



**激成 (馬來西亞) 有限公司**  
**KECK SENG (MALAYSIA) BERHAD**

196801000565 (8157-D)

2025

ANNUAL REPORT

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## **ABOUT KECK SENG (MALAYSIA) BERHAD**

Keck Seng (Malaysia) Berhad (“KSM”) traces its history back to 1943 when Mr. Ho Yeow Koon co-founded a small trading business in Singapore which he subsequently expanded to Malaysia. He bought land in Masai, Johor, and ventured into rubber planting in 1959, followed by oil palm cultivation in 1965.

The plantation was the beginning of KSM, which was publicly listed on 26 May 1977. Over the years, we have grown to a diversified group with business operations extending from plantations to hotels, property development and investment.

### **Our Vision**

- To build a diversified corporation
- To provide sustainable long term growth and value to shareholders

### **Our Values**

We value our people as our strength, and will retain and develop our human capital through our core values of:

- integrity • commitment • diligence • cost efficiency • innovation

### **Our Community**

We believe in contributing to and growing together with our communities, and will continue to engage in socially beneficial activities.

## GROUP OVERVIEW

KSM has three core businesses:

### Plantations and Manufacturing

We are an integrated player with oil palm plantations, mill, refinery and manufacturing operations based in Johor, Malaysia.

### Property Development and Investment

We are a property developer focusing in Johor, Malaysia. Our projects include:

Projects	Location
Bandar Baru Kangkar Pulai	26 km north-west of Johor Bahru. Alongside the Jalan Skudai-Pontian road.
Tanjong Puteri Resort	35 km south-east of Johor Bahru. Adjacent to the Pasir Gudang Industrial Estate.
Taman Daya	13 km north-east of Johor Bahru (near Kampong Baru, Kangkar Tebrau).
Taman Bukit Cahaya	10 km east of Ulu Tiram and about 30 km north-east of Johor Bahru.

We are also involved in property investment. Our key investments include:

Buildings	Location	Description
Menara Keck Seng	203, Jalan Bukit Bintang, 55100 Kuala Lumpur.	Office
Regency Tower	8, Jalan Ceylon, 50200 Kuala Lumpur.	Condominium

### Hotels

We own hotels in the USA and Canada. They are:-

Hotels	Location	Description
DoubleTree by Hilton Alana - Waikiki Beach	1956, Ala Moana, Boulevard, Honolulu, Hawaii, 96815, USA.	18 storey hotel with 317 rooms and an adjoining 7 storey office building
SpringHill Suites New York Midtown Manhattan	25, West 37th Street, New York, NY, 10018, USA.	19 storey hotel with 173 rooms
Delta Hotels by Marriott Toronto Airport and Conference Centre	655, Dixon Road, Toronto, Ontario Canada, M9W 113.	12 storey hotel with 433 rooms

## FINANCIAL HIGHLIGHTS

<b>(RM'000)</b>	2021	2022	2023	2024	<b>2025</b>
<b>Revenue by business segments</b>					
Plantations and Manufacturing	1,057,706	1,438,939	850,104	1,000,380	<b>1,032,449</b>
Property	142,903	124,969	206,580	255,468	<b>292,296</b>
Hotels and Resort	102,309	256,015	305,318	322,012	<b>295,873</b>
Dividend income	9,060	7,649	8,630	15,017	<b>11,766</b>
Total Revenue	1,311,978	1,827,572	1,370,632	1,592,877	<b>1,632,384</b>
Profit before tax	98,012	257,179	297,292	200,648	<b>178,122</b>
Profit net of tax	74,596	209,375	258,859	151,945	<b>136,308</b>
Profit attributable to owners of the parent	79,020	201,573	240,702	143,281	<b>127,438</b>
Earnings per share (sen)	22	56	67	40	<b>35</b>
Dividend per share (sen)	5	14	15	14	<b>12</b>
Equity attributable to owners of the parent	2,259,612	2,435,866	2,735,957	2,813,915	<b>2,856,861</b>
Total assets	2,756,073	2,926,288	3,044,976	3,175,955	<b>3,226,380</b>
Loans and borrowings	223,296	177,460	80,759	101,436	<b>82,611</b>

<b>Share Price (RM)</b>	2021	2022	2023	2024	<b>2025</b>
Highest daily close	4.01	3.99	4.78	6.42	<b>5.99</b>
Lowest daily close	3.32	3.36	3.40	4.90	<b>5.19</b>
Year-end closing	3.44	3.58	4.78	5.57	<b>5.51</b>

## CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report and Audited Financial Statements of the Group for the financial year ended 31 December 2025 ("FY2025").

### Performance Overview

The Group delivered a resilient set of results in 2025 despite operating in an environment shaped by continued geopolitical and regional conflicts, currency volatility, rising costs and broader macroeconomic uncertainty.

The Manufacturing Division remained the Group's largest operating segment and continued to benefit from firmer selling prices for refined oil products. Within the division, mill operations recorded improved performance, supported by better extraction rates and operational efficiency, despite lower fresh fruit bunch throughput. However, refinery profitability came under pressure from weaker and more volatile refining margins, intense regional competition and lower export volumes, which weighed on the division's overall earnings despite the revenue uplift.

The Property Development and Investment Division delivered a strong performance, underpinned by higher revenue recognition from residential and commercial property sales across the Group's key developments. The division also benefited from improving investor and homebuyer sentiment in Johor, supported by structural catalysts such as the formalisation of the Johor-Singapore Special Economic Zone, continued progress of the RTS Link, and sustained investment interest in the state's industrial and data centre ecosystem. These factors supported healthy sales and leasing momentum, while the investment property portfolio continued to provide stable recurring income.

The Hotels Division faced a more challenging operating environment in 2025, with softer occupancy trends at certain overseas properties and weaker room rate performance in Hawaii affecting overall results. Market conditions varied across the Group's hotel portfolio. In New York, demand remained relatively resilient, particularly in the domestic transient segment. In contrast, the Hawaii market softened amid weaker local economic conditions, reduced military-related demand and disruption from the partial renovation of the nearby Convention Centre. In Toronto, the hotel continued to compete effectively and gain market share, although higher labour and operating costs weighed on profitability.

The Plantation Division delivered a resilient performance in 2025, supported by relatively stable fresh fruit bunch production during the year. The operating environment also benefited from firmer crude palm oil prices, which were supported by palm oil supply tightness and stronger global prices for related edible oils, helping to cushion the impact of increased labour and operating costs, thereby sustaining earnings for the segment.

At the Group level, profitability was significantly affected by a larger unrealised foreign exchange loss arising from the relative strengthening of Ringgit Malaysia. As a result, overall profit net of tax declined to RM136.3 million in 2025 despite generally resilient operational performance across several business segments.

### Outlook and Strategy

We enter 2026 with caution amid ongoing geopolitical and regional conflicts, shifting US policies, rising trade tensions, currency volatility, global warming and persistent cost pressures. Against this backdrop, the Group remains focused on maintaining operational resilience, disciplined capital allocation and prudent risk management across its diversified portfolio.

In the palm oil segment, the Group continues to prioritise operational stability, sustainability compliance and product quality. While crude palm oil prices are expected to remain volatile amid supply-demand imbalances, inventory movements and export uncertainty, the Group's continued adherence to recognised sustainability and quality standards should support its long-term competitiveness and access to key markets.

In Property, sentiment in Johor is expected to remain supported by structural catalysts such as the Johor-Singapore Special Economic Zone, progress of the RTS Link and continued investment interest in the state's industrial and data centre ecosystem. The Group will continue to unlock value through targeted launches, active inventory monetisation, enhancement of recurring rental income and the disciplined execution of its township and investment property strategies.

## CHAIRMAN'S STATEMENT (cont'd)

### Outlook and Strategy (Cont'd)

The hospitality landscape across the Group's overseas hotel portfolio is expected to remain mixed. The Group will continue to focus on driving market share, optimising room yields and enhancing asset competitiveness through selective improvements and repositioning initiatives.

In Manufacturing, the Group is advancing the upgrade and integration of the Masai Integrated Palm Oil Complex through several key projects, including a new physical refining plant, a new biomass boiler and a new effluent treatment facility, with the aim of improving refining capability, product quality, operational efficiency and environmental compliance, while supporting longer-term competitiveness, although these projects may result in higher implementation and start-up costs in the near term.

Across the Group, we remain focused on scaling sustainable production, enhancing operational efficiencies, and investing strategically in our core assets to drive long-term shareholder value.

### Dividends and Capital Management

The Board has approved a single-tier final dividend of 8 sen for FY2025. Together with the single-tier interim dividend of 4 sen for FY2025, the total dividend for FY2025 is 12 sen. This dividend underscores our balanced approach between rewarding shareholders and exercising prudence in managing our capital position amid prevailing uncertainties.

Given the continued and potentially increasing global economic volatility, marked by fluctuations in foreign exchange rates and rising global protectionism, the Board remains committed to prudent capital management. We will therefore continue conserving capital to ensure sufficient financial flexibility to navigate potential risks and capitalise on emerging opportunities, thus safeguarding long-term shareholder value.

### Acknowledgement

On behalf of the Board, I extend our deepest gratitude to our shareholders, employees, customers, business associates, and regulators for their unwavering support and commitment to the Group. We remain cautiously optimistic for 2026 and will continue to strengthen our resilience and capabilities to navigate the evolving economic landscape.

Yours sincerely,  
Ho Kim Swee @ Ho Kian Guan  
Chairman  
7 April 2026

## MANAGEMENT DISCUSSION AND ANALYSIS

### OVERVIEW OF FINANCIAL PERFORMANCE

#### Revenue Contribution

For the financial year ended 31 December 2025 ("FY2025"), the Group recorded revenue of RM1.632 billion compared with RM1.593 billion in the financial year ended 31 December 2024 ("FY 2024"), representing an increase of approximately 2.5%. The improvement in revenue was mainly driven by stronger contributions from the manufacturing and property development segments.

The Manufacturing segment remained the largest revenue contributor, recording RM1,032.4 million, a 3.2% increase from RM1,000.4 million in 2024. This growth was attributed mainly to higher selling prices of refined oil sold.

In 2025, the combined Property Development and Investment segments delivered a solid performance, contributing total revenue of RM292.3 million, an increase from RM255.5 million in 2024.

The Hotels segment recorded revenue of RM295.9 million, a decline of 8.1% from RM322.0 million in 2024. The decline was primarily due to the lower occupancy rate for our two overseas hotels in Hawaii and Toronto. In addition, the Hawaii hotel recorded a decline in its average room rate, which will be covered in more detail under the Operations Review.

#### Profit Contribution

Despite the higher revenue, the Group profit before taxation declined to RM178.1 million in FY2025 compared with RM200.6 million in the previous financial year. The decline was mainly attributable to weaker refining margins within the manufacturing segment, foreign exchange losses arising from currency movements affecting overseas operations, and lower contributions from the hospitality segment. Profit before tax for the Manufacturing segment decreased by 96.7%, from RM20.3 million in 2024 to RM0.67 million in 2025, primarily due to a negative refining margin and the recognition of an impairment loss of RM5.7 million on certain property, plant and equipment of a subsidiary.

For the Property Development and Investment segment, the combined profit before tax rose to RM118.6 million, compared to RM91.2 million in the previous year. The primary contributor remained the Property Development's robust residential launches and sales across its three sectors.

The Plantation segment also saw a healthy increase in profit before tax, rising from RM28.8 million in 2024 to RM30.5 million in 2025. The increase was mainly supported by relatively stable fresh fruit bunch ("FFB") production during the year.

Lastly, for the Hotels segment, profit before tax declined significantly to RM30.4 million in FY2025 from RM47.2 million in the previous year due to challenges arising across the Hawaii tourism market.

Overall, the Group's net profit attributable to owners for FY2025 amounted to RM127.4 million compared with RM143.3 million in FY2024.

#### Non-Financial Performance Overview

In addition to financial performance, the Group monitors a range of non-financial indicators to assess operational effectiveness, sustainability commitments, and asset utilisation. These include maintaining industry-recognised certifications such as RSPO and MSPO, which reflect our adherence to responsible environmental and social practices. The Group's refinery is also ISO and HACCP certified, underscoring our commitment to high standards of quality and food safety, particularly for products destined for the export market. In line with evolving sustainability expectations, steps have also been taken to enhance traceability, improve waste management, and monitor greenhouse gas ("GHG") emissions within our operations.

The Group further tracks occupational health and safety, talent development, and workforce continuity as part of its broader human capital strategy.

## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### OVERVIEW OF FINANCIAL PERFORMANCE (CONT'D)

#### Non-Financial Performance Overview (Cont'd)

Within the Property division, key operational KPIs such as profit margins, sales of in-stock units, collection rates for ongoing projects, and take-up rates for new launches within the first year are actively monitored. These provide timely insights into market responsiveness and operational efficiency. Asset performance indicators, such as occupancy levels, as well as market competitive studies across our investment properties continue to offer valuable insights into leasing momentum, market trends, occupancy and rate management. Risk management remains integral to our governance framework, with systems in place to monitor regulatory compliance, operational risks, and environmental resilience.

The Group's objective is to generate sustainable long-term shareholder value through efficient operations, prudent capital management, strategic investment in core assets and disciplined growth across its principal business segments.

#### Capital Investments

During FY2025, the Group continued to undertake capital investments across its operating segments to support operational sustainability and long-term growth.

Capital expenditure during the year was directed primarily towards estate infrastructure improvements, upgrades to palm oil milling and refining facilities, development works within the Group's property projects and refurbishment of hospitality assets.

This also included progress on the upgrade and integration of the Masai Integrated Palm Oil Complex, comprising three key projects. First, the Group is undertaking the P4 Project, involving the construction of a new physical refining plant with a capacity of 600 Metric Tonnes per day at an estimated cost of RM31 million, using the latest refining technology to produce higher-quality palm oil that complies with European Union and Malaysian Palm Oil Board requirements, with completion targeted in Q1 2027. Second, under the B7 Project, the Group plans to purchase a new biomass boiler for the palm oil mill at an estimated cost of RM20 million to replace four existing boilers, with completion targeted in Q2 2027. Third, the Group is progressing the Industry Effluent Treatment Systems ("IETS") Project, which involves the construction of an IETS for the palm oil refinery at an estimated cost of RM10 million, following the Department of Environment Malaysia's request for separate IETS facilities for the palm oil mill and refinery, although management is currently in discussion with the authorities on constructing a single IETS for both the palm oil mill and the palm oil refinery. Collectively, these projects are intended to enhance operational efficiency, strengthen product quality and environmental compliance, and support the Group's longer-term cost efficiency and sustainability objectives.

These investments are consistent with the Group's long-term strategy of maintaining operational efficiency while enhancing the value and competitiveness of its assets.

#### Liquidity and Capital Resources

The Group maintained a strong liquidity position throughout FY2025. As of 31 December 2025, cash and cash equivalents amounted to RM873.7 million compared with RM789.4 million at the end of the previous financial year.

Operating activities generated net cash inflow of approximately RM175.6 million during the year, reflecting the Group's continued ability to generate stable operating cash flow from its diversified business segments.

#### Capital Management

The Group's primary objectives in managing capital are to safeguard its ability to continue as a going concern, maintain a strong capital base to support sustainable business growth, and maximise shareholder value.

The Group manages its capital structure through an appropriate balance of internally generated funds and external borrowings. Management conducts regular reviews of the capital structure, taking into consideration the Group's operating cash flows, capital expenditure requirements, and prevailing economic and market conditions, to ensure an optimal cost of capital.

## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### OVERVIEW OF FINANCIAL PERFORMANCE (CONT'D)

#### Capital Management (Cont'd)

The Group's dividend policy is guided by financial performance, capital requirements, and prevailing economic conditions. Dividends are declared when deemed appropriate, ensuring that the Group maintains sufficient reserves to support its operational and strategic growth objectives.

#### Risk Factors and Mitigation Strategies

The Group's operations are exposed to a range of risks including commodity price volatility, foreign exchange fluctuations, property market conditions and changes in global tourism demand and geopolitical situations.

The plantation and manufacturing operations are affected by movements in crude palm oil prices which influence both raw material costs and refining margins. The hospitality segment is influenced by international travel demand, tourism trends and global economic conditions.

Foreign exchange movements, particularly between the Malaysian Ringgit and major currencies such as the United States Dollar, may affect the translation of overseas earnings and assets.

Geopolitical developments, including ongoing tensions in the Persian Gulf region and evolving global trade policies, contribute to volatility in energy prices, logistics costs and broader economic conditions.

To mitigate these risks, global market trends and foreign exchange fluctuations are closely monitored by our management, while diversified investment strategies and hedging policies are used to manage financial exposures. Operational efficiency is supported through preventive maintenance, process automation and contingency planning, while insurance for assets, including consequential loss, is reviewed annually to strengthen resilience against operational disruptions.

In addition, the Group continues to enhance energy efficiency and cost management through renewable energy adoption, optimisation of energy usage, replacement of equipment with energy-efficient alternatives where feasible and the planned commissioning of a new biomass boiler to improve steam supply efficiency and reduce long-term energy costs. The Group also strengthens resilience against climate-related and operational disruptions through improved drainage systems, infrastructure resilience measures and emergency response planning for flood-prone areas, while plantation practices such as mulching, cover cropping, water retention measures and enhanced harvesting schedules help mitigate the impact of heat stress and drought conditions on crop yields and oil extraction rates.

To address regulatory, market and supply chain risks, the Group monitors evolving regulatory developments, maintains relevant sustainability certifications, enhances sustainability reporting, engages suppliers and customers to support supply chain traceability, and continues research and development efforts, as well as process improvements across its integrated palm oil operations. Risk oversight is further reinforced through the Group's Risk Management and Sustainability Committee, cross-functional sustainability working groups, regular monitoring of material sustainability matters and ongoing staff training to support compliance, operational discipline and long-term business resilience.

### OPERATIONS REVIEW

#### Plantations

The Group's plantation operations continued to support the upstream supply of FFB for its integrated palm oil operations and demonstrated resilience in FY2025 despite operating challenges, including a minor labour shortage and periods of extreme weather. FFB production remained stable during the year, recording a marginal increase of 0.2% compared with 2024, supported by consistent harvesting activities, ongoing agronomic management across the estates, and disciplined estate maintenance. Operational performance was influenced by rainfall distribution, crop cycle patterns and field conditions.

## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### OPERATIONS REVIEW (CONT'D)

#### Plantations (Cont'd)

Revenue from the plantation segment increased modestly during the year, supported by firmer market prices for palm oil products. The average crude palm oil price in Malaysia rose by 2.7% in 2025 to RM4,292.50 per tonne, which helped cushion the impact of higher operating costs and supported a slight improvement in operating profit compared with the previous financial year. Cost pressures during the year were driven by higher fertiliser prices, labour expenses, estate maintenance requirements, the 13% increase in Malaysia's minimum wage and the introduction of the 2% EPF contribution for foreign workers. Although unit production costs for FFB increased, they remained comparatively low, supported by continued cost discipline and operational improvements, enabling the division to sustain stable financial performance. The Group continues to focus on sustainable estate management practices, including fertiliser optimisation, soil management initiatives and improvements in field infrastructure to support long-term productivity. At the same time, the division remains committed to responsible plantation management, environmental stewardship, protection of community rights and supply chain transparency through strict compliance with RSPO and MSPO certification standards. Looking ahead, the Group has formulated a phased replanting programme aimed at rejuvenating mature oil palm areas and maintaining sustainable yield levels over the longer term.

#### Manufacturing

The manufacturing segment remained the Group's largest revenue contributor during FY2025, with revenue increasing compared with the previous financial year mainly due to higher average selling prices of refined palm oil products. Despite the stronger revenue performance, profitability declined relative to FY2024, driven primarily by weaker refining margins amid fluctuations in crude palm oil prices, intense competition in export markets and challenging market conditions.

During the year, the palm oil mill recorded improved financial performance despite a 6.71% decline in FFB processed compared with 2024, supported by higher crude palm oil and kernel extraction rates as well as improved operational efficiency. The mill continued to process FFB sourced from both the Group's estates and external suppliers, reinforcing integration between the plantation and downstream manufacturing operations.

Meanwhile, the palm oil refinery recorded a 10.39% decline in production volume compared with 2024, mainly due to a slow and volatile bulk refinery market. The operating environment remained challenging, with tight refining margins caused by persistently high crude palm oil prices, strong competition from Indonesian refiners and lower national export volumes from Malaysia. In addition, foreign exchange movements affected trading results during the year. Despite these headwinds, refinery operations continued to benefit from stable demand in the local market and the specialty fats segment, although global demand volatility, price fluctuations and geopolitical developments continued to weigh on overall performance.

In response, management remained focused on improving operational efficiency through optimisation of refinery throughput, procurement strategies and cost management initiatives. To strengthen long-term competitiveness and ensure compliance with both local and international 3-MCPD and GE regulatory requirements, the Group commenced development of a new Physical Refinery Plant, known as the P4 Project, in 2025. This strategic investment is intended to expand refining capacity, improve product quality and address structural challenges in the refining landscape. The P4 plant is targeted for commissioning in 2027, although the Group expects elevated operational and start-up costs during the initial implementation phase.

#### Property

In 2025, the Property division demonstrated resilience and disciplined execution, with total net sales revenue rising by 14% compared to 2024. The growth was supported by successful launches and steady take-up across the Group's key developments in Taman Daya, Bandar Baru Kangkar Pulai and Tanjong Puteri Resort, with notable demand for selected residential and commercial products despite a competitive market environment.

The division also benefited from improved consumer and investor sentiment in Johor, supported by structural catalysts such as the Johor-Singapore Rapid Transit System, the Electric Train Service, the Johor-Singapore Special Economic Zone and continued foreign direct investment into the state, particularly in data centres and renewable energy-related industries. These positive drivers helped sustain sales momentum in 2025, even as the operating environment remained shaped by global tariffs, broader macroeconomic uncertainty, geopolitical tensions, subsidy rationalisation and moderately elevated interest rates, which continued to weigh on margins and consumer spending.

## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### OPERATIONS REVIEW (CONT'D)

#### Property (Cont'd)

- **Taman Daya (TD):** The division's first serviced apartment development, Daya 1 Residences, recorded encouraging take-up in 2025, with 64% of its non-Bumiputera units sold. Greenwoods Residence Phase 2 also achieved full sales of its non-Bumiputera units, reflecting healthy demand for landed residential products within the township. On the investment property side, TD Central maintained full occupancy during the year, while TD Point remained highly tenanted at above 93%. Looking ahead, the division plans to launch TD Street, a new phase of shop offices, in 2026 to meet pent-up demand and further strengthen Taman Daya's position as an established community and commercial hub.
- **Bandar Baru Kangkar Pulai (BBKP):** The division continued to make progress across both commercial and residential developments. PulaiCommerz, comprising double-storey shop offices introduced in 2025, achieved a sales rate of 61%, while residential projects such as Ruby Hills and Citrine Hills also recorded healthy take-up, with several phases exceeding 90% sold. Preparations are underway for further launches in 2026, including semi-detached and terrace homes as well as additional commercial properties to capture sustained market interest. The opening of key placemaking components, including the newly opened BBKP Econsave Hypermarket and the upcoming BBKP Central, is expected to further enhance the township's attractiveness and long-term value.
- **Tanjong Puteri Resort (TPR):** Market response to residential products continued to improve in 2025, supported by steady take-up for Alysia II, Alysia III, Aster II and Aster III. TPR Avenue double-storey shop offices recorded a sales rate of 68% by year end, with the division targeting full disposal in 2026 following the release of approved Bumiputera units by the State Housing Authority. The division is also scheduled to launch KS TechValley in 2026, comprising industrial warehouses for lease, which is expected to strengthen the Group's recurring income base over time.
- **Taman Bukit Cahaya (TBC):** Infrastructure development continued to progress during the year, laying the groundwork for planned residential and commercial launches in 2026.

#### Investment Properties

At **Menara Keck Seng**, total rental income rose by 2.9% in 2025, while average occupancy remained stable at 94%, supported mainly by lease renewals and proactive tenant management in a competitive office market. Occupancy was sustained by renewals from existing tenants, alongside selective new tenancies from local and foreign companies across the finance, technology, professional services sectors, as well as an expanded presence of food and beverage operators following the completion of renovation works. Asset enhancement initiatives that commenced in the first quarter of 2025 were completed in the third quarter, enhancing the common areas and overall building environment. Further facilities upgrades are planned for the second quarter of 2026 to improve tenant experience and reinforce the building's market positioning with a view to increase rates.

At **Regency Tower**, rental income increased by 35.79% in 2025, supported by higher occupancy and improved rental rates from both new leases and renewals. The stronger performance was driven by the successful retrofitting of additional units, the upgrading of the gymnasium and the implementation of an agency commission booster programme to stimulate leasing activity. Together with firmer market rental rates in the surrounding area, these initiatives improved the property's competitiveness and overall appeal. Looking ahead, further upgrades to selected vacant units, as well as enhancements to the landscaping and common areas, and strategic brand positioning are planned for 2026 to support tenant retention, attract new leases and strengthen Regency Tower's long-term value.

#### Hotels

In 2025, the Hotels division operated against varied market conditions across its key properties.

#### SpringHill Suites (SHS), New York

SpringHill Suites continued to benefit from the strength of the New York City hospitality market and delivered another year of solid growth in 2025, despite broader macroeconomic volatility.

## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### OPERATIONS REVIEW (CONT'D)

#### Hotels (Cont'd)

##### SpringHill Suites (SHS), New York (Cont'd)

The hotel maintained the number one Average Daily Rate ("ADR") position within its competitive set of seven hotels and achieved improved occupancy during the year. Occupancy increased by 0.6 percentage points to 87.4%, while ADR stood at USD312.01. These performance improvements contributed to additional room revenue and Gross Operating Profit.

Looking ahead, market intelligence points to a more moderate growth outlook in 2026, with the hotel budget reflecting an increase in occupancy to 88.1% and an ADR of USD312.46. The 2026 FIFA World Cup is expected to support additional demand in June and July, while mock-up rooms are scheduled to be completed in the second quarter of 2026, with a full renovation for rooms and public spaces scheduled for 2027.

##### Doubletree Alana Waikiki

In 2025, DoubleTree Alana Waikiki operated in a challenging Waikiki market environment, following austerity policy measures by the United States administration and weaker demand from government-related travel, which had been a meaningful contributor to the hotel's room revenue. During the year, government segment room revenue declined, while government room occupancy fell by 41.9% year on year. Although leisure demand remained active and the hotel's Best Flexible Rate segment increased compared with the prior year, the reduction in government-related demand contributed to a decline in total room revenue versus 2024. Due to its relatively higher mix of government-related demand, the hotel recorded a 14.1% year on year decline in revenue, driven by a 9.7% decrease in occupancy and a 4.9% decrease in ADR. The hotel finished the year with occupancy of 80.3% and ADR of USD194.25. Looking ahead, management remains cautiously optimistic on 2026, with the budget reflecting a 2.8% year on year revenue increase, projected occupancy of 83.2% and ADR of USD192.37.

##### Delta by Marriott Toronto Airport

Delta by Marriott Toronto Airport delivered solid operating performance in 2025 despite a difficult market backdrop shaped by political and economic tensions between Canada and the United States. The Toronto Airport hotel market remained under pressure during the year, with the competitive set recording a 6.0% year on year decline in revenue, largely due to weaker group demand, while the broader Toronto Airport market declined by 5.5%. Against this backdrop, Delta Hotels Toronto Airport maintained relatively stable group performance, with group production declining by only 0.2% year on year. While room revenue remained under pressure, the Food and Beverage department delivered strong growth. After adjusting for differences in accounting treatment, Food and Beverage revenue increased by 13.6% year on year compared with 2024, driven mainly by banquet operations.

#### Outlook

Looking ahead, the Group expects business conditions in 2026 to remain influenced by global economic uncertainties, commodity price volatility and geopolitical developments.

The ongoing conflict in the Middle East, including the Iran war, may continue to drive volatility in energy prices, freight costs and foreign exchange markets, with broader implications for inflation, supply chains, consumer sentiment and travel demand. For the Group, this may translate into continued pressure on refining margins, higher logistics and operating costs, and greater uncertainty over travel-related demand, particularly for the Hotels segment. Although major events such as FIFA World Cup 2026 could otherwise support hotel demand, this potential upside may be moderated if geopolitical tensions lead to participation uncertainty, travel disruptions or weaker cross-border attendance.

Demand for palm oil products is expected to remain supported by global consumption trends although earnings contribution from the manufacturing segment may remain sensitive to fluctuations in input costs, export conditions and refining margins. The property division anticipates continued demand within its township developments in Johor, though sentiment may remain sensitive to inflationary pressures and broader macroeconomic conditions. The Hotels segment may be more prone to adverse shocks arising from the geopolitical situation, particularly through softer travel sentiment, higher air travel costs and potential disruptions to international visitor flows.

In this environment, management will continue to adopt a prudent and proactive approach, focusing on maintaining competitiveness, enhancing operational efficiency, and remaining agile in navigating evolving market conditions to deliver sustainable shareholder value.

## CORPORATE INFORMATION

### BOARD OF DIRECTORS

Ho Kim Swee @ Ho Kian Guan	<i>Executive Chairman</i>
Dato' Ho Cheng Chong @ Ho Kian Hock	<i>Managing Director</i>
Ho Eng Chong @ Ho Kian Cheong	<i>Non-Independent Non-Executive Director</i>
Ho Chung Kain (He ChongJing)	<i>Executive Director</i>
Lee Huee Nan @ Lee Hwee Leng (f)	<i>Executive Director</i>
Liew Foong Yuen	<i>Executive Director</i>
Too Hing Yeap @ Too Heng Yip	<i>Non-Independent Non-Executive Director</i>
Tai Lam Shin	<i>Independent Non-Executive Director</i>
Mahathir Bin Mohamed Ismail	<i>Independent Non-Executive Director</i>
Dato' Dr. Zaha Rina Binti Zahari (f)	<i>Independent Non-Executive Director</i>
Ho Chung Hui	<i>Alternate to Lee Huee Nan @ Lee Hwee Leng (f)</i>
Ho Chung Kiat, Sydney (He ChongJie, Sydney)	<i>Alternate to Ho Eng Chong @ Ho Kian Cheong</i>

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### COMPANY SECRETARIES

Te Hock Wee  
(SSM PC No. 202008002124)  
(MAICSA 7054787)

Foo Pei Koon  
(SSM PC No. 202108000380)  
(MAICSA 7067238)  
(Appointed on 12.01.2026)

Chan Siow Mui  
(SSM PC No. 202408000504)  
(MAICSA 7058742)  
(Resigned on 12.01.2026)

### AUDITORS

Ernst & Young PLT  
Registration No. 202006000003  
(LLP0022760-LCA & AF 0039)  
Chartered Accountants  
B-15, Menara IIB, Persiaran Medini Sentral 1,  
Bandar Medini Iskandar,  
79250 Iskandar Puteri,  
Johor Darul Takzim,  
Malaysia.  
Tel : 607-288 3111  
Fax : 607-288 3112

## CORPORATE INFORMATION [cont'd]

### REGISTERED OFFICE

L2-02, 1 Medini Hub, Persiaran Medini Utara 3,  
Medini Iskandar,  
79000 Nusajaya,  
Johor Darul Takzim,  
Malaysia.  
Tel : 607-818 0350  
Email : info@vistra.com

### SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd  
Registration No. 197101000970 (11324-H)  
Unit 32-01, Level 32, Tower A,  
Vertical Business Suite,  
Avenue 3, Bangsar South,  
No. 8, Jalan Kerinchi,  
59200 Kuala Lumpur,  
Wilayah Persekutuan,  
Malaysia.  
Tel : 603-2783 9299  
Fax : 603-2783 9222  
Email : is.enquiry@vistra.com

### PRINCIPAL BANKERS

Malayan Banking Berhad  
Registration No. 196001000142 (3813-K)  
  
OCBC Bank (Malaysia) Berhad  
Registration No. 199401009721 (295400-W)

### LISTING

Main Market of Bursa Malaysia Securities Berhad

### STOCK CODE

3476

### WEBSITE

<https://my.keckseng.com>

## DIRECTORS' PROFILE

### HO KIM SWEE @ HO KIAN GUAN

Executive Chairman

**AGE/GENDER NATIONALITY**

Age 80/Male Singaporean

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Business Administration and Commerce.

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was appointed to the Board on 15 September 1970. He has spent 55 years successfully steering the Group.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.  
[Both companies are subsidiaries of the Company]

**FAMILY RELATIONSHIP**

Mr. Ho is the brother of Dato' Ho Cheng Chong @ Ho Kian Hock (Managing Director) and Mr. Ho Eng Chong @ Ho Kian Cheong (Non-Independent Non-Executive Director).

[Both are substantial shareholders of the Company]

Mr. Ho is the uncle of Mr. Ho Chung Kain (He ChongJing), Mr. Ho Chung Hui and Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

**CONFLICT OF INTERESTS**

None.

**CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

**BOARD MEETINGS ATTENDED**

5 out of 5.

### DATO' HO CHENG CHONG @ HO KIAN HOCK

Managing Director

**AGE/GENDER NATIONALITY**

Age 78/Male Singaporean

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Science and Engineering (1st Class Honours), University of New South Wales, Australia.

**DATE APPOINTED/WORK EXPERIENCE**

Dato' Ho was appointed to the Board on 8 June 1971 and has been the Managing Director since 11 June 1975. He has over 50 years of working experience in Corporate Planning and Management.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.  
[Both companies are subsidiaries of the Company]

## DIRECTORS' PROFILE (cont'd)

### **DATO' HO CHENG CHONG @ HO KIAN HOCK (cont'd)**

Managing Director

#### **FAMILY RELATIONSHIP**

Dato' Ho is the brother of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Mr. Ho Eng Chong @ Ho Kian Cheong (Non-Independent Non-Executive Director).

[Both are substantial shareholders of the Company]

Dato' Ho is the father of Mr. Ho Chung Kain (He ChongJing) and Mr. Ho Chung Hui.

Dato' Ho is the uncle of Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Dato' Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

### **HO ENG CHONG @ HO KIAN CHEONG**

Non-Independent Non-Executive Director

#### **AGE/GENDER NATIONALITY**

Age 76/Male Singaporean

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Science Degree, University of Singapore.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was appointed to the Board on 21 September 1987. He has more than 40 years of working experience in the management of private and public companies.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

#### **FAMILY RELATIONSHIP**

Mr. Ho is the brother of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Dato' Ho Cheng Chong @ Ho Kian Hock (Managing Director).

[Both are substantial shareholders of the Company]

Mr. Ho is the father of Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

Mr. Ho is the uncle of Mr. Ho Chung Kain (He ChongJing) and Mr. Ho Chung Hui.

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

## DIRECTORS' PROFILE (cont'd)

### HO CHUNG KAIN (HE CHONGJING)

Executive Director

**AGE/GENDER NATIONALITY**

Age 51/Male Singaporean

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Business Administration, Murdoch University, Perth, Australia.

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was Alternate Director to Dato' Ho Cheng Chong @ Ho Kian Hock from 24 February 2011 to 26 November 2023, before being appointed as an Executive Director on 27 November 2023. He has more than 20 years of working experience in property development, property management, plantations, palm oil mill and refinery. Mr. Ho is also a member of the Board of the Singapore Hotel Association.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.

[Both companies are subsidiaries of the Company]

**FAMILY RELATIONSHIP**

Mr. Ho is the son of Dato' Ho Cheng Chong @ Ho Kian Hock.

[Managing Director and substantial shareholder of the Company]

Mr. Ho is the nephew of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Mr. Ho Eng Chong @ Ho Kian Cheong (Non-Independent Non-Executive Director).

[Both are substantial shareholders of the Company]

Mr. Ho is the brother of Mr. Ho Chung Hui.

Mr. Ho is the cousin of Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

**CONFLICT OF INTERESTS**

None.

**CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

**BOARD MEETINGS ATTENDED**

5 out of 5.

## DIRECTORS' PROFILE (cont'd)

### LEE HUEE NAN @ LEE HWEE LENG

Executive Director

**AGE/GENDER NATIONALITY**

Age 74/Female Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Diploma in Business Studies, Ngee Ann College, Singapore.

**DATE APPOINTED/WORK EXPERIENCE**

Ms. Lee was appointed to the Board on 29 April 1980. She has more than 40 years of working experience in corporate administration and financial management.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.  
[Both companies are subsidiaries of the Company]

**FAMILY RELATIONSHIP**

None.

**CONFLICT OF INTERESTS**

None.

**CONVICTIONS FOR OFFENCES**

Ms. Lee has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

**BOARD MEETINGS ATTENDED**

5 out of 5.

### LIEW FOONG YUEN

Executive Director

**AGE/GENDER NATIONALITY**

Age 55/Male Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Laws (Hons.), University of Warwick, United Kingdom; and  
Masters of Business Administration (Finance), City University, London, United Kingdom.

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Liew was appointed to the Board as Independent Non-Executive Director on 29 November 2019 and was redesignated as an Executive Director with effect from 17 July 2023. He is a lawyer by training, having qualified to practise in England and Wales and in Malaysia. He began his career in London before returning to work in Malaysia and Singapore and was in practise for 19 years before taking on a senior management role in a multi-disciplinary professional services group.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

**FAMILY RELATIONSHIP**

None.

## DIRECTORS' PROFILE (cont'd)

### **LIEW FOONG YUEN (cont'd)**

Executive Director

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Liew has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

4 out of 5.

### **TOO HING YEAP @ TOO HENG YIP**

Non-Independent Non-Executive Director

*Member of the Audit Committee*

*Member of the Nominating Committee*

*Member of the Remuneration Committee*

#### **AGE/GENDER NATIONALITY**

Age 78/Male Malaysian

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Laws, 2nd Class Honours (Upper Division), University of Singapore.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Too was appointed to the Board as an Independent Non-Executive Director on 27 April 2010. He was then redesignated as Non-Independent Non-Executive Director on 26 May 2023.

After graduating from the University of Singapore in 1971, Mr. Too joined Shook Lin & Bok ("SLB") in 1972 as a legal assistant. He taught briefly at the University of Malaya in the 1970's. He was emplaced as a Limited Partner of SLB in 1975, thereafter as a General Partner in 1980 and then as Deputy Managing Partner in 1992. He was SLB's Executive Partner since 1998 and was also the Head of the Banking and Finance Litigation Department until his retirement in December 2012.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

#### **FAMILY RELATIONSHIP**

None.

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Too has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

4 out of 5.

## DIRECTORS' PROFILE (cont'd)

### TAI LAM SHIN

Independent Non-Executive Director  
*Chairman of the Audit Committee*  
*Member of the Nominating Committee*  
*Member of the Remuneration Committee*

**AGE/GENDER NATIONALITY**

Age 68/Male Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Chartered Accountant, Malaysian Institute of Accountants (MIA); and  
Fellow of Chartered Association of Certified Accountants (FCCA, United Kingdom).

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Tai was appointed to the Board on 26 June 2014. He is exposed and experienced in areas of audit assurance, financial and corporate advisory, due diligence review and reporting accountants to public listed corporations, multinationals and private companies.

**OTHER DIRECTORSHIP**

Listed Issuers : MCE Holdings Berhad and White Horse Berhad.  
Public Companies : Nil.

**FAMILY RELATIONSHIP**

None.

**CONFLICT OF INTERESTS**

None.

**CONVICTIONS FOR OFFENCES**

Mr. Tai has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

**BOARD MEETINGS ATTENDED**

5 out of 5.

### MAHATHIR BIN MOHAMED ISMAIL

Independent Non-Executive Director  
*Member of the Audit Committee*  
*Chairman of the Nominating Committee*  
*Chairman of the Remuneration Committee*

**AGE/GENDER NATIONALITY**

Age 76/Male Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Commerce & Accounting, University of Western Australia;  
Fellow, CPA Australia; and  
Chartered Accountant, Malaysian Institute of Accountants (MIA).

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Mahathir was appointed to the Board on 23 June 2015. He has considerable experience in the banking and finance field with his tenure at 3 Malaysian financial institutions, listed companies and private companies from January 1976 to March 2005. Thereafter from June 2005 to 31 December 2018, he was a Lecturer in Audit & Corporate Governance, Audit & Assurance, Accounting and Business Ethics in Taylor's University.

## DIRECTORS' PROFILE (cont'd)

### MAHATHIR BIN MOHAMED ISMAIL (cont'd)

Independent Non-Executive Director  
*Member of the Audit Committee*  
*Chairman of the Nominating Committee*  
*Chairman of the Remuneration Committee*

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.  
Public Companies : Nil.

#### **FAMILY RELATIONSHIP**

None.

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Mahathir has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

### DATO' DR. ZAHA RINA BINTI ZAHARI

Independent Non-Executive Director  
*Member of the Audit Committee*  
*Member of the Nominating Committee*  
*Member of the Remuneration Committee*

#### **AGE/GENDER NATIONALITY**

Age 64/Female Malaysian

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Doctorate in Business Administration, University of Hull, United Kingdom;  
MBA, University of Hull, United Kingdom; and  
Bachelor of Accounting and Finance, Leeds Metropolitan University, United Kingdom.

#### **DATE APPOINTED/WORK EXPERIENCE**

Dato' Dr. Zaha Rina was appointed to the Board on 26 August 2021. She has more than 30 years of working experience in financial (including Islamic), commodities and securities industries and the developing of the Malaysian capital market, mergers and acquisitions in insurance and Takaful companies.

She is also an independent board member in financial institutions, licensed by the Securities Commission Malaysia to provide corporate advisory services and a member of the Appeals Committee of Bursa Malaysia Berhad.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Hibiscus Petroleum Berhad, IGB Berhad and Pacific & Orient Berhad.  
Public Companies : Pacific & Orient Insurance Co. Berhad and Mizuho Bank (Malaysia) Berhad.

#### **FAMILY RELATIONSHIP**

None.

## DIRECTORS' PROFILE (cont'd)

### **DATO' DR. ZAHA RINA BINTI ZAHARI (cont'd)**

Independent Non-Executive Director  
*Member of the Audit Committee*  
*Member of the Nominating Committee*  
*Member of the Remuneration Committee*

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Dato' Dr. Zaha Rina has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

### **HO CHUNG HUI**

Alternate to Ms. Lee Huee Nan @ Lee Hwee Leng

#### **AGE/GENDER NATIONALITY**

Age 50/Male Singaporean

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Science in Economics, The London School of Economics, United Kingdom.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was appointed as Alternate Director to Ms Lee Huee Nan @ Lee Hwee Leng on 26 June 2014. He is presently the Commercial/Corporate Director of Keck Seng (Malaysia) Berhad. He had previously worked for a major US consultancy firm on various practices of strategy, finance and business process re-engineering and human capital in Singapore.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.  
[Both companies are subsidiaries of the Company]

#### **FAMILY RELATIONSHIP**

Mr. Ho is the son of Dato' Ho Cheng Chong @ Ho Kian Hock.  
[Managing Director and substantial shareholder of the Company]

Mr. Ho is the nephew of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Mr. Ho Eng Chong @ Ho Kian Cheong (Non-Independent Non-Executive Director).  
[Both are substantial shareholders of the Company]

Mr. Ho is the brother of Mr. Ho Chung Kain (He ChongJing).

Mr. Ho is the cousin of Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## DIRECTORS' PROFILE (cont'd)

### HO CHUNG KIAT, SYDNEY (HE CHONGJIE, SYDNEY)

Alternate to Mr. Ho Eng Chong @ Ho Kian Cheong

#### **AGE/GENDER NATIONALITY**

Age 42/Male Singaporean

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Master of Engineering in Electrical and Electronic Engineering (First Class Honours), Imperial College of Science, Technology and Medicine, United Kingdom.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was appointed as Alternate Director to Mr. Ho Eng Chong @ Ho Kian Cheong on 15 October 2018. He is presently the Executive Director of Hub Synergy (S) Pte. Ltd., Leefon Corporation Pte. Ltd. and i.Contemporary Living Pte. Ltd. He is responsible for the marketing and operations of a commercial building, supervising the redevelopment of a 26-storey commercial building and for the day-to-day operations, marketing and leasing of warehouse lots in an industrial building. Previously, he was also involved in the development of a 49-unit, 30-storey residential project.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

#### **FAMILY RELATIONSHIP**

Mr. Ho is the son of Mr. Ho Eng Chong @ Ho Kian Cheong.

[Non-Independent Non-Executive Director and substantial shareholder of the Company]

Mr. Ho is the nephew of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Dato' Ho Cheng Chong @ Ho Kian Hock (Managing Director).

[Both are substantial shareholders of the Company]

Mr. Ho is the cousin of Mr. Ho Chung Kain (He ChongJing) and Mr. Ho Chung Hui.

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## KEY SENIOR MANAGEMENT'S PROFILE

### PLANTATIONS

#### TEO AIK CHONG

General Manager, Plantation and Mill  
Johor, Malaysia

**AGE/GENDER**      **NATIONALITY**  
Age 45/Male      Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Mechanical Engineering, Wichita State University.

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Teo commenced his career at KSM's Palm Oil Mill Division on 1 April 2006. In May 2023, he was concurrently assigned to manage KSM's Plantation Division and was subsequently promoted to his current position on 12 March 2024.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### MANUFACTURING

#### CHUA TECK NGIN

Senior General Manager  
Johor, Malaysia

**AGE/GENDER**      **NATIONALITY**  
Age 73/Male      Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Chemical Engineering, University Malaya; and P. Eng (Malaysia).

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Chua has been with KSM since 1 August 1984 and was promoted to Senior General Manager on 12 March 2024.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Lim & Lim Plantations Berhad.  
[A subsidiary of the Company]

### MANUFACTURING

#### TEO ENG SENG

General Manager of Refinery and Supervitamins  
Johor, Malaysia

**AGE/GENDER**      **NATIONALITY**  
Age 45/Male      Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Engineering (Hons), Chemical at University of Technology Malaysia.  
MIEM, P.Eng (Malaysia).

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Teo commenced his career at KSM's Palm Oil Refinery Division on 1 July 2006 as Project Engineer. He was promoted to Refinery Deputy General Manager on 1 January 2022 before being appointed to current position on 12 March 2024.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### PROPERTY DEVELOPMENT

#### DATO' DR. ABDUL RAHIM BIN RAMLI

Senior Advisor to Keck Seng (Malaysia) Berhad  
Johor, Malaysia

**AGE/GENDER**      **NATIONALITY**  
Age 84/Male      Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Arts (Honors) Economics, University Malaya.  
Honorary PhD Pengurusan Kesultanan Johor from University Tun Hussein Onn Johor.

#### DATE APPOINTED/WORK EXPERIENCE

Dato' has been the Chief Executive Officer of Tanjong Puteri Golf Resort Berhad since January 1997 and presently Senior Advisor to KSM effective from 12 September 2018.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up).  
[A subsidiary of the Company]

## KEY SENIOR MANAGEMENT'S PROFILE (cont'd)

### PROPERTY DEVELOPMENT

#### **KENNY KOH GUAN KAI**

General Manager  
Johor, Malaysia

**AGE/GENDER**      **NATIONALITY**  
Age 47/Male      Malaysian

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Science in Civil Engineering, University Technology Malaysia ("UTM").

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Koh started his career in the construction industry. He was with the Singapore Tunnel Project in 2002. Thereafter in 2006, he worked in Malaysia as a Project Manager with a contractor's firm where he was involved in the construction of both buildings and infrastructures. Mr. Koh joined KSM – Property Division as a Project Manager on 1 June 2015 to oversee the planning and construction of development projects. He later assumed the role of Deputy General Manager from 1 January 2022 until 1 March 2023 before being appointed to his current position on 2 March 2023.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.  
Public Companies : Nil.

### HOTEL

#### **JONATHAN LIN**

Director of Asset Management  
New York, USA

**AGE/GENDER**      **NATIONALITY**  
Age 39/Male      American

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Master of Business Administration, Rutgers University.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Lin has been with KSM since 28 October, 2024.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.  
Public Companies : Nil.

### PROPERTY INVESTMENT

#### **SIM YOKE KENG**

General Manager  
Kuala Lumpur, Malaysia

**AGE/GENDER**      **NATIONALITY**  
Age 49/Female      Malaysian

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Diploma in Programming, Informatics College; and Postgraduate Diploma in Marketing, The Chartered Institute of Marketing.

#### **DATE APPOINTED/WORK EXPERIENCE**

Ms. Sim joined HKH Holdings Sdn. Bhd. on 11 July 2006 and was promoted to her current position on 1 April 2017.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.  
Public Companies : Nil.

### HOTEL

#### **ROBERT ROY**

Regional Vice President (RVP)  
New York, USA

**AGE/GENDER**      **NATIONALITY**  
Age 62/Male      Canadian

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Commerce Honors, University of Ottawa; and Baccalaureate in Administration.

#### **DATE APPOINTED/WORK EXPERIENCE**

Robert was appointed as RVP effective from 1 April 2015. He was previously the General Manager at Sheraton Ottawa Hotel, Canada.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.  
Public Companies : Nil.

## KEY SENIOR MANAGEMENT'S PROFILE (cont'd)

### HOTEL

#### WOLFGANG BOETTCHER

Director of Global Hotel Operations

**AGE/GENDER      NATIONALITY**

Age 57/Male      German

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Certifications in Meat Science Berufsschule Friedrichshafen; and Certification as Instructor for Culinary Education.

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Boettcher was appointed as Director of Hotel Operations Asia Pacific in March 2018. He was with Starwood Hotels & Resorts and Marriott International for the past 27 years. His past experiences included appointments as an Area Vice President, Area Managing Director and other various General Manager roles in Southeast Asia and Greater China. Mr Boettcher was appointed to his current role in October 2023.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

### HOTEL

#### GRACE LOK

Vice President, Corporate Finance

San Francisco, USA

**AGE/GENDER      NATIONALITY**

Age 54/Female      American

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Master of Science Taxation, San Jose State University; Master of Business Administration, University of Hawaii; Bachelor of Business Administration Honors in Accounting; Distinction in Finance, University of Hawaii; and Affiliate member, American Institute of Certified Public Accountants.

**DATE APPOINTED/WORK EXPERIENCE**

Grace was appointed as Senior Corporate Controller in September 2021. She was promoted to her current position on 1 July 2023. She was in the capacity of Financial Controller/Director of Finance for 20 years. She was previously the Market Director of Finance-Hong Kong with Marriott International and Area Director of Finance-Hong Kong, Macau and Taiwan with Starwood Hotels & Resorts.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

### INVESTMENT HOLDING

#### PAUL TSE SEE FAN

Director

Hong Kong

**AGE/GENDER      NATIONALITY**

Age 71/Male      Hong Kong, China

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Master of Business Administration.

**DATE APPOINTED/WORK EXPERIENCE**

Paul Tse has been an Executive Director of Keck Seng Investments (Hong Kong) Limited, an affiliate of the Company, since 1979. He also holds directorships in numerous companies within the affiliated Group and is also a Non-Executive Director of Banco Nacional Ultramarino, a note-issuing bank in the Macau Special Administrative Region. Paul Tse was appointed as Director in two of KSM's investment holding subsidiaries on 30 January 1981 and 27 December 1984 respectively.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

### GROUP FINANCE

#### REUSON SEET

Group Accountant

Johor, Malaysia

**AGE/GENDER      NATIONALITY**

Age 53/Male      Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Commerce (majoring in Accounting), Curtin University of Technology, Australia; Chartered Accountant of the Malaysian Institute of Accountants; Fellow of CPA Australia; and Associate of the Chartered Tax Institute of Malaysia.

**DATE APPOINTED/WORK EXPERIENCE**

Reuson started his career as an auditor with Arthur Andersen, where he gained valuable experience in audit, accounting and taxation. In 2000, he joined KSM as an Accountant and was subsequently promoted as Group Accountant in 2014. He has more than 20 years of experience in IFRS financial accounting and reporting, group consolidation, tax compliance and planning, risk management and internal controls.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

## KEY SENIOR MANAGEMENT'S PROFILE [cont'd]

### GROUP FINANCE

#### **GAN KIM BUAN**

Financial Consultant  
Johor, Malaysia

<b>AGE/GENDER</b>	<b>NATIONALITY</b>
Age 77/Male	Malaysian

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Accountancy, University of Singapore.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Gan was appointed as KSM's Accountant in July 1975. He is in his current position since 2014.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.  
Public Companies : Nil.

*None of the key senior management team has:*

- 1) any family relationship with any director and/or major shareholder of the Company;*
- 2) any conflict of interests that the person has with the Company; and*
- 3) any conviction for offences (other than traffic offences, if any) within the past 5 years or any sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.*

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“the Board”) of Keck Seng (Malaysia) Berhad (the “Company”) and its subsidiaries (collectively referred to as “the Group”) acknowledges that good corporate governance (“CG”) is in shareholders’ interest and promotes sustainable long-term success, growth, and value. The Board and Senior Management, who are responsible for the governance of the Group are committed to ensure good CG practices are adopted and continued.

