MATANG BERHAD
(Registration No. 201501017043 (1142377-X)

TOWARDS EXPANSIONS AND DIVERSIFICATIONS

www.matangbhd.com

Annual Report 2026

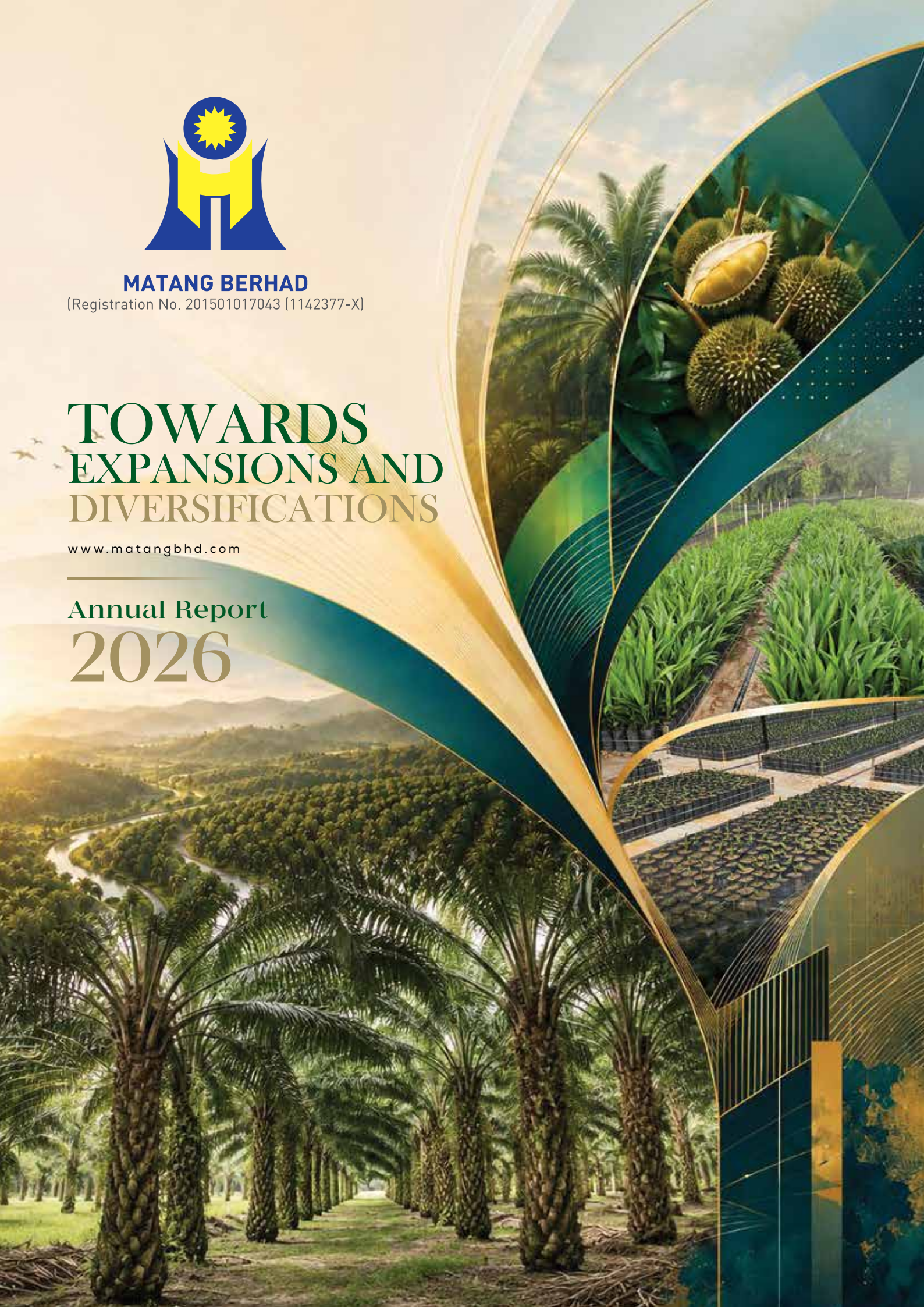


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CORPORATE INFORMATION

Board of Directors

DATO' FOONG CHEE MENG
Independent Non-Executive Chairman

TAN TUAN PENG
Executive Director

DATUK TEW BOON CHIN
Independent Non-Executive Director

DATUK LEE YIN CHUNG
Non-Independent Non-Executive Director

TAI CHEE HOW
Non-Independent Non-Executive Director

SOPHIA LIM CHIA HUI
Independent Non-Executive Director

Audit and Risk Management Committee

Chairperson
Sophia Lim Chia Hui

Members:
Dato' Foong Chee Meng
Datuk Tew Boon Chin

Nomination and Remuneration Committee

Chairman:
Datuk Tew Boon Chin

Members:
Dato' Foong Chee Meng
Sophia Lim Chia Hui

Company Secretaries

Khoo Ming Siang
(MAICSA 7034037 &
SSM PC NO. 202208000150)

Ng Lai Yee
(MAICSA 7031768 &
SSM PC NO. 202008000977)

Email Address and Website

Email : info@matangbhd.com
Website : www.matangbhd.com

Auditors

BDO PLT
Chartered Accountants
(201906000013 (LLP0018825-LCA & AF 0206))
Level 8, BDO @ Menara CenTARa
360, Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
W.P. Kuala Lumpur
Tel : 03 2616 2888
Fax : 03 2616 3190/3191

Registered Office

Unit 521, 5th Floor, Lobby 6, Block A
Damansara Intan
No. 1, Jalan SS20/27
47400 Petaling Jaya
Selangor Darul Ehsan
Tel : 03 7732 0792
Email : cosec@aquilla.com.my

Head Office

Unit 39.02, Level 39
Menara Multi-Purpose Capital Square
No. 8, Jalan Munshi Abdullah
50100 Kuala Lumpur
Tel : 603-2693 0189 / 603-2698 0189

Share Registrar

VISTRA INVESTOR & ISSUING HOUSE SERVICES SDN. BHD.
(formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.)
Unit 32-01, Level 32, Tower A
Vertical Business Suite
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
W.P. Kuala Lumpur
Tel : 03 2783 9299
Fax : 03 2783 9222
Email : is.enquiry@vistra.com

Principal Bankers

ALLIANCE BANK MALAYSIA BERHAD
(198201008390 (88103-W))
Menara Alliance Bank
G-01 & G-02, Menara Alliance Bank
159, Jln Ampang
50450 Kuala Lumpur

RHB BANK BERHAD
(196501000373 (6171-M))
Level 2, Tower 3, RHB Centre
Jalan Tun Razak
50400 Kuala Lumpur

Stock Exchange

ACE Market of Bursa Malaysia Securities Berhad

Stock Name : MATANG
Stock Code : 0189

GROUP
CORPORATE STRUCTURE

MATANG BERHAD
(Registration No. 201501017043 (1142377-X)

100%

MATANG HOLDINGS BERHAD
(REGISTRATION NO. 197801001551 (38557-X))

100%

MATANG AGRICULTURE AND PLANTATION (YONG PENG) SDN. BHD.
(REGISTRATION NO. 200701037527 (795556-W))

100%

MATANG AGRICULTURE AND PLANTATION (SEGAMAT) SDN. BHD.
(REGISTRATION NO. 198201010122 (89846-T))

