constructive Boardroom culture, effective leadership, sound ethical oversight and effective engagement with Management.

The strongest assessment areas were:

- Board Culture & Dynamics;
- Management Interaction;
- Leadership & Effectiveness of the Board Chairman;
- Ethics, Integrity & Compliance; and
- Composition & Quality of the Board.

The results demonstrate that the Board operates within a strong governance culture characterised by openness and professionalism, constructive challenge, independent judgement, high ethical standards and effective oversight of Management and control functions.

XVI. Directors Training

The Directors are mindful of the need for continuous training to keep abreast of new developments in the marketplace and regulatory environment, to meet the

Directors' respective needs in discharging their duties as directors. In this regard, the Company Secretaries provide assistance in Directors' training and development including the induction programme for newly appointed Directors.

During FYE2026, all Board members attended various training programmes and workshops on issues relevant to the Group, among others on ESG, corporate governance, economic indicators and risk management and Artificial Intelligence (AI). In total, Board members collectively attended 380 hours of training in FYE2026. The trainings attended by Board members in FYE2026 were recorded and presented to the Board on a half-yearly basis.

A list of training sessions attended by each Director during FYE2026 can be found in Section 1.1 of the CG Report.

XVII. Induction Programme

An induction programme is conducted to ease new Directors into their role and to provide the necessary information to assist them in understanding the Group's business strategies and operations. The new Directors will also be provided with a Director's Kit containing the Company's Constitution, Board Charter and Board Committees' TOR, Group policies and other relevant key information. There was no new director appointed during FYE2026.

Corporate Governance Overview Statement

XVIII. Remuneration

The Board has established guidelines for the NRC and the Board to determine the level of remuneration for Executive and Non-Executive Directors. The guidelines outlined in the TOR of the NRC are available on the Company's website.

The Board believes that the existing remuneration structure is appropriate for the requirements of the Company, taking into account factors such as effort and time spent as well as responsibilities of the Directors. Directors' fees are based on a standard fixed fee while meeting allowances are paid based on attendance at Board and/or Committee meetings. 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 2027, respectively.

The aggregate amount of remuneration paid to the Directors for FYE2026 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	42,000	14,000	28,000
Salaries	305,388	-	-	-	-	-
Bonus	279,201	-	-	-	-	-
Benefits-in-kind	61,216	39,302	-	70,880	-	38,411
Others	112,473	-	-	-	-	-
TOTAL	758,278	143,302	88,000	172,880	64,000	131,411
Subsidiaries	RM	RM	RM	RM	RM	RM
Directors' Fees	-	-	-	30,000	-	12,000
Meeting allowance	-	-	-	3,000	-	3,000
Salaries	305,376	-	-	-	-	-
Bonus	279,200	-	-	-	-	-
Benefits-in-kind	-	-	-	-	-	-
Others	112,472	-	-	-	-	-
TOTAL	697,048	-	-	33,000	-	15,000

The Directors are also eligible to participate in the employees' share option scheme ("ESOS") of Kumpulan Fima Berhad which took effect on 30 September 2024. There was no new allocation of ESOS options to Directors during the financial year and the details of ESOS options were exercised are as follows:

	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
Date of Offer	2 October 2024					
Exercise Price	RM1.85					
Number of ESOS Options offered	1,600,000	200,000	200,000	200,000	200,000	200,000
Number of ESOS Options exercised	320,000	40,000	Nil	40,000	Nil	Nil

Corporate Governance Overview Statement

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit and Risk Committee

The ARC of the Company comprises 3 non-executive directors, with the majority of them independent. The ARC is chaired by an Independent Non-Executive Director, Encik Nik Feizal Haidi bin Hanafi. None of the ARC members were former audit partners or directors of the Company's existing auditing firm.

In the annual assessment on the suitability, objectivity and independence of the external auditors, the ARC is guided by the factors as prescribed under Paragraph 15.21 of the MMLR. Please refer to ARC Report at pages 130 to 133 of this Annual Report for further information on the Committee.

Risk Management and Internal Control Framework

The Board acknowledges the significance of risk oversight, management and internal control for sound corporate governance. It is dedicated to integrating risk management practices to facilitate the attainment of business goals and meet corporate governance requirements.

The Board oversees and reviews the Group's risk management and internal control framework to ensure the implementation of suitable processes and procedures. The ARC supports the Board in fulfilling this responsibility.

In accordance with its TOR, the ARC's primary responsibilities is to assist the Board in monitoring the Group's management of its financial risk processes, accounting and financial reporting practices, as well as the activities of the Group's external auditors. The ARC is also to ensure the effectiveness of the Group's risk management standards and internal controls as well as oversee sustainability reports, related party transactions and conflicts of interest situations.

The ARC's performance for FYE2026 was evaluated as part of the overall BEE. The Board is satisfied that the ARC has discharged its duties responsibly and effectively in accordance with its TOR.

Information about the ARC, including its work in FYE2026 are set out in the Audit and Risk Committee Report. To identify, monitor and manage risk effectively, FimaCorp has established a structured procedure. It conducts periodic reviews of the risk management and internal control systems, assessing the effectiveness of material controls across financial, operational and compliance areas. This includes the implementation and oversight of risk mitigation measures for material risks.

For specific risk information, please refer to the Statement of Risk Management and Internal Control ("SORMIC") section of this Annual Report.

Recurrent Related Party Transactions

The ARC reviewed the recurrent related party transactions ("RRPTs") of a revenue or trading nature on a quarterly basis at its meetings held on 13 May 2025, 11 August 2025, 10 November 2025 and 24 February 2026. At each meeting, Group Internal Audit confirmed that all RRPTs had been entered into in accordance with the terms and conditions of the shareholders' mandate for recurrent RPTs.

On 19 June 2026, the ARC reviewed the circular to shareholders in relation to the proposed renewal of shareholders' mandate for RRPTs of a revenue or trading nature, to be tabled and presented at the forthcoming 51st AGM, and subsequently recommended the circular to the Board for approval. The ARC was satisfied that adequate monitoring processes and procedures were in place to ensure that all RRPTs were undertaken on normal commercial terms, on an arm's length basis and not more favourable to related parties than those generally available to the public and that such transactions were in the best interests of shareholders.

Corporate Governance Overview Statement

Conflict of Interest

In line with Bursa Malaysia's enhanced conflict of interest ("COI") disclosure requirements, the ARC reviewed, on half-yearly basis, COI situations that have arisen or may potentially arise during the financial year, including any persisting COI matters carried forward from prior years. Where a COI situation is identified, its nature and extent are documented and tabled to the ARC for review. The ARC's deliberations and decisions on the relevant matter are recorded accordingly.

To manage potential conflicts of interest, the interested director will abstain from participating in the deliberation and Board decision on any transaction, agreement or arrangement in which the director has a direct or indirect material interest.

Directors are also required to promptly update their declarations of interest whenever there is a change in their directorships, shareholdings or other interests that may give rise to a conflict. This enables the Group's records of related parties to remain current.

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.

Shareholders and other stakeholders are informed of all material matters affecting the Company through Bursa announcements. All market announcements are available on the Company's website as soon as practicable after they have been released to the market.

II. Website

The Company's website 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.

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 50th AGM was held on 28 August 2025 and all Directors in office on the meeting date, including the Chair of Board Committees, attended the meeting along with key senior management and the external auditors.

The 50th AGM was attended by 179 shareholders and proxies. The Notice of the meeting was issued to shareholders on 31 July 2025 and published in a local newspaper and on the Company's website. Shareholders were encouraged to participate and asked questions during the AGM. All the questions raised by the MSWG and shareholders, as well as the Group's responses, were shared with the shareholders. Subsequently, the 50th AGM minutes were also published for public viewing in the Company's website.

This Corporate Governance Overview Statement was approved by the Board of Directors on 19 June 2026.

Audit and Risk Committee Report

The Audit and Risk Committee ("ARC") was established to assist the Board in fulfilling its oversight responsibilities with respect to the Group's accounting, financial reporting, internal control and risk management processes. Additionally, the ARC is responsible for evaluating the Company's practices and policies on corporate responsibility and sustainability, ensuring alignment with the Group's broader strategic objectives and stakeholder expectations.

Composition

The ARC is chaired by an Independent Non-Executive Director and comprises of 3 members, with the majority of whom are Independent Directors. The composition of the ARC fulfilled the requirements of paragraph 15.09 of the Bursa Listing Requirements. The members of the ARC as at the date of this Report are:

Members	Designation/Membership
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 • Member, Malaysian Institute of Accountants • Member, Certified Practising Accountant (CPA Australia)

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 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 FYE2026, 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
- Unaudited quarterly financial results and announcement. - Group Performance Report. - ARC minutes of meetings and matters arising. - Risk Steering Committee minutes of meetings. - Group Internal Audit Report. - Sustainability Report. - Related party transactions.	- Private sessions with the external auditors. - Private sessions with Group Internal Audit. - Annual internal Audit Plan. - Enterprise Risk Management. - Review of Conflict of Interest.	- External audit plan. - External audit results/status. - Risk Appetite Statement. - Audited financial statements. - Assessment of internal and external auditors. - ARC Report, Statement on Risk Management and Internal Control, Sustainability Report and Circular to Shareholders. - Appointment/re-appointment of external auditors. - ARC and Risk Steering Committee's Terms of Reference.

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 whistle-blowing as well as other matters within the ARC's TOR. The external auditors are likewise invited to present their audit plan, key audit findings/matters and other matters of relevance.

The ARC conducts private sessions with both the external auditors and GIA at least once annually, without the presence of management. In FYE2026, the ARC held such sessions with the external auditors on 25 June 2025 and 25 November 2025 and with GIA on 26 May 2025 and 21 August 2025.

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 FYE2026, the ARC members attended various training programmes to keep them abreast of new developments pertaining to legislation, regulations, current commercial issues and risks in order to effectively discharge their duties. Details of the training programmes attended by ARC members are set out in the Corporate Governance Report.

The particulars in relation to the audit and non-audit fees incurred by the Company and its subsidiaries in FYE2026 are as follows:

	Audit Fees (RM'000)		Non-Audit Fees (RM'000)	
	2026	2025	2026	2025
Company	129	143	12	12
Subsidiaries	352	324	24	25
TOTAL	481	467	36	37

Audit and Risk Committee Report

Summary of Activities of the ARC in FYE2026

Governance roles and responsibilities fulfilled and outcomes	Summary of activities
	FINANCIAL REPORTING - Recommended for Board approval the Directors' Report and Audited Financial Statements for FYE2025. - Reviewed the solvency and liquidity status of the Group and Company. - Reviewed trade receivables and any impairments made. - Reviewed the quarterly financial results for announcement to Bursa Malaysia before recommending for the Board's approval. - Reviewed the recurrent related party transactions/related party transactions including amount due and owing by the related party.
	RISK MANAGEMENT AND MATERIAL LITIGATION - Considered the Group's Enterprise Risk Management Report biannually with particular attention on the Group's top key risks, risk parameters and the mitigating measures. - Reviewed new and emerging risks. - Received updates on material litigation and industrial relation/accidents cases and whistleblowing complaints received through the whistle-blowing channels.
	INTERNAL AUDIT - Considered GIA's Audit Plan for financial year 2027 including GIA key result areas/ performance measures, budget and adequacy of resources and competencies of GIA's staff to execute the audit plan. - Reviewed GIA reports including investigations and special assignments, main observations made by GIA and the management's responses. - Monitored the implementation of the corrective action made by management. - Private sessions with GIA without management presence to discuss key issues within their audit of interest. - Annual assessment of the effectiveness of GIA's performance. - Adopted a new internal audit rating methodology.
	EXTERNAL AUDIT - Considered Messrs. Ernst & Young PLT's ("EY PLT") Audit Plan which outlined the audit strategy and approach for FYE2026. - Considered EY PLT's fees and non-audit services before recommending to the Board for approval. - Reviewed significant audit and accounting issues that arose during the course of the audit and their resolution. - Reviewed key audit matters, which involved estimation and material judgement regarding the assumptions taken and the estimates made, accounting policies and audit judgements. - Considered recommendations made by EY PLT in their management letters and the adequacy of management's responses. - Reviewed the outcome of the annual assessment of EY PLT's performance for the year. - 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 50th AGM. - Private sessions with EY PLT to discuss any issues of concern. - Considered EY PLT's 2024 Transparency Report.

Audit and Risk Committee Report

Governance roles and responsibilities fulfilled and outcomes	Summary of activities
	SUSTAINABILITY - Reviewed and evaluated divisional and consolidated ESG/sustainability performance reports on a quarterly basis to monitor progress against established goals. - Assessed the effectiveness of sustainability-related risk management processes, including climate-related events and regulatory compliance. - Oversaw the integration of ESG considerations into corporate strategy and investment decisions, ensuring alignment with stakeholder expectations and long-term value creation.
	COMPLIANCE, GOVERNANCE AND OTHER MATTERS - Company's compliance with the Bursa Listing Requirements, Malaysian Accounting Standards Board and other relevant legal and regulatory requirements regarding the quarterly and year-end financial statements. - Annual review of the Terms of Reference of ARC. - Reviewed the Audit and Risk Committee Report together with the Statement on Risk Management and Internal Control, prior to submission to the Board for approval. - Recommended for Board approval the Circular to Shareholders in relation to the proposed shareholders' mandate for new and recurrent RPT and proposed shares buy-back. - Reviewed the Conflict of Interest ("COI") situations (actual or potential) within the Group, excluding related party transactions.

LEGEND

Governance roles and responsibilities

-  Approves policy and planning
-  Oversees and monitors
-  Ensures accountability

Outcomes

-  Ethical Culture
-  Effective Control

Evaluation of the Audit and Risk Committee

For the FYE2026, the annual assessment and evaluation of the performance of the ARC was conducted by an external consultant and an overview of the evaluation process and questionnaires can be found under Corporate Governance Overview Statement section of this Annual Report.

Based on the results of the exercise, the Board 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 FYE2026, in line with all relevant professional and regulatory requirements. EY PLT is also not aware of any relationships or other factors that may reasonably be thought to bear on their independence.

Statement on Risk Management and Internal Control

This Statement on Risk Management and Internal Control is made in compliance with Paragraph 15.26(b) of the Bursa Listing Requirements and as is 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 FYE2026.

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.
- receive and discuss periodic enterprise risk management reports or any other matters which the RSC refers to the ARC.

► Audit and Risk Committee (cont'd.)

- 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 to consult with the ARC, as applicable, regarding the Group's risk governance structure, risk assessment and ERM practices and guidelines, policies and processes.
- deliver reports on risk management and risk assessment to the ARC or to the Board.
- review and discuss with divisions the identified risks, risk strategies and related monitoring activities.
- review and discuss with management the Group's sustainability and safety programmes and implementation thereof.
- report to the ARC on risk topics as deemed appropriate by the RSC from time to time.
- report on the Group's safety, environmental, social and governance responsibility.

The roles and responsibilities of the ARC and RSC are set out in their written Terms of Reference which are accessible on the Company's website.

Internal Control

The key processes that the Board has established in reviewing the adequacy and integrity of the system of internal control and risk management include the following:

- **operational and follow-up audits** are conducted throughout the financial year based on the approved annual audit plan to provide reasonable assurance that the systems of internal controls and its framework and the governance processes put

Statement on Risk Management and Internal Control

in place by management, continue to operate satisfactorily and effectively add value to and improve the Group's business operations.

- **Heads of Divisions' ("HOD") meetings**, which are 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** to address conflict of interest situations, disposal of scraps and sludge oils as well as issuance of credit notes.
- the **competency of staff** is enhanced through a rigorous recruitment process and development programmes. A performance appraisal system for staff is in place, with established targets and accountability and is reviewed annually.

Internal Audit Function

The Group's internal audit function is performed in-house and undertaken by GIA 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 Global International Audit Standards 2024 issued by the Institute of Internal Auditors.

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

GIA reports to the ARC and communicates audit observations to management. GIA also monitors the progress of actions taken by the operating units in response to audit findings. GIA conducts independent reviews of the key activities within the Group's operating units to assess their compliance, effectiveness and efficiency.

Statement on Risk Management and Internal Control

Any concerns raised by the ARC are addressed by GIA. The ARC follows through on any unresolved matters 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 FYE2026 are as follows:

- prepared and presented the annual audit plan for the review and approval by the ARC.
- conducted risk-based audits and issued internal reports to management. These reports identified issues related to risk management, control, compliance, and governance. GIA also provided recommendations for improvement in these areas. The specific actions to be taken by management will be determined through discussions with them.
- reported on a quarterly basis to the ARC the achievement of the audit plan, training and development of the GIA staff and status of resources of the GIA function.
- conducted regular follow-up and 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 MS2530-3:2022 Malaysian Sustainable Palm Oil - Part 3-2: General Principles for Oil Palm Plantations (More than 500 Hectares) certification standard requirements for all estates operated by the Group in Malaysia.

In respect of FYE2026, GIA issued a total of 21 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 FYE2026 was RM123,000 compared to FYE2025 of RM121,000. This amount mainly comprised of staff costs and travelling expenses. Further information on GIA is provided in the Corporate Governance Report.

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.

Statement on Risk Management and Internal Control

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, escalation of risks and facilitating effective risk management practices across the Group.



The Group adopts 3 lines of defence approach for its risk management. It provides an overview of the Group's operations from a risk management perspective while assuring the ongoing success of risk management initiatives.

1st Line of Defence

Risk Ownership

- Line management (staff/support functions) is the first line of defence in the risk management framework. They have ownership of risk whereby they manage the day-to-day operational risks that they encounter in conducting their activities and are responsible for identifying and managing the inherent operational risks in activities, processes and systems for which they are accountable and consistent with the Group's policies and procedures, objectives and risk appetite.
- Information that first line management should report to the second line of defence, i.e. Risk Management Unit ("RMU"), includes, among others, key risk issues, incidents and near misses (including historical/trend analysis/statistics, status of remediation/mitigation actions and lessons learned).

2nd Line of Defence

Risk Management

- The RMU is the second line of defence that oversees risk and monitors the first line of defence controls. Comprising executives/management of the respective business units, the RMU is responsible for monitoring and measuring the operational risks, particularly critical and highly rated residual risks, to determine if the processes and systems implemented by the first line of defence are working effectively. This provides the RMU with a mechanism for discussion and effective escalation of issues leading to better risk management over time and increased enterprise resilience.
- RMU has a reporting line to the RSC.

3rd Line of Defence

Risk Assurance

- GIA regularly reviews first and second line of defence activities and results, including the risk management functions involved. GIA provides independent assurance through a risk-based approach to the ARC and the Board on the adequacy and effectiveness of the system of internal controls, risk management and governance processes and recommends the appropriate improvement actions, where necessary.

Statement on Risk Management and Internal Control

The RSC was established to assist the ARC and the Board in overseeing the implementation of the Group's risk management framework. It serves as a central platform for coordinating and driving the risk management efforts across the Group. The RSC is responsible for monitoring and assessing significant risks, ensuring appropriate risk mitigation measures are in place and providing guidance on risk-related matters. By actively engaging with management and divisional heads, the RSC helps anticipate and manage risks, considering changes in the business and regulatory environment and aligning with the Group's strategies.

The responsibility for day-to-day risk management resides with the management of each business unit where they are the risk owners and are accountable for managing the risks identified and assessed. In managing the risks of the Group, GIA collaborates with the management to review and ensure that there is on-going monitoring of risks, the adequacy and effectiveness of its related controls, and that action plans are developed and implemented to manage the risks within the acceptable levels by the Group.

A Risk Coordinator, who is a member of senior management, acts as a central contact and guide for ERM-related issues within the Group, including but not limited to coordinating ERM routinely within the Group and facilitating and supervising the development and implementation of policy, procedures and strategies relating to ERM.

