



CCK CONSOLIDATED HOLDINGS BERHAD

199601024340 (396692-T)



2025 Annual Report

VISION

The Food People of Choice

MISSION

The provision of quality food, ensuring customer satisfaction, financial sustainability and responsible social and environment interaction. Achieved through integrated solutions involving innovative, integrous teams of committed people

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CORPORATE INFORMATION

BOARD OF DIRECTORS

Tan Sri Datuk Tiong Su Kouk

Non-Independent Non-Executive Chairman

Chong Shaw Fui

Executive Vice Chairman

Tiong Chiong Hiiung

Group Managing Director

Tiong Chiong Soon

Executive Director

Kueh Chung Peng

Executive Director

Lau Liong Kii

Executive Director

Ling Ting Leong @ Ling Chong Seng

Senior Independent Director

Dato Sim Kheng Boon

Independent Director

Wong Siaw Wei

Independent Director

AUDIT COMMITTEE

Wong Siaw Wei (*Chairperson*)

Tan Sri Datuk Tiong Su Kouk

Dato Sim Kheng Boon

Ling Ting Leong @ Ling Chong Seng

NOMINATION COMMITTEE

Dato Sim Kheng Boon (*Chairman*)

Tan Sri Datuk Tiong Su Kouk

Ling Ting Leong @ Ling Chong Seng

Wong Siaw Wei

REMUNERATION COMMITTEE

Tan Sri Datuk Tiong Su Kouk (*Chairman*)

Dato Sim Kheng Boon

Wong Siaw Wei

Tiong Chiong Hiiung

Lau Liong Kii

RISK MANAGEMENT COMMITTEE

Tiong Chiong Hiiung (*Chairman*)

Chong Shaw Fui

Tiong Chiong Soon

Kueh Chung Peng

Lau Liong Kii

DEPUTY CHIEF EXECUTIVE OFFICER

Ethan Tiong Ing Hung

COMPANY SECRETARIES

Voon Jan Moi

(MAICSA 7021367)

Yap Hui Yih

(MAICSA 7048748)

REGISTERED OFFICE

Lot 999, Section 66, Jalan Keluli

Bintawa Industrial Estate

93450 Kuching, Sarawak, Malaysia

Tel No. : 082-336 520

Fax No. : 082-331 479

Email : registered.office@cck.com.my

SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.

11th Floor, Menara Symphony

No. 5, Jalan Prof. Khoo Kay Kim

Seksyen 13, 46200 Petaling Jaya

Selangor, Malaysia

Tel No. : 03-7890 4700

Fax No. : 03-7890 4670

Email : bsr.helpdesk@boardroomlimited.com

AUDITORS

Crowe Malaysia PLT

Chartered Accountants

1st Floor, No. 1, Lorong Pahlawan 7A2

Jalan Pahlawan

96000 Sibul, Sarawak, Malaysia

Tel No. : 084-211 777

Fax No. : 084-216 622

PRINCIPAL BANKERS

Hong Leong Bank Berhad

United Overseas Bank (Malaysia) Berhad

Bank Mandiri

Bank Negara Indonesia

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

Stock Name : CCK

Stock Code : 7035

WEBSITE

www.cck.com.my

INVESTOR RELATIONS

sam@bcta.com.my

CORPORATE STRUCTURE



CCK CONSOLIDATED HOLDINGS BERHAD

199601024340 (396692-T)

100%

Ableway Sdn. Bhd.

198201012835 (92584-T)

100%

Ataskota Sdn. Bhd.

198301004319 (99524-K)

100%

CCK Fresh Mart Sdn. Bhd.

199201006215 (237719-T)

100%

CCK Fresh Mart (West Malaysia) Sdn. Bhd.

199701017401 (432898-W)

100%

CCK Sea Products Industries Sdn. Bhd.

200101004260 (540016-X)

100%

CCK Properties Sdn. Bhd.

201801035161 (1297188-K)

100%

Central Coldstorage Kuching Sdn. Bhd.

198101002536 (68650-V)

100%

Angkutan Golden Plan Sdn. Bhd.

199001018200 (209869-T)

100%

Mukah Seafoods Industries Sdn. Bhd.

197701003654 (34915-W)

100%

Poultry Industry (S) Sdn. Bhd.

198301004624 (100247-X)

100%

Farm Land Supplies & Veterinary Services Sdn. Bhd.

199601034486 (406838-V)

100%

Zhang Agriculture Development Sdn. Bhd.

198801004501 (171859-A)

100%

C. S. Choice Food Industries Sdn. Bhd.

200401006829 (645333-X)

100%

Hawker Time Food Hall Sdn. Bhd.

201801015649 (1277665-X)

100%

Kin Eastern Frozen Food Sdn. Bhd.

198201007624 (87382-M)

100%

Kuok Sui Sea Products Industries (S) Sdn. Bhd.

197801002067 (158334-D)

100%

Zhang Agriculture Development (Sabah) Sdn. Bhd.

201001024188 (907960-A)

57.01%

Pt. Adilmart (Foreign Company)

(2.99% is held by CCK Fresh Mart Sdn. Bhd.)

90%

Pt. Central Coldstorage Khatulistiwa (Foreign Company)

99%

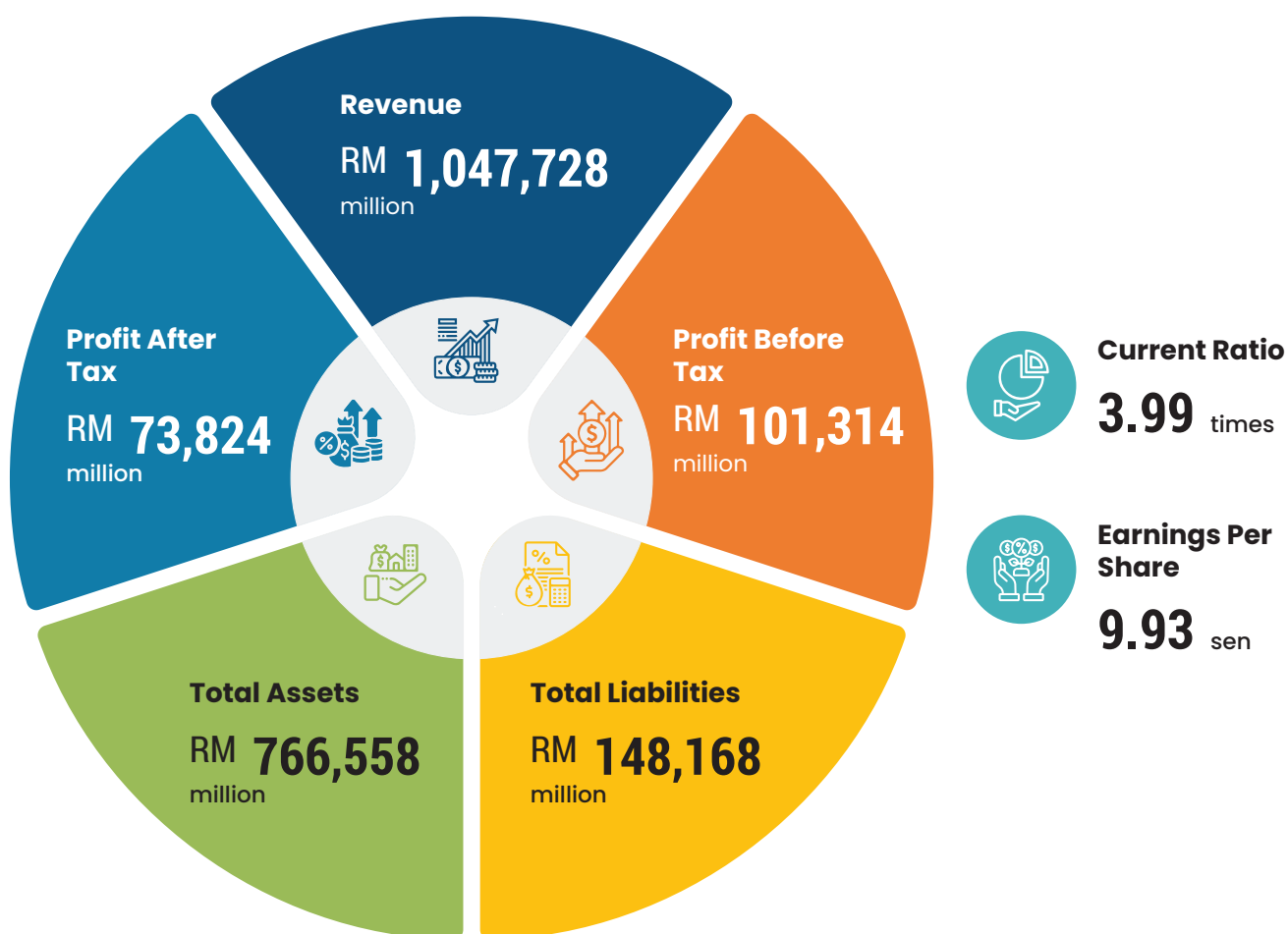
Pt. Bonanza Pratama Abadi (Foreign Company)

99%

Pt. Central Investment Indonesia (Foreign Company)

(1% is held by CCK Fresh Mart Sdn. Bhd.)

MANAGEMENT DISCUSSION AND ANALYSIS

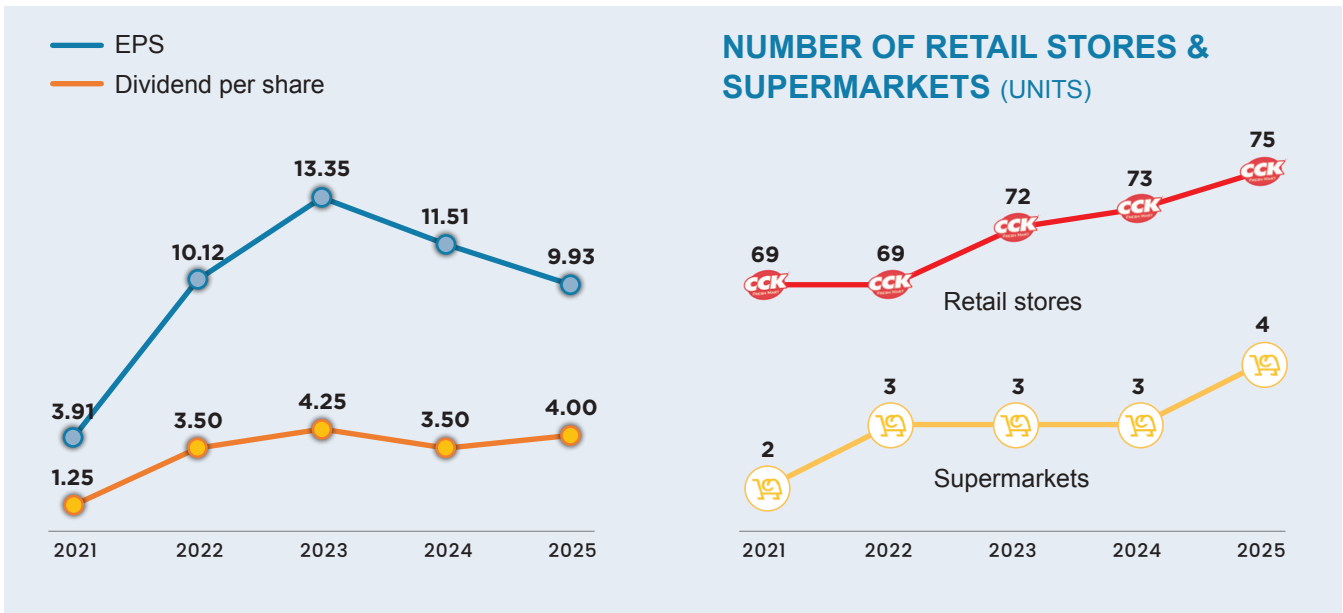


5-YEARS FINANCIAL SUMMARY

	2021	2022	2023	2024	2025
RM'000					
Revenue	685,576	885,745	980,750	1,057,647	1,047,728
Profit before tax	31,188	81,371	107,441	112,029	101,314
EBITDA	56,356	109,467	136,818	144,480	137,199
Profit attributable to owners of the company	24,476	63,106	83,266	71,492	61,164
Sen					
EPS	3.91	10.12	13.35	11.51	9.89
Dividend per share	1.25	3.50	4.25	3.50	4.00

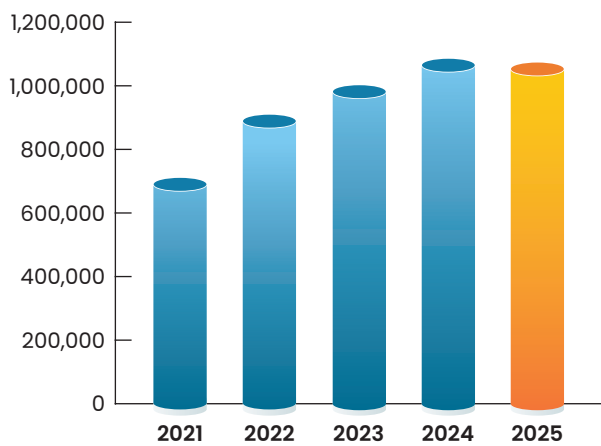
MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

5-YEARS FINANCIAL SUMMARY (CONT'D)



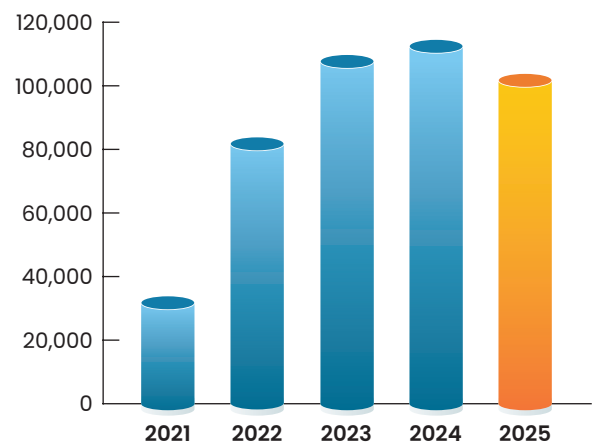
REVENUE

RM'000



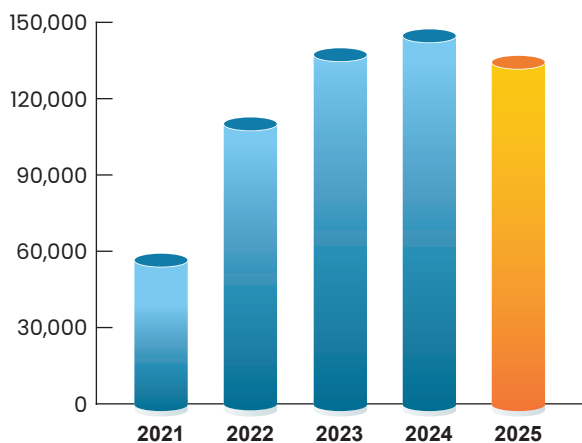
PROFIT BEFORE TAX

RM'000



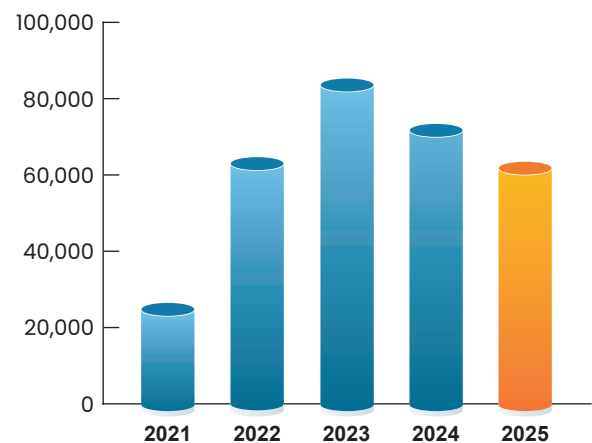
EBITDA

RM'000



PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY

RM'000



MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

The Management Discussion and Analysis (“MD&A”) is intended to provide shareholders with operational and financial highlights of CCK Consolidated Holdings Berhad (“CCK” or “the Group”) for the financial year ended 31 December 2025 (“FY2025”).

The MD&A should be read together with the audited financial statements of the Group and Company as set out in this Annual Report.

INTRODUCTION

CCK’s business comprises four (4) segments, namely retail, poultry, prawn, and food service. Business operations are carried out primarily in Sarawak, Sabah, and Indonesia (Jakarta, Pontianak, and Tarakan). The Group employs 3,072 employees across all business segments.

The Group’s mainstay and core business is the retail segment, which operates three distinct store formats comprising retail stores, supermarkets, and wholesale outlets. Since the opening of its first retail store in Sibu in 1970, CCK’s network has expanded to seventy-nine (79) touchpoints comprising retail stores, supermarkets, and wholesale outlets across East Malaysia (Sarawak and Sabah). Retail stores operate under the CCK Fresh Mart brand, while supermarkets operate under the CCKLocal brand.

CCK Fresh Mart retail stores cater to both businesses and households, offering a curated range of stock keeping units (“SKUs”) tailored to specific locations and customer demographics. These stores are typically smaller-format outlets located in both urban and rural areas.

CCKLocal supermarkets generally occupy a larger footprint and offer households a wider range of SKUs, including local and imported food items as well as general household products.

CCK’s wholesale outlets primarily serve bulk purchasers and business customers, including food service operators and small retailers, providing a reliable channel for larger-volume purchases. These outlets play a key role in supporting the Group’s distribution reach and complement its retail operations by catering to a broader customer base with differing purchasing needs.

Underpinning these three store formats is CCK’s extensive and fully integrated supply chain, which includes feedmill operations, layer and broiler farming, poultry processing, prawn farming and processing, and the manufacturing of house-brand food products. The Group also procures its own imported frozen goods as well as fresh produce, including fruits and vegetables, ensuring consistency in quality and supply. This is further supported by the Group’s logistics infrastructure, comprising coldrooms as well as a fleet of cold and ambient trucks, enabling efficient storage, handling, and distribution of products across its network.

The Group’s retail network benefits from vertical integration with its poultry segment. On a blended basis, fresh dressed chicken and chicken parts account for approximately 15% of products sold at CCK Fresh Mart outlets, while the remaining 85% comprises house-brand and third-party frozen products, seafood, fresh fruits, and vegetables.

REVIEW OF FINANCIAL PERFORMANCE

Group revenue for FY2025 was recorded at RM1,047.7 million, compared to RM1,057.6 million in FY2024. This performance was driven by higher contributions from the retail and prawn segments, offset by softer contributions from the poultry and food service segments.

During FY2025, the Group opened two (2) new CCK Fresh Mart retail stores in Benoni, Sabah and Lawas, Sarawak, and closed one (1) outlet in Bintangor, Sarawak. In addition, one (1) CCKLocal supermarket was opened in Bintulu, Sarawak. This brought the Group’s retail network to sixty-nine (69) CCK Fresh Mart stores, four (4) CCKLocal supermarkets, and six (6) wholesale stores, totalling seventy-nine (79) touchpoints.

The retail segment generated RM825.6 million in revenue, compared to RM819.9 million in FY2024. This increase was primarily driven by contributions from the established retail network supported by resilient customer demand. Demand for in-house manufactured processed products in Indonesia also remained strong.

The Group’s Indonesian manufacturing operations were able to support this demand, underpinned by additional production capacity commissioned previously. Revenue from these operations (Pontianak and Jakarta) grew by 5.2% to RM223.6 million, representing 21.34% of total Group revenue.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

The poultry segment recorded revenue of RM342.6 million, representing a decline of 8.6% compared to FY2024. This was mainly due to lower sales volumes from both institutional clients and the Group's own retail network (intersegment sales).

The prawn segment's revenue increased by 2.5% to RM93.6 million, supported by stronger sales in the Indonesian domestic market. Export volumes remained stable, with increased shipments to Korea, Singapore, Hong Kong, and China offsetting moderation in Japan and Taiwan.

The food service segment recorded revenue of RM16.5 million, compared to RM20.8 million in FY2024, reflecting lower sales volumes and reduced demand from government schools in Sarawak under existing supply contracts.

Group profit before tax ("PBT") for FY2025 stood at RM101.3 million, compared to RM112.0 million in FY2024. The decline was mainly attributable to lower contributions from the poultry and retail segments, partially offset by improved profitability in the prawn segment, while the food service segment remained relatively stable. Gross profit margin remained stable at 21.30%, compared to 21.36% in FY2024.

The retail segment recorded PBT of RM68.2 million, a decrease of 15.6% from RM80.8 million in FY2024. Profitability was impacted by lower sales volumes from the domestic retail network and strategic pricing adjustments aimed at enhancing competitiveness. Contributions from Indonesian operations helped mitigate this impact.

The poultry segment reported PBT of RM20.3 million, down 17.4% from RM24.6 million in FY2024, primarily due to lower government subsidies related to price ceilings for broilers and table eggs.

The prawn segment recorded PBT of RM11.3 million, an increase of 24.9% from RM9.1 million in FY2024, driven by higher revenue and improved sales mix.

The food service segment reported PBT of RM1.4 million, largely unchanged from RM1.5 million in FY2024.

Share of results from associate company Gold Coin (Sarawak) Sdn Bhd increased to RM5.2 million from RM5.0 million in FY2024.

Operating and administrative expenses increased due to the expansion of the Group's retail network in Sabah and Sarawak, as well as ongoing capacity expansions in Indonesia under PT Adilmart.

Finance costs for FY2025 amounted to RM3.0 million. Total borrowings stood at RM57.2 million against shareholders' funds of RM555.1 million as at end-December 2025, translating to a gearing ratio of 0.10 times.

The Group maintained a net cash position, with deposits and cash balances amounting to RM166.2 million.

Property, plant, and equipment increased to RM257.8 million from RM232.2 million a year earlier. Capital expenditure during FY2025 included new retail outlets, upgrades to poultry farming infrastructure in Sabah and Sarawak, and ongoing construction of PT Adilmart's food processing facility in Boyolali, Indonesia. These investments were funded through a combination of internally generated funds and bank borrowings.

REVIEW OF OPERATIONS

In FY2025, the Group expanded its retail network with:

- Two (2) CCK Fresh Mart retail stores in Benoni, Sabah and Lawas, Sarawak
- One (1) CCKLocal supermarket in Bintulu, Sarawak

One (1) CCK Fresh Mart retail store in Bintangor, Sarawak was closed during the year.

In December 2024, the Group completed the disposal of a 37.7% stake in PT Adilmart to Astrantia. This strategic partnership is intended to support the next phase of growth by enhancing operational capabilities, expanding production capacity, and opening new sales channels, while strengthening brand development efforts in Indonesia.

In line with this, the Group is in the process of commissioning a third manufacturing facility in Boyolali, Central Java, with construction progressing throughout FY2025 and expected to come on stream in FY2026.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

ANTICIPATED OR KNOWN RISKS

a. Credit Risk

CCK adopts a policy of dealing with creditworthy customers based on careful evaluation of each customer's financial standing and credit history. This mitigates the risk of financial loss arising from potential defaults. The Group also maintains a credit monitoring process to regularly track customer payment behaviour.

b. Foreign Currencies Fluctuation Risk

The Group imports frozen products for its retail network, with purchases denominated in US dollars. As such, the Group is exposed to foreign currency fluctuation risk. Adverse movements in the MYR/USD exchange rate may impact profitability. In addition, currency fluctuations may affect feed costs for the poultry segment.

c. Liquidity Risk

The Group maintains adequate cash and banking facilities to ensure sufficient liquidity to meet its obligations as they fall due. Exposure to liquidity risk arises primarily from trade payables, other payables, and bank borrowings, including bankers' acceptances and revolving credit facilities.

d. Competition Risk

The Group's retail operations face increasing competition from existing and new market participants offering similar products, particularly on pricing. To mitigate this, the Group continues to enhance its competitive positioning through pricing strategies, leveraging its vertically integrated supply chain, and expanding its retail network to drive economies of scale, alongside ongoing improvements in business models and overall customer experience.

e. Biosecurity And Disease Risk

Biosecurity and disease risk remain key concerns for the Group's poultry operations. A disease outbreak at any farm could have a significant financial impact. Accordingly, strict monitoring and biosecurity protocols are implemented across all operations, with continuous enhancements to safeguard livestock health.

DIVIDENDS

CCK has an internal dividend policy of paying up to 30% of the profit after taxation and minority interests whilst taking into consideration the level of available funds, the amount of retained earnings, capital expenditure commitments and other investment planning requirements.

The Board is pleased to announce a final single-tier dividend of 4.0 sen per share for the financial year ended 31 December 2025.

PROSPECTS

Operating in an increasingly dynamic retail environment, CCK remains focused on delivering essential consumer staples through its extensive urban and rural network across East Malaysia. The Group continues to cater to a diverse customer base, supported by a wide range of offerings including poultry, fresh produce, seafood, and both house-brand and third-party frozen products.

Looking ahead to 2026, the Group expects its established retail network to continue delivering stable performance, underpinned by resilient demand for essential food products. Expansion of the retail network will be pursued in a disciplined and measured manner, with a focus on optimising store performance, enhancing operational efficiency, and strengthening market presence across key locations in Sarawak and Sabah.

The Group's vertically integrated supply chain remains a key competitive advantage, enabling greater control over costs, quality, and product availability. This positions the Group to respond effectively to evolving market conditions while maintaining operational resilience.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

That said, the Group remains mindful of external headwinds, including inflationary pressures, currency volatility, and ongoing geopolitical developments. Heightened tensions in the Middle East have contributed to volatility in energy prices, which in turn may lead to higher transportation and shipping costs, as well as increases in agricultural commodity prices. This could result in elevated feed costs for the poultry segment and broader cost pressures across the supply chain. Accordingly, the Group continues to prioritise cost optimisation, operational efficiency, and prudent pricing strategies to safeguard margins while maintaining competitiveness.



Rewarding excellence

In Indonesia, the Group continues to strengthen its manufacturing capabilities under PT Adilmart. The ongoing development of a new food processing facility in Boyolali, Central Java, is expected to come on stream in 2026 and will further enhance production capacity, improve operational efficiencies, and support the expansion of new sales channels across the region. This facility is expected to complement the Group's existing operations in Jakarta and Pontianak, strengthening its ability to meet growing demand for in-house processed products. The Group's strategic partnership with Astantia is also expected to support this next phase of expansion.

The Group will continue to focus on disciplined execution, cost management, and operational efficiency while advancing its growth initiatives. The Board remains cautiously optimistic regarding the Group's performance in the coming financial year.

APPRECIATION

I would like to extend my sincere appreciation to the Board of Directors, Management team, and all employees of CCK for their dedication, perseverance, and unwavering commitment. Your collective efforts have been instrumental in driving the Group's continued success and enabling us to navigate an evolving retail landscape with resilience and confidence.

I also extend my appreciation to our valued shareholders, business partners, and stakeholders for your continued support, trust, and collaboration. Your confidence in us drives our commitment to continuously improve, innovate, and deliver sustainable value.

As we move forward, we remain focused on building on our achievements and strengthening our position. We are confident in our ability to execute our strategies and deliver long-term value.

TIONG CHIONG HIIUNG GROUP MANAGING DIRECTOR



Environmental awareness - beach cleaning

DIRECTORS' PROFILE



YBhg. Tan Sri Datuk Tiong Su Kouk is the founder of CCK Consolidated Holdings Berhad ("CCK") and its subsidiaries ("CCK Group"). He was appointed as Executive Chairman to the Board of CCK on 15 July 1997 and re-designated as Non-Independent Non-Executive Chairman on 20 March 2002. He is a member of the Audit Committee and Nomination Committee and serves as the Chairman of the Remuneration Committee of CCK. He also acts as Chairman of other companies within CCK Group. Under his stewardship, CCK Group has progressed from a small family-run business to one of the Sarawak's largest integrated poultry and frozen seafood producers.

YBhg. Tan Sri Datuk Tiong began his career as a seafood trader at the age of 14 and has been involved in the poultry industries for the past 41 years. He sits on various school boards and is actively involved in Foochow and Zhang Associations globally and within Malaysia. He is the Honorary Life President of the Sibu Chinese Chamber of Commerce and Industry and the Honorary President of The Associated Chinese Chambers of Commerce and Industry of Sarawak. He was appointed Honorary Life President of the World Federation of Foochow Association in 2004 and the Permanent Honorary Life Chairman and Inaugurator of the World Zhang Clan Association in 2011. He also sits on the boards of Hua Shang Economic Corporation (Sibu) Bhd. and other private limited companies in Malaysia.

DIRECTORS' PROFILE (Cont'd)

Tan Sri Datuk Tiong Su Kouk

Non-Independent Non-Executive Chairman



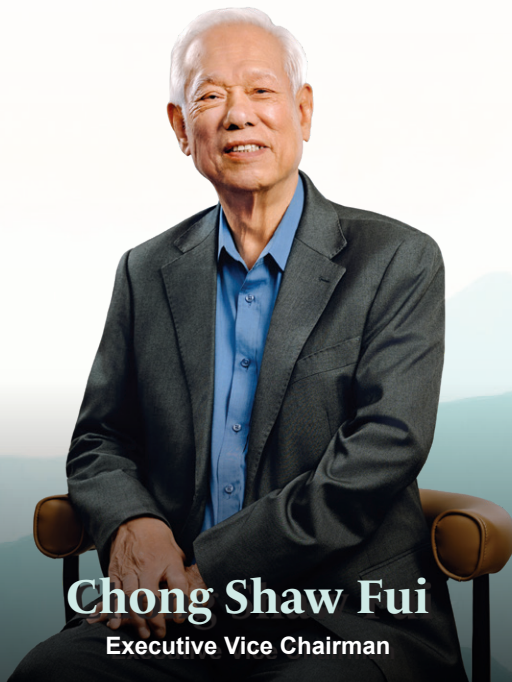
AGE 84 • NATIONALITY MALAYSIAN • GENDER MALE

YBhg. Tan Sri Datuk Tiong is the Executive Chairman of Nam Cheong Limited (“NCL”), a public company listed on the Singapore Exchange where he oversees the NCL Group’s strategic direction and shipbuilding operations.

YBhg. Tan Sri Datuk Tiong was conferred the “Panglima Jasa Negara” (PJN), which carries the title “Datuk”, by Seri Paduka Baginda Yang Di-Pertuan Agong on the occasion of His Excellency’s 75th Birthday on 2 June 2001. He was also awarded the “Pingat Bintang Sarawak” (PBS) and “Johan Setia Mahkota” (JSM) in 1987 and 2000 respectively by the Sarawak State Government and Seri Paduka Baginda Yang Di-Pertuan Agong respectively for his contributions to the community. On 4 June 2016, he was bestowed the “Panglima Setia Mahkota” (PSM), which carries the title “Tan Sri”, by Seri Paduka Baginda Yang Di-Pertuan Agong XIV on His Majesty’s 88th Birthday. The Award is in recognition of Tan Sri Datuk Tiong’s leadership of diverse business ventures, and his contributions to national economic development. YBhg. Tan Sri Datuk Tiong was named the Consumer Goods Industry Entrepreneur of the Year at the Asia Pacific Entrepreneurship Awards 2016.

During the financial year ended 31 December 2025, YBhg. Tan Sri Datuk Tiong attended all five (5) Board meetings held. His shareholdings in CCK as at 1 April 2026 are disclosed on page 161 of this annual report.

DIRECTORS' PROFILE (Cont'd)



Chong Shaw Fui
Executive Vice Chairman

AGE 81 • NATIONALITY MALAYSIAN • GENDER MALE

Mr. Chong Shaw Fui was appointed as Executive Vice Chairman to the Board of CCK Consolidated Holdings Berhad ("CCK") on 15 July 1997. He is a member of the Risk Management Committee.

He has more than 54 years of experience in the poultry industry and is responsible for the management of the poultry business unit of CCK, which encompasses breeding, hatchery, and table egg production.

Mr. Chong commenced his poultry breeding experience in Singapore in 1972. He was the founder of the Sarawak Breeding Farm, specialising in the hatching and breeding of commercial broiler day-old chicks. He subsequently developed this business into Zhang Agriculture Development Sdn. Bhd., which is now a wholly-owned subsidiary of CCK.

In 1983, he incorporated Poultry Industry (S) Sdn. Bhd. ("Poultry Industry") and initiated contract farming. Poultry Industry supplies day-old chicks and feed to its contract farms and buys back the broilers, which are then supplied to CCK's abattoir. Poultry Industry is now a wholly-owned subsidiary of CCK.

During the financial year ended 31 December 2025, Mr. Chong attended all five (5) Board meetings held. His shareholdings in CCK as at 1 April 2026 are disclosed on page 161 of this annual report.



Tiong Chiong Hiiung
Group Managing Director

AGE 59 • NATIONALITY MALAYSIAN • GENDER MALE

Mr. Tiong Chiong Hiiung was appointed to the Board of CCK Consolidated Holdings Berhad ("CCK") on 15 July 1997. He is the Group Managing Director of CCK, a member of the Remuneration Committee and the Chairman of the Risk Management Committee.

He graduated with a Bachelor of Economics from the Monash University, Australia in 1989 and joined the Group upon graduation. In 1994, he was appointed as Managing Director of Central Coldstorage Kuching Sdn. Bhd., where he was responsible for the overall management and operations of CCK Group. He has been actively involved in every aspect of the Group's operations, including breeding, broiler farming and seafood processing. He has been instrumental in transforming CCK Group's operations into one of the most modern in Sarawak.

Mr. Tiong is the Executive Vice Chairman of Nam Cheong Limited ("NCL") Group, a public company listed on the Singapore Exchange. He also serves as the Financial Director and a member of the Nominating Committee of NCL Group, where he provides strategic guidance to the finance team on financial strategies and controls to ensure robust financial performance.

Mr. Tiong is a Licensed Company Secretary with the Companies Commission of Malaysia. He also sits on the boards of Tiong Su Kouk Foundation and various private limited companies.

During the financial year ended 31 December 2025, Mr. Tiong attended all five (5) Board meetings held. His shareholdings in CCK as at 1 April 2026 are disclosed on page 161 of this annual report.

DIRECTORS' PROFILE (Cont'd)



Tiong Chiong Soon
Executive Director

AGE 56 • NATIONALITY MALAYSIAN • GENDER MALE

Mr. Tiong Chiong Soon was appointed as Executive Director of CCK Consolidated Holdings Berhad ("CCK") on 15 July 1997. He is a member of the Risk Management Committee.

He graduated with a Bachelor of Business from the University of Oklahoma, USA in 1994. He joined CCK Group upon graduation and is principally responsible for the Group's purchasing function and retail division. He maintains an excellent rapport with suppliers, thereby ensuring the timely delivery of products of the highest quality for the Group.

Mr. Tiong is the Executive Director (Operations) of Nam Cheong Limited ("NCL") Group, a public company listed on the Singapore Exchange. He supervises NCL Group's shipbuilding operations, vessel repair works, procurement and sourcing of equipment required for shipbuilding and chartering operations. He also sits on the boards of various private limited companies, including subsidiaries of NCL.

During the financial year ended 31 December 2025, Mr. Tiong attended all five (5) Board meetings held. His shareholdings in CCK as at 1 April 2026 are disclosed on page 161 of this annual report.