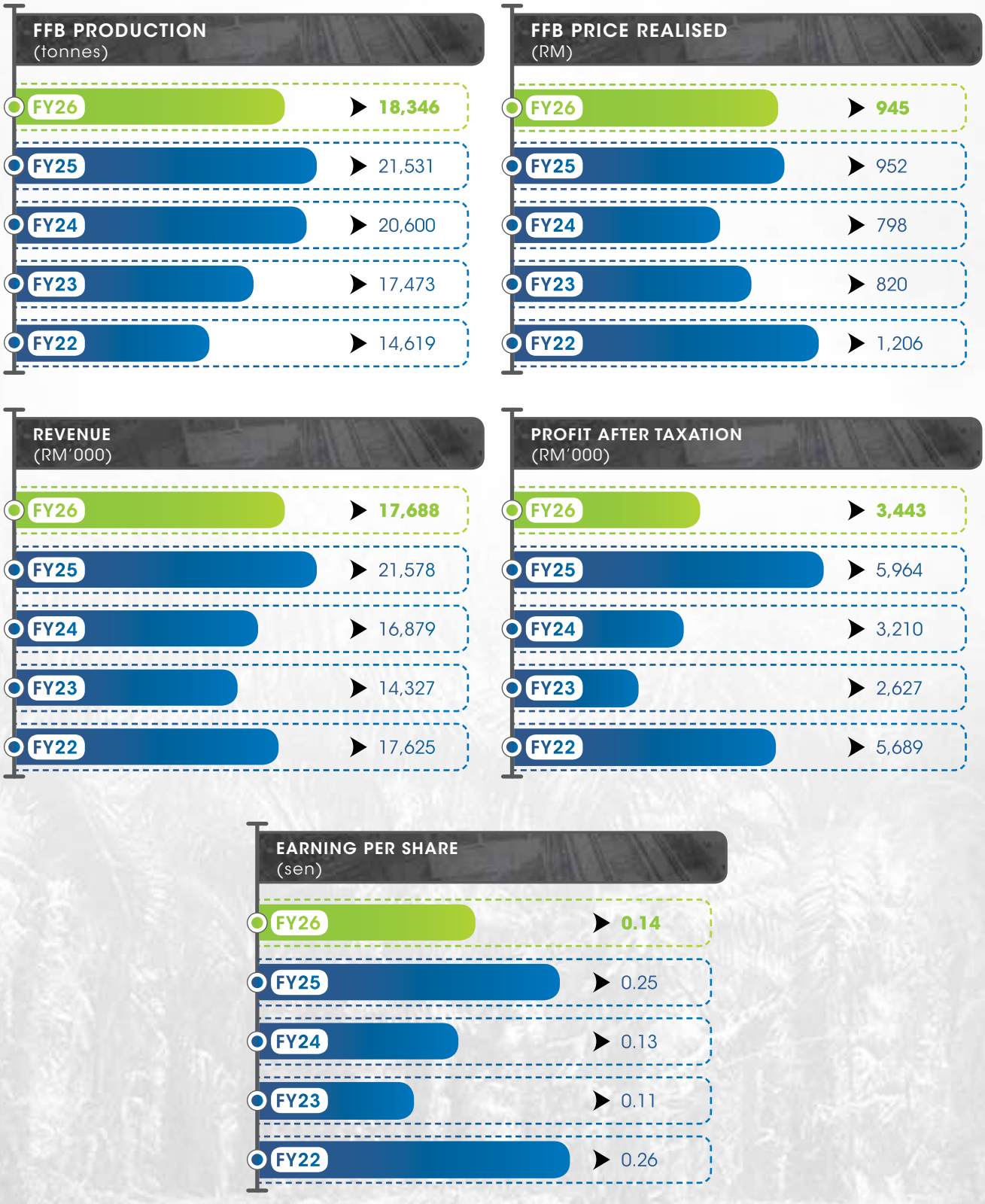
GROUP
FINANCIAL HIGHLIGHTS

	FINANCIAL YEARS ENDED 30 JUNE				
	2026 RM'000	**2025 RM'000**	**2024 RM'000**	**2023 RM'000**	**2022 RM'000**
Fresh fruit bunches ("FFB") production (tonnes)	**18,346**	21,531	20,600	17,473	14,619
FFB yield per hectare (tonne per hectare)	**21.19**	23.08	20.34	17.91	15.40
Average FFB price realised (RM)	**945**	952	798	820	1,206
FFB Revenue	**17,341**	20,498	16,438	14,327	17,625
Sales of Durian	**347**	1,080	441	–	–
Total Revenue	**17,688**	21,578	16,879	14,327	17,625
Gross profit	**13,190**	15,410	10,664	8,242	13,264
Profit before taxation	**6,144**	9,228	4,945	3,356	8,615
Profit after taxation	**3,443**	5,964	3,210	2,627	5,689
Profit attributable to owners of the parent	**3,443**	5,964	3,210	2,627	5,689
Earnings per share attributable to owners of the parent (sen)	**0.14**	0.25	0.13	0.11	0.26
Dividend per share (sen)	**0.14**	0.22	0.16	0.16	0.22
Shareholders' equity	**246,472**	248,319	246,196	246,802	228,339
Cash, bank balance and short-term funds	**58,553**	76,715	72,433	100,411	85,081

Notes:

(1) The first and final dividend of 0.14 sen per ordinary share of Matang Berhad in respect of the financial year ended 30 June 2026 is subject to the approval of the shareholders of Matang in the upcoming Annual General Meeting.

Group Financial Highlights
(Cont'd)



DIRECTOR'S PROFILE

DATO' FOONG CHEE MENG
Independent Non-Executive Chairman

Aged: 60	Malaysia	Male

Dato' Foong Chee Meng ("Dato' Foong"), male, aged 60, a Malaysian, is our Independent Non-Executive Chairman. He was appointed to our Board of Directors ("Board") on 1 September 2015. He is also a member of both the Nomination and Remuneration Committee as well as the Audit and Risk Management Committee of the Company.

Dato' Foong graduated with a Bachelor of Economics, Bachelor of Laws (Hons), and Master of Laws from the University of Sydney in 1987, 1989, and 1993, respectively. In 1989, he was admitted as a solicitor in the Supreme Court of New South Wales and the Federal Court of Australia. In 1989, Dato' Foong joined Messrs. Baker & McKenzie in Sydney, Australia as a solicitor. Subsequently, in 1993, he joined Messrs. Zaid Ibrahim & Co. and became a partner at Messrs. Zaid Ibrahim & Co. in 1996, where he led the Corporate & Commercial and Foreign Investment practice groups in the law firm. In 2003, he set up Messrs. Foong & Partners and currently holds the position of Managing Partner.

Dato' Foong was previously the Independent Non-Executive Director of Bintai Kinden Corporation Berhad (from 2008 to 2010) and Kumpulan Jetson Berhad (from 2017 to 2023), companies listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). Dato' Foong was the former Independent Non-Executive Director of RHB Islamic Bank Berhad since 2017, where he has served as a chairman of the Islamic Risk Management Committee, before retiring on 31 July 2026. In September 2022, Dato' Foong was appointed as Director of Pacific & Orient Insurance Co. Berhad.

TAN TUAN PENG
Executive Director

Aged: 53	Malaysia	Male

Tan Tuan Peng ("Mr. Tan"), male, aged 53, a Malaysian, was appointed to our Board on 1 December 2023 as an Executive Director. Mr. Tan is also a Director of Matang Holdings Berhad ("MHB"), a wholly-owned subsidiary of the Company.

Mr. Tan graduated in 1999 with a Bachelor of Civil Engineering from the University of Newcastle Australia.

Mr. Tan has since 1999, been involved and is experienced in management and strategic planning of the oil palm business and land investment, and has more involvement in the management and business development of container depot services recently. Other involvements of Mr. Tan include taking charge and leading a wide spectrum of business activities from research and development to trading, production, marketing, and sales of protective equipment, safety shoes, and footwear.

Mr. Tan holds the position as Director in six (6) private companies dealing in the business or industries described above.

Director's Profile
(Cont'd)

DATUK LEE YIN CHUNG
Non-Independent Non-Executive Director

Aged: 53	Malaysia	Male

Datuk Lee Yin Chung ("Datuk Lee"), male, aged 53, a Malaysian, is our Non-Independent Non-Executive Director. He was appointed to our Board as a Non-Independent Non-Executive Director on 10 December 2025.

He graduated with a Bachelor Degree in Commerce from the Murdoch University in Perth, Western Australia. He was an Audit & Tax Manager for Yapp, Kan Tiong & Co. from October 1998 until 31 May 2005 and was responsible for advising clients on tax compliance, secretarial & audit matters, and internal office administration. He was then the Managing Partner for E-Fonez Telecommunication from 17 July 2005 to 31 December 2019 and was responsible for Finance and Administration Department. He also served at the Jabatan Perdana Menteri Malaysia (Secretariat for the Advancement of Malaysian Entrepreneurs (SAME) from 1 February 2015 to 30 December 2018 as the Head of Development (Sabah & Sarawak) and was responsible for the development of micro entrepreneurs for the State of Sabah & Sarawak and direct report to the Minister in charge.

He is an associate member of CTIM (Chartered Tax Institute of Malaysia) since 2 April 2008 and currently the Managing Partner of Natural Auto Air-Con & Accessories Centre, responsible for Finance and Administration Department. On top of that, he is also the Audit and Tax Manager at YF.NG PLT (AF 1328) and the Sole Proprietor at YC Lee & Co and is responsible for advising clients on tax compliance, secretarial & audit matters and internal office administration.

Datuk Lee Yin Chung is currently a Director of Matang Group of Companies and several other private companies.

TAI CHEE HOW
Non-Independent Non-Executive Director

Aged: 43	Malaysia	Male

Tai Chee How ("Mr. Tai"), male, aged 43, a Malaysian, was appointed to our Board as a Non-Independent Non-Executive Director on 16 July 2025. Mr. Tai is also the Director of Matang Agriculture and Plantation (Segamat) Sdn. Bhd. ("MAPS") and Matang Agriculture and Plantation (Yong Peng) Sdn. Bhd. ("MAPYP") since 1 March 2024.