The Group has a Group Risk Management Unit ("GRMU") which is headed by the Chief Financial Officer. The GRMU will be responsible for monitoring and reporting on the effectiveness of risk mitigation measures, as well as providing recommendations for improvement. The GRMU will be supported by a Risk Officer who will interact and communicate with the RMU and facilitates the implementation of risk management strategies to enhance operational resilience and minimise exposure to risks.



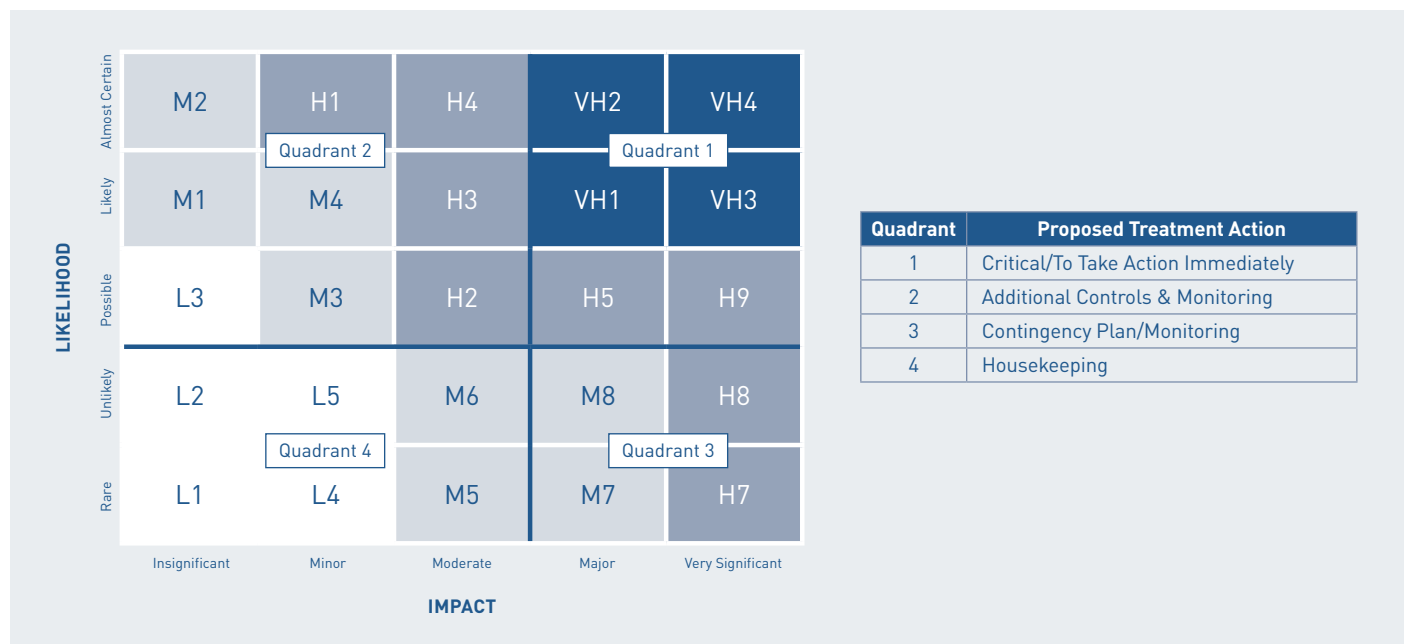
During the FYE2026, the RSC held 2 meetings on 21 May 2025 and 19 November 2025. The meetings discussed among others progress of ERM activities initiatives undertaken by the RMU, updating of risk profiles, as evolving circumstances has resulted in some risks increasing/decreasing in significance and the consequential adjustments in risk mitigation measures and residual risk ratings.

The ERM Report is presented to the ARC and Board biannually. This allows the Board to keep abreast and updated on the major risks within the Group. In FYE2026, the ERM Report was presented to the Board on 26 May 2025 and 25 November 2025 where the Board was updated on the key changes made to the residual risk ratings of the risk areas as well as details of emerging risks of the Group.

Risk Management Practices and Processes

The Group employs a two-variable risk matrix to analyse potential risks. This matrix considers the likelihood of an event occurring and its potential impact on the business. During the identification and evaluation phase, risks are assessed based on these criteria and then plotted on the risk matrix, which helps 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 2026 and mitigating actions are detailed in the later section of this Report.

Monitoring and Review

The Board retains the overall risk management responsibility in accordance with best practices of the MCCG, which requires the Board to identify principal risks and ensure the implementation of appropriate systems to manage these risks.

The risk management process facilitates clear and concise risk reporting to management and the Board. This enables informed

decision-making based on a comprehensive understanding of potential risks. The ARC and the Board receive regular updates on risk management activities through the following monitoring and assessment mechanisms:

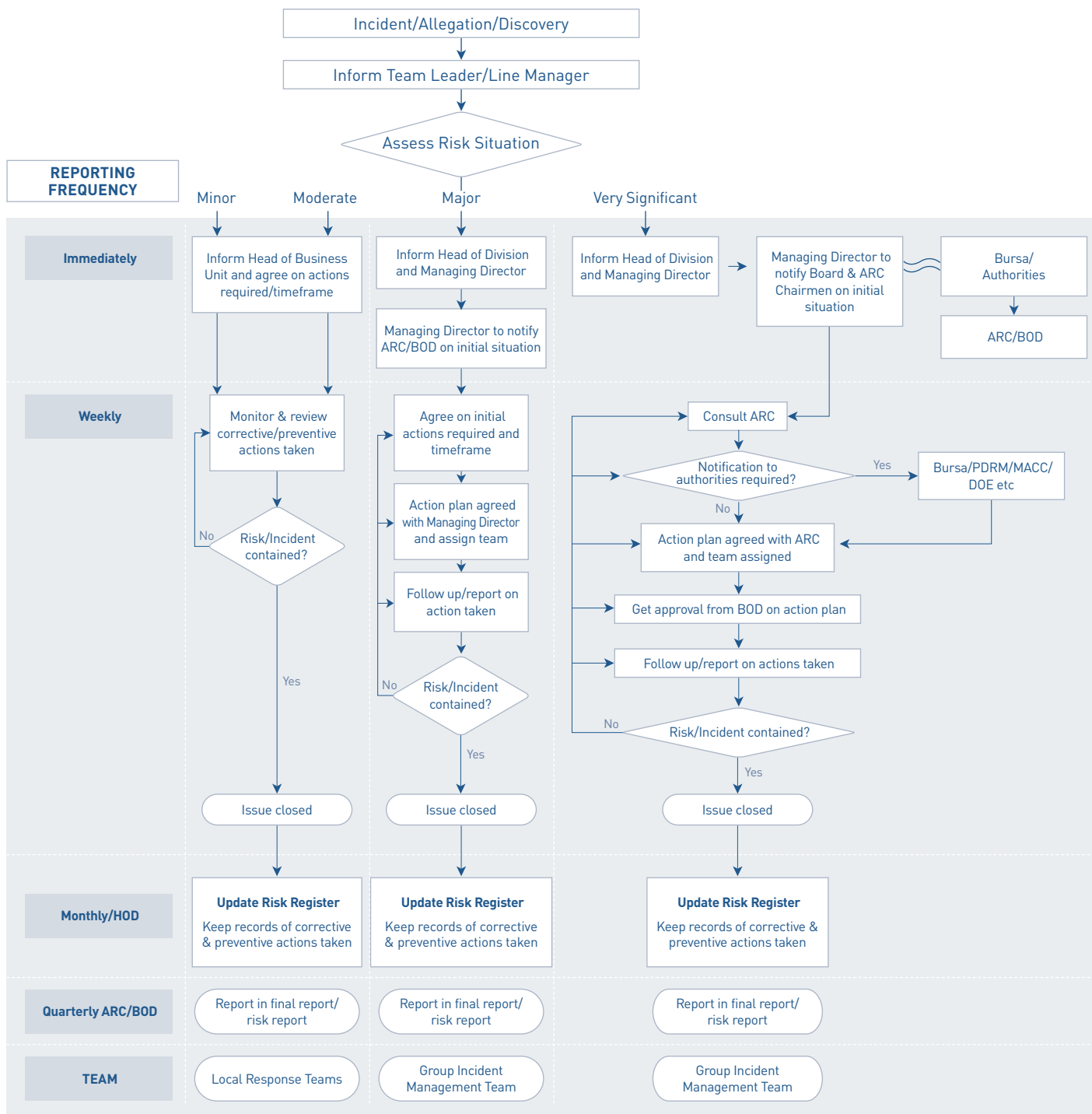
- quarterly reviews of the Group's actual financial and operational performance versus planned performance and other key financial and operational performance indicators;
- specific transactions, projects or opportunities are also discussed between the management and the Board as and when required. This allows the Board and management to manage potential risks; and
- the ARC deliberates and discusses reports issued by GIA and the external auditors pertaining to financial, operational, governance, risk management and control matters. The status of preventive and corrective actions for issues discussed is also updated to the ARC to enable monitoring of the actions.

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 standardized approach applies to all our operations and outlines clear procedures for internal response, escalation protocols and external communication when necessary.

Statement on Risk Management and Internal Control

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 2026 and the mitigating actions as set out below:

Key Risk Areas	Our Risk Appetite	Change Reporting/Causes as at 31 March 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	Stakeholders
Socio-Political 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	Stable Risk  1. Government policies of the originating country have an impact on the recruitment of foreign workers into Malaysia 2. Regulatory issues on land matters in Indonesia Exposure: 	1. Strategic collaboration with foreign workers recruitment agents/consultants 2. Upskilling and reskilling estate workers, which in turn can help increase their wage-earning potential 3. Consultation with legal advisers on land matters in Indonesia 4. Accelerating mechanisation initiatives 5. Collaborate with local authorities to address trespassing activities by local groups	- Code of Ethics & Governance - Community Investments	a. Investors b. Communities c. Suppliers d. Employees e. Shareholders
Customer Concentration Risk	FimaCorp seeks to minimise exposures by expanding its customer base	Stable Risk  1. Secured digital printing contract from the Ministry of Education Exposure: 	1. Securing new businesses 2. Go to market with Strategic Technological Partners 3. Continuous engagement with key Government agencies	- Code of Ethics & Governance - Innovation & Technology - Product Quality and Safety	a. Investors b. Shareholders c. Suppliers d. Employees e. Strategic Technological Partners f. Customers

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 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	Stakeholders
Competitor Risk	FimaCorp seeks to minimise exposures by developing innovative solutions for its customers	Stable Risk  Exposure: 	1. Go to market with Strategic Technological Partners 2. Investment in latest integrated digital printing technology	- Code of Ethics & Governance - Innovation & Technology - Product Quality and Safety	a. Investors b. Shareholders c. Suppliers d. Employees e. Strategic Technological Partners f. Customers
Integrity	FimaCorp shall not tolerate any breach of its Code of Ethics and Conduct and has zero-tolerance for bribery and corruption	Stable Risk  Exposure:  	1. Annual Integrity Declaration completed by all employees 2. Integrity Pledge completed by all business associates 3. Escalation Policy for the reporting and escalation of incidents, allegations etc implemented 4. Whistle-blowing Policy	- Anti-Bribery & Corruption - Code of Ethics & Governance	a. Employees b. Shareholders & Investors c. Customers d. Communities e. Memberships & Association f. Suppliers g. National & Local Governments
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	Stable Risk  1. Deliveries of materials have normalised Exposure:  	1. Alternative domestic supplier 2. Stock pile for raw and packaging materials	Sustainable & Traceable Supply Chains	a. Customers b. Competitors c. Suppliers d. Employees

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 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	Stakeholders
Environment	FimaCorp is committed to minimising the environmental impact of its operations through sustainable and responsible business practices. FimaCorp manages GHG emissions, water use, waste and biodiversity impacts, and integrates climate-related physical and transition risk considerations into its environmental management approach, informed by the Group's climate risk scenario analysis FimaCorp does not tolerate non-compliance i.e. behaviours and practices that pollute the environment or endanger any wildlife contrary to environmental and conservation standards prescribed by local laws and/or may cause public outrage	Stable Risk 2025 ➔ 2026 1. Continuous GHG reduction initiatives and sustainable practices Exposure:  	- Exploring EV machineries for estates operation - Periodic audits conducted by third-party environmental consultants for new estate development - Strengthening enforcement of SOPs - Integration of physical and transition climate risk considerations into environmental planning, informed by the Group's climate risk scenario analysis (IPCC AR6 and NGFS scenarios)	- GHG Emission, Discharge & Waste Management - Climate Risk	- Employees - Communities - Memberships & Association - National & Local Government

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 2026	Mitigation Actions as at 31 March 2026	Connection	
				Material Matters	Stakeholders
Climate Change	FimaCorp is committed to identifying, assessing and managing both physical and transition climate risks across its business divisions. FCB adopts a structured climate risk scenario analysis approach, to evaluate material financial impacts and inform strategic resilience planning. FCB seeks to measure and respond to the effects of climate change	Stable Risk  1. The Group has encountered operational impacts from climatic exchange such as irregular weather patterns in FYE2026 Exposure: 	1. Strategic investments in resources and infrastructure adaptation have been made to improve resilience 2. Close monitoring and measurement of the intensity of production and consumption of resources (energy, labour, water) to evaluate efficiency of our activities 3. Completed Group-level climate risk scenario analysis referencing IPCC AR6 and NGFS scenarios across all business divisions covering short, medium and long-term horizons Division-level adaptation actions being developed in response to identified physical and transition risks, including flood resilience, energy efficiency and emissions management 4. Strengthening climate-related data collection, monitoring and disclosure reporting	- Innovation & Technology - GHG Emission, Discharge & Waste Management	a. Employees b. Communities c. Memberships & Associations d. National & Local Governments e. Shareholders & Investors

LEGEND



Statement on Risk Management and Internal Control

Emerging risks

Some emerging risks and foreseeable challenges that the Group has identified during the year and is monitoring closely include interest rate hikes, disruptions caused by emerging digital technologies and business models, increase in operating/production costs, competition risk as well as delays in plantation development activities due to adverse weather/terrains.

Associate and Joint Venture Companies

The Board does not regularly review the internal control systems of associate companies as it lacks direct control over their operations. Unlike joint venture companies which are subject to more frequent of internal control reviews like other companies within the Group.

For associate companies, the Group's interests are served through representation on their Board. The Board receives and reviews management accounts, periodic reports and discusses proposals related to these companies. This representation informs Board's decision-making on the continuity of the Group's investments based on the performance of these associate companies.

Anti-bribery

To strengthen the Group's internal control systems, particularly in relation to corporate liability risks, the Group has in place an Anti-Bribery Policy which outlines the Group's expectations for all internal and external parties engaged with the Group in upholding the Group's commitment and stance against bribery in all forms. The Policy aligns with section 17A of the Malaysian Anti-Corruption Commission Act 2009 and the Guidelines on Adequate Procedures issued by the Prime Minister's Department, as well as other international best practices. A number of other Group policies also address bribery, conflict of interest and corruption risks in areas such as procurement, gifts and hospitality and charitable donations. Regular training sessions, including e-learning refresher courses and on-site workshops, are conducted to raise awareness and educate employees on anti-bribery practices. Notably, staff members working in procurement, sales and operational functions, who are more exposed to bribery risks, are required to attend anti-bribery training on an annual basis.

Whistle-blowing Policy

The Group's Whistle-blowing Policy provides all employees and third parties with a grievance mechanism to disclose and report improper conduct. It provides protection for the whistle-blowers from any reprisals as a direct consequence of making such disclosures. It also covers the procedures for disclosures, investigations and the respective outcomes of such investigations. The policy can be accessed under the 'Investors' section of the Company's website.

Procedures

Any concerns should be raised with the immediate superior. If, for any reason, it is believed that this is not possible or appropriate, then the concern should be reported to the Managing Director:

Name : Dato' Roslan Bin Hamir
Via Email : whistleblowing@fima.com.my
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
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.

Statement on Risk Management and Internal Control

Adequacy and Effectiveness of the Group's Risk Management and Internal Control Systems

The Board is of the view that the system of internal control and risk management in place for the year under review, and up to the date of approval of this Statement on Risk Management and Internal Control, is sound and sufficient to safeguard the Group's assets, shareholders' investments and the interests of other stakeholders. The Board has received assurance from the Managing Director and the Chief Financial Officer that, in all material aspects, the Group's risk management and internal control systems have been operating adequately and effectively, in all material aspects, throughout the financial year and up to the date of this Statement. The Group will continue to take measures to preserve, protect and strengthen its risk management and internal control environment. These internal control systems do not extend to the Group's associate companies, which are subject to the governance and control of their respective management teams.

Review of the Statement by External Auditors

The External Auditors have performed limited assurance procedures on this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants for inclusion in the Annual Report of the Group for FYE2026, and reported to the Board that nothing has come to their attention that causes them to believe the statement intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by paragraph 41 and 42 of the Guidelines, nor is the Statement factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Directors and management thereon.

This Statement has been reviewed and approved by the Board of Directors on 19 June 2026.

NIK FEIZAL HAIDI BIN HANAFI

Chairman of Audit and Risk Committee

Additional Disclosure

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

RRPT of the Company for the FYE2026 was as follows:

Transaction	Seller/ Provider	Buyer/ Recipient	Related Parties	Estimated Annual Value Disclosed in the Preceding Year's Circular (RM'000)	Actual Value of Transactions during the Financial Year (RM'000)
Management and Support Services	KFima Group	FimaCorp Group	• Dr. Roshayati Binti Basir • Dato' Roslan Bin Hamir • Rozana Zeti Binti Basir • Datin Rozilawati Binti Haji Basir • Fima Metal Box Holdings Sdn. Bhd.	2,000	1,191
Building maintenance, engineering, Management and Support Services (Plantation), manpower and security services	FimaCorp Group	KFima Group		2,000	951
Provision or supply of goods such as consumables, machineries and equipment	FimaCorp Group	KFima Group		15,000	1,634
Rental of office space, buildings and/or car parks	FimaCorp Group	KFima Group		2,000	1,382
Rental of office space and car parks at Plaza Damansara	FimaCorp Group	• BHR Enterprise Sdn. Bhd. • RII Holdings Sdn. Bhd.	• Dr. Roshayati Binti Basir • Datin Rozilawati Binti Haji Basir	200	59
Provision of IT systems including support, maintenance and any other services as may be agreed by the parties from time to time	• TD Technologies Sdn. Bhd. • First Zanzibar Sdn. Bhd.	FimaCorp Group	Rezal Zain Bin Abdul Rashid	650	245

2. Utilisation Of Proceeds Raised from Corporate Proposals

There were no proceeds raised from any corporate proposals during the financial year.

3. Material Contracts Involving Directors and Major Shareholders' Interest

There is no material contract entered into by the Company or its subsidiaries involving directors' and major shareholders' interest which was entered into since the end of previous financial year and/or still subsisting at the end of the financial year.