The Board is pleased to provide its shareholders and other stakeholders an insight of the Group’s CG approach, practices, and areas of emphasis for the financial year ended 31 December 2025 (“FY 2025”) through its CG Overview Statement (“CGOS”) and CG Report (“CGR”).

The CGOS and CGR are prepared in compliance with the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and guided by Practice Note 9 of the MMLR, the CG Guide (4th edition) issued by Bursa Securities and the Malaysian Code on Corporate Governance (“CG Code”).

To better understand the Group’s CG principles and practices, the CGOS should be read together with the CGR and other statements in the Annual Report (“AR”), including the Statement on Risk Management and Internal Control and the Audit Committee Report. The CGR is available on the Company’s website, <https://my.keckseng.com> and Bursa Securities’ website.

### **ADOPTION OF THE CG CODE**

The Company has generally applied the best practices under the CG Code for FY 2025.

The CGR explains the extent of the Group’s application, departures and alternative measures adopted for its CG practices.

The Board continues to evaluate the Group’s governance practices and enhance it in response to adopting best practices and the changing needs of the Group.

### **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS**

#### **I. Board Responsibilities**

The Board is responsible for the overall leadership, values, directions, and performance of the Group. An effective Board is imperative in establishing and achieving the Group’s strategies.

The Board Charter which is available on the Company’s website, <https://my.keckseng.com>, outlines the responsibilities of the Board, both individually and collectively, and on matters reserved for the Board.

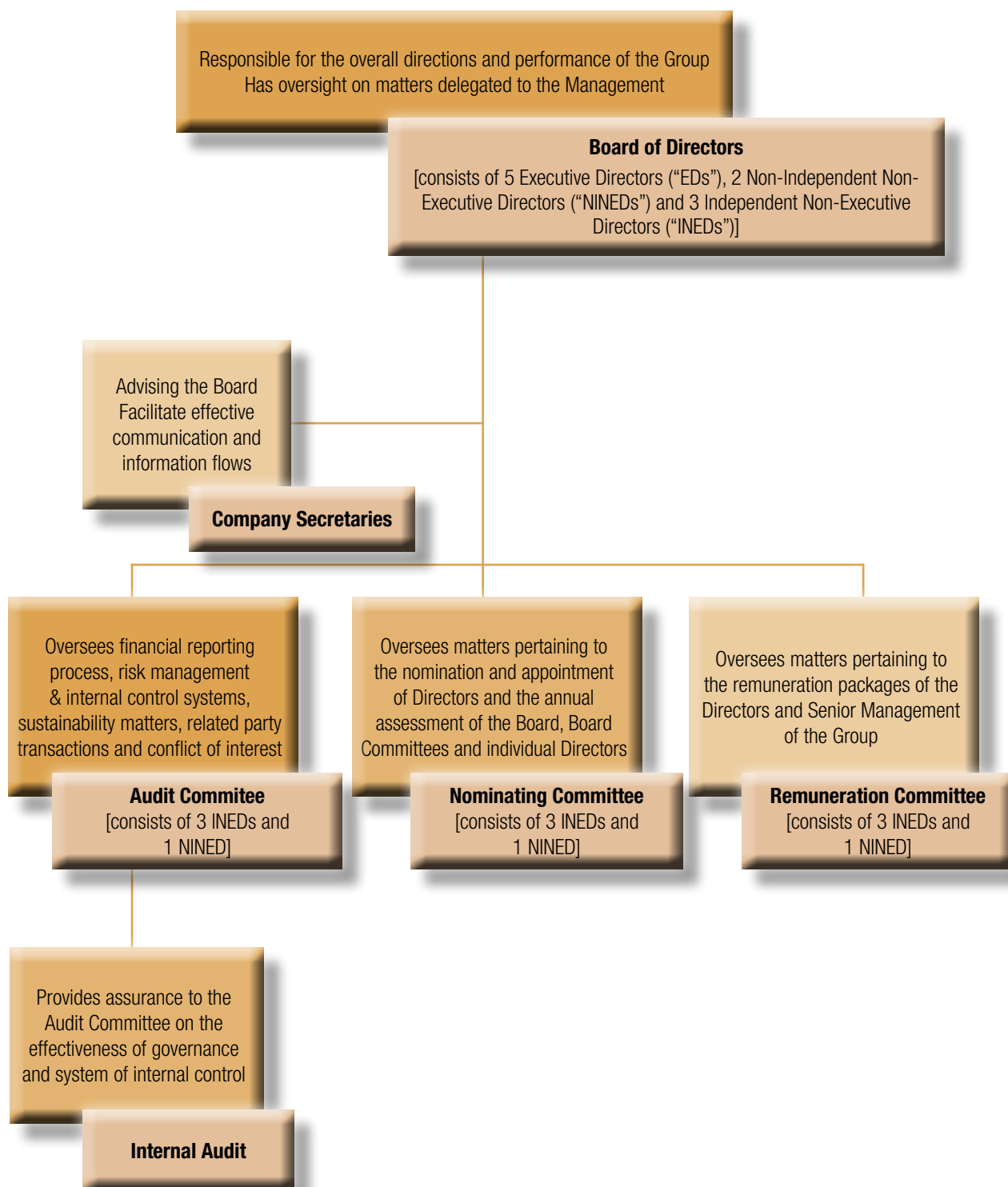
The Board has constituted 3 Board Committees, namely Audit Committee (“AC”), Nominating Committee (“NC”) and Remuneration Committee (“RC”) to which it has delegated its authorities in certain matters to support the Board. The Board is informed of the activities of the Board Committees by the respective Board Committee chairman, through minutes of meetings, briefings and reports. Further details on the work of the AC, NC and RC are provided in the respective sections of this AR. Notwithstanding that, the ultimate responsibilities for the final decision on all matters lies with the Board.

**CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]**

**PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**

**I. Board Responsibilities (Cont'd)**

The governance structure of the Board is as follows:



## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### I. Board Responsibilities (Cont'd)

EDs' and INEDs'/NINEDs' roles:

ED	INED / NINED
<ul style="list-style-type: none"> <li>Plan the business directions of the Group.</li> <li>Implement the Board's decisions.</li> <li>Drive the Group's businesses and performance.</li> <li>Deal with day-to-day operational matters.</li> </ul>	<ul style="list-style-type: none"> <li>Advise and support the Board.</li> <li>Provide independent and objective judgement, scrutiny, and experience.</li> <li>Ensure the effectiveness of the system of risk management and internal control.</li> <li>Involved in various Board Committees.</li> </ul>

Key matters considered by the Board in FY 2025 are:

Strategic matters	Governance matters	Financial and other matters
<ul style="list-style-type: none"> <li>Business performance and strategic plans</li> <li>Succession planning</li> <li>Dividend decisions</li> <li>Manpower and business rationalisation exercise</li> </ul>	<ul style="list-style-type: none"> <li>Conflict of interest situation ("COI") (including potential COI)</li> <li>Corporate statements and reports for inclusion in the AR</li> <li>Risk management, internal control system, and sustainability framework</li> <li>Internal audit reports, risk assessment analysis and sustainability matters reports</li> <li>Incident or suspicion of fraud updates, if any</li> <li>Annual evaluation on Board, Board Committees, and individual Director</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly unaudited financial results and annual audited financial statements of the Group including announcements thereof</li> <li>Related party transactions and/or recurrent related party transactions</li> <li>External Auditors' reports on audit findings and updates</li> </ul>

Moving forward, the Board's focus is to:

- Monitor business strategies and performance.
- Promote and enhance the Group's Environmental, Social and Governance ("ESG") practices and disclosures.
- Explore new business opportunities.
- Continue succession planning for Board and Senior Management.
- Review the participation of women in Senior Management roles.
- Align policies and procedures with applicable new laws and regulations.
- Assess non-application of CG practices for adoption.

#### Chairman's and Managing Director's Roles

To be effective, clarity of various roles and responsibilities of individual directors must exist. A clear division of responsibilities has been established between the Executive Chairman ("EC") and Managing Director ("MD"). The positions are held by different individuals to ensure that there is a balance of power and authority. Both the EC and MD are not members of the Board Committees.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### I. Board Responsibilities (Cont'd)

##### Chairman's and Managing Director's Roles (Cont'd)

The division of responsibilities between the EC and MD is as follows:

EC Mr. Ho Kim Swee @ Ho Kian Guan	MD Dato' Ho Cheng Chong @ Ho Kian Hock
<ul style="list-style-type: none"> <li>Leads and ensures Board effectiveness, governance, and conduct.</li> <li>With the assistance of the Company Secretary, Board meetings are scheduled in advance and clear information are disseminated to Board members, enabling the Board to perform their duties effectively.</li> <li>Acts as a facilitator during Board meetings.</li> <li>Ensures that the Board Committees function properly and that open, healthy and effective debates are conducted.</li> <li>Encourages constructive and respectful relations between the Board members and between the Board and Management.</li> <li>Ensures that sufficient time is given on deliberation of issues.</li> </ul>	<ul style="list-style-type: none"> <li>Fulfills the Chief Executive Officer's role.</li> <li>Oversees the Group's day-to-day operations.</li> <li>Is overall responsible for the financial performance and development of the Group's strategies.</li> <li>Ensures principal risks and sustainability matters of the Group are monitored.</li> <li>Ensures that internal control and management information systems are in place.</li> <li>Ensures effective implementation of policies and strategies adopted by the Board throughout the entire organisation.</li> </ul>

The Board Charter sets out the responsibilities of the EC and the MD.

##### Company Secretaries

The Board is supported by Company Secretaries who are Associate members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and qualified Chartered Secretaries under Section 235(2)(a) of the Companies Act 2016.

All Directors have unfettered access to the advice and services of the Company Secretary. The Company Secretary attends all Board and Board Committee meetings and is responsible to ensure that meeting procedures at all Board and Board Committee meetings are adhered to, deliberations and conclusions are recorded. The draft minutes of the Board and Board Committees meetings are circulated for comments before confirmation at the next meeting.

The Company Secretary provides advice on the Company's Constitution and periodic updates on governance matters and the latest regulatory developments including Directors' disclosure obligations as well as assisting in the induction of new Directors and providing suggestions for continuing professional development as required. She also facilitates the effective flow of information between the Board, Board Committees, and relevant management parties.

Together with the Board, the Company Secretary ensures compliance with the Companies Act 2016, MMLR and relevant laws and regulations applicable to the Company.

The appointment and removal of the Company Secretary is determined by the Board as a whole. The Board was satisfied with the support rendered by the Company Secretary to the Board during FY 2025 in discharging their duties.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### I. Board Responsibilities (Cont'd)

##### Access to Information and Advice

The Board has unrestricted access to timely and accurate information based on the agreed meeting agenda. The information is not restricted to quantitative information but may include other information deemed proper.

All Directors are furnished with meeting agendas and Board papers at least 7 days prior to each Board meeting. Sufficient time is given to enable the Directors to read and understand the matters to be deliberated on, and where necessary, to obtain further explanation, information or be properly briefed before the meeting. The Board papers encompass all aspects of the matters being considered, enabling the Board to look at both the quantitative and qualitative factors so that informed decisions are made.

In furtherance of their duties, where necessary and in appropriate circumstances, the Board is entitled to seek independent professional advice at the Company's expense to enable it to discharge its responsibilities effectively. The Directors are also accessible to the Management for information and exchange of views outside formal Board meetings.

##### Board and Board Committee Charters

The Board Charter acts as a source of reference and primary induction material in providing insights to Board members and Senior Management. It defines, among others, the Board's objectives, roles, responsibilities, individual and collective authorities of the Board, its committees and meeting procedures.

Apart from the Board's responsibilities mentioned in the Board Charter, the Board reserves specific decision rights on matters relating to:

- COI issues;
- Material acquisitions and disposition of assets not in the ordinary course of business;
- Significant capital expenditures;
- Strategic investments, mergers and acquisitions and corporate exercises;
- Limits of authority;
- Treasury policies;
- Risk management policies; and
- Key human resource issues.

The matters listed above are not exhaustive and may be amended by the Board, where necessary.

The Board Committee Charters encompass the respective Committees' responsibilities and authorities. The Board Charter and Board Committee Charters are periodically reviewed and updated in accordance with the needs of the Company or when changes arise in the corporate and business environment.

The Board Charter was last reviewed on 25 November 2022 whilst the AC Charter was last reviewed and approved by the Board on 27 November 2023. The Board and Board Committee Charters are publicly available on the Company's website.

All other matters not specifically reserved for the Board or the Board Committees but are necessary for the day-to-day operations of the Group have been delegated to the Management. The Management's responsibilities conferred by the Board are delegated through the MD and is under the MD's purview.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### I. Board Responsibilities (Cont'd)

##### Board and Board Committee Charters (Cont'd)

The responsibilities of the Management are to ensure that:

- Plans are formulated and implemented to meet strategic objectives;
- Risk and sustainability frameworks are in place;
- Effective internal control systems are in place;
- Succession plans are in place;
- Compliance with legal and statutory requirements;
- Policies and procedures are drawn up, reviewed, and updated, where necessary; and
- Timely, accurate and clear financials and information are maintained and available.

##### Code of Conduct and Ethics, Anti-Bribery & Anti-Corruption, Whistleblowing Policy and Conflict of Interest Policy

The Group's commitment to uphold high ethical standards, governance and professional conduct at all times is reflected from the establishment of the following Board policies:

- Code of Conduct and Ethics ("Code") – sets the principles, ethical and standards of business ethics and conduct of the Group that aim to promote ethical conduct throughout the Group;
- Anti-Bribery & Anti-Corruption ("ABAC") Policy – sets out the parameters on unacceptable activities/practices and guidance on how to deal with such issues that may arise in the course of conducting business. The ABAC Policy is applicable to all Directors, employees and stakeholders who are performing work or services for and on behalf of the Group, whether directly or indirectly;
- Whistleblowing Policy – provides an avenue by which an individual, may in confidence, raise genuine concerns on possible improprieties in financial reporting, suspected criminal offence, breaches in legal obligations, non-compliance, endangerment, unfair treatment, misconduct, wrongdoings, corruption, bribery, blackmail and instances of fraud, waste, and/or abuse involving the resources of the Group. Complaints can be channelled in an appropriate and timely manner to any Senior Management and/or MD or AC Chairman or the Head of Internal Audit. Protections will be accorded to the whistleblower; and
- COI Policy – guides all directors and employees of the Group on how to identify, declare and deal with COI situations as they arise, persists or may arise.

The Code, ABAC, Whistleblowing and COI Policies are available on the Company's corporate website.

##### Sustainable Practices

As the Board is accountable to its shareholders and stakeholders for the conduct and long-term success of the Group, the plans and business strategies that it forms must ensure that sustainable issues are considered. The Board is committed in ensuring that there is proper governance throughout the Group, and business activities and practices do not detrimentally impact society and environment.

Through Management's various engagements with relevant stakeholders, sustainability risks and opportunities are identified, reviewed, and assessed prior to any decision-making and implementation of plans and strategies.

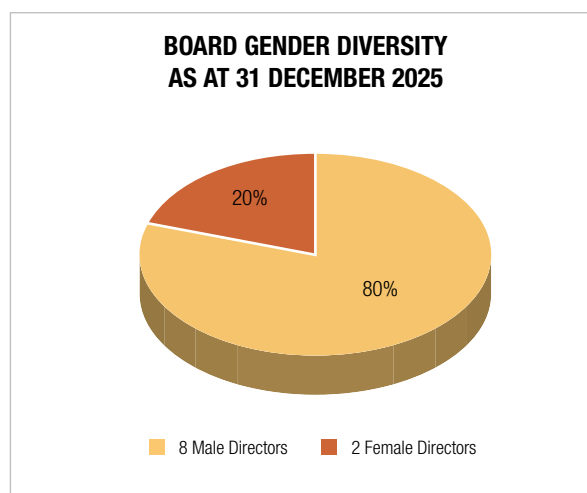
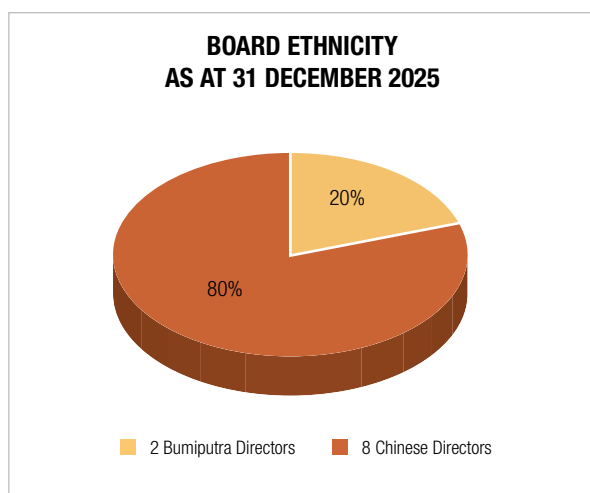
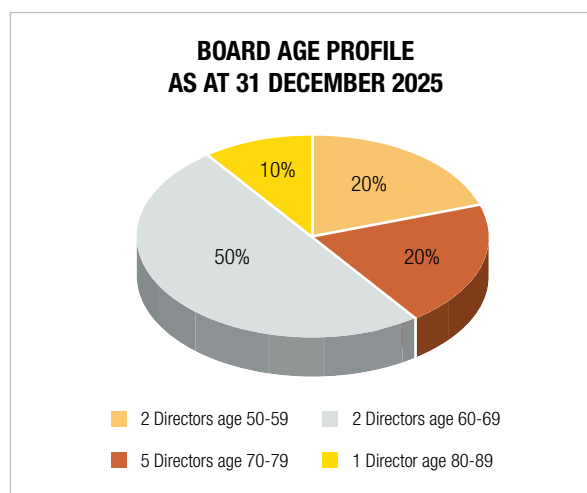
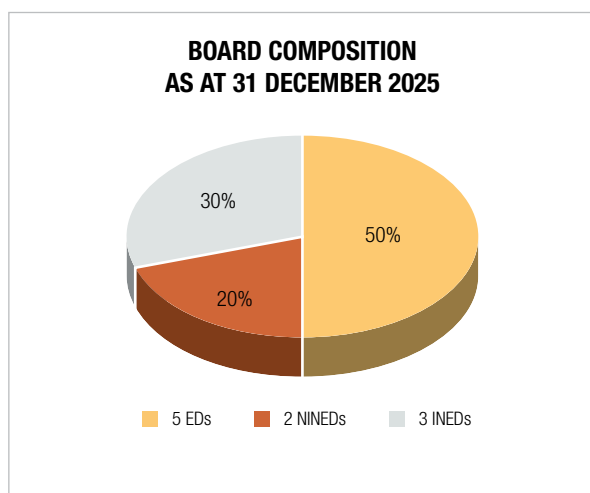
Shareholders and other stakeholders can find details on the Group's initiatives on sustainable practices in the Sustainable Statement featured on pages 61 to 116.

The Board stays updated on sustainability issues through discussions with Senior Management, reviewing sustainability-related articles, and participating in professional development updates and programmes. Details of the Directors' training and professional development during FY 2025 can be found on pages 39 to 41.

**CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)**

**PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**

**II. Board Composition**



**Independent Directors**

There were no changes to the composition of the Board in FY 2025. The number of INEDs on the board remained at 3 INEDs.

The composition of the current Board complies with Paragraph 15.02 of the MMLR of Bursa Securities which requires at least 2 directors or 1/3 of the Board of the Company, whichever is the higher to be independent directors and with at least 1 female director. In the event of any vacancy on the Board which results in non-compliance with this requirement, the Board will ensure that such vacancy be filled within 3 months. None of the Directors are active politicians.

The INEDs play an important role in corporate accountability because they provide objective and independent judgement, bring strategic guidance and constructive challenges to the Management.

The Board together with the NC have performed an annual assessment on the INEDs and concluded that each of the INED remains independent in character and judgement as they are able to provide unbiased and independent views to the Board, provide objective challenge to the Management on commercial and corporate governance matters. The INEDs have declared that they have no business or other relationships with the Group or substantial shareholders which are likely to affect their independence.

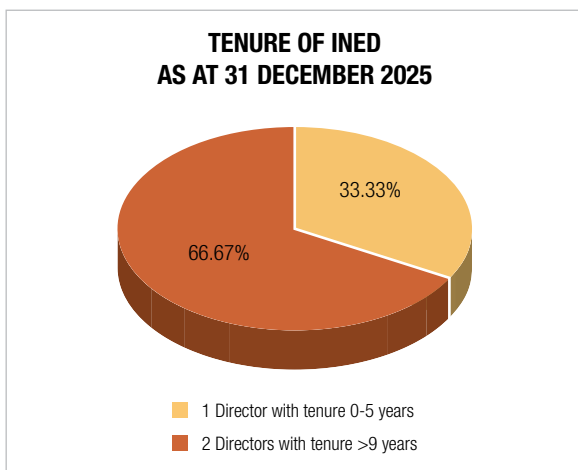
Further to the annual assessment, each INED has also submitted an annual independence declaration. All the INEDs have fulfilled the criteria of "independence" as defined in the MMLR of Bursa Securities and other criteria pursuant to the CG Code.

**CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)**

**PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**

**II. Board Composition (Cont'd)**

**Independent Directors (Cont'd)**



Practice 5.2 of the CG Code states that at least half of the Board comprises independent directors. Although the Board is aware that its current position departs from the recommended practice, it believes that the goal of independence and objectivity in such practice is not compromised as a result of such composition.

In accordance with Paragraph 1.01 of the MMLR, which limits the tenure of an independent director to a cumulative period of 12 years from the date of his first appointment as an Independent Director, the Board notes that as of FY 2025, two Independent Directors, Mr. Tai Lam Shin (“Mr. Tai”) and En. Mahathir Bin Mohamed Ismail, have served beyond nine years. After due consideration and assessment, the Board is satisfied that their independence remains intact, given their objective judgement and valuable contributions.

As a matter of policy, the Board will not seek shareholders’ approval at each Annual General Meeting (“AGM”) and conduct the two-tier voting process for Independent Directors serving beyond nine years. This decision aligns with regulatory requirements while ensuring continuity and stability in Board composition. The Board remains committed to ongoing governance reviews to maintain an effective balance of experience, independence, and board refreshment.

Our Independent Director and Chairman of the Audit Committee, Mr. Tai, would have served on the Board for a cumulative period of 12 years by 26 June 2026. As such, Mr. Tai will not be seeking re-election as a director at the upcoming AGM and shall retire upon the conclusion of the AGM. He shall ipso facto cease as the chairman/member of the respective Board Committees.

**Diversity**

The Board recognises the value of a diverse board. The NC annually reviews the size, composition, skills mix and experience of the Board and Board Committees to ensure that the Board and Board Committee members have the required mix of industry-specific knowledge, broad business, and commercial experience to govern the Group effectively.

KSM’s Directors are professionals in the following fields:



They also bring informed, independent, and balanced perspective to the Group’s strategy and performance so as to ensure that the Group maintains the highest standards of conduct and integrity.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Diversity (Cont'd)

The Group is committed to appointing female directors to make up at least 30% of its Board composition, underscoring its support for gender diversity and inclusivity. The Board advocates that fair and equal opportunities be given to all suitable candidates by taking into consideration the candidate's skills, knowledge, expertise, experience, professionalism, integrity, competencies, independence and diversity (including gender diversity, ethnicity, and age).

The Group has traditionally had a largely male-dominated workforce as certain works in the Plantations and Manufacturing segments were felt more suitable for men due to the heavy physical nature of the tasks.

However, the Group acknowledges changing social attitudes towards gender-specified roles and jobs, and is committed to promoting a culture of diversity, inclusivity, fairness, integrity, honesty, courtesy, respect, dignity, and equal opportunity, where employees can succeed based on personal ability and contribution. The Group's current workforce encompasses a wide age range and represents a diverse mix of nationalities, genders, cultural background, skills, and experiences. This diversity grants the Group a competitive advantage, fostering access to new ideas, improved decision-making, and the capacity to connect with a diverse set of cultures. The Group promotes workplace diversity through:

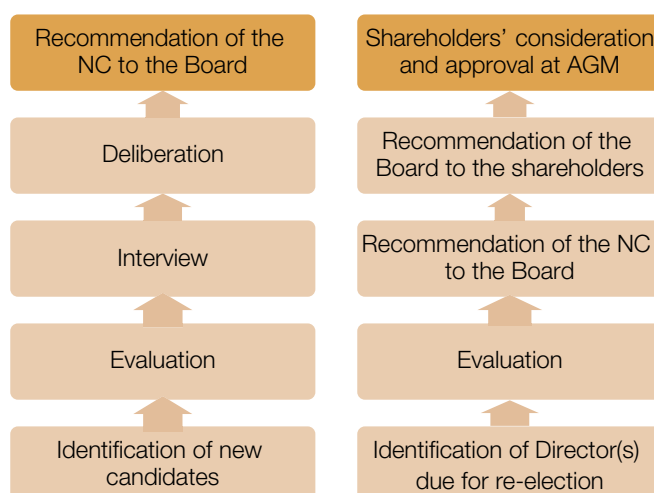
- Merit and experience-based recruitment;
- Developing potential through training and mentoring; and
- Promoting an inclusive and supportive culture.

The Company has in place a Diversity Policy which outlines the Group's approaches in achieving and maintaining diversity (including gender diversity, ethnicity, and experience) on its Board and Senior Management positions. The Diversity Policy was last reviewed on 25 November 2022 and is available on the Company's website.

##### Appointments and Annual Assessment

The NC was established by the Board to ensure a formal and transparent procedure is in place for the appointment and re-election of Directors of the Company.

The processes for Board appointments and the re-election of Directors are outlined in the following flow charts:



## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Appointments and Annual Assessment (Cont'd)

The Board had adopted a Directors' Fit and Proper Policy for the appointment and re-election of Directors of the Group, a copy of which is available on the Company's website. The NC will evaluate the suitability of a candidate for appointment or re-election as Director of the Board based on the following 4 main criteria: -

- Probity, character, and integrity;
- Experience and competency;
- Time and commitment; and
- Financial integrity.

Existing Directors and potential candidates are required prior to their appointment to declare any COI that may arise from their current or future activities. Any existing or future COI must be identified, reviewed, and reported to the AC, with measures taken to resolve, eliminate or mitigate the situation. The Directors are frequently reminded of their obligations in relation to COI situations.

The NC is tasked with reviewing the composition of the Board and is authorised to recommend the appointment of new executive or non-executive directors to the Board. In formulating these recommendations, the Chairman of the NC must consult with all Directors, ensuring that their input is reflected in the recommendations presented to the Board. Candidates for appointment as directors may be identified through recommendations from Directors, Management, advisors, business associates and any other external parties and professional bodies.

The NC has direct access to the advice and services of the Company Secretary who is responsible for ensuring that all appointments and re-elections are properly executed and all necessary information is obtained and documented.

All newly appointed Directors undergo induction programmes to familiarise themselves with the Group's business activities. The programmes are designed to help the new Director understand the Group's operational environment and the distinct operations across various divisions, through discussions with management and/or participation in relevant training programmes. Additionally, all Directors will receive regular updates on the Group's business, the competitive and regulatory environments in which it operates and other significant changes, through briefings and meetings. Directors will also be thoroughly briefed on their legal and other obligations as Directors of a listed company.

In accordance with the Company's Constitution, all newly appointed directors are subject to re-election by the shareholders at the next AGM subsequent to their appointment. The Constitution also provides that at least 1/3 of the Board including the MD is subject to re-election at each AGM and at least once in every 3 years.

All Directors are expected to devote sufficient time in discharging their duties and responsibilities in the best interest of the Company. Consequently, each Director is restricted to holding not more than 5 directorships in listed issuers. Directors must consult the Chairman of the Board prior to accepting any new directorship in other listed issuers and inform the Board of any changes to their external appointments. The Directors are required to disclose and update their directorships and shareholding details in other companies as and when necessary. For details of the Directors' other directorships, please refer to Directors' Profile on pages 15 to 23 of this AR.

Meetings for each financial year are scheduled in advance, enabling Directors to plan their schedules. The Board convenes at least four meetings a year at regular intervals. Additional meetings are held as and when required. The Directors are expected to attend all Board and Board Committee meetings, although it is acknowledged that exceptional circumstances such as personal commitments or health-related reasons may preclude their attendance.

The NC facilitates the annual assessment of the Board, Board Committees and individual Director's performance and effectiveness based on a set of predetermined criteria. In addition, the NC procures fit and proper declarations from retiring directors before recommending their re-election to the Board.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)



### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Board and Board Committees Composition and Meeting Attendance

During FY 2025, the Board and Board Committees members have discharged their duties and responsibilities through their attendance at the respective meetings set out in the table below:

Members	Board	AC	NC	RC
Mr. Ho Kim Swee @ Ho Kian Guan Executive Chairman	5/5			
Dato' Ho Cheng Chong @ Ho Kian Hock Managing Director	5/5			
Mr. Ho Eng Chong @ Ho Kian Cheong (Alternate: Mr. Ho Chung Kiat, Sydney [He ChongJie, Sydney]) Non-Independent Non-Executive Director	5/5			
Mr. Ho Chung Kain (He ChongJing) Executive Director	5/5			
Ms. Lee Huee Nan @ Lee Hwee Leng (Alternate: Mr. Ho Chung Hui) Executive Director	5/5			
Mr. Liew Foong Yuen Executive Director	4/5			
Mr. Too Hing Yeap @ Too Heng Yip Non-Independent Non-Executive Director	4/5	4/5	1/1	1/1
Mr. Tai Lam Shin Independent Non-Executive Director	5/5	5/5	1/1	1/1
Encik Mahathir Bin Mohamed Ismail Independent Non-Executive Director	5/5	5/5	1/1	1/1
Dato' Dr. Zaha Rina Binti Zahari Independent Non-Executive Director	5/5	5/5	1/1	1/1

	Chairman of the Board / Chairman of Board Committees
	Member

#### Summary of the Activities of the NC

The NC has carried out the following activities in discharging its duties and responsibilities for FY 2025:

- Reviewed the size, composition and dynamics of the Board and Board Committees and it was satisfied that:
  - the Board possesses the required mix of skills, experience, competencies, and other qualities needed by the Group for its business activities; and
  - the respective Board Committees have the necessary skills set, experience, competencies, and other qualities to undertake the duties and responsibilities defined in the respective Committees' Charters.
- Conducted internally an annual assessment that comprises performance, independence and peer and self-evaluations of the individual Directors, Board and Board Committees collectively. The assessment exercise was facilitated by the Company Secretary. The assessment process encompasses the completion of questionnaires, collation of results, preparation of findings and deliberations. Based on the results of the assessments, no major findings were identified. The NC was satisfied with the performance and effectiveness of the Board and Board Committees.
- Reviewed the terms of office and performance of the AC and each of its members pursuant to the MMLR of Bursa Securities.
- Reviewed the trainings accomplished by the Directors and determined the training needs of each Director.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Summary of the Activities of the NC (Cont'd)

- Assessed each of the Directors who is due for re-election, to ensure the fulfillment of the fit and proper criteria before recommending to the Board for consideration.
- Reviewed the tenure of Independent Directors exceeding nine years and recommended to the Board that their continued service is beneficial.
- Concluded that the long-serving INEDs continue to provide independent and objective judgement in Board deliberations.
- Obtained an annual independence declaration from each Independent Non-Executive Director.

##### Directors' Professional Development

To address the challenges encountered by the Board and to effectively fulfill their roles and responsibilities, the Directors recognise the necessity of staying current with pertinent regulatory developments. This is achieved by attending webinars, seminars, conferences, or dialogues organised by relevant regulatory authorities, professional bodies, commercial training providers or through sessions organised by the in-house tax department. There were also briefings presented by the External Auditors and the Company Secretaries on the relevant updates on statutory and regulatory requirements from time to time during the Board and Board Committees meetings.

During the financial year under review, the Directors have attended the following webinars/seminars/conferences/dialogues:-

Topic Reference Members	1-6	7	8-9	10-11	12-17	18-19	20-23	24-26	27	28	29	30	31	32	33-34	35	36	37
Mr. Ho Kim Swee @ Ho Kian Guan									✓			✓		✓			✓	
Dato' Ho Cheng Chong @ Ho Kian Hock									✓			✓		✓		✓	✓	
Mr. Ho Eng Chong @ Ho Kian Cheong (Alternate: Mr. Ho Chung Kiat, Sydney [He ChongJie, Sydney])												✓					✓	
Mr. Ho Chung Kain (He ChongJing)									✓			✓		✓			✓	✓
Ms. Lee Huee Nan @ Lee Hwee Leng (Alternate: Mr. Ho Chung Hui)									✓			✓						
Mr. Liew Foong Yuen												✓		✓				
Mr. Too Hing Yeap @ Too Heng Yip												✓						
Mr. Tai Lam Shin		✓		✓		✓		✓		✓		✓			✓			
Encik Mahathir Bin Mohamed Ismail												✓						
Dato' Dr. Zaha Rina Binti Zahari	✓		✓		✓		✓				✓	✓	✓					
Mr. Ho Chung Hui									✓			✓		✓			✓	
Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney)												✓					✓	

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Directors' Professional Development (Cont'd)

Topic Reference – Webinars/Seminars/Conferences/Dialogues attended:

<b>Topics</b>	<b>Date</b>
1. Economic Outlook and Market Update / Treasury and Capital Market / Investment Update (MBM)	08/01/2025
2. Mandatory Training: Mobile Device Security (KnowBe4 e-Training)	22/01/2025
3. Mandatory Training: Smishing Frenzy (KnowBe4 e-Training)	22/01/2025
4. Biodiversity for Business: Understanding Impacts and the Need for Action	18/02/2025
5. International Petroleum Technology Conference (IPTC) 2025	19/02/2025 – 20/02/2025
6. Palm & Lauric Oils Price Outlook Conference (POC2025)	24/02/2025 – 26/02/2025
7. ESG Matters @ ACCA – Carbon Trading: Navigating Opportunities in Malaysia's Low-Carbon Future	11/03/2025
8. BNM Engagement Session with Chairpersons and CEOs of Banking Institutions and Associations in conjunction with the release of Annual Report 2024, Economic & Monetary Review 2024, and Financial Stability Review Second Half 2024	24/03/2025
9. BNM Engagement Session with Chairpersons and CEOs of ITOs and Associations in conjunction with the release of Annual Report 2024, Economic & Monetary Review 2024, and Financial Stability Review Second Half 2024.	25/03/2025
10. Ensuring Real Impact in ESG: Sustainability and Social Impacts on the Ground	25/04/2025
11. Withholding Tax and the Tax Implications of Cross-Border Transactions	19/05/2025
12. FIDE Forum: Launch of the Board Culture and Leadership Report 2025	05/06/2025
13. Malaysia's Investment Challenges: Volatility, Uncertainty, Complexity & Ambiguity (KLBC)	10/06/2025
14. Sustainability Finance	16/06/2025
15. BNM's Sasana Symposium 2025	17/06/2025 – 18/06/2025
16. The Future of ASEAN Economics: Digital Currencies, Green Growth, and Inequality (Sunway University)	21/06/2025
17. Climate Risk Management: What Bank Directors Need to Know	07/07/2025
18. How to measure sustainability performance optimally: Target setting and choosing the right metrics?	17/07/2025
19. ACCA Asia Pacific Thought Leadership Virtual Forum 2.0	22/07/2025
20. Accounting and Finance, Including Taxation (MBM)	22/07/2025
21. Overview of Economics Outlook and Market Update (MBM)	22/07/2025
22. Bursa Malaysia – The Chairpersons' Circle	11/08/2025
23. Fireside Chat with YBhg Tan Sri Nazir Razak, ASEAN-BAC Chairman 2025 – Navigating ASEAN's Economic Future: Leadership, Resilience & Strategy in an Era of Protectionism	21/08/2025
24. ACCA Members Briefing – Stamp Duty Developments & Risks	22/08/2025
25. TechInsights: Building An AI Literate Finance Team – From Buzzwords to Business Impact	28/08/2025
26. Gender Equality and Global Markets	26/09/2025 & 01/10/2025
27. Executive Training by Belleview Research Pte Ltd	02/10/2025

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Directors' Professional Development (Cont'd)

*Topic Reference – Webinars/Seminars/Conferences/Dialogues attended: (Cont'd)*

<b>Topics</b>	<b>Date</b>
28. Seminar on "Practical Beneficial Ownership Reporting"	07/10/2025
29. Training on Cybersecurity conducted by Global IT	23/10/2025
30. Navigating the Tides: Market Trends & Strategic Outlook	28/10/2025
31. Investor Day and Financial Outlook for 2026	05/11/2025
32. KSM Inhouse Training 2026 Budget Hights E-SPA, e-Signature and e-Stamping ESG Reporting: A Key to Value Creation for The Company – Compliance and Value Creation Progress of Self-Assessment on Stamping of Documents in KSM Group – Issues an Problems	11/11/2025
33. 2026 Budget Seminar by Chartered Tax Institute of Malaysia	13/11/2025
34. Exploring Operational Restructuring Opportunities for Enterprises under Hong Kong Profits Tax in the Contexts of Amalgamation and Re-domiciliation	28/11/2025
35. KBSB Anti Bribery and Corruption Training	01/12/2025
36. HKEX ESG Academy Seminar – Developing Climate Strategies Amid Uncertainty: Scenario Planning and Analysis ICAC & HKBEDC – Ethical and Governance Roles of Directors and Senior Management	15/12/2025
37. Effective Use of Generative AI Tools (ChatGPT, Google Gemini, Microsoft Copilot) for Productivity Improvement	22/12/2025 – 23/12/2025

#### III. Remuneration

##### Remuneration of Directors and Senior Management

The Executive Directors' and Senior Management's remuneration packages are structured to ensure that they are competitive and sufficient to attract, retain and motivate people of calibre, expertise, and relevant experience to manage the Group and the Company in a competitive environment. Their remuneration packages are linked to the strategic objectives of the Group, measured against financial and sustainability targets set at the start of the financial year, takes into account their job responsibilities, complexity of their role(s) and the prevailing market practice. Their remuneration packages are made up of fixed components i.e., basic salary, allowances, and benefits-in-kind ("BIK") and variable components i.e. performance related bonuses.

The INEDs' remuneration packages are structured to ensure that it does not conflict with their obligations to bring objective and independent judgement to Board and Board Committee meetings.

The remuneration in the form of Directors' fees and meeting allowances paid is tailored to reflect the individual Director's engagement, encapsulating their attendance, responsibilities, and the extent of their contributions across various Board and Board Committees. This approach takes into account the statutory and fiduciary duties each Director undertakes, alongside considerations of the risk, the intensity and complexity of the work involved, and the requisite time commitment and effort. Such a remuneration strategy ensures that the compensation is equitable and commensurate with each Director's role and input to the governance and strategic direction of the organisation.

Senior Management's remuneration packages are reviewed annually together with the other employees' annual increment evaluation and is under the purview of the MD.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### III. Remuneration (Cont'd)

##### Remuneration of Directors and Senior Management (Cont'd)

The Remuneration Policy and Procedures for Directors and Senior Management was last reviewed on 25 November 2022 and is available on the Company's website.

The RC has carried out the following activities in discharging its duties and responsibilities for FY 2025:

- Reviewed the remuneration packages of EDs.
- Reviewed and recommended the remuneration packages of the Non-Executive Directors to the Board, save and except where the remuneration is in respect of any member or members of the RC.
- Reviewed and recommended the salary increment and bonus payment of the EDs and Senior Management to the Board.

The remuneration packages, including Directors' fees and meeting allowances, undergo a thorough review, discussion, and approval process at both the RC and Board levels. The fees and allowances paid/payable for every financial year are subject to shareholders' approval at AGM.

The Company has adopted the fixed board fees plus set fees for chairperson or members of a committee. The structure of the fees payable to Directors of the Company for FY 2025 is as follows:

Appointment	Fees per annum (RM)			
	Board	AC	NC	RC
Chairman	157,000	25,000	20,000	20,000
Member	122,000	15,000	10,000	10,000

The details of the remuneration of Directors of the Company comprising remuneration received/receivable from the Group and the Company during FY 2025 are as follows:

The Group	Salaries RM'000	Fees RM'000	Bonus RM'000	Others (*) RM'000	Total RM'000
<b>Executive</b>					
Mr. Ho Kim Swee @ Ho Kian Guan	1,834	161	773	40	<b>2,808</b>
Dato' Ho Cheng Chong @ Ho Kian Hock	4,156	138	1,696	120	<b>6,110</b>
Mr. Ho Chung Kain (He ChongJing)	759	138	327	117	<b>1,341</b>
Ms. Lee Huee Nan @ Lee Hwee Leng	594	138	327	103	<b>1,162</b>
Mr. Liew Foong Yuen	277	122	(28)#	37	<b>408</b>
Mr. Ho Chung Hui (Alternate to Ms. Lee Huee Nan @ Lee Hwee Leng)	759	16	327	117	<b>1,219</b>

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### III. Remuneration (Cont'd)

##### Remuneration of Directors and Senior Management (Cont'd)

The Group	Salaries RM'000	Fees RM'000	Bonus RM'000	Others (*) RM'000	Total RM'000
<b>Non-Executive</b>					
Mr. Ho Eng Chong @ Ho Kian Cheong	–	122	–	7	<b>129</b>
Mr. Too Hing Yeap @ Too Heng Yip	–	157	–	12	<b>169</b>
Mr. Tai Lam Shin	–	167	–	15	<b>182</b>
Encik Mahathir Bin Mohamed Ismail	–	177	–	15	<b>192</b>
Dato' Dr. Zaha Rina Binti Zahari	–	157	–	15	<b>172</b>
<i>Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney) (Alternate to Mr. Ho Eng Chong @ Ho Kian Cheong)</i>	–	–	–	–	<b>–</b>
Total	8,379	1,493	3,422	598	<b>13,892</b>

The Company	Salaries RM'000	Fees RM'000	Bonus RM'000	Others (*) RM'000	Total RM'000
<b>Executive</b>					
Mr. Ho Kim Swee @ Ho Kian Guan	1,584	157	773	40	<b>2,554</b>
Dato' Ho Cheng Chong @ Ho Kian Hock	3,498	122	1,696	107	<b>5,423</b>
Mr. Ho Chung Kain (He ChongJing)	594	122	327	117	<b>1,160</b>
Ms. Lee Huee Nan @ Lee Hwee Leng	594	122	327	104	<b>1,147</b>
Mr. Liew Foong Yuen	277	122	(28)#	37	<b>408</b>
<i>Mr. Ho Chung Hui [N1] (Alternate to Ms. Lee Huee Nan @ Lee Hwee Leng)</i>	594	–	327	117	<b>1,038</b>

<b>Non-Executive</b>					
Mr. Ho Eng Chong @ Ho Kian Cheong	–	122	–	7	<b>129</b>
Mr. Too Hing Yeap @ Too Heng Yip	–	157	–	12	<b>169</b>
Mr. Tai Lam Shin	–	167	–	15	<b>182</b>
Encik Mahathir Bin Mohamed Ismail	–	177	–	15	<b>192</b>
Dato' Dr. Zaha Rina Binti Zahari	–	157	–	15	<b>172</b>
<i>Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney) (Alternate to Mr. Ho Eng Chong @ Ho Kian Cheong)</i>	–	–	–	–	<b>–</b>
Total	7,141	1,425	3,422	586	<b>12,574</b>

(\*) Others – Include benefits-in-kind, allowances and EPF contributions on salary and bonus by employer.

(#) Negative figures indicate adjustment for over-provision of EPF contributions in the prior year.

[N1] –Remuneration paid by virtue of his position as Commercial/Corporate Director of KSM.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### III. Remuneration (Cont'd)

##### Remuneration of Directors and Senior Management (Cont'd)

The Board has determined that the remuneration details for Senior Management will not be disclosed on an individual basis. The decision is based on the belief that such disclosure could potentially not serve the Group's best interests, particularly in the light of the competitive market environment. The remuneration of the top 5 Senior Management is as follows:

Remuneration Band	No. of Pax
RM0 to RM600,000	–
RM600,001 to RM650,000	–
RM650,001 to RM700,000	1
RM700,001 to RM750,000	1
RM750,001 to RM800,000	2
RM800,001 to RM850,000	–
RM850,001 to RM900,000	–
RM900,001 to RM950,000	–
RM950,001 to RM1,000,000	1
<b>Total</b>	<b>5</b>

Note: Remuneration of certain Senior Management personnel have been paid in foreign currencies and converted at the exchange rate prevailing at year end.

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### I. AC

##### AC Composition

The AC comprises 3 INEDs and 1 NINED. The AC is chaired by Mr. Tai Lam Shin, an INED, who is distinct from the Chairman of the Board. None of the current AC members is an alternate director nor was a former audit partner of the Company's external audit firm or corporation.

##### External Auditors' Independence

The AC is established to support the Board in maintaining the integrity of the Group's financial statements. Its roles include reviewing, assessing, and monitoring the performance, suitability, objectivity, and independence of the External Auditors ("EA"). The AC has established the External Auditors' Independence Policy which governs the guidelines and procedures to ensure the suitability and independence of the EA and is entrusted with the duty to:

- oversee the appointment, remuneration and removal of the EA;
- assess the EA's competency and resources;
- assess the EA's independence;
- assess whether non-audit services rendered would impair the independence of the EA;
- ensure that the audit partner responsible for the audit of the Group is rotated according to the By-Laws of the Malaysian Institute of Accountants;
- ensure that the Company observes a cooling off period of at least 3 years before appointing any former audit partner to be a member of the AC;
- review the annual audit plan of the EA; and
- carry out an annual assessment on the performance, suitability, objectivity, and independence of the EA.

The External Auditors' Independence Policy was last reviewed on 25 November 2022 and is accessible via the Company's website.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

#### I. AC (Cont'd)

##### Related Party Transactions

The AC has reviewed the related party transactions of the Group to ensure that these transactions are conducted at arm's length, fair, reasonable and in the best interest of the Group and not detrimental to the interest of the minority shareholders. The Directors are aware that they have to declare their respective interests in transactions with the Group and the Company, if any and abstain from deliberation and voting on the relevant resolution in respect of such transactions.

##### Financial Reporting

The Board is responsible for presenting a fair assessment of the Group and the Company's position and prospects through quarterly reports to Bursa Securities and the AR to shareholders and is required under Paragraph 15.26(a) of the MMLR of Bursa Securities to issue a statement, which is appended below, explaining its responsibility for preparing the annual audited financial statements. In assessing the financial statements and the disclosures made, the Board relies on management's information and the structures and processes maintained within the Group that supports the maintenance of proper records.

The AC assists the Board by overseeing, monitoring, and assessing the reliability and quality of the financial statements and financial reporting practices.

##### Directors' Responsibility Statement in relation to the Financial Statements

The Directors are responsible to ensure that the Group and the Company's annual audited financial statements for the financial year are drawn up in accordance with the applicable Financial Reporting Standards and the provisions of the Companies Act 2016 so as to give a true and fair view of the financial position of the Group and the Company as at 31 December 2025 and of the financial performance and cash flows of the Group and the Company for the financial year.

In preparing for the abovementioned statements, the Directors are of the opinion that:

- appropriate accounting policies have been adopted and applied consistently;
- judgements and estimates made are reasonable and prudent;
- all applicable approved accounting standards have been adopted, subject to any material departures disclosed in the notes to the financial statements;
- impact of new accounting standards or policies that became effective during the year is stated in the notes to the financial statements;
- financial statements have been prepared on a going concern basis;
- reasonable steps have been taken to ensure that the Group and the Company maintain proper accounting and other records as required by the Companies Act 2016 and disclosed with reasonable accuracy the financial position of the Group and the Company;
- appropriate internal controls are in place to safeguard the assets of the Group and the Company; and
- steps are taken to prevent and detect fraud, irregularities, and material misstatements.

The Directors are satisfied that the Group and the Company's quarterly and annual financial results which are released to shareholders, within the stipulated time frame reinforce the Board's commitment to provide a true and fair view of the Group and Company's state of affairs.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

#### II. Risk Management and Internal Control Framework

##### Risk Management and Internal Control Function

The Board is responsible for establishing and maintaining a sound risk management framework and internal control system that is designed to provide reasonable assurance regarding the effectiveness and efficiency of operations, as well as compliance with applicable laws and regulations. A well-structured risk management framework and internal control system are fundamental in protecting the investments of shareholders, the interest of stakeholders, and the assets of the Group. Additionally, it guides the Group in identifying, assessing, and managing risks, while also establishing the level of risk the Group is prepared to accept in the pursuit of its business activities.

The AC supports the Board in overseeing the Group's risk management and internal control function, assessing the adequacy and efficacy of the Group's risk management framework and internal control system, ensuring that appropriate measures are established to mitigate those risks and continuously monitor such risks.

Throughout FY 2025, the Board actively engaged in evaluating the effectiveness of the Group's risk management framework and internal control system, ensuring that the frameworks and systems established by the Risk Management and Sustainability Committees ("RMSC") were effectively implemented. The activities of the AC in relation to the Group and the Company's risk management, material sustainability and internal control matters for FY 2025 are set out in the AC Report on pages 50 to 54, whilst the management of the risk management framework and internal control system are outlined in the Statement on Risk Management and Internal Control on pages 55 to 60.

##### Internal Audit Function

The Group's internal audit function is carried out by its dedicated in-house Internal Audit Department ("IAD"). The IAD reports directly to the AC and supports the AC in discharging its responsibility. This line of reporting promotes independence and allows the IAD to have unrestricted access to operations, records, property and personnel within the Group.

The appointments and resignations of the internal auditors are under the purview of the AC. The IAD comprises professionals as well as accounting and finance graduates and is headed by the Head of Internal Audit, who is a qualified Accountant registered with the Malaysian Institute of Accountants and a member of The Institute of Internal Auditors, Malaysia.

All the Internal Audit members are free from any relationship with any Director and/or major shareholder of the listed issuer and from any conflict of interests with the listed issuer, which could otherwise impair their objectivity and independence.

The internal audit was conducted using a risk-based approach and in accordance with a recognised framework, i.e., International Professional Practice Framework (IPPF). The activities of the IAD for FY 2025 are guided by the Internal Audit Charter and Annual Audit Plan. These activities are separately set out in the AC Report on page 54.

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

#### I. Engagement with Stakeholders

Guided by the MMLR's Continuing Disclosure Requirements and the Company's Corporate Disclosure Policy, the Company commits to ensuring timely dissemination of corporate announcements, quarterly financial reports, AR and AGM minutes to all stakeholders through announcements to Bursa Securities and/or publication on the Company's website. The Company's Corporate Disclosure Policy sets out the procedures and practices on corporate disclosures encompassing material information, timing of announcements, public dissemination, events that may require trading halt or suspension, clarification of rumours, unusual market activities, unwarranted promotional disclosure, and insider trading. This Policy is available to the public on the Company's website.

The Group's investor relations activities are aimed at developing, foster and sustain a positive relationship with all its stakeholders. The Group undertakes active two-way communications with stakeholders, underscoring a commitment to a high standard of integrity and transparency through timely, accurate and comprehensive disclosure of material information, and in the process to enhancing stakeholders' understanding of the Group's core businesses and operations, allowing them to make informed decision.

In line with the Group's efforts to promote sustainability and efficiency, the Company encourages its shareholders to adopt electronic communication. As at 17 April 2026, 74.38% of the shareholders of the Company had opted to receive notices electronically.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

### PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

#### II. Conduct of General Meetings

The AGM serves as the principal forum for meaningful engagement between the Board, Management, and shareholders of the Company. It provides a platform for the Board and Management to directly hear and understand the perspectives and feedback of shareholders, which are invaluable to the Board and Management's decision-making process.

To ensure shareholders have sufficient time to prepare, the Notice of AGM is issued at least 28 days prior to the date of the AGM. For example, the Notice of the 56th AGM was sent to the shareholders on 30 April 2026, and also published on the Company's website and advertised in The New Straits Times on the same day.

To foster informed decision-making by shareholders, explanatory notes accompany each agenda item are set out in the Notice of AGM. Shareholders are encouraged to post questions, clarify facts, and provide feedback to the Board and Management during the AGM.

Provisions are in place for appointed proxies to participate and vote on behalf of the shareholders. Shareholders are also encouraged to pose questions at the AGM to the Board and Management. All the Directors, Senior Management and External Auditors are present at the AGM to provide meaningful responses to questions raised by the shareholders during the AGM.