Kueh Chung Peng
Executive Director

AGE 72 • NATIONALITY MALAYSIAN • GENDER MALE

Mr. Kueh Chung Peng was appointed as Executive Director of CCK Consolidated Holdings Berhad ("CCK") on 15 July 1997. He is a member of the Risk Management Committee.

He has over 44 years' experience in aquaculture and coldstorage products industry. He plays an advisory role for CCK in the fields of coldstorage, aquaculture farming and poultry processing.

Mr. Kueh joined Kin Eastern Frozen Food Sdn. Bhd. in 1982 as its Managing Director and is responsible for the aquaculture farming division of CCK Group. He was appointed to the Board of CCK Fresh Mart Sdn. Bhd. in 1993 and was subsequently appointed as the Managing Director of Central Coldstorage Kuching Sdn. Bhd. on 27 August 2014, where he oversees the coldstorage, poultry processing, and retailing business.

During the financial year ended 31 December 2025, Mr. Kueh attended all five (5) Board meetings held. His shareholdings in CCK as at 1 April 2026 are disclosed on page 161 of this annual report.

DIRECTORS' PROFILE (Cont'd)



AGE 75 • NATIONALITY MALAYSIAN • GENDER MALE

Mr. Lau Liong Kii was appointed as Executive Director to the Board on 15 July 1997. He is a member of the Remuneration Committee and the Risk Management Committee.

He joined CCK Consolidated Holdings Berhad ("CCK") Group in 1982 as the Managing Director of Ableway Sdn. Bhd., where he is principally responsible for its operations. He also oversees the production and marketing functions of CCK's prawn division. Since then, he has gained vast experience in domestic and international food markets, and has brought to the Group an in-depth understanding of specialised food industry trends.

Mr. Lau also sits on the boards of Tiong Su Kouk Foundation and various private limited companies.

During the financial year ended 31 December 2025, Mr. Lau attended four (4) out of five (5) Board meetings held. His shareholdings in CCK as at 1 April 2026 are disclosed on page 161 of this annual report.



AGE 74 • NATIONALITY MALAYSIAN • GENDER MALE

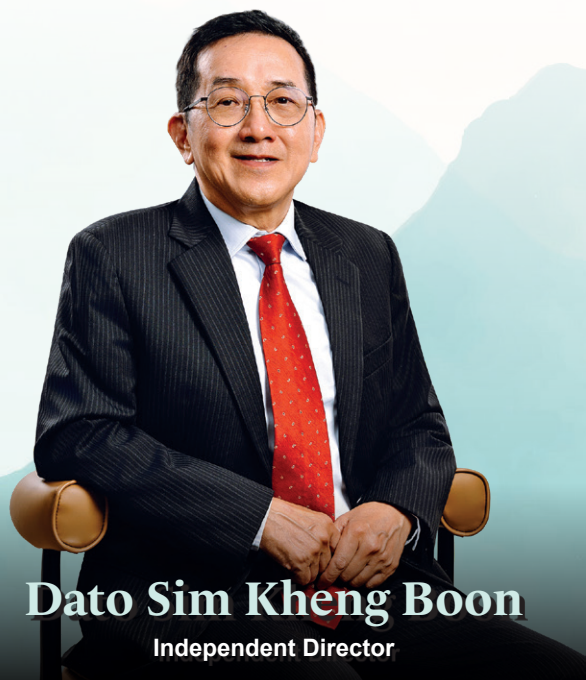
Mr. Ling Ting Leong @ Ling Chong Seng is a member of the Audit Committee. He joined CCK Consolidated Holdings Berhad ("CCK") Group in 1983 and was responsible for its finance and corporate secretarial matters. He was appointed as Executive Director to the Board of CCK on 15 July 1997 and was re-designated as a Non-Independent Non-Executive Director on 1 July 2013. He was subsequently re-designated as an Independent Director on 13 April 2020 and appointed as Senior Independent Director on 1 June 2023.

Mr. Ling is a businessman with a wealth of experience and sits on the boards of various private limited companies.

From 1971 to 1982, Mr. Ling gained extensive experience in accounting and auditing. He is a Certified Company Secretary and has been a member of the Malaysian Association of Company Secretaries ("MACS") since 2001. He was appointed as Sarawak Liaison Co-Chairman of MACS on 11 October 2011 and the Sarawak Region Committee Deputy Chairman of MACS on 29 December 2015. Mr. Ling retired as the Sarawak Region Committee Deputy Chairman in mid-2018, but remains as a fellow member of MACS.

During the financial year ended 31 December 2025, Mr. Ling attended all five (5) Board meetings held. His shareholdings in CCK as at 1 April 2026 are disclosed on page 161 of this annual report.

DIRECTORS' PROFILE (Cont'd)



Dato Sim Kheng Boon
Independent Director

AGE 71 • NATIONALITY MALAYSIAN • GENDER MALE

YBhg. Dato Sim Kheng Boon was appointed to the Board as an Independent Director of CCK Consolidated Holdings Berhad ("CCK") on 1 June 2023. He is the Chairman of the Nomination Committee and a member of the Audit Committee and the Remuneration Committee.

He holds a Bachelor of Commerce Degree (Honours) majoring in accounting from the University of Windsor, Canada in 1980. He has more than 30 years of investment banking experience involving listing of public companies, fundraising exercises, and merger & acquisition activities.

YBhg. Dato Sim was the first Chief Executive Officer of Development Bank of Sarawak Berhad from 2017 to 2023 during its formative years. Prior to this, he was attached to Kenanga Investment Bank Berhad as Head of East Malaysia and to AmlInvestment Bank Berhad as Director of the Sarawak Region.

He is currently an Independent Director of Zecon Berhad and Kim Hin Industry Berhad, both of which are listed on the Main Market of Bursa Malaysia Securities Berhad.

During the financial year ended 31 December 2025, YBhg. Dato Sim attended all five (5) Board meetings held. He holds no shares in CCK.



Wong Siaw Wei
Independent Director

AGE 50 • NATIONALITY MALAYSIAN • GENDER FEMALE

Ms. Wong Siaw Wei was appointed to the Board as an Independent Director of CCK Consolidated Holdings Berhad ("CCK") on 1 June 2024. She is the Chairperson of the Audit Committee and a member of the Nomination Committee and the Remuneration Committee.

She is a Fellow of the Association of Chartered Certified Accountants (FCCA) and a Chartered Accountant of the Malaysian Institute of Accountants (MIA). She has more than 25 years of experience in the fields of accounting, auditing, investment banking and corporate affairs. Her professional expertise is developed at Arthur Anderson & Co., Ernst & Young, Aminvestment Bank Berhad and several other private and public listed companies.

Ms. Wong is an Independent Non-Executive Director and the Chairperson of the Sustainability Committee of Ibraco Berhad since 22 April 2022, and is also a member of its Nomination and Remuneration Committee, and Audit and Risk Management Committee.

Ms. Wong is an Executive Director of a consultancy company providing consultancy, accountancy, management and secretarial services. She is also an Executive Director of Carbon Xchange (Sarawak) Sdn. Bhd., a company involved in the provision of sustainable agriculture project management, training services and trading of natural agriculture produce. Ms. Wong is a Licensed Company Secretary with the Companies Commission of Malaysia. She also obtained a Diploma in Nutritional Therapy from Stonebridge Associated Colleges in 2019.

During the financial year ended 31 December 2025, Ms. Wong attended all five (5) Board meetings held. She holds no shares in CCK.

PROFILE OF DEPUTY CHIEF EXECUTIVE OFFICER



Ethan Tiong Ing Hung
Deputy Chief Executive Officer

AGE 30 • NATIONALITY MALAYSIAN • GENDER MALE

Mr. Ethan Tiong Ing Hung was appointed as the Deputy Chief Executive Officer of CCK Consolidated Holdings Berhad ("CCK") and the Group on 1 March 2024.

Mr. Ethan Tiong graduated with a Bachelor of Commerce, with double major in Finance and Management from the University of Melbourne, Australia. He joined the Group upon graduation. He was appointed as an Executive Director of CCK Fresh Mart Sdn. Bhd. ("CCKFM"), a wholly owned subsidiary of CCK, on 1 July 2018, and was subsequently appointed to the boards of several other subsidiaries of CCK.

He is responsible for business operations and strategic decision-making for CCKFM and several other subsidiaries of CCK. He also sits on the boards of various private limited companies. He holds no shares in CCK.

Additional information of Directors and Deputy Chief Executive Officer:

- (i) All the five (5) Executive Directors, namely Mr. Chong Shaw Fui, Mr. Tiong Chiong Hiiung, Mr. Tiong Chiong Soon, Mr. Kueh Chung Peng and Mr. Lau Liong Kii, also constitute the Key Senior Management of CCK Group and are primarily responsible for its business operations;
- (ii) None of the Directors has any family relationship with any other Director or Major Shareholder of CCK, except for Mr. Tiong Chiong Hiiung and Mr. Tiong Chiong Soon, who are sons of YBhg. Tan Sri Datuk Tiong Su Kouk; and Mr. Ethan Tiong Ing Hung, the Deputy Chief Executive Officer, who is the son of Mr. Tiong Chiong Hiiung and the grandson of YBhg. Tan Sri Datuk Tiong Su Kouk;
- (iii) YBhg. Tan Sri Datuk Tiong Su Kouk, Mr. Tiong Chiong Hiiung and Mr. Tiong Chiong Soon are Directors of Central Coldstorage Sarawak Sdn. Bhd. ("CCS"). In which, YBhg. Tan Sri Datuk Tiong Su Kouk is also a substantial shareholder. The principal activity of CCS is trading of coldstorage products, fish, prawns and poultry.

Save as disclosed above, none of the other Directors or the Deputy Chief Executive Officer has any conflict of interest or potential conflict of interest including interest in any competing business with CCK or its subsidiaries;
- (iv) None of the Directors or the Deputy Chief Executive Officer holds any directorships in other public companies, with the exception of YBhg. Tan Sri Datuk Tiong Su Kouk, Mr. Tiong Chiong Hiiung, Mr. Lau Liong Kii, YBhg. Dato Sim Kheng Boon and Ms. Wong Siaw Wei; and
- (v) None of the Directors or the Deputy Chief Executive Officer has any convictions for offences within the past five (5) years, and no public sanction or penalty was imposed on them by the relevant regulatory bodies during the financial year under review.



Festival participation



CCKLocal Bintulu grand opening



Farm site visit



CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“Board”) of CCK Consolidated Holdings Berhad (“the Company”) presents this Statement to provide shareholders and investors with an overview of the corporate governance practices of the Company during the financial year 2025. This Statement is prepared in accordance with the Malaysian Code on Corporate Governance 2021 (“MCCG”) and the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”).

This Statement is to be read in conjunction with the Corporate Governance Report (“CG Report”) for the financial year 2025, which provides the detailed application of each Practice set out in the MCCG. The CG Report is available on the Company’s website at www.cck.com.my.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

The Board is always mindful of its responsibilities to the Company’s shareholders and various stakeholders. The Board determines the strategic objectives and policies for the Group and ensures that long-term goals and short-term objectives are met with sufficient resources in place.

To ensure optimum decision-making, the positions of the Chairman and Group Managing Director are held by different individuals. Their responsibilities and accountabilities are clearly defined in the Board Charter. The Board Charter also sets out the authorities, roles and responsibilities of the Board, Board Committees and individual Directors. The Code of Conduct is in place to govern good business conduct and a healthy corporate culture so as to support long-term sustainable success.

A Whistleblowing Policy is also in place to enable individuals to raise concerns of improper conduct and wrongdoing. The Board has adopted a zero-tolerance approach against all forms of bribery and corruption and has put in place an Anti-Bribery and Corruption Policy. The Board and management are dedicated to sustainability throughout the Group’s activities and the communities it serves. A Sustainability Policy is available on the Company’s website.

Board Meetings

During the financial year 2025, five (5) Board meetings were held. The attendance record of the Directors is as follows:

Directors	Attendance
Tan Sri Datuk Tiong Su Kouk	5/5
Chong Shaw Fui	5/5
Tiong Chiong Hiiung	5/5
Tiong Chiong Soon	5/5
Kueh Chung Peng	5/5
Lau Liong Kii	4/5
Ling Ting Leong @ Ling Chong Seng	5/5
Dato Sim Kheng Boon	5/5
Wong Siaw Wei	5/5

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

Directors' Training and Development

The Board is mindful of the importance of its members undergoing continuous training to broaden their perspectives and to keep abreast with the latest developments in the industry, law and regulations. During the financial year 2025, the Directors have attended the following training programmes:

- Malaysian Property Tax, Capital Gains Tax, Estates and Trusts
- Transfer Pricing audit - Risk assessment and the common red-flags
- ESG and Taxation
- Raising the standards of disclosure for PLC
- Tax seminar 2025
- Current issues in risk management
- Audit Oversight Board's conversation with Audit Committee
- Tax incentives in Malaysia
- Investigation and Prosecution of Money Laundering (AMLA) cases in Malaysia

Company Secretaries

The Board is supported by two (2) suitably qualified and competent Company Secretaries, who provide sound advice in relation to governance, regulatory requirements, policies and procedures. Board members have full and unrestricted access to the advice and services of the Company Secretaries.

II. Board Composition

The Company is led and managed by an experienced Board comprising nine (9) members: the Non-Independent Non-Executive Chairman, the Executive Vice Chairman, the Group Managing Director, three (3) Executive Directors and three (3) Independent Directors. Currently, 33% of the Board consists of Independent Directors who possess the requisite experience, skills, qualifications and other core competencies. The female Chairperson of the Audit Committee is a Fellow of the Association of Chartered Certified Accountants (FCCA). These Independent Directors bring balanced perspectives and objective views to the decision-making of the Board.

The Board recognises the benefits of board diversity and is satisfied that the current size and composition are adequate for decision-making in terms of age, gender, skills, experience, and expertise.

The Board has in place a policy on gender diversity in the Nomination and Election Process of the Board members, to ensure that women candidates are sought in its recruitment exercise.

The Board, through the Nomination Committee ("NC"), conducted an annual assessment of effectiveness of the Board, its Committees, and individual Directors during the financial year under review. All assessments were carried out by the NC and were properly documented, summarised and reported to the Board. The Board is satisfied that all Directors have been effective in the discharge of their overall functions and duties.

III. Remuneration

The Board has established a Remuneration Policy for the Directors and C-Suite category, which is reviewed periodically. The Remuneration Committee ("RC") reviews the remuneration of Directors and the Deputy Chief Executive Officer annually to ensure the remuneration packages remain appropriate, competitive, and in alignment with the prevalent market rates so as to attract and retain individuals of high caliber.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

During the financial year 2025, the RC met once. The RC reviewed and recommended to the Board the remuneration packages of Directors and Deputy Chief Executive Officer, taking into consideration the commitment and responsibilities assumed, experience and skills required, performance of the Board members and the Group.

The Terms of Reference of the Remuneration Committee are made available on the Company's website.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. Audit Committee ("AC")

The AC comprises three (3) Independent Directors and one (1) Non-Executive Non-Independent Director. The AC is chaired by an Independent Director. No member of the AC was a former audit partner who is required to observe a cooling-off period of at least three (3) years before being appointed to the AC.

The composition of the AC is reviewed by the NC annually and recommended to the Board for approval. The NC ensures that all AC members are financially literate, possess the appropriate level of expertise and experience, and have strong understanding of the Group's business. The AC members keep abreast of relevant developments in accounting, auditing, and governance. The Board is satisfied with the performance of the AC and its members in discharging their functions for the financial year under review.

The AC oversees the financial reporting, and ensures that the quarterly and annual financial statements are prepared in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards, the Companies Act 2016 and the Listing Requirements of Bursa Securities so as to give a true and fair view of the state of affairs, results, and cash flows of the Group for the financial year 2025.

The AC assesses suitability, objectivity, and independence of the external auditors annually and was satisfied with the competency, independence, and performance of the external auditors for the financial year under review.

The Internal Audit Function is carried out by an independent professional services firm. The lead internal auditor reports directly to the AC on audit findings, recommendations, and corrective and preventive measures to ensure the internal control system operates effectively within the Group.

Further details of the AC are disclosed in the Audit Committee Report as outlined on pages 59 to 60 of this Annual Report.

II. Risk Management and Internal Control Framework

The Board reviews the adequacy and effectiveness of the Risk Management and Internal Control System ("System") of the Group through the NC. The responsibility for overseeing the System is shared by the Risk Management Committee ("RMC") and the AC.

The RMC comprises all five (5) Executive Directors. Supported by an outsourced Risk Management Advisor ("RMA"), the RMC ensures the adequacy and effectiveness of the risk management practices. The RMA also assists the AC in ensuring that the internal control function operates effectively and satisfactorily.

The Board is satisfied with the performance of the RMC and AC in relation to risk management and internal audit function for the financial year under review. The Board is of the view that the Group has in place a sound System to safeguard the Group's assets, shareholders' investments, and the interests of customers, employees, and other stakeholders.

Further details of the System are set out in the Statement on Risk Management and Internal Control and Audit Committee Report on pages 56 to 60 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

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

I. Engagement with Stakeholders

The Board is committed to maintaining transparent, timely, and efficient communication with the Company's shareholders and various stakeholders. The Company engages with its shareholders and other stakeholders through various platforms, including announcements made to Bursa Securities, briefings to analysts, the Company's corporate website, press releases, and shareholder engagement during general meetings.

Investor relations activities serve as an important communication channel with the Company's shareholders and investment community. Stakeholders are encouraged to channel their concerns to the designated email address at sam@bcta.com.my.

II. Conduct of General Meetings

The Annual General Meeting ("AGM") is the principal forum for communication between the Company and its shareholders. In line with the best corporate governance practices, the notice of AGM and the annual report were dispatched to shareholders at least 28 days before the date of the AGM in 2025.

All nine (9) Directors were present at the AGM. The Chairmen of the Board Committees, together with the top management and external auditors, were present to address queries during the meeting.

The Chairman briefed the shareholders on their rights to raise questions and vote. Shareholders were also briefed on the voting procedures by the poll administrator prior to the poll voting. The votes cast and poll results were validated by an independent scrutineer. The poll results were announced to Bursa Securities on the same day of the AGM. Minutes of the AGM were uploaded to the Company's website within 30 business days after the meeting.

This Statement is made in accordance with a resolution of the Board of Directors dated 15 April 2026.

Resilient Food Systems. Sustainable Value for Communities.

— TIONG CHIONG HIIUNG

Message from our Group Managing Director

In an increasingly complex and inflationary operating environment, CCK remains committed to providing essential food staples that support food security, safety, quality and daily needs across the communities we serve. Our vertically integrated business model enhances supply chain resilience, strengthens traceability and enables more responsible management of resources, allowing us to respond effectively to evolving market, environmental and social challenges.

Rising input costs, currency volatility and inflationary pressures continue to shape our operating landscape. In response, CCK prioritises disciplined cost management, operational technological efficiency and prudent pricing to balance affordability for consumers with long-term business sustainability.

As we expand our retail footprint, we remain focused on optimising economies of scale, improving supply chain efficiency and embedding sustainable practices across our operations to support resilient growth and long-term value creation.

SUSTAINABILITY STATEMENT

About this Sustainability Statement

CCK's Sustainability Report provides an overview of the Group's approach to sustainability, including its governance structure and the sustainability risk and opportunities ("SROs") identified as most relevant to the Group's business operations and stakeholders. These SROs guide CCK in managing risks, identifying opportunities and creating long-term sustainable value. The Report is prepared with reference to the Reporting Standards depicted below and outlines management's approach to each SROs, the initiatives undertaken to address them, and the Group's performance during the reporting period.

Reporting Standard

In the preparation of this Sustainability Report, we have been guided by the regulatory framework and guidelines as set out below.

- National Sustainability Reporting Framework ("NSRF") which adopted the IFRS Sustainability Disclosure Standards, specifically the IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information ("IFRS S1"), and IFRS S2 Climate-Related Disclosures ("IFRS S2") (collectively referred to as the ISSB Standards)
- Practice Note 9 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Malaysia Securities")
- Sustainability Reporting Guide, 3rd Edition ("SRG") issued by Bursa Malaysia Securities
- Malaysian Code on Corporate Governance, updated on 28 April 2021 ("MCCG 2021"); and
- Global Reporting Initiative ("GRI") 2021.

Our adherence to these regulatory frameworks and guidelines reflects our dedication to professionalism, accountability, and transparency in preparing this Sustainability Report.

Reporting Scope and Period

Our Sustainability statement would encompass CCK's core segments, specifically: Retail, Poultry, Prawn and Food Service. This statement outlines its scope, covering the entities that represent these key segments as per listed below:

- CCK Fresh Mart Sdn Bhd
- Central Coldstorage Kuching Sdn Bhd
- Poultry Industry (S) Sdn Bhd
- Zhang Agriculture Development Sdn Bhd
- Zhang Agriculture Development (Sabah) Sdn Bhd
- C.S. Choice Food Industries Sdn Bhd
- Kin Eastern Frozen Food Sdn Bhd
- Kuok Sui Sea Products Industries (S) Sdn Bhd
- Mukah Seafoods Industries Sdn Bhd
- CCK Sea Products Industries Sdn Bhd
- PT Adilmart (Foreign Company, Indonesia)
- PT Bonanza Pratama Abadi (Foreign Company, Indonesia)

Unless stated otherwise, this Statement covers the period from 1 January 2025 to 31 December 2025.

Statement of Assurance

The sustainability disclosures in this report have not been subject to independent assurance. During the reporting period, the Company did not engage an external assurance provider or its internal audit function to perform independent assurance over the sustainability information disclosed. The Company continues to enhance its data collection processes, internal controls and governance arrangements, and will consider the scope and timing of independent assurance as its sustainability reporting matures.

SHARE YOUR FEEDBACK

We value and welcome feedback from our stakeholders on our Sustainability Report and its covered topics. We encourage you to share your comments, questions, and suggestions regarding this Statement by reaching out to sam@bcta.com.my. Your input is highly appreciated.

SUSTAINABILITY STATEMENT (Cont'd)

2025 Sustainability at a Glance



Key Environmental Metrics

9,050 MWh

Energy consumption
(-9.43 % vs 2024)

199 Megalitres

Water consumption
(-19.3 % vs 2024)

6,016.59 tCO₂e

GHG Emission
(-24.6% vs 2024)



Key Social Metrics

0 work-
related
fatalities

9,541.5 hours

training delivered
across workforce

Food safety and
biosecurity controls
strengthened



Key Governance Metrics

0 confirmed
incidents of
corruption

100%

operations assessed for
corruption-related risks

Digital governance
and decision-making
capabilities enhanced

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability Governance Structure

The Group acknowledges the importance of integrating sustainability into CCK's operations to ensure long-term resilience and continuous value creation for stakeholders. CCK's governance system is structured to effectively guide and implement sustainability initiatives across all levels and aspects of its operations.

The following outlines the functions and responsibilities assigned to each level within our governance structure:

Board of Directors

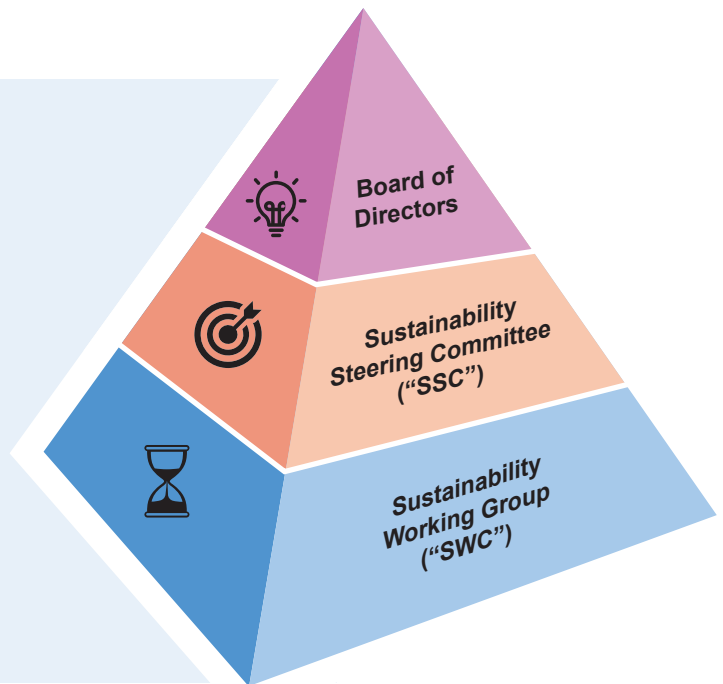
Comprises the Chairman, Group Managing Director, Executive Directors, Non-Independent Directors and Independent Directors

Sustainability Steering Committee ("SSC")

Comprises the elected members from the management team and/or Heads of Department

Sustainability Working Group ("SWG")

Comprises delegates nominated by the management team and/or respective Heads of Department



Board of Directors

- Provide overall direction and oversight of all sustainability initiatives
- Approve on the Sustainability Policies and Framework
- Drive the Group's sustainability strategy for sustainability reporting progressively

Sustainability Steering Committee ("SSC")

- To support the sustainability accountability of the Board of Directors
- Operational oversight of the implementation of sustainability initiatives, ensuring adequate resources allocated to support implementation

Sustainability Working Group ("SWG")

- Responsible to carry out action plans in their respective subdivision by communicating to teams and orchestrate a concerted effort to reach Group's sustainability goals
- To facilitate stakeholders' engagement session for identification of key sustainability matters
- To implement sustainability strategies and initiatives
- To setup and monitor processes and controls on sustainability matters; and
- Ensure controls are maintained and updated as and when necessary

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability Strategy

Building Resilient, Safe and Technology-Enabled Food Systems

CCK's sustainability strategy is anchored in safeguarding food security, strengthening operational resilience and creating long-term value through responsible business practices. As a vertically integrated agri-food and retail group, CCK recognises that sustainability is inseparable from how food is produced, processed, distributed and sold. Our strategy therefore focuses on reinforcing the integrity of our supply chain, ensuring the highest standards of food safety and quality, protecting our workforce, and leveraging technology and innovation to meet evolving stakeholder expectations.

Resilient and Responsible Supply Chain

CCK's vertically integrated model enables greater control, transparency and consistency across poultry, prawn, processing and retail operations. Our sustainability focus within the supply chain prioritises responsible sourcing, local procurement, supplier compliance and continuity of supply, particularly for essential food staples. By strengthening supplier partnerships and monitoring environmental and social impacts across the value chain, CCK enhances resilience against climate, market and geopolitical disruptions while supporting local economies.

Food Safety, Quality and Biosecurity Excellence

Food safety and quality remain non-negotiable priorities for CCK. We maintain stringent controls across farming, processing, storage and retail to ensure products consistently meet regulatory, certification and customer requirements. Robust biosecurity measures in poultry and prawn farming reduce disease risks and protect animal health, while continuous improvements in hygiene, infrastructure and process design minimise contamination risks. These practices protect consumer health, strengthen brand trust and ensure business continuity.

Security and End-to-End Traceability

CCK recognises that transparency and traceability are critical to modern food systems. Our sustainability strategy emphasises traceability across key stages of production and distribution, enabling faster issue detection, effective recall management and improved accountability. Strengthening data capture and traceability supports food safety assurance, regulatory compliance and customer confidence, while laying the foundation for more advanced ESG reporting and risk management.

Occupational Health and Safety as a Core Foundation

Protecting the health, safety and well-being of our employees is fundamental to sustainable operations. CCK promotes a strong safety culture supported by clear policies, training, inspections and continuous improvement. In labour-intensive farming, processing and retail environments, effective occupational health and safety management reduces accidents, improves productivity and enhances workforce stability, reinforcing our commitment to responsible employment practices.

Technology, AI and Digital Enablement

Innovation, technology and AI are key enablers of CCK's sustainability journey. Digital tools and automation improve efficiency, reduce manual handling, strengthen food safety controls and enhance workplace safety. Data-driven systems support energy and resource efficiency, predictive maintenance, disease monitoring, traceability and compliance management. As retail and agri-food operations become more complex, AI and digitalisation enable better decision-making, faster risk response and improved transparency across ESG dimensions.

Long-Term Value Creation







Through disciplined governance, responsible operations and technology-led innovation, CCK seeks to balance affordability, quality and sustainability. Our sustainability strategy supports resilient growth, protects margins in a challenging cost environment and reinforces CCK's role in delivering safe, accessible and responsibly produced food to the communities we serve.

SUSTAINABILITY STATEMENT (Cont'd)

Stakeholders Engagement

The Group actively engages with stakeholders, recognizing their integral role in CCK's foundation and achievements. Collaboration and stakeholder insights have been instrumental in driving our growth and success.

Committed to fostering collaboration and mutual understanding, we provide a detailed summary of our key stakeholders, their relevant material sustainability matters, and our ongoing engagement efforts, as outlined in the table below:

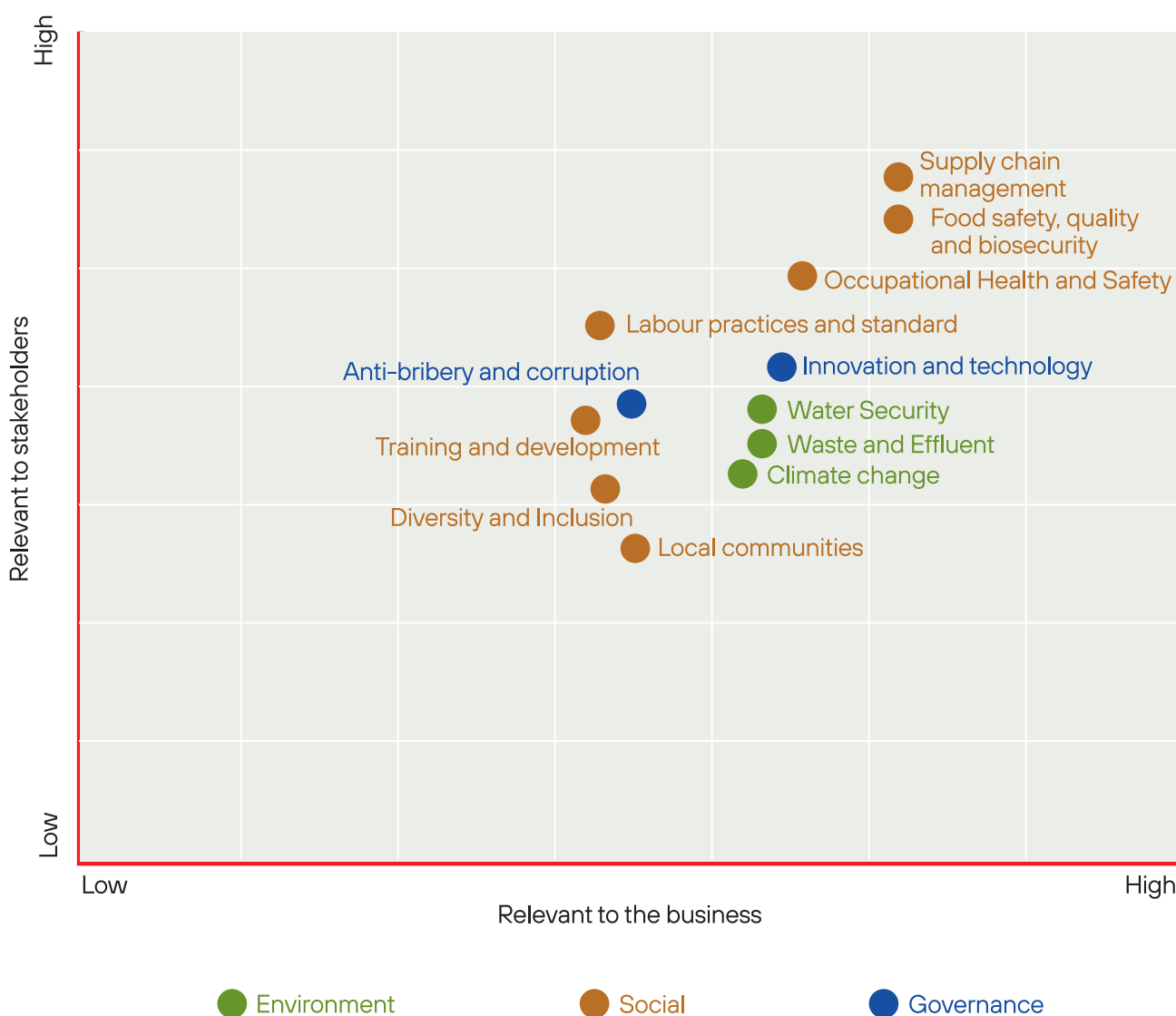
Key Stakeholders	Areas of Interest	Engagement Methodology	Frequency
 Shareholders and Investors	<ul style="list-style-type: none"> • Accurate disclosure • Future direction • Recent performance • Sustainability 	<ul style="list-style-type: none"> • Annual General Meetings • Conference Calls • On-Site Visits • Investors Relations 	<ul style="list-style-type: none"> • Annually or when or when required
 Employees	<ul style="list-style-type: none"> • Compensation and benefits • Personal development • Insurance and medical • Health and safety • Efficiency and comfort 	<ul style="list-style-type: none"> • Annual performance appraisal • Occupational Health and Safety Committee meetings • Annual team-building and dinner • Regular communications and meetings • Direct whistle-blowing channels 	<ul style="list-style-type: none"> • Regularly
 Customers	<ul style="list-style-type: none"> • Quality and pricing • On-time deliveries • Halal compliance and food safety 	<ul style="list-style-type: none"> • Annual survey and feedback • Regular communications • Complaints channel • Regular audits 	<ul style="list-style-type: none"> • Regularly
 Suppliers	<ul style="list-style-type: none"> • Quality and pricing • On-time deliveries • Sustainable supply chain and future business dealings • Procurement management 	<ul style="list-style-type: none"> • Annual review and feedback • Regular communications • Complaints channel • On-site visits 	<ul style="list-style-type: none"> • Ongoing or regularly
 Regulators	<ul style="list-style-type: none"> • Good and fair governance • Legal compliance 	<ul style="list-style-type: none"> • Active participation in industry associations • Meetings with Government agencies • Regular audits and inspections 	<ul style="list-style-type: none"> • When required
 Community	<ul style="list-style-type: none"> • Community investment involves contributing donations, both in monetary and non-monetary 	<ul style="list-style-type: none"> • Donations • Fundraising • Charity events 	<ul style="list-style-type: none"> • Ongoing

SUSTAINABILITY STATEMENT (Cont'd)

Materiality Matrix

Following a comprehensive materiality review, CCK refined its sustainability risk and opportunities (“SROs”) focus by streamlining its material matters from 13 to 12 to better reflect emerging SROs, stakeholder expectations and business priorities. Key updates included consolidating climate-related topics and food safety, quality and customer satisfaction into specific environmental and social dimensions. New material matters were introduced to strengthen focus on innovation and technology.







The updated materiality assessment indicates that 12 material matters are of high importance to our business and have significant sustainability impacts towards our stakeholders, with supply chain, food safety, quality and occupational safety and health identified as the most critical. Although community contributions and anti-bribery and corruption were assessed as lower priority, CCK continues to recognise its impacts on local communities and governance standards and remains committed to relevant disclosures. The refined SROs form the foundation of CCK’s sustainability strategy, guiding sustainability initiatives, disclosures and target-setting from FY2025 onwards.