Additional Disclosure

4. Disclosure Of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Total Income and Total Assets

	Group	
	2026 (RM'000)	2025 (RM'000)
Total Income		
Revenue	209,183	236,788
Other income	3,139	4,451
Interest/Finance income	2,492	4,424
Share of profit /(loss) of associates	2,272	340
Total	217,086	246,003
Total Assets	675,624	711,745

(b) Business Activities

		Group	
		2026 (RM'000)	2025 (RM'000)
Shariah Non-Compliant Activities	Remark		
Interest income	Conventional Bank/3rd Party	11	3
Total		11	3

(c) Component of Financial Position

(i) Cash Component

	Group	
	2026 (RM'000)	2025 (RM'000)
Islamic Account/Instruments		
Cash at bank	7,501	3,888
Deposits with licensed bank	20,825	37,011
Short term cash investment	26,624	15,299
Total Cash	54,950	56,198

	Group	
	2026 (RM'000)	2025 (RM'000)
Conventional Account/Instruments		
Cash at bank	19,279	23,436
Deposits with licensed bank	825	3,724
Short term cash investment	-	-
Total Cash	20,104	27,160

Additional Disclosure

(ii) Debt Component

	Group	
	2026 (RM'000)	2025 (RM'000)
Islamic Financing		
Current		
Revolving credit and loans	0	0
Term loans	0	0
Total Current	0	0
Non-Current		
Revolving credit and loans		
Term loans	0	0
Total Financing	0	0

	Group	
	2026 (RM'000)	2025 (RM'000)
Conventional Borrowing		
Current		
Revolving credit and loans	0	8,000
Term loans	0	0
Total Current	0	8,000
Non-Current		
Revolving credit and loans	0	0
Term loans	0	0
Total Debt	0	0

Note:

- 1 Shariah non compliant activity
 - a. FCB - Interest income from FD Maybank & share buyback
 - b. PKN - Interest income from short term deposit 800k (2026) & RM3.7m (2025)

Statement of Responsibility by the Board of Directors

The Directors are required by the Companies Act, 2016 to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company and the Group as at the end of the financial year and of the results of the Company and the Group for the year then ended.

In the preparation of the financial statements, the Directors have ensured that:

- The applicable approved accounting standards were considered which are consistently applied and supported by reasonable and prudent judgments and estimates;
- Appropriate accounting policies were applied on a consistent basis; and
- The financial statements were prepared on a going concern basis.

The Directors are satisfied that the information contained in the financial statements gives a true and fair view of the financial position of the Group and of the Company at the end of the financial year and the financial performance of the Group and the Company for the financial year then ended.

The Directors have the responsibility for ensuring that the Company and the Group keep accounting records which disclose with reasonable accuracy the financial position of the Company and the Group and which enable them to ensure that the financial statements comply with the Companies Act, 2016.

The Directors have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and the Group and to prevent and detect fraud and other irregularities.

This Statement is made in accordance with the resolution of the Board dated 26 June 2026.

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Directors' Report

The directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 March 2026.

PRINCIPAL ACTIVITIES

The principal activities of the Company are those of 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	26,913	31,164
Profit attributable to:		
- Equity holders of the Company	22,476	31,164
- Non-controlling interests	4,437	-
	26,913	31,164

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 2025 were as follows:

	RM'000
In respect of the financial year ended 31 March 2025 as reported in the directors' report for that year:	
Single-tier second interim dividend of 7.5 sen, paid on 1 August 2025	17,770
In respect of the financial year ended 31 March 2026:	
Single-tier first interim dividend of 5.0 sen, paid on 29 December 2025	11,846
	29,616

Subsequent to the financial year end, on 20 May 2026, the directors declared a single-tier second interim dividend of 7.5 sen in respect of the current financial year ended 31 March 2026 on 236,931,330 shares, amounting to a total of RM17,770,000 payable on 30 July 2026.

Directors' Report

DIVIDENDS (CONT'D.)

The financial statements for the current financial year ended 31 March 2026 do not reflect this dividend. This dividend will be accounted for in the statement of changes in equity as an appropriation of retained earnings in the next financial year ending 31 March 2027.

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

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, Dr. Roshayati binti Basir and Nik Feizal Haidi bin Hanafi 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	
Dato' Sr. Hj Zamri bin Hj Ismail	
Mohd Mukhlis bin Mukhtar	
Mohd Fahmy bin Mahmud	
Hamka bin Usman	(Resigned on 25 November 2025)

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").

Directors' Report

DIRECTORS' BENEFITS (CONT'D.)

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 38 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	743	431
Fees	367	325
Bonus	558	279
Pension costs - defined contribution plan	225	113
Benefits-in-kind	210	210
	2,103	1,358

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 RM20,000.

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 2025	Bought	(Sold)	31 March 2026
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 ⁽¹⁾	601,800	-	-	601,800
Dr. Roshayati binti Basir ⁽²⁾⁽³⁾⁽⁴⁾⁽⁵⁾	150,413,658	-	-	150,413,658

Directors' Report

DIRECTORS' INTERESTS (CONT'D.)

	Number of ordinary shares				
			Shares vested under Employees' Share Grant Plan	Bought/ (Sold)	
	1 April 2025	Option exercised			31 March 2026
Kumpulan Fima Berhad - Ultimate holding company					
Direct interest					
Datuk Bazlan bin Osman	5,000	40,000	-	-	45,000
Dato' Roslan bin Hamir	320,000	320,000	80,000	-	720,000
Dr. Roshayati binti Basir	50,084,100	-	-	-	50,084,100
Indirect interest					
Dato' Roslan bin Hamir ⁽¹⁾	1,291,000	-	-	-	1,291,000
Dr. Roshayati binti Basir ⁽⁶⁾	121,285,700	80,000	-	174,800	121,540,500
Rezal Zain bin Abdul Rashid ⁽⁹⁾	-	40,000	-	-	40,000

	Number of ordinary shares				
			Bought	(Sold)	
	1 April 2025				31 March 2026
BHR Enterprise Sdn. Bhd. - Corporate shareholder					
Direct interest					
Dr. Roshayati binti Basir		19,060,163	-	-	19,060,163
Indirect interest					
Dr. Roshayati binti Basir ⁽⁷⁾		38,120,326	-	-	38,120,326

	Number of preference shares				
			Bought	(Sold)	
	1 April 2025				31 March 2026
BHR Enterprise Sdn. Bhd. - Corporate shareholder					
Direct interest					
Dr. Roshayati binti Basir ⁽⁸⁾		1	-	-	1

Directors' Report

DIRECTORS' INTERESTS (CONT'D.)

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, the late Puan Sri Datin Hamidah binti Abdul Rahman's direct shareholding in the Company.
- ⁽⁴⁾ Her sister-in-law, Zailini binti Zainal 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, the late 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, the late Puan Sri Datin Hamidah binti Abdul Rahman's shareholding in KFIMA and her shareholding of preference shares in BHR.

Subsequent to the financial year ended 31 March 2026, Puan Sri Datin Hamidah binti Abdul Rahman passed away on 31 May 2026. The directors' interests set out above are stated as at 31 March 2026 and accordingly include the deemed interests of Dr. Roshayati binti Basir arising from the 1,816,800 ordinary shares in the Company, the 365,000 ordinary shares in Kumpulan Fima Berhad and the preference shares in BHR Enterprise Sdn. Bhd. (carrying veto rights) then standing in the name of the late Puan Sri Datin Hamidah. As at the date of this report, no legal personal representative, executor or administrator has been registered as the holder of those shares, and they remain subject to administration and transmission under Sections 8 and 109 of the Companies Act, 2016 and the respective constitutions of the companies, pending the grant of probate or letters of administration.

- ⁽⁹⁾ 40,000 ordinary shares are held under Alliance Group Nominees (Tempatan) Sdn. Bhd.

Directors' Report

DIRECTORS' INTERESTS (CONT'D.)

	Exercised price	Number of options over ordinary shares			
		1 April 2025	Granted	Exercised	31 March 2026
Kumpulan Fima Berhad					
- Ultimate holding company					
Direct interest					
Datuk Bazlan bin Osman	1.85	200,000	-	(40,000)	
Dato’ Roslan bin Hamir	1.85	1,600,000	-	(320,000)	
Rezal Zain bin Abdul Rashid	1.85	200,000	-	(40,000)	
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 Employee Share Grant Plan ("ESGP")			
	1 April 2025	Granted	Vested	31 March 2026
Kumpulan Fima Berhad				
- Ultimate holding company				
Dato' Roslan bin Hamir	-	80,000	(80,000)	-

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 did not repurchase any of its issued ordinary shares.

As at 31 March 2026, 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 28 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

SIGNIFICANT EVENT

Details of significant events are disclosed in Note 44 to the financial statements.

SUBSEQUENT EVENT

Details of subsequent events are disclosed in Note 45 to the financial statements.

OTHER STATUTORY INFORMATION

- (a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that there were no known bad debts and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances which would render:
 - (i) it 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	346	141
Other member firm of Ernst & Young Global	171	-
	517	141

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 26 June 2026.

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 166 to 244 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 26 June 2026.

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 166 to 244 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 26 June 2026

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 2026 of the Group and of the Company, and statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 166 to 244.

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 2026 and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' responsibilities* for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. We have determined that there are no key audit matters to communicate in our report on the financial statements of the Company. The key audit 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.

Independent Auditors' Report

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

Key Audit Matters (cont'd.)

(1) Revenue recognition ***(Refer to Note 3 to the financial statements)***

During the financial year, the Group recognised total revenue of RM209.2 million consisting of mainly revenue from sales of oil palm products and production of security documents which amounted to approximately RM131.6 million and RM70.1 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.

Our audit procedures include, amongst others, the following:

- (a) We obtained an understanding of the Group's internal controls over the timing and amount of revenue recognised;
- (b) We inspected the terms of sales contracts on a sampling basis to determine the point of transfer of control to customers in order to assess the appropriateness of the timing of revenue recognised;
- (c) We used data analytics to perform correlation analysis between revenue, trade receivables and cash and bank balances;
- (d) We reperformed testing over cash entries that settle trade receivables; and
- (e) We tested the recording of sales transactions close to the year end, including credit notes issued after year end, to establish whether the transactions were recorded in the correct accounting period.

(2) Assessment of provision and contingent liabilities ***(Refer to Note 43 to the financial statements)***

The Group, through its subsidiary PT Nunukan Jaya Lestari ("PTNJL"), is exposed to potential regulatory liabilities arising from plantation areas overlapping with forest-designated land in Indonesia. The Group has determined that no provision is required as the extent of the administrative sanction cannot be reliably ascertained at the reporting date as disclosed in Note 43 of the financial statements.

Significant judgement is required in this assessment, particularly in determining whether an obligating event has occurred, assessing the likelihood of an outflow of economic resources and estimating the potential financial exposure.

Given the uncertainty over whether a present obligation exists, together with the uncertainty on the quantum of potential administrative sanction, we considered this to be a key audit matter.

Our audit procedures included, among others:

- (a) Evaluated the component auditor's assessment of the regulatory exposure and potential liabilities, including review of key supporting documentation to understand the status of PTNJL's application for the relevant licenses and whether any enforcement actions, penalty assessments or formal determinations had been issued;
- (b) Obtained an understanding of the applicable regulatory framework governing plantation activities in Indonesia and assessed its relevance to the Group's circumstances;

Independent Auditors' Report

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

Key Audit Matters (cont'd.)

(2) Assessment of provision and contingent liabilities (cont'd.) **(Refer to Note 43 to the financial statements)**

- (c) Held discussions with the component auditor, management and external legal counsel to corroborate the Group's legal position and the status of the ongoing regulatory review process;
- (d) Evaluated external legal confirmations regarding any relevant ongoing litigation, investigations or identified breaches;
- (e) Evaluated management's judgement on the classification of the matter as contingent liabilities, including whether the criteria for provision recognition under MFRS 137: Provisions, Contingent Liabilities and Contingent Assets had been met; and
- (f) Assessed the adequacy of disclosures in the financial statements relating to the potential liabilities and the associated uncertainties.

Information other than the financial statements and auditors' report thereon

The directors of the Company are responsible for the other information. The other information comprises the directors' report and the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of the auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

Responsibilities of the directors for the financial statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company 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.

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.

Independent Auditors' Report

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

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
26 June 2026

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

Statements of Comprehensive Income

For the financial year ended 31 March 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue	3	209,183	236,788	36,772	67,260
Cost of revenue/services	4	(103,722)	(133,884)	(4,443)	(4,516)
Gross profit		105,461	102,904	32,329	62,744
Other income	5	5,631	8,875	1,903	1,771
Other items of expense					
Administrative expenses		(36,075)	(35,177)	(4,689)	(4,128)
Selling and marketing expenses		(11,461)	(13,909)	(42)	(51)
Other operating expenses		(26,580)	(9,626)	(3,080)	(2,933)
		(74,116)	(58,712)	(7,811)	(7,112)
Net write back of expected credit losses ("ECL")		20	127	2,356	2
Profit from operations		36,996	53,194	28,777	57,405
Finance costs	6	(2,051)	(2,578)	(960)	(1,320)
Share of results from associate		2,272	340	-	-
Profit before tax	7	37,217	50,956	27,817	56,085
Income tax (expense)/credit	10	(10,294)	(11,729)	3,347	2,595
Zakat paid		(10)	-	-	-
Profit for the year		26,913	39,227	31,164	58,680
Other comprehensive income, net of tax					
<i>Item that will be subsequently reclassified to profit or loss</i>					
Foreign currency translation loss		(9,668)	(8,792)	-	-
<i>Item that will not be subsequently reclassified to profit or loss</i>					
Remeasurement of defined benefit liability		58	30	-	-
Total comprehensive income for the year		17,303	30,465	31,164	58,680
Profit attributable to:					
Equity holders of the Company		22,476	31,769	31,164	58,680
Non-controlling interests		4,437	7,458	-	-
Profit for the year		26,913	39,227	31,164	58,680
Total comprehensive income attributable to:					
Equity holders of the Company		14,745	24,748	31,164	58,680
Non-controlling interests		2,558	5,717	-	-
Total comprehensive income for the year		17,303	30,465	31,164	58,680
Earnings per share attributable to equity holders of the Company (sen per share)					
Basic/diluted earnings per share	12	9.49	13.40		

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

Statements of Financial Position

As at 31 March 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Assets					
Non-current assets					
Property, plant and equipment	13	208,856	201,944	56,929	40,034
Right-of-use assets	14	199,694	209,813	114,535	120,409
Investment properties	15	40,716	41,551	40,745	41,584
Investments in subsidiaries	16	-	-	153,351	155,051
Investment in associate	17	43,224	41,530	10,000	10,000
Goodwill on consolidation	18	510	510	-	-
Deferred tax assets	33	17,306	16,730	9,338	5,991
		510,306	512,078	384,898	373,069
Current assets					
Inventories	19	29,659	34,113	992	560
Biological assets	20	2,524	3,809	47	16
Trade receivables	21	49,229	62,669	290	200
Other receivables	22	6,342	7,966	1,272	1,299
Contract cost assets	23	1,386	-	-	-
Tax recoverable		559	7,728	-	91
Due from related companies	24	565	24	24,374	35,829
Financial investments	25	26,624	15,299	370	2,124
Cash and bank balances	26	48,430	68,059	1,798	1,441
		165,318	199,667	29,143	41,560
Total assets		675,624	711,745	414,041	414,629
Equity and liabilities					
Equity attributable to equity holders of the Company					
Share capital	27	122,662	122,662	122,662	122,662
Treasury shares	28	(11,694)	(11,694)	(11,694)	(11,694)
Other reserves	29	(14,940)	(8,330)	837	722
Retained earnings	30	452,831	459,925	231,870	230,322
		548,859	562,563	343,675	342,012
Non-controlling interests		10,115	17,715	-	-
Total equity		558,974	580,278	343,675	342,012

Statements of Financial Position

As at 31 March 2026

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current liabilities					
Lease liabilities	31	85,791	89,773	65,182	69,178
Retirement benefit obligation	32	1,983	2,050	-	-
Deferred tax liabilities	33	6,626	7,095	-	-
		94,400	98,918	65,182	69,178
Current liabilities					
Lease liabilities	31	543	1,869	416	282
Borrowings	34	-	8,000	-	-
Trade and other payables	35	18,990	21,791	4,376	3,087
Provision for warranty	36	-	-	-	-
Due to related companies	24	96	136	392	70
Tax payable		2,621	753	-	-
		22,250	32,549	5,184	3,439
Total liabilities		116,650	131,467	70,366	72,617
Total equity and liabilities		675,624	711,745	414,041	414,629
Net assets per share (RM)		2.32	2.37	1.45	1.44

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

Statements of Changes in Equity

For the financial year ended 31 March 2026

Attributable to equity holders of the Company										
		Non-distributable				Distributable		Non-distributable		
		Equity attributable to the equity holders of the Company, total			Share capital	Treasury shares	Retained earnings	Other reserves, total (Note 29)	Foreign currency translation deficit	Equity contribution from parent
Group	Note	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
2026										
At 1 April 2025		580,278	562,563	122,662	(11,694)	459,925	(8,330)	(13,335)	5,005	17,715
Profit for the year		26,913	22,476	-	-	22,476	-	-	-	4,437
Remeasurement of defined benefit liability		58	46	-	-	46	-	-	-	12
Foreign currency translation gain		(9,668)	(7,777)	-	-	-	(7,777)	(7,777)	-	(1,891)
Total comprehensive income for the year		17,303	14,745	-	-	22,522	(7,777)	(7,777)	-	2,558
Transactions with equity holders										
Dividends paid to equity holders	11	(29,616)	(29,616)	-	-	(29,616)	-	-	-	-
Dividends paid to non-controlling interests		(10,158)	-	-	-	-	-	-	-	(10,158)
Grant of equity settled share options		1,167	1,167	-	-	-	1,167	-	1,167	-
Total transactions with equity holders		(38,607)	(28,449)	-	-	(29,616)	1,167	-	1,167	(10,158)
At 31 March 2026		558,974	548,859	122,662	(11,694)	452,831	(14,940)	(21,112)	6,172	10,115

Statements of Changes in Equity

For the financial year ended 31 March 2026

Attributable to equity holders of the Company										
		Non-distributable				Distributable		Non-distributable		
		Equity attributable to the equity holders of the								
Group	Note	Total equity RM'000	Company, total RM'000	Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	Other reserves, total (Note 29) RM'000	Foreign currency translation deficit RM'000	Equity contribution from parent RM'000	Non-controlling interests RM'000
2025										
At 1 April 2024										
		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	28	(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 2026

		← Non-distributable →		Distributable	Non-distributable	
Company	Note	Total equity RM'000	Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	Equity contribution from parent representing other reserves (Note 28) RM'000
2026						
At 1 April 2025		342,012	122,662	(11,694)	230,322	722
Total comprehensive income for the year		31,164	-	-	31,164	-
Transactions with equity holders						
Dividends paid to equity holders	11	(29,616)	-	-	(29,616)	-
Grant of equity settled share options		115	-	-	-	115
Total transactions with equity holders		(29,501)	-	-	(29,616)	115
At 31 March 2026		343,675	122,662	(11,694)	231,870	837
2025						
At 1 April 2024		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	28	(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

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

Statements of Cash Flows

For the financial year ended 31 March 2026

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash flows from operating activities				
Profit before tax and zakat	37,217	50,956	27,817	56,085
Adjustments for:				
Depreciation of:				
- property, plant and equipment	14,430	11,217	967	1,240
- right-of-use assets	6,527	6,687	2,298	2,254
- investment properties	1,195	1,195	1,199	1,198
Property, plant and equipment written off	3,464	1,000	-	-
Expected credit losses ("ECLs") on trade receivables	6	-	6	-
Write back of ECLs on trade receivables	(26)	(127)	-	(2)
Write back of ECLs on related companies	-	-	(2,362)	-
Changes in fair value of biological assets	1,003	(2,144)	(31)	3
Provision for retirement benefit obligation	477	411	-	-
Inventories written down/(back)	2,078	(1,785)	-	-
Gain on disposal of property, plant and equipment	-	(1,451)	-	(40)
Shares and options granted under LTIP	1,167	755	115	183
Net reversal of provision for warranty	-	(497)	-	-
Share of results of associate	(2,272)	(340)	-	-
Interest income on advances to subsidiary	-	-	(1,143)	(537)
Dividend income from subsidiaries	-	-	(30,015)	(59,400)
Dividend income from an associate	-	-	(577)	(2,348)
Interest expense	2,051	2,578	960	1,320
Profit income on Islamic fixed deposits	(1,748)	(1,770)	(74)	(76)
Distribution from financial investments	(744)	(2,654)	(48)	(595)
Unrealised foreign exchange (gain)/loss	(2)	2	-	-
Operating profit/(loss) before working capital changes	64,823	64,033	(888)	(715)
Decrease/(increase) in trade and other receivables	14,223	(36,536)	(69)	19
Increase in contract cost assets	(1,386)	-	-	-
Decrease/(increase) in inventories	502	(12,048)	(432)	(186)
(Decrease)/increase in trade and other payables	(2,064)	(10,295)	1,289	53
Changes in balances with related company	(579)	123	15,282	(36,546)
Cash generated from/(used in) operations	75,519	5,277	15,182	(37,375)