Mr. Tai is an accomplished director with an extensive track record in the construction, plantation, and infrastructure sectors. In 2006, he founded an oil palm replanting company, where he oversaw daily operations, contractor management, and regulatory compliance. A decade later, in 2017, he diversified his business into heavy machinery operations supporting major civil works, while also expanding into durian and coconut cultivation. His directorships at both MAPS and MAPYP further strengthened his expertise in managing large-scale plantation operations.

Beyond his corporate career, Mr. Tai is also dedicated to public service. Since 2014, he has served as a Town Councillor for Muar, contributing actively to local development and urban planning. He also holds the position of Treasurer of PEMADAM Johor, where he plays a key role in anti-drug awareness programmes and works closely with government agencies and NGOs to promote a drug-free society.

This distinctive combination of strong business acumen and meaningful community involvement underscores Mr. Tai's well-rounded leadership profile.

Director's Profile
(Cont'd)

SOPHIA LIM CHIA HUI
Independent Non-Executive Director

Aged: 45	Malaysia	Female

Ms. Sophia Lim Chia Hui ("Ms Sophia Lim"), female, aged 45, a Malaysian, is our Independent Non-Executive Director. She was appointed to our Board on 7 June 2022. Ms. Sophia Lim is also the Chairperson of the Audit and Risk Management Committee and a member of the Nomination and Remuneration Committee of the Company.

Ms. Sophia Lim is a Chartered Accountant with more than 19 years of experience in Corporate Finance, Financial Reporting and Auditing. She graduated from University Putra Malaysia in year 2005 with Bachelor of Accountancy (Honours) Degree and was admitted as the Chartered Accountant of the Malaysian Institute of Accountants ("MIA") in year 2008. She was also certified as an ASEAN Chartered Professional Accountant under the ASEAN Chartered Professional Accountants Coordinating Committee ("ACPACC") in year 2019.

Ms. Sophia Lim currently held the position of Transition Manager since the year 2019 in the Finance Shared Services of a multinational corporation **("MNC")** incorporated in France and listed on the Paris Stock Exchange. Prior to her current role, she was the Account Manager and Assistant Financial Controller with the same company since year 2012.

DATUK TEW BOON CHIN
Independent Non-Executive Director

Aged: 56	Malaysia	Male

Datuk Tew Boon Chin ("Datuk Tew"), male, aged 56, a Malaysian, is our Independent Non-Executive Director. He was appointed to our Board on 23 May 2019. He is the Chairman of the Nomination and Remuneration Committee and a member of the Audit and Risk Management Committee of the Company.

Datuk Tew graduated from the New Jersey Institute of Technology in 1993 with a Bachelor of Science majoring in Civil Engineering and later he continued to obtain his Master Degree in Science in Civil Engineering in 1995. Datuk Tew began his career with Bachy Soletanche, a renowned French geotechnical specialist firm which has been involved in various prominent engineering projects including the construction of the foundation for Kuala Lumpur City Centre, more commonly known as KLCC.

Datuk Tew is currently the Managing Director of Anvil Group, a group of companies focused on property development, construction and plantation with three decades of track records. Anvil Group is also an award-winning property development group of companies which has scored awards that included the Property Insight Luxury Award for 2016 and the Asean Property Award 2019 for their property development projects.

As part of the Anvil Group, Datuk Tew also has experience in oil palm plantation and oil milling businesses where he holds directorship in Lembing Plantation Sdn. Bhd. and Kilang Sawit Lembing Sdn. Bhd. in Sungai Lembing, Kuantan besides vast plantation experiences in Johor, Sabah and Sarawak of Malaysia.

NOTES

(i) None of the Directors has any family relationship with any other director and/or major shareholder of the Company.

(ii) None of the Directors has any conflict of interest, including interest in any competing business with the Company or its subsidiaries.

(iii) None of the Directors has been convicted for any offences (other than traffic offences, if any) within the past five (5) years or imposed with any public section or penalty by the relevant regulatory bodies during the financial year ended 30 June 2026.

PROFILE OF KEY SENIOR MANAGEMENT TEAM AS AT 8 OCTOBER 2026

The Key Senior Management consist of two (2) persons which includes one (1) Executive Director namely, Tan Tuan Peng, of which his profile is disclosed on page 6, and the person as below:

TAN THENG HWEE

Chief Financial Officer Cum Chief Operating Officer

Aged: 54 | Malaysia | Female

Ms Tan Theng Hwee ("Ms Tan"), female, aged 54, Malaysian, was appointed to the position of Chief Financial Officer cum Chief Operating Officer of the Company on 3 February 2020.

Ms Tan graduated with a Bachelor of Accounting (Honours) Degree from the Northern University of Malaysia. She is a Chartered Accountant (C.A.(M)) and ASEAN Chartered Professional Accountant (ASEAN CPA) under the Malaysian Institute of Accountants (MIA), and a Certified Public Accountant (CPA) under the Malaysian Institute of Certified Public Accountants (MICPA).

Ms Tan has over 29 years of experience in auditing, financial management, operational finance, corporate finance, treasury, and strategy and business planning. She began her career as an auditor and subsequently held various positions in several public listed and private companies before joining Matang. She currently serves as the Chief Financial Officer and Chief Operating Officer, with her current portfolio focused principally on strategic expansion and operational matters of the Group.

Ms Tan does not hold any directorship in public companies and listed corporations, has no family relationship with any other director and/or major shareholder of the Company, has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries, and has not been convicted for any offences (other than traffic offences, if any) within the past five (5) years or imposed with any public sanction or penalty by the relevant regulatory bodies during FYE 30 June 2026.

CHAIRMAN'S STATEMENT



Dear valued **shareholders,**

On behalf of the Board of Directors ("Board") of Matang Berhad ("Matang" or "the Company"), I am pleased to present the Chairman's Statement for the financial year ended 30 June 2026 ("FY2026").

FY2026 was a year of measured execution for the Matang Group amid volatile commodity markets, evolving regulatory requirements and persistent labour-related challenges. Although revenue and profitability declined, the Group maintained a strong balance sheet with no bank borrowings or debt securities, preserved substantial liquidity and continued investing in the productivity of its core oil palm operations and the measured development of its durian business. These priorities reflect our focus on disciplined capital allocation, financial resilience and sustainable long-term stakeholder value.

INDUSTRY AND OPERATING OVERVIEW

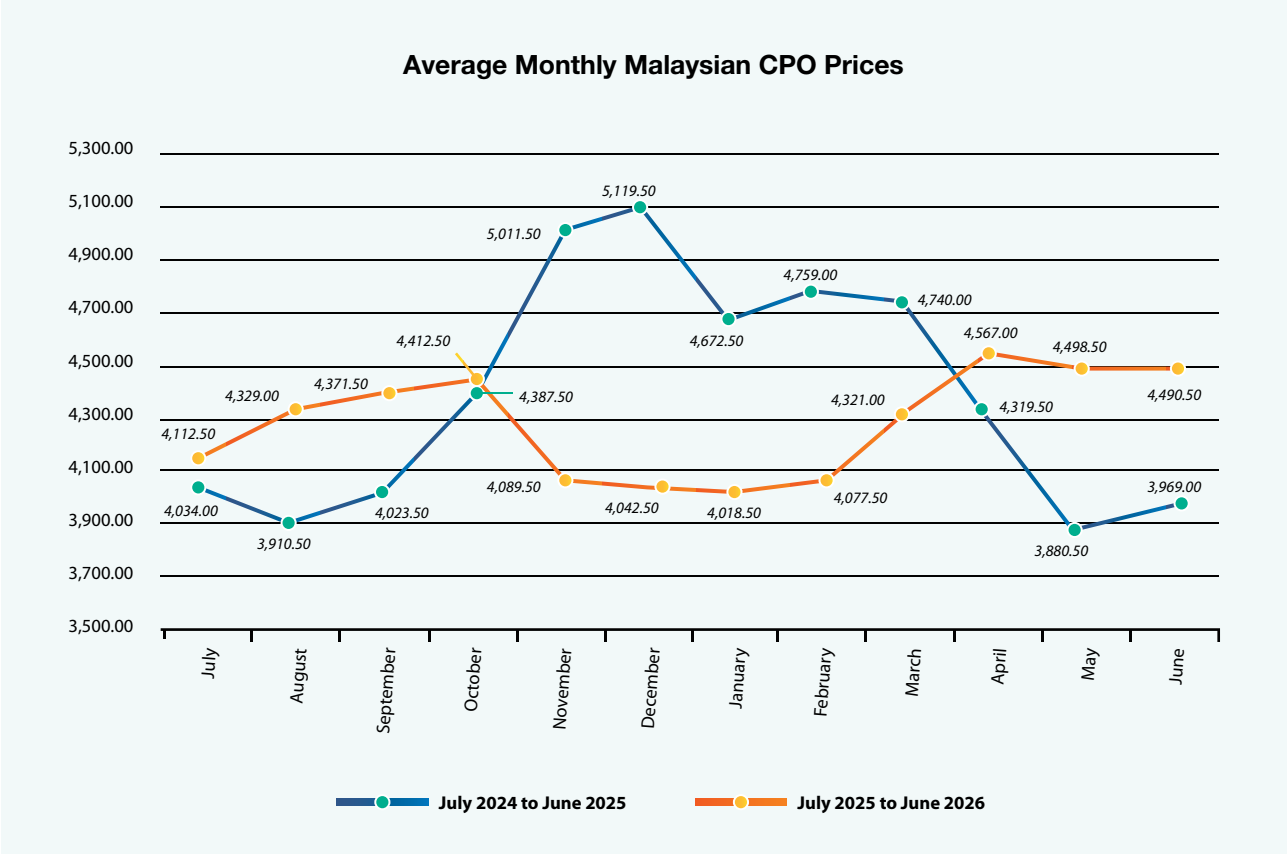
The Malaysian oil palm industry remained resilient during FY2026 despite a challenging operating environment shaped by commodity price movements, weather conditions, supply and inventory fluctuations, labour availability and geopolitical developments.