SUSTAINABILITY STATEMENT (Cont'd)

ENVIRONMENT






The environment forms the foundation of CCK's poultry, aquaculture, processing and retail operations, encompassing natural systems such as air, water, land and biodiversity that are essential to food production and business continuity. As an agri-food group, CCK recognises that human activities and operational practices can place pressure on these natural resources, contributing to climate change, pollution and ecosystem degradation. Protecting the environment is therefore critical to sustaining long-term productivity, food security and community well-being. CCK is committed to adopting responsible and sustainable practices, including improving energy efficiency, reducing emissions, managing water and waste responsibly and complying with environmental regulations, to minimise environmental impact while supporting a resilient and sustainable future for generations to come.

Material Sustainability Risk and Opportunities ("SRO")	Why is it material to CCK?	Our Response	SDGs Supported by CCK
Climate Change	Climate change is a material issue for CCK as it directly affects biological assets, production stability, operating costs, supply chain resilience and long-term business sustainability across our poultry, aquaculture, processing and retail operations.	<ul style="list-style-type: none"> • Test and implement energy-efficient practices across operations. • Install energy monitoring devices and replace inefficient refrigeration systems. • Comply with DoE requirements for dust emissions, within permissible limits. • Reduce hazardous material use. • Assess and adopt lower-emission technologies in aquaculture and processing plants. 	  
Water Security	Water security is a material issue for CCK as reliable access to clean water underpins animal health, food safety, regulatory compliance and the continuity of our poultry, aquaculture, processing and retail operations	<ul style="list-style-type: none"> • Treat water management as critical to poultry and prawn farming operations. • Conduct quarterly water quality monitoring 	 
Waste and Effluent	Our operations generate waste and wastewater. Processing and treating wastes before disposal and discharge prevent environmental contamination.	<ul style="list-style-type: none"> • Apply wastewater treatment and sediment control in prawn farming. • Discharge only treated water, with sludge properly disposed of. 	






SOCIAL

CCK recognises that long-term business success is closely linked to the well-being of its employees, customers, communities and business partners. As a responsible agri-food group, CCK is committed to upholding high standards of labour practices, workplace safety, product quality and ethical conduct across its operations. The Group places strong emphasis on employee welfare, fair employment practices, food safety and responsible sourcing, while actively engaging with local communities where it operates. Through these efforts, CCK seeks to create shared value, support livelihoods and contribute positively to social development while maintaining trust with stakeholders.

SUSTAINABILITY STATEMENT (Cont'd)

Material Sustainability Risk and Opportunities ("SRO")	Why is it material to CCK?	Our Response	SDGs Supported by CCK
Food Safety, Quality and Biosecurity	Food safety and biosecurity are material to CCK as they safeguard consumer health, animal welfare, regulatory compliance and the continuity of our poultry, aquaculture, processing and retail operations	<ul style="list-style-type: none"> Maintain consistent food safety and quality standards across operations. Enforce strict biosecurity controls in poultry and prawn farming. Reduce contamination risk through automation and hygienic upgrades. Protect animal health via early disease detection and water monitoring. 	 
Labour Practices and Standards	Strong labour standards and practices are essential to CCK to ensure regulatory compliance, workforce stability, operational continuity and responsible business conduct	<ul style="list-style-type: none"> Uphold human rights and fair labour practices across operations and the supply chain. Provide a safe, inclusive and respectful workplace, free from forced and child labour. Ensure fair wages, reasonable working hours and safe working conditions. 	 
Occupational Health and Safety	Occupational health and safety is critical to CCK to protect employees, ensure regulatory compliance and maintain safe, efficient and resilient operations across our businesses	<ul style="list-style-type: none"> Strong safety culture guided by SOPs, Health and Safety Policy and active OSH oversight. Strengthen workplace safety through a Health and Safety Committee, regular inspections, equipment upgrades and improved operating procedures. Reduce risks through targeted controls and training, including PPE upgrades, access restrictions, noise testing and safety programmes. 	
Training and Development	Training and development are critical to CCK in strengthening workforce capability, operational safety and long-term business sustainability	<ul style="list-style-type: none"> Instil CCK's core values and strengthen human capital management practices in the areas of leadership development and growth, and attracting and retaining talents 	
Diversity and Inclusion	Diversity and inclusion are important to CCK in fostering a respectful workplace, strengthening workforce stability and supporting sustainable business performance	<ul style="list-style-type: none"> Promote inclusivity and equal opportunities, free from discrimination based on gender, age or ethnicity. Embrace East Malaysia's diverse ethnic landscape to enrich perspectives, ideas and organisational culture. 	

SUSTAINABILITY STATEMENT (Cont'd)

Material Sustainability Risk and Opportunities ("SRO")	Why is it material to CCK?	Our Response	SDGs Supported by CCK
Local Communities	Local community investment is important to CCK as it supports social licence to operate, strengthens local relationships and contributes to resilient, sustainable operations	<ul style="list-style-type: none"> Support schools, government bodies and underprivileged communities across East Malaysia through targeted CSR initiatives. Provide food and financial assistance to students and low-income families to support basic needs and well-being 	  
Supply Chain Management	Effective supply chain management is critical to CCK to ensure food safety, operational resilience, cost efficiency and sustainable business performance	<ul style="list-style-type: none"> Maintain near-complete vertical integration in poultry and prawn operations to ensure supply consistency, quality and affordability. Work closely with suppliers to ensure compliance with food standards and certifications, prioritising quality-assured suppliers. Support the local economy through local procurement 	 

GOVERNANCE

CCK recognises that strong governance is fundamental to effective risk management, regulatory compliance and long-term value creation. The Group is committed to maintaining high standards of corporate governance through clear accountability, ethical conduct and robust internal controls across its operations. Oversight by the Board and management ensures that business strategies, sustainability priorities and operational decisions are aligned with CCK's values, regulatory obligations and stakeholder expectations. Through transparent governance structures and continuous monitoring, CCK seeks to safeguard business integrity, resilience and sustainable growth.

Material Sustainability Risk and Opportunities ("SRO")	Why is it material to CCK?	Our Response	SDGs Supported by CCK
Anti-Bribery and Corruption	Anti-bribery and corruption practices are critical to CCK to uphold ethical conduct, ensure regulatory compliance and protect the Group's reputation and long-term sustainability.	<ul style="list-style-type: none"> Uphold Anti-Bribery Policy Create awareness and engage all employees and suppliers on the Suppliers and Business Associates Code of Business Ethics 	
Innovation and Technology	Innovation and technology are critical enablers of CCK's ESG strategy, supporting environmental efficiency, social responsibility and strong governance while enhancing operational resilience	<ul style="list-style-type: none"> Promote the adoption of innovative technologies to improve operational efficiency and sustainability performance Strengthen digital capabilities and data-driven decision-making across operations Support continuous innovation to enhance productivity, resilience and long-term value creation 	

SUSTAINABILITY STATEMENT (Cont'd)

CLIMATE CHANGE

Projected Climate Physical Risk Assessment

Climate change presents operational risks across CCK's poultry, prawn aquaculture, food and frozen seafood processing, cold-chain logistics and retail operations.

Rising temperatures and heat stress can affect animal health, aquaculture productivity and energy consumption, while extreme rainfall and flooding may disrupt farm infrastructure, water quality, logistics access and cold-chain integrity. In addition, transition pressures such as rising energy costs, evolving climate-related regulatory expectations and increasing customer demand for responsible food and seafood products may impact operating margins and disclosure requirements.

At the same time, CCK sees opportunities to strengthen resilience, improve resource efficiency and enhance brand value through targeted energy efficiency initiatives, renewable energy adoption, improved climate resilience at critical farm and processing sites, responsible aquaculture practices and sustainable retail operations.

However, accurately quantifying physical climate impacts on farms and supply chain remains complex. The time lag between climate events and their visible effects on production makes direct cause-and-effect relationships difficult to establish.

Addressing this challenge requires rigorous research and development to bridge this gap.

Climate Risk Scenario Analysis

Scope of Analysis	
Poultry, Prawn and Retail Business Segment	
Scenarios Used	
Physical Risks	<ul style="list-style-type: none"> IPCC AR6 SSP2-4.5 represents a middle-of-the-road climate future with moderate emissions reductions, resulting in higher temperatures and increasing physical climate risks IPCC AR6 SSP5-8.5 describes a future with very high emissions, heavy reliance on fossil fuels, and limited climate policy action, resulting in severe warming and significant physical climate impacts.
Transition Risks	<ul style="list-style-type: none"> The NGFS Current Policies scenario assumes that only climate and energy policies already in force are implemented, assuming development without introduction of low-carbon measures. NGFS Net Zero 2050 describes a future where strong and coordinated climate action reduces global greenhouse gas emissions to net zero by around 2050, limiting global warming to about 1.5°C.

IPCC AR6 SSP2-4.5 Intergovernmental Panel on Climate Change Sixth Assessment Report (AR6), Shared Socioeconomic Pathway SSP2-4.5
 PCC AR6 SSP2-4.5 Intergovernmental Panel on Climate Change Sixth Assessment Report (AR6), Shared Socioeconomic Pathway SSP5-8.5
 NGFS Network for Greening the Financial System, a group of central banks and supervisors that develop climate scenarios for financial and corporate risk assessment.

SUSTAINABILITY STATEMENT (Cont'd)

Time horizons	
Short term	2026-2030
Medium term	2031-2050
Long term	2051-2080
Assumptions and Significant Areas of Uncertainty	
Physical Risks	There is significant uncertainty regarding how climate change will affect the frequency and intensity of heat stress, rising temperature and future flooding, due to variability in climate projections and unpredictable shifts in weather patterns.
Transition Risks	<ul style="list-style-type: none"> Climate policy ambitions are expected to strengthen over time, with more aggressive mitigation efforts under the net-zero scenario compared to Business As Usual (NGFS Current Policies) Carbon prices are expected to rise, covering only Scope 1 emissions, and will be significantly higher in the net-zero scenario. The net-zero scenario relies more heavily on emerging technologies compared to the Business As Usual scenario. With green technologies maturing over time, it lowers investment costs as adoption rate increases. There is considerable uncertainty surrounding future carbon pricing, influenced by factors such as regulations and market demand. Analysis conducted in 2025, expect business locations and facilities remain the same over the time horizon
Metrics	
Physical Risks	Estimated projected average annualised financial impacts e.g. sales revenue, profits resulting from operational disruptions and loss or damage of farms due to flood, in line with the Group's Enterprise Risk Management Framework.
Transition Risks	Estimated projected average annualised financial impacts e.g. tax expenses, capital expenditure, R&D expenses resulting from the carbon tax, lower emissions technology investment, renewable energy in line with the Group's Enterprise Risk Management

Risk Financial Impact Rating

Financial	Insignificant	Minor	Moderate	Major	Catastrophic
Total Revenue	Decrease by < than 5%	Decrease by >=5% - <8%	Decrease by >=8% - <10%	Decrease by >=10% - <15%	Decrease by >=15%
Total Cost	Increase by < than 5%	Increase by >=5% - <8%	Increase by >=8% - <10%	Increase by >=10% - <15%	Increase by >=15%

SUSTAINABILITY STATEMENT (Cont'd)

The Table below outlines the current and projected financial impacts of climate-related physical and transition risk and opportunities

	Business Segment and Value Chain	Financial Impact in Current Reporting Period	Anticipated Financial Impact over the Short Term	Anticipated Financial Impact over the Medium Term	Anticipated Financial Impact over the Long Term
Physical Risk					
Flood, extreme rainfall	Poultry and Prawn Farms	Insignificant	Minor	Minor	Moderate
		There were minimal losses arising from flood and/ or extreme rainfall events during the year. However, the quantifiable financial impact could not be separately determined, as any related losses and repair costs for farm, ponds and infrastructure were not material and were largely inseparable from routine maintenance and repair activities.	Estimated projected financial impact on the profit and cost is minor due to the fact that our farms are not in the high-risk flood zone	Estimated projected financial impact on the profit and cost is minor due to the fact that our facilities are not in the high-risk flood zone	Scientific assessments indicate that climate change is likely to intensify their impacts, resulting in more severe flood occur in a longer term
Flood, extreme rainfall	Factory and cold room	Insignificant	Minor	Minor	Moderate
		There were minimal losses arising from flood and/ or extreme rainfall events during the year. However, the quantifiable financial impact could not be separately determined, as any related losses and repair costs for sanitation resets and equipment damage were not material and were largely inseparable from routine maintenance and repair activities.	Estimated projected financial impact on the profit and cost is minor due to the fact that our facilities are not in the high-risk flood zone	Estimated projected financial impact on the profit and cost is minor due to the fact that our farms are not in the high-risk flood zone	Given the geopolitical tensions, limited climate policy in the region and globally, which gives rise to a higher adverse impact on climate change
Flood, extreme rainfall	Distribution and Retail Stores	Insignificant	Minor	Minor	Moderate
		There were minimal disruptions to distribution activities due to periods of heavy rainfall, which had limited impact on cold-chain integrity, particularly for frozen products. The disruptions were manageable and did not result in significant power interruptions, temperature excursions, spoilage or product waste. As such, the related financial impact was not material and could not be separately quantified.	Estimated projected financial impact on the profit and cost is minor due to the fact that our facilities are not in the high-risk flood zone	Estimated projected financial impact on the profit and cost is minor due to the fact that our facilities are not in the high-risk flood zone	Given the geopolitical tensions, limited climate policy in the region and globally, which gives rise to a higher adverse impact on climate change

SUSTAINABILITY STATEMENT (Cont'd)

	Business Segment and Value Chain	Financial Impact in Current Reporting Period	Anticipated Financial Impact over the Short Term	Anticipated Financial Impact over the Medium Term	Anticipated Financial Impact over the Long Term
Physical Risk					
Heat stress and rising temperature	Poultry and prawn Farms	Insignificant	Minor	Minor	Minor
		No losses incurred as a result of: <ul style="list-style-type: none"> reduced feed intake and growth rates higher mortality during extreme heat events increased cooling and ventilation demand heightened animal welfare risks increase the risk of disease outbreaks reduce survival rates and harvest yields increase aeration and pumping requirement raising electricity usage 	Projected financial impact on lower yields, higher feed and energy costs, increased biosecurity intervention costs.	Projected financial impact on lower yields, higher feed and energy costs, increased biosecurity intervention costs.	Projected financial impact on lower yields, higher feed and energy costs, increased biosecurity intervention costs
Heat stress and rising temperature	Factory, cold room, retail outlet	Insignificant	Minor	Minor	Minor
		No losses due to business interruption, repair costs, inventory losses, increased insurance exposure arising from heat stress and rising temperatures	Projected financial impact on higher energy costs, potential inventory losses	Projected financial impact on higher energy costs, potential inventory losses	Projected financial impact on higher energy costs, potential inventory losses
Water availability and quality	Prawn farm	Insignificant	Minor	Minor	Minor
		Stable water availability and quality	higher water treatment and pumping costs, increased compliance risk, and potential yield impacts.	higher water treatment and pumping costs, increased compliance risk, and potential yield impacts.	higher water treatment and pumping costs, increased compliance risk, and potential yield impacts.

SUSTAINABILITY STATEMENT (Cont'd)

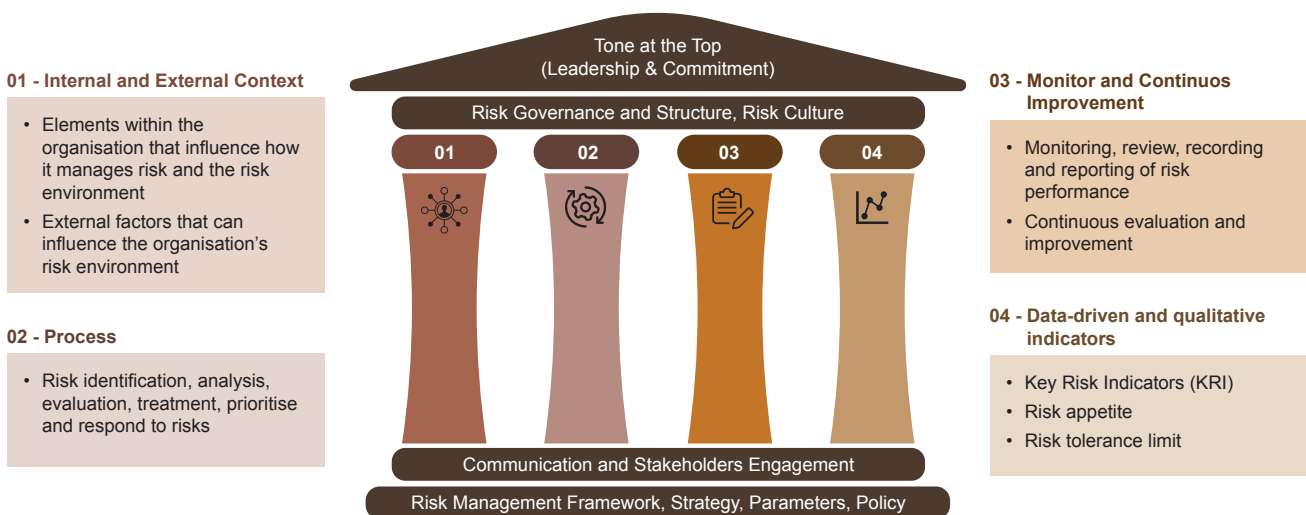
	Business Segment and Value Chain	Financial Impact in Current Reporting Period	Anticipated Financial Impact over the Short Term	Anticipated Financial Impact over the Medium Term	Anticipated Financial Impact over the Long Term
Transition Risk					
Rising energy cost and carbon tax	All business segments	Insignificant	Minor	Minor	Moderate
		No increase of electricity tariffs Not applicable as none of our operations was subject to carbon tax.	Malaysia has been considering an initial carbon tax around RM15/tCO ₂ e.	Malaysia has been considering an initial carbon tax around RM15/tCO ₂ e.	Malaysia has been considering an initial carbon tax around RM15/tCO ₂ e, it may increase in the longer term
Regulatory and market pressure	All business segments	Insignificant	Minor	Minor	Minor
		No losses or cost arising from the food and seafood products face growing scrutiny on carbon footprint and energy use, sustainable aquaculture practices, responsible sourcing and traceability	Projected increase of expenses for initiatives related to reduce carbon footprint, renewable energy use, sustainable aquaculture practices, responsible sourcing and traceability	Projected increase of expenses for initiatives related to reduce carbon footprint, renewable energy use, sustainable aquaculture practices, responsible sourcing and traceability	Projected increase of expenses for initiatives related to reduce carbon footprint, renewable energy use, sustainable aquaculture practices, responsible sourcing and traceability
Opportunities					
Energy efficiencies	All business segments	Insignificant	Minor	Minor	Minor
		No evidence of immediate cost savings, lower emissions intensity, improved operational control	With more time to invest in efficient energy solutions will lead to cost savings, lower emissions intensity, improved operational control.	With more time to invest in efficient energy solutions will lead to cost savings, lower emissions intensity, improved operational control.	With more time to invest in efficient energy solutions will lead to cost savings, lower emissions intensity, improved operational control.
Responsible food producer and retailer	All business segments	Insignificant	Minor	Minor	Minor
		No evidence of immediate stronger consumer trust, improved customer loyalty, reduced waste-related costs.	stronger consumer trust, improved customer loyalty, reduced waste-related costs.	stronger consumer trust, improved customer loyalty, reduced waste-related costs.	stronger consumer trust, improved customer loyalty, reduced waste-related costs.

SUSTAINABILITY STATEMENT (Cont'd)

Strategy and Risk Management to Manage Climate-Related Risks and Opportunities

The Company integrates climate-related risks and opportunities into its poultry, prawn, retail business strategy to strengthen business resilience, safeguard long-term productivity and support sustainable value creation. Climate-related physical risks, including flooding, drought, heat stress and rainfall variability, as well as transition risks arising from evolving climate policies and market expectations, are systematically considered in business planning, investment, farm, factory, cold chain logistic and retail management and capital allocation decisions. In parallel, the Company actively identifies climate-related opportunities to enhance operational efficiency and resilience, including sustainable water and biofeed management practices, adoption of renewable energy solutions and improvements in resource efficiency across food processing operations.

In parallel, the Company maintains a proactive and continuous process to identify, assess and manage material climate-related risks and opportunities, which are fully embedded within the Group Risk Management Framework and managed with the same level of rigour as other principal operational and strategic risks.



This integrated approach enables the Company to mitigate climate-related risks while capturing opportunities arising from improved estate resilience, cost efficiency and responsible land stewardship.

Climate Change Metrics and Targets

The Company discloses its greenhouse gas (“GHG”) emissions to support the assessment and management of climate-related risks and opportunities, in line with its business strategy and risk management framework.

CCK has continued to strengthen its GHG data collection, consolidation and review processes during the reporting period. As sustainability reporting practices continue to mature, the comparability of emissions data across reporting periods may be affected by improvements in data coverage, methodologies and internal controls.

To support trend analysis and improve comparability across reporting periods, the Group also discloses revenue-based intensity metrics for selected sustainability indicators. Group revenue in RM'000, for FY2023, FY2024 and FY2025 amounted to RM980,750, RM1,057,647 and RM1,047,728 respectively

SUSTAINABILITY STATEMENT (Cont'd)

GHG Emissions (tCO ₂ e)				
	FY2023	FY2024	FY2025	Target
Scope 1: Direct GHG Emissions	Not required to be disclosed in FY2023	525.35	512.08	To improve data quality and efficiency, and progressively establish measurable reduction targets
Scope 2: Energy Indirect GHG Emissions (purchased electricity)		7,456.71	5,504.51	
Scope 3: Other Indirect GHG Emissions (Only for the business travel and employee commuting)		We will disclose the data beginning on 1 Jan 2028, as required by NSRF	We will disclose the data beginning on 1 Jan 2028, as required by NSRF	To strengthen data collection in preparation for disclosure from 1 January 2028.
Total GHG Emissions	N/A	7,982.06	6,016.59	-
GHG Emission Intensity	N/A	7.547	5.743	

Note: GHG emission intensity refers to the amount of GHG emitted relative to RM million revenue

Accordingly, the FY2025 disclosures should be read as part of CCK's ongoing effort to strengthen the reliability and completeness of its climate-related data. The Company intends to progressively enhance data consistency across reporting periods and use this as a basis for more robust trend analysis and target-setting in future reporting cycles.

At this stage, CCK has not finalised a quantitative GHG reduction target, as the Group is still refining its baseline data, methodologies and transition planning. In the near term, the Group will focus on strengthening emissions data governance, improving energy monitoring and identifying practical emissions reduction opportunities across its operations.

Water Security

CCK recognises water as a critical resource in its operations, particularly in poultry and prawn farming, where water availability and quality are important to animal health, food safety and operational continuity. The Group therefore seeks to manage water use responsibly and adopts rainwater collection where feasible to support more efficient water use.

In its prawn farming operations, wastewater is managed through monitoring and treatment processes. At the end of each harvest cycle, sediment is channelled into a sedimentation pond for treatment, while ammonia and nitrates are managed to reduce environmental impact. Only clarified water is discharged, and the remaining sludge is excavated and disposed of appropriately.

SUSTAINABILITY STATEMENT (Cont'd)

To support environmental compliance and maintain water quality standards, CCK submits water quality samples to the Natural Resources and Environment Board (“NREB”) on a quarterly basis for monitoring and assessment.

Key Indicator	FY2023	FY2024	FY2025	Target
Water consumption (megalitres)	404.5	247	199	To strengthen water monitoring and establish a suitable intensity denominator for future disclosure.
Water intensity	0.412	0.234	0.190	

Note: Water intensity refers to the amount of water consumption relative to RM million revenue.

Waste and Effluent Management

Waste management plays a critical role in CCK’s operations, especially given the sensitivity of livestock and food products to environmental factors and contaminants. Through strategic planning and the efficient implementation of cold chain logistics, we maximise product shelf life. In our retail stores, refrigerators are closely monitored, with temperature readings recorded three times daily. This ensures that refrigeration units consistently operate at optimal temperatures, preserving product quality and safety.

The Group strictly adheres to internal waste management protocols while complying with government regulations and relevant agencies, such as the Department of Environment (DoE). Waste, effluents, and emissions are monitored and tested weekly by independent, accredited laboratories.

CCK is proud to report that in FY2024, no penalties were imposed on the Group for non-compliance with waste management regulations, underscoring our commitment to responsible waste management and environmental compliance.

Type of waste	Waste management approach
Domestic waste	Sent to landfill by a licensed solid waste contractor
Recycled waste	Sold to authorised recycling contractors
Scheduled waste	Disposed of by Department of Environment licensed contractors
Water effluents	Treated with industrial effluent treatment system (“IETS”) procedure and discharged into drainage system

Water and Waste Management Indicators	FY2023	FY2024	FY2025	Target
Total waste diverted from disposal (metric tonnes)	N/A	1.795	108.385	To strengthen waste data collection and establish a complete baseline for future disclosure
Total waste directed to disposal (metric tonnes)	N/A	2,051.38	1,764.437	
Waste intensity	N/A	1.941	1.788	

Note: Waste intensity refers to the amount of total waste generate relative to RM million revenue.

SUSTAINABILITY STATEMENT (Cont'd)

Food Safety, Quality and Biosecurity

Customer satisfaction and brand loyalty serve as key measures of our service quality and product excellence. CCK is proud to report that, to date, no significant complaints have been received regarding our products. We have fostered strong brand loyalty, driven by our strict halal compliance and affordable pricing. Our long-standing support for the local community has reinforced our presence, and we remain committed to adapting to market trends and customer needs to ensure continued responsiveness.

Due to ongoing workforce constraints, CCK was unable to conduct its annual customer satisfaction survey in FY2025. However, the Group remains committed to reintroducing this initiative when operational capacity allows.

CCK is committed to retailing and supplying fresh produce that meets customer expectations. We prioritise quality consistency, ensuring that every stage of processing and storage upholds the high standards set by our certifications.

Biosecurity remains a core focus, particularly in our Poultry and Prawn farming operations. We rigorously monitor both the environment and personnel to maintain strict compliance with industry standards, continuously safeguarding the well-being of our employees and consumers.

We have implemented new methodologies and technologies in our poultry processing facility in Kuching, significantly reducing human touchpoints and strengthening CCK's biosecurity measures. Our goal is to progressively extend these advancements to our other factories.

Additionally, CCK has replaced wooden fittings and fixtures, including doors, and invested in additional blowers across our factories to reduce condensation, thereby minimising the risk of contamination.

We regularly conduct Polymerase Chain Reaction (PCR) testing to detect early-stage diseases, alongside monitoring pond pH levels and ammonia levels to maintain optimal water conditions for our prawn aquaculture farming. Our stringent wastewater treatment ensures clean water, vital for prawns due to their sensitivity. This approach supports the health and sustainability of our aquaculture operations.



Labour Practices and Standards

Employee Well-Being

At CCK, our commitment to delivering exceptional value extends not only to our customers and community but also to the people who make it all possible - our employees. We genuinely value our workforce and show our appreciation through various initiatives, including an annual dinner, festive celebrations, and recreational programmes. These events serve to strengthen relationships, promote teamwork, and encourage collaboration across departments.

Human Rights

At CCK, we are committed to upholding human rights throughout our operations and supply chain. We prioritise fair labour practices, ensuring that all workers are treated with dignity and respect while complying with local labour laws and ethical standards.

We maintain a safe and inclusive workplace, free from discrimination, forced labour, and child labour. Our employees receive fair wages, reasonable working hours, and a safe working environment. Additionally, we work closely with our suppliers to promote ethical employment practices across our supply chain.

SUSTAINABILITY STATEMENT (Cont'd)

To strengthen our commitment, we regularly review our policies and practices to ensure continuous improvement in human rights protections.

Key Indicator	Total number of employees turnover			
	FY2023	FY2024	FY2025	Target
Management	3	8	7	To monitor employee turnover and strengthen retention across all employee categories.
Executive	14	20	20	
Non-Executive	594	566	470	
	FY2023	FY2024	FY2025	Target
Percentage of employees that are contractors or temporary staff	27%	9%	19%	To maintain an appropriate workforce mix based on operational needs.
Number of substantiated complaints concerning human rights violations	0	0	0	To maintain at 0.

Occupational Health and Safety

At CCK, we prioritise the safety and well-being of our employees. We cultivate a strong workplace safety culture, guided by our Standard Operating Procedures and Health and Safety Policy. Our Occupational Health and Safety (OSH) Department plays a vital role in conducting safety training, raising awareness, and carrying out on-site inspections to ensure strict compliance with CCK's safety standards.

To ensure a comprehensive and inclusive approach to workplace safety, we have formed a Health and Safety Committee consisting of core operations members and the OSH team. In FY2025, meetings were conducted to review general safety protocols and infrastructure, covering areas such as fire alarms, Personal Protective Equipment (PPE) inventories, and operating procedures. Key outcomes from these discussions included updates to earmuff specifications, improved operational techniques for band saw usage, and the introduction of more targeted safety training programmes.

Below are some of the initiatives in place to reduce health and safety risks:

- Inculcate Health and Safety Policy
- Personal Protective Equipment ("PPE") Research and upgrade
- Strict Restriction and screening of access to farms
- Workplace Noise Test performed
- Safer Working Methodology researched and guided (i.e. Band Saw usage techniques)

SUSTAINABILITY STATEMENT (Cont'd)

CCK recognises that maintaining a safe work environment is a shared responsibility. As part of our ongoing commitment to workplace safety, the OSH Department conducted approximately 101.25 hours of training in FY2025, covering topics such as Chemical Safety Awareness, Hearing Conservation, and Slip and Fall Prevention.

Key Indicator	FY2023	FY2024	FY2025	Target
Number of Work-Related Fatalities	0	0	0	To maintain at 0
Lost time incident rate ("LTIR")	10.28	4.18	13.70	To reduce LTIR through strengthened safety controls
Number of employees trained on health and safety standards	1,540	1,664	1,252	To train 100% of relevant staff in OSHA

Training and Development

Continuous learning and knowledge are integral to both our employees' development and CCK's progress. We prioritise ongoing learning and career growth opportunities, fostering a sense of fulfilment by nurturing talent from within.

In FY2025, CCK recorded a total of 9,541.5 training hours across Management, Executive and Non-Executive employees. Training activity increased during the year, reflecting a broader range of internal and external training programmes conducted across the Group.

The training programmes covered a range of areas relevant to CCK's operations, including orientation and onboarding, food safety and quality, halal and hygiene compliance, occupational safety and health, operational and technical skills, as well as digital, finance and regulatory-related topics. These programmes were intended to support both operational effectiveness and the continued development of employees across the organisation.

Key Indicator	Total hours of training			Target
	FY2023	FY2024	FY2025	
Management	804	71	897	To continue investing in training and development across all employee categories.
Executive	9,090	1,457.7	1,733.25	
Non-Executive	12,662	148.3	6,911.25	

Diversity and Inclusion

CCK is committed to fostering an inclusive workplace that provides equal opportunities regardless of gender, age or ethnicity. Operating primarily in East Malaysia, the Group benefits from a diverse workforce and recognises that different backgrounds and perspectives contribute positively to teamwork, ideas and organisational culture.

The Group seeks to maintain a respectful working environment where diversity is valued and discrimination is not tolerated. By promoting inclusivity across its operations, CCK aims to support workforce stability, employee engagement and sustainable business performance.

SUSTAINABILITY STATEMENT (Cont'd)

The following charts provide an overview of how the Group nurtures and manages diversity:

	FY2023	FY2024	FY2025	Target
Percentage of employees by gender, age group, employee category and contractual employment				
Management	4	4	4	To maintain an appropriate workforce composition across employee categories based on operational needs
Executive	9	9	9	
Non-Executive	87	87	87	
Male	63	62	60	To maintain balanced gender representation across the workforce
Female	37	38	40	
Below 30 years old	50	43	45	To maintain a balanced age profile across the workforce
Between 30 and 50 years old	43	50	49	
Over 50 years old	7	7	6	
Permanent	73	91	81	To maintain an appropriate mix of permanent and contract employees based on operational requirements
Contract	27	9	19	

	FY2023	FY2024	FY2025	Target
Percentage of directors by gender and age group				
Male	95	80	86	To continue strengthening gender diversity at Board level in line with Bursa Malaysia's and MCCG's expectations
Female	5	20	14	
Below 30 years old	2	0	0	To maintain an appropriate mix of Board age profiles to support effective oversight and diversity of perspectives.
Between 30 and 50 years old	2	10	14	
Over 50 years old	96	90	86	

Local Communities

With a strong presence in East Malaysia, CCK remains committed to contributing positively to the communities in which it operates. During FY2025, the Group continued to support community-based initiatives through both monetary and in-kind contributions, with a focus on food assistance, welfare support and community events.

Among the more significant initiatives during the year were CCK's continued support for school food bank programmes, including contributions to SMK Kampung Nangka Food Bank and SMK Tung Hua Food Bank, as well as support for the Home of Peace for Senior Citizens. In addition, CCK contributed to broader community welfare efforts such as the Majlis Bandaraya Kuching Selatan food assistance initiative for 500 poor families.

SUSTAINABILITY STATEMENT (Cont'd)

Beyond these larger contributions, the Group also provided support to various charitable, religious, educational and community-based organisations through donations in cash and kind, including food items such as chicken, eggs and other essentials. These contributions reflect CCK's ongoing commitment to maintaining meaningful relationships with local communities and supporting social well-being in areas where it operates.

CCK will continue to identify opportunities to provide practical assistance in a manner aligned with community needs, the Group's values and its operational presence. While the Group tracks the value of community contributions made during the year, the total number of beneficiaries for FY2025 was not centrally tracked at the time of reporting, particularly for contributions distributed through third-party organisers, schools, religious bodies and community institutions.

Community Investment	FY2023	FY2024	FY2025	Target
Total amount invested in the community where the target beneficiaries are external to the listed issuer (RM)	223,064.44	41,874.44	65,533.19	To continue supporting local communities through targeted contributions and practical assistance
Total number of beneficiaries of the investment in communities	18,292	1,370	N/A	

Supply Chain Management

Procurement and Supplier Management

CCK recognises that suppliers play an important role in supporting its operations, product quality and continuity of supply. To maintain value chain consistency and support affordability for customers, the Group has achieved a high degree of vertical integration in its Poultry and Prawn operations.

The Group works closely with its suppliers to support compliance with relevant food safety, quality and regulatory requirements, including certifications and standards applicable to its operations and products. CCK also seeks to build long-term supplier relationships that support consistent quality, operational reliability and responsible business practices.

Local Procurement

CCK engages with a diverse supplier base and continues to prioritise local procurement where appropriate, in support of community development, supply continuity and operational efficiency. In FY2025, spending on local suppliers accounted for 76% of the Group's total purchases.

While the Group has not yet formalised quantitative environmental and social screening metrics for supplier assessment and disclosure, CCK recognises the importance of progressively strengthening its supplier management practices in these areas. The Group will continue to enhance its procurement processes and consider the phased integration of relevant environmental and social considerations into supplier evaluation and monitoring, where appropriate to its business operations.