Statements of Cash Flows

For the financial year ended 31 March 2026

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash generated from/(used in) operations (cont'd.)	75,519	5,277	15,182	(37,375)
Net taxes (paid)/refund	(2,530)	(9,995)	91	190
Zakat paid	(10)	-	-	-
Retirement benefits paid	(288)	(316)	-	-
Net cash generated from/(used in) operating activities	72,691	(5,034)	15,273	(37,185)
Cash flows from investing activities				
Purchase of property, plant and equipment	(24,073)	(75,642)	(16,611)	(14,123)
Purchase of investment properties	(360)	-	(360)	-
Proceeds from disposal of property, plant and equipment	-	1,455	-	40
Distribution received from financial investments	744	2,654	48	595
Profit/interest income on fixed deposits	1,748	1,770	74	76
Net (placement)/redemption of financial investments	(11,325)	128,354	1,754	15,252
Net dividends received from subsidiaries	-	-	30,015	59,400
Net dividends received from an associate company	577	2,348	577	2,348
Subscription of redeemable preference shares (Note 16 (c))	-	-	(4,300)	(4,600)
Redemption of redeemable preference shares (Note 16 (d)(e))	-	-	6,000	6,000
Capital repayment (Note 16 (g))	-	-	-	4,898
Net cash (used in)/generated from investing activities	(32,689)	60,939	17,197	69,886
Cash flows from financing activities				
Dividends paid to equity holders	(29,616)	(29,630)	(29,616)	(29,630)
Dividends paid by a subsidiary to non-controlling interests	(10,158)	(3,807)	-	-
Net (repayment)/drawdown of borrowings	(8,000)	8,000	-	-
Interest on borrowings paid	(104)	(3)	-	-
Acquisition of treasury shares	-	(319)	-	(319)
Repayment of lease liabilities	(5,352)	(5,442)	(2,497)	(2,425)
Net cash used in financing activities	(53,230)	(31,201)	(32,113)	(32,374)
Net (decrease)/increase in cash and cash equivalents	(13,228)	24,704	357	327
Effect of exchange rate changes in cash and cash equivalents	(6,401)	(6,058)	-	-
Cash and cash equivalents at beginning of year	68,059	49,413	1,441	1,114
Cash and cash equivalents at end of year (Note 26)	48,430	68,059	1,798	1,441

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

Notes to the Financial Statements

31 March 2026

1. CORPORATE INFORMATION

The principal activities of the Company are those of 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 2025, the Group and the Company adopted the following new amendment to MFRSs mandatory for annual financial periods beginning on or after 1 January 2025.

Description	Effective for financial periods beginning on or after
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025

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

Notes to the Financial Statements

31 March 2026

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

2.3 Standards issued but not yet effective

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Group's and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

Description	Effective for financial periods beginning on or after
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 1, First-time Adoption of Malaysian Financial Reporting Standards - Hedge Accounting by First Time Adopter under Exceptions to the Retrospective Application of Other MFRSs	1 January 2026
Amendments to MFRS 7 Financial Instruments: Disclosures - Fair Value Measurements for Gain or Loss on Derecognition included Significant Unobservable Inputs	1 January 2026
Amendments to MFRS 9, Financial Instruments - Derecognition Requirements of Lease Liabilities and Initial Measurements of Trade Receivables	1 January 2026
Amendments to MFRS 10, Consolidated Financial Statements - Determination of De' Facto Agent when Assessing Control	1 January 2026
Amendments to MFRS 107, Statement of Cash Flows - Equity Method or at Cost	1 January 2026
MFRS 18, Presentation and Disclosure in Financial Statements - New Presentation and Disclosure Standard	1 January 2027
MFRS 19, Subsidiaries without Public Accountability: Disclosures - Reduced Disclosures Standards for Eligible Subsidiaries within the Group	1 January 2027
Amendments to MFRS 10 Consolidated Financial Statements and MFRS 128, Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The MFRS Accounting Standards and amendments to MFRS Accounting Standards above are expected to have no significant impact on the financial statements of the Group and the Company upon their initial application except for the changes in presentation and disclosures of financial information arising from the adoption of MFRS 18: Presentation and Disclosure in Financial Statements.

The Group and the Company are currently assessing the impact of MFRS 18, particularly with respect to the structure of the statements of comprehensive income, the statements of cash flows and the additional disclosures required for Management-defined Performance Measures ("MPMs"). The Group and the Company are also assessing the impact on aggregation and disaggregation on how information is grouped in the financial statements.

Notes to the Financial Statements

31 March 2026

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

2.4 Summary of material accounting policy information

(a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiary companies as at the reporting date. The financial statements of the subsidiary companies used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied for like transactions and events in similar circumstances.

The Company controls an investee if and only if the Company has the following:

- (i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- (ii) Exposure, or rights, to variable returns from its investment with the investee; and
- (iii) The ability to use its power over the investee to 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.

Changes in the Group's ownership interests in subsidiary companies that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary company. The resulting difference is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary company, a gain or loss calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets and liabilities of the subsidiary company and any non-controlling interest, is recognised in profit or loss. The subsidiary company's cumulative gain or loss which has been recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss or where applicable, transferred directly to retained earnings. The fair value of any investment retained in the former subsidiary company at the date control is lost is regarded as the cost on initial recognition of the investment.

Business combinations

Acquisitions of subsidiaries are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. The Group elects on a transaction-by-transaction basis whether to measure the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction costs incurred are expensed off and included in administrative expenses.

Notes to the Financial Statements

31 March 2026

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

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

(a) Basis of consolidation (cont'd.)

Business combinations (cont'd.)

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes in the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in accordance with MFRS 9 Financial Instruments either in profit or loss or as a change to other comprehensive income. If the contingent consideration is classified as equity, it will not be remeasured. Subsequent settlement is accounted for within equity. In instances where the contingent consideration does not fall within the scope of MFRS 9, it is measured in accordance with the appropriate MFRS.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than fair value of the net assets of the subsidiary company acquired, the difference is recognised in profit or loss. The accounting policy for goodwill is set out in Note 2.4(h).

(b) Subsidiaries

In the Company's separate financial statements, investments in subsidiary companies are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

(c) Transactions with non-controlling interests

Non-controlling interests at the reporting date, being the portion of the net assets of subsidiary companies attributable to equity interests that are not owned by the Company, whether directly or indirectly through subsidiary companies, are presented in the consolidated statement of financial position and statement of changes in equity within equity, separately from equity attributable to the equity shareholders of the Company. Non-controlling interests in the results of the Group are presented in the consolidated statement of 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.

Notes to the Financial Statements

31 March 2026

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

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

(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.

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.

Notes to the Financial Statements

31 March 2026

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

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

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

Bearer plants mainly include mature and immature oil palm plantations. Immature plantations includes costs incurred for field preparation, planting, fertilising and maintenance, capitalisation of borrowing costs incurred on loans 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	1.47% to 25%
Equipment, furniture and fittings and motor vehicles	10% to 33.3%
Bearer plants	4%
Infrastructure	2%

Assets under construction or capital work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use. Immature plantations, which in general will mature 36 months after field planting are not depreciated until maturity.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

Notes to the Financial Statements

31 March 2026

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

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

(f) Biological assets

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.

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.

Notes to the Financial Statements

31 March 2026

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

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

(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.

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.

(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").

Notes to the Financial Statements

31 March 2026

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

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

(j) Financial assets (cont'd.)

Initial recognition and measurement (cont'd.)

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).

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.

Notes to the Financial Statements

31 March 2026

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

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

(j) Financial assets (cont'd.)

Financial assets at amortised cost (debt instruments) (cont'd.)

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 2026, 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 2026

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

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

(j) Financial assets (cont'd.)

Financial assets at 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.

Notes to the Financial Statements

31 March 2026

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

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

(k) Impairment of financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For trade receivables, contract assets and other financial assets at amortised cost, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and 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) Contract cost assets

The Group recognises as an asset the incremental costs of obtaining a contract with a customer if the Company expects to recover those costs.

Costs to fulfil a contract are capitalised if they relate directly to a contract, generate or enhance resources that will be used in satisfying future performance obligations, and are expected to be recovered.

Notes to the Financial Statements

31 March 2026

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

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

(n) Contract cost assets (cont'd.)

Contract cost assets are amortised on a systematic basis consistent with the transfer of the goods or services to which the asset relates.

The Group recognises an impairment loss in profit or loss to the extent that the carrying amount of the contract cost assets exceeds the remaining amount of consideration expected to be received less costs relating to providing the goods or services.

(o) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL or other financial liabilities, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade payables, other payables, amount due to related companies, lease liabilities and borrowings.

As at 31 March 2026, the Group and the Company have not designated any financial liabilities at FVTPL.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

(i) Other financial liabilities

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in 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.

Notes to the Financial Statements

31 March 2026

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

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

(p) 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.

(q) 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.

(r) 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) Production and trading 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.

Notes to the Financial Statements

31 March 2026

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

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

(r) Revenue recognition (cont'd.)

Revenue from contracts with customers (cont'd.)

(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.

(v) Sales of goods

Revenue are recognised at point in time when the goods are delivered to customer.

(s) 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.

(t) 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 2026

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

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

(t) 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.

(u) 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 2026

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

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

(u) 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 2026 by Kantor Konsultan Aktuaria Yusi dan Rekan, an independent actuary, who issued a valuation report on 12 May 2026.

(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 2026

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

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

(u) 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.

(v) 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 2026

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

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

(v) 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.

(w) Income taxes

(i) Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

(ii) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiary companies, associated companies and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Notes to the Financial Statements

31 March 2026

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

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

(w) Income taxes (cont'd.)

(ii) Deferred tax (cont'd.)

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiary companies, associated companies and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

(x) 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.

Notes to the Financial Statements

31 March 2026

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

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

(x) Fair value measurement (cont'd.)

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.

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 2026 are disclosed in Note 21 and Note 22, respectively.

Notes to the Financial Statements

31 March 2026

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

2.5 Significant accounting estimates and judgements (cont'd.)

(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 2026 are disclosed in Note 33.

(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.

Where the recoverable amount of a CGU or group of CGUs is determined based on FVLCD, the Group, amongst others, relies on valuations performed by independent professional valuers. The valuations are determined using the comparison method, which requires significant estimates and assumptions in selecting comparable market transactions and making adjustments for differences in location, size, accessibility, tenure and other relevant characteristics of the assets.

In estimating the recoverable amount using VIU, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the assets.

The Company's investment in subsidiaries as at 31 March 2026 are disclosed in Note 16.

(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 carried out the impairment test based on a variety of estimation including the higher of value in use ("VIU") or fair value of less costs of disposal ("FVLCD") of the CGU to which the property, plant and equipment and right-of-use assets are allocated.

Where the recoverable amount of a CGU or group of CGUs is determined based on FVLCD, the Group, amongst others, relies on valuations performed by independent professional valuer. The valuations are determined using the comparison method, which requires significant estimates and assumptions in selecting comparable market transactions and making adjustments for differences in location, size, accessibility, tenure and other relevant characteristics of the assets.

In estimating the recoverable amount using VIU, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the assets.

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

Notes to the Financial Statements

31 March 2026

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

2.5 Significant accounting estimates and judgements (cont'd.)

(e) Assessment on provision and contingent liabilities

At each reporting date, the Group and the Company assess whether a present obligation exists as a result of past events, whether it is probable that an outflow of economic resources will be required to settle the obligation and whether a reliable estimate of the amount can be made.

Where these conditions are not met, the obligation is disclosed as a contingent liability. Significant judgement is required in determining the likelihood of occurrence of the obligation, including consideration of the status of ongoing regulatory and legal proceedings, as well as legal confirmation obtained. This includes matters relating to the Group through its subsidiary PTNJL application for the release of forest area (Persetujuan Pelepasan Kawasan Hutan or "PPKH"), which remains subject to review by the relevant authorities as at the reporting date.

As the outcome of the above matter cannot be reliably estimated and no provision has been recognised.

The details of the Group's contingent liabilities as at 31 March 2026 are disclosed in Note 43.

3. REVENUE

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Revenue from contracts with customers	204,500	232,853	1,957	1,840
Rental income	4,683	3,935	4,223	3,672
Dividend income from subsidiaries	-	-	30,015	59,400
Dividend income from associate	-	-	577	2,348
	209,183	236,788	36,772	67,260

(a) Disaggregation of revenue from contracts with customers:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Production and trading of security and confidential documents	70,138	76,456	-	-
Sale of oil palm products	131,552	144,330	1,199	1,149
Property management services	775	717	758	691
Engineering consultancy services	694	8,472	-	-
Sales of goods	1,341	2,878	-	-
	204,500	232,853	1,957	1,840

Notes to the Financial Statements

31 March 2026

3. REVENUE (CONT'D.)

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

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Timing of revenue recognition:				
Transferred at a point in time	203,031	223,664	1,199	1,149
Transferred over time	1,469	9,189	758	691
	204,500	232,853	1,957	1,840
Geographical market:				
Malaysia	103,018	110,838	1,957	1,840
Indonesia	101,482	122,015	-	-
	204,500	232,853	1,957	1,840

(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 (2025: 30 to 90) days.

The transaction price allocated to the remaining performance obligations (unsatisfied) as at 31 March 2026 and 2025 are as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	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 (2025: 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 (2025: 30 to 90) days.

Notes to the Financial Statements

31 March 2026

4. COST OF REVENUE/SERVICES

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Manufacturing	35,368	63,874	-	-
Sale of oil palm products	63,340	57,047	1,138	1,096
Investment property related expenses	3,049	3,318	3,305	3,420
Engineering consultancy services	1,965	9,645	-	-
	103,722	133,884	4,443	4,516

5. OTHER INCOME

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Profit/interest income on fixed deposits	1,748	1,770	74	76
Distribution from financial investments	744	2,654	48	595
Interest income on advances to a subsidiary	-	-	1,143	537
Gain on disposal of property, plant and equipment	-	1,451	-	40
Management fees	414	284	635	518
By-product and scrap sales	329	456	-	-
Others	2,396	2,260	3	5
	5,631	8,875	1,903	1,771

6. FINANCE COSTS

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Interest expense on borrowings	104	3	-	-
Interest on lease liabilities (Note 31)	3,625	3,713	2,211	2,146
	3,729	3,716	2,211	2,146
Less: Interest capitalised	(1,678)	(1,138)	(1,251)	(826)
	2,051	2,578	960	1,320

Notes to the Financial Statements

31 March 2026

7. PROFIT BEFORE TAX

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

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Staff costs (Note 8)	50,722	49,632	1,784	1,680
Non-executive directors' remuneration (Note 9)	648	640	600	592
Auditors' remuneration:				
- Statutory audit				
(i) Ernst & Young PLT	334	324	129	124
(ii) Other member firm of Ernst & Young Global	147	143	-	-
- Other services				
(i) Ernst & Young PLT	12	12	12	12
(ii) Other member firm of Ernst & Young Global	24	25	-	-
Depreciation of:				
- property, plant and equipment (Note 13)	14,430	11,217	967	1,240
- right-of-use assets (Note 14)	6,527	6,687	2,298	2,254
- investment properties (Note 15)	1,195	1,195	1,199	1,198
Expected credit losses ("ECLs") on trade receivables (Note 21)	6	-	6	-
Writeback of ECLs on:				
- trade receivables (Note 21)	(26)	(127)	-	(2)
- related companies (Note 24)	-	-	(2,362)	-
Property, plant and equipment written off (Note 13)	3,464	1,000	-	-
Changes in fair value of biological assets (Note 20)	1,003	(2,144)	(31)	3
Provision for retirement benefit obligation (Note 32)	477	411	-	-
Inventories written down/(back)	2,078	(1,785)	-	-
Net reversal of provision for warranty (Note 36)	-	(497)	-	-
Unrealised foreign exchange (gain)/loss	(2)	2	-	-
Realised foreign exchange loss	490	65	-	-

Notes to the Financial Statements

31 March 2026

8. STAFF COSTS

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Wages and salaries	42,926	42,912	1,312	1,183
Social security costs	489	457	24	22
Pension costs:				
- Defined contribution plan	3,994	3,923	215	192
- Defined benefit plan (Note 32)	477	411	-	-
Shares and options granted under ESOS	1,167	755	115	183
Other staff related expenses	1,669	1,174	118	100
	50,722	49,632	1,784	1,680

Included in staff costs of the Group and of the Company is the directors' remuneration, which is disclosed in Note 9.

9. DIRECTORS' REMUNERATION

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

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Executive:				
Salaries and other emoluments	611	595	305	298
Bonus	558	422	279	211
Pension costs - defined contribution plan	225	193	113	96
Total excluding benefits-in-kind	1,394	1,210	697	605
Benefits-in-kind	61	118	61	105
	1,455	1,328	758	710
Non-executive:				
Fees	367	367	325	325
Other emoluments	132	136	126	130
Total excluding benefits-in-kind	499	503	451	455
Benefits-in-kind	149	137	149	137
	648	640	600	592
Total	2,103	1,968	1,358	1,302

Notes to the Financial Statements

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9. DIRECTORS' REMUNERATION (CONT'D.)

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Analysis excluding benefits-in-kind:				
Total executive director's remuneration	1,394	1,210	697	605
Total non-executive directors' remuneration	499	503	451	455
Total directors' remuneration	1,893	1,713	1,148	1,060

The total remuneration of the directors of the subsidiaries of the Group is disclosed in Note 38(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	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Current income tax:				
- Malaysian income tax	2,196	1,395	-	-
- Indonesian income tax	8,662	11,793	-	-
- Under/(over) provision in prior years	709	(552)	-	-
	11,567	12,636	-	-
Deferred taxation (Note 33):				
- Relating to reversal and origination of temporary differences	(1,615)	(503)	(3,212)	(2,486)
- Under/(over)provision in prior years	342	(404)	(135)	(109)
	(1,273)	(907)	(3,347)	(2,595)
Total income tax expense/(credit)	10,294	11,729	(3,347)	(2,595)

Domestic income tax is calculated at the statutory tax rate of 24% (2025: 24%) of the estimated assessable profit for the year. The corporate rate tax applicable to the Indonesian subsidiary of the Group is 22% (2025: 22%).