According to Malaysian Palm Oil Board ("MPOB") data, the average crude palm oil ("CPO") price moderated by approximately 2.8% year-on-year ("YoY"), from RM4,402.25 per tonne in financial year ("FY") 2025 to RM4,277.58 per tonne in FY2026, but remained relatively firm, supported by global edible oil demand, biodiesel consumption and energy market developments.

CPO prices were softer during the second half of 2025, recovered during the first half of 2026 and strengthened around March and April 2026 before moderating towards June 2026. These movements reflected changing supply and demand conditions, energy market trends and broader commodity market volatility.

INDUSTRY AND OPERATING OVERVIEW (CONT'D)

The average monthly Malaysian CPO price movement from July 2024 to June 2026 is presented in the chart below:



Source: Extracted from MPOB website as updated on 29 August 2026 (for the monthly average CPO prices) and based on information from Matang (for the FFB prices realised by Matang Estate).

On the supply side, Malaysia's palm oil sector strengthened in June 2026. CPO production rose 8.1% month-on-month to 1.64 million tonnes, while total palm oil inventories increased 4.8% to 2.54 million tonnes, including 1.33 million tonnes of CPO stocks. Despite the improved output, labour availability remained an operational challenge, particularly for harvesting and other labour-intensive estate activities.

Overall, the Malaysian oil palm industry continues to be underpinned by biodiesel demand, resilient global consumption of edible oils and palm oil's competitiveness as both a food and biofuel feedstock, although the sector remains exposed to changes in production, inventories and broader market conditions.

Chairman's Statement
(Cont'd)

FINANCIAL PERFORMANCE AND OPERATIONAL DISCIPLINE

During FY2026, our focus remained on strengthening plantation operations, improving operating efficiency and positioning the business for sustainable performance in the years ahead. Revenue declined by 18.0% YoY to RM17.69 million from RM21.58 million in FY2025. Profit before taxation ("PBT") decreased by 33.4% to RM6.14 million from RM9.23 million, while Profit after taxation ("PAT") decreased by 42.3% to RM3.44 million from RM5.96 million reflecting weaker earnings and a higher effective tax rate.

The decline in PBT was mainly attributable to the lower gross profit contribution arising from weaker plantation revenue, lower other income and higher administrative expenses, including a RM1.00 million fair value loss on the Larkin Investment Property.

Despite these challenges, the Group's gross profit margin improved to 74.6% from 71.4% in FY2025, mainly due to the reduction in cost of sales. Nevertheless, the improvement in gross profit margin was insufficient to offset the impact of lower plantation revenue reduced other income and higher administrative expenses on overall profitability. Management remained focused on preserving margins amid softer output and revenue through close monitoring of estate costs, harvesting schedules and plantation expenditure.

Despite the softer earnings performance, Matang maintained a strong financial position, with no bank borrowings or debt securities and ended FY2026 with total cash, bank balances and short-term funds of RM58.55 million, providing financial flexibility to support operational requirements, future growth initiatives and disciplined capital deployment.

STRENGTHENING OUR PLANTATION BASE

Our oil palm estates, comprising 1,010.03 hectares of planted area, remain the cornerstone of Matang's business and an important contributor to its recurring earnings base.

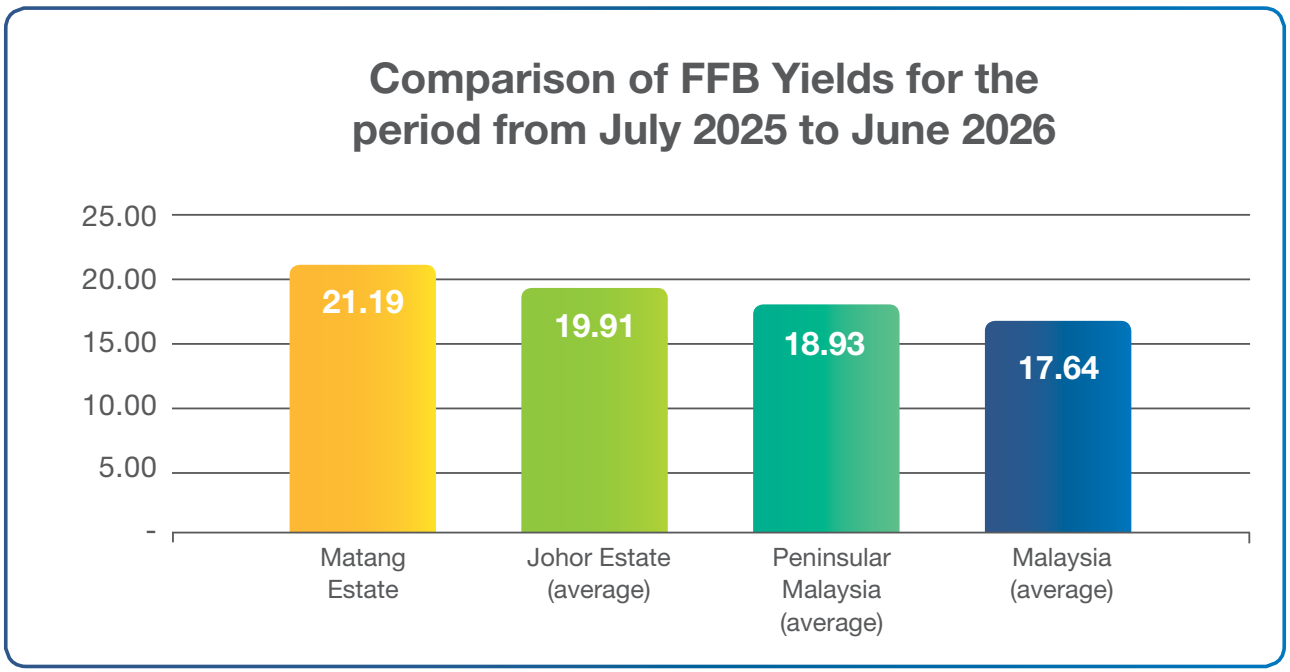
During FY2026, the Group commenced the next phase of its multi-year replanting programme covering 66.99 hectares, to rejuvenate selected areas of the plantation base and support future productive capacity. We also maintained our commitment to responsible plantation practices and the Malaysian Sustainable Palm Oil (MSPO) certification.

FFB production across Matang's estates in Segamat and Yong Peng declined by 14.8% YoY, from 21,531 tonnes in FY2025 to 18,346 tonnes in FY2026. This decline was mainly attributable to the age profile of the estates, ongoing replanting activities, adverse weather conditions, crop production patterns and labour shortages during the year.

Correspondingly, yield per hectare moderated to 21.19 tonnes per hectare in FY2026 from 23.08 tonnes per hectare in FY2025. The average realised FFB price also declined marginally by 0.7% from RM952 per tonne in FY2025 to RM945 per tonne in FY2026.

STRENGTHENING OUR PLANTATION BASE (Cont'd)

Notwithstanding the YoY moderation, Matang's FFB yield of 21.19 tonnes per hectare remained above the published average yields for Johor, Peninsular Malaysia and Malaysia for the corresponding period, reflecting the underlying productivity of our estates. Management will continue to emphasise field upkeep and harvesting discipline to support sustainable productivity over the longer term.