	FY2023	FY2024	FY2025	Target
Proportion of spending on local suppliers	62%	76.6%	76%	To continue prioritising local procurement where appropriate and strengthen support for local suppliers

SUSTAINABILITY STATEMENT (Cont'd)

Anti-Bribery and Corruption

Anti-Corruption

The Group maintains a strict zero-tolerance approach towards bribery and corruption and is committed to upholding high standards of ethics, integrity and transparency in its business dealings. CCK seeks to reinforce this commitment through its Anti-Bribery and Corruption (“ABC”) policy, internal controls and employee awareness initiatives.

There were no reported incidents of bribery or corruption during FY2025. The Group remains committed to maintaining this record through continued enforcement of its ABC standards and related governance practices.

In FY2025, anti-corruption awareness was provided through employee induction programmes and internal guidance by supervisors and management, with 50% of employees having received anti-corruption training or awareness briefing during the year. The Group will continue to strengthen employee awareness and coverage of ABC-related training over time.

The ABC Policy can be accessed on the Company’s website at <http://www.cck.com.my/en/corporate-governance>.

Whistleblowing

CCK is committed to promoting integrity, honesty and accountability across its operations. Employees are encouraged to report suspected unethical conduct, including bribery, corruption, fraud, financial misappropriation or other misconduct that may adversely affect the Group. The Group also provides whistleblower protection in accordance with the Whistleblower Protection Act 2010, while seeking to preserve confidentiality within legal and practical limits.

	FY2023	FY2024	FY2025	Target
Percentage of employees who have received training on anti-corruption by employee category	0	0	49	To progressively enhance anti-corruption training and awareness coverage across the workforce.
Percentage of operations assessed for corruption-related risks	100	100	100	To maintain at 100
Confirmed incidents of corruption and action taken	0	0	0	To maintain at 0

Innovation and Technology

In line with CCK’s strategy to enhance organisational resilience and long-term enterprise value, the Group has embarked on a structured digital transformation programme that strengthens its core operations, governance, and decision-making capabilities. The modernisation of its retail Enterprise Resource Planning (ERP) and Point-of-Sale (POS) systems enables greater integration, data accuracy, and real-time visibility across its retail network, supporting more effective management of inventory, pricing, and supply chain flows.

To reinforce management oversight and risk-informed decision-making, CCK has implemented Business Intelligence (BI) capabilities that consolidate operational and commercial data into centralised dashboards. These insights support management in identifying emerging risks, monitoring performance trends, and responding proactively to changes in consumer demand and operating conditions, thereby enhancing the Group’s ability to manage sustainability-related risks and opportunities.

CCK’s digital initiatives also extend to customer engagement through its mobile application, website, and membership programme, which strengthen customer relationships, support responsible retail practices, and improve demand planning through better data visibility.

SUSTAINABILITY STATEMENT (Cont'd)

Internally, the adoption of office automation (OA) solutions streamlines workflows, enhances internal controls, and improves the timeliness and quality of information flows, supporting effective governance and accountability.

Collectively, these technology investments form a critical enabler of CCK's strategy under the ISSB S1 framework, enhancing operational resilience, supporting risk management, and positioning the Group to adapt to evolving sustainability-related risks and opportunities while delivering sustainable value to its stakeholders.

Next Steps

As we look ahead, CCK will continue to strengthen its ESG governance and data foundations, integrate climate and operational risks into our strategic decision-making, and leverage technology to enhance efficiency, traceability, and customer engagement across our value chain. These efforts will reinforce the resilience of our agri-food and retail operations and support the creation of sustainable long-term value for our stakeholders.



STRENGTHEN ESG DATA & GOVERNANCE

Enhance the consistency, quality and governance of sustainability data across its operations, aligned with IFRS S1 and S2, to support reliable disclosures and effective management oversight.

INTEGRATE CLIMATE & OPERATIONAL RISKS

Embed climate, resource efficiency and supply chain considerations into its risk management and strategic planning, strengthening resilience across its agri- food and retail operations.

LEVERAGE TECHNOLOGY FOR SUSTAINABLE GROWTH

Further leverage technology and analytics to improve efficiency, traceability and customer engagement, supporting responsible retail practices and long-term value creation

SUSTAINABILITY STATEMENT (Cont'd)

GRI CONTENT INDEX REFERENCE

GRI Standard	Disclosure Item	Section Reference	Page
GRI 2: General Disclosure 2021			
The organisation and its reporting practices			
2-1	Organisation details	About This Sustainability Statement	24
2-2	Entities included in the organisation's sustainability reporting	Reporting Scope and Period	24
2-3	Reporting period, frequency and contact point	Reporting Scope and Period	24
2-5	External Assurance	Statement of Assurance	24
Activities and workers			
2-6	Activities, value chain and other business relationship	Reporting Scope and Period	24
2-7	Employees	Labour Practices and Standards	41 - 42
2-8	Workers who are not employees	Labour Practices and Standards	41 - 42
Governance			
2-9	Governance structure and composition	Sustainability Governance Structure	26
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Structure	26
2-13	Delegation of responsibility for managing impacts	Sustainability Governance Structure	26
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance Structure	26
2-16	Communication of critical concerns	Whistleblowing	46
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	Sustainability Statement	24
2-26	Mechanism for seeking advice and raising concerns	Share Your Feedback / Whistleblowing	24 / 46
2-27	Compliance with laws and regulations	Anti-Bribery and Corruption	46
Stakeholder engagement			
2-29	Approach to stakeholder engagement	Stakeholders Engagement	28
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	CCK Materiality Matrix	29
3-2	List of material topics	CCK Materiality Matrix	29
3-3	Management of material topics	CCK Materiality Matrix	29
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Supply Chain Management	45

SUSTAINABILITY STATEMENT (Cont'd)

GRI Standard	Disclosure Item	Section Reference	Page
GRI 205: Anti-Corruption 2016			
205-2	Communication and training about anti-corruption policies and procedures	Anti-Bribery and Corruption	46
205-3	Confirmed incidents of corruption and actions taken	Anti-Bribery and Corruption	46
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Sustainability at a Glance	25
302-4	Reduction of energy consumption	Climate Change	33
GRI 303: Water and Effluent 2016			
303-5	Water consumption	Water Security	39 - 40
GRI 305: Emissions 2016			
305-7	Nitrogen Oxides (NO ₂), sulfur oxides (SO ₂) and other significant air emissions	Climate Change	33
GRI 306: Waste 2020			
306-3	Waste generated	Waste and Effluent Management	40
306-4	Waste diverted from disposal	Waste and Effluent Management	40
306-5	Waste directed to disposal	Waste and Effluent Management	40
GRI 401: Employment			
401-1	New employee hires and employee turnover	Labour Practices and Standard	41 - 42
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Occupational Health and Safety	42 - 43
403-5	Worker training on occupational health and safety	Occupational Health and Safety	42 - 43
403-9	Work-related injuries	Occupational Health and Safety	42 - 43
GGRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Training and Development	43
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Development	43
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Diversity and Inclusion	43 - 44
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Performance Data and Target	54

SUSTAINABILITY STATEMENT (Cont'd)

CCK Consolidated Holdings Berhad BMLR Transition Period

Date & Time: 2026-04-22_13:48:02
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Percentage of employees who have received training on anticorruption by employee category - Management	Percentage	61	To progressively enhance anticorruption training and awareness coverage across the workforce	No assurance
Anti-Corruption	Percentage of employees who have received training on anticorruption by employee category - Executive	Percentage	48	To progressively enhance anticorruption training and awareness coverage across the workforce	No assurance
Anti-Corruption	Percentage of employees who have received training on anticorruption by employee category - Non-Executive	Percentage	49	To progressively enhance anticorruption training and awareness coverage across the workforce	No assurance
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage	100	To maintain at 100	No assurance
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	To maintain at 0	No assurance
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	65,533,319	To continue supporting local communities through targeted contributions and practical assistance	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Senior Management - Male	Percentage	100	To maintain balanced gender representation across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Senior Management - Female	Percentage	0	To maintain balanced gender representation across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Senior Management - Below 30 years old	Percentage	25	To maintain a balanced age profile across the workforce	No assurance

SUSTAINABILITY STATEMENT (Cont'd)

CCK Consolidated Holdings Berhad BMLR Transition Period

Date & Time: 2026-04-22_13:48:02
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Senior Management - Between 30 to 50 years old	Percentage	25	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Senior Management - Above 50 years old	Percentage	50	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Management - Male	Percentage	52	To maintain balanced gender representation across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Management - Female	Percentage	48	To maintain balanced gender representation across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Management - Below 30 years old	Percentage	5	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Management - Between 30 to 50 years old	Percentage	72	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Management - Above 50 years old	Percentage	23	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Executive - Male	Percentage	41	To maintain balanced gender representation across the workforce	No assurance

SUSTAINABILITY STATEMENT (Cont'd)

CCK Consolidated Holdings Berhad BMLR Transition Period

Date & Time: 2026-04-22_13:48:02
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Executive - Female	Percentage	59	To maintain balanced gender representation across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Executive - Below 30 years old	Percentage	17	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Executive - Between 30 to 50 years old	Percentage	71	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Executive - Above 50 years old	Percentage	12	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Non-Executive - Male	Percentage	63	To maintain balanced gender representation across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Non-Executive - Female	Percentage	37	To maintain balanced gender representation across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Non-Executive - Below 30 years old	Percentage	49	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Non-Executive - Between 30 to 50 years old	Percentage	46	To maintain a balanced age profile across the workforce	No assurance

SUSTAINABILITY STATEMENT (Cont'd)

CCK Consolidated Holdings Berhad BMLR Transition Period

Date & Time: 2026-04-22_13:48:02
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category: Non-Executive - Above 50 years old	Percentage	5	To maintain a balanced age profile across the workforce	No assurance
Diversity	Percentage of directors by gender and age group - Male	Percentage	86	To continue strengthening gender diversity at Board level in line with Bursa Malaysia's and MCCC's expectations	No assurance
Diversity	Percentage of directors by gender and age group - Female	Percentage	14	To continue strengthening gender diversity at Board level in line with Bursa Malaysia's and MCCC's expectations	No assurance
Diversity	Percentage of directors by gender and age group - Below 30 years old	Percentage	0	To maintain an appropriate mix of Board age profiles to support effective oversight and diversity of perspectives	No assurance
Diversity	Percentage of directors by gender and age group - Between 30 to 50 years old	Percentage	14	To maintain an appropriate mix of Board age profiles to support effective oversight and diversity of perspectives	No assurance
Diversity	Percentage of directors by gender and age group - Above 50 years old	Percentage	86	To maintain an appropriate mix of Board age profiles to support effective oversight and diversity of perspectives	No assurance
Energy Management	Total energy consumption	MW/h	9,049.57	To improve energy efficiency through enhanced monitoring and operational improvements	No assurance
Health and Safety	Number of work-related fatalities	Number	0	To maintain at 0	No assurance
Health and Safety	Lost time incident rate	Rate	13.70	To reduce LTIR through strengthened safety controls	No assurance
Health and Safety	Number of employees trained on health and safety standards	Number	1,252	To train 100% of relevant staff in OSHA	No assurance

SUSTAINABILITY STATEMENT (Cont'd)

CCK Consolidated Holdings Berhad
BMLR Transition Period

Date & Time: 2026-04-22_13:48:02
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Training and development	Total hours of training by employee category - Management	Hours	897	To continue investing in training and development across all employee categories	No assurance
Training and development	Total hours of training by employee category - Executive	Hours	1,733.25	To continue investing in training and development across all employee categories	No assurance
Training and development	Total hours of training by employee category - Non-Executive	Hours	6,911.25	To continue investing in training and development across all employee categories	No assurance
Labour practices and standards	Percentage of employees that are contractors or temporary staff	Percentage	19	To maintain an appropriate workforce mix based on operational needs	No assurance
Labour practices and standards	Total number of employee turnover by employee category - Management	Number	7	To monitor employee turnover and strengthen retention across all employee categories	No assurance
Labour practices and standards	Total number of employee turnover by employee category - Executive	Number	20	To monitor employee turnover and strengthen retention across all employee categories	No assurance
Labour practices and standards	Total number of employee turnover by employee category - Non-Executive	Number	470	To monitor employee turnover and strengthen retention across all employee categories	No assurance
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	To maintain at 0	No assurance
Supply chain and management	Proportion of spending on local suppliers	Percentage	76	To continue prioritising local procurement where appropriate and strengthen support for local suppliers	No assurance
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	To maintain at 0	No assurance
Water Management	Total volume of water used	Megaliters	199	To strengthen water monitoring and establish a suitable intensity denominator for future disclosure	No assurance

SUSTAINABILITY STATEMENT (Cont'd)

CCK Consolidated Holdings Berhad BMLR Transition Period

Date & Time: 2026-04-22_13:48:02
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Waste Management	Total waste diverted from disposal	Metric Tonne	108,385	To strengthen waste data collection and establish a complete baseline for future disclosure	No assurance
Waste Management	Total waste directed to disposal	Metric Tonne	1,764,437	To strengthen waste data collection and establish a complete baseline for future disclosure	No assurance
Emission	Scope 1	tCO2e	512.08	To improve data quality and efficiency, and progressively establish measurable reduction targets	No assurance
Emission	Scope 2	tCO2e	5,50451	To improve data quality and efficiency, and progressively establish measurable reduction targets	No assurance

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (“Board”) of CCK Consolidated Holdings Berhad (“the Company”) is pleased to present the Statement on Risk Management and Internal Control in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Listing Requirements”), the Statement on Risk Management and Internal control: Guidelines for Directors of Listed Issuers (“Guidelines”) and the Malaysian Code on Corporate Governance 2021.

A sound risk management framework and internal control system (“System”) is embedded into the culture of the Group, which is responsive to changes in business, market, environment and economy. The System is to safeguard the Group’s assets and shareholders’ investments as well as the interests of customers, employees and other stakeholders.

BOARD’S RESPONSIBILITIES

The Board is committed to maintain a sound System and affirms its overall responsibility for the System by continuously reviewing the adequacy and effectiveness of the System. The task of scrutinising the System is delegated to the relevant Board Committees, i.e. Audit Committee (“AC”) and Risk Management Committee (“RMC”).

The System covers strategy, operations, finance, information technology, regulatory compliance, sustainability and responding to external environment. The System is designed to manage, rather than eliminate the associated risks. The System facilitates the Board and Management in planning and executing the Group’s strategies and achieving business objectives within the risk tolerance level determined by the Board. The System provides reasonable, but not absolute, assurance against any material misstatement, loss or fraud.

The Board has received assurance from the Group Managing Director that the System of the Group is operating adequately and effectively, in all material aspects, based on the System adopted by the Group. The System does not cover associated company as its management is not under the control of the Board. However, the Group’s interest is served through representation on the board of the associated company.

The Board has reviewed the adequacy and effectiveness of the System through the AC and RMC. Risk Management Reports and Internal Audit Reports were reviewed by the RMC and AC respectively during the financial year of 2025. Necessary actions have been and are being taken to address key weaknesses identified from the review.

Significant risk and internal control matters which warrant the attention of the Board were reported by the RMC and AC to the Board for its deliberation and approval. Decisions made within the RMC’s and AC’s purview were escalated to the Board for its notation.

RISK MANAGEMENT FRAMEWORK AND PRACTICES

The principal responsibilities of the RMC are to establish and monitor the Group’s risk management framework, reviewing adequacy and effectiveness of processes and actions implemented by Management to identify, assess, monitor, manage and report on all key business risks, and to provide guidance and strategic direction to the business units on the adequacy and effectiveness of the risk management practices in order to achieve the Group’s objectives and strategies within the acceptable risk appetite.

The RMC, with assistance of the outsourced external risk management advisor (“RMA”), assessed and monitored effectiveness and consistency of risk management practices in the Group. The RMA engaged the risk owners of major divisional units and business units, to identify, evaluate, and update risks associated to the Group, its businesses and processes.

A series of risk discussion sessions were carried out with the Management and key executives by the RMA to identify and assess emerging risks. The level of risk tolerance was expressed in a risk rating matrix, which is scaled in accordance with the likelihood of risk occurrence and the magnitude of risk impact.

The risk identification, assessment and update covered the business processes of retail, poultry (farming and factory), prawn, food services, and corporate support functions. Risk owners (Heads of Departments) align their business management and operating actions with updated risk profiles, implementing controls that considered best suitable

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

to manage and mitigate the risks. Risk owners continuously monitor their risk profile with regard to emerging risks, changes in external business environment, and regulatory changes. Major risks of the Group for the financial year under review are related to (a) warehouse capacity; (b) compliance with rules & regulations; (c) poultry processing capacity; (d) succession planning for Heads of Departments; (e) size of Sales and Marketing team; and (f) margin compression.

The RMC reviewed and deliberated the risk profile of the Group in the RMC meetings held during the financial year 2025. The RMC seek assurance from the executive Management that the overall risks were adequately identified and managed within an acceptable risk appetite. Critical risks, together with its impact, mitigating actions and improved results, were presented to the Board.

INTERNAL CONTROL PROCESS

Audit (External and Internal)

The AC, with assistance of the external, independent appointed internal auditors (“Internal Audit Function”), is tasked by the Board with duty of reviewing and appraising the effectiveness of the system of internal control within the Group in accordance with the objectives of the Group.

In carrying out its responsibilities, the AC relies on the support of the outsourced Internal Audit Function. Based on an annual audit plan approved by the AC, the internal auditors conducted their internal audit assessment on key business units and processes in accordance with globally acceptable internal audit guidelines and practices. The internal auditors uphold the principles of independent, integrity, objectivity and confidentiality. The AC also reviewed and deliberated any matters relating to internal control which were highlighted by external auditors.

Meetings and discussions of internal auditors were held with Heads of Departments and employees concerned, to identify, discuss and address key internal control weaknesses. Where any significant weaknesses had been identified, the internal auditors provide recommendations for the Management to implement corrective measures to improve the internal control accordingly. The audit issues, findings and corrective measures were compiled into audit reports for deliberation in the AC meetings held quarterly. Follow-up audits were also undertaken to assess the status of implementation thereof, and significant unresolved audit issues were escalated to the Board for deliberation.

Any cases of fraud, whether actual or suspected, are required to be reported to the Chairperson of the AC and the Group Managing Director immediately upon discovered. Any significant incident concerning security of cash, information and record keeping, as well as regulatory compliance are also required to be shared with the internal auditors.

The AC reviewed audit plans and reports of the external auditors annually. The AC also assessed the performance, suitability, objectivity and independence of the external auditors before recommending them for re-appointment.

Authority and Responsibilities

The Board delegates certain responsibilities to its committees with clearly defined authorities and responsibilities in respective committees’ Terms of Reference.

Business performance of the Group is reviewed in quarterly meetings of the Board. Quarterly results of the Group are compared against budgeted figures and results of corresponding period last year.

Policies and Procedures

The Group has put in place a set of standard operating procedures to provide guidance for business managers and executives on the implementation of an effective internal control system, to mitigate risks, and to achieve the performance and targets of the Group. These procedures are continuously reviewed, monitored, updated and improved by the respective operating departments.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Insurance

Insurance coverage and physical safeguards on major assets are in place to ensure that the assets of the Group are adequately covered against any mishap that could result in material loss to the Group.

REVIEW OF THIS STATEMENT

The Board confirms that this Statement has been reviewed by external auditors pursuant to Paragraph 15.23 of the Listing Requirements. The external auditors have reported to the Board that nothing has come to their attention which causes them to believe that the Statement is not prepared, in all material aspects, in accordance with the Guidelines, nor is the Statement factually inaccurate.

CONCLUSION

The Board is satisfied that the System is efficient and adequate to meet the Group's strategies and objectives for the financial year under review. Up to the date of approval of this Statement, there were no material losses, contingencies, or uncertainties that would require a separate disclosure in the Annual Report. The Board will continue to ensure the effectiveness and adequacy of the System.

This Statement is made in accordance with a resolution of the Board of Directors dated 15 April 2026.

AUDIT COMMITTEE REPORT

The Board of Directors (“Board”) of CCK Consolidated Holdings Berhad (“the Company”) is pleased to present the Audit Committee Report, which provides insights into the manner in which the Audit Committee (“AC”) discharged its functions for the Group during the financial year ended 31 December 2025.

COMPOSITION AND ATTENDANCE

The AC consists of four (4) members, all of whom are Non-Executive Directors, with a majority being Independent Directors. None of the members is an alternate director. All members of the AC are financially literate, and possess appropriate knowledge, expertise and experience. One of the members is a member of the Malaysian Institute of Accountants (MIA).

During financial year 2025, the AC held a total of five (5) meetings. The attendance of each of AC member is as follows:

AC Members	Attendance
Chairperson: Wong Siaw Wei <i>(Independent Director)</i>	5/5
Members: Tan Sri Datuk Tiong Su Kouk <i>(Non-Independent Non-Executive Director)</i>	5/5
Ling Ting Leong @ Ling Chong Seng <i>(Senior Independent Director)</i>	5/5
Dato Sim Kheng Boon <i>(Independent Director)</i>	5/5

FUNCTIONS OF THE AC

The AC and its members have discharged their functions and duties in accordance with the Terms of Reference (“TOR”) of the AC. The terms of office and performance of the AC and its members are reviewed by the Nomination Committee annually. Summary of the TOR is available on the Company’s website at www.cck.com.my.

The Group Managing Director, Head of Finance and Internal Auditor, together with Company Secretaries, attended the meetings held during the year. External auditors attended AC meetings upon the invitation of the AC.

The AC met twice with the external auditors and once with the internal auditors without the presence of the other Directors and employees of the Group. These sessions reviewed matters including management cooperation and access to records during the audit process.

All proceedings and deliberations in terms of the issues discussed, and recommendations and decisions made at the AC meetings were recorded in the minutes by the Company Secretaries and confirmed by the AC. Significant matters discussed at each meeting were reported to the Board by the AC Chairperson.

SUMMARY OF ACTIVITIES

During financial year 2025, the AC undertook the following activities in accordance with its TOR:

- reviewed and deliberated on the unaudited quarterly results and annual audited financial statements of the Company and the Group to ensure that the financial reporting and disclosures presented a true and fair view of the financial position of the Group, and were in compliance with Malaysian Financial Reporting Standards, International Financial Reporting Standards, the Companies Act 2016, and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, prior to submission to the Board for approval;
- reviewed related party transactions, recurrent related party transactions and conflict of interest (“COI”) and potential COI situations to ensure management integrity and adequacy of disclosure in the unaudited quarterly results and annual audited financial statement;

AUDIT COMMITTEE REPORT (Cont'd)

- (c) reviewed the new Circular to Shareholders in relation to the proposed shareholders' mandates for recurrent related party transactions of a revenue or trading nature, prior to the Board's approval and submission to Bursa Malaysia Securities Berhad;
- (d) reviewed and approved the internal audit plan and reviewed the external audit plan to ensure adequacy of resources, competencies and coverage of areas to be audited;
- (e) reviewed and deliberated on audit reports, major findings, and recommendations from the internal and external auditors, as well as management's responses regarding system and control weaknesses;
- (f) assessed the performance, suitability, objectivity and independence of the external auditors, and recommended their re-appointment and fees for the Board's approval;
- (g) reviewed the adequacy of the scope, functions, competency and resources of the internal audit function;
- (h) reviewed the assistance provided by the employees of the Group to both the external and internal auditors;
- (i) reviewed the comparison of actual against budgeted results on quarterly basis;
- (j) reviewed trade receivables and inter-company debts;
- (k) reviewed the Audit Committee Report and the Statement on Risk Management and Internal Control prior to the Board's approval; and
- (l) reviewed the Group's performance and recommended corrective measures to the Board.

INTERNAL AUDIT FUNCTION

The Group's Internal Audit Function ("IAF") is outsourced to an independent professional services firm. It assists the AC in discharging its duties and responsibilities by undertaking independent, objective, regular and systematic reviews of the internal control system so as to provide reasonable assurance that such system continues to operate effectively and satisfactorily within the Group. The IAF reports directly to the AC.

The engagement director-in-charge, Ms. Josephine Lim Chia Yen holds a Bachelor of Commerce (Finance) degree and a Master of Science in Information Technology. Josephine also possesses a Certified Internal Auditor ("CIA") certification from the global Institute of Internal Auditors from USA. She has over 20 years of internal audit experiences with numerous clients in the retail, poultry, aquaculture, and food service industries. She was supported by three (3) team members with specialised knowledge in internal control assessment.

The firm maintains an internal policy requiring their staff to declare their professional independence, and potential COI situation. During the course of the internal audit engagement for financial year 2025, the firm did not encounter any COI situation regarding its personnel.

The IAF carried out its activities based on the risk-based annual internal audit plan approved by the AC. The function is guided by, in all material aspects, the Global Internal Audit Standards ("GIAS") issued by the Institute of Internal Auditors Inc. The audits conducted during the year covered three (3) areas: (a) succession planning; (b) warehouse management; and (c) compliance with rules and regulations.

The internal audit reports presented to the AC incorporating findings, recommendations to rectify weaknesses and to enhance controls, together with corrective measures to be taken within an agreed timeline. Follow-up audits on significant engagements were conducted to ensure corrective and preventive measures have been implemented accordingly with the intention to solve any underlying problems and to improve the processes and performance.

The total costs incurred by the IAF in discharging its functions and responsibilities in 2025 amounted to RM60,000.

Further details of the Company's internal control functions are set out in the Statement on Risk Management and Internal Control of this Annual Report.

This Report is made in accordance with a resolution of the Board of Directors dated 15 April 2026.

DIRECTORS' RESPONSIBILITY STATEMENT FOR THE AUDITED FINANCIAL STATEMENTS

The Directors are required by the Companies Act 2016 ("CA") to prepare financial statements for each financial year which have been made out in accordance with the applicable Malaysian Financial Reporting Standards, the International Financial Reporting Standards, the provisions of the CA and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors are responsible for ensuring that the financial statements 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 of the Group and of the Company for the financial year then ended.

In preparing the financial statements, the Directors have ensured that the Management has:

- adopted appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- prepared the financial statements on a going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep sufficient accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the CA.

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

This Statement is made in accordance with a resolution of the Board of Directors dated 15 April 2026.

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FINANCIAL STATEMENTS

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DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding and the provision of management services. The principal activities of the subsidiaries are set out in Note 5 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	The Group RM	The Company RM
Profit after taxation for the financial year	73,823,860	18,012,465
Attributable to:-		
Owners of the Company	61,164,265	18,012,465
Non-controlling interests	12,659,595	-
	73,823,860	18,012,465

DIVIDENDS

The Company paid a special dividend of 5.00 sen per ordinary share amounting to RM31,044,203 on 22 January 2025 and a final dividend of 3.50 sen per ordinary share amounting to RM21,676,601 for the financial year ended 31 December 2024 on 23 June 2025.

At the forthcoming Annual General Meeting, a final dividend of 4 sen per ordinary share in respect of the current financial year will be proposed for shareholders' approval. The financial statements for the current financial year do not reflect this proposed dividend. Such dividend, if approved by the shareholders, will be accounted for as a liability in the financial year ending 31 December 2026.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) There were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

DIRECTORS' REPORT (Cont'd)

TREASURY SHARES

During the financial year, the Company purchased 4,680,300 of its issued ordinary shares from the open market at an average price of RM1.26 per share. The total consideration paid for the purchase was RM5,886,613 including transaction costs. The shares purchased are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016 and are presented as a deduction from equity.

As at 31 December 2025, the Company held as treasury shares a total of 14,515,200 of its 630,718,960 issued and fully paid-up ordinary shares. The treasury shares are held at a carrying amount of RM11,733,490. The details of the treasury shares are disclosed in Note 20 to the financial statements.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the further writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

CONTINGENT AND OTHER LIABILITIES

At the date of this report, there does not exist:-

- (a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability of the Group and of the Company has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations when they fall due.

DIRECTORS' REPORT (Cont'd)

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Group and of the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature other than the partial disposal of equity interests in a subsidiary to non-controlling interests and the share subscription in the subsidiary by the non-controlling interests as disclosed in Note 34 to the financial statements.

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Tan Sri Datuk Tiong Su Kouk
 Tiong Chiong Hiiung
 Chong Shaw Fui
 Tiong Chiong Soon
 Lau Liong Kii
 Ling Ting Leong @ Ling Chong Seng
 Kueh Chung Peng
 Dato Sim Kheng Boon
 Wong Siaw Wei

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

Chong Min Fui
 Chong Pio
 Chong Su Khiun
 Ethan Tiong Ing Hung
 Joseph Tang Chiod Sui
 Goh Sung Hien @ Goh Soon Hien
 Lau Hieng Wuong
 Kueh Tiong Ching
 Lau Pek Kii
 Ung Yiik Hieng
 Wong Hua Tiing
 Wong Hua King
 Mizran Bin Md. Nahar
 Willbert Susastro

DIRECTORS' REPORT (Cont'd)

DIRECTORS' INTERESTS

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

	← Number of Ordinary Shares →			
	At 1.1.2025	Bought	Sold	At 31.12.2025
The Company				
<i>Direct Interests</i>				
Tan Sri Datuk Tiong Su Kouk	30,971,288	-	-	30,971,288
Tiong Chiong Hiiung	1,699,624	-	-	1,699,624
Tiong Chiong Soon	1,515,360	30,000	-	1,545,360
Lau Liong Kii	15,668,752	989,600	-	16,658,352
Ling Ting Leong @ Ling Chong Seng	321,428	-	-	321,428
Kueh Chung Peng	9,630,664	336,000	-	9,966,664
<i>Indirect Interests</i>				
Tan Sri Datuk Tiong Su Kouk	244,357,380	-	-	244,357,380
Tiong Chiong Hiiung	244,567,888	-	-	244,567,888
Chong Shaw Fui	33,711,272	140,000	-	33,851,27
Kueh Chung Peng	7,407,400	100,000	-	7,507,400
Tiong Chiong Soon	241,596,156	-	-	241,596,156
Lau Liong Kii	40,099,552	395,000	-	40,494,552
Ling Ting Leong @ Ling Chong Seng	3,311,988	-	-	3,311,988

By virtue of their shareholdings in the Company, Tan Sri Datuk Tiong Su Kouk, Tiong Chiong Hiiung and Tiong Chiong Soon are deemed to have interests in shares in its related corporations during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

The other directors holding office at the end of the financial year had no interest in shares of the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from transactions entered into in the ordinary course of business with companies in which certain directors have substantial financial interests as disclosed in Note 37(b) to the financial statements.

Neither during nor at the end of the financial year was the Group or the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REPORT (Cont'd)

DIRECTORS' REMUNERATION

The details of the directors' remuneration paid or payable to the directors of the Company during the financial year are as follows:-

	The Group RM	The Company RM
Fees	558,415	531,775
Salaries, bonuses and other benefits	3,720,645	-
Defined contribution benefits	329,033	-
	4,608,093	531,775

INDEMNITY AND INSURANCE COST

No indemnities were given to, nor insurance effected for, the directors, officers or auditors of the Company.

SUBSIDIARIES

The details of the subsidiary name, place of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary are disclosed in Note 5 to the financial statements.

The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The auditors' remuneration of the Group and of the Company for the financial year were RM636,206 and RM92,000 respectively.

Signed in accordance with a resolution of the directors dated

Tan Sri Datuk Tiong Su Kouk
Director

Tiong Chiong Hiiung
Director

STATEMENT BY DIRECTORS PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Tan Sri Datuk Tiong Su Kouk and Tiong Chiong Hiiung, being two of the directors of CCK Consolidated Holdings Berhad, state that, in the opinion of the directors, the financial statements set out on pages 74 to 155 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 of 31 December 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 15 April 2026.

Tan Sri Datuk Tiong Su Kouk
Director

Tiong Chiong Hiiung
Director

STATUTORY DECLARATION PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

I, Tiong Chiong Hiiung, being the director primarily responsible for the financial management of CCK Consolidated Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 74 to 155 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Tiong Chiong Hiiung, NRIC Number: 670208-13-6277
at Sibu
in the State of Sarawak
on this 15 April 2026.

Tiong Chiong Hiiung
Director

Before me

Adriana Chumang Anak Nyambong
Native Court Sarawak
91/JKM/USMN/SP/500-3/31/JLD.62

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CCK CONSOLIDATED HOLDINGS BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of CCK Consolidated Holdings Berhad, which comprise the statements of financial position of the Group and of the Company as at 31 December 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 74 to 155.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 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 Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial 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.

Revenue Recognition – Retail Segment Refer to Note 27 in the financial statements	
Key Audit Matter	How our audit addressed the Key Audit Matter
<p>The retail segment contributed 78.8% of the Group's revenue for the financial year ended 31 December 2025. Due to the high volume of cash sales transactions processed across multiple sales points, revenue recognition is subject to an inherent risk of misappropriation of cash. This risk arises from the decentralised nature of cash collection and the complexity of reconciling cash receipts with recorded revenue.</p> <p>Given the significance of the retail segment to the Group's financial performance and the associated risks, revenue recognition was identified as a key audit matter.</p>	<p>Our procedures included, amongst others:-</p> <ul style="list-style-type: none"> (a) evaluating the design, implementation, and operating effectiveness of internal controls related to cash handling and revenue recording processes. (b) performing substantive testing procedures to verify the accuracy, occurrence, and integrity of revenue recognised during the financial year. (c) reviewing year-end cut-off procedures to ensure revenue transactions are recorded in the appropriate accounting period.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CCK CONSOLIDATED HOLDINGS BERHAD (Cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (Cont'd)

Valuation of Biological Assets Refer to Note 13 in the financial statements	
Key Audit Matter	How our audit addressed the Key Audit Matter
<p>As of 31 December 2025, the Group's biological assets, comprising breeders, broilers, hatching eggs, and layers were carried at an aggregate fair value of RM21.5 million.</p> <p>The fair values of these biological assets were determined using the income approach, which involves discounting the expected future net cash flows to be generated from the sale of the agricultural produce. This valuation methodology relies on significant management assumptions, including projected selling prices, feed costs, mortality rates, and other relevant factors.</p> <p>Given the inherent subjectivity and complexity involved in estimating these assumptions, coupled with the materiality of the biological assets to the financial statements, the valuation of biological assets was identified as a key audit matter.</p>	<p>Our procedures included, amongst others:-</p> <p>(a) evaluating the appropriateness of the valuation methodology applied by management and assessing the reasonableness of the key assumptions used, including projected selling prices, feed costs, and mortality rates, by benchmarking them against historical data, industry trends, and external market indicators.</p> <p>(b) assessing the adequacy of the financial statement disclosures related to biological assets, including the disclosure of key assumptions, judgements, and the sensitivity of fair value estimates to changes in significant inputs.</p>

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 information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, 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.

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CCK CONSOLIDATED HOLDINGS BERHAD (Cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 skepticism throughout the audit. We also:-

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding 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 the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. 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 financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CCK CONSOLIDATED HOLDINGS BERHAD (Cont'd)

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 5 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.