All resolutions set out in the Notice of AGM will be put to vote by way of poll. The Board will make an announcement on the detailed results showing the number of votes cast for and against for each resolution at the AGM.

During the 55th AGM, the Company has adopted/complied with:

- Practice 13.6 of the CG Code – the minutes of the general meeting are circulated to shareholders no later than 30 business days after the meeting;
- Paragraph 9.21(2)(b) of MMLR – a summary of key matters discussed during the AGM, as soon as practicable after the conclusion of the AGM is published on the Company's website;
- Paragraph 8.29(A)(1) of MMLR – all resolutions are voted by poll; and
- Paragraph 8.29(A)(2) of MMLR – to appoint at least one scrutineer to validate the votes cast at the AGM.

The minutes of the 55th AGM were made available on the Company's website on 14 July 2025.

In line with the MMLR, the Company will be conducting its 56th AGM physically to enhance shareholder engagement by offering a more interactive and transparent platform for dialogue.

#### OTHER COMPLIANCE INFORMATION

##### Utilisation of Proceeds

No proceeds were raised from corporate proposals or exercises during the financial year.

##### Audit and Non-Audit Fees

Details of the audit and non-audit fees for services rendered by the External Auditors to the Group and the Company for FY 2025 are disclosed in the AC Report on page 52 and Note 7 of the Financial Statements on page 150 of this AR.

##### Material Contracts Involving the Interests of Directors and Major Shareholders

No material contracts were entered into by the Company and/or its subsidiaries involving the interests of the Directors and major shareholders, either still subsisting at the end of the previous financial year or during the financial year.

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

The details of the RRPT undertaken by the Company during FY 2025 are disclosed on Note 38 of the Financial Statements on page 182 of this AR.

Although the Company is no longer required to seek shareholders' mandate for RRPT, these transactions are still closely monitored and tracked by the Management and regularly reported to the AC.

## 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) GROUP TOTAL INCOME AND TOTAL ASSETS

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>(RM'000)</b>	<b>(RM'000)</b>
<b>Total Income</b>		
Revenue	<b>1,632,384</b>	1,592,877
Other income	<b>6,472</b>	6,551
Interest income	<b>32,459</b>	41,099
	<b>1,671,315</b>	1,640,527
<b>Total Assets</b>	<b>3,226,380</b>	3,175,955

### (B) BUSINESS ACTIVITIES

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>(RM'000)</b>	<b>(RM'000)</b>
<b>Shariah Non-Compliant Activities</b>		
Liquor and liquor-related activities	<b>5,777</b>	6,110
Tobacco, cigarette, electronic cigarettes and their related products and activities	<b>24</b>	29
Non-halal food and beverages (F&B) including F&B without halal certification from JAKIM or any certification bodies recognized by JAKIM	<b>29,152</b>	28,017
Unisex massage parlour / Spa	<b>331</b>	359
Stockbroking and share trading business	<b>1,226</b>	1,559
Interest income	<b>32,430</b>	41,099
Dividend income received from conventional shares and instruments	<b>7,751</b>	9,093
Gain from investment in conventional instruments	<b>-</b>	1,304
	<b>76,691</b>	87,570

**DISCLOSURE OF FINANCIAL DATA  
FOR SHARIAH SCREENING (cont'd)**

**(C) COMPONENT OF FINANCIAL POSITION**

**(i) Cash Component**

	Group	
	2025 (RM'000)	2024 (RM'000)
<b>Islamic Account/Instruments</b>		
Cash in hand	217	82
Cash at bank (exclude cash in hand)	1,185	300
<b>Total</b>	<b>1,402</b>	<b>382</b>
<b>Conventional Account/Instruments</b>		
Cash at bank (exclude cash in hand)	485,563	409,909
Deposits with licensed bank	191,107	341,896
Deposits with bank in foreign jurisdiction: interest-bearing	482,626	303,164
Deposits with bank in foreign jurisdiction: non-interest-bearing	3,619	2,826
Short-term funds	155,434	208,166
<b>Total</b>	<b>1,318,349</b>	<b>1,265,961</b>

**(ii) Debt Component**

	Group	
	2025 (RM'000)	2024 (RM'000)
<b>Islamic Financing</b>		
Current	N/A	N/A
Non-Current	N/A	N/A
<b>Total</b>	<b>N/A</b>	<b>N/A</b>
<b>Conventional Borrowing</b>		
<b>Current</b>		
Bank overdrafts	27,986	41,330
Bank borrowings	54,625	-
<b>Non-Current</b>		
Bank borrowings	-	60,106
<b>Total</b>	<b>82,611</b>	<b>101,436</b>

## AUDIT COMMITTEE REPORT

Pursuant to Paragraph 15.15 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), the Board of Directors (“the Board”) of Keck Seng (Malaysia) Berhad (“the Company”) is pleased to present the Audit Committee Report for the financial year ended 31 December 2025 (“FY 2025”).

### COMPOSITION AND MEETINGS

#### Composition

All Audit Committee (“AC”) members are Non-Executive Directors, with a majority being Independent Directors.

The current composition of the AC and their respective designation are as follows:

Chairman:

- **Mr. Tai Lam Shin**  
(Independent Non-Executive Director)

Members:

- **Encik Mahathir Bin Mohamed Ismail**  
(Independent Non-Executive Director)
- **Dato’ Dr. Zaha Rina Binti Zahari**  
(Independent Non-Executive Director)
- **Mr. Too Hing Yeap @ Too Heng Yip**  
(Non-Independent Non-Executive Director)

The biography of each AC member is set out in the Directors’ Profile on pages 15 to 23. None of the current AC member is an alternate director nor was a former key audit engagement partner of the external auditors of the Company.

All AC members are financially literate and able to read and understand matters under the purview of the AC during the financial reporting process to effectively discharge their duties and responsibilities. Both Mr. Tai Lam Shin and Encik Mahathir Bin Mohamed Ismail are members of the Malaysian Institute of Accountants, thus complied with Paragraph 15.09(1) of the MMLR of Bursa Securities.

The term of office and performance of each of the AC members is reviewed annually by the Nominating Committee (“NC”) to determine whether the AC has carried out their duties in accordance with the AC Charter.

#### Meetings

During FY 2025, the AC met on 5 occasions. Their attendance details can be found on page 38 of this Annual Report (“AR”).

Other Board members, employees and/or representatives of the External and Internal Auditors, upon invitation by the AC, were also present at the meetings to provide briefings, updates and clarifications on matters under the AC’s purview. The AC Chairman may call for additional meetings on matters relating to the Group at any time at his discretion. Both the External and Internal Auditors may also request for a meeting, where necessary.

The Company Secretary is entrusted to assist the AC to develop and distribute agendas and meeting papers, and record the meeting proceedings and decisions made by the AC. Minutes of each AC meeting, including those held via instantaneous telecommunication device are properly recorded and tabled for confirmation at the following AC meeting and subsequently circulated to the Board for notation. The AC Chairman reports on key issues discussed at the AC meeting to the Board following each AC meeting.

#### AC Charter

The roles and responsibilities of the AC, as well as their rights are set out in the AC Charter and is available on the Company’s website at <https://my.keckseng.com>. The AC Charter is reviewed periodically to ensure it complies with current legislation and best practices. The AC Charter was last reviewed on 27 November 2023.

## AUDIT COMMITTEE REPORT (cont'd)

### ANNUAL PERFORMANCE REVIEW OF THE AC

An annual assessment and evaluation on the performance and effectiveness of the AC for FY 2025 was undertaken by the NC. The AC was assessed for overall effectiveness and quality, internal and external audit functions, financial reporting, compliance with legal and regulatory requirements and adequacy and effectiveness of the risk management framework.

The Board was satisfied that the AC has discharged its functions, duties and responsibilities appropriately and effectively and in accordance with its Charter.

### SUMMARY OF WORK

During FY 2025, the AC continued to assist the Board in fulfilling its fiduciary duties as well as providing oversight on the process and integrity of the Group's audit processes and financial reporting, adequacy and effectiveness of the risk management framework and internal control system, performance management system and compliance with applicable laws, standards and regulations.

The activities carried out by the AC for FY 2025 are as follows:

#### 1. Financial Reporting

- reviewed the unaudited quarterly financial results and audited financial statements for FY 2025 and recommended to the Board for approval and announcement to Bursa Securities. It focuses on:
  - financial reporting process;
  - integrity of the Group's financial reporting;
  - clarity and presentation of disclosures;
  - adoption and consistent application of suitable accounting policies;
  - changes or implementation of new accounting principles and standards, issues or practices;
  - major judgements or estimates;
  - going concern assessment;
  - uncorrected misstatements;
  - key audit matters;
  - significant and unusual events or transactions and financial treatment of these matters; and
  - compliance with the MMLR, applicable Financial Reporting Standards and other legal and regulatory requirements.
- reviewed and recommended a proposed interim dividend of 4.0 sen and a final dividend of 8.0 sen per ordinary share for FY 2025 to the Board for approval after taking into consideration the profits, cash flow and solvency of the Company.

#### 2. External Audit

- reviewed and endorsed the audit plan for FY 2025 from the External Auditors ("EA") to ensure that the scope of work adequately covers the activities of the Group and the Company;
- discussed key audit matters ("KAM") presented during the audit review session. The identification of KAM was based on materiality and the extent of management's judgements or estimates;
- assessed the suitability, objectivity and independence of the EA. The EA have confirmed their independence and remain in compliance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Code of Ethics for Professional Accountants (including International Independence Standards);
- briefed by the EA on their 2025 Transparency Report;
- reviewed and discussed with the Management and the EA the key audit areas in relation to the audited financial statements for FY 2025 including KAM and internal control observations, recommendations and management responses. The AC was informed that the Management is responsive and receptive to audit findings and recommendation made by the EA;
- held 1 private meeting with the EA on 7 April 2026 without the presence of the Management to discuss on audit-related matters. No major issues were raised during the private meeting;
- evaluated the competence of the audit team, quality and effectiveness of the audit, communication and interaction with the Management, ability to meet deadlines and resources capacity of the EA, before recommending to the Board their re-appointment as EA of the Company for the ensuing year;

## AUDIT COMMITTEE REPORT (cont'd)

### SUMMARY OF WORK (CONT'D)

#### 2. External Audit (Cont'd)

- reviewed with the EA, the Statement on Risk Management and Internal Control for inclusion in the Company's AR;
- reviewed audit fees; and
- reviewed non-audit services rendered by the EA as part of its independence assessment. It was noted that no non-audit services were performed during the year.

The amount of audit and non-audit fees incurred for FY 2025 are as follows:

	Audit Fee (RM'000)	Other Audit-related Fee (RM'000)	Non-Audit Fee (RM'000)
<b>The Company</b>			
- Current	253	20	–
<b>The Group</b>			
- Current	*1,197	20	–
- Underprovision in prior year	3	–	–

\* Includes audit fees amounting to RM682,000 paid to other auditors of subsidiaries in Singapore, Canada, Hong Kong and the United States of America.

Following the review and assessment, the AC was satisfied with the performance and independence of the EA and concluded that the EA possess the competency, independence and experience required to fulfil their duties effectively. The Board, based on the recommendation of the AC, will seek shareholders' approval on the re-appointment of Ernst & Young PLT as EA of the Company at the forthcoming Annual General Meeting.

#### 3. Internal Audit

- reviewed and approved the proposed risk-based annual audit plan;
- reviewed the adequacy of the scope of audit, programmes and processes to ensure that principal risks, key entities and functions have been adequately identified and covered in the internal audit plan;
- assessed the independence, competency, performance and effectiveness of the Internal Auditors ("IA");
- reviewed the internal audit reports on their findings, recommendations and the Management's responses and corrective actions;
- reviewed the follow-up reports and the status of mitigating measures taken by the Management to ensure all key risks and control weakness have been properly addressed;
- reviewed the adequacy of the Internal Audit Department's ("IAD") resources;
- reviewed the findings on investigative case(s) and recommendations including the Management's responses and resolutions thereon; and
- held 1 private meeting with the IA on 7 April 2026 without the presence of the Management to discuss any issues, significant matters and to ensure that there is proper corporate accountability and no restrictions were place on the IA. No critical issues were raised by the IA, and they confirmed that they had received full cooperation from the Management throughout their audits.

## AUDIT COMMITTEE REPORT (cont'd)

### SUMMARY OF WORK (CONT'D)

#### 3. Internal Audit (Cont'd)

The AC was satisfied that the:

- audits of the Group's systems of internal control have been carried out impartially, proficiently and with due professional care and that it is able to obtain the necessary assurance it requires on the effectiveness of the systems of internal control;
- work conducted was balanced in terms of focus, objectives and means utilised;
- IAD's resources are adequate;
- IAD can access information to undertake its duties effectively; and
- IA's independence has been maintained to ensure effective governance and oversight.

#### 4. Risk Management

- reviewed the Risk Assessment Analysis ("RAA") dashboards/reports;
- assessed the adequacy and effectiveness of the risk management framework of the Group and the appropriateness of the corrective actions taken by the Management in mitigating the risks as well as ensuring all risks were adequately controlled; and
- ensured that the Company's risk tolerance is not exceeded and report to the Board on any significant financial and/or reputational risks identified in the RAA dashboard/reports.

#### 5. Sustainability Matters

- oversaw the management of Material Sustainability Matters (MSM), including climate-related risks and opportunities, to ensure appropriate controls, monitoring mechanisms, and mitigation measures are in place;
- oversaw the preparation and the assurance of the Sustainability Statement, ensuring disclosures are accurate, transparent, and aligned with regulatory requirements; and
- assessed the Sustainability Matters (SM) Report and recommending it to the Board for approval, ensuring the report reflects the Group's key impacts, performance, and ongoing commitments.

The AC has considered the current risk management and sustainability framework and opined that it is adequate in identifying, assessing, and monitoring the Group's risks and sustainability matters.

#### 6. Annual Report

- reviewed and endorsed Corporate Governance Report and the following statements/reports before recommending the same to the Board for approval and inclusion in the AR:
  - Corporate Governance Overview Statement;
  - AC Report;
  - Statement on Risk Management and Internal Control; and
  - Sustainability Statement;
- reviewed the applicable amendments to the MMLR and the extent of the Group's application of the best practices set out in the Malaysian Code on Corporate Governance.

#### 7. Related Party Transactions

- reviewed the Related Party Transactions ("RPT") and Recurrent Related Party Transactions ("RRPT") entered by the Group and the Company on quarterly basis, to ensure that such transactions are undertaken at arm's length basis, on normal commercial terms and on terms not more favourable to the related party than those generally available to the public and are not detrimental to the interests of the minority shareholders.
- reviewed conflict of interest transactions that may give rise to questions of the Board or Senior Management's integrity.

During FY 2025, there were no RPT and RRPT that triggered the disclosure threshold under the MMLR and required shareholders' approval, nor were there any conflict of interest situations (including potential conflict of interest situation) that required disclosure.

During FY 2025, the AC also reviewed and updated the Anti-Bribery & Anti-Corruption Policy and Whistleblowing Policy.

## AUDIT COMMITTEE REPORT (cont'd)

### TRAINING

During FY 2025, the AC members had attended webinars and kept abreast of relevant developments in accounting and auditing standards, practices and rules. The AC's training and professional development details are available on pages 39 to 41 of this AR.

### INTERNAL AUDIT FUNCTION

The AC is supported by an independent and adequately resourced in-house IAD, which is essential in assisting the AC in obtaining the assurance it requires regarding the adequacy and effectiveness of the Group's systems of internal control.

The IAD provides independent and objective assurance and advisory services to add value and improve the operations and internal controls of the Group. The IAD is governed by its Internal Audit Charter, which has been approved by the Board. The IAD conducts risk-based audits in accordance with a professional recognised framework, i.e. Internal Professional Practices Framework (IPPF) in a systematic, disciplined and credible manner.

The IAD consists of four (4) independent associates and was headed by Ms. Suenitha Chupaya until 31 May 2025. Effective 1 June 2025, the department is headed by Ms. Ellyza Binti Md Jefri. The IAD associates consist of one (1) Qualified Professional and three (3) Accounting & Finance Degree Holders.

The main functions of the IAD are to:

- undertake regular and systematic reviews of the effectiveness and adequacy of the systems of internal control. The review and assessment process must be carried out impartially, proficiently and with due professional care;
- assess and report on the Management's progress and effectiveness in addressing weaknesses in internal controls and update on the extent to which recommendations have been implemented within the required timeframe to ensure that all potential weaknesses under review are mitigated or are within acceptable levels;
- review and report on the extent of the Management's compliance with established internal policies and procedures; and
- investigate and report on suspected fraud or malpractices (if any).

### INTERNAL AUDIT WORK

During FY 2025, the IAD performed the following:

- operational and financial audits and reviews based on the approved risk-based annual audit plan for 2025;
- business process improvement reviews;
- reviewing inter-company/related party transactions of the Group;
- performing follow-up audits to ensure proper and effective remedial actions have been taken on issues reported in the previous audits, highlighting any recurring issues that have yet to be resolved satisfactorily; and
- conducting an impact assessment of the system of internal controls resulting from operational exercises.

All internal audits were conducted in-house. The IAD performs routine audits and reviews on all operating business units within the Group and special audits, where necessary. During FY 2025, a total of 27 routine internal audit reports were presented to the AC incorporating findings, IA recommendations and the Management's comments. The internal audit reports covered the following business segments:

Segment	No. of Reports
Plantations	1
Manufacturing	5
Property Development and Investment	14
Hotels and Resort	3
Share Investment	4
Total	27

The IAD held a meeting with the EA without the presence of the Board or Management on 11 November 2025, to discuss its audit coverage during the year, issues that arose during their audit, their resolutions and any other areas of audit concern. This meeting was held to ensure that the audit coverage is efficient and effective for both the Internal and External Auditors and to exchange information.

The total cost incurred to manage the internal audit function of the Group for FY 2025 was RM612,000 (RM595,000 in 2024).

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### INTRODUCTION

The Board of Directors (the “Board”) of Keck Seng (Malaysia) Berhad (“KSM”) is pleased to present the Statement on Risk Management and Internal Control (“SORMIC”) for the financial year ended 31 December 2025 (“FY 2025”), issued in compliance with paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”).

This statement is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies and reflects best practices, including emerging regulatory expectations concerning climate-related financial risks.

### RESPONSIBILITIES

#### The Board

The Board affirms its responsibility to establish and maintain a sound risk management framework and internal control system, which includes its role in providing risk oversight, setting the tone and culture for effective risk management, and ensuring governance structures address emerging risks. The Board continually evaluates and refines the Group’s risk management system and internal controls to ensure:

- operational efficiency and effectiveness;
- readily available and reliable financial information;
- laws and regulations are complied with; and
- shareholders’ and other stakeholders’ interests and Group assets are safeguarded.

The Board confirms that there is an ongoing process for identifying, evaluating and managing the significant risks faced by the Group, which has been in place throughout the financial year and up to the date of approval of this statement.

The Board acknowledges that:

- internal controls are designed to manage risk rather than eliminate them, and they provide reasonable rather than absolute assurance against material misstatements, losses, fraud, errors, illegal acts or unforeseen circumstances; and
- the process of identifying, evaluating, and mitigating risks is a collective and ongoing effort.

#### Audit Committee

The Audit Committee (“AC”) is established by the Board to provide independent oversight in ensuring the integrity of the Group’s financial reporting, the effectiveness of the risk management and internal control framework, and compliance with applicable laws, regulations and corporate governance practices. The AC operates under its Charter which defines its authority, responsibilities and reporting structure. As part of its mandate, the AC:

- oversees the financial reporting process to ensure compliance with financial reporting standards and regulatory requirements;
- reviews the adequacy and effectiveness of the Group’s risk management and internal control systems to safeguard shareholders’ interests;
- monitors regulatory compliance with Bursa Securities’ Main Market Listing Requirements, corporate governance best practices, and applicable laws;
- evaluates reports from internal and external auditors, ensuring that key findings and recommendations are addressed effectively; and
- supports continuous improvement by overseeing the implementation of corrective actions to strengthen governance and risk mitigation.

In FY 2025, the AC conducted 2 risk reviews, as part of its approved annual work plan, assessing key risks and their potential impact on the Group’s operations and financial position.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (cont'd)

### RESPONSIBILITIES (CONT'D)

#### Internal Audit Department

The Internal Audit Department ("IAD") is an integral part of the Group's internal control and risk management framework. To preserve its independence and objectivity, the IAD reports directly to the AC and operates in accordance with its Internal Audit Charter, which outlines its scope, authority, and responsibilities.

The IAD adopts a risk-based approach to auditing and conducting reviews of the Group's business units, operations, and support functions based on an approved annual audit plan. The IAD's primary role is to provide an independent, reasonable and objective assurance on the adequacy and effectiveness of the Group's internal controls, and governance processes while providing recommendations for enhancing operational efficiencies.

Key responsibilities of the IAD include:

- evaluating the adequacy and effectiveness of the system of internal control in mitigating risks;
- assessing compliance with Group policies, procedures and regulatory requirements; and
- ensuring the reliability and integrity of financial and operational information.

Audit findings, including material control weaknesses, along with corresponding recommendations and follow-up reviews are presented to the AC for deliberation and oversight. The AC monitors corrective actions taken to address identified gaps and ensuring continuous improvements in the Group's internal control and risk management framework.

#### Risk Management and Sustainability Committees

Risk Management and Sustainability Committees ("RMSCs") have been established within key business units, each led by senior management personnel, to provide structured oversight in risk management and sustainability governance. The RMSCs play a critical role in ensuring that risk and sustainability considerations are embedded into strategic decision-making and operational practices across the Group.

The RMSCs operate under a structured framework and are responsible for the following key functions:

- identify, evaluate, monitor and manage key enterprise, operational, financial, compliance and sustainability risks affecting the Group;
- develop and recommend appropriate risk response strategies, including mitigation and contingency plans, to ensure risks remain within the Group's risk appetite and tolerance levels;
- ensure that climate-related risks, environmental, social, and governance ("ESG") factors, and corporate sustainability objectives are aligned with regulatory and stakeholder expectations;
- identify, evaluate, monitor, manage, and report on Sustainability Matters ("SM"), including climate-related risks and opportunities, to ensure these are effectively integrated into operational and strategic decision-making;
- categorising and prioritising SM into Material Sustainability Matters (MSM) on at least an annual basis, ensuring the Group remains focused on the most significant ESG impacts, climate considerations, risks, and opportunities;
- update existing risks and sustainability matters to reflect changes in ratings, status and action plans;
- review and update risk management and sustainability policies, procedures, and guidelines, to align these with regulatory frameworks and requirements;
- ensure policies, laws and regulations are complied with; and
- provide timely reports to the Managing Director ("MD"), AC and Board on the Group's risk exposure, control effectiveness, and sustainability performance.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (cont'd)

### KEY ELEMENTS OF THE GROUP'S SYSTEM OF RISK MANAGEMENT AND INTERNAL CONTROL

The key elements of the Group's system of risk management and internal controls are structured to ensure robust governance, risk oversight, and operational effectiveness as follows:

#### Organisational Structure and Authorisation Procedures

The Group has established a clearly defined organisational structure with well-delineated roles, responsibilities, and reporting lines.

#### Policies and Procedures

The Group has established policies and procedures to monitor and regulate financial and operating activities, ensuring adherence to internal controls, regulatory requirements, and corporate governance standards. These policies are periodically reviewed and updated to reflect changes in business conditions, laws and regulations.

#### Integrity and Ethics

The Group is committed to upholding the highest standards of corporate integrity, ethical business conduct, and compliance with applicable laws. To reinforce this commitment, the Group has established the following code and policies to guide its Directors, employees, business associates, and external service providers:

- Code of Conduct and Ethics ("Code") – sets out clear ethical standards and expectations of business conduct for Directors, management, employees, business associates and external stakeholders;
- Anti-Bribery & Anti-Corruption Policy – establishes a zero-tolerance policy against bribery and corruption, in alignment with the MACC Act 2009 and Bursa Securities' Corporate Governance Guidelines;
- Whistleblowing Policy – provides a dedicated, confidential, and independent whistleblowing channel for employees and external parties to report concerns related to fraud, corruption, and misconduct without fear of retaliation;
- Directors' Fit and Proper Policy – ensures that individuals appointed or re-elected as Directors of the Group and its subsidiaries meet fit and proper criteria, in line with Bursa Securities' Corporate Governance Guide; and
- Conflict of Interest Policy – set out guidelines for identifying, declaring and managing conflict of interest situations (including potential conflict of interest situations).

#### Regular Performance Review and Reporting

Business units hold daily or regular meetings to address operational issues and emerging risks.

Management teams continuously monitor financial performance of their respective business units, with monthly reports submitted to the MD and Executive Directors ("ED") for assessment. Regular meetings are also held between the MD, ED and management teams.

Quarterly and annual financial statements together with key performance reports covering financial performance and key business indicators are reviewed by the AC and approved by the Board prior to the submission to Bursa Securities.

#### Insurance

The Group maintains comprehensive insurance coverage to mitigate financial exposure from insurable risks. Annual reviews are conducted to assess coverage adequacy. Necessary adjustments are made to ensure that there is adequate coverage against losses.

#### Human Capital

The Group's human capital function oversees talent management, workforce development, and succession planning to ensure operational continuity. Strategic initiatives focus on attracting, retaining, and developing a skilled workforce to support long-term business sustainability.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL [cont'd]

### RISK MANAGEMENT FRAMEWORK AND REVIEWS

The RMSCs develop, implement and maintain the Group's risk management framework which has been tailored to its culture, needs, size and business diversity to ensure risk exposure remains within acceptable limits. Identified risks and mitigation measures are reported to the AC and the Board in accordance with the approved annual work schedule.

In FY 2025, the RMSCs reviewed and updated significant risks in their respective Business Units ("BUs"), reassessing financial risks and reputational impacts, and recommending mitigation measures. A total of 10 Risk Assessment Analysis ("RAA") reports were tabled before the AC and the Board for deliberation. These RAA reports have been communicated to the respective risk owners for monitoring and implementation:-

- Strategic – risks that affect business directions.
  - market shifts.
  - consumer trends.
  - competitors.
  - governmental policy changes.
  - geo-political issues.

Note: Strategic risks are monitored closely by senior management.

- Operational – risks that affect the day-to-day business operations.
  - business continuity.
  - efficiencies and yield.
  - safety & health of our employees and business associates.
  - environmental impact.
  - manpower supply, retention and succession.
  - supply chain.

Note: The management of operational risks are decentralised and managed by the respective BUs and guided by their respective policies and procedures.

- Compliance – risks that affect legal, statutory and governance.
  - maintaining certifications and accreditations due to changes in laws and regulations.
  - adherence to legal and other regulatory bodies' timelines and requirements.

Note: Each BU is governed by the relevant laws and regulations. Professionals such as in-house tax department, legal advisors and company secretary guide the Company and its subsidiaries in meeting the necessary regulatory compliance requirements.

- Information Technology ("IT") – risks that affect data storage, cybersecurity and accessibility of the IT system to users.

Note: Adequate security infrastructure such as firewalls and antivirus software are in place to defend the Group's IT network system.

- Financial – risks that affect financial processes and reporting.
  - credit exposure.
  - cash management.
  - interest rates and market fluctuations.
  - foreign currency exchange fluctuations.

Note: The Group's financial risks management objectives and policies are reflected on pages 185 to 193 of this Annual Report.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (cont'd)

### RISK MANAGEMENT FRAMEWORK AND REVIEWS (CONT'D)

- Code of Conduct and Corruption – risks that affect human rights, diversity, ethical standing, company reputation, bribery and corruption.

Note: Policies are in place to guide employees in upholding ethical values.

- Climate-Related - as part of the Group's commitment to sustainable business practices and in alignment with Bursa Securities' climate risk disclosure guidelines, KSM has identified climate-related risks as a critical component of its risk management framework. The Group recognises that climate risks may arise from both physical and transitional factors, impacting financial stability, regulatory compliance, and long-term business sustainability.

#### Key Climate-Related Risks

1. **Physical Risks** – Extreme weather events, rising temperatures, and resource scarcity affecting business operations and supply chains.
2. **Transition Risks** – Policy shifts, regulatory changes, stricter sustainability mandates, ESG disclosure obligations, and evolving consumer preferences impacting the business model.
3. **Reputational Risks** – Stakeholder expectations regarding sustainability commitments and corporate environmental responsibility.

Note: The Group has embarked on and successfully completed its benchmarking exercise under the National Sustainability Reporting Framework ("NSRF"), aligning with Bursa Securities' enhanced sustainability reporting requirements. These requirements mandate that listed issuers prepare their sustainability statements in accordance with the IFRS Sustainability Disclosure Standards, specifically IFRS S1 and IFRS S2, to improve transparency and comparability in sustainability disclosures.

The AC has reviewed the RAA reports and considered the effectiveness of the current risk assessment process in identifying, assessing, addressing and monitoring the risks of the Group.

### BOARD ASSESSMENT AND CONCLUSION

The Board has received assurance from the MD and Group Accountant that, to the best of its abilities, the Group has taken appropriate measures to mitigate risks and that the risk management and internal control systems are operating adequately and effectively, in all material aspects during the financial year under review. Similar assurances have been provided by the General Managers and Heads of Accounts/Finance of the respective BUs. Additionally, the IAD has confirmed to the Board that the Group's internal control system remains adequate.

The Board therefore concludes and confirms that:

- the Group has implemented necessary risk mitigation measures, adapting business processes to evolving conditions and changes in the type, complexity, or characteristics of risks to ensure business continuity;
- the risk management and internal control systems are operating adequately and effectively within acceptable risk parameters;
- the Group has an established risk management process for identifying, analysing, evaluating and managing the significant risks; and
- the internal control framework is robust and provides reasonable, but not absolute assurance against material misstatements, financial losses, contingencies, uncertainties, defalcations or fraud, or other risks that would warrant disclosure in the Annual Report 2025.

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## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL [cont'd]

### REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditors ("EA"), Ernst & Young PLT have reviewed this Statement on Risk Management and Internal Control for inclusion in the Annual Report 2025. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide 3 ("AAPG 3"): Guidance for Auditors on Engagement to Report on the Statement on Risk Management and Internal Control, issued by the Malaysian Institute of Accountants. AAPG 3 does not require the auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control of the Group.

The EA state that nothing has come to their attention and caused them to believe that this statement, in all material aspects, was not prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control ("SORMIC"): Guidelines for Directors of Listed Companies nor is this SORMIC factually inaccurate.

This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board dated 7 April 2026.

## SUSTAINABILITY STATEMENT

### BASIC OF PREPARATION

#### SCOPE AND BOUNDARY

This Sustainability Statement outlines the environmental, social and governance (“**ESG**”) performance and initiatives of Keck Seng (Malaysia) Berhad (“**KSM**” or “the **Group**”) for the financial year from 1 January 2025 to 31 December 2025 (“**FY2025**”). The scope of this report covers the sustainability performance of the Group’s principal operations, encompassing activities under four main business units (“**BUs**”):

<b>Plantation Segment (“Plantation”)</b>	<b>Property Development (“PD”) &amp; Property Investment (“PI”) Segment</b>
<ul style="list-style-type: none"> <li>• KSM Oil Palm Estates</li> <li>• Sin Lian Oil Palm Plantations Sdn. Bhd.</li> <li>• Lian Huap Oil Palm Plantations Sdn. Bhd.</li> <li>• Johore (Masai) Oil Palm Plantations Sdn. Bhd.</li> <li>• Kota Tinggi Oil Palm Plantations Sdn. Bhd.</li> <li>• Lim &amp; Lim Plantations Bhd.</li> </ul>	<ul style="list-style-type: none"> <li>• PD:                             <ul style="list-style-type: none"> <li>o Taman Daya</li> <li>o Bandar Baru Kangkar Pulai</li> <li>o Tanjong Puteri Resort</li> <li>o Taman Bukit Cahaya Masai</li> </ul> </li> <li>• PI:                             <ul style="list-style-type: none"> <li>o Menara Keck Seng, Kuala Lumpur / Lusaka Holdings Sdn. Bhd.</li> <li>o Regency Tower, Kuala Lumpur / HKH Holdings Sdn. Bhd.</li> </ul> </li> </ul>
<b>Manufacturing Segment (“Manufacturing”)</b>	<b>Hotel Segment (“Hotel”)</b>
<ul style="list-style-type: none"> <li>• KSM Palm Oil Mill (“<b>POM</b>”)</li> <li>• KSM Palm Oil Refinery (“<b>POR</b>”)</li> <li>• Ragamo Sdn. Bhd. (“<b>KCP</b>”)</li> <li>• Supervitamins Sdn. Bhd. (“<b>OLC</b>”)</li> </ul>	<ul style="list-style-type: none"> <li>• Delta Hotels by Marriott Toronto Airport and Conference Centre</li> <li>• DoubleTree by Hilton Alana - Waikiki Beach</li> <li>• SpringHill Suites New York Midtown Manhattan</li> </ul>

#### REPORTING FRAMEWORK & GUIDELINES

This Sustainability Statement has been prepared in accordance with the International Financial Reporting Standards (“**IFRS**”) Sustainability Disclosure Standards, namely, ‘IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information’ and ‘IFRS S2: Climate-related Disclosures’, as issued by the International Sustainability Board (“**ISSB**”), in line with Bursa Malaysia’s Main Market Listing Requirements (“**MMLR**”) issued by Bursa Malaysia Securities Berhad.

In addition, this report has been aligned with the following recognised frameworks and guidelines:

- Bursa Malaysia Sustainability Reporting Guide (3rd Edition)
- Global Reporting Initiative (“**GRI**”) Standards
- United Nations Sustainable Development Goals (“**UN SDGs**”)

This marks the Group’s first sustainability statement prepared in accordance with IFRS S1 and S2. As a result, transition reliefs permitted under the National Sustainability Reporting Framework (“**NSRF**”) under Bursa Malaysia’s MMLR have been adopted, including NSRF’s proportionality mechanism to disclose qualitative approaches for climate-related scenario analysis and the financial effects of sustainability- and climate-related risks and opportunities, relief from external assurance for Scope 1 and Scope 2 emissions, disclosure of Scope 3 limited to Categories 6 and 7, and instances where certain matters do not yet have three consecutive years of data. Nonetheless, the Group continues to progressively enhance its reporting process in the coming years.

#### CONNECTIVITY WITH FINANCIAL STATEMENTS

KSM’s Sustainability Statement FY2025 should be read in conjunction with the Group’s consolidated financial statements for the same reporting year. The presentation currency of the sustainability-related financial disclosures is Ringgit Malaysia (“**RM**”), which aligns to the presentation currency used in the financial statements.

## SUSTAINABILITY STATEMENT (cont'd)

### BASIC OF PREPARATION (CONT'D)

#### DETERMINATION OF TIME HORIZONS

In FY2025, the Group established defined time horizons for the assessment of sustainability- and climate-related risks and opportunities, as follows:

- **Short-term (0-3 years):** The period aligned with KSM's annual operational and financial planning cycles.
- **Medium-term (3-5 years):** The strategic planning period during which the Group may adjust supply chains, technology and capital investments.
- **Long-term (5+ years):** The horizon aligned with the biological and productive life cycle of oil palm plantations (25-30 years) and long-term climate transition scenarios.

The time horizons were determined based on operational planning cycles, regulatory developments, industry dynamics and climate-related projections relevant to the Group's activities.

Time horizon	Basis of determination	Risks applicable
Short-term (0-3 years)	<ul style="list-style-type: none"> <li>• Annual budgeting and refinery operational planning</li> <li>• Near-term sustainability compliance (RSPO, MSPO, ISCC audits)</li> <li>• Immediate regulatory and trade policy changes (e.g. EU Deforestation Regulation)</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational safety and health risk</li> <li>• Code of conduct risk</li> <li>• Compliance risk</li> </ul>
Medium-term (3-5 years)	<ul style="list-style-type: none"> <li>• Investor and lender expectations for mid-term ESG risk evaluation</li> <li>• Anticipated regulatory cycles (e.g. tightening EU/US import sustainability requirements)</li> </ul>	<ul style="list-style-type: none"> <li>• Operational risk</li> <li>• Competitor and market risk</li> </ul>
Long-term (5+ years)	<ul style="list-style-type: none"> <li>• Average oil palm replanting cycle (every 7-10 years)</li> <li>• Long-term physical climate risk projections based on recognised climate scenarios</li> <li>• Global energy transition pathways and climate-scenarios</li> <li>• Structural shifts in global consumption patterns and sustainability expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Chronic climate-related risks</li> <li>• Market risks</li> <li>• Compliance risks</li> </ul>

#### JUDGEMENT AND MEASUREMENT UNCERTAINTIES

In preparing this Sustainability Statement, the management of KSM exercised judgement in determining the sustainability-related risks and opportunities that could reasonably be expected to affect the Group's prospects, as well as identifying the material sustainability matters to be disclosed in this statement.

The preparation of sustainability information involves the management to make judgement, estimates and assumptions. The quantification of greenhouse gas ("GHG") emissions for Scope 1, Scope 2 and Scope 3 (Category 6 and 7) is based on operational activity data calculated using relevant emission factors derived from recognised methodologies, including guidance from the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004).

Climate-related scenario analysis conducted in accordance with IFRS S2 involves assumptions regarding potential future developments such as climate policy, technology adoption, market responses and physical climate impacts. As these scenarios are analytical tools rather than forecasts, the results are subject to inherent uncertainty.

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## SUSTAINABILITY STATEMENT (cont'd)

### **BASIC OF PREPARATION (CONT'D)**

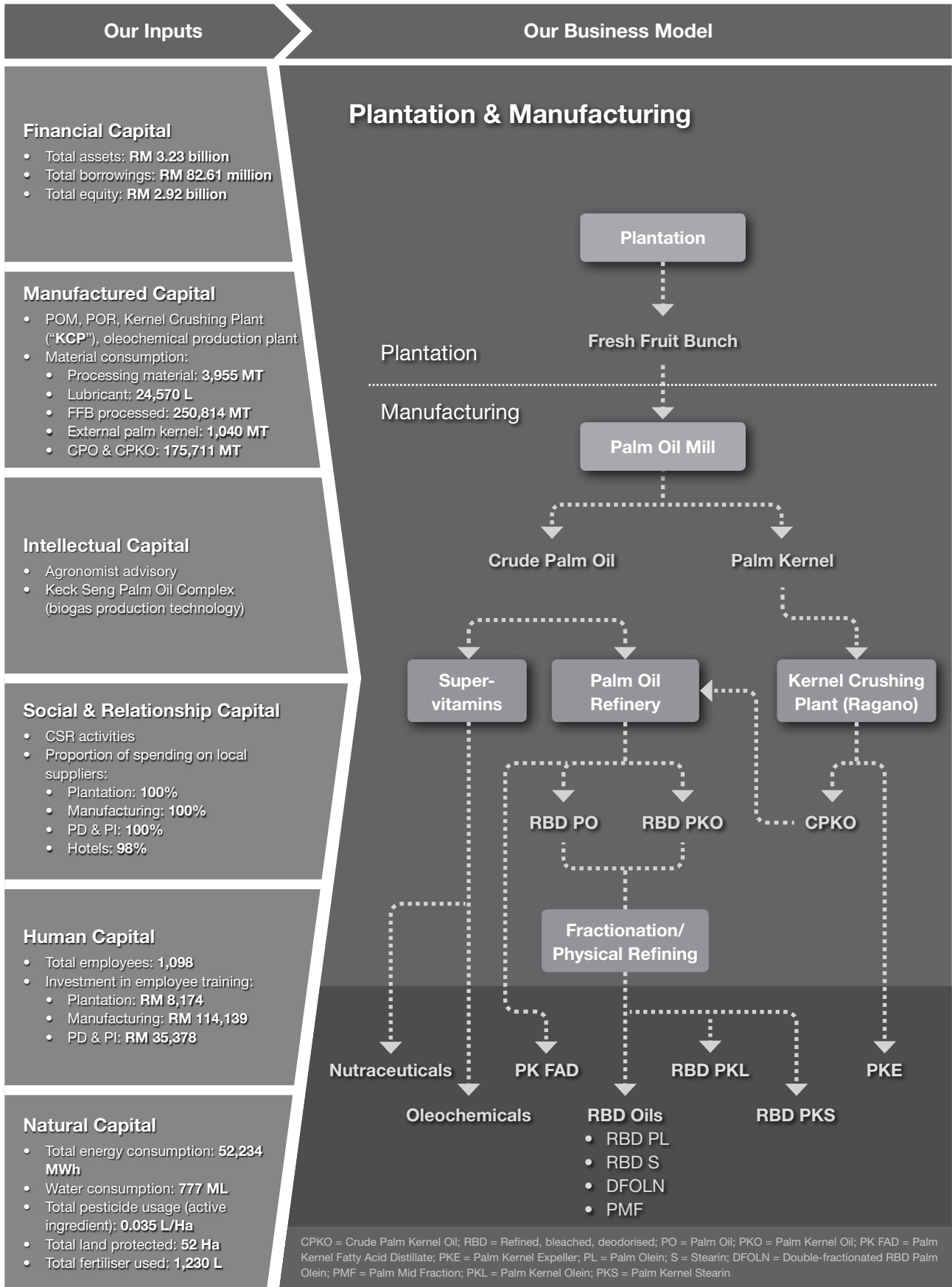
#### **JUDGEMENT AND MEASUREMENT UNCERTAINTIES (CONT'D)**

Management has applied reasonable assumptions and methodologies in compiling the sustainability information presented. While efforts have been made to ensure the accuracy and completeness of the data disclosed, inherent measurement uncertainties may arise due to evolving sustainability reporting practices, data collection processes and estimation techniques. The Group will continue to enhance its data management systems and methodologies to improve the quality, consistency and reliability of sustainability disclosures in future reporting periods.

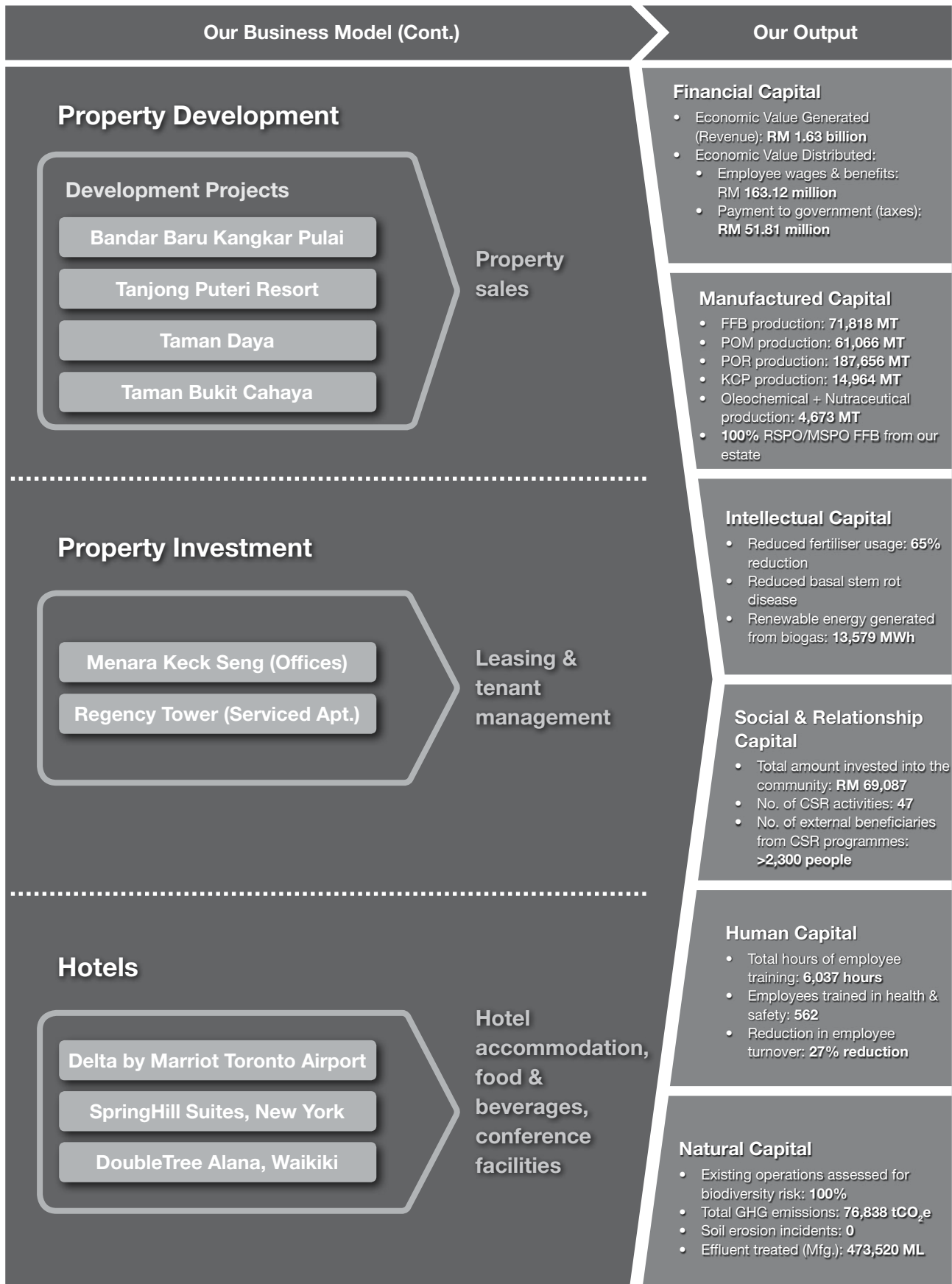
#### **FEEDBACK**

As part of our commitment to continuous improvement, we strive to progressively enhance the quality and completeness of our sustainability reporting. We value the input of our stakeholders and welcome your feedback and suggestions. Please contact us at: [sustainability@keckseng.com](mailto:sustainability@keckseng.com).

**SUSTAINABILITY STATEMENT (cont'd)**



**SUSTAINABILITY STATEMENT (cont'd)**



## SUSTAINABILITY STATEMENT (cont'd)

### MATERIALITY ASSESSMENT

#### Identification of sustainability- and climate-related risks and opportunities

The materiality assessment was performed by the Group's Risk Management and Sustainability Committee ("RMSC"), with inputs from department managers across the respective business units and insights from stakeholder engagement.

Following the identification of sustainability- and climate-related risks and opportunities, a materiality assessment is conducted to determine the likelihood, financial and reputational severity, and risk time horizon, as part of our Risk Assessment Analysis ("RAA") and Sustainability Matters ("SM") report.

The RAA incorporates both qualitative and quantitative factors when considering the likelihood and severity. Likelihood and reputational severity are assessed using qualitative criteria based on a five-point scale (1-5). Financial impact is evaluated based on the following threshold:

Financial Impact	Classification
< RM 20,000	Insignificant
> RM 20,000 - RM 100,000	Minor
> RM 100,000 - RM 500,000	Moderate
> RM 500,000 - RM 2.5 million	Major
> RM 2.5 million	Catastrophic

The determination of the risk time horizon is aligned with the Group's defined short-, medium- and long-term timeframes.

The RAA and SM report also outlines the strategies, actions and mitigation measures to manage the identified risks and opportunities. The sustainability- and climate-related risks and opportunities are reviewed by the Managing Director and Audit Committee prior to approval by the Board for integration into risk management and decision-making processes.

Refer to the "Statement on Risk Management and Internal Control" for additional details on our Group's Risk Management Framework and internal controls.

#### Prioritisation of Material Information

Following the identification and assessment of sustainability- and climate-related risks and opportunities through the RAA, the Group applies management judgement based on the outcomes of the RAA. Risks and opportunities for each segment are prioritised and ranked as high, medium or low, based on their likelihood and reputational and financial severity. This forms the basis for determining the Group's material sustainability matters ("MSMs"), which reflect the most relevant sustainability- and climate-related risks and opportunities for the Group.

Material Risks and Opportunity	Concentration of the risk and opportunity in the business model
<b>Pillar: Environmental-related Risks and Opportunities</b>	
Climate Transition Risks and Opportunity	Group-wide
Climate-related Physical Risk	<b>High:</b> Plantation, Manufacturing
Waste and Effluent Management	<b>High:</b> Manufacturing <b>Medium-High:</b> PD & PI <b>Medium:</b> Plantations, Hotels
Biodiversity and Land Use Impact	<b>High:</b> Plantations <b>Low:</b> PD & PI
Water Management	<b>High:</b> Manufacturing <b>Medium-High:</b> PD & PI <b>Medium:</b> Plantation, Hotels

## SUSTAINABILITY STATEMENT (cont'd)

### MATERIALITY ASSESSMENT (CONT'D)

#### Prioritisation of Material Information (Cont'd)

Material Risks and Opportunity	Concentration of the risk and opportunity in the business model
<b>Pillar: Social-related Risks and Opportunities</b>	
Occupational Health and Safety Risk	<b>High:</b> Plantations, Manufacturing, PD & PI, Hotels
Labour Practices and Standards	<b>High:</b> Plantations, Manufacturing, Hotels <b>Medium-High:</b> PD & PI
Workforce Diversity	<b>High:</b> Plantations, Hotels <b>Medium-High:</b> PD & PI <b>Medium:</b> Manufacturing
Community and Society	<b>High:</b> Plantations, Hotels <b>Medium-High:</b> PD & PI <b>Medium:</b> Manufacturing
<b>Pillar: Governance-related Risks and Opportunities</b>	
Anti-Corruption and Compliance	Group-wide
Data Privacy and Security	<b>High:</b> Manufacturing <b>Medium-High:</b> PD & PI, Hotels <b>Medium:</b> Plantations
Responsible Supply Chain and Material Consumption	<b>High:</b> Manufacturing <b>Medium:</b> Plantations, PD & PI, Hotels
Product and Service Commitment	<b>High:</b> Plantations, Manufacturing, PD & PI

### CLIMATE-RELATED SCENARIO ANALYSIS

In addition to the Group's materiality assessment and risk identification process through the RAA, the Group conducted its first climate-related scenario analysis in FY2025 to further evaluate the potential long-term impacts of climate change on the Group's operations and strategy. The scenario analysis complements the RAA by assessing how identified climate-related risks may evolve under different global temperature pathways and transition scenarios.

The Group adopted three (3) time horizons consistent with our strategic planning cycles.



Climate Scenarios	Temperature pathway	Risk Type
International Energy Agency ("IEA") Net Zero Emissions by 2050	1.5°C	Transition Risks Focused
Intergovernmental Panel on Climate Change ("IPCC") Representative Concentration Pathway 8.5 ("RCP8.5")	4°C	Physical Risks Focused

## SUSTAINABILITY STATEMENT (cont'd)

### CLIMATE-RELATED SCENARIO ANALYSIS (CONT'D)

The IEA Net Zero 2050 (1.5°C) scenario reflects a pathway aligned with global climate mitigation efforts and the transition towards a low-carbon economy. Under this scenario, businesses may face increased regulatory pressures, carbon pricing mechanisms and stronger stakeholder expectations to decarbonise operations and supply chains.

The IPCC RCP8.5 (4°C) scenario represents a future with limited global mitigation efforts, resulting in higher global temperature increases and more severe physical climate impacts such as extreme weather events, rising temperatures and increased flooding risks.