Source: Extracted from MPOB website and based on information from Matang

Beyond the Group's core oil palm operations, Matang continued to develop its durian segment as a measured diversification platform. In FY2026, the Segamat durian plantations, DP1.0 and DP2.0, remained under full in-house management, supervised by the consultant and in the advanced maintenance and upkeep phase, with an emphasis on agronomic care to support future fruiting potential.

During FY2026, the Group completed the acquisition of 10 adjacent parcels of agricultural land in Mukim Tangkak, District of Tangkak, Johor, for a total purchase consideration of approximately RM18.20 million. The acquisition expanded the Group's durian plantation portfolio, contributed to initial production following completion and is expected to support the Group's long-term diversification objectives as the younger trees progressively mature.

For FY2026, durian sales decreased to RM0.35 million from RM1.08 million in FY2025, primarily reflecting a significant reduction in average realised selling prices to RM3.92 per kilogram from RM9.41 per kilogram, compounded by lower production volume of 88,432 kilograms compared with 114,727 kilograms.

FY2026 highlighted the near-term challenges facing the durian business, including seasonal production patterns, adverse weather conditions and softer farm-gate prices. Accordingly, the Group will continue to develop this segment prudently, focusing on improved agronomic practices, fruit grade, yield consistency and market access, while maintaining disciplined capital allocation.

Chairman's Statement
(Cont'd)

PRUDENT CAPITAL ALLOCATION AND LIQUIDITY MANAGEMENT

Capital was managed with prudence and flexibility throughout FY2026.

During FY2026, the Group fully utilised the RM8.02 million unutilised proceeds brought forward from the private placement exercise undertaken in 2021 ("PP2021"), of which RM2.17 million was utilised for working capital requirements and RM5.85 million was utilised towards partial payment for the Tangkak land acquisition. Accordingly, the PP2021 proceeds were fully utilised as at 30 June 2026.

Separately, for the 2022 private placement ("PP2022"), following shareholders' approval at the Extraordinary General Meeting held on 19 November 2024, the remaining RM14.02 million of proceeds were re-designated for working capital requirements, comprising RM10.00 million for plantation development and operations and RM4.02 million for downstream durian initiatives.

As at 30 June 2026, RM5.71 million had been utilised for plantation development and operations, leaving RM4.29 million unutilised under this allocation. The RM4.02 million allocated for downstream durian initiatives remained unutilised. Accordingly, the total unutilised balance of RM8.31 million was placed in deposits with licensed financial institutions to support liquidity and generate interest income.

The Board remains committed to maintaining a disciplined approach to capital allocation. Investment decisions will continue to be evaluated against their strategic fit, expected long-term contribution and the need to preserve the Group's financial flexibility.

In recognition of our shareholders' continued support, the Board has proposed a first and final dividend of 0.14 sen per ordinary share in respect of FY2026, subject to shareholders' approval at the forthcoming Annual General Meeting. This recommendation reflects the Board's consideration of the Group's financial performance, liquidity position and future capital requirements.

PROACTIVE RISK MANAGEMENT IN A DYNAMIC LANDSCAPE

We operate in a dynamic environment, with the Group exposed to CPO, FFB and durian price and demand volatility; plantation yield, pest and disease, and climate-related risks; labour shortages; rising production costs; and evolving sustainability, regulatory, statutory and certification requirements. The Board and Management remain vigilant in monitoring these risks and implementing appropriate mitigation measures to safeguard the Group's operations and financial resilience.

Our plantation operations are inherently affected by agricultural cycles, weather conditions, pest and disease pressures, estate age profiles and replanting activities. Management continues to address these risks through structured estate upkeep, appropriate soil and canopy management, pest monitoring, field supervision and the progressive implementation of mechanisation and improved logistics where practical.

The Group also remains mindful of cost pressures arising from fertiliser, pest control, maintenance, labour and other plantation inputs. Cost discipline, workforce development, selective mechanisation, procurement controls and continuous review of estate work process remain key measures in maintaining operational efficiency.

As the operating environment continues to evolve, the Board and Management will continue to strengthen the Group's risk management framework and implement targeted mitigation measures to preserve resilience, support prudent decision-making and protect long-term stakeholder value.

Chairman's Statement (Cont'd)

OUTLOOK AND LONG-TERM VALUE CREATION

Looking ahead, we remain cautiously optimistic about Matang's prospects. This view is supported by the long-term fundamentals of the Malaysian oil palm industry and the potential of the domestic durian industry, although near-term performance will continue to be influenced by commodity prices, crop production, weather conditions and labour availability.

Commodity and agricultural markets are expected to remain volatile. Nevertheless, palm oil demand continues to be underpinned by global edible oil consumption, biodiesel requirements and palm oil's relative competitiveness against other vegetable oils. The industry will, however, remain influenced by production and inventory levels, export demand, weather conditions, crude oil prices, currency movements and competing vegetable oil supplies.

Against this backdrop, our priority for the oil palm business will be to strengthen estate productivity through disciplined field management, harvesting efficiency, appropriate cost control and continued execution of the Group's replanting programme. These efforts are intended to support crop recovery and sustainable yields over the medium to long-term, reinforcing oil palm's role as Matang's core recurring earnings base.

The long-term outlook for Malaysia's durian industry remains positive, supported by growing demand from China and opportunities for premium varieties. However, supply consistency, short shelf life, logistics and export requirements will require careful management.

Accordingly, Matang will adopt a measured approach to developing its durian operations. Our immediate priorities will be to strengthen agronomic practices, improve tree health and yield consistency. Downstream and value-added opportunities will be evaluated selectively where they demonstrate appropriate commercial potential.

Backed by a strong financial position and disciplined capital allocation, we enter FY2027 with clear priorities: strengthening the productivity of our core oil palm operations, developing the durian business prudently, managing costs and risks effectively, and deploying capital selectively towards opportunities capable of creating sustainable long-term value.

ACKNOWLEDGEMENT

On behalf of the Board, I would like to extend my deepest appreciation to our valued shareholders, customers, business associates and other stakeholders for their continued trust and unwavering support throughout the financial year

I also wish to express my sincere gratitude to our management team and dedicated employees for their hard work, commitment and resilience in navigating an increasingly dynamic operating environment. Your collective efforts have been instrumental in strengthening Matang's operational foundations and advancing our long-term strategic goals.

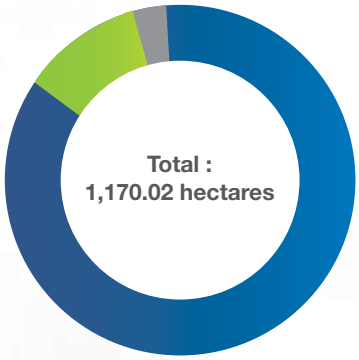
To my fellow Board members, thank you for your counsel, governance and stewardship. As we move into FY2027, we remain focused on executing our strategic priorities with discipline and adaptability while preserving the Group's strong financial foundations. Together, we will continue working towards sustainable growth and long-term value creation for our shareholders and other stakeholders.

MANAGEMENT DISCUSSION AND ANALYSIS

INDUSTRY AND OPERATING OVERVIEW

Matang Berhad ("Matang" or "the Company") is an investment holding company listed on the ACE Market of Bursa Malaysia Securities Berhad since January 2017. Through its subsidiaries (collectively referred to as the "Matang Group" or "the Group"), its business operations span across oil palm cultivation, durian plantation and investment holding.

The Group's plantation operations are carried out principally through two (2) wholly-owned subsidiaries, namely Matang Agriculture and Plantation (Segamat) Sdn. Bhd. ("MAPS") and Matang Agriculture and Plantation (Yong Peng) Sdn. Bhd. ("MAPYP"), which hold and manage the Group's agricultural land and plantation assets in Johor.



Oil Palm 86% | Durian 12% | Ancillary 2%

As at 30 June 2026, Matang's plantation portfolio comprised 1,170.02 hectares (2,891.10 acres) of freehold agricultural land in Johor, consisting of:

- **1,010.03 hectares (2,495.74 acres)** under oil palm cultivation;
- **140.67 hectares (347.62 acres)** of durian plantations; and
- **19.32 hectares (47.74 acres)** allocated for supporting infrastructure and facilities.

These landholdings comprise three (3) estates, namely the Segamat Estate, the Tangkak Estate, which was acquired by the Group in April 2026, and the Yong Peng Estate, which collectively serve as the operational foundation of the Group's plantation business. The Segamat Estate is situated across the Tangkak and Segamat districts, Tangkak Estate is situated in the Tangkak district while the Yong Peng Estate is located in the Batu Pahat district.