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

15 April 2026

Sibu, Sarawak

Sim Aik Chiam
03123/02/2027 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	139,579,433	134,688,799
Investment in an associate	6	43,636,311	38,413,639	19,930,171	19,930,171
Property, plant and equipment	7	257,797,817	232,200,587	8,074,040	8,060,599
Investment properties	8	12,728,852	13,329,449	-	-
Intangible assets	9	443,944	616,460	-	-
Goodwill	10	380,224	380,224	-	-
Deferred tax assets	11	839,226	1,676,466	-	-
		315,826,374	286,616,825	167,583,644	162,679,569
CURRENT ASSETS					
Inventories	12	102,348,488	106,580,976	-	-
Biological assets	13	21,471,565	21,891,679	-	-
Trade receivables	14	50,196,018	48,709,311	-	-
Short-term investment	15	69,089,020	108,026,105	69,089,020	108,026,105
Other receivables, deposits and prepayments	16	39,890,284	22,724,228	928,414	1,244,604
Amount owing by subsidiaries	17	-	-	77,999,717	78,700,084
Current tax assets		1,500,814	452,757	50,000	25,000
Deposits with licensed banks	18	8,526,658	18,079,315	-	-
Cash and bank balances		157,709,264	154,879,807	5,548,331	11,865,941
		450,732,111	481,344,178	153,615,482	199,861,734
TOTAL ASSETS		766,558,485	767,961,003	321,199,126	362,541,303
EQUITY AND LIABILITIES					
EQUITY					
Share capital	19	158,968,930	158,968,930	158,968,930	158,968,930
Treasury shares	20	(11,733,490)	(5,846,877)	(11,733,490)	(5,846,877)
Reserves	21	407,931,767	412,312,485	167,114,634	201,822,973
Equity attributable to owners of the Company		555,167,207	565,434,538	314,350,074	354,945,026
Non-controlling interests		63,222,832	47,419,224	-	-
TOTAL EQUITY		618,390,039	612,853,762	314,350,074	354,945,026

The annexed notes form an integral part of these financial statements.

STATEMENTS OF FINANCIAL POSITION (Cont'd)

AS AT 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
NON-CURRENT LIABILITIES					
Bank borrowings	22	11,671,522	4,589,791	-	-
Lease liabilities	23	15,411,890	18,762,718	-	-
Deferred tax liabilities	11	8,305,422	8,562,802	1,398,866	1,428,062
		<u>35,388,834</u>	<u>31,915,311</u>	<u>1,398,866</u>	<u>1,428,062</u>
CURRENT LIABILITIES					
Trade payables	24	31,548,019	35,143,225	-	-
Other payables, deposits and accruals	25	23,031,858	21,706,834	883,634	584,313
Amount owing to subsidiaries	17	-	-	4,566,552	5,583,902
Amount owing to directors		720	720	-	-
Bank borrowings:-	22				
- bank overdrafts		4,563,055	7,059,105	-	-
- other borrowings		40,983,274	37,427,673	-	-
Lease liabilities	23	6,723,558	6,344,036	-	-
Provision for employee benefits	26	1,992,620	1,696,861	-	-
Current tax liabilities		3,936,508	13,813,476	-	-
		<u>112,779,612</u>	<u>123,191,930</u>	<u>5,450,186</u>	<u>6,168,215</u>
TOTAL LIABILITIES		<u>148,168,446</u>	<u>155,107,241</u>	<u>6,849,052</u>	<u>7,596,277</u>
TOTAL EQUITY AND LIABILITIES		<u>766,558,485</u>	<u>767,961,003</u>	<u>321,199,126</u>	<u>362,541,303</u>

The annexed notes form an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
REVENUE	27	1,047,727,804	1,057,646,780	18,855,538	115,468,236
COST OF SALES		(824,515,037)	(831,746,281)	-	-
GROSS PROFIT		223,212,767	225,900,499	18,855,538	115,468,236
OTHER INCOME		16,589,982	13,383,316	3,430,132	83,666,979
SELLING AND DISTRIBUTION EXPENSES		(23,772,363)	(22,685,853)	-	-
ADMINISTRATIVE EXPENSES		(43,261,068)	(37,789,056)	(3,751,761)	(3,330,024)
OTHER OPERATING EXPENSES		(73,776,028)	(68,147,976)	-	-
FINANCE COSTS		(3,049,393)	(2,949,455)	(49,296)	-
NET IMPAIRMENT GAIN/(LOSSES) ON FINANCIAL ASSETS	28	147,067	(672,298)	60,000	(357,582)
SHARE OF PROFITS OF AN EQUITY ACCOUNTED ASSOCIATE		5,222,672	4,990,112	-	-
PROFIT BEFORE TAXATION	29	101,313,636	112,029,289	18,544,613	195,447,609
INCOME TAX EXPENSE	30	(27,489,776)	(40,453,033)	(532,148)	(9,816,375)
PROFIT AFTER TAXATION		73,823,860	71,576,256	18,012,465	185,631,234
OTHER COMPREHENSIVE INCOME	31				
<u>Items that Will Not be Reclassified Subsequently to Profit or Loss</u>					
Remeasurement of defined benefits plan		(123,102)	33,947	-	-
<u>Items that Will be Reclassified Subsequently to Profit or Loss</u>					
Foreign currency translation differences		(22,727,981)	(11,420,814)	-	-
TOTAL OTHER COMPREHENSIVE INCOME		(22,851,083)	(11,386,867)	-	-
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		50,972,777	60,189,389	18,012,465	185,631,234

The annexed notes form an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (Cont'd)

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
PROFIT AFTER TAXATION					
ATTRIBUTABLE TO:-					
Owners of the Company		61,164,265	71,492,507	18,012,465	185,631,234
Non-controlling interests		12,659,595	83,749	-	-
		73,823,860	71,576,256	18,012,465	185,631,234
TOTAL COMPREHENSIVE INCOME					
ATTRIBUTABLE TO:-					
Owners of the Company		45,517,460	60,277,713	18,012,465	185,631,234
Non-controlling interests		5,455,317	(88,324)	-	-
		50,972,777	60,189,389	18,012,465	185,631,234
EARNINGS PER SHARE (SEN):-					
	32				
Basic		9.89	11.51		
Diluted		9.89	11.51		

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

The Group	Note	Share Capital RM	Treasury Shares RM	Foreign Exchange Translation Reserve RM	Retained Profits RM	Attributable to Owners of the Company RM	Non-Controlling Interests RM	Total Equity RM
Balance at 1.1.2024		158,968,930	(5,452,652)	(433,526)	277,893,379	430,976,131	583,347	431,559,478
Profit after taxation for the financial year		-	-	-	71,492,507	71,492,507	83,749	71,576,256
Other comprehensive income for the financial year:-	31	-	-	-	33,947	33,947	-	33,947
- Remeasurement of defined benefit plans		-	-	(11,248,741)	-	(11,248,741)	(172,073)	(11,420,814)
- Foreign currency translation differences		-	-	-	-	-	-	-
Total comprehensive income for the financial year		-	-	(11,248,741)	71,526,454	60,277,713	(88,324)	60,189,389
Contributions by and distribution to owners of the Company:-		-	(394,225)	-	-	(394,225)	-	(394,225)
- purchase of treasury shares		-	-	-	(26,387,573)	(26,387,573)	-	(26,387,573)
- Dividends:-	33	-	-	-	-	-	-	-
- by the Company		-	-	-	-	-	-	-
Changes in ownership interests in subsidiaries that do not result in loss of control	34	-	-	-	100,962,492	100,962,492	46,924,201	147,886,693
Transfer of reserve		-	-	(4,411,977)	4,411,977	-	-	-
Total transactions with owners		-	(394,225)	(4,411,977)	78,986,896	74,180,694	46,924,201	121,104,895
Balance at 31.12.2024		158,968,930	(5,846,877)	(16,094,244)	428,406,729	565,434,538	47,419,224	612,853,762

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Share Capital RM	Treasury Shares RM	Foreign Exchange Translation Reserve RM	Retained Profits RM	Attributable to Owners of the Company RM	Non-Controlling Interests RM	Total Equity RM
The Group								
Balance at 31.12.2024/1.1.2025		158,968,930	(5,846,877)	(16,094,244)	428,406,729	565,434,538	47,419,224	612,853,762
Profit after taxation for the financial year		-	-	-	61,164,265	61,164,265	12,659,595	73,823,860
Other comprehensive income for the financial year:-	31	-	-	-	(123,102)	(123,102)	-	(123,102)
- Remeasurement of defined benefit plans		-	-	(15,523,703)	-	(15,523,703)	(7,204,278)	(22,727,981)
- Foreign currency translation differences		-	-	-	-	-	-	-
Total comprehensive income for the financial year		-	-	(15,523,703)	61,041,163	45,517,460	5,455,317	50,972,777
Contributions by and distributions to owners of the Company:-		-	(5,886,613)	-	-	(5,886,613)	-	(5,886,613)
- purchase of treasury shares		-	-	-	(52,720,804)	(52,720,804)	-	(52,720,804)
- Dividends:-	33	-	-	-	-	-	(54,889)	(54,889)
- by the Company		-	-	-	-	-	-	-
- by the Subsidiary to non-controlling interests		-	-	141,385	2,681,241	2,822,626	10,403,180	13,225,806
Changes in ownership interests in subsidiaries that do not result in loss of control	34	-	(5,886,613)	141,385	(50,039,563)	(55,784,791)	10,348,291	(45,436,500)
Total transactions with owners		-	(5,886,613)	141,385	(50,039,563)	(55,784,791)	10,348,291	(45,436,500)
Balance as at 31.12.2025		158,968,930	(11,733,490)	(31,476,562)	439,408,329	555,167,207	63,222,832	618,390,039

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Share Capital RM	Treasury Shares RM	Retained Profits RM	Total Equity RM
The Company					
Balance at 1.1.2024		158,968,930	(5,452,652)	42,579,312	196,095,590
Profit after taxation/Total comprehensive income for the financial year		-	-	185,631,234	185,631,234
Contributions by and distributions to owners of the Company:-					
- Purchase of treasury shares	19	-	(394,225)	-	(394,225)
- Dividends	33	-	-	(26,387,573)	(26,387,573)
		-	(394,225)	(26,387,573)	(26,781,798)
Balance at 31.12.2024/1.1.2025		158,968,930	(5,846,877)	201,822,973	354,945,026
Profit after taxation/Total comprehensive income for the financial year		-	-	18,012,465	18,012,465
Contributions by and distributions to owners of the Company:-					
- Purchase of treasury shares	19	-	(5,886,613)	-	(5,886,613)
- Dividends	33	-	-	(52,720,804)	(52,720,804)
		-	(5,886,613)	(52,720,804)	(58,607,417)
Balance at 31.12.2025		158,968,930	(11,733,490)	167,114,634	314,350,074

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES				
Profit before taxation	101,313,636	112,029,289	18,544,613	195,447,609
Adjustments for:-				
Allowance for impairment losses on receivables	547,842	1,680,708	-	-
Impairment losses on receivables no longer required	(694,909)	(1,008,410)	-	-
Allowance for stock obsolescence	66,422	-	-	-
Amortisation of intangible assets	139,848	96,004	-	-
Bad debts recovered	(200)	(12,324)	-	-
Bad debts written off	499,438	89,078	267,053	-
Changes in fair value of biological assets	420,114	(536,516)	-	-
Depreciation of investment properties	1,056,378	905,636	-	-
Depreciation of property, plant and equipment	31,639,368	28,595,969	177,647	160,571
Allowance for impairment losses on amount owing by subsidiary	-	-	-	357,582
Dividend income	-	-	(18,489,538)	(115,102,236)
Gain on disposal of property, plant and equipment	30,089	(484,701)	-	-
Gain on modification of lease	(25,507)	-	-	-
Gain on disposal of subsidiaries	-	-	-	(83,120,295)
Interest expense	3,049,393	2,949,455	49,296	-
Interest income	(3,394,579)	(2,088,512)	(897,476)	(303,916)
Property, plant and equipment written off	239,390	106,953	-	-
Provision for employee benefits	406,700	451,421	-	-
Share of profits of an equity accounted associate	(5,222,672)	(4,990,112)	-	-
Fair value gain on short-term investment	(2,382,560)	(101,170)	(2,382,560)	(101,170)
Unrealised loss/(gain) on foreign exchange	14,574	(15,949)	-	-
Operating profit/(loss) before working capital changes	127,702,765	137,666,819	(2,730,965)	(2,661,855)

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
BALANCE BROUGHT FORWARD		127,702,765	137,666,819	(2,730,965)	(2,661,855)
Decrease/(increase) in inventories		1,675,941	(16,565,061)	-	-
(Increase)/decrease in trade and other receivables		(21,499,300)	(7,464,833)	49,137	(336,319)
(Decrease)/increase in trade and other payables		(666,566)	186,156	299,321	(162,736)
Employee benefits paid		(40,930)	(198,954)	-	-
CASH FROM/(FOR) OPERATIONS		107,171,910	113,624,127	(2,382,507)	(3,160,910)
Income tax paid		(38,007,455)	(35,725,281)	(586,344)	(9,755,805)
Income tax refunded		470,630	74,873	-	-
Interest paid		(3,049,393)	(2,949,455)	(49,296)	-
Interest received		3,394,579	2,088,512	897,476	303,916
NET CASH FROM/(FOR) OPERATING ACTIVITIES		69,980,271	77,112,776	(2,120,671)	(12,612,799)
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
Acquisition of subsidiaries		-	-	(4,890,634)	(61,766,411)
Proceeds from disposal of short-term investment		41,319,645	-	41,319,645	-
Purchase of short-term investment		-	(102,142,964)	-	(102,142,964)
Repayment to subsidiaries		-	-	700,367	7,659,866
Dividend received		-	-	18,489,538	115,102,236
Proceeds from disposal of property, plant and equipment		51,673	825,076	-	-
Proceeds from disposal of subsidiaries		-	-	-	97,101,746
Purchase of intangible asset		-	(314,095)	-	-
Purchase of investment properties		(455,781)	-	-	-
Purchase of property, plant and equipment	35(a)	(62,953,793)	(37,098,257)	(191,088)	(4,972)
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(22,038,256)	(138,730,240)	55,427,828	55,949,501
BALANCE CARRIED FORWARD		47,942,015	(61,617,464)	53,307,157	43,336,702

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
BALANCE BROUGHT FORWARD		47,942,015	(61,617,464)	53,307,157	43,336,702
CASH FLOWS (FOR)/FROM FINANCING ACTIVITIES					
Increase in amount owing by subsidiaries	35(b)	-	-	(1,017,350)	(5,520,545)
Increase in amount owing to directors		-	720	-	-
Dividend paid:-					
- by the Company	33	(52,720,804)	(26,387,573)	(52,720,804)	(26,387,573)
- by Subsidiaries to non-controlling interest		(54,889)	-	-	-
Drawdown of term loans	35(b)	9,435,900	-	-	-
Purchase of treasury shares		(5,886,613)	(394,225)	(5,886,613)	(394,225)
Proceeds from disposal of partial interest in subsidiary that does not involved loss of control	34	13,225,806	147,886,693	-	-
Net drawdown/(repayment) of bankers' acceptance	35(b)	2,397,400	(2,642,947)	-	-
Repayment of lease liabilities	35(b)	(5,956,666)	(5,199,410)	-	-
Repayment of term loans	35(b)	(1,195,968)	(831,059)	-	-
NET CASH (FOR)/FROM FINANCING ACTIVITIES		(40,755,834)	112,432,199	(59,624,767)	(32,302,343)
NET INCREASE IN CASH AND CASH EQUIVALENTS		7,186,181	50,814,735	(6,317,610)	11,034,359
EFFECTS OF FOREIGN EXCHANGE TRANSLATION		(11,413,331)	(5,241,245)	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		165,900,017	120,326,527	11,865,941	831,582
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	35(c)	161,672,867	165,900,017	5,548,331	11,865,941

The annexed notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Board of Bursa Malaysia Securities Berhad. The registered office, which is also the principal place of business, is Lot 999, Section 66, Jalan Keluli, Bintawa Industrial Estate, 93450 Kuching, Sarawak.

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as “the Group”.

The financial statements of the Company and of the Group are presented in Ringgit Malaysia (“RM”), which is the Company’s functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 15 April 2026.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding and the provision of management services. The principal activities of the subsidiaries are set out in Note 5 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards (“MFRSs”), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

- 3.1 During the current financial year, the Group and the Company have adopted the following new accounting standard(s) and/or interpretation(s) (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including the Consequential Amendments)

Amendments to MFRS 121: Lack of Exchangeability

The adoption of the above accounting standard(s) and/or interpretation(s) (including the consequential amendments, if any) did not have any 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

3. BASIS OF PREPARATION (CONT'D)

- 3.2 The Group and the Company have not applied in advance the following accounting standard(s) and/or interpretation(s) (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board ("MASB") but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including the Consequential Amendments)	Effective Date
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026

The adoption of the above accounting standard(s) and/or interpretation(s) (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

MFRS 18 Presentation and Disclosure in Financial Statements will replace MFRS 101 Presentation of Financial Statements upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing", and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statement of financial position and the statement of cash flows will also be affected. The potential impact of the new standard on the financial statements of the Group and of the Company has yet to be assessed.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made 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 other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group and the Company anticipate that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant and equipment as at the reporting date is disclosed in Note 7 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(b) Write-down of Inventories

Management periodically reviews on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 12 to the financial statements.

(c) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables. The carrying amount of trade receivables as at the reporting date is disclosed in Note 14 to the financial statements.

(d) Impairment of Non-trade Receivables

The loss allowances for non-trade financial assets are based on assumptions about risk of default (probability of default) and expected loss if a default happens (loss given default). It also requires the Group to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group uses judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amounts of other receivables and amounts owing by subsidiaries as at the reporting date are disclosed in Notes 16 and 17 to the financial statements respectively.

(e) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognise tax liabilities based on their understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(f) Discount Rates used in Leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

(g) Biological Assets

The fair value of biological assets is determined using a discounted cash flow model that takes into account the expected quantity and price of the agricultural produce over the lives of the biological assets. This approach also considers the mortality rate of the biological assets.

In measuring the fair value of biological assets, management makes estimates and judgements regarding several factors. These factors include the expected yield of agricultural produce, expected selling prices, mortality rates, consumption rates, feed costs, and other estimated costs over the remaining lives of the biological assets, as well as the appropriate discount rates. Any changes to these assumptions could significantly impact the fair value of the biological assets.

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

(a) Classification between Investment Properties and Owner-occupied Properties

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately (or leased out separately under a finance lease), the Group accounts for the portions separately. If the portions could not be sold separately, the property is investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes.

(b) Lease Terms

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

(b) Financial Liabilities

Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

(c) Equity

Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

Treasury Shares

Treasury shares are recorded on initial recognition at the consideration paid less directly attributable transaction costs incurred. The treasury shares are not remeasured subsequently.

No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the treasury shares. If such shares are issued by resale, any difference between the sales consideration received and the carrying amount of the treasury shares is recognised in equity. Where treasury shares are cancelled, their carrying amounts are shown as a movement in retained profits.

(d) Financial Guarantee Contracts

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to the initial recognition, the financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, recognised in profit or loss upon discharge of the guarantee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Group, as the issuer, is required to reimburse the holder for the associated loss, the reimbursement is recognised as a liability and measured at the higher of the amount of loss allowance determined using the expected credit loss model and the amount of financial guarantee initially recognised less cumulative amortisation.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.3 GOODWILL

Goodwill is initially measured at cost. Subsequent to the initial recognition, the goodwill is measured at cost less accumulated impairment losses, if any. A bargain purchase gain is recognised in profit or loss immediately.

4.4 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries, which are eliminated on consolidation, are stated in the financial statements of the Company at cost less impairment losses, if any.

4.5 INVESTMENTS IN ASSOCIATES

Investments in associates are stated in the financial statements of the Company at cost less impairment losses, if any, and accounted for using the equity method in the financial statements of the Group.

4.6 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost. Subsequent to the initial recognition, all property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land is not depreciated. Depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Buildings	2% - 5%
Furniture, fittings and equipment	10% - 20%
Coldroom, plant and machinery	10% - 20%
Motor vehicles	20%
Renovation	10% - 20%
Electrical installation	10%

Capital work-in-progress represents factory buildings, broiler houses, broiler farms under construction and production machinery and equipment under installation. They are not depreciated until such time when the assets are available for use.

4.7 INVESTMENT PROPERTIES

Investment properties are initially measured at cost. Subsequent to the initial recognition, the investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

Depreciation on investment properties is calculated using the straight-line method to allocate the depreciable amounts over the estimated useful lives. The principal annual depreciation periods and rates are:-

Leasehold land	59 - 78 years
Buildings	10 - 59 years

4.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Short-term Leases and Leases of Low-value Assets

The Group applies the "short-term lease" and "lease of low-value assets" recognition exemption. For these leases, the Group recognises the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

(b) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(c) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

4.9 INTANGIBLE ASSETS

Intangible assets are initially measured at cost. Subsequent to the initial recognition, the intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

Software are amortised on a straight-line basis over their estimated useful lives of 5 years.

4.10 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average cost method and comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

4.11 BIOLOGICAL ASSETS

Biological assets comprise broilers, layers, breeders and hatching eggs are measured at fair value less cost to sell.

The fair value of breeders and hatching eggs is determined using a discounted cash flow model based on the expected number of breeders produced by hatching eggs, the expected projected selling price of the breeders and salvage value for old hen and after allowing for feed costs, contributory asset charges for the land and farm houses owned the entity and other costs incurred in getting the pullets and layers to maturity.

Costs to sell include the incremental selling costs, including estimated costs of transport but excludes finance costs and income taxes.

Changes in fair value of livestock are recognised in the statement of profit and loss.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2025	2024
	RM	RM
Unquoted shares, at cost		
- in Malaysia	66,339,149	66,339,149
- outside Malaysia	79,784,546	74,893,912
	146,123,695	141,233,061
Less: Accumulated impairment losses	(6,544,262)	(6,544,262)
	139,579,433	134,688,799

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business Country of Incorporation	Percentage of Issued Share/ Capital Held by Parent		Principal Activities
		2025	2024	
Ableway Sdn. Bhd.	Malaysia	100%	100%	General trading and investment holding
Ataskota Sdn. Bhd.	Malaysia	100%	100%	Selling, spawning and culturing of prawns
CCK Fresh Mart Sdn. Bhd.	Malaysia	100%	100%	Retailing, wholesaling, poultry processing, and investment holding
CCK Fresh Mart (West Malaysia) Sdn. Bhd.	Malaysia	100%	100%	Leasing of buildings
CCK Sea Products Industries Sdn. Bhd.	Malaysia	100%	100%	Culturing and trading of prawns
Central Coldstorage Kuching Sdn. Bhd.	Malaysia	100%	100%	Retailing, wholesaling, poultry processing, and investment holding
C.S. Choice Food Industries Sdn. Bhd.	Malaysia	100%	100%	Manufacturing, processing, packing and distribution of meat and other food products
Kin Eastern Frozen Food Sdn. Bhd.	Malaysia	100%	100%	Processing and dealing of frozen seafood and ice
Kuok Sui Sea Products Industries (S) Sdn. Bhd.	Malaysia	100%	100%	Processing and exporting of sea products
Pt. Adilmart [^]	Indonesia	60%	62.29%	Retailing of coldstorage products
Zhang Agriculture Development (Sabah) Sdn. Bhd. #	Malaysia	100%	100%	Poultry breeding, hatching of eggs and trading

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (cont'd):-

Name of Subsidiary	Principal Place of Business Country of Incorporation	Percentage of Issued Share/ Capital Held by Parent		Principal Activities
		2025	2024	
Hawker Time Food Hall Sdn. Bhd. #	Malaysia	100%	100%	Dormant
CCK Properties Sdn. Bhd. #	Malaysia	100%	100%	Investment and letting of properties
Pt. Central Coldstorage Khatulistiwa^	Indonesia	90%	90%	Dormant
Pt. Bonanza Pratama Abadi^	Indonesia	99%	99%	Processing, freezing and export of prawns
Pt. Central Investment Indonesia	Indonesia	100%	100%	Investment holding
<i>Subsidiary of Ableway Sdn. Bhd.:-</i>				
Angkutan Golden Plan Sdn. Bhd.	Malaysia	100%	100%	Provision of transportation services
<i>Subsidiary of CCK Fresh Mart Sdn. Bhd.:-</i>				
Mukah Seafoods Industries Sdn. Bhd.	Malaysia	100%	100%	Trading of seafood and coldstorage foodstuff
<i>Subsidiaries of Central Coldstorage Kuching Sdn. Bhd.:-</i>				
Poultry Industry (S) Sdn. Bhd.	Malaysia	100%	100%	Livestock breeding, egg laying and trading
Zhang Agriculture Development Sdn. Bhd.	Malaysia	100%	100%	Poultry farming and trading
<i>Subsidiary of Poultry Industry (S) Sdn. Bhd.:-</i>				
Farm Land Supplies & Veterinary Services Sdn. Bhd.	Malaysia	100%	100%	Providing veterinary supplies and related services

^ These subsidiaries were audited by member firms of Crowe Global of which Crowe Malaysia PLT is a member.

The auditors' report on the financial statements of the subsidiary includes a "Material Uncertainty Related to Going Concern" regarding the ability of the subsidiary to continue as a going concern in view of its capital deficiency position as at the end of the current reporting period. The financial statements were prepared on a going concern basis as the Company has undertaken to provide continued financial support to the subsidiary.

(a) In the previous and the current financial year, the Company partially disposed of its equity interests in its wholly-owned subsidiary, PT Adilmart. The details of the disposal are disclosed in Note 34 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(b) During the financial year, the Company has carried out a review of the recoverable amounts of its investments in certain subsidiaries that had been persistently making losses. A total impairment loss of RM Nil (2024 – RM Nil), representing the write-down of the investments to their recoverable amounts, was recognised in “other operating expenses” line item of the statement of profit or loss and other comprehensive income.

(c) The non-controlling interests at the end of the reporting period comprise the following:-

	Effective Equity Interest		The Group	
	2025	2024	2025 RM	2024 RM
Pt. Central Coldstorage Khatulistiwa	10.0%	10.0%	76,168	86,208
Pt. Bonanza Pramata Abadi	1.0%	1.0%	401,085	408,815
Pt. Adilmart	40.0%	37.71%	62,745,579	46,924,201
			<u>63,222,832</u>	<u>47,419,224</u>

(d) The summarised financial information (before intra-group elimination) for each subsidiary that has non-controlling interests that are material to the Group is as follows:-

	Pt. Adilmart	
	2025 RM	2024 RM
<u>At 31 December</u>		
Non-current assets	63,048,688	44,884,453
Current assets	107,155,961	99,504,574
Non-current liabilities	(55,050)	(60,695)
Current liabilities	(14,190,143)	(19,893,961)
Net assets	<u>155,959,456</u>	<u>124,434,371</u>
<u>Financial Year Ended 31 December</u>		
Revenue	197,823,960	200,743,519
Profit for the financial year	31,419,244	52,239,787
Total comprehensive income	<u>13,408,646</u>	<u>55,333,079</u>
Total comprehensive income attributable to non-controlling interests	5,418,198	*
Dividends paid to non-controlling interests	-	-
Net cash flows from operating activities	30,184,028	55,293,443
Net cash flows for investing activities	(45,650,427)	(46,985,687)
Net cash flows from financing activities	<u>17,967,579</u>	<u>10,382,309</u>

* No total comprehensive income is attributable to non-controlling interests due to the Group assumes disposal of the subsidiary at the end of the financial year.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

6. INVESTMENT IN AN ASSOCIATE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Unquoted shares, at cost	19,930,171	19,930,171	19,930,171	19,930,171
Share of post-acquisition profits, net of dividend received	23,706,140	18,483,468	-	-
	43,636,311	38,413,639	19,930,171	19,930,171

The details of the associate are as follows:-

Name of Associate	Principal Place of Business	Effective Equity Interest		Principal Activities
		2025	2024	
Gold Coin Sarawak Sdn. Bhd.#	Malaysia	27.20%	27.20%	Manufacture and sale of animal feeds, trading in feed grains and livestock business

The associate was audited by another firm of chartered accountants.

The investment in the associate is a strategic investment for the Group as it secures a long-term supply of quality feeds for the Group's poultry operations and also allows the Group to venture into the feedmill business thus enhancing the Group's profitability.

(a) The summarised financial information for the associate is as follows:-

	Gold Coin Sarawak Sdn. Bhd.	
	2025 RM	2024 RM
<u>At 31 December</u>		
Non-current assets	12,618,000	10,340,000
Current assets	177,636,000	140,020,000
Non-current liabilities	(2,177,000)	(11,000)
Current liabilities	(40,643,000)	(22,116,000)
Net assets	147,434,000	128,233,000
<u>Financial Year Ended 31 December</u>		
Revenue	294,784,000	313,028,000
Profit for the financial year	19,201,000	18,346,000
Total comprehensive income	19,201,000	18,346,000
Group's share of profit for the financial year	5,222,672	4,990,112
Dividend received	-	-
<u>Reconciliation of Net Assets to Carrying Amount</u>		
Group's share of net assets above	40,102,028	34,879,356
Goodwill	3,534,283	3,534,283
Carrying amount of the Group's interest in this associate	43,636,311	38,413,639

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. PROPERTY, PLANT AND EQUIPMENT

The Group	At	Additions	Disposals	Derecog- nition	Reclassi- fication (Note 9)	Transfer to Investment Properties (Note 8)	Write-offs	Reassessment/ Modification of Lease Liabilities	Depreciation Charges	Exchange Differences	At
	1.1.2025										RM
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
2025											
<i>Carrying Amount</i>											
<u>Owned assets</u>											
Freehold land	1,436,000	1,014,707	-	-	784,000	-	-	-	-	-	3,234,707
Buildings	55,208,250	1,052,813	-	-	607,235	-	-	-	(4,867,122)	(988,663)	51,012,513
Furniture, fittings, and equipment	8,736,180	2,788,665	(7,772)	-	1,176,344	-	(122,707)	-	(2,760,822)	(51,157)	9,758,731
Coldroom, plant and machinery	45,106,671	5,243,298	(32,162)	-	3,860,891	-	(13,087)	-	(11,635,263)	(2,124,889)	40,405,459
Motor vehicles	7,107,507	2,503,895	(41,828)	-	-	-	-	-	(2,373,146)	(89,255)	7,107,173
Renovation	6,455,439	2,367,530	-	-	1,329,880	-	(91,012)	-	(2,104,018)	-	7,957,819
Electrical installation	893,222	1,090,092	-	-	(5,320)	-	-	-	(189,955)	-	1,788,039
Capital work in progress	15,270,754	42,610,408	-	-	(10,574,978)	-	(12,584)	-	-	(1,899,104)	45,394,496
	140,214,023	58,671,408	(81,762)	-	(2,821,948)	-	(239,390)	-	(23,930,326)	(5,153,068)	166,658,937
<u>Right-of-use assets</u>											
Leasehold land	69,108,564	4,302,929	-	-	2,666,218	-	-	-	(1,556,791)	(3,208,726)	71,312,194
Buildings	22,878,000	3,453,451	-	(501,630)	119,770	-	-	38,502	(6,152,251)	(9,156)	19,826,686
	91,986,564	7,756,380	-	(501,630)	2,785,988	-	-	38,502	(7,709,042)	(3,217,882)	91,138,880
	232,200,587	66,427,788	(81,762)	(501,630)	(35,960)	-	(239,390)	38,502	(31,639,368)	(8,370,950)	257,797,817

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At	Additions	Disposals	Derecog- nition	Reclassi- fication (Note 9)	Transfer to Investment Properties (Note 8)	Write-offs	Reassessment/ Modification of Lease Liabilities	Depreciation Charges	Exchange Differences	At
	1.1.2024										RM
2024											
<i>Carrying Amount</i>											
<u>Owned assets</u>											
Freehold land	1,436,000	-	-	-	-	-	-	-	-	-	1,436,000
Buildings	55,767,824	5,558,991	(258,443)	-	-	-	-	(5,029,095)	(831,027)		55,208,250
Furniture, fittings, and equipment	8,353,015	1,925,010	(18,201)	-	722,951	-	(16,153)	-	(2,191,492)	(38,950)	8,736,180
Coldroom, plant and machinery	51,466,282	6,374,442	(63,730)	-	-	-	(44,488)	-	(11,192,500)	(1,433,335)	45,106,671
Motor vehicles	5,340,575	3,743,880	(1)	-	-	-	-	-	(1,945,235)	(31,712)	7,107,507
Renovation	6,489,122	1,697,056	-	-	-	-	(46,312)	-	(1,684,427)	-	6,455,439
Electrical installation	766,209	243,605	-	-	-	-	-	-	(116,592)	-	893,222
Capital work in progress	10,949,345	9,529,546	-	-	(1,143,496)	(4,184,411)	-	-	(93,058)	212,828	15,270,754
	140,568,372	29,072,530	(340,375)	-	(420,545)	(4,184,411)	(106,953)	-	(22,252,399)	(2,122,196)	140,214,023
<u>Right-of-use assets</u>											
Leasehold land	59,887,472	8,028,748	-	-	3,657,571	(542,267)	-	-	(536,412)	(1,386,548)	69,108,564
Buildings	15,753,721	9,257,523	-	(248,108)	-	-	-	3,922,022	(5,807,158)	-	22,878,000
	75,641,193	17,286,271	-	(248,108)	3,657,571	(542,267)	-	3,922,022	(6,343,570)	(1,386,548)	91,986,564
	216,209,565	46,358,801	(340,375)	(248,108)	3,237,026	(4,726,678)	(106,953)	3,922,022	(28,595,969)	(3,508,744)	232,200,587

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At Cost RM	Accumulated Depreciation and Impairment Losses RM	Carrying Amount RM
2025			
<u>Owned assets</u>			
Freehold land	3,428,798	(194,091)	3,234,707
Buildings	121,794,926	(70,782,413)	51,012,513
Furniture, fittings and equipment	41,703,768	(31,945,037)	9,758,731
Coldroom, plant and machinery	189,696,487	(149,291,028)	40,405,459
Motor vehicles	30,452,030	(23,344,857)	7,107,173
Renovation	28,553,084	(20,595,265)	7,957,819
Electrical installation	2,348,476	(560,437)	1,788,039
Capital work-in-progress	45,394,496	-	45,394,496
	463,372,065	(296,713,128)	166,658,937
<u>Right-of-use assets</u>			
Leasehold land	82,898,692	(11,586,498)	71,312,194
Buildings	45,550,303	(25,723,617)	19,826,686
	128,448,995	(37,310,115)	91,138,880
	591,821,060	(334,023,243)	257,797,817
2024			
<u>Owned assets</u>			
Freehold land	1,630,091	(194,091)	1,436,000
Buildings	123,067,775	(67,859,525)	55,208,250
Furniture, fittings and equipment	38,723,548	(29,987,368)	8,736,180
Coldroom, plant and machinery	188,993,707	(143,887,036)	45,106,671
Motor vehicles	28,758,437	(21,650,930)	7,107,507
Renovation	24,982,014	(18,526,575)	6,455,439
Electrical installation	1,258,384	(365,162)	893,222
Capital work-in-progress	15,647,177	(376,423)	15,270,754
	423,061,133	(282,847,110)	140,214,023
<u>Right-of-use assets</u>			
Leasehold land	80,441,367	(11,332,803)	69,108,564
Buildings	42,448,863	(19,570,863)	22,878,000
	122,890,230	(30,903,666)	91,986,564
	545,951,363	(313,750,776)	232,200,587

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Company	At 1.1.2025 RM	Additions RM	Depreciation Charges RM	At 31.12.2025 RM
2025				
<u>Owned assets</u>				
Equipment	16,696	22,124	(6,854)	31,966
Renovation	2,314	-	(713)	1,601
Motor Vehicle	-	168,964	(14,080)	154,884
	19,010	191,088	(21,647)	188,451
<u>Right-of-use assets</u>				
Leasehold land	8,041,589	-	(156,000)	7,885,589
	8,060,599	191,088	(177,647)	8,074,040

The Company	At 1.1.2024 RM	Additions RM	Depreciation Charges RM	At 31.12.2024 RM
2024				
<u>Owned assets</u>				
Equipment	15,582	4,972	(3,858)	16,696
Renovation	3,027	-	(713)	2,314
	18,609	4,972	(4,571)	19,010
<u>Right-of-use assets</u>				
Leasehold land	8,197,589	-	(156,000)	8,041,589
	8,216,198	4,972	(160,571)	8,060,599

The Company	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
2025			
<u>Owned assets</u>			
Equipment	104,506	(72,540)	31,966
Renovation	7,127	(5,526)	1,601
Motor Vehicle	168,964	(14,080)	154,884
	280,597	(92,146)	188,451
<u>Right-of-use assets</u>			
Leasehold land	9,401,979	(1,516,390)	7,885,589
	9,682,576	(1,608,536)	8,074,040

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Company	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
2024			
<u>Owned assets</u>			
Equipment	2,382	(65,686)	16,696
Renovation	7,127	(4,813)	2,314
	89,509	(70,499)	19,010
<u>Right-of-use assets</u>			
Leasehold land	9,401,979	(1,360,390)	8,041,589
	9,491,488	(1,430,889)	8,060,599

- (a) The carrying amount of property, plant and equipment pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 22 to the financial statements is as follows:-

	The Group	
	2025 RM	2024 RM
Leasehold land	9,439,210	9,193,866
Buildings	8,965,989	9,653,910
	18,405,199	18,847,776

- (b) Included in the assets of the Group were freehold lands with a total carrying amount of RM1,950,707 (2024 – RM936,000) which were held in trust by a third party.
- (c) Leases – the Group as a lessee

The Group leases leasehold land, buildings, motor vehicles, coldroom, plant and machinery and other equipment for its operational purposes:-

- i) Leasehold land

The Group made upfront payment to secure the right-of-use of leasehold lands for lease periods ranging from 14 to 906 years. Certain leasehold lands are pledged to licensed banks as security for banking facilities granted to the Group as disclosed in (a) above. There is no option to purchase the leasehold land at the expiry of the lease periods.