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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:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Profit before tax	37,217	50,956	27,817	56,085
Taxation at Malaysian statutory tax rate of 24% (2025: 24%)	8,932	12,229	6,676	13,460
Effect of tax rates in foreign jurisdiction	(688)	(1,118)	-	-
Effect of expenses not deductible for tax purposes	3,942	3,649	1,057	1,055
Effect of partial tax exemption	(28)	(30)	-	-
Deferred tax assets not recognised	1,551	1,117	-	-
Effect of share of results of associate	(545)	(82)	-	-
Effect of income and/or other items not subject to tax	(3,921)	(3,080)	(10,945)	(17,001)
Under/(over) provision of income tax expense in prior years	709	(552)	-	-
Under/(over) provision of deferred tax in prior years	342	(404)	(135)	(109)
	10,294	11,729	(3,347)	(2,595)

11. DIVIDENDS

	Dividends recognised in year	
	2026	2025
	RM'000	RM'000
First interim		
Recognised during the financial year:		
Single-tier first interim dividend for year ended 31 March 2026 of 5.0 sen paid on 29 December 2025	11,846	-
Single-tier first interim dividend for year ended 31 March 2025 of 5.0 sen paid on 24 January 2025	-	11,846
Second interim		
Single tier second interim dividend for year ended 31 March 2025 of 7.5 sen paid on 1 August 2025	17,770	-
Single tier second interim dividend for year ended 31 March 2024 of 7.5 sen paid on 2 August 2024	-	17,784
	29,616	29,630

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11. DIVIDENDS (CONT'D.)

Subsequent to the financial year end, on 20 May 2026, the directors declared a single-tier second interim dividend of 7.5 sen in respect of the current financial year ended 31 March 2026 on 236,931,330 shares, amounting to a total of RM17,770,000 payable on 30 July 2026.

The financial statements for the current financial year ended 31 March 2026 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 2027.

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 2026 and 2025:

	Group	
	2026	2025
Profit attributable to equity holders of the Company used in the computation of basic/diluted earnings per share (RM'000)	22,476	31,769
Weighted average number of ordinary shares for basic earnings per share computation ('000)	236,931	237,005
Basic earnings per share for the year (sen)	9.49	13.40

(b) Diluted

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

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13. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land	Buildings	Plant and machinery	Factory and office renovations	Equipment, furniture and fittings and motor vehicles	Bearer plant and infrastructure	Work in progress	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
At 31 March 2026								
Cost								
At 1 April 2025	1,550	38,765	115,421	17,786	41,984	190,119	6,666	412,291
Additions	-	928	2,060	9	2,276	17,345	1,455	24,073
Finance cost capitalised	-	-	-	-	-	1,678	-	1,678
Disposals	-	-	-	-	(30)	-	-	(30)
Reclassification	-	4,925	64	270	627	-	(5,886)	-
Write-offs	-	-	(257)	-	(183)	(3,056)	(439)	(3,935)
Exchange differences	-	(1,612)	(2,678)	(1,040)	(1,514)	(6,308)	(27)	(13,179)
At 31 March 2026	1,550	43,006	114,610	17,025	43,160	199,778	1,769	420,898
Accumulated depreciation and impairment loss								
At 1 April 2025	-	20,542	61,693	17,489	34,522	76,101	-	210,347
Depreciation charge for the year (Note 7)	-	1,067	6,281	203	2,939	3,940	-	14,430
Disposals	-	-	-	-	(30)	-	-	(30)
Write-offs	-	-	(257)	-	(183)	(31)	-	(471)
Exchange differences	-	(1,550)	(2,289)	(1,040)	(1,412)	(5,943)	-	(12,234)
At 31 March 2026	-	20,059	65,428	16,652	35,836	74,067	-	212,042
Analysed as:								
Accumulated depreciation	-	16,756	65,428	16,652	35,836	61,077	-	195,749
Accumulated impairment loss	-	3,303	-	-	-	12,990	-	16,293
	-	20,059	65,428	16,652	35,836	74,067	-	212,042
Net carrying amount	1,550	22,947	49,182	373	7,324	125,711	1,769	208,856

Notes to the Financial Statements

31 March 2026

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
At 31 March 2025								
Cost								
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
Accumulated depreciation and impairment loss								
At 1 April 2024	-	21,139	81,817	20,059	47,178	77,233	-	247,426
Depreciation charge for the year (Note 7)	-	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
Net carrying amount	1,550	18,223	53,728	297	7,462	114,018	6,666	201,944

Notes to the Financial Statements

31 March 2026

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
At 31 March 2026								
Cost								
At 1 April 2025	1,550	1,555	5	1,137	4,005	36,210	485	44,947
Additions	-	26	-	9	267	15,727	582	16,611
Finance cost capitalised	-	-	-	-	-	1,251	-	1,251
Reclassification	-	432	-	270	74	-	(776)	-
At 31 March 2026	1,550	2,013	5	1,416	4,346	53,188	291	62,809
Accumulated depreciation								
At 1 April 2025	-	330	4	882	2,197	1,500	-	4,913
Charge for the year (Note 7)	-	103	-	188	659	17	-	967
At 31 March 2026	-	433	4	1,070	2,856	1,517	-	5,880
Net carrying amount	1,550	1,580	1	346	1,490	51,671	291	56,929
At 31 March 2025								
Cost								
At 1 April 2024	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
Accumulated depreciation								
At 1 April 2024	-	238	4	717	1,688	1,125	-	3,772
Charge for the year (Note 7)	-	92	-	165	608	375	-	1,240
Disposals	-	-	-	-	(99)	-	-	(99)
At 31 March 2025	-	330	4	882	2,197	1,500	-	4,913
Net carrying amount	1,550	1,225	1	255	1,808	34,710	485	40,034

Notes to the Financial Statements

31 March 2026

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

- (a) Included in the property, plant and equipment of the Group and the Company are cost of fully depreciated assets still in use of RM110,414,000 (2025: RM114,288,000) and RM1,684,000 (2025: RM1,536,000) respectively.
- (b) The Group has written off bearer plants with net book value of RM3,025,000 (2025: RM Nil) in relation to unproductive palms damaged by elephant intrusion.
- (c) The Group and the Company's property, plant and equipment include capitalised finance costs arising from lease liabilities amounting to RM1,678,000 (2025: RM1,138,000) and RM1,251,000 (2025: RM826,000) respectively.

14. RIGHT-OF-USE ASSETS

As lessee

The carrying amount and the movement of right-of-use assets for the year ended 31 March 2026 and 2025 are as follows:

Group

At 31 March 2026

	Leasehold land RM'000	Barge RM'000	Total RM'000
Cost			
At 1 April 2025	263,958	2,990	266,948
Modifications	(3,576)	103	(3,473)
Exchange differences	(18)	(340)	(358)
At 31 March 2026	260,364	2,753	263,117
Accumulated depreciation and impairment loss			
At 1 April 2025	55,640	1,495	57,135
Depreciation charge for the year (Note 7)	5,141	1,386	6,527
Exchange differences	-	(239)	(239)
At 31 March 2026	60,781	2,642	63,423
Analysed as:			
Accumulated depreciation	48,805	2,642	51,447
Accumulated impairment loss	11,976	-	11,976
	60,781	2,642	63,423
Net carrying amount	199,583	111	199,694

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31 March 2026

14. RIGHT-OF-USE ASSETS (CONT'D.)

As lessee (cont'd.)

Group (cont'd.)

At 31 March 2025

	Leasehold land RM'000	Barge RM'000	Total RM'000
Cost			
At 1 April 2024	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
Accumulated depreciation and impairment loss			
At 1 April 2024	50,523	-	50,523
Depreciation charge for the year (Note 7)	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
Net carrying amount	208,318	1,495	209,813

	Leasehold land	
	2026 RM'000	2025 RM'000
Company		
Cost		
At 1 April 2025/2024	128,846	124,607
Modifications	(3,576)	4,239
At 31 March	125,270	128,846
Accumulated depreciation		
At 1 April 2025/2024	8,437	6,183
Depreciation charge for the year (Note 7)	2,298	2,254
At 31 March	10,735	8,437
Net carrying amount	114,535	120,409

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.

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15. INVESTMENT PROPERTIES

Group	Freehold land RM'000	Building RM'000	Work in progress RM'000	Total RM'000
At 31 March 2026				
At cost				
At 1 April 2025	14,270	58,155	-	72,425
Additions	-	203	157	360
At 31 March 2026	14,270	58,358	157	72,785
Accumulated depreciation				
At 1 April 2025	-	30,874	-	30,874
Charge for the year (Note 7)	-	1,195	-	1,195
At 31 March 2026	-	32,069	-	32,069
Net carrying amount	14,270	26,289	157	40,716
At 31 March 2025				
At cost				
At 1 April 2024/31 March 2025	14,270	58,155	-	72,425
Accumulated depreciation				
At 1 April 2024	-	29,679	-	29,679
Charge for the year (Note 7)	-	1,195	-	1,195
At 31 March 2025	-	30,874	-	30,874
Net carrying amount	14,270	27,281	-	41,551

Notes to the Financial Statements

31 March 2026

15. INVESTMENT PROPERTIES (CONT'D.)

Company	Freehold land RM'000	Building RM'000	Work in progress RM'000	Total RM'000
At 31 March 2026				
At cost				
At 1 April 2025	14,270	58,197	-	72,467
Additions	-	203	157	360
At 31 March 2026	14,270	58,400	157	72,827
Accumulated depreciation				
At 1 April 2025	-	30,883	-	30,883
Charge for the year (Note 7)	-	1,199	-	1,199
At 31 March 2026	-	32,082	-	32,082
Net carrying amount	14,270	26,318	157	40,745
At 31 March 2025				
At cost				
At 1 April 2024/31 March 2025	14,270	58,197	-	72,467
Accumulated depreciation				
At 1 April 2024	-	29,685	-	29,685
Charge for the year	-	1,198	-	1,198
At 31 March 2025	-	30,883	-	30,883
Net carrying amount	14,270	27,314	-	41,584

- (a) The land title of a freehold land and building of the Company with a net book value of approximately RM40,084,000 (2025: RM40,904,000) is pledged as security for certain unutilised credit facilities of the Group.
- (b) 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 RM661,000 (2025: RM680,000) has yet to be finalised.

Notes to the Financial Statements

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15. INVESTMENT PROPERTIES (CONT'D.)

- (c) The total fair value of the investment properties of the Group and the Company is RM66,860,000 (2025: RM61,650,000) respectively. As at 31 March 2026 and 2025, 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 disclosed in the financial statements is categorised within the Level 3 fair value hierarchy which is described as inputs for the asset or liability that are based on unobservable market data. The details are as follows:

	Group		Company	
	2026	2025	2026	2025
<u>Comparison approach:</u>				
Average value (RM/psf)				
- Land	16 - 520	14 - 480	16 - 520	14 - 480
- Buildings	300	280	300	280

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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Rental income	4,683	3,935	4,223	3,672
Direct operating expenses	(3,049)	(3,318)	(3,305)	(3,420)

- (e) Other details of future minimum rental receivable under non-cancellable operating leases are disclosed in Note 37(b).

16. INVESTMENTS IN SUBSIDIARIES

	Company	
	2026 RM'000	2025 RM'000
Unquoted ordinary shares, at cost	22,551	22,551
Redeemable preference shares	130,800	132,500
	153,351	155,051

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16. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(a) Details of subsidiaries are as follows:

Name of subsidiaries	Country of incorporation	Effective ownership interest		Principal activities
		2026 %	2025 %	
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.	Malaysia	100	100	Oil palm plantation
<i>Subsidiary of FCB Plantation Holdings Sdn. Bhd.</i>				
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.	Malaysia	100	100	Oil palm plantation
<i>Subsidiary of Next Oasis Sdn. Bhd.</i>				
Taka Worldwide Trading Sdn. Bhd.	Malaysia	100	100	Oil palm plantation
Etika Gangsa Sdn. Bhd.	Malaysia	100	100	Oil palm plantation
<i>Subsidiary of FCB Eastern Plantations Sdn. Bhd.</i>				
Ladang Bunga Tanjong Sdn. Bhd.	Malaysia	80	80	Oil palm plantation

* Audited by a member firm of Ernst & Young Global in Jakarta, Indonesia.

Notes to the Financial Statements

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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

	2026 RM'000	2025 RM'000
Non-current assets - property, plant and equipment	7,488	8,455
Non-current assets - right-of-use assets	6,947	8,947
Non-current assets - others	2,194	1,450
Current assets - cash and cash equivalents	37,984	57,717
Current assets - others	15,995	31,801
Total assets	70,608	108,370
Current liabilities	5,157	8,657
Non-current liabilities	1,526	1,555
Total liabilities	6,683	10,212
Net assets	63,925	98,158
Equity attributable to equity holders of the Company	51,140	78,526

- (ii) Summarised statement of comprehensive income

	2026 RM'000	2025 RM'000
Revenue	101,482	122,015
Profit for the year	25,451	42,230
Other comprehensive expense	(9,610)	(8,762)
Total comprehensive income for the year	15,841	33,468
Dividend paid to non-controlling interests	10,158	3,807

- (iii) Summarised statement of cash flows

	2026 RM'000	2025 RM'000
Net cash generated from operating activities	39,849	42,423
Net cash used in investing activities	(809)	(660)
Net cash used in financing activities	(52,372)	(20,808)
Net (decrease)/increase in cash and cash equivalents	(13,332)	20,955
Cash and cash equivalents at beginning of the year	57,717	42,820
Effect of exchange rate changes	(6,401)	(6,058)
Cash and cash equivalents at end of the year	37,984	57,717

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16. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

- (c) During the year, the Company subscribed to 43 units (2025: 46 units) of redeemable preference shares at RM100,000 each, issued by the following subsidiaries, for a total cash consideration of RM4,300,000 (2025: RM4,600,000).

	2026 RM'000	2025 RM'000
Gabungan Warisan Sdn. Bhd.	100	500
Next Oasis Sdn. Bhd.	100	-
Taka Worldwide Trading Sdn. Bhd.	300	200
Etika Gangsa Sdn. Bhd.	300	400
Fima Sg. Siput Estate Sdn. Bhd.	3,500	3,500
	4,300	4,600

- (d) During the year, the Company has redeemed 50 units (2025: 60 units) of redeemable preference shares RM100,000 each from a subsidiary, Cendana Laksana Sdn. Bhd., for a total cash consideration of RM5,000,000 (2025: RM6,000,000).
- (e) During the year, the Company has redeemed 10 units (2025: Nil unit) of redeemable preference shares RM100,000 each from a subsidiary, Ladang Bunga Tanjong Sdn. Bhd., for a total cash consideration of RM1,000,000 (2025: RM Nil).
- (f) The redeemable preference shares of Ladang Bunga Tanjong Sdn. Bhd. of RM49,500,000 (2025: RM50,500,000) and Fima Sg. Siput Estate Sdn. Bhd. of RM35,300,000 (2025: RM 31,800,000) carries cumulative dividend of 4.25% per annum. The other redeemable preference shares of RM46,000,000 (2025: RM50,200,000) 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.
- (g) During the previous year, Security Printers (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.

17. INVESTMENT IN ASSOCIATE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Unquoted shares, at cost	10,000	10,000	10,000	10,000
Share of post acquisition results	33,224	31,530	-	-
	43,224	41,530	10,000	10,000

Notes to the Financial Statements

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17. INVESTMENT IN ASSOCIATE (CONT'D.)

Details of the associate, which is incorporated in Malaysia, are as follows:

Name of associate	Group's effective interest		Principal activities
	2026 %	2025 %	
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 2025 have been used and appropriate adjustments have been made for the effects of transactions between 31 December 2025 and 31 March 2026.

Summarised financial information in respect of 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

	2026 RM'000	2025 RM'000
Current assets	117,531	110,689
Non-current assets	141,281	142,157
Total assets	258,812	252,846
Current liabilities	11,772	5,687
Non-current liabilities	30,920	39,511
Total liabilities	42,692	45,198
Net assets	216,120	207,648

(ii) Summarised statement of comprehensive income

	2026 RM'000	2025 RM'000
Revenue	221,762	193,923
Profit for the year, representing total comprehensive income for the year	11,358	1,700

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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.)

- (iii) Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in associate

	2026 RM'000	2025 RM'000
Net assets at 1 April 2025/2024	207,648	217,690
Total comprehensive income for the year	11,358	1,700
Dividend paid	(2,886)	(11,742)
Net assets at 31 March	216,120	207,648
Interest in associate	20%	20%
Carrying value of Group's interest in associate	43,224	41,530

18. GOODWILL ON CONSOLIDATION

	Group 2026 RM'000	2025 RM'000
At 1 April 2025/2024 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% (2025: 15.5%) is used based on the risk specific to the CGU.

- (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.

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19. INVENTORIES

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
At cost				
Work-in-progress	5,076	8,411	-	-
Oil palm products	6,276	4,585	-	-
Printing materials	11,403	17,080	-	-
Fertilizer	3,235	843	499	281
Consumables	3,669	3,194	493	279
Total inventories	29,659	34,113	992	560

During the year, the amount of inventories recognised as an expense in cost of sales of the Group was RM35,368,000 (2025: RM47,016,000).

20. BIOLOGICAL ASSETS

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
At 1 April 2025/2024	3,809	1,896	16	19
Changes in fair value less cost to sell (Note 7)	(1,003)	2,144	31	(3)
Exchange differences	(282)	(231)	-	-
At 31 March	2,524	3,809	47	16

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 3,821 (2025: 5,503) and 75 (2025: 45) metric tonnes respectively. The fair value disclosed in the financial statements is categorised within the Level 3 fair value hierarchy.

Sensitivity analysis

A 10% increase/(decrease) in the average of FFB selling price (RM/MT) would result in the following to the fair value change of the biological assets:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
10% increase	292	432	7	4
10% decrease	(292)	(432)	(7)	(4)

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21. TRADE RECEIVABLES

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Third parties	50,489	63,949	571	475
Less: Allowance for ECLs	(1,260)	(1,280)	(281)	(275)
Trade receivables, net	49,229	62,669	290	200

Trade receivables are non-interest bearing. The Group's normal trade credit term ranges from 30 to 90 days (2025: 30 to 90 days). Other credit terms are assessed and approved on a case-by-case basis. Overdue balances are reviewed regularly by senior management. Trade receivables are recognised at original invoice amounts which represent their fair values on initial recognition.

At the reporting date, approximately RM46,094,000 (2025: RM48,651,000) of the Group's trade receivables was due from the agencies under the Government of Malaysia.

The ageing analysis of the Group's and the Company's trade receivables are disclosed in Note 41(d).

Movements in allowance accounts are as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
At 1 April 2025/2024	1,280	1,407	275	277
Charge for the year (Note 7)	6	-	6	-
Write back of ECLs (Note 7)	(26)	(127)	-	(2)
As 31 March	1,260	1,280	281	275

22. OTHER RECEIVABLES

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Deposits	318	245	164	164
Sundry receivables	1,423	2,394	17	16
Prepayments	4,230	5,679	1,191	1,219
VAT receivables	1,460	895	-	-
Staff loan	255	254	-	-
	7,686	9,467	1,372	1,399
Less: Allowance for ECLs	(1,344)	(1,501)	(100)	(100)
	6,342	7,966	1,272	1,299

Notes to the Financial Statements

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22. OTHER RECEIVABLES (CONT'D.)

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	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
At 1 April 2025/2024	1,501	1,658	100	100
Exchange differences	(157)	(157)	-	-
As 31 March	1,344	1,501	100	100

23. CONTRACT COST ASSETS

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Costs to fulfill contract with customer				
As 1 April 2025/2024	-	-	-	-
Additions	1,386	-	-	-
At 31 March	1,386	-	-	-

The contract cost assets represent costs incurred by the Group as subcontractor in connection with project for customer. Under the terms of the subcontractor agreement, the Group is responsible for the supply and delivery of goods and services.

No amortisation was recognised during the year as the related performance obligations have not yet been satisfied as at 31 March 2026.

24. DUE FROM/(TO) RELATED COMPANIES

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Due from ultimate holding company	43	-	2	-
Due from subsidiaries	-	-	24,372	38,191
Due from other related companies	522	24	-	-
Less: Allowance for impairment	-	-	-	(2,362)
	565	24	24,374	35,829

Notes to the Financial Statements

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24. DUE FROM/(TO) RELATED COMPANIES (CONT'D.)