Key Scenario Assumptions	
<b>IEA Net Zero 2050 (1.5°C)</b> <ul style="list-style-type: none"> <li>Increasing regulatory pressures to reduce GHG emissions and decarbonise supply chains.</li> <li>Greater expectations from investors and customers for credible demonstration of decarbonisation strategies.</li> <li>Accelerated shift towards renewables and reduced reliance on fossil fuels.</li> <li>Increasing demand for sustainable and certified palm oil products.</li> </ul>	<b>IPCC RCP8.5 (4°C)</b> <ul style="list-style-type: none"> <li>Increased frequency and intensity of extreme weather events, including floods, droughts and heatwaves.</li> <li>Higher global average temperatures.</li> <li>Sustained heavy reliance on fossil fuels, with limited advancements and adoption of renewables.</li> </ul>

Risk	Potential Impact	Short	Medium	Long	Mitigation/adaptation measures
<b>Transition Risk (IEA Net Zero 2050, 1.5°C)</b>					
Regulatory pressure to reduce emissions	Increased compliance requirement and affecting energy use in operations.	✓	✓	✓	Improve energy efficiency, explore renewable options, monitor regulatory developments
Decarbonisation expectations across supply chain	Reputational and market risks if sustainability expectations from buyers and investors are not met.	✓	✓	✓	Strengthen sustainability practices, maintain sustainability certifications, enhance sustainability reporting
Higher energy costs associated with fossil fuel	Increased operational costs for processing facilities, diesel consumption, hotels and property assets.		✓	✓	Increase renewable energy adoption and energy efficiency initiatives
Changes in regulations affecting POME treatment	Compliance to regulatory changes may result in additional capital expenditure.	✓	✓	✓	Continuously monitor regulatory developments
<b>Physical Risk (IPCC RCP8.5, 4°C)</b>					
Increased flooding and extreme weather events	Operational disruptions to plantations, mills, hotels and property assets in flood-prone areas.		✓	✓	Strengthen drainage systems, infrastructure resilience, and emergency response plan ("ERP")

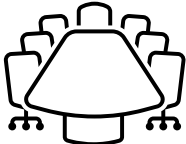
## SUSTAINABILITY STATEMENT (cont'd)

### CLIMATE-RELATED SCENARIO ANALYSIS (CONT'D)

Risk	Potential Impact	Short	Medium	Long	Mitigation/adaptation measures
<b>Physical Risk (IPCC RCP8.5, 4°C) (Cont'd)</b>					
Rising average temperature and frequent extreme heat events	Potential impacts on worker health, safety and productivity, especially in plantation operations.			✓	Implement occupational health and safety measures and climate adaptation practices
	Higher temperatures and drought stress can reduce Fresh Fruit Bunch ("FFB") yields and oil extraction rates ("OER"). Heat stress may accelerate fruit ripening, affecting harvesting windows and leading to deterioration in fruit quality. Lower OER and poorer fruit quality may reduce crude palm oil output and increase operational costs.		✓	✓	Improve plantation management practices (e.g. mulching, cover cropping, water retention measures), introduce drought-tolerant clones, enhance harvesting schedules
	Higher cooling energy demand in hotels, manufacturing and properties.		✓	✓	Introduce climate-resilient building standards and passive cooling designs

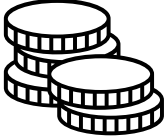
### STAKEHOLDER ENGAGEMENT


Through Management's engagement with relevant stakeholders, the Group identifies stakeholder groups that may be significantly impacted by its activities or BUs. These engagements enable the respective BUs to better understand and address stakeholder expectations, while providing a platform for the Group to communicate its sustainability performance, strategies, priorities and targets. Feedback gathered through these engagement channels also supports the identification of sustainability matters that may impact the Group's operations and long-term value creation.

<p><b>Stakeholder Group</b> Board of Directors</p> <p><b>Mode of Engagement</b></p> <ul style="list-style-type: none"> <li>Board Meetings</li> </ul> 	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>Performance</li> <li>Dividend payouts</li> <li>Risk management and Sustainability risks, opportunities and strategies</li> <li>Manpower and business rationalisation exercise</li> </ul> <p><b>Solutions/Actions</b></p> <ul style="list-style-type: none"> <li>Continue to build on the Company's core strength to deliver to shareholders</li> <li>Uphold high ethical standards, governance and professional conduct</li> <li>Include Risk Management and Sustainability Matters as a Board agenda</li> </ul>
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**SUSTAINABILITY STATEMENT (cont'd)**

**STAKEHOLDER ENGAGEMENT (CONT'D)**

<p><b>Stakeholder Group</b> Shareholders</p> <p><b>Mode of Engagement</b></p> <ul style="list-style-type: none"> <li>• Annual General Meetings</li> <li>• Announcements</li> <li>• Company Website</li> </ul> 	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Return on equity via higher dividend payouts or bonus issue</li> <li>• Outlook and margins for its Plantations and Property Development segments</li> </ul> <p><b>Solutions/Actions</b></p> <ul style="list-style-type: none"> <li>• The Board maintains a reasonable and prudent dividend policy</li> <li>• The impacts of climate change on the Plantations Segment's production and inflationary factors on the Property Development Segment's operating expenses necessitate mitigative measures. Management's mitigating plan involves moderating the construction costs and adopting economical housing designs as a Board agenda</li> </ul>
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<p><b>Stakeholder Group</b> Government / Regulators</p> <p><b>Mode of Engagement</b></p> <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Inspections</li> <li>• Joint Surveys</li> <li>• Seminars</li> <li>• Talks</li> <li>• Correspondences</li> </ul> 	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• ESG issues</li> <li>• Local and sectoral development</li> <li>• Compliance with legal, regulatory and listing requirements</li> <li>• Improving governmental and regulatory ties</li> <li>• Product quality and food safety</li> <li>• Certifications</li> </ul> <p><b>Solutions/Actions</b></p> <ul style="list-style-type: none"> <li>• Ensure compliance with legal, regulatory, trade industry and listing requirements and keep all counterparts updated and aligned with the latest laws and regulations</li> <li>• Joint patrolling exercise</li> <li>• Engage more certified competent persons</li> <li>• Continuous research &amp; development efforts</li> <li>• Relevant certifications are obtained and maintained</li> </ul>
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<p><b>Stakeholder Group</b> Non-Governmental Organisations</p> <p><b>Mode of Engagement</b></p> <ul style="list-style-type: none"> <li>• Meetings</li> </ul>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Environmental protection</li> <li>• Biodiversity conservation</li> <li>• Social welfare</li> </ul> <p><b>Solutions/Actions</b></p> <ul style="list-style-type: none"> <li>• Engage in collaborative projects to rehabilitate riparian buffer zones, mangrove forest reserve, establish wildfire corridors and protect wildlife and foster positive social and environmental impact on communities</li> </ul>	
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**SUSTAINABILITY STATEMENT (cont'd)**


**STAKEHOLDER ENGAGEMENT (CONT'D)**

<p><b>Stakeholder Group</b> Suppliers</p> <p><b>Mode of Engagement</b></p> <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Tele-conversation</li> <li>• Emails</li> <li>• Social Media</li> <li>• Feedback</li> <li>• Dialogue</li> </ul>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Sustainable procurement practices</li> <li>• Compliance</li> </ul> <p><b>Solutions/Actions</b></p> <ul style="list-style-type: none"> <li>• Meet with suppliers to discuss and solve issues to achieve 100% traceability supply chain</li> </ul>	
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<p><b>Stakeholder Group</b> Customers</p> <p><b>Mode of Engagement</b></p> <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Tele-conversation</li> <li>• Emails</li> <li>• Social Media</li> <li>• Feedback</li> <li>• Dialogue</li> </ul>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Certifications</li> <li>• Sustainable procurement practices</li> <li>• Market competitiveness.</li> <li>• Product and services review</li> <li>• Uptrend, support and sustain commercial and community activities</li> </ul> <p><b>Solutions/Actions</b></p> <ul style="list-style-type: none"> <li>• Relevant certifications are obtained and maintained</li> <li>• Meet with customers to discuss and solve issues to achieve 100% traceability supply chain</li> <li>• Maintain and improve on its integrated palm oil processing complex</li> <li>• Refinement on design of development projects</li> <li>• Maintain price affordability range for the properties developed</li> <li>• Consistently uptrend, support and sustain the commercial and community activities within its townships</li> <li>• Upkeep investment, hotels and provide quality services to customers</li> </ul>	
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## SUSTAINABILITY STATEMENT (cont'd)

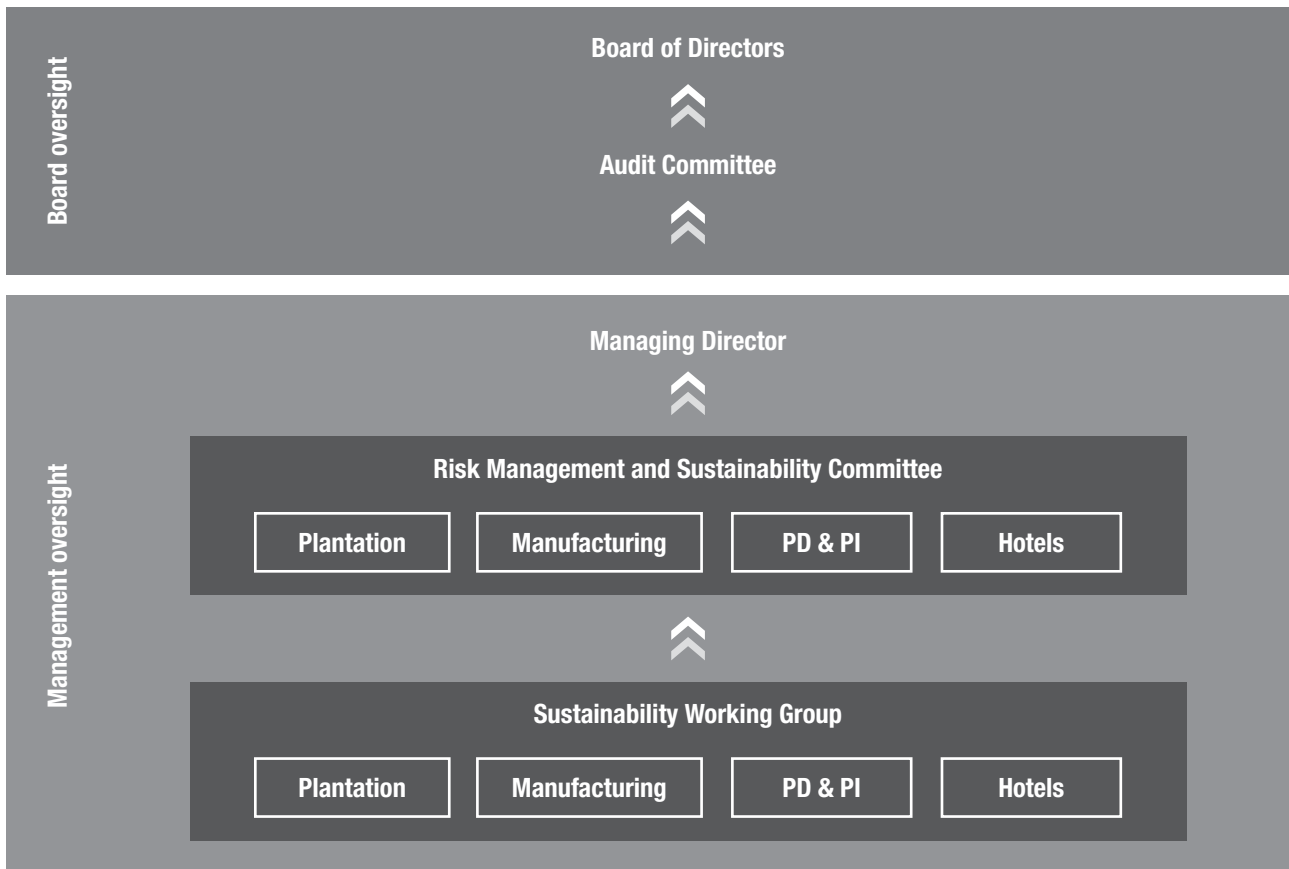
### STAKEHOLDER ENGAGEMENT (CONT'D)

<p><b>Stakeholder Group</b> Local Communities</p> <p><b>Mode of Engagement</b></p> <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Dialogues</li> <li>• Direct engagements</li> <li>• Social Media</li> <li>• Company website</li> </ul> 	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Relationship with the Company</li> <li>• Employment opportunities</li> <li>• Complaints and grievances, including health and safety issues</li> <li>• Community development</li> <li>• Environmental impact</li> </ul> <p><b>Solutions/Actions</b></p> <ul style="list-style-type: none"> <li>• Create share valued initiatives</li> <li>• Open employment opportunities to eligible locals</li> <li>• Attend and resolve any complaints and grievances</li> <li>• Contribute to community development/projects through Corporate Social Responsibility (“CSR”) activities</li> <li>• Close interaction with local communities via social media exchanges, social media feedback and participate in community events</li> <li>• Source quality operators for the Group’s developed/developing townships</li> </ul>
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### SUSTAINABILITY GOVERNANCE

#### KSM’s Sustainability Governance Structure

KSM has established a sustainability governance structure that provides oversight of the Group’s sustainability strategy, initiatives, monitoring and reporting across the Group.



## SUSTAINABILITY STATEMENT (cont'd)

### SUSTAINABILITY GOVERNANCE (CONT'D)

#### KSM's Sustainability Governance Structure (Cont'd)

##### Board of Directors

The Board of Directors ("**Board**") provides strategic oversight of the Group's sustainability journey, ensuring that sustainability strategies, governance, and reporting are robust and aligned with stakeholder expectations. Key responsibilities include:

- **Establishing Sustainability Strategies, Priorities and Targets:** The Board defines the Group's sustainability strategies, identifies priority areas, and sets clear, measurable targets. These guide business operations, enable performance monitoring, and ensure alignment with global trends, regulatory requirements, and stakeholder expectations.
- **Governance of MSMs:** The Board oversees the identification and management of MSM, ensuring that material topics reflect the Group's most significant ESG impacts. This includes endorsing materiality assessments, implementing policies and controls, and integrating MSM into risk management and decision-making processes.
- **Overseeing Climate-Related Risks and Opportunities:** The Board ensures that climate-related risks and opportunities are identified, assessed, and integrated into the Group's strategic and operational planning. This includes evaluating potential physical and transition climate-related risks, monitoring relevant mitigation measures, and aligning climate action with long-term business resilience and sustainability goals, while considering potential trade-offs between financial, operational, and sustainability objectives in decision-making.
- **Oversight of the Sustainability Statement:** The Board reviews and approves the Sustainability Statement to ensure it presents a fair, balanced, and accurate account of the Group's sustainability performance. This includes verifying compliance with reporting standards, reflecting achievements and forward-looking commitments, and providing stakeholders with transparent, reliable disclosures.

##### Audit Committee ("AC")

The Audit Committee provides independent oversight of the Group's sustainability governance. Key responsibilities include:

- Overseeing the management of MSM, including climate-related risks and opportunities, to ensure appropriate controls, monitoring mechanisms, and mitigation measures are in place.
- Overseeing the preparation of the Sustainability Statement, ensuring disclosures are accurate, transparent, and aligned with regulatory requirements.
- Reviewing the SM Report and recommending it to the Board for approval, ensuring the report reflects the Group's key impacts, performance, and ongoing commitments.

##### Managing Director

The Managing Director reviews and approves the SM Report prior to its submission to the AC, ensuring the content is accurate, complete, and aligned with the Group's sustainability objectives.

##### Risk Management and Sustainability Committees ("RMSC")

Led by Senior Management, the RMSC supports the Managing Director in driving the Group's sustainability governance. Key responsibilities include:

- Identifying, evaluating, monitoring, managing, and reporting on SM, including climate-related risks and opportunities, to ensure these are effectively integrated into operational and strategic decision-making.
- Categorising and prioritising MSM on at least an annual basis, ensuring the Group remains focused on the most significant ESG impacts, climate considerations, risks, and opportunities.

## SUSTAINABILITY STATEMENT (cont'd)

### SUSTAINABILITY GOVERNANCE (CONT'D)

#### KSM's Sustainability Governance Structure (Cont'd)

##### Sustainability Working Groups ("SWG")

The Sustainability Working Committees and relevant departments support the execution of the Group's sustainability agenda at the operational level. Their key responsibilities include:

- Manage the identified SM and ensure that objectives and targets are achieved through policies and action plans.
- Monitor and report on sustainability performance to the RMSC.
- Implement sustainability initiatives, action plans, and controls across business units to address MSMs, including climate-related risks and opportunities.
- Collect, validate, and report sustainability data and performance indicators, ensuring accuracy and timely submission to the RMSC and Management.
- Drive continuous improvement in ESG performance through monitoring of operational risks, identification of opportunities, and adherence to policies, procedures, and regulatory requirements.
- Facilitate cross-department collaboration to ensure consistent practices and alignment with the Group's sustainability strategies and commitments.

#### BOARD AND SENIOR MANAGEMENT COMPETENCY RELATED TO CLIMATE AND SUSTAINABILITY OVERSIGHT

The Board and senior management receive ESG-related training on sustainability developments to ensure that appropriate knowledge and competencies are maintained in overseeing sustainability matters. The full list of training programmes is disclosed in the Group's "Statement on Risk Management and Internal Control".

## SUSTAINABILITY STATEMENT (cont'd)

### CONTRIBUTION TO THE UN SDGS



#### **Target 5.c: Adopt sound policies for the promotion of gender equality**

- Established a Gender Committee for gender-related matters and employee family welfare.
- Goal to achieve 15% female workforce representation.



#### **Target 7.2: Increase the share of renewable energy in the energy mix**

The Group generates renewable energy from its waste streams, including biogas capture from POME and utilisation of biomass residues as boiler fuel.



#### **Target 8.7: Eradicate forced labour, modern slavery, human trafficking and child labour**

- The Group's Ethical Recruitment Policy prohibits forced labour, human trafficking, child labour, the imposition of recruitment fees, and the withholding of personal travel documents.

#### **Target 8.8: Protect labour rights and promote safe and secure working environments**

- Aligned with OSHA and DOSH guidelines.
- Safety and Health Committees conduct regular risk and hazard assessments (Mfg. & Hotels)
- Periodic visits from medical professionals to monitor worker health at Plantation sites.
- The Group complies with applicable labour laws, including minimum wage requirements, statutory contributions (e.g., EPF and SOCSO), and freedom of association and collective bargaining rights.



#### **Target 10.3: Ensure equal opportunity and reduce inequalities of outcome**

The Group's Ethics Policy and Ethical Recruitment Policy promote fair and equitable practices in recruitment, representation, and career progression.



#### **Target 12.2: Achieve sustainable management and efficient use of natural resources**

- Material inputs are monitored and disclosed.

#### **Target 12.4: Environmentally sound management of chemicals and waste**

- Air emissions are controlled through the installation of dust particulate arrestor scrubbers.
- A strict No Burning Policy is enforced.
- Riparian buffer zones are maintained, supported by regular water quality monitoring.
- Effluent treatment systems are implemented at palm oil mills.
- Scheduled waste is managed in compliance with Environmental Quality (Scheduled Wastes) Regulations 2005.
- IPM and mulching practices reduce reliance on agrochemicals and fertilisers.

#### **Target 12.5: Reduce waste generation through prevention, reduction, recycling and reuse**

- POME is treated via anaerobic digestion to generate biogas for energy.
- Mesocarp fibre and palm kernel shells are repurposed as boiler fuel.
- Empty fruit bunches and palm fronds are reused through mulching.
- Reuse and refurbishment practices are applied to operational assets such as furniture.
- Minimising single-use plastics and aligning food preparation with demand at hotels.
- Recycling facilities are provided across offices, hotels, and operational sites.

#### **Target 12.6: Encourage sustainable practices and sustainability reporting**

- The Group publishes an annual Sustainability Statement in line with applicable reporting frameworks.

#### **Target 12.7: Promote sustainable procurement practices**

- Suppliers are screened based on environmental and social criteria, including certification standards such as MSPO and RSPO.

## SUSTAINABILITY STATEMENT (cont'd)

### CONTRIBUTION TO THE UN SDGS (CONT'D)



#### Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards

- Climate-related risks and opportunities are integrated into the Group's enterprise risk management framework.
- The Group has initiated climate-related disclosures aligned with IFRS Sustainability Standards, including qualitative scenario analysis covering both transition and physical risks.



#### Target 15.1: Ensure conservation of terrestrial and freshwater ecosystems

- Riparian buffer zones maintained with restricted planting and agrochemical use
- The Group prohibits oil palm cultivation on peatlands.
- Approximately 52 hectares of High Conservation Value ("HCV") areas are protected.

#### Target 15.5: Protect biodiversity and natural habitats

- Biodiversity risk assessments are conducted across all plantation operations.
- Endangered wildlife encountered within operational areas is managed in collaboration with the Department of Wildlife and National Parks.

#### Target 15.7: Combat poaching and trafficking of protected species

- Signage is installed in HCV areas to deter trespassing and illegal poaching.



#### Target 16.5: Substantially reduce corruption and bribery

- The Group has implemented a comprehensive Anti-Bribery and Anti-Corruption ("ABAC") Policy.
- Regular risk assessments, internal audits, and employee training programmes are conducted.
- No confirmed incidents of corruption were recorded during the reporting period.

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES

#### Climate-Related Transition Risks and Opportunities

##### Description

Climate-related transition risks arise from the global shift towards a low-carbon economy. Key transition risks include shifting consumer preferences towards low-carbon products and changing regulatory requirements. The transition towards a low-carbon economy also presents opportunities for the Group to improve energy efficiency, adopt renewable energy solutions, and strengthen its sustainability credentials across its operations.

##### Effects on Business Model and Value Chain

Shifting consumer preferences towards sustainable and low-carbon products may affect demand across the Group's business segments, including palm oil products, property developments, and hospitality services. Failure to meet evolving market expectations could potentially affect market access or reduce competitiveness in sustainability-sensitive markets.

The Group's operations, particularly within Manufacturing, involve energy-intensive processes. In a high transition risk scenario (IPCC 1.5°C pathway) where fossil fuel prices increase or carbon pricing mechanisms are introduced, the overall cost of production will subsequently increase.

The Group may also be exposed to potential regulatory measures such as carbon taxes or stricter emissions standards, which could increase compliance costs and require operational adjustments across our business segments.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Climate-Related Transition Risks and Opportunities (Cont'd)

##### Effects on Strategy and Decision Making

To manage climate transition risks and reduce our GHG footprint, the Group has implemented various strategic measures across its business segments.

##### Plantation

Energy monitoring has been introduced to support emissions management. A dedicated electricity meter was installed in July 2023 to monitor energy consumption. Estate vehicles and machineries are regularly maintained to ensure operational efficiency and minimise emissions.

Fertiliser application remains one of the largest contributors of GHG emissions. Our fertiliser selection is guided by agronomic recommendations derived from soil and leaf analysis. Our plantations cultivate nitrogen-fixing crops such as legumes and *Mucuna bracteata* which reduces the reliance on synthetic fertilisers, which would otherwise contribute to nitrous oxide (N<sub>2</sub>O) GHG emissions.

##### Manufacturing

The Keck Seng Palm Oil Processing Complex is an integrated complex located in close proximity to most of our plantations. The complex encompasses our Palm Oil Mill ("**POM**"), Kernel Crushing Plant ("**Ragamo**"), Palm Oil Refinery ("**POR**"), and our vitamin extraction plant ("**Supervitamins**").

The POM is equipped with anaerobic digester tanks that treat Palm Oil Mill Effluent ("**POME**"). Methane gas generated and captured from the POME treatment process, together with palm oil biomass residues such as mesocarp fibres, palm shells and empty fruit bunches, are utilised as renewable energy sources to generate steam and electricity for the POM and POR operations.

##### PD & PI

Within the PD & PI segment, the Group has implemented energy conservation initiatives, such as:

- Monitoring energy consumption.
- Spreading awareness among its employees on ways to conserve energy.
- Switching off air-conditioning and lighting when not in-use.
- Retrofit with energy-saving equipment and appliances, such as LED lights, motion sensors and timers.
- Installation of repeaters and smart meters by Tenaga Nasional Berhad ("**TNB**") at selected commercial buildings.
- Encourage its current tenants to adopt green energy, where possible.
- Studying the availability of alternative energy sources.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Climate-Related Transition Risks and Opportunities (Cont'd)

##### Effects on Strategy and Decision Making (Cont'd)

###### Hotels

Energy management practices have been implemented to reduce energy consumption and improve efficiency. These initiatives include:

- Training employees to identify and address sources of energy wastage.
- Conducting preventive maintenance and annual inspections to ensure energy-using equipment operates at optimal efficiency.
- Maintaining key equipment under service agreements to ensure proper operation and performance.
- Replacing equipment with energy-efficient alternatives where feasible.
- Optimising equipment settings, such as air-conditioners, thermostats and washing machines, to reduce energy consumption.
- Encouraging behavioural changes among employees, including switching off lights, computers and kitchen equipment when not in use and using stairs for short distances.
- Sourcing supplies locally where possible to reduce transportation-related fuel consumption.
- Consolidating delivery and collection schedules to minimise transportation trips.

##### Financial Effects

###### Current Financial Effects

In FY2023, the Manufacturing segment installed a dust particulate arrestor system for its boiler operations to ensure that particulate emissions remain below the Department of Environment (“DOE”) regulatory threshold of 150 mg/Nm<sup>3</sup>. The installation represents a capital investment aimed at strengthening emissions control and reducing regulatory compliance risk. Investments in pollution control technologies may increase operational and capital expenditures in the short term but are intended to reduce the risk of regulatory penalties, operational disruptions, and reputational impacts over the longer term.

Despite these mitigation measures, the Group recorded an environmental penalty in FY2025 related to regulatory compliance matters. This highlights the ongoing exposure to regulatory risks associated with environmental management. Corrective measures have been implemented to strengthen monitoring and ensure continued compliance with regulatory standards.

###### Anticipated Financial Effects

A new biomass boiler is expected to be commissioned in Q2 2027 at the POM, aimed at enhancing the efficiency of steam supply to the cogeneration turbine. The estimated capital investment for this project is approximately RM 20 million which is expected to support long-term energy efficiency and reduced energy costs.

##### Resilience of the Group's Strategy and Business Model

Under the high transition risk scenario aligned with the IPCC 1.5°C pathway, stricter climate policies, carbon pricing mechanisms, and higher fossil fuel prices may increase operating costs for energy-intensive industries. However, the Group's utilisation of renewable biomass and biogas generated from POME provides a degree of energy self-sufficiency, circularity and reducing the reliance on external fossil fuel energy sources.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Climate-Related Transition Risks and Opportunities (Cont'd)

##### Processes, Controls and Policies

The Board and RMSC provide oversight of climate-related risks and opportunities. They review and approve policies, assess climate-related risk exposure, and monitor progress toward sustainability targets (refer to "Sustainability Governance").

The Group adopted policies including No Deforestation, No Peat, No Exploitation ("NDPE") and No Burning Policy, as well maintaining our Roundtable on Sustainable Palm Oil ("RSPO") and Malaysian Sustainable Palm Oil ("MSPO") certification standards.

The Group monitors GHG emissions with reference to the GHG Protocol and ISO 14064-1. The Plantations segment applies the PalmGHG V4 calculator to determine annual gross carbon emissions. GHG accounting includes the six GHGs recognised under the United Nations Framework Convention on Climate Change ("UNFCCC") and Kyoto Protocol (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>).

Stack emissions from Manufacturing are continuously monitored, and results of analysis are submitted to the DOE on an annual basis. Emissions remain within DOE specifications.

##### Metrics and Targets

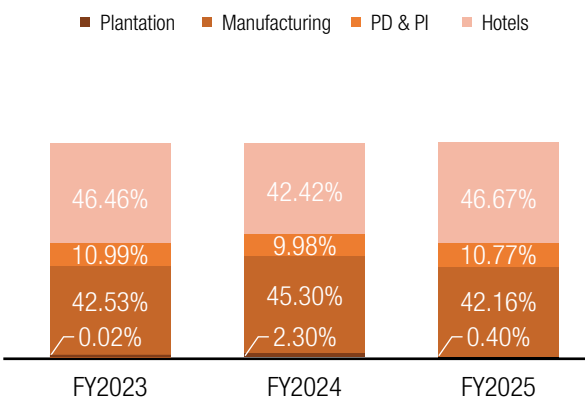
##### Energy Consumption

FY2024 was established as the baseline year for the Group's energy consumption. The Group set a target to achieve a 3% reduction in energy consumption relative to this baseline. In FY2025, energy consumption decreased by 1.6%, indicating progress towards the target.

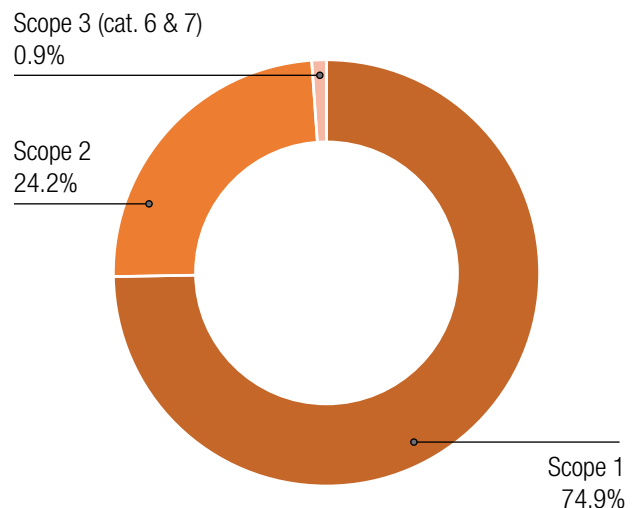
Group Energy Consumption	Unit	FY2025	FY2024	FY2023
Purchased energy consumption	MWh	38,655	41,188	37,971
Renewable energy consumption	MWh	13,579	11,883	10,880
<b>Total energy consumption</b>	<b>MWh</b>	<b>52,234</b>	<b>53,071</b>	<b>48,851</b>

Note: FY2024 and FY2023 data has been restated due to updates purchased energy consumption data for Plantation and PD & PI (HKH).

#### Distribution of Purchased Energy by Business Segments



#### Distribution of GHG emission by Scope



## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Climate-Related Transition Risks and Opportunities (Cont'd)

#### Metrics and Targets

##### Scope 1, 2 and 3 GHG Emissions

The Group has established a Scope 1 and Scope 2 emissions reduction target of 3% relative to the FY2024 baseline.

Scope 1 GHG Emissions	Unit	FY2025	FY2024	FY2023
Plantation	tCO <sub>2</sub> e	31,574.31	42,347.12	–
Manufacturing	tCO <sub>2</sub> e	23,799.13	22,470.76	–
PD & PI	tCO <sub>2</sub> e	855.66	853.43	–
Hotels	tCO <sub>2</sub> e	1,284.76	2,502.30	–
<b>Total Scope 1 GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>57,513.86</b>	<b>68,173.61</b>	<b>–</b>

Note: FY2024 data has been restated due to updates in emissions factors used for calculations.

Scope 2 GHG Emissions	Unit	FY2025	FY2024	FY2023
Plantation	tCO <sub>2</sub> e	115.36	701.75	6.13
Manufacturing	tCO <sub>2</sub> e	12,058.33	13,805.88	12,274.55
PD & PI	tCO <sub>2</sub> e	3,081.61	3,041.63	3,170.08
Hotels	tCO <sub>2</sub> e	3,341.73	3,281.92	3,280.93
<b>Total Scope 2 GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>18,597.03</b>	<b>20,831.18</b>	<b>18,731.68</b>

Note: FY2024 and FY2023 data has been restated due to updates in emissions factors used for calculations and purchased energy consumption data for Plantation and PD & PI (HKH).

Scope 3 Category	Segment	Unit	FY2025	FY2024	FY2023
Business travel by land	Plantation	tCO <sub>2</sub> e	0.12	–	–
	Manufacturing	tCO <sub>2</sub> e	0.12	–	–
	PD & PI	tCO <sub>2</sub> e	14.43	6.96	–
Business travel by air	Plantation	tCO <sub>2</sub> e	33.66	–	–
	Manufacturing	tCO <sub>2</sub> e	335.28	–	–
	PD & PI	tCO <sub>2</sub> e	–	79.71	–
Employee commuting	Plantation	tCO <sub>2</sub> e	4.72	3.53	–
	Manufacturing	tCO <sub>2</sub> e	142.32	68.27	–
	PD & PI	tCO <sub>2</sub> e	196.58	255.51	–
<b>Total</b>		<b>tCO<sub>2</sub>e</b>	<b>727.23</b>	<b>413.98</b>	<b>–</b>

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Climate-Related Transition Risks and Opportunities (Cont'd)

#### Metrics and Targets (Cont'd)

##### Biogenic Emissions in Plantation and Manufacturing

Biogenic Emissions	Unit	FY2025	FY2024	FY2023
Soil N <sub>2</sub> O from organic fertiliser	tCO <sub>2</sub> e	0.93	0.93	–
Biofuel combustion (PKS, biodiesel)	tCO <sub>2</sub> e	1.50	1.50	–
Crop sequestration from LUC	tCO <sub>2</sub> e	95,914.63	95,914.63	–

##### Forested conservation block sequestration

	Unit	FY2025	FY2024	FY2023
Forested conservation block sequestration	tCO <sub>2</sub> e	130.18	130.18	–

##### GHG Emissions Intensity (Manufacturing)

Biogenic Emissions	Unit	FY2025	FY2024
POM	tCO <sub>2</sub> e/MT CPO+PK	0.2715	0.1200
POR	tCO <sub>2</sub> e/MT refined product	0.0876	
Ragamo	tCO <sub>2</sub> e/MT CPKO+PKE	0.0245	0.0358
Supervitamins	tCO <sub>2</sub> e/MT product	0.6321	0.3871

\*CPO = crude palm oil, PK = palm kernel, CPKO = crude palm oil kernel, PKE = palm kernel expeller

Note: FY2024 data has been restated due to updates in emissions factors used for calculations.

##### Non-GHG Stacks Emission (Manufacturing)

Stacks Emission	Unit	FY2025	FY2024	FY2023	Target
Dark Smoke	Shade	Shade 1	Shade 1	Shade 1	Shade 1
Carbon monoxide (CO)	mg/m <sup>3</sup>	63	52	125	<1,000
Dust Particulate Emission Limit	mg/Nm <sup>3</sup>	45	41	110	<150

##### Methodology

- Scope 1, 2 and 3 GHG emissions were calculated in accordance with Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004).
- Global warming potential (“GWP”) values were based on the IPCC Sixth Assessment Report (AR6), as referenced by the GHG Protocol.
- Scope 2 electricity emission factors for operations in Peninsular Malaysia were sourced from Suruhanjaya Tenaga (Grid Emission Factors 2022-2024); for operations in Ontario, from Environment and Climate Change Canada (Emission Factors and Reference Values, Version 3.0); and for operations in New York City and Oahu, from the U.S. Environmental Protection Agency (“US EPA”) (GHG Emission Factors Hub).
- Scope 1 and 3 emission factors were derived from the UK Department for Energy Security and Net Zero GHG Conversion Factors, US EPA Emission Factors Hub, and other sector-specific sources where relevant.
- Additional emission factors and methodologies for agriculture and palm oil operations are sourced from RSPO PalmGHG methodology and International Sustainability and Carbon Certification GHG calculation guidance.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Climate-related Physical Risks

##### Description

Physical climate-related risks, particularly increasing temperatures and more frequent extreme weather events, are risks to the Group's plantation operations, manufacturing facilities, hospitality assets, and property developments.

Acute climate risks include flooding and extreme rainfall, while chronic climate risks include rising average temperatures and prolonged heat events.

Effects on Business Model and Value Chain

##### Acute: Flooding and Extreme Weather Events

Increased flooding and extreme weather events may lead to operational disruptions across the Group's value chain, particularly in plantation estates, palm oil mills, hotels, and property assets located in flood-prone areas. Impacts include:

- Temporary shutdowns
- Damage to estate infrastructure, access roads, and buildings
- Disruption of logistics and transportation of FFBs
- Increased maintenance costs

##### Chronic: Rising Temperature and Heat Stress

Rising temperatures and more frequent extreme heat events may lead to:

Operational Impacts	Agricultural Impacts	Workforce Impacts
<ul style="list-style-type: none"> <li>• Increased cooling energy demand in hotels, manufacturing facilities and properties</li> <li>• Increased irrigation and water management requirements in plantation</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced FFB yields due to drought stress</li> <li>• Lower oil extraction rate ("OER") from poorer fruit quality</li> <li>• Accelerated fruit ripening, affecting harvesting window</li> </ul>	<ul style="list-style-type: none"> <li>• Increased heat stress for plantation workers</li> <li>• Potential reduction in worker productivity, and increased health and</li> </ul>

#### Effects on Strategy and Decision Making

Climate-related physical risks are considered in plantation management and operational planning. Plantation workers are trained to respond to fire emergencies, and regular patrols are conducted to prevent open burning or fire outbreaks. The Group also implements plantation management practices aimed at maintaining soil health and moisture retention, including mulching and cover cropping.

Flood mitigation measures such as drainage systems around factories and residential quarters have been implemented to manage surface water and reduce flood risks. Environmental monitoring practices, including soil erosion assessments and land condition monitoring, are also undertaken to support sustainable land management.

#### Financial Effects

Climate-related physical risks may result in increased operating and capital expenditure for the Group, including costs associated with implementing and maintaining flood mitigation infrastructure, enhancing plantation management practices, and conducting environmental monitoring activities. Extreme weather events may also lead to temporary operational disruptions, reduced plantation productivity, and potential damage to assets, which could impact output and efficiency. In addition, more frequent climate-related events may increase maintenance and repair costs over time. These potential financial impacts are considered in the Group's operational planning and risk management processes to support resilience and long-term business continuity.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Climate-related Physical Risks (Cont'd)

##### Resilience of the Group's Strategy and Business Model

Based on the climate-related scenario analysis, increasing temperatures and more frequent extreme weather events may affect plantation productivity and operational conditions under the RCP8.5 (4°C) scenario over the medium- to long- term. Existing land management practices and flood mitigation infrastructure support the Group's ability to manage these risks and maintain operational resilience across its plantation and manufacturing activities.

##### Processes, Controls and Policies

Climate-related physical risks are overseen by the Board and monitored through the RMSC. The Group manages these risks through operational controls and policies, including occupational safety and health ("**OSH**") measures addressing worker safety and heat stress, as well as SOP for land management.

##### Metrics and Target

The Group currently manages climate-related physical risks through operational practices and environmental management systems. While specific quantitative targets for physical climate risk management have not been established, the Group continues to monitor environmental conditions and maintain practices aimed at reducing exposure to climate-related disruptions.

#### Waste and Effluent Management

##### Description

Waste and effluent are generated as part of the Group's operational activities across its plantations, manufacturing facilities, and hospitality operations. If not properly managed, waste and wastewater discharges may result in environmental impacts such as soil and water contamination, as well as potential regulatory non-compliance. Effective management of waste and effluent is therefore important to ensure compliance with environmental regulations and to minimise potential impacts on surrounding ecosystems and communities.

##### Effects on Business Model and Value Chain

Waste is generated as a by-product across the Group's value chain. Recognising that waste generation may reflect inefficiencies in resource use, the Group strives to minimise waste through improved resource efficiency and the adoption of circular economy practices, including reuse and recovery where feasible.

##### Effects on Strategy and Decision Making

###### Plantation

Across plantation operations, the Plantations' Agricultural Manual outlines responsible biomass management practices on managing agricultural by-products, such as mulching and composting palm fronds and empty fruit bunches to return nutrients to the soil. In line with the Group's No Burning Policy, oil palms are felled, chipped, and left to decompose naturally, which enriches soil nutrients while helping suppress the spread of Ganoderma fungus responsible for basal stem rot disease.

###### Manufacturing

The Group's waste-to-energy system utilises mesocarp fibre and palm kernel shells as boiler fuel in its palm oil mills. As well as anaerobic digesters used to treat POME, generating methane gas that can be utilised for energy recovery (see "Climate-related Transition Risks and Opportunity").

Over the years, the Group has invested in and upgraded our effluent treatment system to ensure that wastewater discharged from our palm oil processing plant is treated and made safe before being released into the environment. Skilled personnel are engaged to manage effluent treatment and ensure compliance with regulatory requirements.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Waste and Effluent Management (Cont'd)

##### Effects on Strategy and Decision Making

###### Hotels

Within the hospitality segment, the Group implements waste reduction by repairing, refurbishing, or reusing furniture and appliances where feasible, extending asset lifecycles and diverting waste from landfills. Hotels minimise single-use plastics, encourage recycling, manage food preparation based on occupancy and guest demand, and monitor food waste to reduce unnecessary disposal.

###### Group-wide

The Group promotes recycling across its operations. Domestic wastes are managed through recycling initiatives, with designated recycling bins provided at offices and operational sites to encourage staff to recycle materials such as plastic, aluminium, paper, and glass.

##### Financial Effects

###### Current Financial Effects

Investments in the effluent treatment system, anaerobic digesters, and biomass-fired boilers (see "Climate-related Transition Risks and Opportunities") represent the Group's commitment to regulatory compliance and operational efficiency. By converting waste by-products into energy and other usable resources, these initiatives create value from otherwise discarded materials and improve overall resource efficiency.

###### Anticipated Financial Effects

Ongoing upgrades to effluent treatment systems are expected to reduce potential financial exposure to regulatory non-compliance. An Industrial Effluent Treatment System ("IETS") is planned for the POR, with an estimated capital expenditure of RM 10 million to align with DOE requirements. Plans to implement a similar system for the POM are currently underway.

##### Resilience of the Group's Strategy and Business Model

The Group's waste-to-energy and circular resource management initiatives enhance the resilience of its operations by improving resource efficiency and reducing reliance on external inputs. These initiatives support the Group's ability to adapt to evolving environmental regulations and resource constraints over the longer term.

##### Processes, Controls and Policies

The Group's Scheduled Waste Management System complies with the Environmental Quality (Scheduled Wastes) Regulations 2005. Manufacturing facilities are equipped with designated Scheduled Waste Stores, where scheduled wastes are stored, managed and inventoried by competent and qualified personnel.

At plantation estates, scheduled wastes are stored in specially constructed sheds equipped with PPE and spill containment kits. The Group exercises due diligence in the storage, labelling, and documentation of all scheduled wastes to prevent leaks and ensure traceability.

Licensed contractors are engaged to collect and dispose of scheduled wastes in accordance with regulatory requirements.

The Group adheres closely to guidelines issued by relevant authorities, including the Solid Waste Management and Public Cleansing Corporation ("SWCorp"), Jabatan Pengairan dan Saliran ("JPS"), and the DOE. For international operations, including the Group's hotels, waste management practices are conducted in accordance with the applicable local laws and regulations of the jurisdictions in which they operate.

All forms of open burning by our workers, staff and contractors are prohibited within our premises.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Waste and Effluent Management (Cont'd)

##### Metrics and Targets

Group-Wide Waste Management	Unit	FY2025	FY2024	FY2023
Total waste generated	MT	2,014.40	1,877.79	1,434.96
Total waste diverted from disposal	MT	425.08	529.38	650.00
	%	21%	28%	45%
Total waste diverted to landfill	MT	24.00	1,347.96	18.27
Total scheduled waste disposed	MT	3	17.67	3,280.93
Number of summons or penalties from regulators	No.	3	0	0

The issues identified related to improper labelling and non-compliance with the storage of E-wastes at our POR. The Group has since implemented corrective actions, including the allocation and construction of a designated storage facility in compliance with the Environmental Quality (Scheduled Wastes) Regulations 2005 (Regulation 9).

Effluent from Manufacturing	Unit	FY2025	FY2024	FY2023
Total volume of water (effluent) produced over the reporting period	ML	442,044	446,668	431,047
Total volume of water (effluent) treated/discharged over the reporting period	ML	473,520	470,160	454,440

#### Biodiversity and Land Use Impacts

##### Description

The Group recognises that plantation activities may interact with surrounding ecosystems and biodiversity. Land cultivation, pest management practices, and agricultural inputs may affect soil stability, water quality, and habitats if not properly managed. To minimise these impacts, the Group implements biodiversity conservation measures, soil protection practices, and responsible land management across its plantation operations, including the protection of High Conservation Value (“HCV”) areas, maintenance of riparian buffer zones, and the adoption of Integrated Pest Management (“IPM”). These measures support environmental stewardship while maintaining sustainable agricultural productivity.

##### Effects on Business Model and Value Chain

The Group’s plantation operations rely on sustainable land management to maintain long-term agricultural productivity. Responsible land management, including the protection of HCV areas, riparian reserves, and soil conditions, supports the sustainability of plantation operations and helps maintain compliance with certification standards such as RSPO and MSPO.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Biodiversity and Land Use Impacts (Cont'd)

##### Effects on Strategy and Decision Making

HCV areas and biodiversity habitats within operational boundaries are identified through biodiversity risk assessments. These areas are regularly monitored, and signages to prevent trespassing and hunting are installed to deter prohibited activities. Endangered wildlife encountered within operational areas are handed over to the Department of Wildlife and National Parks to ensure appropriate protection.

Buffer zones and riparian reserves are maintained to protect water bodies and surrounding ecosystems. These areas are clearly marked, and activities such as planting, agrochemical application, and fertiliser use are restricted to safeguard water quality and ecological integrity. Water sampling and analysis is conducted to ensure water quality is maintained. Our workers are trained to understand the importance of and maintain these buffer zones and riparian reserves.

The Group implements soil protection practices such as restricting development on vulnerable terrain, maintaining vegetation cover, and monitoring areas susceptible to soil erosion. The Group also prohibits the planting of oil palms on peatland to prevent potential environmental impacts associated with peatland conversion.

IPM practices are implemented across plantation operations to reduce reliance on chemical pesticides. These include the use of biological control methods such as barn owls and beneficial plants, as well as close monitoring of pest outbreaks. Where chemical use is necessary, appropriate procedures, PPE, and chemical risk management measures are implemented to protect workers and the environment.

### Buffer Zones & Riparian Reserves



Buffer zone maintained at replanting area



Buffer zone at water stream

### Biological Pest Control



Beneficial plants (i.e. *Antigonon leptopus*) provide nectar and pollen for beneficial insects that prey upon pests.



Barn owl nesting box placed at our plantations.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Biodiversity and Land Use Impacts (Cont'd)

##### Financial Effects

Pest populations are closely monitored to ensure infestations are detected early and controlled before reaching the economic damage threshold, where pest damage could lead to significant yield losses. Maintaining effective pest monitoring and IPM practices may help mitigate potential financial losses associated with pest outbreaks, including reduced crop yields and higher pest control costs.

##### Resilience of the Group's Strategy and Business Model

The Group's plantation operations depend on the long-term productivity of agricultural land and the stability of surrounding ecosystems. Biodiversity protection and responsible land management practices are therefore important to maintaining soil quality, water availability, and ecosystem services that support plantation productivity.

##### Processes, Controls and Policies

The Group implements operational procedures and controls to support biodiversity conservation and responsible chemical management. Standard operating procedures ("SOPs") are in place for weed management and chemical handling, and workers receive safety briefings prior to commencing work. Mechanical spreaders are used where possible to reduce direct human contact with chemicals, and PPE is provided to workers handling agrochemicals.

Chemical management practices cover the entire chemical lifecycle, including storage, handling, and spill response. Workers handling chemicals undergo annual medical check-ups, and Chemical Health Risk Assessments ("CHRA") are conducted to evaluate and manage potential health risks associated with chemical exposure.

Monitoring and compliance mechanisms are implemented to ensure conservation practices are maintained. HCV areas and riparian reserves are regularly monitored, and soil conditions are monitored to identify and address potential erosion risks. These processes support compliance with sustainability certification standards such as RSPO and MSPO, as well as the Group's internal environmental management practices, including its No Burning Policy.

#### Metrics and Targets

Pesticide Usage (Plantation)	Unit	FY2025	FY2024	FY2023	Target
Pesticides used per hectare (active ingredients)	L/Ha	0.035	0.055	0.014	<2.0

Soil Erosion Incidents (Plantation)	Unit	FY2025	FY2024	FY2023	Target
Soil erosion incidents	No.	0	0	0	0

Biodiversity	Unit	FY2025	FY2024	FY2023	Target
Percentage of existing operations or projects assessed for biodiversity risk	%	100	100	100	100
Size and location of all habitat areas protected or restored	Ha	52	52	52	52
Total number of International Union for Conservation of Nature ("IUCN") Red List of threatened species and national conservation list of species with habitats in areas affected by the operations	No.	0	0	0	0

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Water Consumption

##### Description

Water availability and efficient water use are important for maintaining operational continuity, particularly in the Group's POM operations where water is required for processing FFB and generating steam for downstream production processes.

##### Effects on Business Model and Value Chain

###### Plantation

Plantation operations rely primarily on natural rainfall and do not require bulk abstraction from surface water sources. As such, direct water withdrawal for irrigation is minimal and currently not metered. Nevertheless, water quality and ecosystem protection remain important considerations. Measures implemented include maintaining riparian buffer zones, conducting periodic water sampling, reusing greywater for landscaping, and maintaining infrastructure to prevent leakages (refer to "Waste and Effluent Management" and "Biodiversity and Land Use Impacts").

###### Manufacturing

POM accounts for the majority of the Group's water consumption, as water is required for FFB processing and steam generation. Water use efficiency is therefore closely monitored.

###### PD & PI

Water consumption in property operations arises primarily from office operations, commercial spaces, and residential properties. Monitoring has been implemented for main offices and leased properties, with initiatives to reduce wastage and promote responsible water use.

###### Hotels

Hotel operations consume water primarily for guest services, housekeeping, food preparation, and landscaping.

##### Effects on Strategy and Decision Making

Water management initiatives focus on improving operational efficiency in water-intensive processes and reducing wastage across the Group's facilities. In manufacturing operations, efforts are directed toward optimising water use in milling processes, including improving sterilisation efficiency and recovering condensate.

Property and hospitality operations prioritise monitoring water consumption and implementing efficiency measures in building operations, while plantation operations focus on maintaining water quality and protecting surrounding water ecosystems.

##### Financial Effects

Water consumption contributes to operational costs associated with water supply, treatment, and wastewater management, particularly within manufacturing operations. Improvements in water efficiency may reduce both water procurement costs and the energy required for water heating and circulation.

##### Resilience of the Group's Strategy and Business Model

The Group's reliance on rainfall for plantation operations reduces exposure to irrigation-related water supply constraints. However, this reliance may increase exposure to climate-related physical risks associated with reduced precipitation or prolonged drought conditions under climate scenarios such as the RCP8.5 (4°C) pathway in the medium-to long-term.

In manufacturing and building operations, water management initiatives are focused on maintaining operational efficiency and reducing resource intensity, thereby supporting the long-term sustainability of processing and facility operations.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Processes, Controls and Policies

The Group has implemented water management practices across relevant operational segments.

<p><b>Plantation</b></p> <ul style="list-style-type: none"> <li>• Maintenance of riparian and buffer zones</li> <li>• Water quality monitoring through periodic sampling</li> <li>• Greywater reuse for landscaping</li> <li>• Preventive maintenance to reduce leakages</li> </ul>
<p><b>Manufacturing</b></p> <ul style="list-style-type: none"> <li>• Closed-loop water systems to minimise freshwater intake</li> <li>• Improvements to sterilisation efficiency</li> <li>• Condensate recovery and reuse</li> <li>• Reduced energy requirements associated with water heating and pumping</li> </ul>
<p><b>PD &amp; PI</b></p> <ul style="list-style-type: none"> <li>• Monitoring water consumption in offices and properties</li> <li>• Leak detection and maintenance</li> <li>• Tenant engagement on water conservation</li> </ul>
<p><b>Hotels</b></p> <ul style="list-style-type: none"> <li>• Installation of water-efficient fixtures (low-flow showerheads, aerators, dual-flush systems)</li> <li>• Staff training on efficient water use</li> <li>• Time-controlled irrigation systems for landscaping</li> <li>• Operational practices to minimise unnecessary water use</li> </ul>

#### Metrics and Targets

The Group maintains a target of less than 3 m<sup>3</sup> of water per tonne of FFB processed, which has been consistently achieved during the reporting period. The Group set a target to achieve a 2% reduction in Group-wide water consumption relative to the FY2024 baseline. This target was exceeded in FY2025, with a reduction of 4.4%.

Water Consumption by Segment	Unit	FY2025	FY2024	FY2023
Manufacturing	ML	565.59	613.81	499.05
PD & PI	ML	31.61	30.57	31.56
Hotels	ML	179.92	168.57	158.70
<b>Total</b>	<b>ML</b>	<b>777.12</b>	<b>812.95</b>	<b>689.31</b>

Water Consumption Intensity	Unit	FY2025	FY2024	FY2023	Target
Water consumption per tonne of FFB (Manufacturing)	m <sup>3</sup> /MT	2.25	2.28	1.90	<3
Water consumption per room (Hotel)	m <sup>3</sup> /room	0.57	0.53	0.53	<0.65

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL-RELATED RISKS AND OPPORTUNITIES

#### Occupational Safety and Health Risk

##### Description

Occupational safety and health (“**OSH**”) risk arises from workplace hazards associated with the Group’s operations across plantation estates, manufacturing facilities, property development sites, and hotels. These hazards may include exposure to machinery and equipment, construction-related risks, fire and explosion hazards, chemical exposure, working at heights, handling sharps, hot works, electrical hazards and other operational safety risks. The Group also recognises exposure to extreme weather during operational activities as an OSH risk.

##### Effects on Business Model and Value Chain

Safety incidents have direct impacts on the Group’s value chain by disrupting operations through workforce downtime and reduced operational efficiency. Workplace accidents, illness outbreaks, or fire-related incidents may result in temporary shutdowns of operational units, delays in harvesting or construction activities, and interruptions to manufacturing outputs.