- ii) Buildings

The Group leases a number of buildings which are used as retail stores that run between 1 year to 10 years, with an option to renew the leases upon the expiry of the respective lease terms. The lease agreements do not impose any covenant other than the ownership rights in the leased assets that are held by lessor. The Group is restricted from assigning and subleasing the leased assets without the written consent of the lessor and the leased assets may not be used as security for borrowing purposes.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(c) Leases – the Group as a lessee (Cont'd)

The Group leases leasehold land, buildings, motor vehicles, coldroom, plant and machinery and other equipment for its operational purposes:- (Cont'd)

iii) Other equipment

The Group also leases photocopier machines. The Group determines that these assets are low value when it is new, regardless of the age of the assets being leased. The Group elected not to recognised right-of-use assets and lease liabilities for these assets.

(d) Leases – the Group as an intermediate lessor

The Group subleases out buildings to third parties for monthly lease payments for a period ranging from 1 to 3 years and the subsequent renewals are renegotiated on a contract by contract basis. The sublease periods do not form part of the remaining lease terms under the head leases and accordingly, the subleases are classified as operating leases.

The Group does not require a financial guarantee. Instead, the Group requires 1 to 3 months of advance payments from the lessees. The leases do not include residual value guarantee and variable lease payments.

The lease income of the Group recognised during the financial year were RM Nil (2024 – RM 4,000).

8. INVESTMENT PROPERTIES

	The Group	
	2025	2024
	RM	RM
Cost:-		
At 1 January	16,641,301	11,875,889
Addition	455,781	-
Transferred from property, plant and equipment (Note 7)	-	4,765,412
At 31 December	17,097,082	16,641,301
Accumulated depreciation:-		
At 1 January	3,311,852	2,367,482
Depreciation during the financial year	1,056,378	905,636
Transferred from property, plant and equipment (Note 7)	-	38,734
At 31 December	4,368,230	3,311,852
	12,728,852	13,329,449
Fair value	17,013,484	17,137,571
Represented by:-		
Leasehold land	3,337,543	3,404,397
Buildings	9,391,309	9,925,052
At 31 December	12,728,852	13,329,449

(a) The investment properties of the Group are leased to customers under operating leases with rental payable monthly. The leases contain initial non-cancellable periods of 1-5 years.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

8. INVESTMENT PROPERTIES (CONT'D)

(a) The undiscounted operating lease payments receivable are as follows:-

	The Group	
	2025 RM	2024 RM
Within one year	172,800	19,650
Between 1 and 2 years	159,756	92,400
Between 2 and 3 years	163,560	138,270
Between 3 and 4 years	51,745	-
	547,861	250,320

(b) The leasehold land and buildings have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 22 to the financial statements.

(c) The fair values of the investment properties are within level 2 of the fair value hierarchy and are arrived at by reference to market evidence of transaction prices for similar properties and are performed by registered valuers having appropriate recognised professional qualification and recent experience in the locations and category of properties being valued. The most significant input into this valuation approach is the price per square foot of comparable properties.

9. INTANGIBLE ASSETS

The Group	At 1.1.2025 RM	Exchange Difference RM	Addition RM	Reclassi- fication (Note 7) RM	Amortisation Charge RM	At 31.12.2025 RM
2025						
<i>Carrying Amount</i>						
Software	616,460	(68,628)	-	35,960	(139,848)	443,944

The Group	At 1.1.2024 RM	Exchange Difference RM	Addition RM	Reclassi- fication (Note 7) RM	Amortisation Charge RM	At 31.12.2024 RM
2024						
<i>Carrying Amount</i>						
Land rights	3,657,571	-	-	(3,657,571)	-	-
Software	-	(22,176)	314,095	420,545	(96,004)	616,460
	3,657,571	(22,176)	314,095	(3,237,026)	(96,004)	616,460

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

9. INTANGIBLE ASSETS (CONT'D)

The Group	At Cost RM	Accumulated Amortisation RM	Carrying Amount RM
2025			
Software	848,020	(404,076)	443,944
2024			
Software	716,012	(99,552)	616,460

10. GOODWILL

	The Group	
	2025 RM	2024 RM
Cost:-		
At 1 January/31 December	380,224	380,224

Goodwill acquired through business combination has been allocated to the Group's trading and retailing cash-generating units. An annual impairment assessment of goodwill was performed. Based on management's assessment, the recoverable amount of the related cash-generating units exceeded its carrying amount and, therefore, no impairment was recognised during the financial year.

11. DEFERRED TAX

The Group	At 1.1.2025 RM	Recognised in Profit or Loss (Note 30) RM	Recognised in Other Comprehensive Income RM	Exchange Differences RM	At 31.12.2025 RM
2025					
<i>Deferred Tax Liabilities</i>					
Property, plant and equipment	9,186,516	2,632,227	-	-	11,818,743
Intangible assets	-	128	-	-	128
Fair value gain on biological assets	42,065	161,959	-	-	204,024
	9,228,581	2,794,314	-	-	12,022,895

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

11. DEFERRED TAX (CONT'D)

The Group	At 1.1.2025 RM	Recognised in Profit or Loss (Note 30) RM	Recognised in Other Comprehensive Income RM	Exchange Differences RM	At 31.12.2025 RM
2025					
<i>Deferred Tax Assets</i>					
Inventory	(102,353)	2,015	-	-	(100,338)
Lease liabilities	(26,349)	(79,174)	-	-	(105,523)
Provision for employee benefits	(373,305)	61,875	(151,752)	24,802	(438,380)
Receivables	2,843,347	(2,904,291)	-	-	(60,944)
Unused tax losses and unabsorbed capital allowance	(4,683,585)	832,071	-	-	(3,851,514)
	(2,342,245)	(2,087,504)	(151,752)	24,802	(4,556,699)
	6,886,336	706,810	(151,752)	24,802	7,466,196
2024					
<i>Deferred Tax Liabilities</i>					
Property, plant and equipment	9,438,109	(251,593)	-	-	9,186,516
Fair value gain on biological assets	682,490	(640,425)	-	-	42,065
	10,120,599	(892,018)	-	-	9,228,581
<i>Deferred Tax Assets</i>					
Inventory	(121,716)	19,363	-	-	(102,353)
Lease liabilities	(2,234)	(24,115)	-	-	(26,349)
Provision for employee benefits	(350,449)	(38,900)	(191,936)	207,980	(373,305)
Receivables	2,488,544	354,803	-	-	2,843,347
Unused tax losses and unabsorbed capital allowance	(4,312,557)	(371,028)	-	-	(4,683,585)
	(2,298,412)	(59,877)	(191,936)	207,980	(2,342,245)
	7,822,187	(951,895)	(191,936)	207,980	6,886,336

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

11. DEFERRED TAX (CONT'D)

	At 1.1.2025 RM	Recognised in Profit or Loss (Note 30) RM	At 31.12.2025 RM
The Company			
2025			
<i>Deferred Tax Liabilities</i>			
Property, plant and equipment	1,470,717	(17,220)	1,453,497
<i>Deferred Tax Assets</i>			
Unused tax losses	(42,482)	(11,569)	(54,051)
Unabsorbed capital allowance	(173)	(407)	(580)
	(42,655)	(11,976)	(54,631)
	1,428,062	(29,196)	1,398,866
The Company			
2024			
<i>Deferred Tax Liabilities</i>			
Property, plant and equipment	1,501,935	(31,218)	1,470,717
<i>Deferred Tax Assets</i>			
Unused tax losses	(159,126)	116,644	(42,482)
Unabsorbed capital allowance	(317)	144	(173)
	(159,443)	116,788	(42,655)
	1,342,492	85,570	1,428,062

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

11. DEFERRED TAX (CONT'D)

No deferred tax assets are recognised in respect of the following items as it is not probable that taxable profits of the subsidiaries will be available against which the deductible temporary differences, the unused tax losses and unabsorbed capital allowance can be utilised.

	The Group	
	2025 RM	2024 RM
Other deductible temporary differences	496,205	375,281
Unused tax losses		
- expires in year of assessment 2028	1,351,334	1,348,388
- expires in year of assessment 2029	78,241	78,241
- expires in year of assessment 2030	75,790	75,790
- expires in year of assessment 2031	67,976	67,976
- expires in year of assessment 2032	17,878	17,878
- expires in year of assessment 2033	41,475	41,475
- expires in year of assessment 2034	34,381	57,534
- expires in year of assessment 2035	14,002	-
Unabsorbed capital allowance	894,805	837,289
	<u>3,072,087</u>	<u>2,899,852</u>

At the end of the reporting period, the Group and the Company have the following unused tax losses and unabsorbed capital allowance (stated at gross) that are available for offset against future taxable profits of the Group and of the Company:-

	The Group	
	2025 RM	2024 RM
Unused tax losses		
- expires in year of assessment 2028	5,630,558	5,618,284
- expires in year of assessment 2029	326,004	326,004
- expires in year of assessment 2030	315,791	315,791
- expires in year of assessment 2031	283,232	283,232
- expires in year of assessment 2032	74,493	74,493
- expires in year of assessment 2033	172,811	172,811
- expires in year of assessment 2034	143,256	239,726
- expires in year of assessment 2035	58,340	-
Unabsorbed capital allowance	3,728,356	3,488,705
	<u>10,732,841</u>	<u>10,519,046</u>

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Analysed as:				
Deferred tax liabilities	8,305,422	8,562,802	1,398,866	1,428,062
Deferred tax assets	(839,226)	(1,676,466)	-	-
	<u>7,466,196</u>	<u>6,886,336</u>	<u>1,398,866</u>	<u>1,428,062</u>

Based on the current legislation, the unused tax losses up to the year of assessment 2018 can be carried forward until the year of assessment 2028 and the unused tax losses for 2019 onwards are allowed to be utilised for 10 consecutive years of assessment immediately following that year of assessment; whereas, the unabsorbed agriculture/capital allowances are allowed to be carried forward indefinitely.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

12. INVENTORIES

	The Group	
	2025 RM	2024 RM
At cost:-		
Trading goods	80,840,194	95,669,134
Raw materials	13,642,471	3,465,939
Consumable stores	8,321,913	7,911,164
	102,804,578	107,046,237
Less: Allowance for obsolescence and impairment losses of inventories	(456,090)	(465,261)
	102,348,488	106,580,976
Recognised in profit or loss:-		
Inventories recognised as cost of sales	898,492,766	608,288,008

	The Group	
	2025 RM	2024 RM
Allowance for obsolescence and impairment losses of inventories:-		
At 1 January	465,261	555,716
Exchange difference	(54,884)	(35,384)
Reversal	(20,709)	(55,071)
Provision during the year	66,422	-
At 31 December	456,090	465,261

13. BIOLOGICAL ASSETS

	Balance as beginning RM	Arising from cost of inputs RM	Decrease due to sale/ depopulation/ livestock losses RM	Fair value gain in profit or loss RM	Balance at end RM
The Group					
2025					
<i>At fair value less costs to sell</i>					
Broiler breeders	12,901,967	24,753,210	(24,753,210)	(1,069,058)	11,832,909
Broilers	1,860,861	58,064,395	(58,064,395)	30,421	1,891,282
Hatching eggs	1,493,163	10,001,441	(10,001,441)	28,813	1,521,976
Layers	5,635,688	29,610,787	(29,610,787)	589,710	6,225,398
	21,891,679	122,429,833	(122,429,833)	(420,114)	21,471,565

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

13. BIOLOGICAL ASSETS (CONT'D)

	Balance as beginning RM	Arising from cost of inputs RM	Decrease due to sale/ depopulation/ livestock losses RM	Fair value gain in profit or loss RM	Balance at end RM
2024					
<i>At fair value less costs to sell</i>					
Broiler breeders	12,157,218	24,675,534	(24,675,534)	744,749	12,901,967
Broilers	2,632,314	34,978,488	(34,978,488)	(771,453)	1,860,861
Hatching eggs	1,764,857	3,143,576	(3,143,576)	(271,694)	1,493,163
Layers	4,800,774	32,766,692	(32,766,692)	834,914	5,635,688
	21,355,163	95,564,290	(95,564,290)	536,516	21,891,679

- (a) In measuring the fair value of biological assets, management estimates and judgements are required, which include the following:-
- estimated selling price of table eggs, day-old chicks, broilers and spent hen;
 - estimated number of day-old chicks produced by each layer breeder and broiler breeder and table eggs to be produced by layers;
 - estimated hatchability rate of the hatching eggs and mortality rate of live birds;
 - estimated feed consumption rate and feed costs and other estimated costs to be incurred for the remaining life of the live birds and at the points of sales;
 - Discount rate of 10.53% (2024: 12.37%)
- (b) The Group has classified its biological assets measured at fair value within Level 3 of the fair value hierarchy. The following table shows the valuation technique used in the determination of fair values within Level 3, as well as the significant unobservable inputs used in the valuation model.

Type	Description of valuation technique and inputs used	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Breeders	Discounted cash flows: The valuation method considers the estimated quantity of day-old chicks to be produced over the life of the breeders, taking into account the mortality rate of breeders and the estimated feed costs and other overheads.	<ul style="list-style-type: none"> Estimated selling price of the agriculture produce. Estimated feed costs and overheads expected to incur throughout the life cycle. 	<p>The estimated fair value would increase/(decrease) if:-</p> <ul style="list-style-type: none"> the estimated selling price of the agriculture produce were higher/(lower). the estimated feed costs and overheads were (higher)/ lower.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

13. BIOLOGICAL ASSETS (CONT'D)

- (b) The Group has classified its biological assets measured at fair value within Level 3 of the fair value hierarchy. The following table shows the valuation technique used in the determination of fair values within Level 3, as well as the significant unobservable inputs used in the valuation model. (Cont'd)

Type	Description of valuation technique and inputs used	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Layers	Discounted cash flows: The valuation method considers the expected quantity and price of table eggs to be produced over the life of the layers, taking into account layers' mortality rate.	<ul style="list-style-type: none"> Estimated selling price of the agriculture produce. Estimated feed costs and overheads expected to incur throughout the life cycle. 	<p>The estimated fair value would increase/(decrease) if:-</p> <ul style="list-style-type: none"> the estimated selling price of the agriculture produce were higher/(lower). the estimated feed costs and overheads were (higher)/lower
Broilers	Discounted cash flows: The valuation method considers the present value of net cash flows from sales of broilers less estimated feed costs and overheads incurred to the point of sale and taking into account the mortality rate of broilers.	<ul style="list-style-type: none"> Estimated selling price of the broilers at the points of sale. Estimated feed costs and overheads expected to incur throughout the life cycle. 	<p>The estimated fair value would increase/(decrease) if:-</p> <ul style="list-style-type: none"> the estimated selling price of the broilers at the points of sale were higher/(lower). the estimated feed costs and overheads were (higher)/lower.
Hatching eggs	Discounted cash flows: The valuation method considers the present value of net cash flows from sales of day-old chicks less estimated hatching costs and overheads incurred to the points of sale and taking into account the hatchability rate of hatching eggs.	<ul style="list-style-type: none"> Estimated selling price of the day-old chicks at the points of sale. Estimated hatching costs and overheads expected to incur throughout the hatching process. 	<p>The estimated fair value would increase/(decrease) if:-</p> <ul style="list-style-type: none"> the estimated selling price of the day-old chicks at the points of sale were higher/(lower). the estimated hatching costs and overheads were (higher)/lower.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

13. BIOLOGICAL ASSETS (CONT'D)

(c) The key assumptions used for the fair value calculations are as follows:-

	The Group	
	2025 RM	2024 RM
Breeders		
Estimated selling price of day-old chicks (parent stock)(per bird)	12.98 - 16.01	13.77 - 17.04
Estimated selling price of day-old chicks (broiler)(per bird)	1.40	1.40
Estimated feed costs and other overheads (per bird)	9.26 - 10.25	9.46 - 10.83
Broilers		
Estimated selling price of broilers at the points of sale (per KG)	6.11 - 6.75	6.27 - 6.83
Hatching eggs		
Estimated selling price of day-old chicks at the points of sale (per bird)	2.10 - 2.25	2.26 - 2.30
Layers		
Estimated selling price of egg (per piece)	0.39	0.39
Estimated feed costs and other overheads (per bird)	10.02	12.79

(d) Reasonable possible changes at the reporting date to one of the key assumptions, holding other assumptions constant, would have affected the fair value of biological assets by the amounts shown below.

The Group	Increase/(decrease) in fair value of biological assets	
	2025 RM	2024 RM
Breeders		
Estimated selling price of day-old chicks (broiler)(per bird)		
- increase by 10%	1,324,721	1,447,874
- decrease by 10%	(1,324,721)	(1,447,874)
Estimated selling price of day-old chicks (parent)(per bird)		
- increase by 10%	33,000	27,000
- decrease by 10%	(33,000)	(27,000)
Estimated feed costs and other overheads (per bird)		
- increase by 10%	(174,000)	(185,000)
- decrease by 10%	174,000	185,000
Broilers		
Estimated selling price of broilers at the points of sale (per KG)		
- increase by 10%	188,887	185,848
- decrease by 10%	(188,887)	(185,848)

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

13. BIOLOGICAL ASSETS (CONT'D)

- (d) Reasonable possible changes at the reporting date to one of the key assumptions, holding other assumptions constant, would have affected the fair value of biological assets by the amounts shown below. (Cont'd)

The Group

	Increase/(decrease) in fair value of biological assets	
	2025	2024
	RM	RM
Hatching eggs		
Estimated selling price of day-old chicks at the points of sale (per bird)		
- increase by 10%	153,144	149,631
- decrease by 10%	(153,144)	(149,631)
	<hr/>	<hr/>
Layers		
Estimated selling price of egg (per piece)		
- increase by 10%	622,540	563,569
- decrease by 10%	(622,540)	(563,569)
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In respect of other variables, a reasonable possible change in the assumptions used will not result in any material change to the fair value of the biological assets.

14. TRADE RECEIVABLES

	The Group	
	2025	2024
	RM	RM
Trade receivables:-		
- third parties	50,628,075	49,895,115
- related parties	1,497,920	886,697
	<hr/>	<hr/>
	52,125,995	50,781,812
Less: Allowance for impairment losses (Note 41.1(b)(iii))	(1,929,977)	(2,072,501)
	<hr/>	<hr/>
	50,196,018	48,709,311
	<hr/>	<hr/>

The Group's normal trade credit terms range from 30 to 90 (2024 – 30 to 90) days.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

15. SHORT-TERM INVESTMENT

	The Group/The Company	
	2025	2024
	RM	RM
Money market fund, at fair value	69,089,020	108,026,105

The money market fund represents investment in highly liquid money market instruments and deposits with a financial institution in Malaysia which is redeemable with one (1) day notice at known amounts of cash, and are subject to an insignificant risk of changes in value.

The fair value of the money market funds is determined by reference to statements provided by the respective financial institution, with which the investments were entered into.

16. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Other receivables:-				
- third parties	3,965,344	4,587,910	606,469	1,144,796
- related parties	4,880,499	5,094,612	4,300	3,650
- goods and services tax recoverable	-	80,986	-	-
	8,845,843	9,763,508	610,769	1,148,446
Deposits	5,162,769	5,389,085	-	-
Prepayments	26,012,424	7,736,569	317,645	96,158
Less: Allowance for impairment losses (Note 41.1(b)(iii))	(130,752)	(164,934)	-	-
	39,890,284	22,724,228	928,414	1,244,604

The amount owing by related parties is unsecured, interest-free and repayable on demand. The amount owing is to be settled in cash.

17. AMOUNTS OWING BY/(TO) SUBSIDIARIES

	The Company	
	2025	2024
	RM	RM
Amount Owing by Subsidiaries		
<u>Current</u>		
Non-trade balances	79,266,840	80,027,207
Allowance for impairment losses (Note 41.1(b)(iii))	(1,267,123)	(1,327,123)
	77,999,717	78,700,084
Amount Owing to Subsidiaries		
<u>Current</u>		
Non-trade balances	(4,566,552)	(5,583,902)

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

17. AMOUNTS OWING BY/(TO) SUBSIDIARIES (CONT'D)

Included in the amount owing by subsidiaries is a sum of RM Nil (2024 – RM7,931,000), which is unsecured advances granted to subsidiary. The advances carry interest at rate ranging from 4.59% to 5.06% (2024 – 5.11% to 5.40%) per annum and are repayable on demand.

All other amounts are non-trade in nature, unsecured, interest-free and repayable on demand. The amounts owing are to be settled in cash.

18. DEPOSITS WITH LICENSED BANKS

The deposits which represent overnight placements with licensed banks of the Group at the end of the reporting period bore effective interest at rates ranging from 0.23% to 3.20% (2024 – 0.28% to 2.90%) per annum.

19. SHARE CAPITAL

	The Group/The Company			
	2025	2024	2025	2024
	Number of Shares		RM	
Issued and Fully Paid-Up				
Ordinary Shares				
At 1 January/31 December	630,718,960	630,718,960	158,968,930	158,968,930

- (a) The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company, and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

20. TREASURY SHARES

During the financial year, the Company has purchased 4,680,300 (2024 – 464,700) of its issued ordinary shares from the open market at an average price of RM 1.26 (2024 – RM 0.84) per share. The total consideration paid for the purchase was RM 5,886,613 (2024 – RM 394,225) including transaction costs. The ordinary shares purchased are held as treasury shares in accordance with Section 127(6) of the Companies Act 2016.

Of the total 630,718,960 (2024 - 630,718,960) issued and fully paid-up ordinary shares at the end of the reporting period, 14,515,200 (2024 - 9,834,900) ordinary shares are held as treasury shares by the Company.

21. RESERVES

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Foreign exchange translation reserve	(31,476,562)	(16,094,244)	-	-
Retained profits	439,408,329	428,406,729	167,114,634	201,822,973
	407,931,767	412,312,485	167,114,634	201,822,973

Foreign Exchange Translation Reserve

The foreign exchange translation reserve arose from the translation of the financial statements of foreign subsidiaries whose functional currencies are different from the Group's presentation currency.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

22. BANK BORROWINGS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Long-term borrowings:-				
- term loans, secured	11,671,522	4,589,791	-	-
Short-term borrowings:-				
- bank overdrafts, secured	3,113,180	6,872,090	-	-
- bank overdrafts, unsecured	1,449,875	187,015	-	-
- bankers' acceptance, secured	25,226,405	21,927,005	-	-
- bankers' acceptance, unsecured	13,700,000	14,602,000	-	-
- term loans, secured	2,056,869	898,668	-	-
	45,546,329	44,486,778	-	-
Total borrowings	57,217,851	49,076,569	-	-

The bank borrowings of the Group are secured by:-

- (a) a fixed charge over certain subsidiaries' landed properties;
- (b) a corporate guarantee provided by the Company; and
- (c) a joint and several guarantee provided by certain directors of the Company.

The Group has complied with the financial covenants.

The repayment terms of the term loans are as follows:-

Term loan 1 at BLR - 0.70% per annum	Repayable in 180 monthly instalments of RM16,218 each, effective from March 2017.
Term loan 2 at CFR + 1.75% per annum	Repayable in 120 monthly instalments of RM10,519 each, effective from July 2018.
Term loan 3 at CFR + 1.75% per annum	Repayable in 120 monthly instalment of RM10,519 each effective from August 2018.
Term loan 4 at CFR + 1% per annum	Repayment in 120 monthly instalments of RM55,802 each, effective on the first day of the month following the full release of the term loan or the expiry of the initial Availability Period.
Term loan 5 at ECOF + 1.50% per annum	Repayable in 84 monthly instalments of RM16,072 each, effective from March 2025.
Term loan 6 at ECOF + 1.50% per annum	Repayable in 96 monthly instalments of RM45,239 each, effective from after fully drawdown.
Term loan 7 at CFR + 1% per annum	Repayable in 60 monthly instalments of RM98,534 each, effective from November 2025.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

22. BANK BORROWINGS (CONT'D)

The bankers' acceptance of the Group at the end of the reporting period bore effective interest at rates ranging from 3.74% to 4.20% (2024 – 3.74% to 4.95%) per annum.

The bank overdrafts of the Group at the end of the reporting period bore effective interest rates at 6.45% - 7.57% (2024 – 8.14%) per annum.

The term loans of the Group at the end of the reporting period bore effective interest at rate ranging from 4.30% to 5.75% (2024 – 4.55% to 5.20%) per annum.

23. LEASE LIABILITIES

	The Group	
	2025 RM	2024 RM
At 1 January	25,106,754	17,409,754
Additions	3,473,995	9,260,544
Changes due to reassessment of lease term	-	173,196
Changes due to lease modification	38,502	3,748,826
Derecognition	(527,137)	(286,156)
Interest expense recognised in profit or loss	1,084,748	1,118,123
Repayment principal	(5,956,666)	(5,199,410)
Repayment of interest expense	(1,084,748)	(1,118,123)
	<hr/>	<hr/>
At 31 December	22,135,448	25,106,754
	<hr/>	<hr/>
Analysed by:-		
Current liabilities	6,723,558	6,344,036
Non-current liabilities	15,411,890	18,762,718
	<hr/>	<hr/>
	22,135,448	25,106,754
	<hr/>	<hr/>

24. TRADE PAYABLES

	The Group	
	2025 RM	2024 RM
Trade payables:-		
- third parties	23,300,887	26,229,906
- related parties	8,247,132	8,913,319
	<hr/>	<hr/>
	31,548,019	35,143,225
	<hr/>	<hr/>

The normal trade credit terms granted to the Group range from 60 to 90 (2024 – 60 to 90) days.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

25. OTHER PAYABLES, DEPOSITS AND ACCRUALS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other payables:-				
- third parties	494,355	462,174	169	223
- goods and services tax payables	45,973	-	-	-
Deposits	3,107,741	2,755,657	-	-
Accruals	19,383,789	18,489,003	883,465	584,090
	23,031,858	21,706,834	883,634	584,313
Accruals -breakdown:-				
Audit fee	421,200	407,600	-	-
Bonus	12,498,751	11,969,572	-	-
Chairman fee	158,400	158,400	-	-
Director fee	586,880	308,505	-	-
Electricity charges	1,288,181	1,429,738	-	-
EPF contribution	508,458	453,908	-	-
Others	3,921,919	3,761,280	883,465	584,090
	19,383,789	18,489,003	883,465	584,090

26. PROVISION FOR EMPLOYEE BENEFITS

(a) The provision for employee benefits is as follows:-

	The Group	
	2025 RM	2024 RM
Defined benefit plans	1,992,620	1,696,861

The Group provides benefits for its employees who have reached the retirement age of 56 based on the provisions of Law No.6 of 2023 regarding the stipulation of Government Regulation in Lieu of law No.2 of 2022 on Job Creation to Become Law. The employee benefits liability is unfunded.

These defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and investment risk.

The most recent actuarial valuation of the present value of the defined benefit plans was carried out by KKA Nandi and Utama and KKA Setya Widodo, a member of Institute of Actuaries Indonesia.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

26. PROVISION FOR EMPLOYEE BENEFITS (CONT'D)

- (b) The following table shows a reconciliation from the opening balance to the closing balance for defined benefit plans and its components:-

	The Group	
	2025 RM	2024 RM
At 1 January	1,696,861	1,592,964
Recognised in Profit or Loss		
- current service cost	319,900	448,707
- past service cost	3,392	2,399
- interest cost	99,009	93,438
- loss/(gain) on settlement	5,759	(83,681)
	428,060	460,863
Recognised in Other Comprehensive Income		
Remeasurement of defined benefit plans:-		
- effect of changes in financial assumptions	139,431	(31,724)
- effect of experience adjustment	18,394	(11,798)
	157,825	(43,522)
Other		
Exchange differences	(249,196)	(114,490)
Utilisation during the financial year	(40,930)	(198,954)
At 31 December	1,992,620	1,696,861

- (c) Principal actuarial assumptions at the end of the reporting period:-

	The Group	
	2025	2024
Discount rate	7%	7%
Salary growth rate	10%	10%
Normal retirement age	55	55

Assumptions regarding future mortality have been based on published statistics and mortality tables.

- (d) Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit plans by the amounts shown below:-

	The Group	
	2025 RM	2024 RM
Discount rate		
Increase of 1%	(70,478)	(87,338)
Decrease of 1%	79,428	98,847
Salary growth rate		
Increase of 1%	70,495	89,111
Decrease of 1%	(64,041)	(80,691)

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

At 31 December 2025, the weighted-average duration of the defined benefit plans was ranging from 19.09 to 19.13 (2024 – 19.60) years.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

27. REVENUE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from Contracts with Customers				
<u>Recognised at a point in time</u>				
Cages rental income	23,005	23,969	-	-
Management fee	-	-	366,000	366,000
Trading sales	1,047,272,799	1,057,248,411	-	-
<u>Recognised over time</u>				
Transportation income	432,000	374,400	-	-
	1,047,727,804	1,057,646,780	366,000	366,000
Revenue from Other Sources				
Dividend income	-	-	18,489,538	115,102,236
	1,047,727,804	1,057,646,780	18,855,538	115,468,236

- (a) The information on the disaggregation of revenue is disclosed in Note 38 to the financial statements.
- (b) The information about the performance obligations in contracts with customers is summarised below:

Sale of Goods (Credit sales)

Revenue from sale of goods is recognised when the Company has transferred control of the goods to the customer, being when the goods have been delivered to the customer and upon its acceptance. Following delivery, the customer has full discretion over the manner of distribution and price to sell the goods, and bear the risk of obsolescence and loss in relation to the goods.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due immediately.

The credit period ranges from 30 days to 90 days from the invoice date. There is no significant financing component in the selling price as the sales are made on the normal credit terms not exceeding 12 months.

There is no warranty provided to the customers on the sale of goods.

Sales of Goods (Cash sales)

Revenue from sale of goods is recognised when the Company has transferred control of the goods to the customer, being at the point the customer purchases the goods at the retail outlets. Payment for the transactions is the due immediately at the point the customer purchases the goods and takes delivery in outlet.

There is no significant financing component in the selling price as the sales are made on a cash term.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

27. REVENUE (CONT'D)

- (b) The information about the performance obligations in contracts with customers is summarised below:
(cont'd)

Transportation services

Revenue is recognised over time when service has been rendered as the customer simultaneously receives and consumes as the Company performs.

The credit period is 90 days from the invoice date. There is no significant financing component in the selling price as the sales are made on the normal credit terms not exceeding 12 months.

There is no warranty provided to the customers on the services rendered.