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Due to ultimate holding company	(84)	(119)	-	-
Due to subsidiaries	-	-	(392)	(70)
Due to other related companies	(12)	(17)	-	-
	(96)	(136)	(392)	(70)

Included in the Company's amount due from subsidiaries is a short-term advances to a subsidiary amounting to RM23,000,000 (2025: RM35,000,000) which bear an interest rate of 4.41% (2025: 4.41%) 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:

	Company	
	2026	2025
	RM'000	RM'000
At 1 April 2025/2024	2,362	2,362
Writeback of ECLs (Note 7)	(2,362)	-
As 31 March	-	2,362

25. FINANCIAL INVESTMENTS

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
At FVTPL:				
Islamic money market unit trust funds, in Malaysia	26,624	15,299	370	2,124

Other details of the fair value of the Group's and the Company's financial investments are further disclosed in Note 40.

Notes to the Financial Statements

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26. CASH AND BANK BALANCES

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Cash and bank balances	26,780	27,324	1,773	1,417
Fixed deposits with licensed banks	21,650	40,735	25	24
Total cash and cash equivalents	48,430	68,059	1,798	1,441

The weighted average effective interest rates ("WAEIR") per annum of deposits at the reporting date are as follows:

	Group		Company	
	2026	2025	2026	2025
	%	%	%	%
Licensed banks	4.17	4.76	2.26	2.77

The average maturity of deposits as at the end of the financial year are as follows:

	Group		Company	
	2026	2025	2026	2025
	Days	Days	Days	Days
Licensed banks	30	29	31	31

27. SHARE CAPITAL

	Number of shares		Amount	
	2026	2025	2026	2025
	'000	'000	RM'000	RM'000
Issued and fully paid at nor par value:				
At 1 April 2025/2024 and at 31 March	245,324	245,324	122,662	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.

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28. 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 28 August 2025, 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 did not repurchase any of its issued ordinary shares from the open market (2025: 182,200 at an average price of RM1.75 per ordinary share). The total consideration paid for the buy back including transactions costs was RM Nil (2025: RM319,000). 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 (2025: 245,324,330) issued and fully paid ordinary shares as at 31 March 2026, 8,393,000 (2025: 8,393,000) are held as treasury shares by the Company. As at 31 March 2026, the number of outstanding ordinary shares in issue and fully paid-up is therefore 236,931,330 (2025: 236,931,330). Such treasury shares are held at a carrying amount of RM11,694,000 (2025: RM11,694,000).

29. OTHER RESERVES

	Foreign currency translation deficit RM'000	Equity contribution from parent RM'000	Total RM'000
Group			
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)
At 1 April 2025	(13,335)	5,005	(8,330)
Foreign currency translation	(7,777)	-	(7,777)
Grant of equity settled share options	-	1,167	1,167
At 31 March 2026	(21,112)	6,172	(14,940)
Company			
At 1 April 2024		539	539
Grant of equity settled share options		183	183
At 31 March 2025		722	722
At 1 April 2025		722	722
Grant of equity settled share options		115	115
At 31 March 2026		837	837

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29. OTHER RESERVES (CONT'D.)

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.

On 2 October 2024, the ultimate holding company, KFIMA implemented a Long-Term Incentive Plan ("LTIP") comprising of the Employee Share Option Scheme and the Employee 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.

30. RETAINED EARNINGS

As at 31 March 2026, the Company may distribute the entire balance of the retained earnings under the single tier system.

Notes to the Financial Statements

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31. LEASE LIABILITIES

The carrying amount and the movement of lease liabilities for the years ended 31 March 2026 and 2025 are as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
At 1 April 2025/2024	91,642	89,396	69,460	65,500
Modifications	(3,473)	4,239	(3,576)	4,239
Payments	(5,352)	(5,442)	(2,497)	(2,425)
Interest expense (Note 6)	3,625	3,713	2,211	2,146
Exchange differences	(108)	(264)	-	-
At 31 March	86,334	91,642	65,598	69,460
Analysed as:				
Current	543	1,869	416	282
Non-current	85,791	89,773	65,182	69,178
	86,334	91,642	65,598	69,460

The following are the amounts recognised in profit or loss:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Depreciation expense of right-of-use assets (Note 7)	6,527	6,687	2,298	2,254
Interest expense on lease liabilities (Note 7)	1,947	2,575	960	1,320

The following are the amounts capitalised in bearer plants:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Lease liabilities interest capitalised (Note 13)	1,678	1,138	1,251	826

Notes to the Financial Statements

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31. LEASE LIABILITIES (CONT'D.)

(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:

	Fixed payments RM'000	Variable payments RM'000	Total RM'000
Group			
At 31 March 2026			
Fixed rent	2,855	-	2,855
Variable rent with minimum payment	1,567	930	2,497
	4,422	930	5,352
At 31 March 2025			
Fixed rent	3,017	-	3,017
Variable rent with minimum payment	1,567	858	2,425
	4,584	858	5,442
Company			
At 31 March 2026			
Variable rent with minimum payment	1,567	930	2,497
At 31 March 2025			
Variable rent with minimum payment	1,567	858	2,425

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.

32. RETIREMENT BENEFIT OBLIGATION

	Group	
	2026 RM'000	2025 RM'000
At 1 April 2025/2024	2,050	2,162
Recognised in profit or loss (Note 8)	477	411
Benefits paid	(288)	(316)
Remeasurement of defined benefit liability	(75)	(38)
Exchange differences	(181)	(169)
At 31 March	1,983	2,050

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32. RETIREMENT BENEFIT OBLIGATION (CONT'D.)

The foreign subsidiary in Indonesia operates an unfunded defined benefit plan for its eligible employees. The obligations under the retirement benefit are calculated using the projected unit credit method, is determined by a qualified independent actuary, considering the estimated future cash outflows using market yields at the reporting date of high quality corporate bonds. The latest actuarial valuation was carried out using the employee data as at 31 March 2026.

- (a) The amount recognised in the statement of financial position is determined as follows:

	Group	
	2026	2025
	RM'000	RM'000
Present value of unfunded defined benefits obligations	1,983	2,050
Analysed as:		
Non-current	1,983	2,050

- (b) The amounts recognised in the profit or loss are as follows:

	Group	
	2026	2025
	RM'000	RM'000
Current service cost	387	320
Interest cost	90	91
Total, included in staff costs (Note 8)	477	411

- (c) Principal assumptions used by the foreign subsidiary in Indonesia in determining the employee benefits liability as of 31 March 2026 and 2025 are as follows:

	Group	
	2026	2025
	RM'000	RM'000
Discount rate	6.43%	6.87%
Annual salary increase	7.00%	7.00%
Retirement age	59 to 65	59 to 65

The discount rate is determined based on the Indonesian Government Bond Spot Rate at the end of reporting period in accordance with the estimated maturity of post-employment benefits obligations for the remaining of the working period of each employee.

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33. DEFERRED TAXATION

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
At 1 April 2025/2024	(9,635)	(8,978)	(5,991)	(3,396)
Recognised in:				
- profit or loss (Note 10)	(1,273)	(907)	(3,347)	(2,595)
- other comprehensive income	17	8	-	-
Exchange differences	212	242	-	-
At 31 March	(10,679)	(9,635)	(9,338)	(5,991)
Presented after appropriate offsetting as follows:				
Deferred tax assets	(17,306)	(16,730)	(29,365)	(26,362)
Deferred tax liabilities	6,626	7,095	20,027	20,371
	(10,680)	(9,635)	(9,338)	(5,991)

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	Others	Total
	RM'000	RM'000	RM'000
At 1 April 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
Recognised in profit or loss	1,130	(536)	594
Exchange differences	-	(62)	(62)
At 31 March 2026	41,330	2,949	44,279
Set-off against deferred tax assets			(37,653)
			6,626

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33. DEFERRED TAXATION (CONT'D.)

Deferred tax assets of the Group:

	Tax losses and unabsorbed capital allowances RM'000	Retirement benefit obligations RM'000	Provision and other liabilities RM'000	Others RM'000	Total RM'000
At 1 April 2024	(20,029)	(486)	(21,666)	(3,014)	(45,195)
Recognised in:					
- profit or loss	(7,437)	(20)	(2,130)	1,099	(8,488)
- other comprehensive income	-	8	-	-	8
Exchange differences	-	37	5	251	293
At 31 March 2025	(27,466)	(461)	(23,791)	(1,664)	(53,382)
Recognised in:					
- profit or loss	1,022	(41)	(2,164)	(685)	(1,868)
- other comprehensive income	-	17	-	-	17
Exchange differences	-	39	12	223	274
At 31 March 2026	(26,444)	(446)	(25,943)	(2,126)	(54,959)
Set-off against deferred tax liabilities					37,653
					(17,306)

Deferred tax (assets)/liability of the Company:

	Tax losses and unabsorbed capital allowances RM'000	Provision and other liabilities RM'000	Accelerated capital allowances RM'000	Total RM'000
At 1 April 2024	(6,099)	(15,897)	18,600	(3,396)
Recognised in profit or loss	(3,402)	(964)	1,771	(2,595)
At 31 March 2025	(9,501)	(16,861)	20,371	(5,991)
Recognised in profit or loss	(3,952)	949	(344)	(3,347)
At 31 March 2026	(13,453)	(15,912)	20,027	(9,338)

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33. DEFERRED TAXATION (CONT'D.)

Deferred tax (assets)/liability of the Company: (cont'd.)

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2026	2025
	RM'000	RM'000
Unutilised tax losses	41,134	37,202
Unabsorbed capital allowances	11,582	9,050
	52,716	46,252

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:

	Group	
	2026	2025
	RM'000	RM'000
Year of assessment 2028	12,061	12,483
Year of assessment 2029	3,504	3,504
Year of assessment 2030	3,002	3,002
Year of assessment 2031	2,797	2,797
Year of assessment 2032	2,804	2,804
Year of assessment 2033	4,573	4,573
Year of assessment 2034	4,573	4,573
Year of assessment 2035	3,466	3,466
Year of assessment 2036	4,354	-
	41,134	37,202

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34. BORROWINGS

	Group 2026 RM'000	2025 RM'000
Current		
Unsecured term loan, representing total borrowings	-	8,000

The maturity of borrowings are as follows:

	Group 2026 RM'000	2025 RM'000
Within one year	-	8,000

The weighted average effective interest rate of the above facility during the financial year was Nil (2025: 4.41%).

35. TRADE AND OTHER PAYABLES

	Group 2026 RM'000	2025 RM'000	Company 2026 RM'000	2025 RM'000
Current				
Trade payables				
Third parties	4,663	3,325	1,441	743
Other payables				
Tenants' rental deposits	1,290	1,407	1,290	1,407
Accruals	5,569	11,320	1,145	507
Provision for bonus	3,141	3,361	500	430
Receipts in advance	4,241	2,329	-	-
Others	86	49	-	-
	14,327	18,466	2,935	2,344
Total trade and other payables	18,990	21,791	4,376	3,087

Trade payables are non-interest bearing which are normally settled within 30 to 90 days (2025: 30 to 90 days).

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36. PROVISION FOR WARRANTY

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:

	Group	
	2026	2025
	RM'000	RM'000
At 1 April 2025/2024	-	497
Reversal during the year (Note 7)	-	(497)
At 31 March	-	-

37. COMMITMENTS

(a) Capital expenditure

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Approved and contracted for:				
Property, plant and equipment	10,931	6,994	4,976	5,346
Approved but not contracted for:				
Property, plant and equipment	20,029	17,419	15,944	14,367
	30,960	24,413	20,920	19,713

(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.

Future minimum rentals receivable under non-cancellable operating leases as at 31 March 2026 and 2025 for the Group and the Company are as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Within one year	3,392	3,337	3,193	3,006
After one year but not more than five years	1,673	1,817	1,640	1,697
	5,065	5,154	4,833	4,703

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38. 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.

	Income/(expense)	
	2026	2025
	RM'000	RM'000
Group		
Ultimate holding company		
- Rental income	929	912
- Sales/services rendered	221	298
- Management fees	(1,191)	(1,492)
Fellow subsidiaries:		
- Rental income	424	275
- Sales/services rendered	2,050	11,271
- Management services	343	374
Company		
Ultimate holding company		
- Rental income	929	912
- Sales/services rendered	28	27
- Management fees	(378)	(442)
Subsidiaries:		
- Rental income	12	12
- Management services	622	530
- Management fees	(119)	(108)
- Plantation management services	(4,766)	(4,609)
- Services received	(1,020)	(945)
Fellow subsidiaries:		
- Management services	24	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.

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38. RELATED PARTY DISCLOSURES (CONT'D.)

(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	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Salaries and other short-term employee benefits	3,627	3,804	1,617	1,595
Contributions to defined contribution plan	222	420	216	158
	3,849	4,224	1,833	1,753

Included in the total key management personnel above are the remuneration in respect of the directors of the Company:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Directors' remuneration:				
Directors of the Company (Note 9)	2,103	1,968	1,358	1,302

39. 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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39. 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue												
External	70,138	76,456	-	-	7,493	16,002	131,552	144,330	-	-	209,183	236,788
Inter-segment	-	-	70,995	76,922	-	-	-	-	(70,995)	(76,922)	-	-
Total revenue	70,138	76,456	70,995	76,922	7,493	16,002	131,552	144,330	(70,995)	(76,922)	209,183	236,788
Results												
Profit from operations	9,458	1,440	65,077	73,560	2,171	2,694	32,430	52,961	(72,140)	(77,461)	36,996	53,194
Finance costs	(1,249)	(542)	-	-	-	-	(1,947)	(2,575)	1,145	539	(2,051)	(2,578)
Share of results of associate	-	-	2,272	340	-	-	-	-	-	-	2,272	340
Profit before tax and zakat	8,209	898	67,349	73,900	2,171	2,694	30,483	50,386	(70,995)	(76,922)	37,217	50,956
Income tax expense											(10,294)	(11,729)
Zakat paid											(10)	-
Profit for the year											26,913	39,227
Assets												
Segment assets	151,413	163,581	234,153	248,746	48,153	49,087	399,511	421,874	(218,136)	(229,803)	615,094	653,485
Deferred tax assets	1,470	4,204	-	-	50	50	15,786	12,476	-	-	17,306	16,730
Interest in associate	-	-	43,224	41,530	-	-	-	-	-	-	43,224	41,530
Consolidated total assets											675,624	711,745
Liabilities												
Segment liabilities	33,400	54,018	712	707	1,909	2,160	103,132	109,723	(22,503)	(35,141)	116,650	131,467
Consolidated total liabilities											116,650	131,467
Other information												
Capital expenditure	2,938	57,033	16	204	405	-	21,582	18,778	(508)	(373)	24,433	75,642
Depreciation and amortisation	7,616	3,791	66	84	1,348	1,326	13,342	14,124	(220)	(226)	22,152	19,099
Net write back of ECLs	(26)	(125)	2,362	(2)	6	-	-	-	(2,362)	-	(20)	(127)
Net reversal of provision for warranty	-	(497)	-	-	-	-	-	-	-	-	-	(497)
Fair value changes in biological assets	-	-	-	-	-	-	1,003	(2,144)	-	-	1,003	(2,144)

Notes to the Financial Statements

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39. 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Malaysia	107,701	114,773	605,016	603,375	22,208	73,496
Indonesia	101,482	122,015	70,608	108,370	2,225	2,146
	209,183	236,788	675,624	711,745	24,433	75,642

40. 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
Group				
At 31 March 2026				
Financial assets				
Trade receivables	21	49,229	49,229	-
Other receivables (less prepayments and VAT receivables)	22	652	652	-
Due from related companies	24	565	565	-
Financial investments	25	26,624	-	26,624
Cash and bank balances	26	48,430	48,430	-
		125,500	98,876	26,624
Financial liabilities				
Trade payables	35	4,663	4,663	-
Other payables	35	14,327	14,327	-
Due to related companies	24	96	96	-
Lease liabilities	31	86,334	86,334	-
		105,420	105,420	-

Notes to the Financial Statements

31 March 2026

40. FINANCIAL INSTRUMENTS (CONT'D.)

(a) Categories of financial instruments (cont'd.)

	Note	Carrying amount RM'000	AC RM'000	FVTPL RM'000
Group (cont'd.)				
At 31 March 2025				
Financial assets				
Trade receivables	21	62,669	62,669	-
Other receivables (less prepayments and VAT receivables)	22	1,392	1,392	-
Due from related companies	24	24	24	-
Financial investments	25	15,299	-	15,299
Cash and bank balances	26	68,059	68,059	-
		147,443	132,144	15,299
Financial liabilities				
Trade payables	35	3,325	3,325	-
Other payables	35	18,466	18,466	-
Due to related companies	24	136	136	-
Borrowings	34	8,000	8,000	-
Lease liabilities	31	91,642	91,642	-
		121,569	121,569	-
Company				
At 31 March 2026				
Financial assets				
Trade receivables	21	290	290	-
Other receivables (less prepayments)	22	81	81	-
Due from related companies	24	24,374	24,374	-
Financial investments	25	370	-	370
Cash and bank balances	26	1,798	1,798	-
		26,913	26,543	370
Financial liabilities				
Trade payables	35	1,441	1,441	-
Other payables	35	2,935	2,935	-
Due to related companies	24	392	392	-
Lease liabilities	31	65,598	65,598	-
		70,366	70,366	-

Notes to the Financial Statements

31 March 2026

40. FINANCIAL INSTRUMENTS (CONT'D.)

(a) Categories of financial instruments (cont'd.)

	Note	Carrying amount RM'000	AC RM'000	FVTPL RM'000
Company (cont'd.)				
At 31 March 2025				
Financial assets				
Trade receivables	21	200	200	-
Other receivables (less prepayments)	22	80	80	-
Due from related companies	24	35,829	35,829	-
Financial investments	25	2,124	-	2,124
Cash and bank balances	26	1,441	1,441	-
		39,674	37,550	2,124
Financial liabilities				
Trade payables	35	743	743	-
Other payables	35	2,344	2,344	-
Due to related companies	24	70	70	-
Lease liabilities	31	69,460	69,460	-
		72,617	72,617	-

(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 (2025: no transfer in either directions).

Notes to the Financial Statements

31 March 2026

41. 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 2026. 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:

	Group	
	2026	2025
	RM'000	RM'000
IDR		
Financial assets		
- Trade and other receivables	2,543	16,836
- Cash and cash equivalents	37,984	57,717
	40,527	74,553
Financial liabilities		
- Trade and other payables	4,997	7,162
Net exposure	35,530	67,391

Notes to the Financial Statements

31 March 2026

41. 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.

	Group	
	2026	2025
	Effect on	Effect on
	profit	profit
	net of tax/	net of tax/
	equity	equity
	RM'000	RM'000
IDR - strengthens 1% (2025: 1%)	270	512
IDR - weakens 1% (2025: 1%)	(270)	(512)

(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.

	On demand or within one year RM'000	Two to five years RM'000	Over five years RM'000	Total RM'000
Group				
At 31 March 2026				
Financial liabilities:				
Trade and other payables (Note 35)	18,990	-	-	18,990
Amount due to related companies (Note 24)	96	-	-	96
Lease liabilities	5,291	15,056	198,053	218,400
	24,377	15,056	198,053	237,486

Notes to the Financial Statements

31 March 2026

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(c) Liquidity/funding risk (cont'd.)

Analysis of financial instruments by remaining contractual maturities (cont'd.)

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. (cont'd.)