##### Effects on Strategy and Decision Making

The Group integrates OSH considerations into operational planning across all segments. In Plantation, mechanisation such as tractors and mounted sprayers reduces manual handling risks. Regular training, toolbox talks and safety briefings strengthens workforce awareness. Routine anti-malaria and dengue fogging in plantations, property development sites and investment properties safeguards our employees and the local communities where we operate. Medical facilities are provided and readily available within plantations.

Fire risk management and emergency response planning (“**ERP**”) are integrated into operational strategies to prevent, detect, and respond effectively to fire-related incidents across plantation and manufacturing sites.

#### Financial Effects

##### Current Financial Effects

Occupational safety incidents may result in increased operational expenditures, including:

- Medical treatment costs and worker compensation
- Emergency repair or maintenance costs following incidents
- Temporary outsourcing or contractor replacement costs
- Productivity losses from workforce downtime or operational shutdowns

##### Anticipated Financial Effects

Over the longer term, effective OSH management may reduce potential financial risks from compensation claims and lost productivity.

#### Resilience of the Group’s Strategy and Business Model

Based on the Group’s climate scenario analysis, which indicated that under the RCP8.5 pathway average temperatures may increase by approximately 4°C over the long-term horizon, the Group recognises that rising temperatures and drier conditions may elevate physical risks to plantation operations, including increased heat stress among outdoor workers and a higher likelihood of forest fires, particularly during El Niño periods. The Group’s heat stress and hydration management programmes safeguards workers in outdoor operations, and our fire risk management and ERPs to prevent and respond to potential fire incidents.

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Occupational Safety and Health Risk (Cont'd)

##### Processes, Controls and Policies

The Group manages OSH risks through an integrated safety management framework aligned with regulatory requirements under the Occupational Safety and Health Act (“**OSHA**”) and relevant Department of Occupational Safety and Health (“**DOSH**”) guidelines.

Risk identification and control measures include routine workplace inspections, hazard identification programmes, incident reporting systems, and periodic risk assessments. Safety and Health (“**S&H**”) Committees in manufacturing and hotels conduct quarterly reviews to monitor risks, report hazards, and recommend corrective actions. Contractors in PD sites implement on-site safety coordination, submit monthly Safety, Health and Environment reports, and ensure adequate first aid provision and safety documentation.

Operational controls include implementation of workplace S&H Policies, provision and enforcement of PPE, scheduled maintenance and inspection of equipment, vector control initiatives (e.g., anti-malaria and dengue fogging), and medical screening for chemical handlers. Incident investigation and corrective action processes ensure that hazards are addressed promptly and recurrence is minimised.

The Plantations' Visiting Medical Officer regularly visits our housing quarters to ensure estate sanitation and monitor worker health.

##### Metrics and Targets

###### Targets

- Zero lost time incidents
- Zero manhour lost due to lost time incidents
- Zero work-related fatalities

###### Metrics

##### Training by Employee Category

	FY2025	FY2024	FY2023
No. of lost time incidents	110	143	75
Lost time incident rate (“ <b>LTIR</b> ”)	9.02	11.28	6.26
Work-related fatalities	2	0	0
No. of employees trained on health and safety	841	893	603

*Note: LTIR is calculated as the number of lost time incidents during the reporting period divided by the total hours worked, multiplied by 200,000.*

In response to the fatal incidents, the Group implemented corrective actions including the revision of SOPs, the introduction of biannual SOP training, and the installation of CCTV monitoring in high-risk areas.

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Labour Practices and Standards

##### Description

Labour practices and standards relate to the Group's ability to maintain fair, ethical, and compliant employment practices across its operations. These include adherence to labour laws, ethical recruitment practices, fair wages, non-discrimination, and the protection of human rights within the workplace.

##### Effects on Business Model and Value Chain

High employee turnover, labour disputes, or non-compliance with labour standards introduces reputational risks and operational disruptions. The opportunity associated with fair employment practices and provision of development opportunities helps support a stable workforce, enhances employee productivity, and contributes to operational reliability across the Group's business segments.

##### Effects on Strategy and Decision Making

The Group places emphasis on ethical recruitment practices, including the prohibition of forced labour, human trafficking, and recruitment fees, as well as ensuring that employees retain control of their personal travel documents. In plantation estates, the Group provides worker housing and access to healthcare to support the wellbeing of its workforce.

Workforce training is incorporated into operational planning to enhance employee competencies and support leadership development.

Annual training plan in Manufacturing:

1. Operational & Technical Training
2. Sustainability & Compliance Training
3. Health, Safety & Environmental ("HSE") Training
4. Human Capital & Leadership Training

##### Financial Effects

###### Current Financial Effects

Maintaining strong labour practices requires ongoing operational expenditure, including employee wages and benefits, workforce training programmes, employee welfare initiatives, and compliance with labour-related regulations.

In FY2025, RM 157,691 was invested into employee training in Plantation, Manufacturing and PD & PI segments.

###### Anticipated Financial Effects

Over the longer term, investments in workforce development and ethical labour practices may contribute to improved employee productivity and satisfaction, reduced employee turnover, and enhanced operational efficiency. Conversely, potential labour-related incidents could result in penalties, operational disruptions, or reputational impacts that may affect the Group's business relationships and market access.

##### Resilience of the Group's Strategy and Business Model

Continuous training and skills development programmes support the workforce's ability to adapt to evolving operational requirements, technological changes and sustainability-related practices, strengthening the Group's long-term operational resilience.

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Labour Practices and Standards (Cont'd)

##### Process, Controls and Policies

KSM's Ethics Policy and Ethical Recruitment Policy sets out the Group's commitments to fair employment practices, ethical recruitment, gender equality, collective bargaining rights and the prohibition of forced labour, child labour, and human trafficking.

Operational measures implemented across the Group include:

- Formal employment contracts for all workers
- Provision of pay slips and statutory contributions (e.g., EPF, SOCSO) where applicable
- Compliance with minimum wage laws and labour regulations
- Provision of worker grievance mechanisms accessible through both physical and digital channels
- Monitoring of workforce composition and employee turnover
- Implementation of annual training programmes covering operational, compliance, sustainability, and health and safety topics

##### Metrics and Targets

#### Training by Employee Category

	Unit	FY2025	FY2024	FY2023
Management	Hours	1,749	1,918	2,439
Executive	Hours	1,927	2,388	2,133
Non-Executive	Hours	10,897	9,727	6,127
<b>Total</b>	<b>Hours</b>	<b>14,573</b>	<b>14,033</b>	<b>10,698</b>

#### Substantiated Complaints Concerning Human Rights Violation

	FY2025	FY2024	FY2023	Target
Substantiated complaints concerning human rights violation	0	1	1	0

#### Employee Turnover by Employee Category

	Unit	FY2025	FY2024	FY2023
Management	No.	10	7	20
Executive	No.	8	10	15
Non-Executive	No.	174	125	124
<b>Total</b>	<b>No.</b>	<b>192</b>	<b>142</b>	<b>159</b>

#### Employees that are Contractors or Temporary Staff

	Unit	FY2025	FY2024	FY2023
Plantation	%	41%	42%	38%
Manufacturing	%	2%	2%	0%
PD & PI	%	55%	48%	50%

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Workforce Diversity

##### Description

Gender representation varies across the Group's operations due to the differing nature of work in each segment. Plantation and manufacturing operations tend to have lower female representation due to the nature of the industry, while property and hospitality operations generally have more balanced workforce demographics.

##### Effects on Business Model and Value Chain

Workforce diversity supports the Group's ability to attract, develop, and retain talent across its operations, which is important for maintaining operational capabilities throughout its value chain. A balanced and inclusive workforce also supports the Group's ability to meet evolving stakeholder expectations and maintain a positive reputation in the markets where it operates.

##### Effects on Strategy and Decision Making

Workforce diversity considerations are incorporated into recruitment and human resource management practices. The Group promotes equal opportunities during recruitment and ensures that employment decisions, including remuneration and promotion, are based on qualifications, experience, and performance.

##### Financial Effects

Workforce diversity initiatives are not expected to have significant direct financial impacts. However, fair and inclusive employment practices contribute to employee engagement, workforce stability, and the Group's ability to attract talent, which supports operational performance across business segments.

##### Resilience of the Group's Strategy and Business Model

By maintaining fair employment practices and inclusive recruitment policies, the Group supports workforce stability across its diverse operational segments. This approach helps ensure continued access to talent while maintaining operational effectiveness in both labour-intensive and service-oriented business activities.

##### Processes, Controls and Policies

The Group applies merit-based recruitment and remuneration practices across its operations. Employment decisions are based on qualifications, experience, and performance, and employees are treated with mutual respect regardless of gender, race, or age. Human resource policies support equal opportunities and fair treatment in recruitment, remuneration, and promotion across the Group's business units.

##### Metrics and Targets



## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Workforce Diversity (Cont'd)

##### Metrics and Targets

##### Employees by Age Group

Employee Category	Age Group	FY2025	FY2024	FY2023
Management	<30	2.08%	5.38%	5.49%
	31-40	28.13%	25.81%	25.28%
	41-50	32.29%	33.33%	29.67%
	51-60	15.63%	12.90%	12.09%
	61-70	14.58%	15.05%	18.68%
	>70	7.29%	7.53%	8.79%
Executive	<30	18.68%	16.67%	17.05%
	31-40	31.87%	26.67%	25.00%
	41-50	18.68%	16.67%	15.91%
	51-60	15.38%	18.89%	20.45%
	61-70	15.38%	20.00%	20.45%
	>70	0%	1.11%	1.14%
Non-Executive	<30	25.73%	27.84%	27.89%
	31-40	17.74%	20.09%	20.41%
	41-50	20.75%	22.38%	22.22%
	51-60	16.39%	17.47%	16.78%
	61-70	9.34%	10.48%	10.88%
	>70	1.14%	1.75%	1.82%

##### Employees by Gender

Employee Category	Gender	FY2025	FY2024	FY2023
Management	Male	5.04%	5.55%	6.13%
	Female	3.30%	2.91%	2.62%
Executive	Male	3.39%	3.91%	3.77%
	Female	4.52%	4.28%	4.52%
Non-Executive	Male	59.25%	57.05%	56.93%
	Female	24.50%	26.30%	26.20%

## SUSTAINABILITY STATEMENT (cont'd)

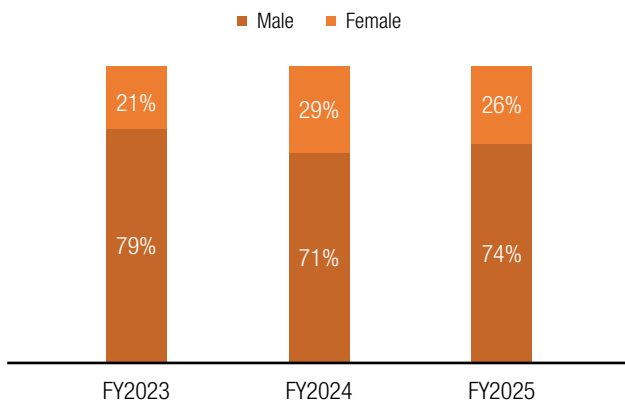
### SOCIAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Workforce Diversity (Cont'd)

#### Metrics and Targets (Cont'd)

##### Board Diversity

**Board Gender Distribution**



Age	FY2025	FY2024	FY2023
<30	0%	0%	0%
31-40	5.19%	1.25%	0%
41-50	14.29%	22.50%	32.86%
51-60	25.97%	16.25%	11.43%
61-70	12.99%	16.25%	11.42%
>70	41.56%	43.75%	44.29%

#### Community and Society

##### Description

The Group contributes to the communities in which it operates through corporate social responsibility (“**CSR**”) initiatives.

##### Effects on Business Model and Value Chain

Community engagement initiatives support the Group’s social licence to operate by fostering positive relationships with local stakeholders, enhancing brand reputation, and contributing to long-term business sustainability.

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Community and Society (Cont'd)

#### Effects on Business Model and Value Chain (Cont'd)

#### CSR Activity Highlights



#### Effects on Strategy and Decision Making

The Group integrates community investment into its operational planning. CSR programmes are selected based on their potential to deliver meaningful social impact and strengthen stakeholder engagement.

Top-left: Soup Kitchen; Top-right: Earth Day clean-up; Middle-left: Hospice Hike; Middle-right: Daily Bread Food Bank; Bottom-left: Hari Raya donation to Sekolah Kebangsaan Kongkong Laut; Bottom-centre: Deepavali charity; Bottom-right: Food donations to flood victims.

#### Financial Effects

The Group incurs expenditure in support of its community initiatives, amounting to RM 69,086 in FY2025. While these investments represent a direct cost, they contribute to intangible benefits such as enhanced brand value, customer engagement, and stronger community relationships, which support long-term business sustainability.

#### Processes, Controls and Policies

Community initiatives are coordinated at the operational level, with activities planned and monitored to ensure alignment with the Group's sustainability objectives. The Group maintains oversight of CSR activities to ensure resources are effectively utilised and initiatives deliver intended social outcomes.

#### Metrics and Targets

	Unit	FY2025	FY2024	FY2023
Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	69,086	108,637.81	92,818.12
Total number of CSR activities	No.	47	–	–
Total number of beneficiaries of the investment in communities	pax	>2,300	>2,900	>2,413

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE-RELATED RISKS AND OPPORTUNITIES

#### Anti-Corruption and Compliance

##### Description

Anti-corruption and compliance risk refers to the potential for bribery, corruption, or regulatory breaches within the Group's operations. These risks may arise in areas such as procurement, contracting, regulatory interactions, and operational activities across the Group.

##### Effects on Business Model and Value Chain

Corruption incidents or regulatory breaches could lead to legal penalties, regulatory sanctions, reputational damage, and disruption to operations. Maintaining strong compliance practices supports responsible business conduct, regulatory compliance, and continued certification under sustainability standards such as RSPO and MSPO.

##### Effects on Strategy and Decision Making

The Group adopts a zero-tolerance approach to bribery and corruption. Anti-bribery and anti-corruption ("ABAC") considerations are integrated into operational governance, internal audit activities, and employee training programmes. Annual risk assessments and internal control reviews inform management oversight and continuous improvement of compliance systems.

Refer to page 33 of this AR for KSM Group's stance and initiatives taken on corruption.

##### Financial Effects

The Group incurs operational expenditures related to compliance management, including ABAC training, risk assessments, internal audits, and regulatory compliance activities. These costs represent investments in preventing potential financial exposure arising from corruption incidents or regulatory breaches.

##### Resilience of the Group's Strategy and Business Model

Regular audits, ABAC risk assessments, and employee awareness programmes strengthen the Group's governance framework and support continued compliance with regulatory requirements and sustainability certification standards.

##### Processes, Controls and Policies

The Group manages anti-corruption risks through established governance frameworks and internal controls, including:

- Implementation of ABAC Policy
- Employees and business associate's awareness training on ABAC requirements
- Annual ABAC risk assessments to identify and mitigate corruption risks
- Independent reviews by the Internal Audit function to assess the effectiveness of internal controls
- Annual internal and external audits, including those conducted under RSPO and MSPO certification standards
- SOP established to support implementation of the ABAC Policy
- Formal acknowledgement by employees of their understanding and compliance with the ABAC policy

The Group targets zero summons or penalties across its operations and reported no corruption incidents or legal violations in the past three years.

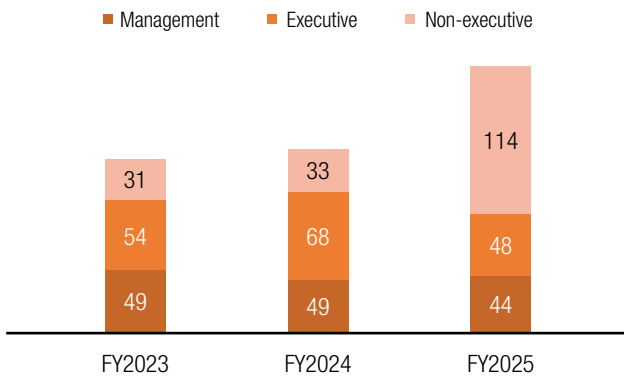
**SUSTAINABILITY STATEMENT (cont'd)**

**GOVERNANCE-RELATED RISKS AND OPPORTUNITIES (CONT'D)**

**Anti-Corruption and Compliance (Cont'd)**

**Metrics and Targets**

**Employees received anti-corruption training**



**No. of summons, fines or penalties for legal-related incidents**

**0**

FY2025

FY2024 : 0  
FY2024 : 0  
Target : 0

**Confirmed incidents of corruption**

**0**

FY2025

FY2024 : 0  
FY2024 : 0  
Target : 0

**Operations assessed for corruption-related risks**



**Data Privacy and Security**

**Description**

Data privacy and cybersecurity risks arise from the collection, storage and processing of personal and operational data across the Group's business segments, including customer, tenant, and employee information. Unauthorised access, cyberattacks, or system failures may compromise data confidentiality, integrity, or availability. The Group complies with the Personal Data Protection Act 2010 ("PDPA") to safeguard personal data and ensure responsible handling of information assets.

**Effects on Business Model and Value Chain**

Data breaches or cybersecurity incidents could disrupt operations, compromise sensitive information, and result in regulatory non-compliance, reputational damage, or loss of stakeholder trust. Effective management of data privacy and security is therefore essential to maintaining customer confidence, protecting business relationships, and ensuring the continuity of digital and operational systems.

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Data Privacy and Security (Cont'd)

##### Effects on Strategy and Decision Making

The Group integrates cybersecurity and data protection considerations into its IT management strategy. Investments in system configuration, cybersecurity tools, and employee awareness initiatives support the protection of digital infrastructure and sensitive information. Oversight of IT security is managed by the in-house Electronic Data Processing (“EDP”) Department, supported by external IT vendors to ensure system reliability and security.

##### Financial Effects

The Group incurs operational expenditures related to IT system maintenance, cybersecurity controls, and data protection measures. These include costs associated with system configuration, firewall protection, antivirus software, access control systems, and data backup procedures. These expenditures represent the Group's efforts to mitigate potential financial exposure arising from cybersecurity incidents.

##### Resilience of the Group's Strategy and Business Model

The Group's cybersecurity measures and IT governance practices support the resilience of its operations by safeguarding critical systems and data assets. Continuous monitoring, system maintenance, and collaboration between the in-house EDP Department and external IT vendors strengthen the Group's ability to respond to evolving cybersecurity threats while maintaining operational continuity. No personal data breaches or security incidents have been reported in the past three years, including FY2025.

##### Processes, Controls and Policies

The Group manages data privacy and cybersecurity risks through internal policies and IT controls aligned with regulatory requirements under PDPA. The in-house EDP Department oversees IT system management and implements cybersecurity measures including firewall protection, access controls, antivirus software, data backup procedures, and system monitoring. These measures are supported by external IT vendors to ensure system integrity and security. User awareness initiatives and internal procedures are also implemented to reduce cybersecurity risks and protect sensitive information.

##### Metrics and Targets

	FY2025	FY2024	FY2023	Target
No. of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0	0

#### Responsible Supply Chain and Material Consumption

##### Description

Responsible supply chain management and efficient material consumption present opportunities for the Group to strengthen supply chain resilience. These opportunities arise from optimising inputs and enhancing supplier governance and traceability across the value chain.

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Responsible Supply Chain and Material Consumption (Cont'd)

##### Effects on Business Model and Value Chain

Efficient use of agricultural inputs such as fertilisers and agrochemicals supports improved resource efficiency and cost management in our Plantation operations.

The business model of our Manufacturing segment relies on the manufacture and sale of palm-based oil products, making the quality, sustainability, and traceability of raw materials critical to the integrity of the final products. Responsible sourcing of FFB, including traceability to plantations and compliance with recognised sustainability standards, ensures that products meet market expectations for quality, ethical production, and supply chain transparency.

##### Effects on Strategy and Decision Making

All FFB sourced from the Group's own plantations are certified under RSPO and MSPO standards. As manufacturing operations also procure FFB from external plantations, the Group has set a target for 50% of FFB sourced to comply with certified environmental or sustainability standards. Furthermore, the Group progressively improved our CPO traceability to plantation ("**TTP**"), increasing from 62% in FY2023 to 65% in FY2024 and 70% in FY2025.

Within the supply chain, the Group supports local sourcing, with the majority of inputs procured from domestic suppliers, helping to support local businesses while reducing logistics-related emissions. The Group is progressively strengthening supply chain governance through policies and due diligence programmes, including:

- NDPE Policy
- Ethical Recruitment Policy, Social Policy, and Ethics Policy
- Deforestation-free sourcing initiatives and supply chain due diligence programmes
- Human rights due diligence and supplier engagement
- Governance and traceability monitoring across suppliers

##### Financial Effects

###### Current Financial Effects

Operational efficiencies from optimised material use and improved machinery performance may contribute to cost savings through reduced consumption of fertilisers, agrochemicals, and processing materials.

###### Anticipated Financial Effects

Further investments may be required to strengthen supply chain traceability, supplier due diligence processes, and monitoring systems. These investments support responsible sourcing practices and help mitigate potential sustainability- and climate-related supply chain risks.

##### Resilience of the Group's Strategy and Business Model

Strengthening supplier governance, traceability, and responsible sourcing practices enhances the resilience of the Group's supply chain against sustainability-related risks, including regulatory developments, deforestation-related market restrictions, and supply disruptions. Continued improvements in traceability and supplier engagement also support the Group's ability to adapt to evolving sustainability standards and market expectations.

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Responsible Supply Chain and Material Consumption (Cont'd)

##### Processes, Controls and Policies

Responsible sourcing and material consumption are supported through the following governance measures:

<p><b>Locally Sourced</b> The Group prioritises sourcing from local suppliers where feasible to support domestic businesses and reduce logistics-related emissions. Local sourcing also supports supply continuity and strengthens regional supply chain relationships.</p>
<p><b>Supplier Policy Alignment</b> NDPE Policy, Ethical Recruitment Policy, Social Policy and Ethics Policy guide supplier conduct.</p>
<p><b>Environmental Due Diligence</b> Suppliers are screened for environmental impacts to ensure deforestation-free sourcing. Due diligence processes include the AgriPlot Due Diligence Programme and monitoring frameworks aligned with the NDPE Integrated Reporting Framework.</p>
<p><b>Social Due Diligence</b> Suppliers are screened for social impacts. Human rights due diligence processes are implemented to identify and mitigate risks related to labour practices and working conditions within the supply chain.</p>
<p><b>Governance, Traceability and Compliance Monitoring</b> Supplier governance is supported through traceability systems, supplier assessments, and ongoing monitoring to ensure compliance with the Group's sustainability policies and responsible sourcing standards.</p>

##### Metrics and Targets

###### Proportion of spending on local suppliers

Business Segment	FY2025	FY2024	FY2023	Target
Plantation	100%	100%	100%	100%
Manufacturing	100%	100%	100%	100%
PD & PI	100%	100%	100%	100%
Hotel	98%	98%	98%	95%

###### Supply Chain Management

In FY2025, no new suppliers were onboarded. A total of 61 existing suppliers were assessed for environmental and social impacts.

	Unit	FY2025	FY2024	FY2023	Target
Percentage of new suppliers screened using environmental criteria	%	0%	100%	100%	–
No. of suppliers assessed for environmental impact	No.	61	76	58	–
Percentage of new suppliers screened using social criteria	%	0%	100%	100%	–
No. of suppliers assessed for social impact	No.	61	76	58	–
Percentage of FFB sourced in accordance with certified environmental or sustainable standards	%	32%	32%	33%	50%
Percentage of CPO traceability to plantation rate	%	70%	65%	62%	100%

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Responsible Supply Chain and Material Consumption (Cont'd)

##### Metrics and Targets

Total weight or volume of material that are used to produce and package products and services

	Unit	FY2025	FY2024	FY2023
Processing material	MT	3,955	2,898,723	2,493,576
Lubricant	L	24,570	35,049	33,071
FFB processed	MT	250,814	268,844	236,591
External palm kernel	MT	1,040	471	2,827
CPO & CPKO	MT	175,711	150,041	130,751
Fertilisers	MT	1,230	3,486	4,350
Pesticide and herbicide	L	2,550	5,013	6,294

#### Product and Service Commitment

##### Description

The Group is committed to delivering products and services that meet recognised quality, safety, and sustainability standards. In the Plantations and Manufacturing segments, this commitment focuses on ensuring the quality and traceability of palm-based products. In the PD & PI segments, the Group prioritises the delivery of quality properties and well-maintained investment assets. In the Hotels segment, the Group adheres to internationally recognised hotel brand standards to ensure service quality and guest satisfaction.

##### Effects on Business Model and Value Chain

Within the Plantations and Manufacturing segments, the POM monitors the source and quality of FFB supplied to its operations, while the POR maintains processing and quality control systems to ensure that products meet regulatory, market, and consumer requirements.

For PI assets, dedicated in-house management teams maintain and manage office and residential units to ensure that properties remain well maintained and suitable for tenants.

The Group's overseas hotels are managed under the Marriott and Hilton business standards accordingly. Hotels operating under the Marriott and Hilton brand names are required to maintain high service standards in the hospitality industry.

##### Financial Effects

The Group plans to construct a new physical refining plant with a capacity of 600 MT per day, with an estimated capital expenditure of RM 31 million and targeted completion in Q1 FY2027. The facility will incorporate advanced refining technology to produce higher-quality palm oil that complies with EU requirements and MSPO standards.

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE-RELATED RISKS AND OPPORTUNITIES (CONT'D)

#### Responsible Supply Chain and Material Consumption (Cont'd)

##### Processes, Controls and Certifications

The Group maintains quality management systems and operational controls to ensure that products and services meet applicable standards and regulatory requirements. External assurance and certification are obtained where relevant to enhance credibility and stakeholder confidence.

Key certifications across the Group's Plantations and Manufacturing operations include:

Certification Highlights
<ul style="list-style-type: none"> <li>• RSPO Principles &amp; Criteria</li> <li>• RSPO Supply Chain (Mass Balance) / (Segregation)</li> <li>• Malaysian Sustainable Palm Oil ("<b>MSPO</b>") MS2530-3:2013 / MS2530-4:2013</li> <li>• Malaysian Palm Oil Board Code of Practice ("<b>MPOB COP</b>")</li> <li>• MSPO Supply Chain Certification Standards ("<b>MSPO-SCCS</b>")</li> <li>• Hazard Analysis and Critical Control Points ("<b>HACCP</b>")</li> <li>• Good Manufacturing Practice ("<b>GMP</b>")</li> <li>• ISO 9001: 2015</li> <li>• Kosher Certification</li> <li>• International Sustainability and Carbon Certification ("<b>ISCC EU</b>")</li> <li>• Malaysian JAKIM HALAL Certification MS1500:2019</li> </ul>

Certification processes for Plantation and Manufacturing segments are overseen by an independent Sustainability Department based at our Masai Complex. The department coordinates certification management, monitoring, and continuous improvement efforts to ensure that operational standards and certification requirements are consistently maintained.

##### Metric and Targets

	FY2025	FY2024	FY2023
Number of certifications	20	21	21
Number of customer complaints (PD & PI)	0	0	0
Number of recalls issued	0	0	0

SUSTAINABILITY STATEMENT (cont'd)

PRESCRIBED TABLE

KECK SENG (MALAYSIA) BERHAD  
IFRS S1

Date & Time: 2026-04-13\_20:54:52  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Energy Management	Total Energy Consumption	Megawatt Hour (MWh)	52,234	Achieve a 3% reduction in consumption relative to the FY2024 baseline.	Internal	Energy consumption decreased by 1.6%, indicating progress towards the target.
Waste and Effluent Management	Total Waste Generated	Metric Tonnes (MT)	2,014.40	No Target	Internal	
Waste and Effluent Management	Total Waste Diverted From Disposal	Percentage	21%	No Target	Internal	
Waste and Effluent Management	Total Waste Directed to Disposal (Landfill)	Metric Tonnes (MT)	1,627.91	No Target	Internal	
Biodiversity and Land Use Impacts	Pesticides used per hectare (active ingredients)	Liter/Hectare (L/Ha)	0.035	Less than 2.0 L/Ha	Internal	
Water Management	Total Water Consumption	Megaliters (ML)	77,712	Achieve a 2% reduction in consumption relative to the FY2024 baseline.	Internal	
Water Management	Water consumption per tonne of FFB (Manufacturing)	Cubic Meter/Metric Tonne (m <sup>3</sup> /MT)	2.25	Less than 3 Cubic Meter per metric tonne of Fresh Fruit Bunch processed	Internal	Applicable to Palm Oil Manufacturing Division Only
Occupational Safety and Health	Number of work-related fatalities	Number	2	Zero Work-related fatality	Internal	
Occupational Safety and Health	Lost Time Incident Rate ("LTIR")	Rate	9.02	Zero LTIR	Internal	
Occupational Safety and Health	Number of employees trained on health and safety	Number	841	No Target	Internal	
Labour Practices and Standards	Total Hours Of Training By Employee	Hours	14573	No target	Internal	
Labour Practices and Standards	Total Number Of Employee Turnover	Number	192	No target	Internal	
Labour Practices and Standards	Number Of Substantiated Complaint Concerning Human Right Violations	Number	0	Zero Complaint	Internal	

SUSTAINABILITY STATEMENT (cont'd)

PRESCRIBED TABLE (CONT'D)

KECK SENG (MALAYSIA) BERHAD  
IFRS S1

Date & Time: 2026-04-13\_20:54:52  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Workforce Diversity	Board Diversity	Percentage	Male: 74% Female: 26%	No Target	Internal	
Community and Society	Total Number Of CSR Activities	Number	47	No Target	Internal	
Community and Society	Total Amount Invested In CSR Activity (External Beneficiary)	Ringgit Malaysia (MYR)	69086	No Target	Internal	
Anti-Corruption and Compliance	Total number of Employees received anti-corruption training	Number	206	No Target	Internal	
Anti-Corruption and Compliance	Percentage of Operations Assessed for corruption-related risks	Percentage	85%	No target	Internal	
Anti-Corruption and Compliance	Confirmed incidents of corruption	Number	0	Zero Incident	Internal	
Data Privacy and Security	No. of substantiated complaint concerning breaches of customer privacy and losses of customer data	Number	0	Zero Complaint	Internal	
Responsible Supply Chain and Material Consumption	Percentage of FFB sourced in accordance with certified environmental or sustainable standards	Percentage	32	50%	Internal	
Responsible Supply Chain and Material Consumption	Percentage of CPO traceability to plantation rate	Percentage	70	100%	Internal	EUDR Compliance target
Responsible Supply Chain and Material Consumption	Proportion of spending on local Suppliers	Percentage	75	50%	Internal	

SUSTAINABILITY STATEMENT (cont'd)

PRESCRIBED TABLE (CONT'D)

KECK SENG (MALAYSIA) BERHAD  
 IFRS S2

Date & Time: 2026-04-13\_20:54:52  
 FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	57,513.86	3% reduction in Scope 1 Emission compared to FY2024 baseline	Internal	
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	18,597.03	3% reduction in Scope 2 Emission compared to FY2024 baseline	Internal	
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	383.61	No Target	Internal	
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	343.62	No Target	Internal	

## SUSTAINABILITY STATEMENT [cont'd]

### IFRS ISSB Content Index

IFRS No.	Theme	Reference
<b>Governance</b>		
<b>S1.27(a)</b> <b>S2.6(a)</b>	<b>The governance body(s) or individual(s) responsible for oversight of sustainability- and climate-related risks and opportunities</b>	
S1.27(a)(i) S2.6(a)(i)	Responsibilities for sustainability- and climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).	Sustainability Governance, pp. 72-74
S1.27(a)(ii) S2.6(a)(ii)	Body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability- and climate-related risks and opportunities.	
S1.27(a)(iii) S2.6(a)(iii)	Frequency of body(s) or individual(s) is informed about sustainability- and climate-related risks and opportunities.	
S1.27(a)(iv) S2.6(a)(iv)	Approach Body(s) or individual(s) takes into account sustainability- and climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities.	
S1.27(a)(v) S2.6(a)(v)	Body(s) or individual(s) oversees the setting of targets related to sustainability- and climate-related risks and opportunities and monitors progress towards those targets, including if related performance metrics are included in remuneration policies.	
<b>S1.27(a)</b> <b>S2.6(a)</b>	<b>Management's role in the governance processes, controls and procedures to monitor, manage and oversee sustainability- and climate-related risks and opportunities</b>	
S1.27(b)(i) S2.6(b)(i)	Role delegation to a specific management-level position or management-level committee and oversight over that position or committee.	Sustainability Governance, pp. 72-74
S1.27(b)(i) S2.6(b)(i)	Role delegation to a specific management-level position or management-level committee and oversight over that position or committee.	
<b>Strategy</b>		
<b>S1.30</b> <b>S2.10</b>	<b>Sustainability- and climate-related risks and opportunities</b>	
S1.30(a)(i) S2.10(a)	Sustainability- and climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Throughout
S2.10(b)	Identify whether climate-related risks are climate-related physical risks or transition risks.	Climate-related Scenario Analysis, pp. 67-69. Climate-related Transition Risks and Opportunities, pp. 77-82. Climate-related Physical Risks, pp. 83-84.
S1.30(a)(ii) S2.10(c)	Time horizons - short, medium or long term - over which the effects of each of those sustainability- and climate-related risks and opportunities could reasonably be expected to occur.	Climate-related Scenario Analysis, pp. 67-69.
S1.30(a)(iii) S2.10(d)	Definition of 'short term', 'medium term' and 'long term' linked to planning horizons used for strategic decision-making.	Determination of Time Horizons, pp. 62.

## SUSTAINABILITY STATEMENT (cont'd)

### IFRS ISSB Content Index (Cont'd)

IFRS No.	Theme	Reference
<b>Strategy (Cont'd)</b>		
<b>S1.32</b> <b>S2.13</b>	<b>Business model and value chain</b>	
S1.32(a) S2.13(a)	Current and anticipated effects of sustainability- and climate-related risk and opportunities on the entity's business model and value chain	Throughout
S1.32(b) S2.13(b)	Where in the entity's business model and value chain sustainability- and climate-related risks and opportunities are concentrated	Materiality Assessment, pp. 66-67.
<b>S1.33</b> <b>S2.14</b>	<b>Strategy and decision-making</b>	
S1.33(a) S2.14(a)	Response and plans to respond to sustainability- and climate-related risks and opportunities in its strategy and decision-making	Throughout
S2.14(a)(i)	Current and anticipated changes to the entity's business model, including its resource allocation, to address climate-related risks and opportunities.	
S2.14(a)(ii)	Current and anticipated direct mitigation and adaptation efforts.	
S2.14(a)(iii)	Current and anticipated indirect mitigation and adaptation efforts.	
S2.14(a)(iv)	Climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies.	Climate-related Transition Risks and Opportunities, pp. 77-82.
S2.14(a)(v)	Plans to achieve any climate-related targets, including GHG targets	N/A
S1.33(b) S2.14(b)	Progress against plans has disclosed in previous reporting periods	
S1.33(c) S2.14(c)	Trade-offs between sustainability- and climate-related risks and opportunities that the entity considered	Throughout
<b>S1.34</b> <b>S2.15</b>	<b>Financial position, financial performance and cash flow</b>	
S1.34(a) S2.15(a)	The effects of sustainability- and climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects)	Throughout
S1.34(b) S2.15(b)	The anticipated effects of sustainability- and climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability- and climate-related and opportunities are included in the entity's financial planning (anticipated financial effects)	
<b>S1.41</b> <b>S2.22</b>	<b>Resilience and Climate Resilience</b>	
S1.41 S2.22	The entity's capacity to adjust to uncertainties arising from sustainability- and climate-related risks. An entity shall disclose a qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability- and climate-related risks, including information about how the assessment was carried out and its time horizon.	Climate-related Scenario Analysis, pp. 67-69. Climate-related Transition Risks and Opportunities, pp. 77-82. Climate-related Physical Risks, pp. 83-84. Water Consumption, pp. 89-90. Occupational Safety & Health Risk, pp. 91-92.

## SUSTAINABILITY STATEMENT (cont'd)

### IFRS ISSB Content Index (Cont'd)

IFRS No.	Theme	Reference
<b>Strategy (Cont'd)</b>		
<b>S1.41</b> <b>S2.22</b>	<b>Resilience and Climate Resilience (Cont'd)</b>	
S2.22(b)(i) (1)	The climate-related scenarios used for the analysis and the sources of those scenarios.	Climate-related Scenario Analysis, pp. 67-69.
S2.22(b)(i) (2)	If the analysis included a diverse range of climate-related scenarios.	
S2.22(b)(i) (3)	If the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks.	
S2.22(b)(i) (4)	If scenarios aligned with the latest international agreement on climate change.	
S2.22(b)(i) (5)	Relevance of chosen climate-related scenarios in assessing resilience.	
S2.22(b)(i) (6)	The time horizons used in the analysis.	
S2.22(b)(i) (7)	The scope of operations in the analysis.	
<b>Risk Management</b>		
<b>S1.44</b> <b>S2.25</b>	<b>The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability- and climate-related risks</b>	
S1.44(a)(i) S2.25(a)(i)	The inputs and parameters the entity used.	Materiality Assessment, pp. 66-67.
S1.44(a)(ii) S2.25(a)(ii)	Whether and how entity uses scenario analysis to inform its identification of sustainability- and climate-scenario related risks	Climate-related Scenario Analysis, pp. 67-69.
S1.44(a)(iii) S2.25(a)(iii)	Assessment of the nature, likelihood and magnitude of the effects of those risks.	Materiality Assessment, pp. 66-67.
S1.44(a)(iv) S2.25(a)(iv)	Prioritisation of sustainability- and climate-related risks relative to other types of risk.	
S1.44(a)(v) S2.25(a)(v)	Approach to monitoring sustainability- and climate-related risks.	
S1.44(b) S2.25(b)	The processes used to identify, assess, prioritise and monitor sustainability- and climate-related opportunities.	
<b>Metrics and Targets</b>		
<b>S1.50</b>	<b>Information on metric(s)</b>	
S1.50(a)	Metric definition(s)	pp. 80-82, 86, 88, 90, 92, 94, 95-97, 98, 99, 100, 102-104.
S1.50(b)	If metric(s) is an absolute measure, a measure expressed in relation to another metric or a qualitative measure.	
S1.50(c)	If metric(s) is validated by a third party.	pp. 115-116.
S1.50(d)	The method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made.	pp. 62-63, 82, 92.

## SUSTAINABILITY STATEMENT (cont'd)

### IFRS ISSB Content Index (Cont'd)

IFRS No.	Theme	Reference
<b>Climate-related metrics</b>		
<b>S2.29</b>	<b>Climate-related metrics</b>	
S2.29(a)(i)	Disclose gross GHG emissions generated, expressed as metric tonnes of CO2e for Scope 1, 2 and 3.	Climate-related Transition Risks and Opportunities, pp. 77-82.
S2.29(a)(ii)	Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004).	
S2.29(a)(iii)	Disclose the measurement approach, inputs and assumptions used to measure GHG emissions.	
S2.29(a)(v)	Disclosure of location-based Scope 2 greenhouse gas emissions.	
S2.29(a)(vi)	Categories included within Scope 3 as described in Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standards	
<b>S1.51</b> <b>S2.33</b>	<b>Targets and progress monitoring</b>	
S1.51(a) S2.33(a)	Metrics used to set the target and to monitor progress towards reaching the target.	pp. 80-82, 88, 90, 92, 94, 99, 100, 102.
S1.51(b) S2.33(b)	The specific quantitative or qualitative target the entity has set or is required to meet.	
S1.51(c) S2.33(c)	The period over which the target applies.	N/A
S1.51(d) S2.33(d)	The base period from which progress is measured.	pp. 80, 81, 90.
S1.51(e) S2.33(e)	Any milestones and interim targets.	N/A
S1.51(f) S2.33(f)	Performance against each target and an analysis of trends or changes in the entity's performance.	pp. 80-82, 88, 90, 92, 94, 99, 100, 102.
S1.51(g) S2.33(g)	Any revisions to the target and an explanation for those revisions.	N/A
S2.34(a)	Whether the target and the methodology for setting the target have been validated by a third party.	N/A
S2.34(b)	The entity's processes for reviewing the target.	Sustainability Governance, pp. 72-74.

## SUSTAINABILITY STATEMENT (cont'd)

### GRI Content Index

Statement of use	KSM Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 2: General Disclosures 2021	2-1 Organisational details	61
	2-2 Entities included in the organisation's sustainability reporting	61
	2-3 Reporting period, frequency and contact point	61, 63
	2-5 External assurance	104, 115-116
	2-6 Activities, value chain and other business relationships	64-65
	2-7 Employees	94-97
	2-8 Workers who are not employees	94
	2-9 Governance structure and composition	72-74
	2-10 Nomination and selection of the highest governance body	72-74
	2-11 Chair of the highest governance body	72-74
	2-12 Role of the highest governance body in overseeing the management of impacts	72-74
	2-13 Delegation of responsibility for managing impacts	72-74
	2-14 Role of the highest governance body in sustainability reporting	72-74
	2-16 Communication of critical concerns	72-74
	2-17 Collective knowledge of the highest governance body	39-40, 74
	2-19 Remuneration policies	41-44, 95
	2-20 Process to determine remuneration	41-44, 95
	2-22 Statement on sustainable development strategy	Throughout
	2-23 Policy commitments	Throughout
	2-24 Embedding policy commitments	Throughout
2-25 Processes to remediate negative impacts	94	
2-26 Mechanisms for seeking advice and raising concerns	94	
2-27 Compliance with laws and regulations	Throughout	
2-29 Approach to stakeholder engagement	69-72	
2-30 Collective bargaining agreements	75, 94	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	66-67
	3-2 List of material topics	Throughout
	3-3 Management of material topics	66-69
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Throughout
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	102

## SUSTAINABILITY STATEMENT (cont'd)

### GRI Content Index (Cont'd)

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	99
	205-2 Communication and training about anti-corruption policies and procedures	41, 99
	205-3 Confirmed incidents of corruption and actions taken	99
GRI 301: Materials 2016	301-1 Materials used by weight or volume	103
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	80
	302-4 Reduction of energy consumption	80
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	89-90
	303-2 Management of water discharge-related impacts	89-90
	303-3 Water withdrawal	90
	303-4 Water discharge	86
	303-5 Water consumption	90
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	81
	305-2 Energy indirect (Scope 2) GHG emissions	81
	305-3 Other indirect (Scope 3) GHG emissions	81
	305-5 Reduction of GHG emissions	81
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	84-86
	306-2 Management of significant waste-related impacts	84-86
	306-3 Waste generated	86
	306-4 Waste diverted from disposal	86
	306-5 Waste directed to disposal	86
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	94
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	94
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	91-92
	403-2 Hazard identification, risk assessment, and incident investigation	91-92
	403-3 Occupational health services	91-92
	403-4 Worker participation, consultation, and communication on occupational health and safety	91-92
	403-5 Worker training on occupational health and safety	91-92
	403-6 Promotion of worker health	91-92
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	91-92

## SUSTAINABILITY STATEMENT (cont'd)

### GRI Content Index (Cont'd)

<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>LOCATION (PAGE)</b>
GRI 401: Employment 2016	403-8 Workers covered by an occupational health and safety management system	92
	403-9 Work-related injuries	92
	403-10 Work-related ill health	92
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	94
	404-2 Programmes for upgrading employee skills and transition assistance programs	93
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	95-97
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	75, 94, 101-102
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	75, 94, 101-102
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	75, 93-94
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	97-98
GRI 417: Marketing and Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	104
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	100

## SUSTAINABILITY STATEMENT [cont'd]

### Statement of Assurance

#### **ASSURANCE ON THE SUSTAINABILITY STATEMENT FOR KECK SENG (MALAYSIA) BERHAD (KSM) AND GROUP OF COMPANIES FOR THE YEAR ENDED 31 DECEMBER 2025.**

#### **SUBJECT MATTER**

The internal review covered selected Sustainability Matters and related indicators reported in the Sustainability Statement of KSM and its Group of Companies for the period from 1 January 2025 to 31 December 2025:

##### Environmental

- Climate Change & GHG Emission Management
- Energy Management
- Water Management
- Waste Management
- Biodiversity and Conservation
- Pest Control Management & Chemical Usage

##### Governance

- Governance Structure and Oversight
- Compliance and Regulatory Obligations
- Anti-Bribery, Corruption & Ethical Conduct
- Data Governance, Cybersecurity and IT Control
- Risk Management and Internal Control

##### Social

- Occupational Safety & Health
- Labour Practices and Standards
- Diversity and Inclusion
- Community and Society

##### Responsible Supply Chain

- Supplier Screening and Due Diligence
- Products and Services Responsibility (Environment and Social)
- Sustainability Standards & Regulations Compliance
- Sustainable Palm Oil Operation

#### Note:

The Plantation and Mill Division are under the purview of the Roundtable of Sustainable Palm Oil (RSPO) and Malaysian Sustainable Palm Oil (MSPO) accreditation annual audits.

#### **APPROACH**

The internal review involved verification of selected sustainability data against supporting documents, review of internal reports, interactions with responsible personnel, The review was also performed with reference to Bursa Malaysia Sustainability Reporting requirements and the Group's internal sustainability reporting practices.

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## SUSTAINABILITY STATEMENT (cont'd)

### SCOPE

The review was conducted in accordance with the 2025 Internal Audit Rotation Plan and covered selected operations across the Plantation, Manufacturing, Property Development and Investment segments of the Group.

### CONCLUSION

Based on the audit performed and responses by Management with regards to our audit findings, the Internal Audit Department provides reasonable assurance that the sustainability information reviewed for the year ended 31 December 2025 is supported by appropriate records and management explanations.

Yours faithfully,

Ellyza Binti Md Jefri

Head of Internal Audit Department

17 March 2026

## 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 December 2025.

### PRINCIPAL ACTIVITIES

The principal activities of the Company consist of the cultivation of oil palm, processing and marketing of refined palm oil products, property development, property investment and share investment.

The principal activities and other information of the subsidiaries are described in Note 18 to the financial statements.

### RESULTS

	<b>Group RM'000</b>	<b>Company RM'000</b>
Profit net of tax	136,308	61,054
Profit net of tax attributable to:		
Owners of the parent	127,438	61,054
Non-controlling interests	8,870	–
	<u>136,308</u>	<u>61,054</u>

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 December 2024 were as follows:

	<b>RM'000</b>
In respect of the financial year ended 31 December 2024 as reported in the directors' report of that year:	
Final single-tier dividend of 9 sen per share on 359,303,610 ordinary shares, declared on 7 April 2025 and paid on 3 July 2025	32,337
In respect of the financial year ended 31 December 2025:	
Interim single-tier dividend of 4 sen per share on 359,303,610 ordinary shares, declared on 28 August 2025 and paid on 20 November 2025	14,372
	<u>46,709</u>

On 7 April 2026, the Board of Directors approved and declared a final single-tier dividend in respect of the financial year ended 31 December 2025, of 8 sen per share on 359,303,610 ordinary shares, amounting to a dividend of RM28,744,289, payable on 3 July 2026.

The financial statements for the current financial year do not reflect the above dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2026.

## DIRECTORS' REPORT [cont'd]

### 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:

Ho Kim Swee @ Ho Kian Guan\*\*  
Dato' Ho Cheng Chong @ Ho Kian Hock\*\*  
Ho Eng Chong @ Ho Kian Cheong  
Ho Chung Kain (He ChongJing)\*\*  
Lee Huee Nan @ Lee Hwee Leng\*\*  
Too Hing Yeap @ Too Heng Yip  
Tai Lam Shin  
Mahathir Bin Mohamed Ismail  
Liew Foong Yuen  
Dato' Dr. Zaha Rina Binti Zahari  
Ho Chung Hui\*\* (alternate to Lee Huee Nan @ Lee Hwee Leng)  
Ho Chung Kiat, Sydney (He ChongJie, Sydney) (alternate to Ho Eng Chong @ Ho Kian Cheong)

\*\* These directors are also directors of the Company's subsidiaries.

The names of the directors of the Company's subsidiaries in office since the beginning of the financial year to the date of this report (not including those directors listed above) are:

Chan Lui Ming Ivan  
Tan Ee Leng  
Chua Teck Ngin  
Kang Tai Peng  
Dato' Dr. Abdul Rahim Bin Ramli  
Tea Hing San  
Gan Kim Buan  
Tse See Fan Paul  
Cheah Siu Hoe  
Lee Beng Ghee  
Foo Whei Fhein  
Bernd Boettcher Wolfgang

During the financial year, an insurance premium of RM25,000 has been paid by the Company for the indemnity coverage of RM20,000,000 for the directors and the officers of the Group and the Company.

### DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time 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.

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 as shown in Note 9 to the financial statements) 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.

## DIRECTORS' REPORT [cont'd]

### DIRECTORS' BENEFITS (CONT'D)

The directors' benefits are as follows:

	<b>Group RM'000</b>	<b>Company RM'000</b>
Salaries and other emoluments	8,790	7,246
Fees	1,525	1,425
Bonus	3,500	3,422
Defined contribution plan	480	453
Estimated money value of benefits-in-kind	37	28
	14,332	12,574

### DIRECTORS' INTERESTS

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

	1.1.2025	Number of ordinary shares		31.12.2025
<b>The Company</b>		<b>Acquired</b>	<b>Sold</b>	
Ho Kim Swee @ Ho Kian Guan				
- direct interest	24,395,538	–	–	24,395,538
- indirect interest	104,088,773	–	–	104,088,773
Dato' Ho Cheng Chong @ Ho Kian Hock				
- direct interest	24,899,687	1,600	(1,600)	24,899,687
- indirect interest	104,088,773	–	–	104,088,773
Ho Eng Chong @ Ho Kian Cheong				
- direct interest	24,662,436	–	–	24,662,436
- indirect interest	18,000,000	–	–	18,000,000
Lee Huee Nan @ Lee Hwee Leng				
- direct interest	88,593	–	–	88,593
Ho Chung Kain (He ChongJing)				
- direct interest	1,280,000	155,000	–	1,435,000
<b>Subsidiary</b>				
<b>- Lim &amp; Lim Plantations Berhad</b>				
<b>Direct Interest</b>				
Ho Kim Swee @ Ho Kian Guan	5,000	–	–	5,000
Dato' Ho Cheng Chong @ Ho Kian Hock	5,500	–	–	5,500
Lee Huee Nan @ Lee Hwee Leng	2,000	–	–	2,000

Ho Kim Swee @ Ho Kian Guan, Dato' Ho Cheng Chong @ Ho Kian Hock and Ho Eng Chong @ Ho Kian Cheong by virtue of their interests in shares of the Company are also deemed interested in shares of all the Company's subsidiaries to the extent the Company has an interest.

The other directors in office at the end of the financial year had no interest in shares in the Company or its related corporations during the financial year.

## DIRECTORS' REPORT [cont'd]

### TREASURY SHARES

Treasury shares relate to ordinary shares of the Company that are repurchased and held by the Company in accordance with the requirement of Section 127(6) of the Companies Act 2016 in Malaysia.

There was no repurchase of the Company's issued ordinary shares, nor any resale, cancellation or distribution of treasury shares during the financial year.

As at 31 December 2025, the Company held as treasury shares a total of 2,174,000 out of its 361,477,000 issued ordinary shares. Such treasury shares are held at a carrying amount of RM7,054,000 and further relevant details are disclosed in Note 33(c) to the financial statements.

### SIGNIFICANT SUBSEQUENT EVENT

Details of a significant subsequent event are disclosed in Note 43 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 allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
  - (ii) to ensure that any current assets which were unlikely to realise their value 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) the amount written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company 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 financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) As at the date of this report, there does not exist:
- (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the directors:
- (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and
  - (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

**DIRECTORS' REPORT**  
[cont'd]

**AUDITORS**

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration for the Group and the Company is as follows:

	<b>Group RM'000</b>	<b>Company RM'000</b>
Ernst & Young PLT		
- Current year	515	253
- Other services	20	20
	<hr/>	<hr/>
	535	273
	<hr/>	<hr/>

Signed on behalf of the Board in accordance with a resolution of the directors dated 7 April 2026.

Ho Kim Swee @ Ho Kian Guan

Dato' Ho Cheng Chong @ Ho Kian Hock

**STATEMENT BY DIRECTORS**  
PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Ho Kim Swee @ Ho Kian Guan and Dato' Ho Cheng Chong @ Ho Kian Hock, being two of the directors of Keck Seng (Malaysia) Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 128 to 198 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 December 2025 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 7 April 2026.