28. NET IMPAIRMENT (GAINS) / LOSSES ON FINANCIAL ASSETS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Impairment losses for the financial year				
- trade receivables (Note 41.1(b)(iii))	499,597	1,652,036	-	-
- other receivables (Note 41.1(b)(iii))	48,245	28,672	-	-
- amount owing by subsidiaries (Note 41.1(b)(iii))	-	-	-	357,582
Reversal of impairment losses for the financial year				
- trade receivables (Note 41.1(b)(iii))	(630,029)	(767,482)	-	-
- other receivables (Note 41.1(b)(iii))	(64,880)	(240,928)	-	-
- amount owing by subsidiaries (Note 41.1(b)(iii))	-	-	(60,000)	-
	(147,067)	672,298	(60,000)	357,582

29. PROFIT BEFORE TAXATION

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation is arrived at after charging/(crediting):-				
Auditor's remuneration:-				
- current financial year	636,206	620,371	92,000	90,000
Amortisation of intangible assets	139,848	96,004	-	-
Bad debts recovered	(200)	(12,324)	-	-
Bad debts written off	499,438	89,078	267,053	-
Depreciation of investment properties	1,056,378	905,636	-	-
Depreciation of property, plant and equipment	31,639,368	28,595,969	177,647	160,571
Management fee	593,694	12,600	-	-
Allowance for stock obsolescence	66,422	-	-	-
Allowance for impairment losses on receivables	547,842	1,680,708	-	-

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

29. PROFIT BEFORE TAXATION (CONT'D)

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation is arrived at after charging/(crediting):- (cont'd)				
Allowance for stock obsolescence no longer required (Note 12)	(20,709)	(55,071)	-	-
Impairment losses on receivables no longer required	(694,909)	(1,008,410)		
Directors' remuneration (Note 36)	5,697,623	5,642,760	531,775	451,883
Dividend income:-				
- subsidiaries	-	-	(18,489,538)	(115,102,236)
Changes in fair value on biological assets	420,114	(536,516)	-	-
Gain on derecognition of lease contract	(25,507)	(38,048)	-	-
Loss/(Gain) on disposal of property, plant and equipment	30,089	(484,701)	-	-
Interest expense on financial liabilities not at fair value through profit or loss:-				
- bank overdrafts	21,411	44,534	-	-
- bankers' acceptance	1,498,806	1,511,651	-	-
- lease liabilities	1,084,748	1,118,123	-	-
- term loans	444,428	275,147	-	-
Interest expenses				
- subsidiary	-	-	49,296	-
Interest income				
- subsidiaries	-	-	(704,976)	(255,580)
- short-term investment	(180,355)	(31,609)	(180,355)	(31,609)
- others	(3,214,224)	(2,056,903)	(12,145)	(16,727)
Gain on disposal of subsidiary	-	-	-	(83,120,295)
(Gain)/loss on foreign exchange:-				
- realised	(270,662)	(554,073)	-	-
- unrealised	14,574	(15,949)	-	-
Fair value gain:-				
- short-term investment	(2,382,560)	(101,170)	(2,382,560)	(101,170)
Lease expenses:-				
- short-term leases	-	14,400	-	-
Lease income:-				
- rental income from investment properties	(237,600)	(199,650)	-	-
- property, plant and equipment	(120,000)	(80,800)	-	-
- sublease of right-of-use assets	-	(4,000)	-	-
Management fee income	-	-	(366,000)	(366,000)
Property, plant and equipment written off	239,390	106,953	-	-
Rental income on:-				
- property, plant and equipment	(1,710,800)	(906,662)	-	-
Share of profits in an equity accounted associate	(5,222,672)	(4,990,112)	-	-
Staff cost:-				
- wages, salaries and others	85,796,238	79,339,602	700,727	586,153
- bonus	5,081,649	4,701,000	463,698	104,844
- social security contributions	1,096,496	920,171	8,172	7,532
- define contribution benefits	6,862,497	5,863,973	118,488	83,722
- other short-term employee benefits	102,050	87,114	934	861

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

30. INCOME TAX EXPENSE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Income tax:-				
- Malaysian tax	12,323,562	15,116,934	-	-
- Foreign tax	11,346,606	16,809,820	-	-
- Withholding tax	561,344	10,088,545	561,344	9,710,224
	24,231,512	42,015,299	561,344	9,710,224
Under/(Over)provision in previous financial year:-				
- Malaysian tax	2,463,687	(610,371)	-	20,581
- Foreign tax	87,767	-	-	-
	2,551,454	(610,371)	-	20,581
Deferred tax (Note 11):-				
- origination and reversal of temporary differences	410,495	786,454	(33,850)	85,289
- Under/(Over)provision in previous financial years	296,315	(1,738,349)	4,654	281
	706,810	(951,895)	(29,196)	85,570
	27,489,776	40,453,033	532,148	9,816,375

A reconciliation of income tax expense applicable to the profit before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation	101,313,636	112,029,289	18,544,613	195,447,609
Tax at statutory tax rate of 24%	24,315,274	26,887,031	4,450,707	46,907,426
Tax effects of:-				
Deferred tax recognised at different tax rates	(1,078,310)	(1,567,265)	-	-
Non-taxable income	(3,023,375)	3,928,332	(5,030,350)	(47,616,696)
Non-deductible expenses	4,945,058	2,896,127	545,793	794,559
Deferred tax assets not recognised during the financial year	172,235	139,053	-	-
Share of profits of an equity accounted associate	(1,253,441)	-	-	-
Under/(Over)provision in the previous financial year:-				
- current tax	2,551,454	(610,371)	-	20,581
- deferred tax	296,315	(1,738,349)	4,654	281
Withholding tax	561,344	10,088,545	561,344	9,710,224
Others	3,222	429,930	-	-
Income tax expense for the financial year	27,489,776	40,453,033	532,148	9,816,375

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

30. INCOME TAX EXPENSE (CONT'D)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024 - 24%) of the estimated assessable profit for the financial year. The taxation of other jurisdictions is calculated at the rates prevailing in the respective jurisdiction.

31. OTHER COMPREHENSIVE INCOME

	The Group	
	2025	2024
	RM	RM
<u>Items that Will Not be Reclassified Subsequently to Profit or Loss</u>		
Remeasurement of defined benefit plans	(123,102)	33,947
<u>Items that Will be Reclassified Subsequently to Profit or Loss</u>		
Foreign exchange translation:-		
- changes during the financial year	(22,727,981)	(11,420,814)
	<u>(22,851,083)</u>	<u>(11,386,867)</u>

32. EARNINGS PER SHARE

(a) Basic Earnings Per Share

The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares in issue after adjusting for treasury shares during the financial year.

	The Group	
	2025	2024
Profit after taxation attributable to the owners of the Company (RM)	61,164,265	71,492,507
Weighted average number of ordinary shares:-		
Issued ordinary shares at 1 January	630,718,960	630,718,960
Effect of treasury shares held	(12,167,475)	(9,834,900)
Weighted average number of shares at 31 December	618,551,485	620,884,060
Basic earnings per share (sen)	<u>9.89</u>	<u>11.51</u>

(b) Diluted Earnings Per Share

The Company has not issued any dilutive potential ordinary shares and hence, the diluted earnings per share is equal to the basic earnings per share.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

33. DIVIDENDS

	2025		2024	
	Dividend per share sen	Amount of Dividend RM	Dividend per share sen	Amount of Dividend RM
Dividend paid in respect of the financial year ended 31 December 2024:-				
- special single tier dividend, on ordinary shares	5.00	31,044,203	-	-
- final single tier dividend, on ordinary shares	3.50	21,676,601	-	-
Dividend paid in respect of the financial year ended 31 December 2023:-				
- final single tier dividend, on ordinary shares	-	-	4.25	26,387,573
	8.50	52,720,804	4.25	26,387,573

At the forthcoming Annual General Meeting, a final dividend of 4 sen per ordinary share in respect of the current financial year will be proposed for shareholders' approval. The financial statements for the current financial year do not reflect this proposed dividend. Such dividend, if approved by the shareholders, will be accounted for as a liability in the financial year ending 31 December 2026.

34. PARTIAL DISPOSAL OF INTEREST IN A SUBSIDIARY WITHOUT LOSS OF CONTROL

During the financial year, PT Adilmart increased its paid-up capital through the issuance of 8,742 additional ordinary shares, of which 2,000 shares were subscribed by the Group, with the balance subscribed by the non-controlling interest. This share subscription further diluted the Company's equity interests in PT Adilmart to 60%. Despite these transactions, the Company retained control over PT Adilmart.

The transaction above are treated as equity transactions (ie. transactions with non-controlling interests). The difference between consideration received and the carrying amount of the non-controlling interests is adjusted directly in equity attributable to the parent which is summarised as follows:-

	2025 RM
Carrying amount of non-controlling interests in subsidiary disposed of	(10,403,180)
Consideration received from non-controlling interest	13,225,806
Excess of consideration received recognised in parents equity	2,822,626

In the previous financial year, the Group disposed of 26.48% equity interest in its subsidiary, PT Adilmart, for a cash consideration of RM88.1 million. Following the disposal, the Group's equity interest in PT Adilmart decreased from 100% to 73.52%. PT Adilmart also increased its paid-up capital through the issuance of additional ordinary shares, which were fully subscribed by the non-controlling interests for RM59.8 million. This share subscription further diluted the Group's equity interest in PT Adilmart to 62.29%. Control over PT Adilmart was retained, as the Group continues to govern relevant activities through voting right.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

34. PARTIAL DISPOSAL OF INTEREST IN A SUBSIDIARY WITHOUT LOSS OF CONTROL (CONT'D)

The transactions above are treated as equity transactions (ie transactions with non-controlling interests). No gain or loss is recognised in profit or loss. The difference between consideration received and the carrying amount of the disposal interests is adjusted directly in equity attributable to the parent which is summarised as follows:-

	2024 RM
Carrying amount of interests in subsidiary disposed of	(46,924,201)
Consideration received from non-controlling interest	147,886,693
	<hr/>
Excess of consideration received recognised in parents equity	100,962,492

35. CASH FLOW INFORMATION

(a) The cash disbursed for the purchase of property, plant and equipment is as follows:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cost of property, plant and equipment purchased (Note 7)	66,427,788	46,358,801	191,088	4,972
Less: additions of new lease liabilities (Note (c) below)	(3,473,995)	(9,260,544)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	62,953,793	37,098,257	191,088	4,972

(b) The reconciliations of liabilities arising from financing activities are as follows: -

The Group	Bankers' Acceptance RM	Lease Liabilities RM	Term Loans RM	Total RM
2025				
At 1 January 2025	36,529,005	25,106,754	5,488,459	67,124,218
<u>Changes in Financing Cash Flows</u>				
Proceeds from drawdown	28,919,000	-	9,435,900	38,354,900
Repayment of principal	(26,521,600)	(5,956,666)	(1,195,968)	(33,674,234)
	2,397,400	(5,956,666)	8,239,932	4,680,666
<u>Non-cash Changes</u>				
Acquisition of new leases (Note 23)	-	3,473,995	-	3,473,995
Derecognition of lease contract (Note 23)	-	(527,137)	-	(527,137)
Reassessments/Modifications of leases (Note 23)	-	38,502	-	38,502
	-	2,985,360	-	2,985,360
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2025	38,926,405	22,135,448	13,728,391	74,790,244

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

35. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (cont'd): -

The Group	Bankers' Acceptance RM	Lease Liabilities RM	Term Loans RM	Total RM
2024				
At 1 January 2024	39,171,952	17,409,754	6,319,518	62,901,224
<u>Changes in Financing Cash Flows</u>				
Proceeds from drawdown	38,784,000	-	-	38,784,000
Repayment of principal	(41,426,947)	(5,199,410)	(831,059)	(47,457,416)
	(2,642,947)	(5,199,410)	(831,059)	(8,673,416)
<u>Non-cash Changes</u>				
Acquisition of new leases (Note 23)	-	9,260,544	-	9,260,544
Derecognition of lease contract (Note 23)	-	(286,156)	-	(286,156)
Reassessments/Modifications of leases (Note 23)	-	3,922,022	-	3,922,022
	-	12,896,410	-	12,896,410
At 31 December 2024	36,529,005	25,106,754	5,488,459	67,124,218
The Company				
2025				
At 1 January 2025			5,583,902	5,583,902
<u>Changes in Financing Cash Flows</u>				
Repayment of borrowing principal			(1,017,350)	(1,017,350)
			(1,017,350)	(1,017,350)
At 31 December 2025			4,566,552	4,566,552

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

35. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (cont'd): -

The Company	Amount Owing To Subsidiaries RM	Total RM
2024		
At 1 January 2024	11,104,447	11,104,447
<u>Changes in Financing Cash Flows</u>		
Advance from subsidiaries	(5,520,545)	(5,520,545)
	(5,520,545)	(5,520,545)
At 31 December 2024	5,583,902	5,583,902

(c) The cash and cash equivalents comprise the followings:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances	157,709,264	154,879,807	5,548,331	11,865,941
Deposits with licensed banks	8,526,658	18,079,315	-	-
Bank overdrafts	(4,563,055)	(7,059,105)	-	-
	161,672,867	165,900,017	5,548,331	11,865,941

(d) The total cash outflows for leases as a lessee are as follows:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest paid on lease liabilities	1,084,748	1,118,123	-	-
Payment of lease liabilities	5,956,666	5,199,410	-	-
Payment of short-term leases	-	14,400	-	-
	7,041,414	6,331,933	-	-

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

36. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

(a) Directors

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>Directors of the Company</u>				
<i>Executive Directors</i>				
Short-term employee benefits:-				
- fees	70,380	73,180	62,100	64,900
- salaries, bonuses and other benefits	3,720,645	3,719,846	-	-
	3,791,025	3,793,026	62,100	64,900
Defined contribution plan	329,033	331,050	-	-
	4,120,058	4,124,076	62,100	64,900
<i>Non-executive Directors</i>				
Short-term employee benefits:-				
- fees	488,035	405,943	469,675	386,983
- other benefits	-	-	-	-
	488,035	405,943	469,675	386,983
	4,608,093	4,530,019	531,775	451,883
<u>Directors of the Subsidiaries</u>				
<i>Executive Directors</i>				
Short-term employee benefits:-				
- fees	2,040	2,040	-	-
- salaries, bonuses and other benefits	1,007,003	1,026,385	-	-
	1,009,043	1,028,425	-	-
Defined contribution plan	80,487	84,316	-	-
	1,089,530	1,112,741	-	-
Total directors' remuneration (Note 29)	5,697,623	5,642,760	531,775	451,883

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

37. SIGNIFICANT RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 5 to the financial statements.

(b) Significant Related Party Transactions and Balances

Other than those disclosed elsewhere in the financial statements, the Group and the Company also carried out the following significant transactions with the related parties during the financial year:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Subsidiaries:-				
- accounting fee	-	-	24,000	24,000
- advisory fee income	-	-	(53,400)	(53,400)
- dividend income	-	-	(18,489,538)	(115,102,236)
- purchase on goods	-	-	30,057	11,387
- interest income	-	-	(704,976)	(255,580)
- interest expenses	-	-	49,296	-
- management income	-	-	(366,000)	(366,000)
- sundry income	-	-	(32,444)	(48,190)
Associate:-				
- purchase of products	119,768,168	133,936,613	-	-
- freight charges	-	1,369	-	-
Companies in which the directors and their close family members have substantial financial interests:-				
- advisory fee	9,000	9,000	9,000	9,000
- freight charges	-	352,951	-	-
- purchase of products	2,130,672	4,409,192	-	-
- sale of products	(4,723,277)	(4,389,014)	-	-
- rental	1,675,753	1,433,051	-	-

The significant outstanding balances of the related parties (including the allowance for impairment loss made) together with their terms and conditions are disclosed in the respective notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Group Managing Director, as the chief operating decision maker, in order to allocate resources to the segments and to assess their performances on a quarterly basis. For management purposes, the Group is organised into business units based on their products and services provided.

The Group is organised into 5 main reportable segments as follows:-

- Poultry Segment – involved in the rearing and production of poultry and poultry products.
 - Prawn Segment – involved in the rearing and production of prawns and seafood products.
 - Food Service Segment – involved in the supply and trading of food products and related services.
 - Retail Segment – involved in the trading of coldstorage products, poultry products and fresh produce.
 - Corporate Segment – involved in the provision of management services.
- (a) The Group Managing Director assesses the performances of the reportable segments based on their profit before taxation. The accounting policies of the reportable segments are the same as the Group's accounting policies.
- (b) Each reportable segment's assets are measured based on all assets (including goodwill) of the segments other than investments in associates and tax-related assets.
- (c) Each reportable segment's liabilities are measured based on all liabilities of the segments other than borrowings and tax-related liabilities.
- (d) Assets, liabilities and expenses which are common and cannot be meaningfully allocated to the reportable segments are presented under unallocated items. Unallocated items comprise mainly corporate assets and head office expenses.

Transactions between reportable segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. OPERATING SEGMENTS (CONT'D)

BUSINESS SEGMENTS

2025	Poultry RM	Prawn RM	Food Service RM	Retail RM	Corporate RM	Elimination RM	Group RM
Revenue							
External revenue	112,048,160	93,603,172	16,498,203	825,578,269	-	-	1,047,727,804
Inter-segment revenue	230,517,373	11,704,286	6,939	103,974,220	5,800,038	-	352,002,856
	342,565,533	105,307,458	16,505,142	929,552,489	5,800,038	-	1,399,730,660
Consolidation adjustments							(352,002,856)
Consolidated revenue							<u>1,047,727,804</u>
Results							
Segment profit before interest and taxation	20,353,163	11,338,810	1,421,595	68,166,458	5,057,224	-	106,337,250
Finance costs							(3,049,393)
Share of results in an associate							5,222,672
Consolidation adjustments							(7,196,893)
Consolidated profit before taxation							<u>101,313,636</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. OPERATING SEGMENTS (CONT'D)

BUSINESS SEGMENTS (CONT'D)

2025

Results (Cont'd)

Segment profit before interest and taxation includes the followings:-

Interest expense	622,099	16,801	-	1,179,634	146,111	1,964,645
Interest income	(8,027)	(708,025)	(85,394)	(2,400,633)	(192,500)	(3,394,579)
Interest expense on lease liabilities	6,157	14,348	711	1,063,532	-	1,084,748
Depreciation of investment properties	-	-	-	1,056,378	-	1,056,378
Depreciation of property, plant and equipment	6,594,990	984,701	168,319	23,843,530	47,828	31,639,368
Other material non-cash items	305,428	(225,480)	112,596	159,904	267,053	619,501
Share of results in an associate	-	-	-	-	5,222,672	5,222,672

Assets

Segment assets	145,074,526	64,943,659	15,566,823	411,554,287	83,062,615	720,201,910
Unallocated assets:-						
- investment in an associate						43,636,311
- goodwill						380,224
- deferred tax assets						839,226
- current tax assets						1,500,814

Consolidated total assets

766,558,485

Additions to non-current assets other than financial instruments and deferred tax assets are:-

Property, plant and equipment	21,193,781	1,164,238	23,062	43,855,619	191,088	66,427,788
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NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. OPERATING SEGMENTS (CONT'D)

BUSINESS SEGMENTS (CONT'D)

2025	Poultry RM	Prawn RM	Food Service RM	Retail RM	Corporate RM	Group RM
Liabilities						
Segment liabilities	36,144,862	5,969,731	1,466,771	66,602,260	3,971,146	114,154,770
Unallocated liabilities:-						8,305,422
- deferred tax liabilities						22,135,448
- lease liabilities						3,936,508
- current tax liabilities						(363,702)
- consolidated adjustments						
Consolidated total liabilities						<u>148,168,446</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. OPERATING SEGMENTS (CONT'D)

BUSINESS SEGMENTS (CONT'D)

2024	Poultry RM	Prawn RM	Food Service RM	Retail RM	Corporate RM	Elimination RM	Group RM
Revenue							
External revenue	125,635,213	91,344,689	20,827,775	819,839,103	-	-	1,057,646,780
Inter-segment revenue	249,275,975	14,966,031	2,949	113,313,255	97,468,236	-	475,026,446
	374,911,188	106,310,720	20,830,724	933,152,358	97,468,236	-	1,532,673,226
Consolidation adjustments							(475,026,446)
Consolidated revenue							<u>1,057,646,780</u>

Results

Segment profit before interest and taxation	24,655,374	9,078,718	1,491,217	80,783,156	103,725,160	(109,744,993)	109,988,632
Finance costs							(2,949,455)
Share of results in an associate							4,990,112
Consolidated profit before taxation							<u>112,029,289</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. OPERATING SEGMENTS (CONT'D)

BUSINESS SEGMENTS (CONT'D)

2024	Poultry RM	Prawn RM	Food Service RM	Retail RM	Corporate RM	Group RM
Results (Cont'd)						
Segment profit before interest and taxation includes the followings:-						
Interest expense	503,825	61,812	-	1,092,119	173,576	1,831,332
Interest income	(1,857)	(649,501)	(30,273)	(1,358,545)	(48,336)	(2,088,512)
Interest expense on lease liabilities	3,078	16,992	-	1,098,053	-	1,118,123
Depreciation of investment properties	-	-	-	905,636	-	905,636
Depreciation of property, plant and equipment	5,538,235	1,973,546	157,413	20,896,023	30,752	28,595,969
Other material non-cash items	(553,703)	1,506,315	(26,666)	476,855	357,582	1,760,383
Share of results in an associate	-	-	-	-	4,990,112	4,990,112

Assets

Segment assets	124,346,934	72,451,443	14,586,453	386,873,436	128,779,651	727,037,917
Unallocated assets:-						
- investment in an associate						38,413,639
- goodwill						380,224
- deferred tax assets						1,676,466
- current tax assets						452,757
Consolidated total assets						<u>767,961,003</u>

Additions to non-current assets other than financial instruments and deferred tax assets are:-

Property, plant and equipment	10,517,740	351,552	80,436	35,404,101	4,972	46,358,801
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NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. OPERATING SEGMENTS (CONT'D)

BUSINESS SEGMENTS (CONT'D)

2024	Poultry RM	Prawn RM	Food Service RM	Retail RM	Corporate RM	Group RM
Liabilities						
Segment liabilities	27,874,834	9,562,729	1,378,368	65,424,062	4,190,838	108,430,831
Unallocated liabilities:-						8,562,802
- deferred tax liabilities						25,106,754
- lease liabilities						13,813,476
- current tax liabilities						(806,622)
- consolidated adjustments						
Consolidated total liabilities						<u>155,107,241</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. OPERATING SEGMENTS (CONT'D)

GEOGRAPHICAL INFORMATION

Revenue is based on the country in which the customers are located.

Non-current assets are determined according to the country where these assets are located. The amounts of non-current assets do not include financial instruments and deferred tax assets.

Group	Revenue		Non-current Assets	
	2025 RM	2024 RM	2025 RM	2024 RM
Indonesia	223,623,063	212,590,641	69,086,643	53,412,682
Hong Kong	1,115,916	636,348	-	-
Japan	45,050,761	58,345,053	-	-
Korea	2,074,442	-	-	-
People's Republic of China	8,584,782	-	-	-
Singapore	1,426,865	1,598,998	-	-
Malaysia	765,851,975	774,793,099	245,900,505	231,527,677
Taiwan	-	9,682,641	-	-
	1,047,727,804	1,057,646,780	314,987,148	284,940,359

MAJOR CUSTOMERS

There is no single customer that contributed 10% or more to the Group's revenue.

39. CAPITAL COMMITMENTS

	The Group	
	2025 RM	2024 RM
Purchase of property, plant and equipment	3,948,228	5,849,586
Digitalisation of the CCK Group's operations and upgrading of digital technologies	1,164,600	3,882,000
	5,112,828	9,731,586

40. CONTINGENT LIABILITIES

No provisions are recognised on the following matters as it is not probable that a future sacrifice of economic benefits will be required or the amount is not capable of reliable measurement:-

	The Group	
	2025 RM	2024 RM
Performance guarantee extended by a subsidiary to third parties	6,056,299	6,380,237

The performance guarantee is supported by a corporate guarantee provided by the Company.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

41.1 FINANCIAL RISK MANAGEMENT POLICIES

The policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group and the Company are exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the respective functional currencies of entities within the Group. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Japanese Yen ("JPY") and Indonesian Rupiah ("IDR"). Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level.

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

Foreign Currency Exposure

The Group	Indonesian Rupiah RM	Hong Kong Dollar RM	Japan Yen RM	United States Dollar RM	Ringgit Malaysia RM	Total RM
<u>Financial Assets</u>						
Trade receivables	7,494,933			43,280	42,657,805	50,196,018
Short-term investment	-			-	69,089,020	69,089,020
Other receivables and deposits	1,429,041			-	12,448,819	13,877,860
Deposits with licensed banks	-			-	8,526,658	8,526,658
Cash and bank balances	92,520,053		17,611,854	1,567,575	46,009,782	157,709,264
	101,444,027	-	17,611,854	1,610,855	178,732,084	299,398,820

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	Indonesian Rupiah RM	Hong Kong Dollar RM	Japan Yen RM	United States Dollar RM	Ringgit Malaysia RM	Total RM
2025						
<u>Financial Liabilities</u>						
Trade payables	5,778,311	-	-	-	25,769,708	31,548,019
Other payables, deposits and accruals	3,919,042	-	-	-	19,066,843	22,985,885
Amount owing to directors	-	-	-	-	720	720
Bank borrowings:-						
- bank overdrafts	2,903,826	-	-	-	1,659,229	4,563,055
- other borrowings	-	-	-	-	52,654,796	52,654,796
Lease liabilities	-	-	-	-	22,135,448	22,135,448
	12,601,179	-	-	-	121,286,744	133,887,923

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	Indonesian Rupiah RM	Hong Kong Dollar RM	Japan Yen RM	United States Dollar RM	Ringgit Malaysia RM	Total RM
2025						
Net financial assets	88,842,848	-	17,611,854	1,610,855	57,445,340	165,510,897
Less: Net financial assets denominated in the respective entities' functional currencies	(88,842,848)	-	-	-	(57,445,340)	(146,288,188)
Currency exposure	-	-	17,611,854	1,610,855	-	19,222,709
2024						
<u>Financial Assets</u>						
Trade receivables	7,371,351	-	-	575,443	40,762,517	48,709,311
Short-term investment	-	-	-	-	108,026,105	108,026,105
Other receivables and deposits	410,615	-	-	-	14,359,784	14,770,399
Deposits with licensed banks	-	-	-	-	18,079,315	18,079,315
Cash and bank balances	93,541,267	301	8,235,852	1,961,006	51,141,381	154,879,807
	101,323,233	301	8,235,852	2,536,449	232,369,102	344,464,937

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	Indonesian Rupiah RM	Hong Kong Dollar RM	Japan Yen RM	United States Dollar RM	Ringgit Malaysia RM	Total RM
2024						
<u>Financial Liabilities</u>						
Trade payables	6,806,695	-	-	-	28,336,530	35,143,225
Other payables, deposits and accruals	2,077,992	-	-	-	19,628,842	21,706,834
Amount owing to directors	-	-	-	-	720	720
Bank borrowings:-						
- bank overdrafts	2,502,000	-	-	1,572,563	2,984,542	7,059,105
- other borrowings	-	-	-	-	42,017,464	42,017,464
Lease liabilities	-	-	-	-	25,106,754	25,106,754
	11,386,687	-	-	1,572,563	118,074,852	131,034,102

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	Indonesian Rupiah RM	Hong Kong Dollar RM	Japan Yen RM	United States Dollar RM	Ringgit Malaysia RM	Total RM
2024						
Net financial assets	89,936,546	301	8,235,852	963,886	114,294,250	213,430,835
Less: Net financial assets denominated in the respective entities' functional currencies	(89,936,546)	-	-	-	(114,294,250)	(204,230,796)
Currency exposure	-	301	8,235,852	963,886	-	9,200,039

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the foreign currencies at the end of the reporting period, with all other variables held constant:-

	The Group	
	2025	2024
	RM	RM
Effects on Profit after Taxation		
USD/RM - strengthened by 10%	- 122,000	- 73,000
- weakened by 10%	+ 122,000	+ 73,000
JPY/RM - strengthened by 10%	- 1,339,000	- 626,000
- weakened by 10%	+ 1,339,000	+ 626,000
Effects on Equity		
IDR/RM - strengthened by 10%	+ 6,752,000	+ 6,835,000
- weakened by 10%	- 6,752,000	- 6,835,000
USD/RM - strengthened by 10%	- 122,000	- 73,000
- weakened by 10%	+ 122,000	+ 73,000
JPY/RM - strengthened by 10%	- 1,339,000	- 626,000
- weakened by 10%	+ 1,339,000	+ 626,000

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from its long-term borrowings with variable rates. The Group and the Company adopts a policy of obtaining the most favourable interest rates available.

The fixed rate debt instruments of the Group and of the Company are not subject to interest rate risk since neither carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Note 22 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk (Cont'd)

Interest Rate Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting period, with all other variables held constant:-

	The Group	
	2025	2024
	RM	RM
Effects on Profit after Taxation		
Increase of 25 basis points	- 32,000	- 23,000
Decrease of 25 basis points	+ 32,000	+ 23,000
Effects on Equity		
Increase of 25 basis points	- 32,000	- 23,000
Decrease of 25 basis points	+ 32,000	+ 23,000

(iii) Equity Price Risk

The Group and the Company do not have any quoted investments and hence, is not exposed to equity price risk.

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group and the Company manage their exposures to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including deposits with licensed banks and cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes loans and advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

(i) Credit Risk Concentration Profile

The Group and the Company do not have any major concentration of credit risk related to any individual customer or counterparty.

(ii) Maximum exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(ii) Maximum exposure to Credit Risk (Cont'd)

In addition, the Company's maximum exposure to credit risk also includes corporate guarantees provided to its subsidiaries of RM58,160,697 (2024: RM44,614,283), representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair value on initial recognition was not material.

(iii) Assessment of Impairment Losses

At each reporting date, the Group and the Company evaluate whether any of financial assets at amortised cost are credit impaired.

The gross carrying amounts of those financial assets are written off when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:-

- significant financial difficulty of the receivable;
- a breach of contract, such as a default or a past due event;
- restructuring of a debt in relation to the receivable's financial difficulty;
- it is becoming probable that the receivable will enter bankruptcy and other financial reorganisation.

The Group and the Company consider a receivable to be in default when the receivable is unlikely to repay its debt to the Group and the Company in full or is more than 90 days past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more a lagging default criterion is more appropriate.

Trade Receivables

The Group applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables (including related parties) have been grouped based on shared credit risk characteristics and the days past due.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on an individual basis.

The expected loss rates are based on the historical credit losses experienced, adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle their debts using linear regressive analysis. The Group has identified the unemployment rate as the key macroeconomic factor of the forward-looking information.

For some of the subsidiaries, the historical loss rates were not adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts as the Group has not identified any forward- looking assumptions which correlate to the historical loss rate.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

Inputs, Assumptions and Techniques used for Estimating Impairment Losses (Cont'd)

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

The reconciliations of allowance for impairment losses are as follows:-

The Group	Non-credit Impaired RM	Credit Impaired RM	Total RM
<u>Trade receivables</u>			
Balance at 1.1.2024	150,997	1,103,510	1,254,507
Additions	189,632	1,462,404	1,652,036
Reversals	(13,906)	(753,576)	(767,482)
Write off	-	(57,120)	(57,120)
Foreign exchange differences	-	(9,440)	(9,440)
Balance at 31.12.2024/1.1.2025	326,723	1,745,778	2,072,501
Additions	73,924	425,673	499,597
Reversals	-	(630,029)	(630,029)
Foreign exchange differences	-	(12,092)	(12,092)
Balance at 31.12.2025	400,647	1,529,330	1,929,977

The information about the credit exposure and loss allowances recognised for trade receivables are as follows:-

The Group	Gross amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
2025				
Current (not past due)	39,293,088	-	(37,398)	39,255,690
1 to 30 days past due	4,824,114	-	(12,322)	4,811,792
31 to 60 days past due	2,446,149	-	(20,894)	2,425,255
61 to 90 days past due	2,529,238	-	(18,159)	2,511,079
More than 90 days past due	2,470,946	-	(426,356)	2,044,590
	51,563,535	-	(515,129)	51,048,406
Credit impaired	562,460	(1,414,848)	-	(852,388)
	52,125,995	(1,414,848)	(515,129)	50,196,018

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

Allowance for Impairment Losses

The information about the credit exposure and loss allowances recognised for trade receivables are as follows:-

The Group	Gross amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
2024				
Current (not past due)	41,514,014	-	(105,922)	41,408,092
1 to 30 days past due	4,391,959	-	(18,248)	4,373,711
31 to 60 days past due	845,238	-	(378)	844,860
61 to 90 days past due	1,237,771	-	(47,868)	1,189,903
More than 90 days past due	629,841	-	(227,623)	402,218
	48,618,823	-	(400,039)	48,218,784
Credit impaired	2,162,989	(1,672,462)	-	490,527
	50,781,812	(1,672,462)	(400,039)	48,709,311

Trade receivables that are individually determined to be impaired related to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

There has not been any significant change in the gross amounts of trade receivables that impacted the allowance for impairment losses.

Other Receivables (Including Related Parties)

The Group applies the 3-stage general approach to measure expected credit losses for its other receivables.

Under this approach, loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group considers the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

The reconciliations of allowance for impairment losses are as follows:-

	Non-Performing RM	Total RM
The Group		
<u>Other receivables</u>		
Balance at 1.1.2024	397,420	397,420
Additions	28,672	28,672
Reversals	(240,928)	(240,928)
Foreign exchange differences	(20,230)	(20,230)
	<hr/>	<hr/>
Balance at 31.12.2024/1.1.2025	164,934	164,934
Additions	48,245	48,245
Reversals	(64,880)	(64,880)
Foreign exchange differences	(17,547)	(17,547)
	<hr/>	<hr/>
Balance at 31.12.2025	130,752	130,752

The information about the credit exposure and loss allowances recognised for other receivables are as follows:-

	Gross amount RM	Lifetime Loss Allowance RM	Carrying Amount RM
The Group			
2025			
Low credit risk	13,877,860	-	13,877,860
Credit impaired	130,752	(130,752)	-
	<hr/>	<hr/>	<hr/>
	14,008,612	(130,752)	13,877,860
2024			
Low credit risk	14,906,673	-	14,906,673
Credit impaired	164,934	(164,934)	-
	<hr/>	<hr/>	<hr/>
	15,071,607	(164,934)	14,906,673

The allowance for impairment losses is individually determined and relates to:

- Other receivables of "non-performing" category who are in significant financial difficulties and defaulted on payments.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Deposits with Licensed Banks, Cash and Bank Balances

The Group and the Company consider the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount owing by Subsidiaries

The Company applies the 3-stage general approach to measuring expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures the expected credit losses on an individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Company considers loans and advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded.

For loans and advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the loans and advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through "repayable over time" or a fire sale of less liquid assets by the subsidiary.

For loans and advances that are not repayable on demand, impairment loss is measured using techniques that are similar for estimating the impairment losses of other receivables as disclosed above.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

The reconciliations of allowance for impairment losses are as follows:-

	Non-Performing RM	Total RM
The Company		
Balance at 1.1.2024	969,541	969,541
Additions	357,582	357,582
Balance at 31.12.2024/1.1.2025	1,327,123	1,327,123
Reversal	(60,000)	(60,000)
Balance at 31.12.2025	1,267,123	1,267,123

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Allowance for Impairment Losses (Cont'd)

The information about the credit exposure and loss allowances recognised for amount owing by subsidiaries are as follows:-

The Company	Gross amount RM	Lifetime Loss Allowance RM	Carrying Amount RM
2025			
Low credit risk	77,999,717	-	77,999,717
Credit impaired	1,267,123	(1,267,123)	-
	<u>79,266,840</u>	<u>(1,267,123)</u>	<u>77,999,717</u>
	Gross amount RM	Lifetime Loss Allowance RM	Carrying Amount RM
2024			
Low credit risk	78,700,084	-	78,700,084
Credit impaired	1,327,123	(1,327,123)	-
	<u>80,027,207</u>	<u>(1,327,123)</u>	<u>78,700,084</u>

The allowance for impairment losses is individually determined and relates to subsidiaries of "non-performing" category who are in significant financial difficulties and defaulted on payments.

There has not been any significant change in the gross amounts of amount owing by subsidiaries that impacted the allowance for impairment losses.