The Segamat Estate covers 1,094.15 hectares (2,703.70 acres), of which 1,076.33 hectares (2,659.67 acres) are planted areas and the balance is used for the estate office, staff and workers' quarters, warehouse and other support facilities. As at 30 June 2026, the planted areas comprised 972.39 hectares of oil palm plantation and 103.94 hectares of durian plantation. The oil palm trees were aged between one (1) and twenty-eight (28) years. The durian areas include the Group's First Durian Plantation ("DP1.0"), with trees aged approximately five (5) years, and the Second Durian Plantation ("DP2.0"), with trees aged approximately four (4) years. During the financial year, MAPS acquired ten (10) adjacent parcels of agricultural land in the Mukim of Tangkak, District of Tangkak, Johor (Tangkak Estate), which were cultivated with durian trees aged between one (1) and nine (9) years. The acquisition, which was announced to Bursa Malaysia, added approximately 19.64 hectares (48.53 acres) to the Group's durian plantation portfolio.

The Yong Peng Estate covers 56.23 hectares (138.95 acres), of which 54.73 hectares (135.24 acres) are planted areas, and the balance is used for ancillary structures and amenities. As at 30 June 2026, the planted areas comprised 37.64 hectares of oil palm trees aged approximately fifteen (15) years and 17.09 hectares of durian trees aged over forty-three (43) years.

In addition to its plantation assets, Matang, through its wholly-owned subsidiary, Matang Holdings Berhad ("MHB"), owns the Larkin Investment Property, an industrial property comprising three (3) blocks of buildings with a total net lettable area of approximately 149,000 square feet. The property is situated on 3.20 acres of leasehold land in Kawasan Perindustrian Larkin, Johor Bahru, Johor.

The Group also owns a parcel of vacant freehold development land of 5,000 square meters in Tangkak, District of Tangkak, Johor, under MAPS which is currently leased to a food truck operator for a term of three (3) years, ending 31 March 2027 with an option to renew for a further three (3) years.

BUSINESS OVERVIEW

The plantation sector experienced a broadly supportive but volatile crude palm oil ("CPO") price environment across the financial year ended 30 June 2026 ("FY2026"), with market movements influenced by a combination of supply conditions, export demand, biodiesel policies, competing vegetable oil prices and weather-related production risks.



Source: Trading Economics and Malaysian Palm Oil Board ("MPOB") monthly industry data.

Based on the CPO price trend shown in the graph, Malaysian CPO prices were volatile during the period from September 2025 to August 2026. During FY2026, prices softened in second half of 2025 as higher seasonal production, rising inventories and moderated export demand weighed on sentiment, but remained supported by demand from key importing countries, palm oil's price competitiveness and biodiesel-related consumption.

In first half of 2026, CPO prices recovered and remained firm, supported by tighter supply expectations, weather-related concerns and firmer export demand. MPOB price data showed Malaysian CPO averaging RM4,018.50 per tonne in January 2026, rising to RM4,567.50 per tonne in April 2026 and remaining supported at RM4,490.50 per tonne in June 2026.

For Matang, the generally firm CPO price environment continued to support realised FFB prices during FY2026. Nevertheless, the Group's average realised FFB price decreased marginally by 0.7% to RM945 per tonne from RM952 per tonne in FY2025, while lower FFB production further affected revenue.

Overall, FY2026 was a softer production year for the Group. Oil palm remained Matang's principal operating and revenue contributor, while the durian segment continued to form part of the Group's longer-term diversification strategy but remained at an early stage of contribution.

Management Discussion and Analysis
(Cont'd)

PLANTATION OPERATIONS OVERVIEW

OIL PALM OPERATIONS

During FY2026, the Group's oil palm operations remained focused on managing its mature, planted areas in Johor, with fresh fruit bunches ("FFB") continuing to be the principal output of the segment. Operational activities were centered on crop recovery, harvesting efficiency, field upkeep, and infrastructure maintenance to support sustainable estate performance.

The Group continued to supply FFB to established buyers, including Classic Palm Oil Mill Sdn Bhd, PH Uni Palm Sdn Bhd and Keng Long Trading Sdn Bhd, with sales supported by traceable weighbridge documentation and estate-level quality controls. Matang also maintained its Malaysian Sustainable Palm Oil (MSPO) certification during the year, reflecting its continued emphasis on good agricultural practices, ripeness standards at harvest, block-by-block field upkeep and compliance with sustainability requirements.

For FY2026, total FFB production decreased by 14.8% to 18,346 tonnes from 21,531 tonnes in FY2025, while average yield moderated to 21.19 tonnes per hectare from 23.08 tonnes per hectare. The decline was mainly attributable to adverse weather conditions, ageing palms nearing the end of their productive cycle and the temporary reduction in harvestable area arising from the Group's replanting programme. These factors were further compounded by estate-level operational constraints, including fewer harvesting rounds in certain areas, and labour availability challenges.

In response, management continued to strengthen harvesting supervision and selective mechanisation where practicable. Field upkeep activities included pruning, maintenance of harvesting paths, fertiliser application, and pest and disease monitoring. These measures are intended to support crop recovery while preserving the long-term productive capacity of the estates.

During the year, the Group commenced the next phase of its multi-year replanting programme at Segamat, covering 66.99 hectares. The programme is being implemented progressively to replace ageing and less productive palms and improve the age profile of the Group's oil palm portfolio over the medium to long term.

While replanting temporarily reduces the harvestable area, the programme is necessary to sustain the long-term productive capacity of the estates. Management will therefore continue to balance the timing and scale of replanting against prevailing operating conditions, available resources and the need to manage the impact on near-term FFB production.

Estate infrastructure works also remained a key operational priority. Road grading, drainage maintenance and culvert repairs were carried out to improve field accessibility, support year-round crop evacuation and mitigate weather-related disruptions. These works form part of the Group's ongoing efforts to enhance operational resilience and sustain productivity over the medium term.

Management Discussion and Analysis
(Cont'd)

PLANTATION OPERATIONS OVERVIEW (CONT'D)

OIL PALM OPERATIONS (Cont'd)

AGE PROFILE OF OIL PALM TREES, DURIAN TREES AND LAND UTILISATION OF MATANG ESTATE

The table below sets out the age distribution of oil palm trees and land allocation across Matang Estate as at 30 June 2026, providing an overview of the estate's maturity profile and planted area composition.

	OIL PALM							DURIAN			Total Planted Area
	Immature area	Mature area				Old area	Total area (Oil Palm)	Immature area	Mature area	Total area (Durian)	
Age	1- 4 years	> 4 - 8 years	> 8 - 14 years	> 14 - 18 years	> 18 - 25 years	> 25 years		1 - 5 years	> 5 years		
Plantation/ Planted area (hectare)	144.19	49.80	197.60	282.54	186.00	149.90	1,010.03	108.84	31.83	140.67	1,150.70
Percentage (%)	12.53	4.33	17.17	24.55	16.16	13.03	87.77	9.46	2.77	12.23	100.00

The Group manages its oil palm portfolio with a view to maintaining an appropriate age profile that supports current production while allowing for the progressive renewal of ageing stands. Older palms nearing the end of their productive cycle are prioritised for replanting, while mature and prime-age areas continue to form the principal production base.

As at 30 June 2026, Oil palm areas aged up to 18 years represented approximately 66.7% of the Group's total oil palm planted area. This provides a productive base to partially support crop output while older planting blocks are progressively replanted. Over the medium to long term, the Group's replanting programme is expected to improve the overall age profile and future yield potential of the oil palm portfolio.

Land utilisation also includes supporting infrastructure, such as field roads, drains, terraces and buffer zones where applicable, to support accessibility, soil management and operational efficiency.

The following are some of the photos of the works undertaken at Segamat Estate.









Management Discussion and Analysis
(Cont'd)

PLANTATION OPERATIONS OVERVIEW (CONT'D)

DURIAN OPERATIONS

In FY2026, the durian business remained in a development and consolidation phase, with operational priorities centred on improving tree health, strengthening estate upkeep and preparing the plantations for higher future crop output as younger trees progress towards commercial maturity. As the segment remained at an early stage of earnings contribution, Management continued to focus on building future production capacity, operational readiness and cost discipline.

The Group continued to manage its Segamat durian plantations, DP1.0 and DP2.0, with in-house estate teams supported by external consultants to provide technical guidance. Field activities during the year focused on soil enrichment, fertilisation discipline, canopy management, drainage upkeep and integrated pest and disease control. These measures were undertaken to support flowering and fruit set and strengthen the productive potential of the trees as they mature.