Ho Kim Swee @ Ho Kian Guan

Dato' Ho Cheng Chong @ Ho Kian Hock

**STATUTORY DECLARATION**  
PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Reuson Seet, being the officer primarily responsible for the financial management of Keck Seng (Malaysia) Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 128 to 198 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 Reuson Seet at )  
Johor Bahru in the State of Johor )  
on 7 April 2026. )  
)

Reuson Seet  
(MIA 15467)

Before me,

Commissioner of Oaths  
Mohd Ali Bin Talib  
No. J270

**INDEPENDENT AUDITORS' REPORT**  
TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS**

*Opinion*

We have audited the financial statements of Keck Seng (Malaysia) Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 128 to 198.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and the Company as at 31 December 2025, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

*Basis for opinion*

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Independence and other ethical responsibilities*

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

*Key audit matters*

Key audit matters are those matters that, in our professional judgement, were of most significant in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each 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 these matters. 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 matters below, provide the basis of our audit opinion on the accompanying financial statements.

Impairment assessment of property, plant and equipment of a subsidiary which is involved in the operation of a hotel  
(Refer to Notes 2.5, 3.1(c)(i) and 14 to the financial statements)

The Group is required to perform an impairment test of the cash generating units ("CGU") or groups of CGU when there is an indication that a CGU or groups of CGU may be impaired or an impairment loss recognised in prior periods on the CGU or groups of CGU, other than goodwill, may no longer exist or may have decreased.

A subsidiary of the Group which is involved in the operation of a hotel recorded losses during the financial year, indicating that the carrying amount of the CGU comprising the property, plant and equipment of this subsidiary of RM214.40 million (before the current financial year's impairment assessment), representing 7% of the Group's total assets, may be impaired.

Management has engaged an independent valuer to determine the fair value of the hotel property which involves assessing the fair value less costs of disposal ("FVLCD") as well as value in use of the hotel. Management determined that FVLCD is not lower than the value in use and accordingly, FVLCD is used as the recoverable amount.

The estimation of FVLCD of the hotel property is based on assumptions that are highly judgmental, in particular, the assumptions on capitalisation rate of the expected level of potential net income to be generated, discount rate and revenue per available room in which the FVLCD is most sensitive to.

Management's assessment has resulted in the recording of a reversal of impairment loss amounting to RM5.16 million during the current financial year in respect of the hotel property included in property, plant and equipment of the Group.

Given the significance of the carrying amount and the judgements and estimates involved in the assessment of the recoverable amounts, we have identified this to be a key matter for our audit.

**INDEPENDENT AUDITORS' REPORT [cont'd]**  
TO THE MEMBERS OF KECK SENG [MALAYSIA] BERHAD [INCORPORATED IN MALAYSIA]

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Key audit matters (cont'd)*

Impairment assessment of property, plant and equipment of a subsidiary which is involved in the operation of a hotel (cont'd)  
(Refer to Notes 2.5, 3.1(c)(i) and 14 to the financial statements)

How our audit addressed the matter

We involved the component auditors in our evaluation of the assessment of recoverable amount of the property, plant and equipment of the CGU. To address this area of audit focus, we considered the work of the component auditors, amongst others, in the following areas:

- Obtained an understanding of the methodologies adopted by the management and independent valuer in estimating the value in use and FVLCD of the property, plant and equipment and assessed whether such methodology is consistent with those used in the industry.
- Assessed the competence, capabilities and objectivity of the independent valuer.
- Evaluated the reasonableness of the key assumptions used by making comparisons to historical performance and market data, taking into consideration the current and expected outlook of economic growth in the hotel industry.

We have also evaluated the adequacy of the note disclosures concerning those key assumptions to which the outcome of the impairment test is most sensitive. The disclosures are included in Note 3.1(c)(i) and 14 to the financial statements.

Revenue and cost of sales from property development activities recognised based on percentage of completion method  
(Refer to Notes 2.13(i)(c), 3.1(a), 4 and 5 to the financial statements)

A proportion of the Group's and the Company's profits are derived from property development contracts. For the financial year ended 31 December 2025, property development revenue represents 15.6% and 18.7% of total revenue of the Group and the Company while its related cost of sales represents 11.0% and 12.0% of total cost of sales of the Group and the Company. The gross profits generated from property development activities represent 31.4% and 57.7% of total gross profits of the Group and the Company for the year. The Group and the Company use the percentage of completion method in accounting for these property development contracts.

Significant judgement and estimates are required in determining the progress towards complete satisfaction of the performance obligation and this includes determining the extent of property development costs incurred and the total estimated costs of property development, which in turn is used to determine the percentage of completion and gross profit margin of property development activities undertaken by the Group and the Company.

The amount of revenue and profit recognised from property development activities are dependent on, amongst others, the extent of costs incurred to the total estimated costs of property development to derive the percentage of completion; the actual number of units sold and the estimated total revenue for each of the respective projects. We identified revenue and cost of sales from property development activities as areas requiring audit focus as significant management judgement and estimates are involved in estimating the total property development costs (which is used to determine gross profit margin of the property development activities undertaken by the Group and the Company).

How our audit addressed the matter

In assessing the appropriateness of the extent of costs incurred, total estimated costs of property development and total estimated revenue collectively, amongst others, we have:

- obtained an understanding of the internal controls over the accuracy and timing of revenue recognized in the financial statements including the controls maintained by management in estimating the total budgeted costs on each project;
- inspected the sales and purchase agreements signed with property purchasers during the year and obtained an understanding of the specific terms and conditions. We also read the construction contracts including letters of award entered into with contractors on a sample basis;
- obtained an understanding of the process in deriving the percentage of completion, evaluated the determination of the progress towards complete satisfaction of the Group's and the Company's performance obligations by examining supporting evidences such as certified progress claims from contractors and architect certificates and assessed the reasonableness of project development estimated costs by verifying major costs to letters of award issued to contractors;

**INDEPENDENT AUDITORS' REPORT [cont'd]**  
TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Key audit matters (cont'd)*

Revenue and cost of sales from property development activities recognised based on percentage of completion method (cont'd)  
(Refer to Notes 2.13(i)(c), 3.1(a), 4 and 5 to the financial statements)

How our audit addressed the matter (cont'd)

- observed the progress of the property development phases by performing site visits. We have also discussed the status of on-going property development phases with management, finance personnel and project officials; and
- assessed the mathematical accuracy of revenue based on percentage of completion calculations.

Fair value of investment in unquoted instruments of A2I Holdings S.à r.l.  
(Refer to Notes 3.1(d), 19 and 39 to the financial statements)

The Group classifies its investment in unquoted instruments of A2I Holdings S.à r.l. ("A2I") as financial assets carried at fair value through profit or loss. A2I is a special purpose vehicle that is set up for the investment in Essendi S.A. ("Essendi") (Formerly known as AccorInvest Group S.A. ("AIG")). The investment in A2I comprises equity instrument, and investment in Tracking Preferred Equity Certificates ("TPEC") of A2I which is considered a debt instrument. As at 31 December 2025, the carrying amount of the Group's investment in A2I amounted to approximately RM72.88 million, representing 2% of the Group's total assets. The Group recorded a fair value loss of RM5.38 million in respect of the investment during the current financial year.

In estimating the fair value of the investment, the Group used the adjusted net asset value method which takes into consideration key inputs such as fair values of the hotel properties of Essendi and applied a discount rate adjusted for the lack of control and marketability. We focused on the valuation of the investment in A2I because of the judgements involved in the estimation of the fair value of the hotel properties.

How our audit addressed the matter

With the involvement of the component auditors, our audit procedures to address this area of focus included, amongst others, the following procedures:

- We obtained an understanding of the methodology adopted by management in estimating the fair values of the investment and assessed whether such methodology is consistent with those commonly used to value such instruments.
- We obtained and checked the arithmetic accuracy of the computation of the adjusted net asset value.
- We assessed the appropriateness of the key adjustments in deriving the adjusted net asset value. The adjusted net asset value is based on the fair value of the hotel properties of Essendi, which we have agreed to the valuation reports issued by independent valuers.
- We evaluated the reasonableness of the key assumptions underpinning the fair value of the hotel properties of Essendi on a sample basis.
- We evaluated the competence, capabilities and objectivity of the independent valuers.
- We assessed whether the discount rate applied on the adjusted net asset value is within reasonable range by tracing to comparable recent transactions and also by benchmarking against available market data with the assistance of our internal specialist.

We have also evaluated the adequacy of the note disclosures concerning the determination of the fair value of the investment and the significant unobservable inputs. The disclosures are included in Note 39 to the financial statements.

*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, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the Annual Report, which 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 and will not express any form of assurance conclusion thereon.

**INDEPENDENT AUDITORS' REPORT [cont'd]**  
TO THE MEMBERS OF KECK SENG [MALAYSIA] BERHAD [INCORPORATED IN MALAYSIA]

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Information other than the financial statements and auditors' report thereon (cont'd)*

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 this 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 the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

*Auditors' responsibilities for the audit of the financial statements*

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 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 of 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and 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 the Company, including the disclosures, and whether the financial statements of the Group and the Company represent the underlying transactions and events in a manner that achieves fair presentation.

**INDEPENDENT AUDITORS' REPORT [cont'd]**  
TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Auditors' responsibilities for the audit of the financial statements (cont'd)*

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 18 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 purpose. 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

Tan Jin Xiang  
03348/01/2028 J  
Chartered Accountant

Johor Bahru, Malaysia  
Date: 7 April 2026

**STATEMENTS OF COMPREHENSIVE INCOME**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Revenue</b>	4	<b>1,632,384</b>	1,592,877	<b>1,358,160</b>	1,289,350
Cost of sales	5	<b>(1,264,506)</b>	(1,214,788)	<b>(1,158,077)</b>	(1,107,915)
<b>Gross profit</b>		<b>367,878</b>	378,089	<b>200,083</b>	181,435
Other income	6	<b>38,931</b>	47,650	<b>46,934</b>	54,037
Distribution costs		<b>(41,092)</b>	(38,714)	<b>(25,836)</b>	(22,184)
Administrative expenses		<b>(114,720)</b>	(114,053)	<b>(41,449)</b>	(38,065)
Other expenses		<b>(68,072)</b>	(67,136)	<b>(92,221)</b>	(43,982)
<b>Operating profit</b>		<b>182,925</b>	205,836	<b>87,511</b>	131,241
Finance costs	10	<b>(4,803)</b>	(5,188)	<b>(1,531)</b>	(1,000)
<b>Profit before tax</b>	7	<b>178,122</b>	200,648	<b>85,980</b>	130,241
Income tax	11	<b>(41,814)</b>	(48,703)	<b>(24,926)</b>	(24,951)
<b>Profit net of tax</b>		<b>136,308</b>	151,945	<b>61,054</b>	105,290
<b>Profit net of tax attributable to:</b>					
Owners of the parent		<b>127,438</b>	143,281	<b>61,054</b>	105,290
Non-controlling interests		<b>8,870</b>	8,664	<b>-</b>	-
		<b>136,308</b>	151,945	<b>61,054</b>	105,290
<b>Earnings per share attributable to owners of the parent (sen per share)</b>					
Basic	12	<b>35.47</b>	39.88		
Diluted	12	<b>N/A</b>	N/A		

**STATEMENTS OF COMPREHENSIVE INCOME (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Note	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Other comprehensive (loss)/income:</b>				
<b>Items that may be reclassified subsequently to profit or loss in subsequent periods (net of tax)</b>				
Foreign currency translation, representing net other comprehensive loss that may be reclassified to profit or loss in subsequent periods	(57,894)	(24,119)	–	–
<b>Items that will not be reclassified subsequently to profit or loss in subsequent periods (net of tax)</b>				
Net profit on equity instruments designated at fair value through other comprehensive income, representing net other comprehensive income that will not be reclassified to profit or loss in subsequent periods	17,650	8,380	23,152	2,849
<b>Other comprehensive (loss)/ income for the year, net of tax</b>	<b>(40,244)</b>	<b>(15,739)</b>	<b>23,152</b>	<b>2,849</b>
<b>Total comprehensive income for the year, net of tax</b>	<b>96,064</b>	<b>136,206</b>	<b>84,206</b>	<b>108,139</b>
<b>Total comprehensive income attributable to:</b>				
Owners of the parent	89,655	131,854	84,206	108,139
Non-controlling interests	6,409	4,352	–	–
	<b>96,064</b>	<b>136,206</b>	<b>84,206</b>	<b>108,139</b>

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

**STATEMENTS OF FINANCIAL POSITION**  
AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Assets</b>					
<b>Non-current assets</b>					
Property, plant and equipment	14	<b>447,460</b>	484,285	<b>53,920</b>	44,093
Investment properties	15	<b>280,227</b>	267,392	<b>117,327</b>	103,837
Right-of-use assets	16	<b>17,040</b>	18,092	–	–
Bearer plants	17	<b>15,581</b>	16,828	<b>10,356</b>	10,984
Investment in subsidiaries	18	–	–	<b>118,667</b>	118,667
Investment securities	19	<b>403,854</b>	410,752	<b>188,196</b>	175,391
Intangible assets	20	<b>98</b>	29	<b>98</b>	29
Inventories:					
- land held for property development	21(a)	<b>279,820</b>	257,272	<b>279,820</b>	257,272
Other receivables	24	–	–	<b>412,992</b>	444,546
Deferred tax assets	35	<b>25,234</b>	30,347	<b>11,001</b>	13,479
		<b>1,469,314</b>	1,484,997	<b>1,192,377</b>	1,168,298
<b>Current assets</b>					
Inventories:					
- property development costs	21(b)	<b>107,960</b>	66,481	<b>107,960</b>	66,481
- others	22	<b>149,038</b>	182,511	<b>136,297</b>	168,767
Biological assets	23	<b>1,556</b>	1,580	<b>363</b>	371
Trade and other receivables	24	<b>90,240</b>	97,496	<b>224,168</b>	242,287
Other current assets	25	<b>84,745</b>	75,904	<b>83,028</b>	73,999
Tax recoverable		<b>3,776</b>	643	–	–
Short term funds	26	<b>155,434</b>	208,166	<b>112,149</b>	165,825
Cash and bank balances	27	<b>1,164,317</b>	1,058,177	<b>805,882</b>	714,139
		<b>1,757,066</b>	1,690,958	<b>1,469,847</b>	1,431,869
<b>Total assets</b>		<b>3,226,380</b>	3,175,955	<b>2,662,224</b>	2,600,167

**STATEMENTS OF FINANCIAL POSITION (cont'd)**  
AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Equity and liabilities</b>					
<b>Current liabilities</b>					
Loans and borrowings	28	<b>82,611</b>	41,330	<b>27,986</b>	41,330
Trade and other payables	29	<b>196,489</b>	170,779	<b>200,786</b>	164,858
Other current liabilities	30	<b>6,109</b>	1,925	<b>5,670</b>	1,591
Lease liability	31	<b>–</b>	1,029	<b>–</b>	–
Tax payable		<b>3,676</b>	13,454	<b>105</b>	4,519
		<b>288,885</b>	228,517	<b>234,547</b>	212,298
<b>Net current assets</b>		<b>1,468,181</b>	1,462,441	<b>1,235,300</b>	1,219,571
<b>Non-current liabilities</b>					
Trade and other payables	29	<b>6,219</b>	5,620	<b>3,589</b>	2,703
Non-refundable deposits		<b>48</b>	198	<b>48</b>	198
Deferred tax liabilities	35	<b>2,846</b>	4,062	<b>–</b>	–
Provision	36	<b>10,792</b>	9,217	<b>10,792</b>	9,217
Loans and borrowings	28	<b>–</b>	60,106	<b>–</b>	–
		<b>19,905</b>	79,203	<b>14,429</b>	12,118
<b>Total liabilities</b>		<b>308,790</b>	307,720	<b>248,976</b>	224,416
<b>Net assets</b>		<b>2,917,590</b>	2,868,235	<b>2,413,248</b>	2,375,751
<b>Equity attributable to owners of the parent</b>					
Share capital	32	<b>372,005</b>	372,005	<b>372,005</b>	372,005
Other reserves	33	<b>110,171</b>	154,631	<b>125,826</b>	109,351
Retained earnings	34	<b>2,374,685</b>	2,287,279	<b>1,915,417</b>	1,894,395
		<b>2,856,861</b>	2,813,915	<b>2,413,248</b>	2,375,751
<b>Non-controlling interests</b>		<b>60,729</b>	54,320	<b>–</b>	–
<b>Total equity</b>		<b>2,917,590</b>	2,868,235	<b>2,413,248</b>	2,375,751
<b>Total equity and liabilities</b>		<b>3,226,380</b>	3,175,955	<b>2,662,224</b>	2,600,167

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



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Attributable to owners of the parent				Distributable		Total equity RM'000
	Non-distributable		Premium on acquisition of non-controlling interests		Retained earnings (Note 34)	Non-controlling interests	
	Treasury shares (Note 33)	Translation reserve (Note 33)	Fair value reserve (Note 33)	Fair value reserve (Note 33)	Retained earnings (Note 34)	Total	Total equity
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>At 1 January 2024</b>							
Total comprehensive income	372,005	151,607	23,476	(633)	2,196,556	2,735,957	2,785,925
	—	(19,807)	8,380	—	143,281	131,854	136,206
	372,005	131,800	31,856	(633)	2,339,837	2,867,811	2,922,131
Transfer of fair value reserve of equity instruments designated at fair value through other comprehensive income upon derecognition	—	—	(1,338)	—	1,338	—	—
Dividends (Note 13)	—	—	—	—	(53,896)	(53,896)	(53,896)
<b>At 31 December 2024</b>							
	372,005	131,800	30,518	(633)	2,287,279	2,813,915	2,868,235

**COMPANY STATEMENT OF CHANGES IN EQUITY**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Share capital (Note 32) RM'000	← Non-distributable →		Distributable Retained earnings (Note 34) RM'000	Total equity RM'000
		Treasury shares (Note 33) RM'000	Fair value reserve (Note 33) RM'000		
<b>At 1 January 2024</b>	372,005	(7,054)	114,894	1,841,663	2,321,508
Total comprehensive income	–	–	2,849	105,290	108,139
	372,005	(7,054)	117,743	1,946,953	2,429,647
Transfer of fair value reserve of equity instruments designated at fair value through other comprehensive income upon derecognition	–	–	(1,338)	1,338	–
Dividends (Note 13)	–	–	–	(53,896)	(53,896)
<b>At 31 December 2024 and 1 January 2025</b>	372,005	(7,054)	116,405	1,894,395	2,375,751
Total comprehensive income	–	–	23,152	61,054	84,206
	372,005	(7,054)	139,557	1,955,449	2,459,957
Transfer of fair value reserve of equity instruments designated at fair value through other comprehensive income upon derecognition	–	–	(6,677)	6,677	–
Dividends (Note 13)	–	–	–	(46,709)	(46,709)
<b>At 31 December 2025</b>	<b>372,005</b>	<b>(7,054)</b>	<b>132,880</b>	<b>1,915,417</b>	<b>2,413,248</b>

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 DECEMBER 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Cash flows from operating activities</b>				
Profit before tax	<b>178,122</b>	200,648	<b>85,980</b>	130,241
Adjustments for:				
Amortisation of intangible assets	<b>9</b>	9	<b>9</b>	9
Depreciation of right-of-use assets	<b>1,039</b>	1,157	<b>–</b>	–
Depreciation of property, plant and equipment	<b>20,090</b>	21,025	<b>3,469</b>	3,361
Depreciation of investment properties	<b>8,620</b>	7,550	<b>3,278</b>	2,681
Depreciation of bearer plants	<b>1,208</b>	1,210	<b>589</b>	591
Dividend income	<b>(11,766)</b>	(15,017)	<b>(26,245)</b>	(31,993)
Property, plant and equipment written off	<b>51</b>	64	<b>46</b>	58
Bearer plants written off	<b>39</b>	–	<b>39</b>	–
Bad debts written off	<b>89</b>	193	<b>–</b>	16
Gain on disposal of property, plant and equipment	<b>(121)</b>	(181)	<b>(120)</b>	(182)
Gain on disposal of investment properties	<b>(7)</b>	(5)	<b>–</b>	–
Gain on lease modification	<b>–</b>	(295)	<b>–</b>	–
Fair value loss/(gain) on financial assets at fair value through profit or loss	<b>2,651</b>	(122)	<b>(2,676)</b>	(1,234)
Fair value loss/(gain) on biological assets	<b>24</b>	(550)	<b>8</b>	(141)
Interest expense	<b>4,803</b>	5,188	<b>1,531</b>	1,000
Interest income	<b>(32,459)</b>	(41,099)	<b>(36,447)</b>	(45,981)
Allowance for/(reversal of) impairment on trade receivables	<b>1,447</b>	(257)	<b>1,067</b>	–
Reversal of allowance for impairment on other receivables	<b>–</b>	(35)	<b>–</b>	(35)
Net allowance for impairment loss on property, plant and equipment	<b>575</b>	730	<b>–</b>	–
Provision for inventory obsolescence	<b>810</b>	–	<b>–</b>	–
Waiver of debt due from a subsidiary	<b>–</b>	–	<b>44</b>	–
Unrealised foreign exchange loss	<b>43,855</b>	36,570	<b>92,186</b>	35,964
Operating profit before changes in working capital	<b>219,079</b>	216,783	<b>122,758</b>	94,355
Receivables and other current assets	<b>(26,421)</b>	10,218	<b>(42,301)</b>	(8,439)
Payables and other current liabilities	<b>32,491</b>	16,786	<b>40,749</b>	33,947
Provision	<b>1,550</b>	2,952	<b>1,550</b>	2,952
Inventories	<b>32,630</b>	(38,446)	<b>32,470</b>	(32,752)
Property development costs	<b>(30,384)</b>	9,496	<b>(30,384)</b>	9,496
Cash generated from operations	<b>228,945</b>	217,789	<b>124,842</b>	99,559
Interest paid on bank overdraft	<b>(1,531)</b>	(1,000)	<b>(1,531)</b>	(1,000)
Income tax paid	<b>(51,818)</b>	(39,924)	<b>(26,757)</b>	(24,690)
Net cash generated from operating activities	<b>175,596</b>	176,865	<b>96,554</b>	73,869

**STATEMENTS OF CASH FLOWS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Cash flows from investing activities</b>				
Purchase of property, plant and equipment	(19,907)	(18,380)	(13,344)	(5,522)
Purchase of intangible assets	(78)	(33)	(78)	(33)
Additions to investment properties	(21,673)	(13,328)	(16,768)	(11,625)
Purchase of investment securities	–	(5,339)	–	(5,339)
Additions to land held for property development	(33,618)	(41,382)	(33,618)	(41,382)
Proceeds from disposal of investment securities	10,347	6,683	10,347	6,683
Proceeds from disposal of property, plant and equipment	123	294	122	294
Proceeds from disposal of investment properties	9	7	–	–
Dividends received	11,660	14,822	26,140	31,798
Interest received	32,459	41,099	36,447	45,981
Repayment from/(advance to) subsidiaries	–	–	11,021	(21,735)
Redemption of short term funds	55,457	41,291	56,352	49,568
Placement of deposits with maturity exceeding three months	(55,695)	(84,243)	(55,337)	(76,961)
Net cash (used in)/generated from investing activities	(20,916)	(58,509)	21,284	(28,273)
<b>Cash flows from financing activities</b>				
Dividends paid	(46,709)	(53,896)	(46,709)	(53,896)
Interest paid on notes payable	(3,242)	(4,093)	–	–
Interest paid on lease liability	(30)	(95)	–	–
Repayment of principal portion of lease liability	(1,012)	(1,006)	–	–
Repayment of loans and borrowings	–	(4,550)	–	–
Net cash used in financing activities	(50,993)	(63,640)	(46,709)	(53,896)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>103,687</b>	<b>54,716</b>	<b>71,129</b>	<b>(8,300)</b>
Effects of exchange rate changes on cash and cash equivalents	(19,357)	19,012	(1,493)	39,239
<b>Cash and cash equivalents at 1 January</b>	<b>789,414</b>	<b>715,686</b>	<b>461,640</b>	<b>430,701</b>
<b>Cash and cash equivalents at 31 December (Note 27)</b>	<b>873,744</b>	<b>789,414</b>	<b>531,276</b>	<b>461,640</b>

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

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 1. CORPORATE INFORMATION

The Company is a public limited liability company incorporated and domiciled in Malaysia, and is listed on Bursa Malaysia Securities Berhad. The registered office of the Company is located at L2-02, 1 Medini Hub, Persiaran Medini Utara 3, Medini Iskandar, 79000, Nusajaya, Johor, Malaysia.

The principal place of business of the Company is located at 8½ miles off Kong Kong Road, 81757 Masai, Johor, Malaysia.

The principal activities of the Company consist of the cultivation of oil palm, processing and marketing of refined palm oil products, property development, property investment and share investment. The principal activities and other information of the subsidiaries are described in Note 18.

### 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 have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Ringgit Malaysia (RM), which is also the functional currency of the Company. All values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

#### 2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the preceding year except as follows:

On 1 January 2025, the Group and the Company adopted the following Amendments mandatory for annual financial periods beginning on or after 1 January 2025:

<u>Description</u>	<u>Effective for annual periods beginning on or after</u>
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability	1 January 2025

The adoption of the above Amendments did not have material impact on the financial statements of the Group and of the Company.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

**2.3 Standards, Annual Improvements and Amendments issued but not yet effective**

The Standards, Annual Improvements and Amendments that are issued but not yet effective up to the date of issuance of the Group's and of the Company's financial statements are disclosed below. The Group and the Company intend to adopt these Standards, Annual Improvements and Amendments, if applicable, when they become effective.

<u>Description</u>	<u>Effective for annual periods beginning on or after</u>
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures	
- Classification and Measurement of Financial Instruments	1 January 2026
- Contracts Referencing Nature-dependent Electricity	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11:	
- Amendments to MFRS 1 First-time Adoption of Malaysian Financial Reporting Standards	1 January 2026
- Amendments to MFRS 7 Financial Instruments: Disclosures	1 January 2026
- Amendments to MFRS 9 Financial Instruments	1 January 2026
- Amendments to MFRS 10 Consolidated Financial Statements	1 January 2026
- Amendments to MFRS 107 Statement of Cash Flows	1 January 2026
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 and Amendments to MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The directors expect that the adoption of the above Standards, Annual Improvements and Amendments will have no material impact on the financial statements of the Group and the Company in the year of initial application, except for the changes in the presentation and disclosures of financial information arising from the adoption of the MFRS as discussed below:

**(a) MFRS 18 Presentation and Disclosure in Financial Statements**

MFRS 18 will replace MFRS 101 Presentation of Financial Statements. It preserves the majority requirements of MFRS 101 while introducing additional requirements. In addition, narrow-scope amendments have been made to MFRS 107 Statement of Cash Flow and some requirements of MFRS 101 have been moved to MFRS 108 Basis of Preparation of Financial Statements.

MFRS 18 additional requirements are as follows:

(i) Statement of Profit or Loss and Other Comprehensive Income

MFRS 18 introduces newly defined "operating profit or loss" and "profit or loss before financing and income tax" subtotal which are to be presented in the statement of profit or loss, while the net profit or loss remains unchanged.

Statement of profit or loss to be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

(ii) Statement of Cash Flows

The standard modifies the starting point for calculating cash flows from operations using the indirect method, shifting from "profit or loss" to "operating profit or loss". It also provides guidance on classification of interest and dividend in statement of cash flows.

(iii) New Disclosures of Expenses by Nature

Entities are required to present expenses in the operating category by nature, function or a mix of both. MFRS 18 includes guidance for entities to assess and determine which approach is most appropriate based on the facts and circumstances.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

**2.3 Standards, Annual Improvements and Amendments issued but not yet effective (cont'd)**

**(a) MFRS 18 Presentation and Disclosure in Financial Statements (cont'd)**

(iv) Management-defined Performance Measures ("MPMs")

The standard requires disclosure of explanations of the entity's company-specific measures that are related to the statement of profit or loss, referred to as MPMs. MPMs are required to be reconciled to the most similar specified subtotal in MFRS Accounting Standards.

(v) Enhanced Guidance on Aggregation and Disaggregation

MFRS 18 provides enhanced guidance on grouping items based on shared characteristics and requires disaggregation when items have dissimilar characteristics or when such disaggregation is material.

The Group and the Company are currently assessing the impact of MFRS 18, particularly with respect to the structure of the statements of profit or loss, the statements of cash flows and the additional disclosures required for MPMs. The Group and the Company are also assessing the impact on aggregation and disaggregation on how information is grouped in the financial statements.

**2.4 Fair value measurement**

The Group's senior management determines the policies and procedures for both recurring and non-recurring fair value measurement.

External valuers are involved in valuation of significant assets and significant liabilities. Involvement of external valuers is decided by senior management. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The senior management decides, after discussions with the external valuers, which valuation techniques and inputs to use for each case.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy.

**2.5 Property, plant and equipment**

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Government grant received by a subsidiary for the purchase of the necessary plant and equipment are credited to the related capital expenditure and are amortised to profit or loss over the useful life of the assets.

Freehold estates have unlimited useful life and therefore is not depreciated. Work-in-progress are also not depreciated as these assets are not yet available for use. Depreciation of other property, plant and equipment is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Building and structures	1 - 10%
Plant and machinery	7 - 10%
Vehicles, furniture and equipment	5 - 33%

**2.6 Investment properties**

Investment properties are initially measured at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated. Depreciation of other investment property is provided for 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:

Golf course	over 86 to 90 years
Leasehold land and buildings	1 - 10%

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.7 Financial instruments

(a) Financial assets

**Initial recognition and measurement**

Financial assets are classified, at initial recognition, as subsequently measured at:

- **Financial assets at amortised cost (debt instruments)**

The Group's and the Company's financial assets at amortised cost consist mainly of trade and other receivables and cash and bank balances.

- **Financial assets designated at fair value through other comprehensive income ("OCI") with no recycling of cumulative gains and losses upon derecognition (equity instruments)**

The Group and the Company elected to classify irrevocably its listed and certain unquoted equity investments under this category.

- **Financial assets at fair value through profit or loss**

This category comprises of the Group's and the Company's derivative instruments and fund placements with licensed financial institutions. The Group and the Company use derivative financial instruments such as forward currency contracts to hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Dividends are recognised as revenue in the statements of comprehensive income when the right of payment has been established. Interests are recognised as finance income in the statements of comprehensive income when the right of payment has been established.

Short term funds are investments in income trust funds carried in the statements of financial position at fair value with net changes in fair value recognised in the statements of comprehensive income.

A subsidiary of the Group, Brosna Ltd, invests in A2I Holdings S.à r.l. ("A2I"). The investment in shares in A2I is considered as equity instrument and investment in Tracking Preferred Equity Certificates ("TPEC") of A2I is considered as debt instrument. Both investments are subsequently measured at fair value through profit or loss.

**Impairment of financial assets**

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the 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 and contract assets, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognise a loss allowance based on lifetime ECLs at each reporting date.

The Group and the Company consider a financial asset in default when contractual payments are 180 days - 365 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.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.7 Financial instruments (cont'd)

(b) Financial liabilities

**Initial recognition and measurement**

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's and the Company's financial liabilities consist mainly of loans and borrowings, lease liability, as well as trade and other payables.

**Subsequent measurement**

For purposes of subsequent measurement, financial liabilities are classified in:

- ***Financial liabilities at amortised cost***

This category generally applies to the Group's and the Company's loans and borrowings, lease liability, as well as trade and other payables.

2.8 Inventories

(i) Inventory properties

**Land held for property development**

Land held for property development consists of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets and is held as inventory and is measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of the business, based on market prices at the reporting date and discounted for the time value of money if material, less costs to completion and the estimated costs of sales.

Land held for property development is transferred to property development costs under current assets when the development activities have commenced and are expected to be completed within the normal operating cycle.

**Property development costs**

Inventory properties under construction are referred to as property development costs. Property development costs are stated at the lower of costs and net realisable value. Property development costs comprise all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities. The cost of land, related development costs common to whole projects and direct building costs less cumulative amounts recognised as expense in the profit or loss for property under development are carried in the statements of financial position as property development costs. The property development cost is subsequently recognised as an expense in profit or loss as and when the control is transferred to the customer.

Property development cost of unsold unit is transferred to completed properties once the development activity is completed.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

**2.8 Inventories (cont'd)**

**(ii) Inventories - others**

Inventories are stated at the lower of cost (determined on the weighted average basis) and net realisable value.

Cost of refined oil products, crude palm oil and palm kernel includes raw materials, direct labour and appropriate proportions of manufacturing overheads based on normal operating capacity. The cost of unsold completed properties comprises cost associated with the acquisition of land, direct costs and appropriate proportions of common costs. Cost of spare parts, chemicals, food, beverage and utensils comprise cost of purchase.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**2.9 Contract assets and contract liabilities**

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group and the Company have transferred goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional. In the case of property development, contract asset is the excess of cumulative revenue earned over the billings to date. A contract asset is stated at cost less accumulated impairment. Contract assets are subject to impairment in accordance of MFRS 9 Financial Instruments.

A contract liability is the obligation to transfer goods and services to a customer for which the Group and the Company have received consideration or an amount of consideration is due from the customer. In the case of property development, contract liability is the excess of the billings to date over the cumulative revenue earned. Contract liabilities are recognised as revenue when the Group and the Company have performed their obligation under the contracts.

**2.10 Contract cost assets**

Incremental costs of obtaining a contract

The incremental costs of obtaining a contract with customers of the Group mainly relate to commission payable on sales of properties.

Contract cost assets are amortised on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates.

**2.11 Government grants**

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all conditions attached will be met. Where the grant relates to an asset, the fair value is recognised as deferred capital grant in the statements of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments. Alternatively, government grants related to an asset may be presented in the statements of financial position by deducting the grants in arriving at the carrying amount of the asset.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

**2.12 Leases**

**The Group and the Company as a 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 recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.12 Leases (cont'd)

(a) Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Land for cultivation of oil palm	99 years
Car park land	5 years

(b) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

In calculating the present value of lease payments, the Group uses 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.

(c) Short-term leases and leases of low-value assets

The Group and the Company apply the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

**The Group and the Company as a 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.

2.13 Revenue

(i) Revenue from contracts with customers

The following describes the performance obligation in contracts with customers:

(a) Sale of goods

The Group and the Company contract with their customers for sales of oil palm related products. Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon the transfer of significant risks and rewards of ownership of the goods to the customer. Payment is generally due up to 30 days from transfer of risks and rewards. 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.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

**2.13 Revenue (cont'd)**

**(i) Revenue from contracts with customers (cont'd)**

**(b) Delivery service**

The Group and the Company provide delivery services that are bundled together with the sale of goods to a customer. The delivery services can be obtained from other providers and do not significantly customise or modify the goods sold.

Contracts for bundled sales of goods and delivery services comprise of two performance obligations because the promises to transfer goods and provide delivery services are capable of being distinct and separately identifiable. Accordingly, the Group and the Company allocate the transaction price based on the relative stand-alone selling prices of the goods and delivery services.

The Group and the Company recognise revenue from delivery services over time, using an input method to measure progress towards complete satisfaction of the service, because the customer simultaneously receives and consumes the benefits provided by the Group and the Company. Payment is generally due up to 30 days from delivery.

**(c) Sales of properties**

Contracts with customers may include multiple promises to customers and are therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on the percentage of completion method. The percentage of completion is determined by the proportion of property development costs incurred for work performed to date over the estimated cost for the respective development projects.

The revenue from property development is measured at the fixed transaction price agreed under the sale and purchase agreement.

Revenue from property development is recognised as and when the control of the asset is transferred to the customer and it is probable that the Group and the Company will collect the consideration to which they will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time.

This is generally established when:

- (i) the promised properties are specifically identified by its plot, lot and parcel number and its attributes (such as its size and location) in the sale and purchase agreements and the attached layout plan and the purchasers could enforce its rights to the promised properties if the Group and the Company seek to sell the unit to another purchaser. The contractual restriction on the Group's and the Company's ability to direct the promised properties for another use is substantive and the promised properties sold to the purchasers do not have an alternative use to the Group and the Company; and
- (ii) the Group and the Company have the right to payment for performance completed to date and is entitled to continue to transfer to the customer the development units promised and has the rights to complete the construction of the properties and enforce its rights to full payment.
- (iii) If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

The Group and the Company recognise revenue over time based on percentage of completion method using input method, which is based on the actual cost incurred to date on the property development project as compared to the total estimated cost for the respective development projects.

The Group and the Company recognise sales at a point in time for the sale of completed properties, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers and it is probable that the Group and the Company will collect the considerations to which it will be entitled to in exchange for the assets sold.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

**2.13 Revenue (cont'd)**

**(i) Revenue from contracts with customers (cont'd)**

**(d) Revenue from hotel operations**

Revenue from hotel rooms is recognised over time during the period of stay for the hotel guests. Revenue from food and beverage sales, parking and other ancillary services is generally recognised at the point in time when the services are rendered.

**(ii) Revenue from other sources**

Revenue from other sources is recognised as follows:

**(a) Dividend income**

Dividend income is recognised when the Group's right to receive payment is established.

**(b) Rental income**

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

**2.14 Other income**

**(a) Interest income**

Interest income is recognised using the effective interest method.

**(b) Management fees**

Management fees are recognised when services are rendered.

**2.15 Bearer plants**

Bearer plants are living plant that are used in the production or supply of agriculture produce for more than one period and have remote likelihood of being sold as agriculture produce, except for incidental scrap sales. The bearer plants that are available for use are measured at cost less accumulated depreciation and any accumulated impairment losses. Cost includes plantation expenditure, which represents the total cost incurred from land clearing to the point of harvesting. Bearer plants have an average life cycle of twenty-five (25) years with the first three (3) years as immature bearer plants and the remaining years as mature bearer plants. The mature bearer plants are depreciated over its remaining useful lives of twenty-two (22) years on a straight-line basis. The immature bearer plants are not depreciated until such time when it is available for use.

**2.16 Biological assets**

Produce growing on bearer plants are measured at fair value less costs to sell. Any gains or losses arising from changes in the fair value less costs to sell of produce growing on bearer plants are recognised in profit or loss. Fair value is determined based on the present value of expected net cash flows from the produce growing on bearer plants. The expected net cash flows are estimated using expected output method and the estimated market price of the produce growing on bearer plants.

**2.17 Segment reporting**

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 42, including the factors used to identify the reportable segments and the measurement basis of segment information.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES**

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

**3.1 Key sources of estimation uncertainty**

The 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) Property development**

Revenue on property development activities are recognised in accordance with the accounting policy set out in Note 2.13(i)(c) above. The terms of the property development contracts and the laws that apply to these contracts, will determine whether the control of the properties sold is transferred and the corresponding revenue is recognised over time or at a point in time.

The Group and the Company recognise certain of their revenue from property development activities based on the percentage of completion method using input method which is based on the actual cost incurred to date on the property development project as compared to the total estimated cost for the respective development projects.

Estimation is required in determining the progress towards complete satisfaction of the performance obligation and this includes determining the extent of property development costs incurred and the total estimated costs of property development, which in turn is used to determine the percentage of completion and gross profit margin of property development activities undertaken by the Group and the Company. In making these judgements, management relies on past experience and the work of architect.

**(b) Deferred tax assets**

Deferred tax assets are recognised for unused tax losses, capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the losses 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 the level of future taxable profits, together with future tax planning strategies.

The management's estimates of future taxable profits are subject to risks and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact the amount of deferred tax assets recognised in the statements of financial position.

Further details on deferred tax assets are disclosed in Note 35.

**(c) Impairment of property, plant and equipment**

The Group and the Company are required to perform an impairment test of the cash generating units ("CGU") or groups of CGU when there is an indication that a CGU or groups of CGU may be impaired or an impairment loss recognised in prior periods on the CGU or groups of CGU, other than goodwill, may no longer exist or may have decreased.

Indicators of impairment which could trigger an impairment review include evidence of obsolescence or physical damage, a significant fall in market values, significant underperformance relative to historical or projected future operating results, significant changes in the use of assets or the strategy of the business, and significant adverse industry or economic changes. Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is higher of its fair value less cost of disposal and its value in use. The fair value is derived based on sales comparison approach or income approach. The value in use calculation is based on discounted cash flows arising from the future operating performance, revenue generating capacity of the assets and future market conditions. Changes in circumstances may lead to changes in estimates and assumptions, and result in changes to the recoverable amounts of assets and impairment losses needed.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D)**

**3.1 Key sources of estimation uncertainty (cont'd)**

**(c) Impairment of property, plant and equipment (cont'd)**

**(i) Hotel operations**

During the current financial year, the Group recognised a reversal of impairment loss of approximately RM5,156,000 (2024: impairment loss of RM730,000) in respect of a foreign subsidiary's hotel property. The recoverable amount is determined based on a valuation done by an accredited independent valuer using the income capitalisation approach. The key assumptions used to determine the fair value, including the discount rate and capitalisation rate, are disclosed in Note 14.

**(ii) Manufacturing operations**

In view of the proposed cessation of a subsidiary's business operations within the manufacturing segment, the Group also carried out a review of the recoverable amounts of the cash-generating unit to which its property, plant, and equipment are allocated. As a result of the review, an impairment loss of RM5,731,000 (2024: Nil) was recognised on certain property, plant and equipment of this subsidiary.

A net allowance for impairment loss of RM575,000 (2024: RM730,000) was recognised as other expenses within the statement of comprehensive income for the financial year ended 31 December 2025. Further details are disclosed in Note 14.

**(d) Fair value of investment in A2I Holdings S.à r.l. ("A2I")**

The investment in A2I comprises equity instrument and investment in Tracking Preferred Equity Certificates ("TPEC") of A2I which is considered a debt instrument. The fair value of investment in A2I is determined based on the adjusted net assets of the investee discounted using an appropriate rate. Judgements and estimates include considerations of the appropriate discount for lack of control and marketability and inputs in measuring the fair value of the underlying hotel assets of the investee. The carrying amount of the investment in A2I and further details about the determination of fair value are disclosed in Note 19 and Note 39 respectively.

**4. REVENUE**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Type of revenue</b>				
Oil palm produce	1,032,449	1,000,380	1,063,764	1,024,151
Sale of properties	254,358	221,189	254,358	221,189
Operation of hotels and conference centre	291,209	317,577	–	–
	<b>1,578,016</b>	1,539,146	<b>1,318,122</b>	1,245,340
Revenue from contracts with customers	1,578,016	1,539,146	1,318,122	1,245,340
Dividend income	11,766	15,017	26,245	31,993
Rental income	42,602	38,714	13,793	12,017
	<b>1,632,384</b>	1,592,877	<b>1,358,160</b>	1,289,350
<b>Timing of revenue recognition</b>				
- At a point in time	1,124,280	1,069,390	1,107,046	1,044,550
- Over time	453,736	469,756	211,076	200,790
	<b>1,578,016</b>	1,539,146	<b>1,318,122</b>	1,245,340

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**4. REVENUE (CONT'D)**

**4.1 Contract balances**

	<b>Group and Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Contract assets (Note 25)	<b>67,925</b>	63,919
Contract liability (Note 30)	<b>(5,277)</b>	(1,369)
	<b>62,648</b>	62,550
At beginning of the year	<b>62,550</b>	45,643
Consideration paid and payable to customers	<b>32,549</b>	19,647
Revenue recognised during the year	<b>254,358</b>	221,189
Progress billings during the year	<b>(286,809)</b>	(223,929)
At end of the year	<b>62,648</b>	62,550

Revenue from property development activities is recognised over time using the input method, which is based on the actual cost incurred to date on the property development projects over the total estimated cost of the respective development projects.

The transaction price allocated to the unsatisfied performance obligations as at 31 December 2025 for the Group and the Company is RM182,357,000 (2024: RM68,549,000). The remaining performance obligations are expected to be recognised as follows:

	<b>Group and Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Within 1 year	<b>103,825</b>	67,698
Between 1 and 4 years	<b>78,532</b>	851
	<b>182,357</b>	68,549

**5. COST OF SALES**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Property development costs	<b>139,000</b>	135,881	<b>139,000</b>	135,881
Cost of inventories sold	<b>949,177</b>	907,394	<b>1,019,077</b>	972,034
Cost of hotel operations and management of investment properties	<b>176,329</b>	171,513	–	–
	<b>1,264,506</b>	<b>1,214,788</b>	<b>1,158,077</b>	1,107,915

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**6. OTHER INCOME**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b> <b>RM'000</b>	<b>2024</b> <b>RM'000</b>	<b>2025</b> <b>RM'000</b>	<b>2024</b> <b>RM'000</b>
Interest income from deposits	<b>32,459</b>	41,099	<b>25,697</b>	33,570
Interest income from subsidiaries	-	-	<b>10,750</b>	12,411
	<b>32,459</b>	41,099	<b>36,447</b>	45,981
Management fee received from subsidiaries	-	-	<b>1,267</b>	1,265
Gain on trading of palm oil	<b>2,668</b>	431	<b>2,668</b>	431
Gain on redemption of short term funds	-	1,304	-	1,304
Fair value gain on:				
- Financial assets at fair value through profit or loss	-	122	<b>2,676</b>	1,234
- Biological assets	-	550	-	141
Gain on disposal of:				
- Investment properties	<b>7</b>	5	-	-
- Property, plant and equipment	<b>121</b>	181	<b>120</b>	182
Licensing fees	<b>1,955</b>	1,740	<b>1,955</b>	1,740
Gain on lease modification	-	295	-	-
Miscellaneous	<b>1,721</b>	1,923	<b>1,801</b>	1,759
	<b>38,931</b>	47,650	<b>46,934</b>	54,037

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**7. PROFIT BEFORE TAX**

The following items have been included in arriving at profit before tax:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Auditors' remuneration:				
Statutory audits				
- Current year				
- Ernst & Young PLT	515	500	253	244
- Other auditors	682	743	-	-
- Underprovision in prior year				
- Other auditors	3	82	-	-
Other services				
- Ernst & Young PLT	20	20	20	20
Bad debts written off	89	193	-	16
Waiver of debt due from a subsidiary	-	-	44	-
Employee benefits expense (Note 8)	163,116	158,413	35,422	33,697
Direct operating expenses arising from				
revenue generating properties	9,943	9,645	2,033	2,174
Amortisation of intangible assets (Note 20)	9	9	9	9
Depreciation of:				
- Property, plant and equipment (Note 14)	20,090	21,025	3,469	3,361
- Investment properties (Note 15)	8,620	7,550	3,278	2,681
- Right-of-use assets (Note 16)	1,039	1,157	-	-
- Bearer plants (Note 17)	1,208	1,210	589	591
Property, plant and equipment written off	51	64	46	58
Bearer plants written off	39	-	39	-
Allowance for/(reversal of) impairment on:				
- Trade receivables (Note 24(a))	1,447	(257)	1,067	-
- Other receivables (Note 24(c))	-	(35)	-	(35)
Loss on foreign exchange:				
- Realised	63	8,156	22	8,017
- Unrealised	43,855	36,570	92,186	35,964
Fair value loss/(gain) on:				
- Financial assets at fair value through				
profit or loss	2,651	(122)	(2,676)	(1,234)
- Biological assets (Note 23)	24	(550)	8	(141)
Net allowance for impairment loss on				
property, plant and equipment (Note 14)	575	730	-	-
Gain on disposal of:				
- Investment properties	(7)	(5)	-	-
- Property, plant and equipment	(121)	(181)	(120)	(182)
Provision for inventory obsolescence	810	-	-	-

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**8. EMPLOYEE BENEFITS EXPENSE (EXCLUDING KEY MANAGEMENT PERSONNEL)**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Wages and salaries	<b>123,394</b>	122,702	<b>32,339</b>	30,837
Social security and employee insurance contributions	<b>4,480</b>	4,452	<b>407</b>	368
Contributions to defined contribution plan	<b>6,837</b>	5,837	<b>2,676</b>	2,492
Other benefits	<b>28,405</b>	25,422	–	–
	<b>163,116</b>	158,413	<b>35,422</b>	33,697

**9. COMPENSATION OF KEY MANAGEMENT PERSONNEL**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Directors' remuneration:				
Fees	<b>1,525</b>	1,350	<b>1,425</b>	1,250
Salaries, bonus and other emoluments	<b>12,770</b>	11,970	<b>11,121</b>	10,485
Benefits-in-kind	<b>37</b>	37	<b>28</b>	28
	<b>14,332</b>	13,357	<b>12,574</b>	11,763

Key management personnel comprises Directors of the Company, who have authority and responsibility for planning, directing and controlling the activities of the Group, either directly or indirectly.

**10. FINANCE COSTS**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expenses on:				
- Notes payable	<b>3,242</b>	4,093	–	–
- Bank overdraft	<b>1,531</b>	1,000	<b>1,531</b>	1,000
- Lease liability (Note 31)	<b>30</b>	95	–	–
	<b>4,803</b>	5,188	<b>1,531</b>	1,000

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**11. INCOME TAX**

Components of income tax

The components of income tax for the years ended 31 December 2025 and 2024 are:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Statement of comprehensive income:</b>				
Current income tax:				
- Malaysian income tax	<b>33,802</b>	36,352	<b>22,730</b>	25,103
- Foreign tax	<b>5,723</b>	12,777	<b>159</b>	227
	<b>39,525</b>	49,129	<b>22,889</b>	25,330
(Over)/underprovision in prior years:				
- Malaysian income tax	<b>(481)</b>	96	<b>(425)</b>	76
- Foreign tax	<b>(114)</b>	(127)	<b>(16)</b>	(20)
	<b>(595)</b>	(31)	<b>(441)</b>	56
Deferred income tax (Note 35):				
- Origination and reversal of temporary differences	<b>3,153</b>	(562)	<b>2,751</b>	(590)
- (Over)/underprovision in prior years	<b>(269)</b>	167	<b>(273)</b>	155
	<b>2,884</b>	(395)	<b>2,478</b>	(435)
Income tax recognised in statements of comprehensive income	<b>41,814</b>	48,703	<b>24,926</b>	24,951

Reconciliation between tax and accounting profit

The reconciliation between income tax and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2025 and 2024 is as follows:

Group	2025 RM'000	2024 RM'000
Profit before tax	<b>178,122</b>	200,648
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	<b>42,749</b>	48,156
Different tax rates in other countries	<b>(519)</b>	23
Income not subject to tax	<b>(14,500)</b>	(15,900)
Expenses not deductible for tax purposes	<b>14,628</b>	16,288
Deferred tax assets recognised on other deductible temporary differences	<b>(242)</b>	–
Deferred tax assets not recognised on other deductible temporary differences	<b>562</b>	–
Overprovision of income tax in prior years	<b>(595)</b>	(31)
(Over)/underprovision of deferred tax in prior years	<b>(269)</b>	167
Income tax for the year	<b>41,814</b>	48,703

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**11. INCOME TAX (CONT'D)**

Deferred tax assets have not been recognised in respect of the following items:

<b>Group</b>	<b>Group</b>	
	<b>2025</b> <b>RM'000</b>	<b>2024</b> <b>RM'000</b>
Other deductible temporary differences	<b>2,341</b>	–

Deferred tax assets have not been recognised because it is not probable that future taxable profit will be available against which the Group can utilise the benefits therefrom.

<b>Company</b>	<b>2025</b> <b>RM'000</b>	<b>2024</b> <b>RM'000</b>
Profit before tax	<b>85,980</b>	130,241
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	<b>20,635</b>	31,258
Income not subject to tax	<b>(14,036)</b>	(16,859)
Expenses not deductible for tax purposes	<b>19,257</b>	10,676
Different tax rates in other countries	<b>(216)</b>	(335)
(Over)/underprovision of income tax in prior years	<b>(441)</b>	56
(Over)/underprovision of deferred tax in prior years	<b>(273)</b>	155
Income tax for the year	<b>24,926</b>	24,951

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

**12. EARNINGS PER SHARE**

Basic earnings per share amounts are calculated by dividing profit for the year, net of tax, attributable to owners of the parent by the weighted average number of ordinary shares after adjusting for treasury shares.

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
Profit net of tax attributable to owners of the parent (RM'000)	<b>127,438</b>	143,281
Weighted average number of ordinary shares in issue ('000)	<b>359,303</b>	359,303
Basic earnings per share (sen)	<b>35.47</b>	39.88

No diluted earnings per share have been presented as there were no dilutive potential ordinary shares outstanding as at 31 December 2025 and 31 December 2024.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**13. DIVIDENDS**

	<b>Group and Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Recognised during the financial year:</b>		
In respect of the financial year ended 31 December 2025:		
- Interim single-tier dividend of 4 sen per share	<b>14,372</b>	–
In respect of the financial year ended 31 December 2024:		
- Final single-tier dividend of 9 sen per share	<b>32,337</b>	–
- Interim single-tier dividend of 5 sen per share	–	17,965
In respect of the financial year ended 31 December 2023:		
- Final single-tier dividend of 5 sen per share	–	17,966
- Special single-tier dividend of 5 sen per share	–	17,965
	<b>46,709</b>	53,896

On 7 April 2026, the Board of Directors approved and declared a final single-tier dividend in respect of the financial year ended 31 December 2025, of 8 sen per share on 359,303,610 ordinary shares, amounting to a dividend of RM28,744,289, payable on 3 July 2026.