	On demand or within one year RM'000	Two to five years RM'000	Over five years RM'000	Total RM'000
Group (cont'd.)				
At 31 March 2025				
Financial liabilities:				
Trade and other payables (Note 35)	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
Company				
At 31 March 2026				
Financial liabilities:				
Trade and other payables (Note 35)	4,376	-	-	4,376
Amount due to related companies (Note 24)	392	-	-	392
Lease liabilities	2,529	10,001	124,188	136,718
	7,297	10,001	124,188	141,486
At 31 March 2025				
Financial liabilities:				
Trade and other payables (Note 35)	3,087	-	-	3,087
Amount due to related companies (Note 24)	70	-	-	70
Lease liabilities	2,522	10,551	133,518	146,591
	5,679	10,551	133,518	149,748

(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 40.

Notes to the Financial Statements

31 March 2026

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(d) Credit risk (cont'd.)

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 2026 and 31 March 2025:

	Weighted average loss rate %	Gross amount RM'000	Expected credit loss RM'000
Group			
At 31 March 2026			
Current	0%	2,306	-
1 to 60 days past due	0%	408	-
61 to 120 days past due	0%	482	-
More than 121 days past due	3%	47,293	1,260
		50,489	1,260
At 31 March 2025			
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
		63,949	1,280

Notes to the Financial Statements

31 March 2026

41. 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 2026 and 31 March 2025: (cont'd.)

	Weighted average loss rate %	Gross amount RM'000	Expected credit loss RM'000
Company			
At 31 March 2026			
Current	0%	169	-
1 to 60 days past due	0%	108	-
61 to 120 days past due	0%	10	-
More than 121 days past due	99%	284	281
		571	281
At 31 March 2025			
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

The Group determines concentrations of credit risk by monitoring the geographical location of its business on an ongoing basis. The credit risk concentration profile of the Group's net trade receivables at the reporting date are as follows:

	Group			
	2026		2025	
	RM'000	% of total	RM'000	% of total
Malaysia	49,229	100%	50,510	81%
Indonesia	-	0%	12,159	19%
	49,229	100%	62,669	100%

Exposure to expected credit losses increases with concentrations of credit risk which may exist when a number of counterparties are involved in similar activities or operate in the same industry sector or geographical area, which may result in their ability to meet contractual obligations being impacted by changes in economic, political or other conditions.

At the reporting date, approximately RM46,094,000 (2025: RM48,651,000) of the Group's trade receivables was due from the agencies under 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.

Notes to the Financial Statements

31 March 2026

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(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 RM266,000 (2025: RM153,000) and RM4,000 (2025: RM21,000) higher/lower.

42. 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.

43. CONTINGENT LIABILITY

Based on the decision of the Ministerial Order 25 July 2016, PTNJL is to apply for a new land title for the Area Penggunaan Lain ("APL") area. The APL area is outside the forest area and the Bupati Nunukan is empowered to approve or issue the Izin Usaha Perkebunan ("IUP") for the APL area. Bupati Nunukan has issued the revised IUP for an area measuring 16,589 hectares ("ha") via Keputusan Nunukan No. 188.45/24/1/2023 on 2 January 2023, covering the APL area (non-forestry) and forestry area, which is net of the overlapping area of 3,500 ha with a third party.

PTNJL has submitted an application to Badan Pertanahan Nasional for the grant of a new Hak Guna Usaha ("HGU") over the APL area, and the said application is still pending approval by the relevant authorities. On 27 October 2021, PTNJL applied for the release of forest area (Persetujuan Pelepasan Kawasan Hutan or "PPKH") for its plantation area of approximately 6,373.4 ha overlapping with forest area ("Overlapping Area"). The said application is currently under review by Kementerian Kehutanan Republik Indonesia (previously known as Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia) ("MoF") and Satuan Tugas Penertiban Kawasan Hutan ("Satgas PKH") and engagement with them are still ongoing.

Notes to the Financial Statements

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43. CONTINGENT LIABILITY (CONT'D.)

As at 31 March 2026, the Group has contingent liabilities arising from PTNJL's application for release of forestry area. In the course of the ongoing PPKH review process, Satgas PKH conducted meetings with PTNJL in January 2026 and March 2026, during which certain preliminary observations were raised in relation to PTNJL's PPKH application and the relevant plantation areas. PTNJL has, through its Indonesian legal advisers, submitted formal responses supported by relevant spatial and historical licensing documentation. As at this reporting date, no formal determination has been issued by Satgas PKH or MoF in relation to those observations, and the matter remains under review through the applicable administrative process. Should a formal determination be made, PTNJL may be subject to administrative sanctions which, under applicable regulations, may include compensation, fines, and/or other regulatory measures. The quantum and nature of any such administrative sanctions cannot be reliably ascertained at this reporting date, given that no formal determination has been issued by the relevant authorities.

The revised IUP and, if and when granted, the License of the Release of Forest Area are expected to serve as prerequisites for PTNJL's HGU application. The Group notes that the PPKH application process remains ongoing and subject to final determination by the relevant authorities, with the outcome and timing remaining uncertain. PTNJL continues to actively engage with the relevant authorities in relation to these matters, in consultation with its Indonesian legal advisors.

44. SIGNIFICANT EVENT

The Middle East conflict which started on 28 February 2026 at Strait of Hormuz has significantly disrupted many business operations around the world.

For the Group, the impact on business operations has not arisen from a direct consequence of the conflict, but from indirect effects globally, including higher energy prices, increased shipping insurance costs, and supply chain bottlenecks through critical trade routes affected by the disruption.

The Group has considered the potential impact of these developments on its operations and financial position as at 31 March 2026. The financial statements of the Group have been prepared upon the condition as at year end and no material adjustment is required to the financial statements as at 31 March 2026. However, the eventual impact on the Group's future operations cannot presently be reliably estimated.

45. SUBSEQUENT EVENT

In May 2026, the Group was awarded new contracts by Ministry of Education for the printing, supply and delivery of security confidential documents. As the awards were made after the reporting date of 31 March 2026, no adjustment has been made to the financial statements for the year ended 31 March 2026 in respect of these contracts.

46. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 March 2026 were authorised for issue in accordance with a resolution of the directors on 26 June 2026.

Properties of the Group

No.	Location	Description/ Existing Use	Tenure	Land Area (Acre)	Built-Up Area (Sq.ft)	Net Book Value as at 31/03/2026 (RM)	Date of Acquisition/ Last Revaluation	Approximate Age Of Buildings (Years)
FIMA CORPORATION BERHAD								
1.	PTD 4656 H.S(D) 13531 Mukim Jeram Batu Pontian, Johor	Industrial land and building	Freehold	2.72	66,608	661,000	07 July 1993	58
2.	Lot 1176 Mukim Pasir Panjang Port Dickson Negeri Sembilan	Bungalow	Freehold	0.82	N/A	1,810,000	07 July 1993/ 12 February 2015	77
3.	Lot 52068 Grant 50064 Mukim of Kuala Lumpur Wilayah Persekutan	Office Building	Freehold	1.45	270,372	40,055,000	17 August 1995	28
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	115,221,000	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	51,237,000	3 May 2021	N/A
Sub Total				8004.36	336,980	208,984,000		
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	22,074,000	26 January 2006	39
Sub Total				8.30	250,560	22,074,000		
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)	1940.73	N/A	36,415,000	6 January 2014/ 20 March 2015	N/A
Sub Total				1940.73	N/A	36,415,000		
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	13,111,000	17 October 2014/ 10 March 2015	N/A
Sub Total				617.27	N/A	13,111,000		

Properties of the Group

No.	Location	Description/ Existing Use	Tenure	Land Area (Acre)	Built-Up Area (Sq.ft)	Net Book Value as at 31/03/2026 (RM)	Date of Acquisition/ Last Revaluation	Approximate Age Of Buildings (Years)
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	8,765,000	18 March 2015	N/A
Sub Total				500.00	N/A	8,765,000		
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	7,722,000	18 March 2015	N/A
Sub Total				500.00	N/A	7,722,000		
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	44,920,000	20 February 2018	N/A
Sub Total				3,288.90	N/A	44,920,000		
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	38,869,000	4 December 2015	N/A
Sub Total				4,942.00	N/A	38,869,000		
PT NUNUKAN JAYA LESTARI								
1.	Izin Usaha Perkebunan	Agriculture Oil Palm Plantation	-	40,992.31	N/A	9,647,000	9 April 2007/ 31 December 2014	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			21
Sub Total				41,278.46	-	9,647,000		
GRAND TOTAL				61,080.02	587,540	390,507,000		

Analysis of Shareholdings

As at 22 June 2026

THIRTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	% of Total Shareholdings
1.	FIMA METAL BOX HOLDINGS SDN BHD	147,245,358	62.15
2.	WONG YU @ WONG WING YU	4,720,700	1.99
3.	LIAU KEEN YEE	2,794,200	1.18
4.	LIAU CHOON HWA & SONS SDN BHD	2,493,300	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 SOO PING	1,117,200	0.47
12.	ONG TECK PEOW	998,200	0.42
13.	ONG SIOK BEE	946,000	0.40
14.	LIAU CHERN YEE	918,700	0.39
15.	YONG SIEW LEE	850,000	0.36
16.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN YEE MING	810,000	0.34
17.	ONG CHIN THYE	724,000	0.31
18.	TAN SIEW YOKE	714,000	0.30
19.	SOH CHOO KEAN	700,000	0.30
20.	ENG BEE SAN SDN BHD	694,000	0.29
21.	LIM SIEW GEOK	690,000	0.29
22.	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	623,723	0.26
23.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ROSLAN BIN HAMIR	601,800	0.25
24.	TAN TEAN TUNE	600,000	0.25
25.	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	586,695	0.25
26.	TAN TIAN SANG @ TAN TIAN SONG	583,200	0.25
27.	YEO KHEE HUAT	583,000	0.25
28.	HONG WENG HWA	580,100	0.25
29.	LIM KHUAN ENG	570,000	0.24
30.	INTROSCAPE SDN BHD	563,000	0.24

Analysis of Shareholdings

As at 22 June 2026

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	341	9.94	3,511	0.00
100 - 1,000	539	15.71	298,762	0.13
1,001 - 10,000	1,607	46.82	8,000,349	3.38
10,001 - 100,000	811	23.63	24,449,075	10.32
100,001 to less than 5% of issued shares	133	3.88	56,934,275	24.03
5% and above of issued shares	1	0.03	147,245,358	62.15
TOTAL	3,432	100.00	236,931,330	100.00

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	103	2,741	67	2,927,956	64,819,684	809,645	1.24	27.35	0.34
2) Body Corporate									
a) Banks/Finance Companies	1	0	0	1200	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	56	3	147,275,708	7,537,700	116,673	62.16	3.18	0.05
3) Government Agencies/ Institutions	1	0	0	7,500	0	0	0.00	0.00	0.00
4) Nominees	191	221	40	6,288,011	4,679,207	2,424,294	2.65	1.98	1.02
5) Others	0	1	0	0	2	0	0.00	0.00	0.00
TOTAL	301	3,021	110	156,500,375	77,080,343	3,350,612	66.05	32.53	1.41
GRAND TOTAL	3,432			236,931,330			100		

Analysis of Shareholdings

As at 22 June 2026

DIRECTORS' SHAREHOLDINGS

Directors	Direct Holdings		Indirect Holdings	
	No. of Shares	% of Shareholdings	No. of Shares	% of Shareholdings
DATUK BAZLAN BIN OSMAN	10,000	0.00	-	-
DATO' ROSLAN BIN HAMIR	-	-	601,800 ^(a)	0.25
ROSELY BIN KUSIP	-	-	-	-
REZAL ZAIN BIN ABDUL RASHID	-	-	10,000 ^(b)	0.00
DR. ROSHAYATI BINTI BASIR	175,600	0.07	148,596,858 ^(c)	62.72
NIK FEIZAL HAIDI BIN HANAFI	-	-	-	-

Notes:

(a) 601,800 ordinary shares are held under Maybank Nominees (Tempatan) Sdn. Bhd.

(b) 10,000 ordinary shares are held under Alliance Group Nominees (Tempatan) Sdn. Bhd.

(c) 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, the late Puan Sri Datin Hamidah Binti Abdul Rahman's direct shareholding of 1,816,800 ordinary shares (or 0.77%) in the Company. No legal personal representative, executor or administrator has been registered as the holder of the 1,816,800 ordinary shares (or 0.77%) in Fimacorp standing in the name of the late Puan Sri Datin Hamidah as at 22 June 2026. Accordingly, and having regard to Sections 8 and 109 of the Companies Act 2016 and Articles 37 to 40 of the Company's Constitution, those shares remain subject to administration and transmission. They have been excluded from the indirect/deemed interests of her family members (namely Dr. Roshayati) in the table above, as such family members should not be treated as having an immediate direct or deemed registrable interest in those shares solely by reason of their relationship to the late Puan Sri Datin Hamidah, pending the extraction of the Grant of Probate or Letters of Administration and the transmission/registration of the shares or any other basis for an interest under Section 8 of the Act.

(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 51st Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Fifty-First (“51st”) 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 Tuesday, 1 September 2026 at 11.00 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 2026 and the Directors’ and Auditors’ Reports thereon. | Please refer to Note A |
| 2. To re-elect the following Directors, who retire by rotation in accordance with Article 108 of the Company’s Constitution and who, being eligible, offer themselves for re-election: | |
| (i) Nik Feizal Haidi Bin Hanafi | Resolution 1 |
| (ii) Dr. Roshayati Binti Basir | Resolution 2 |
| 3. To approve the payment of Directors’ fees for each of the Non-Executive Directors of the Company for the ensuing financial year. | Resolution 3 |
| 4. To approve the payment of Directors’ fees for each of the Non-Executive Directors who sit on the Boards of FimaCorp subsidiaries from 2 September 2026 until the conclusion of the next AGM of the Company. | Resolution 4 |
| 5. To approve the payment of Directors’ remuneration (excluding Directors’ fees) for the Non-Executive Directors from 2 September 2026 until the conclusion of the next AGM of the Company. | Resolution 5 |
| 6. To re-appoint Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2027 and to authorise the Directors to determine their remuneration. | Resolution 6 |

SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions:

- | | |
|---|---------------------|
| 7. PROPOSED RENEWAL OF SHAREHOLDERS’ MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE | Resolution 7 |
|---|---------------------|

“THAT pursuant to Paragraph 10.09 of the Bursa Malaysia Securities Berhad (“Bursa”) Main Market Listing Requirements (“Listing Requirements”), approval be and is hereby given for the Company and/or its subsidiaries to enter into and give effect to the recurrent related party transactions of a revenue or trading nature as set out in Section 2.4 Part A of the Company’s Circular/Statement to Shareholders dated 30 July 2026 which are necessary for the day-to-day operations of the Company and/or its subsidiaries, provided that such transactions are entered into in the ordinary course of business of the Company and/or its subsidiaries, are carried out on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company.

THAT such approval shall continue to be in full force and effect until:

- (i) the conclusion of the next AGM of the Company, at which time the authority will lapse, unless the authority is renewed by a resolution passed at such general meeting; or

Notice of 51st Annual General Meeting

- (iii) the expiration of the period within which the Company's next AGM is required to be held under Section 340(2) of the Companies Act, 2016 ("the Act") (but shall not extend to such extension as may be allowed under Section 340(4) of the Act); or
 - (iii) revoked or varied by resolution passed by the shareholders of the Company at a general meeting,
- whichever is the earlier;

AND THAT the Directors be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) to give effect to the transactions contemplated and/or authorised by this resolution."

8. PROPOSED RENEWAL OF THE AUTHORITY FOR SHARES BUY-BACK

Resolution 8

"THAT subject to compliance with the Act, the Bursa Listing Requirements, provisions of the Company's Constitution, and all other applicable laws, guidelines, rules and regulations, approval and authority be and are hereby given to the Directors of the Company, to the extent permitted by law, to purchase such number of ordinary shares in 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,

Notice of 51st Annual General Meeting

whichever occurs first but not so as to prejudice the completion of purchase(s) by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Bursa Listing Requirements or any other relevant authorities;

AND FURTHER THAT the Board be and is hereby authorised to do all such acts and things and to take all such steps as they deem fit, necessary, expedient and/or appropriate in order to complete and give full effect to the purchase by the Company of its own shares with full powers to assent to any condition, modification, variation and/or amendment as may be required or imposed by the relevant authorities.”

9. To transact any other business of which due notice shall have been given in accordance with the Act and the Company's Constitution.

BY ORDER OF THE BOARD

JASMIN BINTI HOOD

[SSM PC No. 201908001455] (LS 0009071)

MUHAMMAD FADZLILAH BIN ABDUL RA'FAR

[SSM PC No. 202208000410] (CA 39941)

Company Secretaries

Kuala Lumpur

30 July 2026

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) Explanatory Notes:

Resolutions 1 and 2: Re-election of Directors

The Board of Directors had, through its Nomination and Remuneration Committee ("NRC"), carried out an assessment of the Directors who are standing for re-election under Article 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 Nik Feizal Haidi Bin Hanafi and Dr. Roshayati Binti Basir. They were assessed based on the following criteria:

- (i) the Directors' level of contribution to Board discussions through their skills, experience and strength in qualities and their ability to act in the best interests of the Company in decision-making;
- (ii) the evaluation of 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 FYE2026; and
- (iii) the Directors commitment and time allocation to ensure effective fulfilment of their responsibilities.

Notice of 51st Annual General Meeting

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 51st AGM.

The profiles of the retiring Directors are set out in Our Board of Directors section of the Company's Annual Report 2026.

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 51st 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 2 September 2026 until the conclusion of the next AGM of the Company.
- **Resolution 5** on payment of Directors' remuneration (excluding Directors' fees) to the NEDs from 2 September 2026 until the conclusion of the next AGM of the Company.

Ordinary Resolutions 3, 4 and 5 comprises fees, allowances and other benefits payable to the Non-Executive Chairman, NEDs and Board Committees, including fees and allowances payable to them by the subsidiaries. Payment of the said fees, allowances and other benefits referred to herein will be made by the Company as and when incurred.

The Board, through its Nomination and Remuneration Committee, had reviewed and recommended the fees and benefits payable to the Non-Executive Directors, as set out in the table below. The Managing Director and the members of management who sit on the Board Committees do not receive any Directors' fees, meeting allowances or other benefits in respect of such positions.

Company

		Fee (per annum)	Meeting Allowance (per meeting)	Benefits
Board	Chairman	RM110,000	RM2,000	Medical coverage and other claimable benefits
	Member	RM60,000	RM2,000	
Committees	Chairman of Audit and Risk Committee	RM15,000	RM2,000	N/A
	Member of Audit and Risk Committee	RM10,000	RM2,000	N/A
	Chairman of Nomination and Remuneration Committee	RM15,000	RM2,000	N/A
	Member of Nomination and Remuneration Committee	RM10,000	RM2,000	N/A
	Chairman of Group Sustainability Committee	RM15,000	RM2,000	N/A
	Member of Group Sustainability Committee	RM10,000	RM2,000	N/A
	Chairman of Risk Steering Committee	RM15,000	RM2,000	N/A
	Member of Risk Steering Committee	RM10,000	RM2,000	N/A
	Member of Group Investment Committee	N/A	RM2,000	N/A
	Member of Plantation Executive Committee	N/A	RM2,000	N/A
	Member of Ad Hoc Committee	N/A	RM2,000	N/A

Notice of 51st Annual General Meeting

Subsidiaries

Subsidiary	Position Held	Fee Type	Amount
Percetakan Keselamatan Nasional Sdn. Bhd.	Director	Director's fee per annum Meeting allowance per meeting	RM12,000 RM1,000
PT Nunukan Jaya Lestari	Director	Director's fee per annum Meeting allowance per meeting	RM12,000 RM1,000
FCB Plantation Holdings Sdn. Bhd.	Chairman	Director's fee per annum Meeting allowance per meeting	RM18,000 RM1,000
Ladang Bunga Tanjong Sdn. Bhd.	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.