During the year, Management also commenced the integration of the newly acquired Tangkak Estate into the Group's operating framework. This involved assessing tree condition, field accessibility, rehabilitation and upkeep requirements, fertiliser planning and crop-monitoring protocols, with input from external consultants where appropriate.









Management Discussion and Analysis
(Cont'd)

PLANTATION OPERATIONS OVERVIEW (CONT'D)

DURIAN OPERATIONS (Cont'd)

At Yong Peng Estate, mature durian trees continued to provide near-term production while the younger plantings at Segamat progressed through their respective development and maturation stages.



While the enlarged durian plantation base, including the Tangkak Estate acquired in April 2026, provides longer-term growth potential, FY2026 highlighted commercial challenges arising from production seasonality and significant movements in farm-gate prices. The Group will therefore continue to develop the segment in a measured manner, with emphasis on improving yield consistency and fruit grade, broadening buyer channels, controlling production costs and progressively evaluating downstream processing opportunities to reduce reliance on immediate fresh-fruit sales.

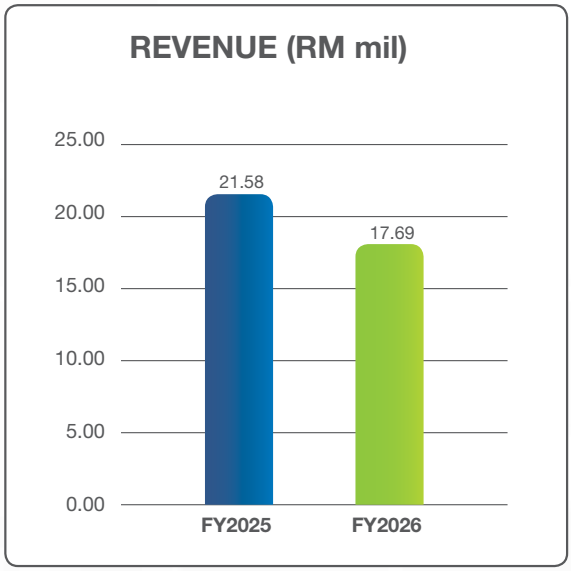
Oversight by the Durian Project Committee, together with regular field inspections, will continue to support estate practices, technical knowledge transfer and operational readiness as the durian business develops.

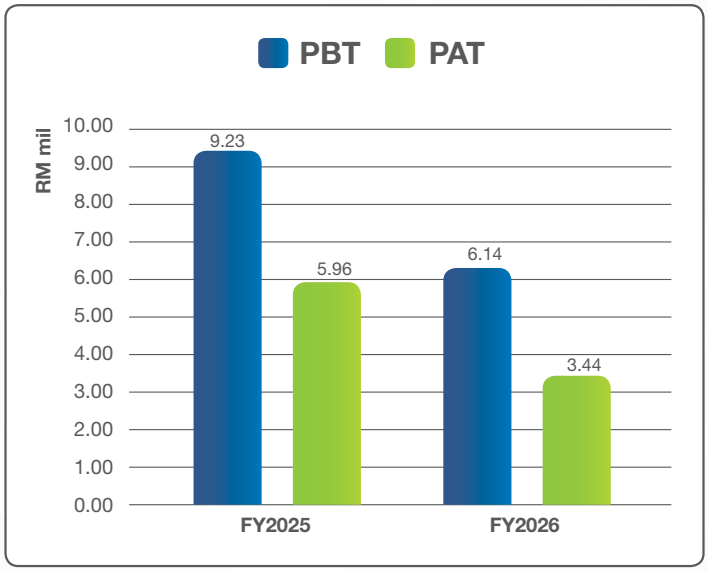
Management Discussion and Analysis
(Cont'd)

FINANCIAL OVERVIEW

FINANCIAL PERFORMANCE

For FY2026, Matang's financial performance moderated year-on-year ("YoY"), mainly due to lower FFB production, a marginal decline in average realised FFB price and weaker durian sales.





Revenue declined by 18.0% YoY to RM17.69 million from RM21.58 million in FY2025, principally reflecting lower FFB production, a marginal lower average realised FFB price and weaker durian revenue.

Gross profit decreased by 14.4% to RM13.19 million from RM15.41 million. Notwithstanding the decrease in absolute gross profit, gross profit margin increased to 74.6% from 71.4% in FY2025, mainly reflecting the 27.1% reduction in cost of sales.

Profit before tax ("PBT") decreased by 33.4% to RM6.14 million from RM9.23 million, reflecting the lower gross profit contribution, lower other income and higher administrative expenses. The latter included a RM1.00 million fair value loss on the Larkin Investment Property and higher foreign worker recruitment fees, partly offset by a lower depreciation charge.

Profit after tax ("PAT") declined by 42.3% to RM3.44 million from RM5.96 million in FY2025, after tax expenses of RM2.70 million (FY2025: RM3.26 million). Consequently, PBT margin decreased to 34.7% from 42.8%, while PAT margin decreased to 19.5% from 27.6%.

Management Discussion and Analysis
(Cont'd)

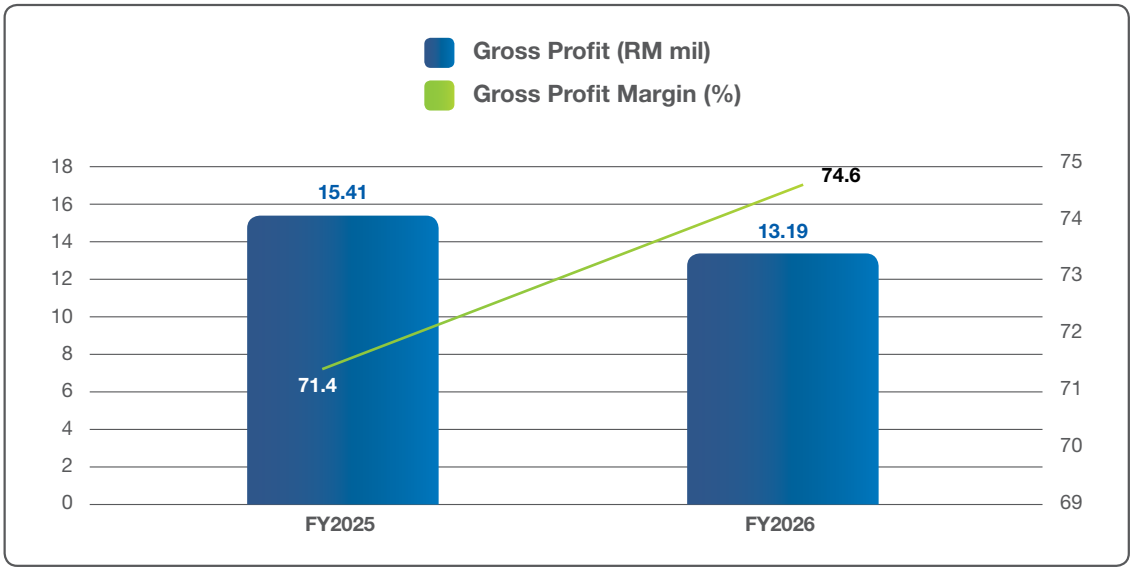
FINANCIAL OVERVIEW (CONT'D)

FINANCIAL PERFORMANCE (Cont'd)

	FY2026 RM'000	FY2025 RM'000
Statement of Consolidated Profit or Loss and Other Comprehensive Income		
FFB Revenue	17,341	20,498
Sales of Durian	347	1,080
Total Revenue	**17,688**	**21,578**
Gross Profit	13,190	15,410
Gross Profit Margin	74.6%	71.4%
Other Income	3,564	3,971
Administration Expenses	(10,525)	(10,091)
Other Expenses	(58)	(41)
Finance Cost	(27)	(21)
Profit Before Taxation (PBT)	6,144	9,228
Profit After Taxation (PAT)	3,443	5,964
Profit Attributable to Owners of the Parent	3,443	5,964
Basic and Diluted Earnings per Share attributable to Owners of the Parent (sen)	**0.14**	**0.25**
Statement of Consolidated Financial Position		
Shareholders' Equity	246,472	248,319
Net Assets per Share (RM)	0.10	0.10
Others		
Total FFB Production (tonnes)	18,346	21,531
FFB Yield per Hectare (tonnes per hectare)	21.19	23.08

KEY DRIVERS OF FINANCIAL PERFORMANCE

- Revenue declined by 18.0% to RM17.69 million in FY2026 from RM21.58 million in FY2025, mainly due to lower FFB production, marginally softer average realised FFB price and weaker durian sales.