Financial Guarantees Contract

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:

- The subsidiary is unlikely to repay its obligation to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Financial Guarantees Contract (Cont'd)

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practises prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group	Weighted Average Effective Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	On Demand or Within 1 Year RM	1 - 2 Years RM	2 - 5 Years RM	Over 5 Years RM
2025							
Trade and other payables							
- non-interest bearing	-	54,533,904	54,533,904	54,533,904	-	-	-
Amount owing to directors		720	720	720	-	-	-
Borrowings:-							
- bank overdraft	6.45 - 7.57	4,563,055	4,563,055	4,563,055	-	-	-
- bankers' acceptance	3.74 - 4.20	38,926,405	38,926,405	38,926,405	-	-	-
- term loans	4.30 - 5.75	13,728,391	17,003,823	2,692,945	3,218,555	9,377,173	1,715,149
Lease liabilities	4.20 - 6.70	22,135,448	24,561,265	6,521,468	8,319,241	7,471,504	2,249,052
		133,887,923	139,589,172	107,238,497	11,537,796	16,848,677	3,964,201

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The Group	Weighted Average Effective Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	On Demand or Within 1 Year RM	1 - 2 Years RM	2 - 5 Years RM	Over 5 Years RM
2024							
Trade and other payables							
- non-interest bearing	-	56,850,059	56,850,059	56,850,059	-	-	-
Amount owing to directors		720	720	720	-	-	-
Borrowings:-							
- bank overdraft	8.14	7,059,105	7,059,105	7,059,105	-	-	-
- bankers' acceptance	3.74 - 4.95	36,529,005	36,529,005	36,529,005	-	-	-
- term loans	4.55 - 5.20	5,488,459	5,736,474	1,065,587	1,072,255	3,197,808	400,824
Lease liabilities	4.20 - 6.70	25,106,754	27,688,502	6,509,468	8,822,569	9,284,099	3,072,366
		131,034,102	133,863,865	108,013,944	9,894,824	12,481,907	3,473,190

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

41. FINANCIAL INSTRUMENTS (CONT'D)

41.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The Company	Weighted Average Effective Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	On Demand or Within 1 Year RM	1 - 2 Years RM	2 - 5 Years RM
2025						
Other payables	-	883,634	883,634	883,634	-	-
Amount owing to subsidiaries	-	4,566,552	4,566,552	4,566,552	-	-
Financial guarantee contract *	-	-	58,160,697	58,160,697	-	-
		5,450,186	63,610,883	63,610,883	-	-
2024						
Other payables	-	584,313	584,313	584,313	-	-
Amount owing to subsidiaries	-	5,583,902	5,583,902	5,583,902	-	-
Financial guarantee contract *	-	-	44,614,283	44,614,283	-	-
		6,168,215	50,782,498	50,782,498	-	-

* The contractual undiscounted cash flows represent the outstanding credit facilities of the subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements since their fair value on initial recognition were not material.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.2 CAPITAL RISK MANAGEMENT

The Group and the Company manages their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support its businesses and maximise shareholder(s) value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group and the Company include within net debt, loans and borrowings from financial institutions less cash and cash equivalents. Capital includes equity attributable to the owners of the parent and non-controlling interests. The debt-to-equity ratio of the Group and the Company at the end of the reporting period are as follows:-

	The Group	
	2025	2024
	RM	RM
Bank borrowings:-		
- bank overdrafts	4,563,055	7,059,105
- lease liabilities	22,135,448	25,106,754
- other borrowings	52,654,796	42,017,464
	<u>79,353,299</u>	<u>74,183,323</u>
Less: Deposits with licensed banks	(8,526,658)	(18,079,315)
Less: Cash and bank balances	(157,709,264)	(154,879,807)
	<u>(86,882,623)</u>	<u>(98,775,799)</u>
Net debt		
	<u>(86,882,623)</u>	<u>(98,775,799)</u>
Total equity	<u>618,390,039</u>	<u>612,853,762</u>
Debt-to-equity ratio	<u>*</u>	<u>*</u>

* Not applicable as the Company's cash and cash equivalents exceed its borrowings.

There was no change in the approach to capital management during the financial year.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
<u>Fair value through profit or loss</u>				
Short-term investment	69,089,020	108,026,105	69,089,020	108,026,105
<u>Amortised Cost</u>				
Trade receivables	50,196,018	48,709,311	-	-
Other receivables and deposits	13,877,860	14,906,673	610,769	1,148,446
Amount owing by subsidiaries	-	-	77,999,717	78,700,084
Deposits with licensed banks	8,526,658	18,079,315	-	-
Cash and bank balances	157,709,264	154,879,807	5,548,331	11,865,941
	299,398,820	344,601,211	153,247,837	199,740,576
Financial Liabilities				
<u>Amortised Cost</u>				
Trade payables	31,548,019	35,143,225	-	-
Other payables, deposits and accruals	22,985,885	21,706,834	883,634	584,313
Amount owing to subsidiaries	-	-	4,566,552	5,583,902
Amount owing to directors	720	720	-	-
Bank borrowings:-				
- bank overdrafts	4,563,055	7,059,105	-	-
- other borrowings	52,654,796	42,017,464	-	-
Lease liabilities	22,135,448	25,106,754	-	-
	133,887,923	131,034,102	5,450,186	6,168,215

41.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
<u>Amortised Cost</u>				
Net gains recognised in profit or loss	(5,743,851)	(1,485,775)	(3,159,681)	(15,895)
Financial Liabilities				
<u>Amortised Cost</u>				
Net losses recognised in profit or loss	1,964,645	1,831,332	49,296	-

NOTES TO THE FINANCIAL STATEMENTS (Cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

41.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

- (a) The fair values of the term loans approximate their carrying amounts as they are repriced to market interest rates on or near the reporting date.
- (b) The fair value of money market funds is determined by reference to statements provided by the respective financial institutions, with which the investments were entered into.

ADDITIONAL COMPLIANCE INFORMATION

The following information is presented in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad:

AUDIT AND NON-AUDIT FEES

The amount of audit fees paid or payable to the Company's external auditors, Messrs Crowe Malaysia PLT ("CM") for the financial year ended 31 December 2025 by the Company and the Group are RM92,000 and RM421,200 respectively. The amount of non-audit fees incurred for services rendered to the Company and the Group for the financial year ended 31 December 2025 to CM and a firm or corporation affiliated to CM amounted to RM97,200 and RM184,050 respectively.

UTILISATION OF PROCEEDS FROM CORPORATE PROPOSALS

- (a) **Disposal of 31,772 existing ordinary shares in PT Adilmart ("Adilmart"), representing approximately 26.5% equity interest in Adilmart, by the Company to Astrantia Sdn. Bhd. ("Astrantia") for a cash consideration of RM88.1 million**

The disposal of shares was completed on 23 December 2024. As at 31 March 2026, the utilisation of funds is as follows:

Details of utilisation	Approved utilisation (RM'000)	Utilisation as at 31.3.2026 (RM'000)	Deviation		Remaining time frame for utilisation	Reason for deviation
			(RM'000)	(%)		
Expansion of factory and construction of coldroom in Kuching, Sarawak	20,000	0	N/A	N/A	21 months	N/A
Acquisition of land and construction of broiler farms in Sarawak	10,000	4,624	ongoing	ongoing	21 months	N/A
Digitalisation of operations and upgrading of digital technologies	6,338	2,717	ongoing	ongoing	21 months	N/A
Capital management activities (special dividend)	30,000	31,044	1,044	3.48	Done	N/A
Working capital	20,900	20,900	N/A	N/A	Done	N/A
Expenses related to the proposals	864	796	-68	-7.90	Done	Lower than expected costs of incidentals

N/A : not applicable

- (b) **Share subscription of 27,047 new Adilmart shares, representing approximately 18.4% of the enlarged issued Adilmart shares by Astrantia for a total cash consideration of RM75 million.**

The first tranche of the share subscription of 21,638 shares amounting to RM60 million was completed on 23 December 2024. The utilisation of funds as at 31 March 2026 is as follows:

Details of utilisation	Approved utilisation (RM'000)	Utilisation as at 31.3.2026 (RM'000)	Deviation		Remaining time frame for utilisation	Reasons for deviation
			(RM'000)	(%)		
Acquisition of land in the Republic of Indonesia	8,000	7,245	-755	-9.44	Done	Negotiated for a lower price
Construction of manufacturing facilities	40,000	41,015	ongoing	2.5	21 months	N/A
Purchase of machineries	22,000	16,811	ongoing	N/A	21 months	N/A
Other costs	5,000	0.54	ongoing	N/A	21 months	N/A

N/A : not applicable

MATERIAL CONTRACT INVOLVING INTERESTS OF DIRECTORS AND MAJOR SHAREHOLDERS

There were no material contracts entered into by the Group, involving the interests of Directors, Deputy Chief Executive Officer and major shareholders, either still subsisting at the end of the financial year ended 31 December 2025 or entered into since the end of the previous financial year.

ADDITIONAL COMPLIANCE INFORMATION (Cont'd)

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

	Group	
	2025 RM	2024 RM
Total income		
Revenue	1,047,727,804	1,057,646,780
Other income	16,589,982	13,383,316
Share of result of an associate	5,222,672	4,990,112
Total	1,069,540,458	1,076,020,208
Total Assets	766,558,485	767,961,003

(B) Business Activities

	Group	
	2025 RM	2024 RM
Shariah Non-Compliant Activities		
Retail	97,382,735	104,500,872
Interest income	3,214,224	2,056,903
	100,596,959	106,557,775

(C) Component of Financial Position

(i) Cash Component

	Group	
	2025 RM	2024 RM
Islamic Account/ Instruments		
Short-term investment	69,089,020	108,026,105
Cash at banks	5,963,284	5,780,760
Total	75,052,304	113,806,865

	Group	
	2025 RM	2024 RM
Conventional Account/ Instruments		
Deposits with licensed banks	8,526,658	18,079,315
Cash in hand	1,536,453	2,005,443
Cash at banks	150,209,527	147,093,604
Total	160,272,638	167,178,362

(ii) Debt Component

	Group	
	2025 RM	2024 RM
Islamic Financing		
Current		
Bankers' acceptance	5,991,405	6,457,842
Term loans	931,385	-
Non-Current		
Term loans	3,618,439	-
Total	10,541,229	6,457,842

	Group	
	2025 RM	2024 RM
Conventional borrowings		
Current		
Bank overdraft	4,563,055	7,059,105
Bankers' acceptance	32,935,000	30,071,163
Term loans	1,125,484	898,668
Non-Current		
Term loans	8,053,083	4,589,791
Total	46,676,622	42,618,727

This Statement is made in accordance with a resolution of the Board of Directors dated 15 April 2026.

LIST OF TOP 10 PROPERTIES AS AT 31 DECEMBER 2025

Location	Description/ Existing Use	Tenure	Date of Acquisition/ Last Revaluation	Age of Building (Year)	Land Area (Acres)	Net Book Value (RM)
Lot 123 Senggi-Poak Land District Bau, Sarawak	Broiler Farm	Leasehold Expiring on 19.04.2116	31.12.2025	23	12.390	7,778,575
Lot 124 Senggi-Poak Land District Bau, Sarawak	Broiler Farm	Leasehold Expiring on 09.02.2116	31.12.2025	23	33.169	
Lot 202 Senggi-Poak Land District Bau, Sarawak	Broiler Farm	Leasehold Expiring on 10.04.2077	31.12.2025	23	2.720	
Lot 203 Senggi-Poak Land District Bau, Sarawak	Broiler Farm	Leasehold Expiring on 17.04.2077	31.12.2025	23	4.960	
Lot 999, Section 66 Jalan Keluli Bintawa Industrial Estate 93450 Kuching Sarawak	Corporate Office, Coldroom and Abattoir	Leasehold Expiring on 24.09.2117	31.12.2025	30	5.671	6,838,085
Jl. Adi Sucipto Arang Limbung Kubu Raya 78391 Pontianak Indonesia	Factory, Office and Warehouse	Leasehold Expiring on 20.08.2045	31.12.2025	23	2.656	6,161,751
Lot 2704, Block 24 Muara Tuang Land District Sarawak	Vegetable Farm	Leasehold Expiring on 16.05.2073	31.12.2025	8	12.531	5,008,030
Jl. Bhumimas I No. 9, Kawasan Industrial Cikupamas Cikupa Tangerang 15710 Banten Indonesia	Factory, Office and Warehouse	Leasehold Expiring on 17.06.2028	31.12.2025	25	2.802	4,772,576

LIST OF TOP 10 PROPERTIES (Cont'd)

AS AT 31 DECEMBER 2025

Location	Description/ Existing Use	Tenure	Date of Acquisition/ Last Revaluation	Age of Building (Year)	Land Area (Acres)	Net Book Value (RM)
Lot 511, Block 9 Senggi-Poak Land District Bau, Sarawak	Layer farm	Leasehold Expiring on 17.04.2116	31.12.2025	13	17.295	4,497,820
Bau Occupation Ticket No. 3574 Bau Land District Sarawak	Layer Farm	Leasehold Expiring on 17.04.2116	31.12.2025	13	30.999	
Lot 16, Block 9 Senggi-Poak Land District Bau, Sarawak	Layer farm	Leasehold Expiring on 17.04.2116	31.12.2025	13	10.460	
Lot 4147, Block 19 Seduan Land District Upper Lanang Road 96000 Sibul, Sarawak	Corporate Office, Coldroom and Warehouse	Leasehold Expiring on 10.01.2071	31.12.2025	19	3.571	4,023,355
Country Lease No. 025092602 Papar District of Papar Sabah	Broiler Farm	Leasehold Expiring on 02.07.2929	31.12.2025	14	12.320	3,103,075
Lot 604, Block 9 Senggi-Poak Land District Bau, Sarawak	Breeder Farm	Leasehold Expiring on 19.04.2116	31.12.2025	35	15.250	2,775,425
Lot 650, Block 9 Senggi-Poak Land District Bau, Sarawak	Vacant land	Leasehold Expiring on 11.05.2116	31.12.2025	-	5.501	
Lot 1097, Block 9 Senggi-Poak Land District Bau, Sarawak	Breeder Farm	Leasehold Expiring on 18.04.2116	31.12.2025	35	14.443	
Bau Occupation Ticket No. 2596 of 1934 Bau Land District Sarawak	Breeder Farm	Leasehold Expiring on 21.11.2116	31.12.2025	35	8.520	
Country Lease No. 025339753 & 025339762 Lok Kawi, District of Papar Sabah	Factory, Office and Warehouse	Leasehold Expiring on 31.12.2042	31.12.2025	28	2.679	1,764,074

ANALYSIS OF SHAREHOLDINGS AS AT 1 APRIL 2026

SHARE CAPITAL

Total number of issued shares	:	630,718,960
Issued share capital	:	RM158,968,930
Class of shares	:	Ordinary shares
Voting rights	:	One vote per ordinary share

No. of holders	Size of shareholdings	% of holders	No. of shares	% of issued capital [#]
138	less than 100 shares	3.20	5,067	0.00
830	100 - 1,000 shares	19.22	425,738	0.07
1,881	1,001 - 10,000 shares	43.55	8,858,169	1.44
1,184	10,001 - 100,000 shares	27.41	36,793,391	5.97
283	100,001 - less than 5% of issued shares	6.55	294,505,867	47.80
3	5% and above of issued shares	0.07	275,478,428	44.72
4,319		100.00	616,066,660	100.00

Note:

excluding 14,717,300 ordinary shares bought back and retained as treasury shares based on the Record of Depositors as at 1 April 2026.

SUBSTANTIAL SHAREHOLDERS

(As per the Register of Substantial Shareholders as at 1 April 2026)

No.	Name	No. of shares held			
		Direct Interest	% [#]	Indirect Interest	% [#]
1.	Central Coldstorage Sarawak Sdn. Bhd.	138,170,076	22.43	-	-
2.	S.K. Tiong Enterprise Sdn. Bhd.	103,426,080	16.79	138,170,076 ^(a)	22.43
3.	Chong Nyuk Kiong Enterprise Sdn. Bhd.	33,882,272	5.50	-	-
4.	Tan Sri Datuk Tiong Su Kouk	30,971,288 ^(b)	5.03	241,596,156 ^(c)	39.22
5.	Lau Liong Kii	16,658,352 ^(d)	2.70	27,043,084 ^(e)	4.39
6.	Puan Sri Datin Wong Bak Hee	2,761,224	0.45	241,596,156 ^(c)	39.22
7.	Tiong Chiong Hiiung	1,699,624	0.28	241,596,156 ^(f)	39.22
8.	Tiong Chiong Soon	1,545,360	0.25	241,596,156 ^(f)	39.22
9.	Chong Shaw Fui	-	-	33,882,272 ^(g)	5.50

Notes:

excluding 14,717,300 ordinary shares bought back and retained as treasury shares as at 1 April 2026.

(a) Deemed interested through its wholly-owned subsidiary, Central Coldstorage Sarawak Sdn. Bhd.

(b) 17,000,000 shares are held through Alliancegroup Nominees (Tempatan) Sdn. Bhd. and 6,100,000 shares are held through UOB Kay Hian Nominees (Tempatan) Sdn. Bhd.

(c) Deemed interested by virtue of their substantial shareholdings in S.K. Tiong Enterprise Sdn. Bhd. and Central Coldstorage Sarawak Sdn. Bhd.

(d) 3,559,096 shares are held through Maybank Nominees (Tempatan) Sdn. Bhd. and 5,445,496 shares are held through CGS International Nominees Malaysia (Tempatan) Sdn. Bhd.

(e) Deemed interested by virtue of his substantial shareholding in Unione Enterprise (S) Sdn. Bhd.

(f) Deemed interested by virtue of their directorships in S.K. Tiong Enterprise Sdn. Bhd. and Central Coldstorage Sarawak Sdn. Bhd.

(g) Deemed interested by virtue of his substantial shareholdings in Chong Nyuk Kiong Enterprise Sdn. Bhd.

ANALYSIS OF SHAREHOLDINGS (Cont'd)

AS AT 1 APRIL 2026

DIRECTORS' INTERESTS

(As per the Register of Directors' Shareholdings as at 1 April 2026)

No.	Name	No. of shares held			
		Direct Interest	%#	Indirect Interest	%#
1.	Tan Sri Datuk Tiong Su Kouk	30,971,288 ^(a)	5.03	244,357,380 ^(b)	39.67
2.	Chong Shaw Fui	-	-	33,932,272 ^(c)	5.51
3.	Tiong Chiong Hiiung	1,699,624	0.28	244,567,888 ^(d)	39.70
4.	Tiong Chiong Soon	1,545,360	0.25	241,596,156 ^(e)	39.22
5.	Kueh Chung Peng	9,966,664 ^(f)	1.62	7,507,400 ^(g)	1.22
6.	Lau Liong Kii	16,658,352 ^(h)	2.70	40,494,552 ⁽ⁱ⁾	6.57
7.	Ling Ting Leong @ Ling Chong Seng	321,428	0.05	3,311,988 ^(j)	0.54
8.	Dato Sim Kheng Boon	-	-	-	-
9.	Wong Siaw Wei	-	-	-	-

The Directors by virtue of their interests in shares in the Company are also deemed to have interests in shares in all of its related corporations to the extent the Company has an interest, pursuant to Section 8 of the Companies Act 2016.

Notes:

- # excluding 14,717,300 ordinary shares bought back and retained as treasury shares as at 1 April 2026.
- (a) 17,000,000 shares are held through Alliancegroup Nominees (Tempatan) Sdn. Bhd. and 6,100,000 shares are held through UOB Kay Hian Nominees (Tempatan) Sdn. Bhd.
- (b) Deemed interested by virtue of his substantial shareholdings in Central Coldstorage Sarawak Sdn. Bhd. and S.K. Tiong Enterprise Sdn. Bhd., and the interest of his spouse in the Company.
- (c) Deemed interested by virtue of his substantial shareholdings in Chong Nyuk Kiong Enterprise Sdn. Bhd. and the interest of his child in the Company.
- (d) Deemed interested by virtue of his directorship in Central Coldstorage Sarawak Sdn. Bhd. and S.K. Tiong Enterprise Sdn. Bhd., and the interests of his spouse in the Company.
- (e) Deemed interested by virtue of his directorship in Central Coldstorage Sarawak Sdn. Bhd. and S.K. Tiong Enterprise Sdn. Bhd.
- (f) 7,931,892 shares are held through CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. and 2,034,772 shares are held through RHB Nominees (Tempatan) Sdn. Bhd.
- (g) Deemed interested by virtue of the interest of his children in the Company.
- (h) 3,559,096 shares are held through Maybank Nominees (Tempatan) Sdn. Bhd. and 5,445,496 shares are held through CGS International Nominees Malaysia (Tempatan) Sdn. Bhd.
- (i) Deemed interested by virtue of his substantial shareholdings in Unione Enterprise (S) Sdn. Bhd., and the interests of his spouse and children in the Company.
- (j) Deemed interested by virtue of his substantial shareholdings in Tseng Tseng Enterprise Sdn. Bhd. and De Supreme Sdn. Bhd.

ANALYSIS OF SHAREHOLDINGS (Cont'd)

AS AT 1 APRIL 2026

THIRTY LARGEST SECURITIES ACCOUNTS HOLDERS

No.	Name	No. of shares	%#
1.	Central Coldstorage Sarawak Sdn. Bhd.	138,170,076	22.43
2.	S.K. Tiong Enterprise Sdn. Bhd.	103,426,080	16.79
3.	Chong Nyuk Kiong Enterprise Sdn. Bhd.	33,882,272	5.50
4.	Unione Enterprise (S) Sdn. Bhd.	27,043,084	4.39
5.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Tan Sri Datuk Tiong Su Kouk (7006915)	17,000,000	2.76
6.	Lembaga Tabung Haji	8,240,000	1.34
7.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. - Pledged securities account for Kueh Chung Peng (MQ0352)	7,931,892	1.29
8.	Tan Sri Datuk Tiong Su Kouk	7,871,288	1.28
9.	Lau Liong Kii	7,653,760	1.24
10.	Maybank Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Yii Ching Yii	6,555,876	1.06
11.	UOB Kay Hian Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Tan Sri Datuk Tiong Su Kouk	6,100,000	0.99
12.	CIMB Group Nominees (Tempatan) Sdn. Bhd. - CIMB Commerce Trustee Berhad for Kenanga Syariah Growth Opportunities Fund (50156 TR01)	5,595,300	0.91
13.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. - Pledged securities account for Lau Liong Kii (MQ0348)	5,445,496	0.88
14.	Wong See Khong	5,012,268	0.81
15.	Public Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Kueh Tiong Ching (E-SRK)	5,010,900	0.81
16.	UOB Kay Hian Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Ng Ai Choo	4,844,300	0.79
17.	Annie Lau Ting Ting	4,610,272	0.75
18.	Maybank Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Ting Yong Ding	4,415,600	0.72
19.	Tokio Marine Life Insurance Malaysia Bhd. - As Beneficial Owner (TMEF)	4,283,000	0.70
20.	Betty Lau Mei Mei	4,094,932	0.67
21.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. - Pledged securities account for Kueh Tze Liang (MQ0543)	4,007,400	0.65
22.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Goh Sung Hien @ Goh Soon Hien (7007288)	4,000,000	0.65
23.	Tiong Su Sing	3,940,100	0.64
24.	UOB Kay Hian Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Goh Sung Hien @ Goh Soon Hien	3,830,912	0.62
25.	CIMB Group Nominees (Tempatan) Sdn. Bhd. - Hong Leong Asset Management Bhd for Hong Leong Assurance Berhad (LP Fund ED102)	3,800,000	0.62
26.	Ng Ai Choo	3,608,600	0.59
27.	HLB Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Lee Poh Kwee	3,580,000	0.58
28.	Maybank Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Lau Liong Kii	3,559,096	0.58
29.	Kueh Tze Siong	3,500,000	0.57
30.	Nahoorammah A/P Sithamparam Pillay	3,500,000	0.57

Note:

excluding 14,717,300 ordinary shares bought back and retained as treasury shares based on the Record of Depositors as at 1 April 2026.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Thirtieth Annual General Meeting of CCK Consolidated Holdings Berhad (“the Company”) will be held at the Conference Room of CCK Fresh Mart Sdn. Bhd., Lot 4147, Block 19, Seduan Land District, Upper Lanang Road, 96000 Sibu, Sarawak, Malaysia on Thursday, 28 May 2026 at 12.00 noon to transact the following businesses:

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. | <i>(Please refer to Note 1)</i> |
| 2. | To declare and approve the payment of a first and final single-tier dividend of 4.0 sen per share in respect of the financial year ended 31 December 2025. | Resolution 1 |
| 3. | To approve the payment of Directors’ fees amounting to RM430,400 for the financial year ended 31 December 2025. | Resolution 2 |
| 4. | To approve the meeting allowance up to RM35,400 payable to the Directors for the period from 29 May 2026 until the next annual general meeting of the Company to be held in 2027. | Resolution 3 |
| 5. | To re-elect the following Directors retiring pursuant to Article 122 of the Company’s Constitution and being eligible, have offered themselves for re-election. | |
| | (i) YBhg. Tan Sri Datuk Tiong Su Kouk | Resolution 4 |
| | (ii) Mr. Lau Liong Kii | Resolution 5 |
| | (iii) Mr. Ling Ting Leong @ Ling Chong Seng | Resolution 6 |
| 6. | To re-appoint Crowe Malaysia PLT as Auditors of the Company until the conclusion of the next annual general meeting and to authorise the Directors to fix their remuneration. | Resolution 7 |

AS SPECIAL BUSINESS:

To consider and if thought fit, pass the following ordinary resolutions:

- | | | |
|----|---|--------------|
| 7. | Proposed renewal of authority for the Company to purchase its own shares | Resolution 8 |
|----|---|--------------|

“THAT, subject always to the Companies Act 2016 (as may be amended, modified or re-enacted from time to time) (“the Act”), rules, regulations and orders made pursuant to the Act, provisions of the Company’s Constitution and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and any other relevant authorities, where applicable, the Company be hereby unconditionally and generally authorised to purchase and/or hold such an amount of ordinary shares in the Company (“Proposed Share Buy-Back”) as may be determined by the Directors from time to time through Bursa Malaysia Securities Berhad upon such terms and conditions as the Directors may deem fit, necessary and expedient in the interest of the Company provided that the total aggregate number of shares purchased and/or held or to be purchased and/or held pursuant to this resolution shall not exceed ten percent (10%) of the total number of issued shares of the Company for the time being and an amount of funds not exceeding the Company’s total retained profits at the time of purchase be allocated by the Company for the Proposed Share Buy-Back AND THAT such shares purchased are to be retained as treasury shares and distributed as dividends and/or resold on the market of Bursa Malaysia Securities Berhad, or subsequently may be cancelled;

AND THAT the Directors be and are hereby authorised and empowered to do all acts and things and to take all such steps and to enter into and execute all commitments, transactions, deeds, agreements, arrangements, undertakings, indemnities, transfers, assignments and/or guarantees as they may deem fit, necessary, expedient and/or appropriate in order to implement, finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments, as

NOTICE OF ANNUAL GENERAL MEETING (Cont'd)

may be required or imposed by any relevant authorities and to do all such acts and things (including executing all documents) as the Directors may deem fit and expedient in the best interest of the Company;

AND FURTHER THAT the authority hereby given will commence immediately upon the passing of this resolution and will continue to be in force until:

- (a) the conclusion of the next annual general meeting of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;
- (b) the expiration of the period within which the next annual general meeting after that date is required by law to be held; or
- (c) revoked or varied by ordinary resolution passed by the shareholders in general meeting,

whichever occurs first.”

8. Proposed renewal of and new shareholders mandate for recurrent related party transactions of a revenue or trading nature (“Proposed Shareholders Mandate”)

Resolution 9

“THAT approval be and is hereby given to the Company and its subsidiaries (“the Group”) to enter into any of the category of related party transactions which are recurrent, of a revenue or trading nature and are necessary for day-to-day operations of the Group as outlined in point 3(b) of the Circular to Shareholders dated 29 April 2026, with the specific related parties mentioned therein, from time to time, subject further to the following:

- (a) the transactions are in the ordinary course of business and are on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the interest of the minority shareholders of the Company; and
- (b) disclosure is made in the annual report a breakdown of the aggregate value of the transactions conducted pursuant to the Proposed Shareholders Mandate during the financial year where the aggregate value is equal to or more than the threshold prescribed under Paragraph 10.09(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

AND THAT such approval will continue to be in force until:

- (a) the conclusion of the next annual general meeting of the Company, at which time it will lapse, unless by resolution passed at the meeting, the authority is renewed;
- (b) the expiration of the period within which the next annual general meeting after that date is required to be held pursuant to Section 340(2) of the Act (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by resolution passed by the shareholders in general meeting,

whichever is the earlier.

AND FURTHER THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give effect to the Proposed Shareholders Mandate.”

9. To transact any other business which may properly be transacted at an annual general meeting, due notice of which shall have been given in accordance with the Companies Act 2016 and the Company’s Constitution.

NOTICE OF ANNUAL GENERAL MEETING (Cont'd)

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS ALSO HEREBY GIVEN that a first and final single-tier dividend of 4.0 sen per share in respect of the financial year ended 31 December 2025, if approved at the Thirtieth Annual General Meeting, will be payable on 23 June 2026 to depositors whose names appear in the Record of Depositors on 4 June 2026.

A depositor shall qualify for entitlement only in respect of:

- (a) shares transferred into the depositor's securities account before 4.30 p.m. on 4 June 2026 in respect of transfers; and
- (b) shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By Order of the Board of Directors

Voon Jan Moi (MAICSA 7021367)
(SSM Practising Certificate No. 202008001906)
Yap Hui Yih (MAICSA 7048748)
(SSM Practising Certificate No. 202008000570)
Joint Company Secretaries

Dated: 29 April 2026
Kuching, Sarawak

NOTES:

1. This agenda item is meant for discussion only as under the provision of Section 340 of the Companies Act 2016 and the Company's Constitution, the Audited Financial Statements do not require the formal approval of shareholders and hence, this matter will not be put forward for voting.

2. **Re-election of Directors**

The Nomination Committee has assessed the performance and contribution of Tan Sri Datuk Tiong Su Kouk, Lau Liong Kii and Ling Ting Leong @ Ling Chong Seng and was satisfied with their performance and recommended them for re-election. The Board endorsed the Nomination Committee's recommendation that Tan Sri Datuk Tiong Su Kouk, Lau Liong Kii and Ling Ting Leong @ Ling Chong Seng be elected as Directors of the Company. All the aforesaid Directors met the criteria in accordance with the Directors' Fit and Proper Policy.

3. **Proposed renewal of authority for the Company to purchase its own shares**

The proposed Resolution 8 if passed, will renew the authority for the Company to purchase and/or hold its own shares up to ten per cent (10%) of the total number of issued shares of the Company through Bursa Malaysia Securities Berhad. This authority will expire at the conclusion of the next annual general meeting, unless revoked or varied by ordinary resolution passed by shareholders at general meeting.

Please refer to the Statement to Shareholders dated 29 April 2026 for further information.

4. **Proposed renewal of and new shareholders mandate for recurrent related party transactions of a revenue or trading nature**

The proposed Resolution 9 if passed, will authorise the Group to enter into recurrent related party transactions with the mandated related parties as identified in the Circular to Shareholders dated 29 April 2026. This authority will expire at the conclusion of the next annual general meeting, unless revoked or varied by ordinary resolution passed by shareholders at general meeting.

NOTICE OF ANNUAL GENERAL MEETING (Cont'd)

By obtaining the Proposed Shareholders Mandate, the necessity to convene separate meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur would not arise. This would reduce substantial administrative time and costs associated with the convening of such meetings without compromising on the corporate objectives of the Group or adversely affecting the business opportunities available to the Group.

Please refer to the Circular to Shareholders dated 29 April 2026 for further information.

5. Proxy

- (a) A proxy or attorney or a duly authorised representative may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
- (b) To be valid, the duly completed proxy form must be deposited at the Registered Office of the Company at Lot 999, Section 66, Jalan Keluli, Bintawa Industrial Estate, 93450 Kuching, Sarawak, Malaysia not less than 48 hours before the time appointed for holding the meeting or any adjournment thereof.
- (c) If the appointor is a corporation, the form of proxy must be executed under its common seal or under the hand of an officer or attorney duly authorised in writing.
- (d) A Member shall not be entitled to appoint more than two (2) proxies to attend and vote at a meeting of the Company. Where a Member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
- (e) Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.

- (f) Depositors whose names appear in the Record of Depositors as at 20 May 2026 shall be regarded as members of the Company entitled to attend this Annual General Meeting or appoint proxy to attend, speak and vote on their behalf.



Number of shares held	
CDS Account No.	

FORM OF PROXY

*I/We, _____ (full name) _____ (*I.C./passport/company No.)

of _____ (full address)

being a member of CCK Consolidated Holdings Berhad ("the Company") hereby appoint _____

_____ (full name) _____ (*I.C./passport No.)

of _____ (full address)

*and/or failing *him/her, _____ (full name) _____ (*I.C./passport No.)

of _____ (full address)

or failing *him/her, the Chairman of the meeting as *my/our proxy to vote for *me/us on *my/our behalf at the Thirtieth Annual General Meeting of the Company to be held at the Conference Room of CCK Fresh Mart Sdn. Bhd., Lot 4147, Block 19, Seduan Land District, Upper Lanang Road, 96000 Sibu, Sarawak, Malaysia on Thursday, 28 May 2026 at 12.00 noon and any adjournment thereof.

*My/our proxy shall vote as indicated with an "X" below. If no specific direction as to voting is given, the proxy will vote or abstain from voting at *his/her discretion:

Resolutions		For	Against
1.	Declaration and payment of a first and final single-tier dividend of 4.0 sen per share for the financial year ended 31 December 2025.		
2.	Payment of Directors' fees amounting to RM430,400 for the financial year ended 31 December 2025.		
3.	Payment of meeting allowance up to RM35,400 to the Directors for the period from 29 May 2026 until the next annual general meeting to be held in 2027.		
4.	Re-election of YBhg. Tan Sri Datuk Tiong Su Kouk as Director.		
5.	Re-election of Mr. Lau Liong Kii as Director.		
6.	Re-election of Mr. Ling Ting Leong @ Ling Chong Seng as Director.		
7.	Re-appointment of Crowe Malaysia PLT as auditors.		
8.	Proposed renewal of authority for the Company to purchase its own shares.		
9.	Proposed renewal of and new shareholders mandate for recurrent related party transactions of a revenue or trading nature.		

The proportions of *my/our holdings to be presented by *my/our proxy are as follows:

	No. of shares	%
First named proxy	: _____	_____
Second named proxy	: _____	_____
Total	: _____	_____

In case of a vote taken by a show of hands, the first named proxy shall vote on *my/our behalf.

Dated this _____ day of _____ 2026

*Signature / common seal of shareholder(s)

* Strike out whichever is not applicable

Notes:

- A proxy or attorney or a duly authorised representative may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
- To be valid, the duly completed proxy form must be deposited at the Registered Office of the Company at Lot 999, Section 66, Jalan Keluli, Bintawa Industrial Estate, 93450 Kuching, Sarawak, Malaysia not less than 48 hours before the time appointed for holding the meeting or any adjournment thereof.
- If the appointor is a corporation, the form of proxy must be executed under its common seal or under the hand of an officer or attorney duly authorised in writing.
- A Member shall not be entitled to appoint more than two (2) proxies to attend and vote at a meeting of the Company. Where a Member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
- Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.
- Depositors whose names appear in the Record of Depositors as at 20 May 2026 shall be regarded as members of the Company entitled to attend this Annual General Meeting or appoint proxy to attend, speak and vote on their behalf.

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PLEASE
AFFIX STAMP
HERE

The Company Secretary
CCK CONSOLIDATED HOLDINGS BERHAD
199601024340 (396692-T)

Lot 999, Section 66, Jalan Keluli
Bintawa Industrial Estate
93450 Kuching
Sarawak, Malaysia

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CCK CONSOLIDATED HOLDINGS BERHAD

199601024340 (396692-T)
(Incorporated in Malaysia)

Lot 999, Section 66, Jalan Keluli, Bintawa Industrial Estate
93450 Kuching, Sarawak, Malaysia
Tel : 082-336 520 Fax : 082-331 479