The financial statements for the current financial year do not reflect the above dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2026.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT

Group	Estates, land and buildings RM'000	Plant and machinery RM'000	Vehicles, furniture and equipment RM'000	Work-in- progress RM'000	Total RM'000
<b>Cost/deemed cost</b>					
At 1 January 2025					
At cost	739,313	151,791	129,776	10,435	1,031,315
At deemed cost	23,272	–	–	–	23,272
Government grant	–	(7,414)	–	–	(7,414)
	<b>762,585</b>	<b>144,377</b>	<b>129,776</b>	<b>10,435</b>	<b>1,047,173</b>
Additions	2,346	2,897	4,725	9,939	19,907
Reclassification	2,659	1,050	4,857	(8,566)	–
Write offs	–	(120)	(81)	–	(201)
Disposals	–	–	(486)	–	(486)
Exchange differences	(58,601)	–	(8,146)	(425)	(67,172)
At 31 December 2025	<b>708,989</b>	<b>148,204</b>	<b>130,645</b>	<b>11,383</b>	<b>999,221</b>
<b>Representing:</b>					
At cost	685,717	155,618	130,645	11,383	983,363
At deemed cost	23,272	–	–	–	23,272
Government grant	–	(7,414)	–	–	(7,414)
	<b>708,989</b>	<b>148,204</b>	<b>130,645</b>	<b>11,383</b>	<b>999,221</b>
<b>Accumulated depreciation and impairment</b>					
At 1 January 2025	323,512	117,889	121,487	–	562,888
Charge for the year (Note 7)	13,691	3,017	3,382	–	20,090
Write offs	–	(86)	(64)	–	(150)
Disposals	–	–	(484)	–	(484)
(Reversal of)/ allowance for impairment loss (Note 7)	(4,969)	5,544	–	–	575
Exchange differences	(23,588)	–	(7,570)	–	(31,158)
At 31 December 2025	<b>308,646</b>	<b>126,364</b>	<b>116,751</b>	<b>–</b>	<b>551,761</b>
<b>Representing:</b>					
Accumulated depreciation	259,174	120,820	116,751	–	496,745
Accumulated impairment loss	49,472	5,544	–	–	55,016
	<b>308,646</b>	<b>126,364</b>	<b>116,751</b>	<b>–</b>	<b>551,761</b>
<b>Net carrying amount</b>					
At 31 December 2025					
At cost	377,071	21,840	13,894	11,383	424,188
At deemed cost	23,272	–	–	–	23,272
	<b>400,343</b>	<b>21,840</b>	<b>13,894</b>	<b>11,383</b>	<b>447,460</b>

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group	Estates, land and buildings RM'000	Plant and machinery RM'000	Vehicles, furniture and equipment RM'000	Work-in- progress RM'000	Total RM'000
<b>Cost/deemed cost</b>					
At 1 January 2024					
At cost	747,575	138,585	133,111	35,493	1,054,764
At deemed cost	23,272	–	–	–	23,272
Government grant	–	(7,414)	–	–	(7,414)
	770,847	131,171	133,111	35,493	1,070,622
Additions	1,891	2,436	4,926	9,127	18,380
Transfer from land held for property development (Note 21(a))	17	–	–	–	17
Transfer to inventories	–	–	–	(333)	(333)
Adjustments	–	–	–	(65)	(65)
Reclassification	22,174	11,068	29	(33,271)	–
Write offs	(65)	(79)	(157)	–	(301)
Disposals	–	(219)	(647)	–	(866)
Exchange differences	(32,279)	–	(7,486)	(516)	(40,281)
At 31 December 2024	762,585	144,377	129,776	10,435	1,047,173
<b>Representing:</b>					
At cost	739,313	151,791	129,776	10,435	1,031,315
At deemed cost	23,272	–	–	–	23,272
Government grant	–	(7,414)	–	–	(7,414)
	762,585	144,377	129,776	10,435	1,047,173
<b>Accumulated depreciation and impairment</b>					
At 1 January 2024	326,492	115,198	125,431	–	567,121
Charge for the year (Note 7)	14,175	2,983	3,867	–	21,025
Write offs	(26)	(73)	(138)	–	(237)
Disposals	–	(219)	(534)	–	(753)
Allowance for impairment loss (Note 7)	730	–	–	–	730
Exchange differences	(17,859)	–	(7,139)	–	(24,998)
At 31 December 2024	323,512	117,889	121,487	–	562,888
<b>Representing:</b>					
Accumulated depreciation	263,895	117,889	121,487	–	503,271
Accumulated impairment loss	59,617	–	–	–	59,617
	323,512	117,889	121,487	–	562,888
<b>Net carrying amount</b>					
At 31 December 2024					
At cost	415,801	26,488	8,289	10,435	461,013
At deemed cost	23,272	–	–	–	23,272
	439,073	26,488	8,289	10,435	484,285

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

<b>Company</b>	<b>Estates, land and buildings RM'000</b>	<b>Plant and machinery RM'000</b>	<b>Vehicles, furniture and equipment RM'000</b>	<b>Work-in- progress RM'000</b>	<b>Total RM'000</b>
<b>Cost/deemed cost</b>					
At 1 January 2025					
At cost	23,989	124,089	17,571	1,753	167,402
At deemed cost	9,014	–	–	–	9,014
	<b>33,003</b>	<b>124,089</b>	<b>17,571</b>	<b>1,753</b>	<b>176,416</b>
Additions	275	3,400	1,639	8,030	13,344
Reclassification	1	547	–	(548)	–
Write offs	–	(120)	(67)	–	(187)
Disposals	–	–	(480)	–	(480)
At 31 December 2025	<b>33,279</b>	<b>127,916</b>	<b>18,663</b>	<b>9,235</b>	<b>189,093</b>
<b>Representing:</b>					
At cost	24,265	127,916	18,663	9,235	180,079
At deemed cost	9,014	–	–	–	9,014
	<b>33,279</b>	<b>127,916</b>	<b>18,663</b>	<b>9,235</b>	<b>189,093</b>
<b>Accumulated depreciation</b>					
At 1 January 2025	12,198	105,625	14,500	–	132,323
Charge for the year (Note 7)	204	2,221	1,044	–	3,469
Write offs	–	(86)	(55)	–	(141)
Disposals	–	–	(478)	–	(478)
At 31 December 2025	<b>12,402</b>	<b>107,760</b>	<b>15,011</b>	<b>–</b>	<b>135,173</b>
<b>Net carrying amount</b>					
At 31 December 2025					
At cost	11,863	20,156	3,652	9,235	44,906
At deemed cost	9,014	–	–	–	9,014
	<b>20,877</b>	<b>20,156</b>	<b>3,652</b>	<b>9,235</b>	<b>53,920</b>

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company	Estates, land and buildings RM'000	Plant and machinery RM'000	Vehicles, furniture and equipment RM'000	Work-in- progress RM'000	Total RM'000
<b>Cost/deemed cost</b>					
At 1 January 2024					
At cost	23,622	110,933	16,365	12,490	163,410
At deemed cost	9,014	–	–	–	9,014
	32,636	110,933	16,365	12,490	172,424
Additions	227	2,384	1,994	917	5,522
Transfer from land held for property development (Note 21(a))	17	–	–	–	17
Transfer to inventories	–	–	–	(333)	(333)
Adjustments	–	–	–	(65)	(65)
Reclassification	188	11,068	–	(11,256)	–
Write offs	(65)	(77)	(143)	–	(285)
Disposals	–	(219)	(645)	–	(864)
At 31 December 2024	33,003	124,089	17,571	1,753	176,416
<b>Representing:</b>					
At cost	23,989	124,089	17,571	1,753	167,402
At deemed cost	9,014	–	–	–	9,014
	33,003	124,089	17,571	1,753	176,416
<b>Accumulated depreciation</b>					
At 1 January 2024	11,830	103,729	14,382	–	129,941
Charge for the year (Note 7)	394	2,187	780	–	3,361
Write offs	(26)	(73)	(128)	–	(227)
Disposals	–	(218)	(534)	–	(752)
At 31 December 2024	12,198	105,625	14,500	–	132,323
<b>Net carrying amount</b>					
At 31 December 2024					
At cost	11,791	18,464	3,071	1,753	35,079
At deemed cost	9,014	–	–	–	9,014
	20,805	18,464	3,071	1,753	44,093

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(i) The details of the estates, land and buildings are as follows:

Group	Cost/ deemed cost RM'000	Accumulated depreciation and impairment RM'000	Net carrying amount RM'000	Depreciation charge RM'000
<b>2025</b>				
<b>At deemed cost</b>				
Freehold estates	23,272	–	23,272	–
<b>At cost</b>				
Freehold estates	6,614	–	6,614	–
Freehold land and buildings	679,103	308,646	370,457	13,691
	685,717	308,646	377,071	13,691
Total	708,989	308,646	400,343	13,691
<b>2024</b>				
<b>At deemed cost</b>				
Freehold estates	23,272	–	23,272	–
<b>At cost</b>				
Freehold estates	6,614	–	6,614	–
Freehold land and buildings	732,699	323,512	409,187	14,175
	739,313	323,512	415,801	14,175
Total	762,585	323,512	439,073	14,175

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(i) The details of the estates, land and buildings are as follows (cont'd):

Company	Cost/ deemed cost RM'000	Accumulated depreciation RM'000	Net carrying amount RM'000	Depreciation charge RM'000
<b>2025</b>				
<b>At deemed cost</b>				
Freehold estates	9,014	–	9,014	–
<b>At cost</b>				
Freehold estates	5,950	–	5,950	–
Freehold land and buildings	18,315	12,402	5,913	204
	24,265	12,402	11,863	204
Total	33,279	12,402	20,877	204
<b>2024</b>				
<b>At deemed cost</b>				
Freehold estates	9,014	–	9,014	–
<b>At cost</b>				
Freehold estates	5,950	–	5,950	–
Freehold land and buildings	18,039	12,198	5,841	394
	23,989	12,198	11,791	394
Total	33,003	12,198	20,805	394

(ii) Property, plant and equipment of certain subsidiaries with net carrying amount of RM219,295,000 (2024: RM241,300,000) are pledged for bank facilities as disclosed in Note 28.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

- (iii) During the current financial year, a reversal of impairment loss of RM5,156,000 (2024: impairment loss of RM730,000) was recognised on certain property, plant and equipment of a subsidiary involved in the hotel segment, KSNY Enterprises Ltd ("KSNY"). This was presented in the statement of comprehensive income as other expenses (2024: other expenses). The recoverable amount of RM219,295,000 (2024: RM241,300,000) as at 31 December 2025 was determined at the level of the cash-generating unit of KSNY based on fair value less costs of disposal. The fair value less costs of disposal was based on income capitalisation approach which utilises the discounted cash flow technique to measure the present value of projected income flows and the reversion of the property sale. The significant unobservable valuation inputs are as below:

	<b>2025</b>	<b>2024</b>
Revenue per available room	<b>USD 323 to USD 360</b>	USD 314 to USD 349
Discount rate	<b>9.00%</b>	9.00%
Capitalisation rate	<b>7.00%</b>	6.75%

Sensitivity to change in significant unobservable inputs

	<b>Increase/(decrease) in profit before tax</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Revenue per available room		
- increased by 5%	<b>26,109</b>	30,772
- decreased by 5%	<b>(31,448)</b>	(29,548)
Discount rate		
- increased by 50 basis points	<b>(9,141)</b>	(8,654)
- decreased by 50 basis points	<b>9,551</b>	10,206
Capitalisation rate		
- increased by 50 basis points	<b>(9,415)</b>	(9,118)
- decreased by 50 basis points	<b>10,843</b>	11,789

- (iv) During the current financial year, in view of the proposed cessation of a subsidiary's business operations within the manufacturing segment, the Group carried out a review of the recoverable amounts of the cash-generating unit to which its property, plant, and equipment are allocated.

The recoverable amount was estimated based on a quotation from an independent scrap dealer, as there is no active market for the sale of the specialised plant and machinery.

As a result of the review, an impairment loss of RM5,731,000 (2024: Nil) was recognised on certain property, plant and equipment of this subsidiary as other expenses within the statement of comprehensive income for the financial year ended 31 December 2025.

- (v) Future minimum rentals receivable under non-cancellable operating leases on certain property, plant and equipment of the Group is disclosed in Note 15 to the financial statements.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**15. INVESTMENT PROPERTIES**

<b>Group</b>	<b>Golf course, freehold land and buildings RM'000</b>	<b>Leasehold land and buildings RM'000</b>	<b>Total RM'000</b>
<b>2025</b>			
<b>Cost</b>			
At 1 January 2025	408,923	33,364	442,287
Additions	17,455	4,218	21,673
Adjustment	(2)	–	(2)
Write offs	(238)	–	(238)
Disposals	(139)	–	(139)
Exchange differences	–	(485)	(485)
At 31 December 2025	<b>425,999</b>	<b>37,097</b>	<b>463,096</b>
<b>Accumulated depreciation</b>			
At 1 January 2025	167,641	7,254	174,895
Charge for the year (Note 7)	8,084	536	8,620
Write offs	(238)	–	(238)
Disposals	(137)	–	(137)
Exchange differences	–	(271)	(271)
At 31 December 2025	<b>175,350</b>	<b>7,519</b>	<b>182,869</b>
<b>Net carrying amount</b>			
At 31 December 2025	<b>250,649</b>	<b>29,578</b>	<b>280,227</b>
<b>2024</b>			
<b>Cost</b>			
At 1 January 2024	399,679	29,903	429,582
Additions	9,135	4,193	13,328
Write offs	(171)	–	(171)
Disposals	(78)	–	(78)
Transfer from land held for property development (Note 21(a))	358	–	358
Exchange differences	–	(732)	(732)
At 31 December 2024	408,923	33,364	442,287
<b>Accumulated depreciation</b>			
At 1 January 2024	160,472	7,529	168,001
Charge for the year (Note 7)	7,416	134	7,550
Write offs	(171)	–	(171)
Disposals	(76)	–	(76)
Exchange differences	–	(409)	(409)
At 31 December 2024	167,641	7,254	174,895
<b>Net carrying amount</b>			
At 31 December 2024	241,282	26,110	267,392

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**15. INVESTMENT PROPERTIES (CONT'D)**

<b>Company</b>	<b>Freehold land and buildings RM'000</b>	<b>Leasehold land and buildings RM'000</b>	<b>Total RM'000</b>
<b>2025</b>			
<b>Cost</b>			
At 1 January 2025	101,520	21,065	122,585
Additions	12,550	4,218	16,768
At 31 December 2025	<b>114,070</b>	<b>25,283</b>	<b>139,353</b>
<b>Accumulated depreciation</b>			
At 1 January 2025	18,365	383	18,748
Charge for the year (Note 7)	2,742	536	3,278
At 31 December 2025	<b>21,107</b>	<b>919</b>	<b>22,026</b>
<b>Net carrying amount</b>			
At 31 December 2025	<b>92,963</b>	<b>24,364</b>	<b>117,327</b>
<b>2024</b>			
<b>Cost</b>			
At 1 January 2024	93,730	16,872	110,602
Additions	7,432	4,193	11,625
Transfer from land held for property development (Note 21(a))	358	–	358
At 31 December 2024	101,520	21,065	122,585
<b>Accumulated depreciation</b>			
At 1 January 2024	15,819	248	16,067
Charge for the year (Note 7)	2,546	135	2,681
At 31 December 2024	18,365	383	18,748
<b>Net carrying amount</b>			
At 31 December 2024	83,155	20,682	103,837

**Fair value disclosure**

As at 31 December 2025, the fair value of investment properties for the Group and Company is approximately RM1,081,706,000 (2024: RM1,032,334,000) and RM745,967,000 (2024: RM697,663,000) respectively. The valuations were conducted by independent professional valuers using the comparison and investment methods.

The fair value measurement of the Group's and the Company's investment properties are categorised within Level 3 of the fair value hierarchy. There were no transfers between all three (3) levels of the fair value hierarchy during the financial year.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**15. INVESTMENT PROPERTIES (CONT'D)**

**Future minimum rentals receivable**

The Group has entered into operating leases on its investment properties and certain property, plant and equipment. Future minimum rentals receivable under these non-cancellable operating leases as at 31 December are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Within one year	31,151	31,358	15,440	14,027
Within two to five years	42,497	42,250	32,257	30,857
After five years	63,283	68,535	63,283	68,531
	<b>136,931</b>	142,143	<b>110,980</b>	113,415

**16. RIGHT-OF-USE ASSETS**

The following table presents the carrying amounts of the right-of-use assets recognised and the movements during the period for the Group:

Group	Car park land RM'000	State- owned land RM'000	Total RM'000	
<b>At 1 January 2024</b>	1,905	17,670	19,575	
Depreciation charge for the year (Note 7)	(843)	(314)	(1,157)	
Modification	(200)	–	(200)	
Exchange differences	(126)	–	(126)	
	<b>At 31 December 2024 and 1 January 2025</b>	736	17,356	18,092
Depreciation charge for the year (Note 7)	(723)	(316)	(1,039)	
Exchange differences	(13)	–	(13)	
	<b>At 31 December 2025</b>	<b>–</b>	<b>17,040</b>	<b>17,040</b>

The Group has right-of-use over state-owned land which is used for the cultivation of oil palm and a parcel of land which is used as a parking lot. The right-of-use over state-owned land has a remaining tenure of 90 years (2024: 91 years) expiring in 2115.

During the previous financial year, the car park land lease was modified to reduce both the leased land area and the lease consideration. The current lease expired on 31 December 2025. The Group renewed the lease agreement for the land for a period of 5 years starting 1 January 2026.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**17. BEARER PLANTS**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Cost/deemed cost</b>				
At 1 January	<b>26,619</b>	26,619	<b>13,006</b>	13,006
Write offs	<b>(49)</b>	–	<b>(49)</b>	–
At 31 December	<b>26,570</b>	26,619	<b>12,957</b>	13,006
<b>Accumulated depreciation</b>				
At 1 January	<b>9,791</b>	8,581	<b>2,022</b>	1,431
Charge for the year (Note 7)	<b>1,208</b>	1,210	<b>589</b>	591
Write offs	<b>(10)</b>	–	<b>(10)</b>	–
At 31 December	<b>10,989</b>	9,791	<b>2,601</b>	2,022
<b>Net carrying amount</b>				
At 31 December	<b>15,581</b>	16,828	<b>10,356</b>	10,984
<u>Analysis of bearer plants:</u>				
Mature	<b>15,581</b>	16,828	<b>10,356</b>	10,984

**18. INVESTMENT IN SUBSIDIARIES**

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Unquoted shares, at cost		
- In Malaysia	<b>167,854</b>	167,854
- Outside Malaysia	<b>4</b>	4
	<b>167,858</b>	167,858
Less: Impairment losses	<b>(49,191)</b>	(49,191)
	<b>118,667</b>	118,667

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**18. INVESTMENT IN SUBSIDIARIES (CONT'D)**

Details of the subsidiaries are as follows:

Name of subsidiaries	Place of business /Country of incorporation	Principal activities	Proportion of ownership interest	
			2025 %	2024 %
<u>Held by the Company</u>				
Johore (Masai) Plantations Sdn. Bhd.	Malaysia	Oil palm estate and investment holding	100	100
Kota Tinggi Oil Palm Plantations Sdn. Bhd.	Malaysia	Oil palm estate and investment holding	100	100
Lian Huap Oil Palm Plantations Sdn. Bhd.	Malaysia	Oil palm estate and investment holding	100	100
Sin Lian Oil Palm Plantations Sdn. Bhd.	Malaysia	Oil palm estate and investment holding	100	100
HKH Holdings Sdn. Bhd.	Malaysia	Property investment	100	100
Ragamo Sdn. Bhd.	Malaysia	Processing of palm kernel products and investment holding	100	100
Lim & Lim Plantations Berhad	Malaysia	Oil palm estate and investment holding	99.8	99.8
Supervitamins Sdn. Bhd.	Malaysia	Manufacturing and trading of nutraceutical and health-care materials	100	100
Tanjong Puteri Golf Resort Berhad	Malaysia	Operation of golf club(In creditors' voluntary winding up)	99.97	99.97
Keck Seng Investments Pte. Ltd. *	Singapore	Investment holding	100	100
Brosna Limited *	Hong Kong	Investment holding	100	100
Keck Seng International Private Limited *	Singapore	Dormant	100	100
Lusaka Holdings Sdn. Bhd.	Malaysia	Property investment	100	100
Siris Management Sdn. Bhd. ***	Malaysia	Dormant	N/A	100
K.S.F. Enterprises Sdn. Bhd.	Malaysia	Investment holding	50+1**	50+1**
<u>Held by K.S.F. Enterprises Sdn. Bhd.</u>				
KSD Enterprises Ltd. *	Canada	Operation of hotels	50+1**	50+1**
<u>Held by Brosna Limited</u>				
Promas Limited *	Hong Kong	Investment holding	100	100
K.S.A. Enterprises Limited *	Canada	Dormant	100	100
KSG Enterprises Ltd. *	United States	Operation of hotels	100	100
<u>Held by KSG Enterprises Ltd.</u>				
KSNY Enterprises Ltd. *	United States	Operation of hotels	100	100

\* Audited by firms of auditors other than Ernst & Young PLT.

\*\* The equity interest of the Company is 50% plus one share.

\*\*\* This subsidiary was struck off during the financial year.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**18. INVESTMENT IN SUBSIDIARIES (CONT'D)**

**Summarised financial information on subsidiaries with significant non-controlling interests**

Proportion of equity interest held by non-controlling interests:

	<b>2025</b> %	<b>2024</b> %
K.S.F. Enterprises Sdn. Bhd.	<b>50.00</b>	50.00
	<b>2025</b> RM'000	<b>2024</b> RM'000
<b>Accumulated balances of material non-controlling interest:</b>		
- K.S.F. Enterprises Sdn. Bhd.	<b>60,650</b>	54,252
Attributable to non-controlling interest of subsidiary that is individually immaterial	<b>79</b>	68
	<b>60,729</b>	54,320
<b>Total comprehensive income attributable to material non-controlling interest:</b>		
- K.S.F. Enterprises Sdn. Bhd.	<b>6,399</b>	4,341
Attributable to non-controlling interest of subsidiary that is individually immaterial	<b>10</b>	11
	<b>6,409</b>	4,352

Summarised financial information of K.S.F. Enterprises Sdn. Bhd. Group which has non-controlling interests that are material to the Group is set out below. The summarised financial information presented below is the amount before inter-company elimination.

(i) Summarised statement of financial position

	<b>K.S.F. Enterprises Sdn. Bhd. Group #</b>	
	<b>2025</b> RM'000	<b>2024</b> RM'000
Non-current assets	<b>46,032</b>	49,167
Current assets	<b>94,959</b>	87,027
Total assets	<b>140,991</b>	136,194
Current liabilities, representing total liabilities	<b>19,681</b>	27,682
Net assets	<b>121,310</b>	108,512
Equity attributable to:		
- owners of the Company	<b>60,660</b>	54,260
- non-controlling interests	<b>60,650</b>	54,252
	<b>121,310</b>	108,512

# refers to K.S.F. Enterprises Sdn. Bhd. and its subsidiary, i.e. KSD Enterprises Ltd.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**18. INVESTMENT IN SUBSIDIARIES (CONT'D)**

**Summarised financial information on subsidiaries with significant non-controlling interests (cont'd)**

(ii) Summarised statement of comprehensive income

	<b>K.S.F. Enterprises Sdn. Bhd. Group #</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Revenue	<b>120,866</b>	122,963
Profit for the year attributable to:		
- owners of the Company	<b>8,860</b>	8,653
- non-controlling interests	<b>8,860</b>	8,653
Profit for the year	<b>17,720</b>	17,306
Other comprehensive loss attributable to:		
- owners of the Company	<b>(2,461)</b>	(4,312)
- non-controlling interests	<b>(2,461)</b>	(4,312)
Other comprehensive loss for the year	<b>(4,922)</b>	(8,624)
Total comprehensive income attributable to:		
- owners of the Company	<b>6,399</b>	4,341
- non-controlling interests	<b>6,399</b>	4,341
Total comprehensive income for the year	<b>12,798</b>	8,682

# refers to K.S.F. Enterprises Sdn. Bhd. and its subsidiary, i.e. KSD Enterprises Ltd.

(iii) Summarised statement of cash flows

	<b>K.S.F. Enterprises Sdn. Bhd. Group #</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Net cash generated from operating activities	<b>18,841</b>	35,041
Net cash used in investing activities	<b>(1,735)</b>	(193)
Net cash used in financing activities	<b>(1,042)</b>	(1,101)
Net increase in cash and cash equivalents	<b>16,064</b>	33,747
Effects of exchange rate changes on cash and cash equivalents	<b>(4,324)</b>	(7,790)
Cash and cash equivalents at beginning of year	<b>77,300</b>	51,343
Cash and cash equivalents at end of year	<b>89,040</b>	77,300

# refers to K.S.F. Enterprises Sdn. Bhd. and its subsidiary, i.e. KSD Enterprises Ltd.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

19. INVESTMENT SECURITIES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Financial assets at fair value through other comprehensive income</b>				
Equity instruments				
Quoted in Malaysia	55,705	53,523	51,333	49,726
Quoted outside Malaysia	270,964	277,254	132,554	121,444
Unquoted in Malaysia	4,309	4,221	4,309	4,221
	<b>330,978</b>	334,998	<b>188,196</b>	175,391
<b>Financial assets at fair value through profit or loss</b>				
Debt instrument				
Unquoted outside Malaysia *	72,334	70,725	–	–
Equity instrument				
Unquoted outside Malaysia *	542	5,029	–	–
	<b>72,876</b>	75,754	–	–
	<b>403,854</b>	410,752	<b>188,196</b>	175,391

\* This is related to investment in A2I Holdings S.à r.l. ("A2I"), a company incorporated in Luxembourg and engaged in investment holding. A2I is a special purpose vehicle that is set up for the investment in Essendi S.A. ("Essendi") (Formerly known as AccorInvest Group S.A. ("AIG")). The investment in A2I comprises equity instrument and investment in Tracking Preferred Equity Certificates ("TPEC") which is considered a debt instrument. As at 31 December 2025, the fair value of equity instrument is RM542,000 (2024: RM5,029,000). The Group's intention is to hold the investment for long term capital appreciation. The determination of fair value is described in Note 39(a).

20. INTANGIBLE ASSETS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Cost</b>				
At 1 January	1,704	1,671	1,541	1,508
Additions	78	33	78	33
At 31 December	<b>1,782</b>	1,704	<b>1,619</b>	1,541
<b>Accumulated amortisation</b>				
At 1 January	1,675	1,666	1,512	1,503
Amortisation for the year (Note 7)	9	9	9	9
At 31 December	<b>1,684</b>	1,675	<b>1,521</b>	1,512
<b>Net carrying amount</b>				
At 31 December	<b>98</b>	29	<b>98</b>	29

Intangible assets consist of software and patents, which are stated at cost less accumulated amortisation and impairment losses. The intangible assets are amortised on a straight-line basis over their finite useful lives ranging from five (5) to twenty (20) years.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

21. INVENTORIES

(a) Land held for property development

	Freehold land RM'000	Leasehold land RM'000	Development costs RM'000	Total RM'000
<b>Group and Company</b>				
<b>2025</b>				
At 1 January 2025	51,551	48,745	156,976	257,272
Additions	15,446	424	17,748	33,618
Transfer to property development cost (Note 21(b))	(1,921)	–	(9,149)	(11,070)
At 31 December 2025	65,076	49,169	165,575	279,820
<b>Representing:</b>				
At cost	65,076	49,169	165,575	279,820
<b>2024</b>				
At 1 January 2024	51,626	51,772	127,459	230,857
Additions	873	7	40,502	41,382
Transfer to property development cost (Note 21(b))	(872)	(3,034)	(10,686)	(14,592)
Transfer to investment properties (Note 15)	(59)	–	(299)	(358)
Transfer to property, plant and equipment (Note 14)	(17)	–	–	(17)
At 31 December 2024	51,551	48,745	156,976	257,272
<b>Representing:</b>				
At cost	51,551	48,745	156,976	257,272

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**21. INVENTORIES (CONT'D)**

**(b) Property development costs**

	<b>Group and Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>At cost</b>		
At 1 January		
Freehold land	742	1,551
Leasehold land	3,682	3,259
Development costs	62,057	56,067
	<b>66,481</b>	60,877
Development costs incurred during the year	<b>163,954</b>	116,344
Cost recognised in profit or loss during the year	<b>(112,769)</b>	(113,782)
Transfer from land held for property development (Note 21(a))	<b>11,070</b>	14,592
Transfer to inventory	<b>(20,776)</b>	(11,550)
	<b>(9,706)</b>	3,042
At 31 December	<b>107,960</b>	66,481

**22. INVENTORIES - OTHERS**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>At cost</b>				
Refined oil products	75,361	51,626	64,244	40,676
Crude palm oil, crude palm kernel oil and palm kernel	25,770	33,551	26,596	33,798
Spare parts and chemicals	8,500	8,315	6,833	6,640
Completed properties	24,165	21,582	24,165	21,582
Food, beverage and utensils	573	647	-	-
	<b>134,369</b>	115,721	<b>121,838</b>	102,696
Less:				
Provision for inventory obsolescence	(810)	-	-	-
	<b>133,559</b>	115,721	<b>121,838</b>	102,696
<b>At net realisable value</b>				
Refined oil products	15,461	66,772	14,441	66,053
Completed properties	18	18	18	18
	<b>15,479</b>	66,790	<b>14,459</b>	66,071
<b>Total inventories - others</b>	<b>149,038</b>	182,511	<b>136,297</b>	168,767

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**23. BIOLOGICAL ASSETS**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>At fair value</b>				
At 1 January	1,580	1,030	371	230
Changes in fair value (Note 7)	(24)	550	(8)	141
At 31 December	1,556	1,580	363	371

The biological assets of the Group and the Company comprise fresh fruit bunches ("FFB") prior to harvest. The valuation model adopted by the Group and the Company considers the present value of the net cash flows expected to be generated from the sale of FFB. To arrive at the fair value, the management has considered the ripeness of the FFB and assumed that the net cash flows to be generated from FFB more than 15 days prior to harvest is negligible. Therefore, the quantity of FFB on bearer plant of up to 15 days prior to harvest was used for valuation purposes. The value of the unripe FFB was estimated to be approximately 80% of the ripe FFB. Costs to sell include harvesting cost, transport and windfall profit levy.

The Group's and the Company's biological assets are categorised within Level 3 of the fair value hierarchy. There were no transfers between all three (3) levels of the fair value hierarchy during the financial year.

**24. TRADE AND OTHER RECEIVABLES**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Current</b>				
<b>Trade receivables</b>				
Third parties	81,837	74,099	62,505	49,217
Less: Allowance for impairment	(1,546)	(115)	(1,067)	–
	80,291	73,984	61,438	49,217
<b>Other receivables</b>				
Amounts due from subsidiaries	–	–	210,245	226,959
Less: Allowance for impairment	–	–	(53,477)	(53,477)
	–	–	156,768	173,482
Sundry receivables	7,215	20,998	3,350	17,191
Refundable deposits	2,734	2,514	2,612	2,397
Total other receivables	9,949	23,512	162,730	193,070
Total trade and other receivables (current)	90,240	97,496	224,168	242,287
<b>Non-current</b>				
<b>Other receivables</b>				
Amounts due from subsidiaries	–	–	412,992	444,546
Total trade and other receivables (current and non-current)	90,240	97,496	637,160	686,833
Add: Cash and bank balances (Note 27)	1,164,317	1,058,177	805,882	714,139
Total financial assets at amortised cost	1,254,557	1,155,673	1,443,042	1,400,972

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

24. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Trade receivables

Trade receivables are non-interest bearing and are generally on 0 to 60 days (2024: 0 to 30 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Ageing analysis of trade receivables

The ageing analysis of the Group's and the Company's trade receivables is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Neither past due nor impaired	48,003	39,510	34,468	25,425
1 to 30 days past due not impaired	30,888	31,678	25,701	23,340
31 to 60 days past due not impaired	87	1,282	37	–
61 to 90 days past due not impaired	597	673	525	228
91 to 120 days past due not impaired	17	312	11	224
More than 120 days past due not impaired	699	529	696	–
	32,288	34,474	26,970	23,792
Impaired	1,546	115	1,067	–
	<b>81,837</b>	<b>74,099</b>	<b>62,505</b>	<b>49,217</b>

Receivables that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group. None of these balances have been renegotiated during the financial year.

Receivables that are past due but not impaired

The Group and the Company have trade receivables amounting to RM32,288,000 and RM26,970,000 (2024: RM34,474,000 and RM23,792,000) respectively that are past due at the reporting date but not impaired. Although these balances are unsecured, they are mostly due from customers which have a long-term relationship with the Group.

Receivables that are impaired

The Group's and the Company's trade receivables that are impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows:

	Individually impaired			
	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Trade receivables - nominal amounts	1,546	115	1,067	–
Less: Allowance for impairment	(1,546)	(115)	(1,067)	–
	–	–	–	–
<u>Movement in allowance accounts</u>				
At 1 January	115	508	–	–
Write offs	–	(136)	–	–
Charge/(reversal) for the year (Note 7)	1,447	(257)	1,067	–
Exchange differences	(16)	–	–	–
At 31 December	<b>1,546</b>	<b>115</b>	<b>1,067</b>	<b>–</b>

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that are in significant financial difficulties and have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

24. TRADE AND OTHER RECEIVABLES (CONT'D)

(b) Other receivables - amounts due from subsidiaries

Current

Included in amounts due from subsidiaries are amounts of RM153,392,000 (2024: RM169,562,000) arising from a deposit placed in a foreign financial institution under a foreign subsidiary's name, which earns interest of 3.25% to 4.10% (2024: 4.55% to 4.80%) per annum and is repayable on demand.

Other than as disclosed above, the other amounts due from subsidiaries are generally unsecured, non-interest bearing and repayable on demand.

	Individually impaired Company	
	2025 RM'000	2024 RM'000
<u>Movement in allowance accounts</u>		
At 1 January/31 December	53,477	53,477

Non-current

Amounts due from subsidiaries are unsecured, earn interest ranging from 0.38% to 5.25% per annum (2024: 0.38% to 6.06% per annum) and are not expected to be repaid within the next twelve months.

(c) Other receivables - sundry receivables

Sundry receivables are unsecured, non-interest bearing and repayable upon demand.

	Individually impaired Group and Company	
	2025 RM'000	2024 RM'000
<u>Movement in allowance accounts</u>		
At 1 January	-	35
Reversal for the year (Note 7)	-	(35)
At 31 December	-	-

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**25. OTHER CURRENT ASSETS**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Prepayments	6,457	6,666	4,740	4,761
Deposits paid	5,604	5,319	5,604	5,319
Contract cost assets	4,759	–	4,759	–
Accrued billings in respect of property development costs	49,459	59,567	49,459	59,567
Consideration paid/payable to customers	18,466	4,352	18,466	4,352
Contract assets (Note 4.1)	67,925	63,919	67,925	63,919
	<b>84,745</b>	75,904	<b>83,028</b>	73,999

Contract cost assets represent the incremental costs of obtaining a contract with customers of the Group, primarily relating to commission payable on sales of properties.

Consideration paid/payable to customers relate to discounts given and legal fees incurred to secure sales of property units and are recognised in profit or loss over time based on the input method.

**26. SHORT TERM FUNDS**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Money market funds, at fair value through profit or loss	155,434	208,166	112,149	165,825

Money market funds earn interest at floating rates based on daily bank deposit rates. Money market funds are highly liquid and readily convertible to cash but do not meet the criteria for presentation as cash and cash equivalents.

The weighted average effective interest rate of the investments as at the reporting date for the Group and the Company were 1.61% (2024: 2.32%) per annum and 0.96% (2024: 2.06%) per annum respectively. The maturities of the investments as at the reporting date for the Group and the Company were 1 to 31 days (2024: 1 to 31 days) and 1 day (2024: 1 day), respectively.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**27. CASH AND BANK BALANCES**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash at banks and on hand	<b>486,965</b>	410,291	<b>345,552</b>	284,489
Deposits with:				
Licensed banks	<b>191,107</b>	341,896	<b>44,894</b>	188,425
Foreign financial institutions	<b>486,245</b>	305,990	<b>415,436</b>	241,225
Total cash and bank balances (Note 24)	<b>1,164,317</b>	1,058,177	<b>805,882</b>	714,139

Included in cash and bank balances of the Group and of the Company is an amount of RM187,093,000 (2024: RM130,837,000) held pursuant to Section 7A of the Housing Development (Control and Licensing) Act 1966, and restricted from use in other operations.

Short-term deposits are made for varying periods of between one to twelve months depending on the immediate cash requirements of the Group and of the Company, and earn interest at the respective short-term deposit rates. The weighted average effective interest rates as at 31 December 2025 for the Group and the Company were 2.41% (2024: 2.68%) per annum and 1.82% (2024: 3.06%) per annum, respectively.

For the purpose of the statements of cash flows, cash and cash equivalents comprise the following at each reporting date:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash and bank balances	<b>1,164,317</b>	1,058,177	<b>805,882</b>	714,139
Less:				
Bank overdrafts (Note 28)	<b>(27,986)</b>	(41,330)	<b>(27,986)</b>	(41,330)
Deposits with licensed banks with maturity exceeding three months	<b>(262,587)</b>	(227,433)	<b>(246,620)</b>	(211,169)
Cash and cash equivalents	<b>873,744</b>	789,414	<b>531,276</b>	461,640

**28. LOANS AND BORROWINGS**

	Maturity	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Current</b>					
Unsecured:					
Bank overdrafts (Note 27)	On demand	<b>27,986</b>	41,330	<b>27,986</b>	41,330
Secured:					
Notes payable	2026	<b>54,625</b>	–	–	–
		<b>82,611</b>	41,330	<b>27,986</b>	41,330
<b>Non-current</b>					
Secured:					
Notes payable	2026	–	60,106	–	–
Total loans and borrowings (Note 29)		<b>82,611</b>	101,436	<b>27,986</b>	41,330

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**28. LOANS AND BORROWINGS (CONT'D)**

The remaining maturities of the loans and borrowings as at 31 December 2025 and 2024 are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
On demand or within 1 year	<b>82,611</b>	41,330	<b>27,986</b>	41,330
More than 1 year and less than 5 years	–	60,106	–	–
	<b>82,611</b>	101,436	<b>27,986</b>	41,330

Bank overdrafts

Bank overdrafts are denominated in RM and bear interest at BLR + 0.75% (2024: BLR + 0.75%) per annum.

Notes payable

Notes payable of the Group are loans with bank which bear interest of SOFR + 1.20% (2024: SOFR + 1.20%) per annum and mature in July 2026. The loans are denominated in USD, secured by corporate guarantee from the Company and are collateralized by a Deed of Trust over property, plant and equipment of the Group amounting to RM219,295,000 (2024: RM241,300,000) as disclosed in Note 14.

**29. TRADE AND OTHER PAYABLES**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Current</b>				
<b>Trade payables</b>				
Third parties	<b>129,767</b>	119,800	<b>124,141</b>	102,213
Amount due to subsidiaries	–	–	<b>42,857</b>	36,481
	<b>129,767</b>	119,800	<b>166,998</b>	138,694
<b>Other payables</b>				
Accruals	<b>36,057</b>	20,612	<b>18,927</b>	11,772
Sundry payables	<b>24,146</b>	23,400	<b>11,156</b>	10,850
Refundable deposits	<b>5,849</b>	5,545	<b>1,687</b>	2,120
Amount due to subsidiaries	–	–	<b>1,348</b>	–
Amount due to a director related company	<b>670</b>	1,422	<b>670</b>	1,422
	<b>66,722</b>	50,979	<b>33,788</b>	26,164
Total trade and other payables (current)	<b>196,489</b>	170,779	<b>200,786</b>	164,858
<b>Non-current</b>				
<b>Trade payables</b>				
Retention sum	<b>1,024</b>	1,050	<b>1,024</b>	1,050
<b>Other payables</b>				
Refundable deposits	<b>5,195</b>	4,570	<b>2,565</b>	1,653
Total trade and other payables (non-current)	<b>6,219</b>	5,620	<b>3,589</b>	2,703
Total trade and other payables (current and non-current)	<b>202,708</b>	176,399	<b>204,375</b>	167,561
Add: Loans and borrowings (Note 28)	<b>82,611</b>	101,436	<b>27,986</b>	41,330
Add: Lease liability (Note 31)	–	1,029	–	–
Total financial liabilities carried at amortised cost	<b>285,319</b>	278,864	<b>232,361</b>	208,891

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**29. TRADE AND OTHER PAYABLES (CONT'D)**

**(a) Trade payables - third parties**

Trade payables are non-interest bearing and are normally settled on 30 to 45 days (2024: 30 to 45 days) terms.

**(b) Sundry payables**

Sundry payables are non-interest bearing and are normally settled on 30 to 60 days (2024: 30 to 60 days) terms.

**(c) Amounts due to subsidiaries**

These amounts are unsecured, non-interest bearing and repayable on demand.

**30. OTHER CURRENT LIABILITIES**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Contract liability (Note 4.1)				
- Progress billings in respect of property development costs	5,277	1,369	5,277	1,369
Advance rental received	832	556	393	222
	<b>6,109</b>	<b>1,925</b>	<b>5,670</b>	<b>1,591</b>

**31. LEASE LIABILITY**

	Group	
	2025 RM'000	2024 RM'000
<b>Car park land</b>		
<b>Lease liability</b>		
Current	-	1,029
Non-current	-	-
Total lease liability (Note 29)	-	1,029

The movement of lease liability during the financial year is as follows:

	Group	
	2025 RM'000	2024 RM'000
At 1 January	1,029	2,709
Interest expense on lease liability (Note 10)	30	95
Payments of:		
- Principal	(1,012)	(1,006)
- Interest	(30)	(95)
Modification	-	(495)
Exchange differences	(17)	(179)
At 31 December	-	1,029

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**32. SHARE CAPITAL**

	Number of ordinary shares		Amount	
	2025 '000	2024 '000	2025 RM'000	2024 RM'000
<b>Issued and fully paid, at no par value</b>				
At 1 January/31 December	<b>361,477</b>	361,477	<b>372,005</b>	372,005

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 and rank equally with regard to the Company's residual assets.

**33. OTHER RESERVES**

The nature and purpose of each category of reserves are as follows:

**Non-distributable reserves**

**(a) Fair value reserve**

Fair value reserve represents the cumulative fair value changes, net of tax, of financial assets measured at fair value through other comprehensive income until they are disposed of.

**(b) Translation reserve**

The translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

**(c) Treasury shares**

Treasury shares relate to ordinary shares of the Company that are reacquired and held by the Company. The amount consists of acquisition costs.

The shareholders of the Company, by an ordinary resolution passed in an Annual General Meeting held on 29 May 2025, renewed their approval for the Company's plan to repurchase its own shares. The repurchased shares are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016.

There was no repurchase of the Company's issued ordinary shares, nor any resale, cancellation or distribution of treasury shares during the financial year.

Out of the total 361,477,000 (2024: 361,477,000) issued and fully paid ordinary shares, 2,174,000 (2024: 2,174,000) are held as treasury shares by the Company. The number of outstanding ordinary shares after set-off is 359,303,000 (2024: 359,303,000).

**34. RETAINED EARNINGS**

The entire retained earnings of the Company as at 31 December 2025 may be distributed as dividends under the single tier system.

**35. DEFERRED TAXATION**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Presented after appropriate offsetting as follows:</b>				
Deferred tax assets	<b>(25,234)</b>	(30,347)	<b>(11,001)</b>	(13,479)
Deferred tax liabilities	<b>2,846</b>	4,062	<b>-</b>	-
	<b>(22,388)</b>	(26,285)	<b>(11,001)</b>	(13,479)

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

35. DEFERRED TAXATION (CONT'D)

Deferred income tax as at 31 December relates to the following:

Group	As at 1 January 2024	Recognised in profit or loss (Note 11)	Exchange differences	As at 31 December 2024	Recognised in profit or loss (Note 11)	Exchange differences	As at 31 December 2025
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>Deferred tax liabilities:</b>							
Property, plant and equipment and investment properties	17,940	(74)	(371)	17,495	3,090	(1,349)	19,236
Bearer plants	4,329	(290)	—	4,039	(299)	—	3,740
Biological assets	249	132	—	381	(6)	—	375
Right-of-use assets	1,926	(43)	—	1,883	(43)	—	1,840
Inventories - land held for property development	1,779	(62)	—	1,717	(33)	—	1,684
Receivables	1,651	65	(47)	1,669	(5)	(152)	1,512
Others	994	98	—	1,092	4,487	—	5,579
	28,868	(174)	(418)	28,276	7,191	(1,501)	33,966
<b>Deferred tax assets:</b>							
Property, plant and equipment	(28,197)	(204)	1,607	(26,794)	1,147	1,978	(23,669)
Unutilised business losses and unabsorbed capital allowances	(2,851)	841	79	(1,931)	(4,241)	336	(5,836)
Provisions	(3,890)	(751)	22	(4,619)	(304)	67	(4,856)
Inventories - others	(1,295)	(171)	—	(1,466)	(57)	—	(1,523)
Inventories - land held for property development	(17,525)	185	—	(17,340)	—	—	(17,340)
Other payables	(2,392)	393	117	(1,882)	(180)	133	(1,929)
Receivables	(15)	(514)	—	(529)	(672)	—	(1,201)
	(56,165)	(221)	1,825	(54,561)	(4,307)	2,514	(56,354)
<b>Deferred tax (assets)/liabilities</b>	(27,297)	(395)	1,407	(26,285)	2,884	1,013	(22,388)

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**35. DEFERRED TAXATION (CONT'D)**

<b>Company</b>	<b>As at 1 January 2024</b>	<b>Recognised in profit or loss (Note 11)</b>	<b>As at 31 December 2024</b>	<b>Recognised in profit or loss (Note 11)</b>	<b>As at 31 December 2025</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Deferred tax liabilities:</b>					
Property, plant and equipment	2,177	751	2,928	431	<b>3,359</b>
Bearer plants	2,777	(142)	2,635	(151)	<b>2,484</b>
Biological assets	56	34	90	(2)	<b>88</b>
Inventories - land held for property development	1,780	(62)	1,718	(33)	<b>1,685</b>
Others	950	98	1,048	4,488	<b>5,536</b>
	<b>7,740</b>	<b>679</b>	<b>8,419</b>	<b>4,733</b>	<b>13,152</b>
<b>Deferred tax assets:</b>					
Provisions	(3,240)	(785)	(4,025)	(520)	<b>(4,545)</b>
Inventories - others	(5)	-	(5)	-	<b>(5)</b>
Inventories - land held for property development	(17,525)	185	(17,340)	-	<b>(17,340)</b>
Unabsorbed capital allowances	-	-	-	(1,063)	<b>(1,063)</b>
Receivables	(14)	(514)	(528)	(672)	<b>(1,200)</b>
	<b>(20,784)</b>	<b>(1,114)</b>	<b>(21,898)</b>	<b>(2,255)</b>	<b>(24,153)</b>
<b>Deferred tax (assets)/liabilities</b>	<b>(13,044)</b>	<b>(435)</b>	<b>(13,479)</b>	<b>2,478</b>	<b>(11,001)</b>

**36. PROVISION**

This relates to anticipated losses to be incurred for the development of affordable housing under the requirements of the State Government of Johor. The construction is not expected to commence within the next twelve months.

The movement of provision for foreseeable losses on affordable housing are:

	<b>Group and Company 2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
At 1 January	<b>9,217</b>	5,757
Addition	<b>1,575</b>	3,460
At 31 December	<b>10,792</b>	9,217

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**37. COMMITMENTS**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Capital expenditures</b>				
Approved and contracted for				
- property, plant and equipment	<b>17,985</b>	7,033	<b>17,747</b>	7,033
- investment properties	<b>7,363</b>	22,433	<b>7,227</b>	22,204
	<b>25,348</b>	29,466	<b>24,974</b>	29,237

**38. RELATED PARTY DISCLOSURES**

**Sale and purchase of goods and services**

In addition to the related party balances disclosed in Notes 24 and 29, the following related party transactions between the Company and related parties that took place at terms agreed between the parties during the financial year:

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>With subsidiaries:</b>		
Purchases	<b>100,319</b>	86,580
Sales	<b>86,162</b>	81,204
Gross dividends	<b>20,101</b>	23,730
Interest income	<b>10,750</b>	12,411
Management fees	<b>1,267</b>	1,265

Significant transactions with Keck Seng (Singapore) Private Limited, a company in which certain directors namely, Ho Kim Swee @ Ho Kian Guan, Dato' Ho Cheng Chong @ Ho Kian Hock, Ho Eng Chong @ Ho Kian Cheong and Chan Lui Ming Ivan, have interest, undertaken during the financial year were as follows:

	<b>Group and Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Commission on sales and purchases	<b>8,191</b>	8,132

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

39. FAIR VALUE OF FINANCIAL INSTRUMENTS

(a) Determination of fair value

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximations of fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximations of fair value:

	<b>Note</b>
Trade and other receivables (current and non-current)	24
Cash and bank balances (current)	27
Loans and borrowings (current and non-current)	28
Trade and other payables (current and non-current)	29
Lease liability (current)	31

The carrying amounts of current financial assets and liabilities are reasonable approximations of fair values due to their short-term nature and the insignificant impact of discounting.

The carrying amounts of non-current financial assets and liabilities are reasonable approximations of fair values as the interest charge on these loans and borrowings are pegged to, or close to, market interest rates near or at reporting date.

Quoted equity instruments

The fair value of quoted equity instruments is determined directly by reference to their published market closing bid price at the reporting date.

Unquoted equity instruments in Malaysia

The fair value of unquoted equity instruments in Malaysia is determined based on their adjusted net assets value.

Unquoted equity and debt instrument outside Malaysia

These relate to the unquoted investment in A2I and its fair value is determined based on the adjusted net asset value after applying an appropriate discount rate for lack of control and marketability.

Information on fair value measurement of the above unquoted equity and debt instrument is as follows:

- (a) Valuation technique: Adjusted net asset value
- (b) Significant unobservable inputs:
  - (i) Valuation of underlying hotel assets using income approach;
  - (ii) Discount for lack of control and marketability: 18.3% (2024: 18.3%)
- (c) Sensitivity to change in significant unobservable inputs: the estimated fair value would increase if the underlying assets' value is higher; or the discount for the marketability is lower.

The fair value measurement is positively correlated to the underlying assets' values. As at reporting date, it is estimated that with other variables held constant, an increase/decrease of 5% (2024: 5%) on the underlying asset values would have increased/decreased the Group's profit before tax by RM3,644,000 (2024: RM3,788,000). The fair value measurement is negatively correlated to the discount for lack of control and marketability. As at reporting date, it is estimated that with other variables held constant, a decrease/increase in discount for lack of control and marketability by 1% (2024: 1%) would have increased/decreased the Group's profit before tax by RM729,000 (2024: RM758,000).

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

39. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)

(a) Determination of fair value (cont'd)

Short term funds

The short term funds for money market funds are valued using a valuation technique with market observable inputs.

Derivatives

The derivatives for forward currency contracts are valued using a valuation technique with market observable inputs.