Resolution 6: Appointment of Auditors

The Board had at its meeting held on 19 June 2026 approved the Audit and Risk Committee's recommendation for shareholders' approval to be sought at the 51st AGM for re-appointment of Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2027.

The Board and the Audit and Risk Committee collectively agreed that Messrs. Ernst & Young PLT has met the relevant criteria prescribed by Paragraph 15.21 of the Bursa Listing Requirements.

Ordinary Resolution 7: Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolution 7, if passed, will empower the Company and/or its subsidiaries ("the Group") to enter into recurrent related party transactions of a revenue or trading nature which are necessary for the Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company.

Further information on the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature is set out in Part A of the Circular/Statement to Shareholders dated 30 July 2026, which is available on the 'Investors' section of the Company's website.

Ordinary Resolution 8: Proposed Renewal of Share Buy-Back Authority

The proposed Ordinary Resolution 8, if passed, will renew the authority granted by the shareholders at the last AGM. The renewed authority will allow the Company to purchase its own shares of up to 10% of its prevailing ordinary issued share capital at any time. The renewed authority, unless revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting, will expire at the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held, whichever occurs first.

Further information on the Proposed Renewal of Shares Buy-Back Authority is set out in Part B of the Circular/Statement to Shareholders dated 30 July 2026, which is available on the 'Investors' section of the Company's website.

Notice of 51st Annual General Meeting

(III) Notes:

A. Appointment of Proxy(ies)

1. Only members whose names appear in the General Meeting Record of Depositors as at 24 August 2026 shall be entitled to participate, speak and vote at the 51st 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 51st 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 authorised nominee as defined under the securities Industry (Central Depositors) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for the multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of appointer or his attorney duly authorised in writing, or if the appointer is a corporation, either under its common seal or under the hand of its officer or attorney duly authorised.
6. The instrument appointing a proxy (proxy form) may be made in hard copy form or by electronic means in the following manner and must be deposited to the Company's share Registrar, Boardroom Share Registrars Sdn. Bhd., not later than Sunday, 30 August 2026 at 11.00 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 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.
 - (b) By electronic means via email
The proxy form can be submitted to Boardroom via email at bsr.proxy@boardroomlimited.com. Boardroom do not acknowledge receipt of the form(s) of proxy.
 - (c) By electronic means through the share registrar's website
The proxy form can also be lodged electronically through Boardroom Smart Investor Online Portal at <https://investor.boardroomlimited.com>. Kindly refer to the Administrative Guide for the 51st AGM on the procedures for electronic lodgment of proxy form.
7. If the appointer is a corporation, the proxy form or certificate of appointment of corporate representative must be deposited by hand or post to Boardroom Share Registrars Sdn. Bhd. not less than 48 hours before the time appointed for holding the 51st AGM or adjournment thereof. Alternatively, the proxy form or certificate of appointment of corporate representative may also be sent to Boardroom Share Registrars Sdn. Bhd. via email at bsr.proxy@boardroomlimited.com.

Notice of 51st Annual General Meeting

8. If you have submitted your proxy form(s) and subsequently decide to appoint another person or wish to participate in the 51st AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 51st AGM through the following options:
 - (a) Hardcopy Form
Write in to bsr.proxy@boardroomlimited.com to revoke the earlier appointed proxy(ies).
 - (b) e-Proxy Form
 - Go to “**Submitted eProxy Form list**” and click “**View**”;
 - Click “**Cancel/Revoke**” at the bottom of the eProxy Form; and
 - Click “**Proceed**” to confirm.
9. The voting at the 51st AGM will be conducted on a poll. The Company will appoint independent scrutineers to verify the poll results.

Statement Accompanying Notice of Annual General Meeting

The Directors who are retiring pursuant to Article 108 of the Company’s Constitution and seeking re-election are:

- (i) Nik Feizal Haidi Bin Hanafi
- (ii) Dr. Roshayati Binti Basir

The profiles of the above Directors are set out in Our Board of Directors section of this Annual Report.

Administrative Guide for the 51st AGM

Meeting Day and Date	: Tuesday, 1 September 2026
Commencement of Meeting	: 11.00 a.m.
Venue	: Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara 60000 Kuala Lumpur

1. Registration

- 1.1 Registration will start at 9:00 a.m. and will remain open until the conclusion of the 51st AGM or such time as may be determined by the Chairman of the Meeting.
- 1.2 Please present your original MyKad/Identification Card or Passport (for foreign member) to the registration staff. Only original MyKad/Identification Card or Passport will be accepted for verification purposes. Please ensure your MyKad/Identification Card or passport is returned to you after registration.
- 1.3 No person will be allowed to register on behalf of another person with the original MyKad/Identification Card or Passport of that other person.
- 1.4 Upon verification and registration:
 - a. Identification wristband which will be provided at the registration counter;
 - b. Special QR code will be generated for shareholders, proxies, authorised representatives and attorneys to scan and access to the e-poll system using own smartphone/tablet; and
 - c. If you are attending the AGM as a shareholder as well as a proxy, you will be registered once and will only be given one identification wristband. No person will be allowed to enter the meeting hall without a wristband.
- 1.5 There will be no replacement in the event that you lost or misplace identification wristband.
- 1.6 After registration, please vacate the registration area immediately and proceed to the meeting hall.
- 1.7 The registration counter will only handle verification of identity and registration of attendance.
- 1.8 Help desk support is available for any other enquiries/assistance/revocation of proxy's appointment.

2. Entitlement to Attend and Vote

- 2.1 Only members whose names appear in the General Meeting Record of Depositors as at 24 August 2026 shall be entitled to attend the 51st AGM or appoint proxies to attend and vote on their behalf.

3. Proxy

- 3.1 If you are unable to participate the 51st 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 51st 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 <http://www.fimacorp.com/agm.php>.

Administrative Guide for the 51st AGM

4. Lodgement of Proxy Form

4.1 The instrument appointing a proxy (proxy form) may be made in hard copy form or by electronic means, and must be deposited to the Boardroom Share Registrars, not later than Sunday, 30 August 2026 at 11.00 a.m. or adjournment thereof:

- (a) In hard copy form
The proxy form must be deposited at the Boardroom Share Registrars' office situated at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan. Boardroom Share Registrars will also provide a box at the ground floor of its office building to facilitate drop-off of proxy forms.
- (b) By electronic means via email
The proxy form can be submitted to Boardroom via email at bsr.proxy@boardroomlimited.com. Boardroom do not acknowledge receipt of the form(s) of proxy.
- (c) By electronic means through the share registrar's website
The proxy form can also be lodged electronically through Boardroom Smart Investor Online Portal at <https://investor.boardroomlimited.com>.

Step 1: Register Online with Boardroom Smart Investor Portal (for first time registration only)

Note: If you have already signed up with Boardroom Smart Investor Portal (BSIP), you are not required to register again. You may proceed to Step 2 on e-Proxy Lodgement.

- a. Access the website at <https://investor.boardroomlimited.com>.
- b. Click "Register" to sign up as a user.
- c. Complete registration with all the required information. Upload and attach a softcopy of your Identity Card ("NRIC") (front and back) or Passport. Click "Register".
- d. You will receive an email from BSIP Online for email address verification. Click on "Verify Email Address" from the email received to continue with the registration.
- e. For corporate shareholder, kindly upload the authorisation letter as well. Click "Sign up".
- f. Once your email address is verified, you will be re-directed to BSIP Online for verification of mobile number.
- g. Click on "Request OTP Code" and an OTP code will be sent to the registered mobile number. You will need to enter the OTP code and click "Enter" to complete the process.
- h. Once your mobile number is verified, registration of your new BSIP account will be pending for final verification.
- i. An email will be sent to you to inform the approval of your BSIP account within one (1) business day. Subsequently, you can login at <https://investor.boardroomlimited.com> with the email address and password filled up by you during the registration to proceed.

Administrative Guide for the 51st AGM

Step 2: e-Proxy Lodgement

- Login to <https://investor.boardroomlimited.com> with your registered email address and password.
- Enter the OTP sent to your registered email address to verify your identity.
- Click "**Meeting Event(s)**" and select "**FIMA CORPORATION BERHAD 51st ANNUAL GENERAL MEETING**" and click "**Enter**".

For Individual/Corporate Shareholders:

- Go to "PROXY" and click on "Submit eProxy Form".
- Read and accept the General Terms and Conditions and enter your CDS account number.
- Enter your Central Depository System ("CDS") account number and insert the number of securities held.
- Appoint your proxies or the Chairman of the AGM and enter the required particulars for your proxies.
- Indicate your voting instructions — FOR or AGAINST or ABSTAIN. If you wish to have your proxy(ies) to act upon his/her discretion, please indicate DISCRETIONARY. Review and confirm your proxies' appointment.
- Click "Apply".
- Download or print the e-Proxy form acknowledgment for your record.

For Authorised Nominee and Exempt Authorised Nominee:

Via Email

- Write in to bsr.proxy@boardroomlimited.com by providing the name of member, CDS account number accompanied with the certificate of appointment of corporate representative or proxy form (as the case may be) to submit the request latest by 30 August 2025 at 11:00 a.m.
- 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

- Select the Nominee Company that you are representing.
- Go to "PROXY" and click "Submit eProxy Form".
- Click "Download Excel Template" to download.
- Insert the appointment of proxy/proxies for each CDS account with the necessary data and voting instructions into the downloaded Excel file template. Ensure inserted data is correct and organised.
- Upload the completed Excel file.
- Review and confirm your proxy/proxies appointment and click "Submit".
- Download and print the eProxy Form as an acknowledgment.

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.

- If you wish to attend the 51st AGM yourself, please do not submit any proxy form for the 51st AGM. You will not be allowed to attend the 51st AGM together with a proxy appointed by you.
- If you have submitted your proxy form(s) and subsequently decide to appoint another person or wish to participate in the 51st AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 51st AGM through the following options:
 - Hardcopy Form
Write in to bsr.proxy@boardroomlimited.com to revoke the earlier appointed proxy(ies).
 - e-Proxy Form
 - Go to "**Submitted eProxy Form list**" and click "**View**";
 - Click "**Cancel/Revoke**" at the bottom of the eProxy Form; and
 - Click "**Proceed**" to confirm.

Administrative Guide for the 51st AGM

5. Voting Procedures

- 5.1 The voting will be conducted by poll in accordance with Paragraph 8.29A of the Bursa Malaysia Securities Berhad Main Market Listing Requirements.
- 5.2 The Company has appointed Boardroom Share Registrars as the Poll Administrator to conduct the poll by way of electronic voting (e-Voting) and SKY Corporate Services Sdn. Bhd. as Scrutineers to verify the poll results.
- 5.3 Voting for all the resolutions set out in the Notice of the 51st AGM will take place concurrently upon the conclusion of the deliberation of all business. Please vote using your smartphone/tablet with the QR code, which will be provided upon registration on the day of the AGM. As such, you are advised to bring your own personal devices to vote. Alternatively, you may submit your vote at the polling kiosks located in the AGM venue.
- 5.4 The Scrutineers will verify the poll result reports upon closing of the poll session by the Chairman. Thereafter, the Chairman will announce and declare whether the resolutions put to vote were successfully carried or not.

6. Enquiries

- 6.1 If you have any enquiry prior to the 51st AGM, please contact Boardroom Share Registrars during office hours on Monday to Friday from 9.00 a.m. to 5.00 p.m. (except on Public Holidays):

General Line : +603-7890 4700

Email : bsr.helpdesk@boardroomlimited.com

Annual Report 2026

We strongly recommend you to download the digital version of the documents taking into consideration of the carbon footprints arising from the production and delivery of the documents. The Annual Report 2026 and Corporate Governance Report 2026 can be downloaded from the Company's website. Please access the online softcopy through your device by scanning this QR code.



Corporate Information

BOARD OF DIRECTORS

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

GROUP INVESTMENT COMMITTEE

Dato' Idris Bin Kechot

Chairman, Independent Non-Executive Director, KFima

Datuk Bazlan Bin Osman

Member

Danny Hoe Kam Thong

Member/Independent Non-Executive Director, KFima

Rezal Zain Bin Abdul Rashid

Member

Dato' Roslan Bin Hamir

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.
11th 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

Percetakan Keselamatan Nasional Sdn. Bhd.

(198701007433) (166151-T)

No.6, Jalan P/1A
Kawasan Perindustrian Bangi
Seksyen 13, 43650 Bandar Baru Bangi
Selangor Darul Ehsan
Telephone: +603-8912 1312
Facsimile: +603-8912 0345

Security Printers (M) Sdn. Bhd.

(197701003239) (34025-W)

No.6, Jalan P/1A
Kawasan Perindustrian Bangi
Seksyen 13, 43650 Bandar Baru Bangi
Selangor Darul Ehsan
Telephone: +603-8912 1312
Facsimile: +603-8912 0345

OTHERS

Fima Technology Sdn. Bhd.

(199301010009) (264746-K)

Suite 4.1, Level 4, Block C
Plaza Damansara
No. 45, Jalan Medan Setia 1
Bukit Damansara
50490 Kuala Lumpur
Telephone: +603-2092 1211
Facsimile: +603-2095 9302

ASSOCIATE COMPANY

Giesecke & Devrient Malaysia Sdn. Bhd.

(200201005367) (573030-M)

Lot 6, Off Jalan Delima 1/1
Batu 3, 40150 Shah Alam, Selangor
Telephone: +603-5629 2929
Facsimile: +603-5629 2820

PLANTATION DIVISION

FCB Plantation Holdings Sdn. Bhd.

(199301015919) (270659-U)

Suite 4.1, Level 4, Block C
Plaza Damansara
No. 45, Jalan Medan Setia 1
Bukit Damansara
50490 Kuala Lumpur
Telephone: +603-2092 1211
Facsimile: +603-2095 9302

PT Nunukan Jaya Lestari (NPWP 02.033.898.4-725.000)

Jln. Hasanuddin No. 62, RT06
Sungai Bolong, Kec. Nunukan
Kab. Nunukan
Kalimantan Utara 77482
Indonesia

Cendana Laksana Sdn. Bhd. (201201039689) (1024167-W)

Ladang Cendana
Batu 40, Jerangau-Jabor Highway
Air Putih, 24050 Kemaman
Terengganu

Gabungan Warisan Sdn. Bhd.

(199401042148) (327836-P)

Ladang Dabong
PT 4718 Mukim Kuala Stong
Jajahan Kuala Krai, Kelantan

Next Oasis Sdn. Bhd.

(201401033412) (1109497-D)

Ladang Aring
PT 6943 & PT 6944
Mukim Relai, Jajahan Gua Musang
Kelantan

Taka Worldwide Trading Sdn. Bhd.

(200501032715) (714855-P)

Ladang Aring
PT 6943 Mukim Relai
Jajahan Gua Musang, Kelantan

Etika Gangsa Sdn. Bhd.

(200601035188) (754947-D)

Ladang Aring
PT 6944 Mukim Relai
Jajahan Gua Musang, Kelantan

Fima Sg. Siput Estate Sdn. Bhd.

(201301038071) (1067900-V)

Ladang Sg. Siput
PT 14352 Mukim Sungai Siput
31100 Kuala Kangsar, Perak

FCB Eastern Plantations Sdn. Bhd.

(199101000385) (210695-H)

Lot 2429, Mukim Lubok Bongor
Daerah Kuala Balah
17600 Jeli, Kelantan

Ladang Bunga Tanjong Sdn. Bhd.

(199601017476) (389827-K)

Ladang Bunga Tanjong
Lot 2429, Mukim Lubok Bongor
Daerah Kuala Balah
17600 Jeli, Kelantan

Ladang Fima Kuala Betis

PT 363 Mukim Kuala Betis
Jajahan Kecil Lojing
18300 Gua Musang, Kelantan

Ladang Fima Aring

Lot 3468, Mukim Relai
Jajahan Gua Musang
18300 Gua Musang, Kelantan

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 Fifty-First ("51st") Annual General Meeting ("AGM") of the Company to be held on 1 September 2026 and at any adjournment thereof in the manner indicated below in respect of the following Resolutions:

RESOLUTIONS		FOR	AGAINST
1.	To re-elect Encik Nik Feizal Haidi Bin Hanafi who retires by rotation in accordance with Article 108 of the Company's Constitution. - Ordinary Resolution 1		
2.	To re-elect Dr. Roshayati Binti Basir who retires by rotation in accordance with Article 108 of the Company's Constitution. - Ordinary Resolution 2		
3.	To approve the payment of Directors' fees for each of the Non-Executive Directors of the Company for the ensuing financial year. - Ordinary Resolution 3		
4.	To approve the payment of Directors' fees for each of the Non-Executive Directors who sit on the Boards of FimaCorp subsidiaries from 2 September 2026 until the conclusion of the next AGM of the Company. - Ordinary Resolution 4		
5.	To approve the payment of Directors' remuneration (excluding Directors' fees) for the Non-Executive Directors from 2 September 2026 until the conclusion of the next AGM of the Company. - Ordinary Resolution 5		
6.	To re-appoint Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2027 and to authorise the Directors to determine their remuneration. - Ordinary Resolution 6		
AS SPECIAL BUSINESS:			
7.	Proposed renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature. - Ordinary Resolution 7		
8.	Proposed renewal of the authority for shares buy-back. - Ordinary Resolution 8		

* Strike out whichever not applicable.

Signature (If shareholder is a corporation, this part should be executed under seal)

Dated this _____ day of _____ 2026

Notes:

1. Only members whose names appear in the General Meeting Record of Depositors as at 24 August 2026 shall be entitled to participate, speak and vote at the 51st 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 51st AGM may appoint up to 2 proxies to attend the 51st AGM by specifying the proportion of his/her shareholding to be represented by each proxy. A proxy may not be a member of the Company.
3. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositors) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for the multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing, or if the appointer is a corporation, either under its common seal or under the hand of its officer or attorney duly authorised.
6. The instrument appointing a proxy (proxy form) may be made in hard copy form or by electronic means in the following manner and must be deposited to the Company's share registrar, Boardroom Share Registrars Sdn. Bhd., not later than Sunday, 30 August 2026 at 11.00 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 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.

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**AFFIX
STAMP**

Boardroom Share Registrars Sdn. Bhd.

11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia

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- (b) By electronic means via email
The Form of Proxy can be submitted to Boardroom via email at bsr.proxy@boardroomlimited.com. Boardroom do not acknowledge receipt of the form(s) of proxy.
 - (c) By electronic means through the share registrar's website
The proxy form can also be lodged electronically through Boardroom Smart Investor Online Portal at <https://investor.boardroomlimited.com>. Kindly refer to the Administrative Guide for the 51st AGM on the procedures for electronic lodgment of proxy form.
7. If the appointer is a corporation, the proxy form or certificate of appointment of corporate representative must be deposited by hand or post to Boardroom Share Registrars Sdn. Bhd. not less than 48 hours before the time appointed for holding the 51st AGM or adjournment thereof. Alternatively, the proxy form or certificate of appointment of corporate representative may also be sent to Boardroom Share Registrars Sdn. Bhd. via email at bsr.proxy@boardroomlimited.com.
 8. If you have submitted your proxy form(s) and subsequently decide to appoint another person or wish to participate in the 51st AGM yourself, please revoke the appointment of the earlier appointed proxy(ies) forty-eight (48) hours before the 51st AGM through the following options:
 - (a) Hardcopy Form
Write in to bsr.proxy@boardroomlimited.com to revoke the earlier appointed proxy(ies).
 - (b) e-Proxy Form
 - Go to "Submitted eProxy Form list" and click "View";
 - Click "Cancel/Revoke" at the bottom of the eProxy Form; and
 - Click "Proceed" to confirm.
 9. The voting at the 51st 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