(b) Fair value hierarchy

The following table shows an analysis of financial instruments carried at fair value by level of fair value hierarchy:

	← Fair value measurement using →			
	Total RM'000	Quoted prices in active markets (Level 1) RM'000	Significant observable inputs (Level 2) RM'000	Significant unobservable inputs (Level 3) RM'000
<b>At 31 December 2025</b>				
<b>Group</b>				
<b>Financial assets measured at fair value</b>				
Fair value through other comprehensive income				
- Equity instruments				
(quoted in Malaysia)	55,705	55,705	-	-
(quoted outside Malaysia)	270,964	270,964	-	-
(unquoted in Malaysia)	4,309	-	-	4,309
Fair value through profit or loss				
- Debt instrument				
(unquoted outside Malaysia)	72,334	-	-	72,334
- Equity instrument				
(unquoted outside Malaysia)	542	-	-	542
- Short term funds (money market funds)	155,434	-	155,434	-
	<b>559,288</b>	<b>326,669</b>	<b>155,434</b>	<b>77,185</b>
<b>Company</b>				
<b>Financial assets measured at fair value</b>				
Fair value through other comprehensive income				
- Equity instruments				
(quoted in Malaysia)	51,333	51,333	-	-
(quoted outside Malaysia)	132,554	132,554	-	-
(unquoted in Malaysia)	4,309	-	-	4,309
Fair value through profit or loss				
- Short term funds				
(money market funds)	112,149	-	112,149	-
	<b>300,345</b>	<b>183,887</b>	<b>112,149</b>	<b>4,309</b>

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

39. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)

(b) Fair value hierarchy (cont'd)

The following table shows an analysis of financial instruments carried at fair value by level of fair value hierarchy (cont'd):

	← Fair value measurement using →			
	Total RM'000	Quoted prices in active markets (Level 1) RM'000	Significant observable inputs (Level 2) RM'000	Significant unobservable inputs (Level 3) RM'000
<b>At 31 December 2024</b>				
<b>Group</b>				
<b>Financial assets measured at fair value</b>				
Fair value through other comprehensive income				
- Equity instruments				
(quoted in Malaysia)	53,523	53,523	-	-
(quoted outside Malaysia)	277,254	277,254	-	-
(unquoted in Malaysia)	4,221	-	-	4,221
Fair value through profit or loss				
- Debt instrument				
(unquoted outside Malaysia)	70,725	-	-	70,725
- Equity instrument				
(unquoted outside Malaysia)	5,029	-	-	5,029
- Short term funds				
(money market funds)	208,166	-	208,166	-
	618,918	330,777	208,166	79,975
<b>Company</b>				
<b>Financial assets measured at fair value</b>				
Fair value through other comprehensive income				
- Equity instruments				
(quoted in Malaysia)	49,726	49,726	-	-
(quoted outside Malaysia)	121,444	121,444	-	-
(unquoted in Malaysia)	4,221	-	-	4,221
Fair value through profit or loss				
- Short term funds				
(money market funds)	165,825	-	165,825	-
	341,216	171,170	165,825	4,221

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include interest rate risk, foreign currency risk, liquidity risk, credit risk and market price risk.

The Board of Directors decides and reviews policies and procedures for the management of these risks and the Group's policy is not to engage in speculative transactions.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

It is and has been the Group's policy throughout the current and previous financial year that no derivatives be undertaken except for the use as hedging instruments where appropriate and cost-efficient. The Group and the Company do not apply hedge accounting.

The following sections provide details regarding the Group's and Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

**(a) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group had no substantial long-term interest-bearing assets as at 31 December 2025. The investment in financial assets are mainly short term in nature and have been mostly placed in fixed deposits, marketable securities and occasionally, in short term commercial papers which yield better returns than deposits with banks.

The Group's and the Company's primary interest rate risk relates to interest-bearing borrowings and money market funds. The Group and the Company manage its interest rate exposure by maintaining a prudent mix of fixed and floating rate borrowings. Interest on financial instruments subject to floating interest rates is contractually repriced at intervals determined by the financial institutions. Interest on financial instruments at fixed rates are fixed until the maturity of the instrument.

The table below shows the carrying amount and interest rate profile of the interest bearing financial instruments of the Group and the Company as at the reporting date:

	Note	2025 RM'000	2024 RM'000
<b>Group</b>			
<b>Fixed rate instruments</b>			
Deposits with licensed banks and foreign financial institutions	27	<b>677,352</b>	647,886
<b>Floating rate instruments</b>			
Money market funds	26	<b>155,434</b>	208,166
Bank overdrafts	28	<b>(27,986)</b>	(41,330)
Notes payable	28	-	(60,106)
		<b>127,448</b>	106,730
<b>Company</b>			
<b>Fixed rate instruments</b>			
Deposits with licensed banks and foreign financial institutions	27	<b>460,330</b>	429,650
<b>Floating rate instruments</b>			
Money market funds	26	<b>112,149</b>	165,825
Bank overdrafts	28	<b>(27,986)</b>	(41,330)
		<b>84,163</b>	124,495

Sensitivity analysis for interest rate risk

At the reporting date, if interest rates had been 25 basis points lower/higher, with all other variables held constant, the Group's and the Company's profit net of tax would have decreased/increased by RM147,000 (2024: RM264,000) and RM211,000 (2024: RM378,000) respectively.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(b) Foreign currency risk**

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Operating across several foreign jurisdictions, the Group strategically manages its foreign currency risk by maintaining cash and bank balances in respective local currencies, creating natural hedges and minimising conversion costs. The Group actively monitors exchange rates to protect its financial stability.

The net unhedged financial assets and liabilities of the Group and Company that are not denominated in their functional currencies are as follows:

<b>Group</b>	<b>Australian Dollar ("AUD") RM'000</b>	<b>Renminbi ("CNY") RM'000</b>	<b>Canadian Dollar ("CAD") RM'000</b>	<b>Singapore Dollar ("SGD") RM'000</b>	<b>United States Dollar ("USD") RM'000</b>	<b>Total RM'000</b>
<b>2025</b>						
<b>Financial assets</b>						
Trade receivables	–	–	–	177	16,662	16,839
Cash and bank balances	91,106	21,882	19,761	401,758	280,504	815,011
<b>Financial liabilities</b>						
Trade and other payables	–	–	–	(216)	(8)	(224)
<b>Net financial assets</b>	<b>91,106</b>	<b>21,882</b>	<b>19,761</b>	<b>401,719</b>	<b>297,158</b>	<b>831,626</b>
Less: Forward currency contracts	–	–	–	–	(4,061)	(4,061)
<b>Net exposure</b>	<b>91,106</b>	<b>21,882</b>	<b>19,761</b>	<b>401,719</b>	<b>293,097</b>	<b>827,565</b>
<b>2024</b>						
<b>Financial assets</b>						
Trade receivables	–	–	–	–	6,279	6,279
Cash and bank balances	–	22,667	19,394	381,596	365,420	789,077
<b>Financial liabilities</b>						
Trade and other payables	–	–	–	(366)	(28)	(394)
<b>Net financial assets, representing net exposure</b>	<b>–</b>	<b>22,667</b>	<b>19,394</b>	<b>381,230</b>	<b>371,671</b>	<b>794,962</b>

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Foreign currency risk (cont'd)

The net unhedged financial assets and liabilities of the Group and Company that are not denominated in their functional currencies are as follows (cont'd):

Company	Australian Dollar ("AUD") RM'000	Renminbi ("CNY") RM'000	Singapore Dollar ("SGD") RM'000	United States Dollar ("USD") RM'000	Hong Kong Dollar ("HKD") RM'000	Total RM'000
<b>2025</b>						
<b>Financial assets</b>						
Trade receivables	-	-	177	14,861	-	15,038
Due from subsidiaries	74,557	-	-	78,836	412,993	566,386
Cash and bank balances	-	21,882	391,468	196,723	190	610,263
<b>Financial liabilities</b>						
Trade and other payables	-	-	(216)	(8)	-	(224)
<b>Net financial assets</b>	<b>74,557</b>	<b>21,882</b>	<b>391,429</b>	<b>290,412</b>	<b>413,183</b>	<b>1,191,463</b>
Less: Forward currency contracts	-	-	-	(4,061)	-	(4,061)
<b>Net exposure</b>	<b>74,557</b>	<b>21,882</b>	<b>391,429</b>	<b>286,351</b>	<b>413,183</b>	<b>1,187,402</b>
<b>2024</b>						
<b>Financial assets</b>						
Trade receivables	-	-	-	4,744	-	4,744
Due from subsidiaries	-	-	-	169,563	444,551	614,114
Cash and bank balances	-	22,667	371,071	186,719	209	580,666
<b>Financial liabilities</b>						
Trade and other payables	-	-	(366)	(28)	-	(394)
<b>Net financial assets, representing net exposure</b>	<b>22,667</b>	<b>370,705</b>	<b>370,705</b>	<b>360,998</b>	<b>444,760</b>	<b>1,199,130</b>

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Foreign currency risk (cont'd)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's and Company's profit net of tax resulting from change in the exchange rates of USD, SGD, HKD, CNY, AUD, EUR and CAD against the functional currency of the Group entities since the financial year end until the most practical date of completion of this report.

	2025 (weakened)/strengthened %	2024 %	(Decrease)/increase in profit net of tax			
			Group		Company	
			2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
USD/RM	(2.83)	(0.15)	(6,304)	(424)	(6,159)	(412)
SGD/RM	(2.18)	0.64	(6,656)	1,854	(6,485)	1,803
HKD/RM	(3.26)	(0.35)	(6)	–	(13,470)	(1,557)
CNY/RM	(1.75)	0.02	(291)	3	(291)	3
AUD/RM	2.09	(0.14)	1,447	–	1,184	–
EUR/RM	(3.85)	(0.31)	(1)	–	–	–
CAD/RM	(2.62)	(0.80)	(393)	(118)	–	–
Total			(12,204)	1,315	(25,221)	(163)

If the foreign exchange rates were to fluctuate in the opposite direction, it would cause the profit net of tax of the Group and Company to change by the amounts above in the opposite direction.

(c) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations arising principally from payables and borrowings due to shortage of funds.

As part of the overall prudent liquidity management, the Group and the Company maintain sufficient levels of cash or cash equivalents and stand-by credit facilities from financial institutions to meet their working capital requirements and to achieve overall cost effectiveness.

The following table indicates the maturity profile of the Group's and the Company's financial liabilities at the reporting date based on undiscounted contractual payments:

	On demand or within 1 year RM'000	1 - 5 years RM'000	Total RM'000
<b>At 31 December 2025</b>			
<b>Group</b>			
<b>Financial liabilities:</b>			
Trade and other payables	196,489	6,219	202,708
Loans and borrowings	87,216	–	87,216
Total undiscounted financial liabilities	283,705	6,219	289,924
<b>Company</b>			
<b>Financial liabilities:</b>			
Trade and other payables	200,786	3,589	204,375
Loans and borrowings	27,986	–	27,986
Total undiscounted financial liabilities	228,772	3,589	232,361

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(c) Liquidity risk (cont'd)

	On demand or within 1 year RM'000	1 - 5 years RM'000	Total RM'000
<b>At 31 December 2024</b>			
<b>Group</b>			
<b>Financial liabilities:</b>			
Trade and other payables	170,779	5,620	176,399
Loans and borrowings	44,991	66,711	111,702
Lease liability	1,059	–	1,059
Total undiscounted financial liabilities	216,829	72,331	289,160
<b>Company</b>			
<b>Financial liabilities:</b>			
Trade and other payables	164,858	2,703	167,561
Loans and borrowings	41,330	–	41,330
Total undiscounted financial liabilities	206,188	2,703	208,891

(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 and other receivables. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the results that the Group's exposure to bad debts is not significant. For other financial assets (including investment securities, cash and bank balances and derivatives), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties. The Group's objective is to seek continual revenue growth while minimising losses from such risk.

The Company has a concentration of credit risk in the form of outstanding balances from its subsidiaries representing 89% (2024: 90%) of its total receivables.

The ageing analysis of receivables which are trade in nature is disclosed in Note 24. Short-term funds, short-term deposits with banks and other financial institutions that are neither past due nor impaired are placed with or entered into with reputable banks and financial institutions with high credit ratings and no history of default.

Exposure to credit risk

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, including derivatives with positive values and the following corporate guarantee:

	Company	
	2025 RM'000	2024 RM'000
Corporate guarantees for borrowing facilities granted by financial institution to subsidiary	54,625	60,106

Financial guarantees have not been recognised in the financial statements as the directors are of the opinion that the fair value on initial recognition was not material and that it is not probable that a future sacrifice of economic benefits will be required.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(d) Credit risk (cont'd)**

Credit risk concentration profile

The Group and the Company determine concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables at the reporting date are as follows:

	<b>Group</b>			
	<b>2025</b>		<b>2024</b>	
	<b>RM'000</b>	<b>% of total</b>	<b>RM'000</b>	<b>% of total</b>
<b>By country:</b>				
Malaysia	<b>53,949</b>	<b>66</b>	50,678	69
Singapore	<b>15,038</b>	<b>18</b>	3,243	4
Other countries	<b>12,850</b>	<b>16</b>	20,178	27
	<b>81,837</b>	<b>100</b>	74,099	100

**By industry sector:**

Manufacturing	<b>37,160</b>	<b>45</b>	32,669	44
Property development and investment	<b>33,628</b>	<b>41</b>	24,288	33
Hotel	<b>11,049</b>	<b>14</b>	17,142	23
	<b>81,837</b>	<b>100</b>	74,099	100

	<b>Company</b>			
	<b>2025</b>		<b>2024</b>	
	<b>RM'000</b>	<b>% of total</b>	<b>RM'000</b>	<b>% of total</b>
<b>By country:</b>				
Malaysia	<b>47,467</b>	<b>76</b>	44,472	90
Singapore	<b>15,038</b>	<b>24</b>	3,243	7
Other countries	-	-	1,502	3
	<b>62,505</b>	<b>100</b>	49,217	100

**By industry sector:**

Manufacturing	<b>29,271</b>	<b>47</b>	25,136	51
Property development and investment	<b>33,234</b>	<b>53</b>	24,081	49
	<b>62,505</b>	<b>100</b>	49,217	100

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(e) Market price risk

Market price 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 price (other than interest or exchange rate).

The Group is exposed to equity price risk arising from its investments in quoted equity instruments quoted on Bursa Malaysia, SGX in Singapore, HKEx in Hong Kong and NYSE and NASDAQ in United States of America. These instruments are measured at fair value through other comprehensive income.

The Group's objective is to invest in investment grade shares with steady dividend yield. At the reporting date, the Group's equity portfolio consists of primarily investment grade shares.

Sensitivity analysis for equity price risk

The following table demonstrates the sensitivity of other comprehensive income to a reasonably possible change in FTSE Bursa Malaysia KLCI, STI in Singapore, HSI in Hong Kong and DJI in United States of America, with all other variables held constant:

	2025 %	2024 %	Increase/(decrease) in other comprehensive income			
			Group		Company	
	2025 %	2024 %	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Listed in Malaysia						
- increased by	<b>4.24</b>	8.25	<b>2,228</b>	4,282	<b>2,053</b>	3,978
- decreased by	<b>(4.24)</b>	(8.25)	<b>(2,228)</b>	(4,282)	<b>(2,053)</b>	(3,978)
Listed in Singapore						
- increased by	<b>29.81</b>	20.23	<b>41,024</b>	25,676	<b>28,991</b>	18,564
- decreased by	<b>(29.81)</b>	(20.23)	<b>(41,024)</b>	(25,676)	<b>(28,991)</b>	(18,564)
Listed in Hong Kong						
- increased by	<b>28.46</b>	34.57	<b>33,126</b>	48,455	<b>5,601</b>	6,369
- decreased by	<b>(28.46)</b>	(34.57)	<b>(33,126)</b>	(48,455)	<b>(5,601)</b>	(6,369)
Listed in United States of America						
- increased by	<b>14.00</b>	16.32	<b>2,228</b>	1,669	<b>2,228</b>	1,669
- decreased by	<b>(14.00)</b>	(16.32)	<b>(2,228)</b>	(1,669)	<b>(2,228)</b>	(1,669)

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(f) Changes in liabilities arising from borrowings**

	Group	
	2025 RM'000	2024 RM'000
At 1 January **	60,106	66,417
Interest expense on borrowings	3,242	4,093
Cash flows:		
- Repayments of loans and borrowings	-	(4,550)
- Interest paid	(3,242)	(4,093)
Foreign exchange movement	(5,481)	(1,761)
At 31 December **	<b>54,625</b>	60,106

\*\* Excludes bank overdrafts

**41. CAPITAL MANAGEMENT**

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in line with the changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

Funds in excess of working capital requirement will be placed with financial institutions in short term interest bearing financial instruments to maximise interest income.

A subsidiary of the Group is subject to certain financial covenants imposed by the lender. These covenants require the subsidiary to maintain a debt service ratio above 1.3 and ensure that loan balances are maintained below 60% of the value of the hotel property. The subsidiary is in compliance with these covenants.

**42. SEGMENT INFORMATION**

**(a) Business segments:**

The Group is organised on a worldwide basis into four major business segments:

- (i) Manufacturing - processing and marketing of refined palm oil products;
- (ii) Hotels - operations of hotels;
- (iii) Property - property development and investment; and
- (iv) Plantations - cultivation of oil palm.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

42. SEGMENT INFORMATION (CONT'D)

Other business segments comprise mainly of share investment holding.

The directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business and have been established on terms and conditions that are mutually agreed upon.

2025	Manufacturing RM'000	Hotels RM'000	Property development and investment RM'000	Plantations RM'000	Share investment holding RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
<b>Revenue</b>								
Revenue								
- External	1,032,449	295,873	292,296	-	11,766	-	-	1,632,384
- Intra/inter-segment	140,173	-	-	62,568	20,101	-	(222,842)	-
Total revenue	1,172,622	295,873	292,296	62,568	31,867	-	(222,842)	1,632,384
<b>Results</b>								
Operating results	668	30,359	118,642	30,491	41,038	2,725	(21,963)	201,960
Foreign exchange (loss)/gain	-	-	-	-	-	(90,089)	38,595	(51,494)
Finance costs	-	-	-	-	(10,791)	(4,803)	10,791	(4,803)
Interest income	-	-	-	-	-	43,209	(10,750)	32,459
Profit before tax	668	30,359	118,642	30,491	30,247	(48,958)	16,673	178,122
Income tax								(41,814)
Profit net of tax								136,308

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

42. SEGMENT INFORMATION (CONT'D)

2024	Manufacturing RM'000	Hotels RM'000	Property development and investment RM'000	Plantations RM'000	Share investment holding RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
<b>Revenue</b>								
Revenue								
- External	1,000,380	322,012	255,468	-	15,017	-	-	1,592,877
- Intra/inter-segment	120,867	-	-	59,139	23,730	-	(203,736)	-
Total revenue	1,121,247	322,012	255,468	59,139	38,747	-	(203,736)	1,592,877
<b>Results</b>								
Operating results	20,324	47,234	91,248	28,765	36,853	2,580	(26,057)	200,947
Foreign exchange gain/(loss)	-	-	-	-	-	(44,866)	8,656	(36,210)
Finance costs	-	-	-	-	(12,436)	(5,188)	12,436	(5,188)
Interest income	-	-	-	-	-	53,510	(12,411)	41,099
Profit before tax	20,324	47,234	91,248	28,765	24,417	6,036	(17,376)	200,648
Income tax	-	-	-	-	-	-	-	(48,703)
Profit net of tax								151,945

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

42. SEGMENT INFORMATION (CONT'D)

2025	Manufacturing RM'000	Hotels RM'000	Property development and investment RM'000	Plantations RM'000	Share investment holding RM'000	Eliminations RM'000	Consolidated RM'000
<b>Assets and liabilities</b>							
Segment assets	468,762	509,714	995,195	76,682	1,081,206	65,811	3,197,370
Unallocated assets							29,010
Consolidated total assets							<u>3,226,380</u>
<i>Segment liabilities</i>							
Unallocated liabilities	68,035	84,477	147,042	2,540	85	89	302,268
Consolidated total liabilities							<u>6,522</u>
<b>Other information</b>							
Capital expenditure	13,400	6,212	21,741	305	-	-	41,658
Depreciation	4,017	16,155	9,042	1,743	-	-	30,957
Amortisation	9	-	-	-	-	-	9
Allowance for/(reversal of) impairment on trade receivables	1,067	495	(115)	-	-	-	1,447
Allowance for/(reversal of) impairment loss on property, plant and equipment	5,731	(5,156)	-	-	-	-	575
Fair value loss on financial assets at fair value through profit or loss	-	-	-	-	2,651	-	2,651

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

42. SEGMENT INFORMATION (CONT'D)

2024	Manufacturing RM'000	Hotels RM'000	Property development and investment RM'000	Plantations RM'000	Share investment holding RM'000	Eliminations RM'000	Consolidated RM'000
<b>Assets and liabilities</b>							
<i>Segment assets</i>	565,732	540,253	834,960	77,707	1,058,638	67,675	3,144,965
Unallocated assets							30,990
Consolidated total assets							3,175,955
<i>Segment liabilities</i>	93,325	94,779	99,358	2,627	27	88	290,204
Unallocated liabilities							17,516
Consolidated total liabilities							307,720
<b>Other information</b>							
Capital expenditure	4,641	11,797	14,352	951	-	-	31,741
Depreciation	3,922	17,329	7,971	1,720	-	-	30,942
Amortisation	9	-	-	-	-	-	9
Reversal of impairment on trade receivables	-	(3)	(254)	-	-	-	(257)
Reversal of impairment on other receivables	-	-	(35)	-	-	-	(35)
Allowance for impairment loss on property, plant and equipment	-	730	-	-	-	-	730
Fair value gain on financial assets at fair value through profit or loss	-	-	-	-	(122)	-	(122)

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

**42. SEGMENT INFORMATION (CONT'D)**

**(b) Geographical segments:**

The Group's four major business segments are operated in five principal geographical areas of the world. In Malaysia, its home country, the areas of operation are principally manufacturing, plantations, property development and investment and share investment holding. Areas of operation in other countries are as follows:

	Malaysia		Singapore		Hong Kong		Canada		United States of America		Consolidated	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Singapore												
- investment holding			1,685	1,932	3,412	4,768	120,866	122,963	175,007	199,049	1,632,384	1,592,877
Hong Kong			178,345	194,303	206,258	225,108	130,886	125,815	398,587	433,832	3,226,380	3,175,955
- investment holding												
Canada			-	-	-	-	4,024	3,105	2,188	8,691	41,658	31,741
- operation of hotel												
United States of America												
- operation of hotels												
Gross revenue	1,331,414	1,264,165	1,685	1,932	3,412	4,768	120,866	122,963	175,007	199,049	1,632,384	1,592,877
Segment assets	2,312,304	2,196,897	178,345	194,303	206,258	225,108	130,886	125,815	398,587	433,832	3,226,380	3,175,955
Capital expenditure	35,446	19,945	-	-	-	-	4,024	3,105	2,188	8,691	41,658	31,741

**43. SIGNIFICANT SUBSEQUENT EVENT**

**Impact of the Middle East Conflict**

The Middle East Conflict which started on 28 February 2026 and caused the closure of the Strait of Hormuz, has significantly disrupted many business operations around the world.

For the Group, the impact on business operations has not been a direct consequence of the conflict, but a result of the indirect effects globally, notably surging energy prices, high shipping insurance, and supply chain bottlenecks through critical chokepoints through the Strait of Hormuz.

The conflict is not an adjusting post balance sheet event. At this juncture, it is not possible to estimate the full impact of the conflict. As the conflict continues to evolve, it is challenging to predict the full extent and duration of its impact on business and the economy. As of the date of this report, the Group has not identified any material uncertainties that may cast significant doubt on its ability to continue as a going concern. The Group will continue to monitor the development of these events, reassess market conditions and implement proactive mitigation measures, where necessary, to mitigate the impact of conflict to the Group's business.

**44. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE**

The financial statements for the financial year ended 31 December 2025 were authorised for issue by the Board in accordance with a resolution of the directors on 7 April 2026.

## ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2026

Total Number of Issued Shares	:	361,477,110 ordinary shares (including 2,173,500 shares held as treasury shares)
Class of Shares	:	Ordinary shares
Voting Rights	:	One (1) vote per ordinary share

### A. SIZE OF SHAREHOLDINGS

Holdings	No. of Holders	%	No. of Shares	%
Less than 100	171	2.639	5,069	0.002
100 to 1,000	897	13.845	699,551	0.195
1,001 to 10,000	3,789	58.481	15,572,809	4.334
10,001 to 100,000	1,435	22.149	42,322,941	11.779
100,001 to less than 5% of issued shares	182	2.809	92,327,737	25.696
5% and above of issued shares	5	0.077	208,375,503	57.994
	<b>6,479</b>	<b>100.000</b>	<b>359,303,610*</b>	<b>100.000</b>

\* Excluding a total of 2,173,500 shares bought back by the Company and retained as treasury shares.

### B. THIRTY (30) LARGEST SHAREHOLDERS

No.	Name	No. of Shares Held	% <sup>^</sup>
1.	HSBC Nominees (Asing) Sdn Bhd Exempt AN for Bank Julius Baer & Co. Ltd. (Singapore Branch)	77,030,078	21.439
2.	HSBC Nominees (Asing) Sdn Bhd Exempt AN for Bank Julius Baer & Co. Ltd. (HongKong Branch)	70,457,989	19.610
3.	HSBC Nominees (Asing) Sdn Bhd HBAP for KC Diana Holdings Pte. Ltd. (PB-SGDIV)	24,662,436	6.864
4.	Plentong Quarry (M) Sdn Bhd	18,225,000	5.072
5.	HSBC Nominees (Asing) Sdn Bhd Exempt AN for the Hong Kong and Shanghai Banking Corporation Limited (HBAP-SGDIV-ACCL)	18,000,000	5.010
6.	Citigroup Nominees (Asing) Sdn Bhd Exempt AN for UBS AG Hong Kong (Foreign)	12,013,872	3.344
7.	Teo Tin Lun	5,962,200	1.659
8.	Ang Teow Cheng & Sons Sdn Bhd	4,520,000	1.258
9.	UOB Kay Hian Nominees (Tempatan) Sdn Bhd Exempt AN for UOB Kay Hian Pte Ltd (A/C Clients)	3,347,325	0.932
10.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teh Win Kee (8106483)	2,731,100	0.760
11.	Ang Seng Chin	2,500,000	0.696
12.	Citigroup Nominees (Asing) Sdn Bhd Exempt AN for UBS AG Singapore (Foreign)	2,288,900	0.637
13.	UOB Kay Hian Nominees (Asing) Sdn Bhd Exempt AN for UOB Kay Hian Pte Ltd (A/C Clients)	2,152,741	0.599
14.	Tan Ai Leng	2,060,066	0.573
15.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teh Win Kee (8016787)	1,846,050	0.514
16.	DB (Malaysia) Nominee (Asing) Sdn Bhd Exempt AN for Deutsche Bank AG Singapore (Maybank SG PWM)	1,634,600	0.455
17.	Tunku Zahrah Binti Tunku Osman	1,545,000	0.430

## ANALYSIS OF SHAREHOLDINGS [cont'd]

### B. THIRTY (30) LARGEST SHAREHOLDERS (CONT'D)

No.	Name	No. of Shares Held	%^
18.	Chinchoo Investment Sdn. Berhad	1,530,000	0.426
19.	Maybank Securities Nominees (Asing) Sdn Bhd Maybank Securities Pte Ltd for Ho Chung Kain	1,435,000	0.399
20.	Citigroup Nominees (Asing) Sdn Bhd Exempt AN for OCBC Securities Private Limited (Client A/C-NR)	1,285,227	0.358
21.	Lim Kuan Gin	1,168,900	0.325
22.	Thong Weng Tim	1,145,100	0.319
23.	Teo Tin Lun	1,071,800	0.298
24.	Key Development Sdn. Berhad	1,024,050	0.285
25.	Tan Kien Leng	957,000	0.266
26.	Kenanga Nominees (Asing) Sdn Bhd Exempt AN for Phillip Securities Pte Ltd (Client Account)	862,450	0.240
27.	Firmstead Realty Sendirian Berhad	835,312	0.232
28.	RHB Nominees (Asing) Sdn Bhd Exempt AN for Phillip Securities Pte. Ltd. (A/C Clients)	807,525	0.224
29.	Eu Lee Chuan Enterprise Sdn Berhad	750,000	0.209
30.	UOB Kay Hian Nominees (Asing) Sdn Bhd Exempt AN for UOB Kay Hian (Hong Kong) Limited (A/C Clients)	742,500	0.206
		<b>264,592,221</b>	<b>73.640</b>

^ Excluding a total of 2,173,500 shares bought back by the Company and retained as treasury shares.

### C. SUBSTANTIAL SHAREHOLDERS

According to the Register of Substantial Shareholders as at 15 April 2026

Name	Direct Interest		Indirect Interest	
	No. of Shares	(%)*	No. of Shares	(%)*
Ho Yeow Koon And Sons Private Limited	59,355,989	16.52	21,920,512 <sup>(1)</sup>	6.10
Dato' Ho Cheng Chong @ Ho Kian Hock	24,899,687	6.93	104,088,773 <sup>(2)</sup>	28.97
Ho Kim Swee @ Ho Kian Guan	24,395,538	6.79	104,088,773 <sup>(2)</sup>	28.97
Ho Eng Chong @ Ho Kian Cheong ("KC Ho")	–	–	42,678,186 <sup>(3)</sup>	11.88
KS Ocean Inc.	22,812,272	6.35	–	–
Plentong Quarry (M) Sdn. Bhd.	18,225,000	5.07	–	–
KC Diana Holdings Pte. Ltd. ("KC Diana")	42,662,436	11.87	–	–
Hawksford Trust Services Pte. Ltd.	–	–	42,662,436 <sup>(4)</sup>	11.87
Diana Tan Ngok Mui @ Tan Geok Ngoh	15,750	Negligible	42,662,436 <sup>(4)</sup>	11.87

**Notes:**

\* Excluding a total of 2,173,500 shares bought back by the Company and retained as treasury shares.

(1) Deemed interested by virtue of its interest in Plentong Quarry (M) Sdn. Bhd., Firmstead Realty Sendirian Berhad and South West Holdings Sdn. Bhd.

(2) Deemed interested by virtue of his interest in Ho Yeow Koon And Sons Private Limited, Plentong Quarry (M) Sdn. Bhd., Firmstead Realty Sendirian Berhad, South West Holdings Sdn. Bhd. and KS Ocean Inc.

(3) Deemed interested by virtue of his interest in KC Diana and his spouse shareholdings in the Company.

(4) Deemed interested by virtue of its/her interest in KC Diana. KC Diana is the holding entity under a family trust settled by KC Ho. Hawksford Trust Services Pte. Ltd., the sole registered shareholder of KC Diana is the trustee. KC Ho and Diana Tan Ngok Mui @ Tan Geok Ngoh who are in a spousal relationship are the beneficial owners of the trust.

## ANALYSIS OF SHAREHOLDINGS [cont'd]

### D. DIRECTORS' SHAREHOLDINGS

According to the Register of Directors' Shareholdings as at 15 April 2026

	Name of Directors	Direct Interest		Indirect Interest	
		No. of Shares	%*	No. of Shares	%*
1.	Ho Kim Swee @ Ho Kian Guan	24,395,538	6.79	104,088,773 <sup>(1)</sup>	28.97
2.	Dato' Ho Cheng Chong @ Ho Kian Hock	24,899,687	6.93	104,088,773 <sup>(1)</sup>	28.97
3.	Ho Eng Chong @ Ho Kian Cheong	—	—	42,678,186 <sup>(2)</sup>	11.88
4.	Ho Chung Kain (He ChongJing)	1,450,000	0.40	—	—
5.	Lee Huee Nan @ Lee Hwee Leng	88,593	0.02	—	—
6.	Liew Foong Yuen	—	—	—	—
7.	Too Hing Yeap @ Too Heng Yip	—	—	—	—
8.	Tai Lam Shin	—	—	—	—
9.	Mahathir Bin Mohamed Ismail	—	—	—	—
10.	Dato' Dr. Zaha Rina Binti Zahari	—	—	—	—
11.	Ho Chung Hui [Alternate to Lee Huee Nan @ Lee Hwee Leng]	—	—	—	—
12.	Ho Chung Kiat, Sydney (He ChongJie, Sydney) [Alternate to Ho Eng Chong @ Ho Kian Cheong]	—	—	—	—

**Notes:**

\* Excluding a total of 2,173,500 shares bought back by the Company and retained as treasury shares.

(1) Deemed interested by virtue of his interest in Ho Yeow Koon And Sons Private Limited, Plentong Quarry (M) Sdn. Bhd., Firmstead Realty Sendirian Berhad, South West Holdings Sdn. Bhd. and KS Ocean Inc.

(2) Deemed interested by virtue of his interest in KC Diana Holdings Pte. Ltd. and his spouse shareholdings in the Company.

### E. LIST OF DIRECTORS' SHAREHOLDINGS IN SUBSIDIARY COMPANY: LIM & LIM PLANTATIONS BERHAD

	Name of Directors	Direct Interest		Indirect Interest	
		No. of Shares	%*	No. of Shares	%*
1.	Ho Kim Swee @ Ho Kian Guan	5,000	0.04	—	—
2.	Dato' Ho Cheng Chong @ Ho Kian Hock	5,500	0.04	—	—
3.	Lee Huee Nan @ Lee Hwee Leng	2,000	0.01	—	—

By virtue of their interests in the shares of the Company, all Directors except Liew Foong Yuen, Too Hing Yeap @ Too Heng Yip, Tai Lam Shin, Mahathir Bin Mohamed Ismail, Dato' Dr. Zaha Rina Binti Zahari, Ho Chung Hui and Ho Chung Kiat, Sydney (He ChongJie, Sydney), are deemed to be interested in the shares of all subsidiaries of the Company to the extent the Company has an interest.

## PARTICULARS OF GROUP MAJOR PROPERTIES

### LAND FOR AGRICULTURE, HOUSING DEVELOPMENT AND BUILDINGS

Estate/Housing Project/ Building Type	Location	Tenure	Area	Description	Approximate Age of Building (Years)	Net Carrying Amount as at 31/12/2025 RM'000	Date of Last Revaluation(#) /Date of Acquisition
Tanjong Puteri Golf Resort	35 km south-east of Johor Bahru. Adjacent to Pasir Gudang Industrial Estate.	Freehold	208 hec (Land area)	54 holes golf course, clubs and other recreational facilities.	–	76,998	18-04-1980 #
Bandar Baru Kangkar Pulai	26 km north-west of Johor Bahru. Alongside of Jalan Skudai-Pontian road.	Freehold/ Leasehold	2,238,440 sq metres (Development area)	Development of residential & commercial units. The 99 years lease expires in 2108.	–	168,958	18-04-1980 #
Tanjong Puteri Resort	35 km south-east of Johor Bahru. Adjacent to Pasir Gudang Industrial Estate.	Freehold	3,492,610 sq metres (Development area)	Development of residential, commercial units and industrial land.	–	84,409	18-04-1980 #
Bukit Chantek, Tong Hing & Tanjong Langsat Estate	10 km east of Ulu Tiram and about 30 km from Johor Bahru.	Freehold/ Leasehold	2,382 hec (Planted area)	Oil palm estate including 20.914 hectares of industrial land with 3 industrial buildings erected on it. The 99 years lease expires in 2115.	–	32,005	18-04-1980 # / 30-04-1987
Hotel	1956, Ala Moana, Boulevard, Honolulu, Hawaii, 96815, USA.	Freehold	18,525 sq metres (Buildup area)	18 Storey DoubleTree Alana Waikiki Hotel (317 Rooms) with an adjoining 7 storey office building occupying a total land area of 3,315 sq metres.	54	112,906	01-12-2000
Hotel	25, West 37th Street, New York, NY, 10018, USA.	Freehold	6,624 sq metres (Buildup area)	19 Storey SpringHill Suites New York Hotel (173 Rooms) occupying a land area of 2,841 sq metres.	12	217,634	24-07-2014
Office Space	Menara Keck Seng, 203, Jalan Bukit Bintang, 55100 Kuala Lumpur.	Freehold	24,538 sq metres (Floor area)	Office space for rental.	30	38,346	15-08-1996
Hotel	655, Dixon Road, Toronto, Ontario Canada, M9W 113.	Freehold	52,954 sq metres (Buildup area)	12 Storey Delta Hotels by Marriott Toronto Airport and Conference Centre (433 Rooms) occupying a land area of 28,328 sq metres.	61	32,543	31-10-1997
Condominium Block	No. 8, Jalan Ceylon, 50200 Kuala Lumpur.	Freehold	20,178 sq metres (Floor area)	23 Storey building known as Regency Tower (76 units luxury apartments) with an annexed 3-storey car park (108 bays) and other facilities.	35	44,235	11-07-2006
TD Central @Taman Daya	Jalan Sagu 18 & Jalan Sagu 21, Taman Daya, 81100, Johor Bahru, Johor.	Freehold	101,922 sq meters (Land area)	29 standalone commercial buildings in a commercial district with drive-thrus, hypermarket and banquet restaurant, and 33 units of 2 & 3 storey commercial buildings under construction.	6	64,251	01-03-2020

## NOTICE OF 56TH ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the 56<sup>th</sup> Annual General Meeting of the Company will be held at **Function Room Key 2 - Level 7, St. Giles Southkey Johor Bahru, Mid Valley Southkey, 1, Persiaran Southkey 1, Kota Southkey, 80150 Johor Bahru, Johor, Malaysia** on **Friday, 29 May 2026** at **9.30 a.m.** for the following purposes:

### AGENDA

#### AS ORDINARY BUSINESS:

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon. **(Please refer to the Explanatory Notes to the Agenda)**
2. To approve the payment of Directors' fees of RM1,425,000 for the financial year ended 31 December 2025. **(Ordinary Resolution 1)**
3. To approve the payment of Directors' benefits up to an aggregate amount of RM350,000 for the period from 30 May 2026 until the next Annual General Meeting of the Company. **(Ordinary Resolution 2)**
4. To re-elect Dato' Ho Cheng Chong @ Ho Kian Hock who is retiring in accordance with Clause 76(3) of the Constitution of the Company. **(Ordinary Resolution 3)**
5. To re-appoint Ernst & Young PLT as Auditors of the Company and to authorise the Board of Directors to fix their remuneration. **(Ordinary Resolution 4)**

#### AS SPECIAL BUSINESS:

To consider and if thought fit, to pass the following resolutions, with or without modification(s):

6. **Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016** **(Ordinary Resolution 5)**

"**THAT** pursuant to Sections 75 and 76 of the Companies Act 2016, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the approvals of the relevant regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised to issue and allot shares in the Company from time to time, at such price, upon such terms and conditions and for such purposes and to such persons whomsoever as the Directors may in their absolute discretion deem fit PROVIDED THAT the aggregate number of shares to be issued pursuant to this resolution, when aggregated with the total number of such shares issued during the preceding twelve (12) months does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being AND THAT the Directors be authorised to do all such things as they may deem fit and expedient in the best interest of the Company to give effect to the issuance of new shares under this resolution including making such applications to Bursa Malaysia Securities Berhad for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company held after the approval was given or at the expiry of the period within which the next Annual General Meeting is required to be held after the approval was given, whichever is the earlier, unless revoked or varied by an ordinary resolution of the Company at a general meeting."

**NOTICE OF 56TH ANNUAL GENERAL MEETING**  
**[cont'd]**

**7. Proposed Renewal of Shareholders' Mandate for Share Buy-Back**

***(Ordinary Resolution 6)***

**“THAT** subject to the Companies Act 2016, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the approval of the relevant regulatory authorities, where such approval is required, the Company be and is hereby authorised to purchase such number of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Malaysia Securities Berhad upon such terms and conditions as the Directors of the Company may deem fit, necessary and expedient in the best interest of the Company provided that:

- (a) the aggregate number of ordinary shares in the Company which may be purchased and/or held as treasury shares by the Company pursuant to this ordinary resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company at any point in time;
- (b) the maximum funds to be allocated by the Company for the purpose of purchasing its ordinary shares shall not exceed the total retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of the purchase; and
- (c) the Directors of the Company may decide either to retain the shares so purchased as treasury shares or cancel the shares so purchased or retain part of the shares so purchased and cancel the remainder or resell the treasury shares on Bursa Malaysia Securities Berhad or distribute the treasury shares as dividends or transfer the treasury shares under an employees' share scheme or as purchase consideration or otherwise use the treasury shares for such other purpose in the manner as prescribed by the applicable laws, guidelines, rules and regulations.

**THAT** the authority conferred by this resolution will be effective upon the passing of this resolution and will continue to be in force until:

- (i) the conclusion of the next Annual General Meeting of the Company, at which time the said authority shall lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;
- (ii) the expiration of the period within which the next Annual General Meeting of the Company after that date is required by law to be held; or
- (iii) revoked or varied by an ordinary resolution passed by the shareholders in a general meeting,

whichever occurs first, but shall not prejudice the completion of purchase(s) by the Company of its own shares before the aforesaid expiry date and, in any event, in accordance with the provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and any prevailing laws, rules, regulations, orders, guidelines and requirements issued by any relevant authority.

**AND THAT** authority be and is hereby given to the Directors of the Company to take all such steps to implement, finalise and to give full effect to the Proposed Renewal of Shareholders' Mandate for Share Buy-Back with full power to assent to any conditions, modifications, variations and/or amendments as may be required by the relevant authorities or as the Directors deem fit and expedient at their discretion in the best interest of the Company.”

8. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

By Order of the Board

**TE HOCK WEE (MAICSA 7054787) (SSM PC No. 202008002124)**  
**FOO PEI KOON (MAICSA 7067238) (SSM PC No. 202108000380)**

Company Secretaries  
Kuala Lumpur

30 April 2026

## NOTICE OF 56TH ANNUAL GENERAL MEETING [cont'd]

### NOTES:

1. For the purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a **Record of Depositors as at 20 May 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to attend this meeting or appoint a proxy to attend, participate, speak and vote on his/her/its behalf.
2. A member who is entitled to attend and vote at a general meeting may appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his place. A proxy may but need not be a member of the Company.
3. A member who is entitled to attend and vote at a general meeting of the Company may appoint not more than two proxies to attend, participate, speak and vote instead of the member at the general meeting.
4. Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one 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. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
6. Where a member, an authorised nominee or an exempt authorised nominee appoints more than one proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies. The appointment shall not be valid unless he specifies the proportions of his shareholdings to be represented by each proxy.
7. The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than 48 hours before the time appointed for holding the 56<sup>th</sup> Annual General Meeting or adjourned general meeting at which the person named in the appointment proposes to vote:
  - (i) In hard copy form  
To be deposited with the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box located at Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
  - (ii) By electronic form  
The proxy form can be electronically lodged with the Company's Share Registrar via Vistra Share Registry and IPO (MY) portal ("the Portal") at <https://srmv.vistra.com>. Kindly refer to the Administrative Guide on the procedures for electronic lodgement of proxy form via the Portal.
8. Please ensure **ALL** the particulars as required in the proxy form are completed, signed and dated accordingly.
9. Last day, date and time for lodging the proxy form is **Wednesday, 27 May 2026 at 9.30 a.m.**
10. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box located at Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than 48 hours before the time appointed for holding the general meeting or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.

## NOTICE OF 56TH ANNUAL GENERAL MEETING [cont'd]

11. Please bring an **ORIGINAL** of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a. Identity card (NRIC) (Malaysian), or
  - b. Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c. Passport (Foreigner).
  
12. For a corporate member who has appointed a representative instead of a proxy to attend the meeting, please deposit the **original or duly certified** certificate of appointment at the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box located at Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia if it has not been lodged with the Company's Share Registrar's office earlier. The certificate of appointment should be executed in the following manner:
  - (i) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance with the Constitution of the corporate member.
  - (ii) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
    - (a) at least two authorised officers, one of whom shall be a director; or
    - (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
  
13. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 56<sup>th</sup> Annual General Meeting will be put to vote by way of poll.

### EXPLANATORY NOTES TO THE AGENDA

**(i) Item 1 of the Agenda**

**Audited Financial Statements for the financial year ended 31 December 2025**

This item is meant for discussion only. The provisions of Sections 248(2) and 340(1)(a) of the Companies Act 2016 require that the audited financial statements and the Reports of the Directors and Auditors thereon be laid before the Company at its Annual General Meeting. Hence, this agenda item is not a business which requires a motion to be put forward to vote by shareholders.

**(ii) Ordinary Resolution 1**

**Payment of Directors' fees**

The payment of Directors' fees of RM1,425,000 for the financial year ended 31 December 2025 will only be made if the proposed Ordinary Resolution 1 has been passed at the 56<sup>th</sup> Annual General Meeting of the Company.

**(iii) Ordinary Resolution 2**

**Payment of Directors' benefits**

Directors' benefits are meeting allowances payable to Non-Executive Directors, and in determining the estimated amount, the Board has considered various factors including the current board size and number of scheduled meetings for the Board and Board Committees for the period from 30 May 2026 until the next Annual General Meeting as well as the number of Non-Executive Directors involved in the meeting. In the event the proposed amount is insufficient (due to more meetings or enlarged board size), approval will be sought at the next Annual General Meeting for the shortfall.

## NOTICE OF 56TH ANNUAL GENERAL MEETING [cont'd]

**(iv) Ordinary Resolution 3**  
**Re-election of Director**

*Dato' Ho Cheng Chong @ Ho Kian Hock ("Dato' Ho") is standing for re-election as Director of the Company and being eligible, has offered himself for re-election at the forthcoming 56<sup>th</sup> Annual General Meeting. His profile is disclosed in the 2025 Annual Report.*

*Dato' Ho is the brother of Mr Ho Kim Swee @ Ho Kian Guan and Mr Ho Eng Chong @ Ho Kian Cheong who are the Directors and substantial shareholders of the Company. He is also the father of Mr Ho Chung Kain (He ChongJing) and Mr Ho Chung Hui, and uncle of Mr Ho Chung Kiat, Sydney (He ChongJie, Sydney) who are the Directors of the Company. Save as disclosed, he has no conflict of interest with the Company and its subsidiary companies.*

*The Nominating Committee ("NC") had considered the performance and contribution of Dato' Ho including the review of his fit and proper declaration in accordance with the Directors' Fit and Proper Policy. Based on the recommendation of the NC, the Board is supportive of his re-election as Dato' Ho has been actively involved in the Group's operations including directing business growth and strategic direction of the Group. His expertise and hard work had been instrumental to the growth and development of the Group.*

*Mr Liew Foong Yuen and Mr Tai Lam Shin have expressed their intention not to seek re-election as Directors of the Company at the forthcoming 56<sup>th</sup> Annual General Meeting. Hence, they will retain office until the conclusion of the 56<sup>th</sup> Annual General Meeting.*

**(v) Ordinary Resolution 4**  
**Re-appointment of Auditors**

*The Board had, through the Audit Committee, considered the re-appointment of Ernst & Young PLT as the Auditors of the Company. The factors considered by the Audit Committee in making the recommendation to the Board to table their re-appointment at the 56<sup>th</sup> Annual General Meeting are disclosed in the Audit Committee Report of the 2025 Annual Report.*

**(vi) Ordinary Resolution 5**  
**Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016**

*The proposed resolution, if passed, will empower the Directors to issue and allot up to a maximum of 10% of the total number of issued shares of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority will, unless revoked or varied by the Company in a general meeting, expire at the conclusion of the next Annual General Meeting or the expiration of the period within which the next Annual General Meeting is required by law to be held, whichever is the earlier.*

*This is a renewal of the mandate obtained from shareholders at the 55<sup>th</sup> Annual General Meeting held on 29 May 2025. The mandate is to provide flexibility to the Company to issue new securities without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time.*

*The purpose of this general mandate, if passed, will enable the Directors to take swift action in case of a need to issue and allot new shares in the Company for fund raising exercise including but not limited to further placement of shares for purpose of funding current and/or future investment projects, working capital, repayment of bank borrowings, acquisitions or such other application as the Directors may deem fit in the best interest of the Company.*

*As at the date of this Notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the 55<sup>th</sup> Annual General Meeting held on 29 May 2025 and the mandate will lapse at the conclusion of the 56<sup>th</sup> Annual General Meeting.*

**(vii) Ordinary Resolution 6**  
**Proposed Renewal of Shareholders' Mandate for Share Buy-Back**

*The proposed resolution, if passed, will empower the Company to purchase its own shares up to 10% of the total number of issued shares of the Company.*

*For further information on Ordinary Resolution 6, please refer to the Statement to Shareholders dated 30 April 2026.*

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# KECK SENG (MALAYSIA) BERHAD

(Registration No. 196801000565) (8157-D)  
(Incorporated in Malaysia)

CDS Account No.  
(Nominees Account Only)

No of shares held

## PROXY FORM

\*I/We \_\_\_\_\_ NRIC/ Passport/ Company No. \_\_\_\_\_  
(Full name in Block Letters)

of \_\_\_\_\_  
(Full address)

being member(s) of KECK SENG (MALAYSIA) BERHAD, hereby appoint

Name of proxy, NRIC No. & Address	No. of shares to be represented by proxy	%
1.		
and		
2.		

or failing \*him/her, the Chairman of the Meeting as \*my/our \*proxy/proxies to vote for \*me/us on \*my/our behalf at the 56<sup>th</sup> Annual General Meeting of the Company to be held at **Function Room Key 2 - Level 7, St. Giles Southkey Johor Bahru, Mid Valley Southkey, 1, Persiaran Southkey 1, Kota Southkey, 80150 Johor Bahru, Johor, Malaysia** on **Friday, 29 May 2026 at 9.30 a.m.** or at any adjournment thereof, and to vote as indicated below:

Resolutions		For	Against
Ordinary Resolution 1	To approve the payment of Directors' fees of RM1,425,000 for the financial year ended 31 December 2025.		
Ordinary Resolution 2	To approve the payment of Directors' benefits up to an aggregate amount of RM350,000 for the period from 30 May 2026 until the next Annual General Meeting of the Company.		
Ordinary Resolution 3	To re-elect Dato' Ho Cheng Chong @ Ho Kian Hock as Director.		
Ordinary Resolution 4	To re-appoint Ernst & Young PLT as Auditors of the Company and to authorise the Board of Directors to fix their remuneration.		
Ordinary Resolution 5	Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
Ordinary Resolution 6	Proposed Renewal of Shareholders' Mandate for Share Buy-Back.		

(Please indicate with an "X" in the space provided above on how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his /her discretion).

[\* Delete whichever is not applicable.]

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2026.

\_\_\_\_\_  
Signature/Common Seal of Member^

Contact No.: \_\_\_\_\_

\* Manner of execution:

- (a) If you are an individual member, please sign where indicated.
- (b) If you are a corporate member which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.
- (c) If you are a corporate member which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:
  - (i) at least two authorised officers, one of whom shall be a director; or
  - (ii) any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.



NOTES:

1. For the purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a **Record of Depositors as at 20 May 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to attend this meeting or appoint a proxy to attend, participate, speak and vote on his/her/its behalf.
2. A member who is entitled to attend and vote at a general meeting may appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his place. A proxy may but need not be a member of the Company.
3. A member who is entitled to attend and vote at a general meeting of the Company may appoint not more than two proxies to attend, participate, speak and vote instead of the member at the general meeting.
4. Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one 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. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
6. Where a member, an authorised nominee or an exempt authorised nominee appoints more than one proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies. The appointment shall not be valid unless he specifies the proportions of his shareholdings to be represented by each proxy.
7. The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than 48 hours before the time appointed for holding the 56th Annual General Meeting or adjourned general meeting at which the person named in the appointment proposes to vote:
  - (i) In hard copy form  
To be deposited with the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box located at Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
  - (ii) By electronic form  
The proxy form can be electronically lodged with the Company's Share Registrar via *Vistra Share Registry and IPO (MY) portal* ("the Portal") at <https://srmy.vistra.com>. Kindly refer to the Administrative Guide on the procedures for electronic lodgement of proxy form via the Portal.
8. Please ensure **ALL** the particulars as required in the proxy form are completed, signed and dated accordingly.
9. Last day, date and time for lodging the proxy form is **Wednesday, 27 May 2026 at 9.30 a.m.**
10. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box located at Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than 48 hours before the time appointed for holding the general meeting or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
11. Please bring an **ORIGINAL** of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a. Identity card (NRIC) (Malaysian), or
  - b. Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c. Passport (Foreigner).
12. For a corporate member who has appointed a representative instead of a proxy to attend the meeting, please deposit the **original or duly certified** certificate of appointment at the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box located at Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia if it has not been lodged with the Company's Share Registrar's office earlier. The certificate of appointment should be executed in the following manner:
  - (i) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance with the Constitution of the corporate member.
  - (ii) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
    - (a) at least two authorised officers, one of whom shall be a director; or
    - (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
13. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 56th Annual General Meeting will be put to vote by way of poll.

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AFFIX  
STAMP

**THE SHARE REGISTRAR  
KECK SENG (MALAYSIA) BERHAD**

(Registration No. 196801000565) (8157-D)  
c/o Tricor Investor & Issuing House Services Sdn Bhd  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite, Avenue 3  
Bangsar South, No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Malaysia

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**KECK SENG (MALAYSIA) BERHAD**  
Website: <https://my.keckseng.com>