Management Discussion and Analysis
(Cont'd)

FINANCIAL OVERVIEW (CONT'D)

FINANCIAL PERFORMANCE (Cont'd)

KEY DRIVERS OF FINANCIAL PERFORMANCE (Cont'd)

- **Gross profit** decreased by 14.4% to RM13.19 million in FY2026 from RM15.41 million in FY2025, while gross profit margin, improved to 74.6% from 71.4%.

Matang Group	FY2026	FY2025	Increase / (decrease)
	RM'000	RM'000	%
Harvesting cost			
Labour cost	1,182	1,245	(5.1)
Upkeep and maintenance	197	184	7.1
Subtotal	**1,379**	**1,429**	**(3.5)**
Cultivation costs			
Labour cost	413	777	(46.8)
Fertiliser	1,007	1,899	(47.0)
Weeding, spraying and others	178	210	(15.2)
Upkeep and maintenance	90	74	21.6
Subtotal	**1,688**	**2,960**	**(43.0)**
Transport	241	322	(25.2)
Windfall tax	580	791	(26.7)
Overheads associated with labour	609	666	(8.6)
Total cost sales	**4,497**	**6,168**	**(27.1)**

- **Cost of sales** decreased by 27.1% to RM4.50 million in FY2026 from RM6.17 million in FY2025. This was primarily attributable to lower cultivation costs, including fertiliser and labour costs following the deferment of certain fertiliser applications amid labour constraints, together with lower harvesting costs, transport costs, windfall tax and labour-related overheads.

- **Other income** decreased by 10.2% to RM3.56 million in FY2026 from RM3.97 million in FY2025, mainly due to lower interest income.

- **Administrative expenses** increased by 4.0% to RM10.49 million in FY2026 from RM10.09 million in FY2025, mainly due to the RM1.00 million fair value loss on the Larkin Investment Property and higher foreign worker recruitment fees, partly offset by a lower depreciation charge.

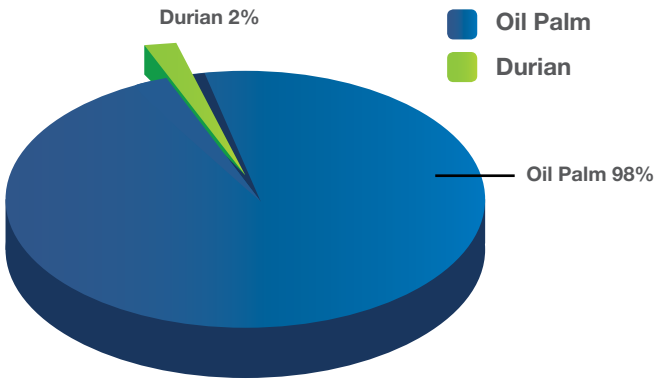
FINANCIAL OVERVIEW (CONT'D)

FINANCIAL PERFORMANCE (Cont'd)

OPERATION & SEGMENT PERFORMANCE

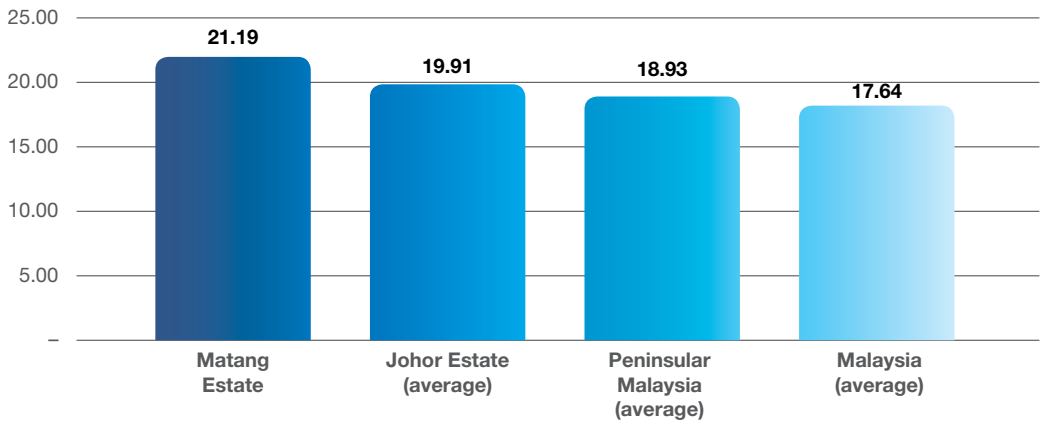
The oil palm segment's FY2026 performance was mainly affected by lower FFB production and a marginal drop in the average realised FFB price. The production decline is discussed in greater detail in the Operations Overview, while the financial impact is reflected in the lower FFB revenue and earnings for the year.

Oil Palm Contributes About 98% of the Group's Total Revenue



- **Oil Palm**
  - o FFB production: 18,346 tonnes (-14.8% YoY vs 21,531 tonnes in FY2025).
  - o Average realised FFB price: RM945 per tonne (-0.7% YoY vs RM952 per tonne).
  - o Yield: 21.19 tonnes per hectare, decreased from 23.08 tonnes per hectare in FY2025

Comparison of FFB Yields for the period from July 2025 to June 2026



Source: Extracted from MPOB website and based on information from Matang

Despite the YoY moderation, Matang's FFB yield remained above the corresponding industry benchmarks for Johor, Peninsular Malaysia and Malaysia, reflecting the relatively productivity of the Group's estates.

Management Discussion and Analysis
(Cont'd)

FINANCIAL OVERVIEW (CONT'D)

FINANCIAL PERFORMANCE (Cont'd)

OPERATIONAL & SEGMENT PERFORMANCE (Cont'd)

- **Durian**

  - Durian revenue decreased by 67.6% to RM0.35 million from RM1.08 million in FY2025, reflecting both lower production volume and a significant decline in average realised selling price.

  - Production decreased to 88,432 kilograms from 114,727 kilograms, while the average realised selling price declined to RM3.92 per kilogram from RM9.41 per kilogram in FY2025.

    The weaker performance reflected softer farm-gate pricing, seasonal market conditions and demand volatility during periods of heavier market supply. The Yong Peng Estate continued to provide the principal near-term production contribution, while the newly acquired Tangkak Estate made an initial contribution following its acquisition in April 2026 and expanded the Group's long-term durian production base. DP1.0 and DP2.0 in Segamat Estate remained under development and upkeep as the trees progress towards commercial maturity.

FINANCIAL POSITION AND LIQUIDITY

Matang maintained a strong financial position and healthy liquidity in FY2026, supported by substantial cash, bank balances and short-term funds, with no bank borrowings or debt securities. Total assets decreased marginally, principally reflecting the deployment of liquid funds towards plantation-related capital expenditure and the Tangkak land acquisition, while the Group continued to maintain healthy financial resources to support its operations and future investment requirements.

Financial Position	FY2026	FY2025
Total Assets (RM mil)	253.22	254.89
Total Liabilities (RM mil)	6.75	6.57
Equity (RM mil)	246.47	248.32

- **Total assets** decreased by 0.7% to RM253.22 million in FY2026 from RM254.89 million in FY2025. The decrease was mainly attributable to lower current assets, particularly cash, bank balances and short-term funds of RM58.55 million (FY2025: RM76.72 million), trade and other receivables of RM1.14 million (FY2025: RM1.64 million), biological assets of RM0.69 million (FY2025: RM0.86 million), current tax assets of RM0.92 million (FY2025: RM1.21 million) and inventories of RM0.39 million (FY2025: RM0.42 million). This was partly offset by higher property, plant and equipment and right-of-use assets, mainly following the Tangkak land acquisition and plantation development expenditure. Investment properties decreased to RM9.70 million from RM10.70 million due to the fair value loss on the Larkin Investment Property.

- **Equity** decreased by 0.7% to RM246.47 million in FY2026 from RM248.32 million a year earlier, mainly reflecting lower retained earnings of RM109.40 million (FY2025: RM111.21 million) after taking into account the FY2026 profit and payment of the FY2025 final dividend during the year.

- **Total liabilities** increased by 2.7% to RM6.75 million in FY2026 from RM6.57 million previously, mainly due to higher deferred tax liabilities of RM2.33 million (FY2025: RM2.10 million) and lease liabilities of RM0.97 million (FY2025: RM0.56 million). This was partly offset by a decrease in trade and other payables to RM3.26 million (FY2025: RM3.69 million) and current tax liabilities to RM0.18 million (FY2025: RM0.22 million).

- **Net assets per share** remained at RM0.10 per share.

- **Liquidity** remained healthy, supported by cash, bank balances and short-term funds of RM58.55 million as at 30 June 2026, compared with RM76.72 million a year earlier. Although total liquid funds decreased following capital deployment, cash and cash equivalents for cash-flow purposes increased to RM48.91 million from RM40.27 million.

FINANCIAL OVERVIEW (CONT'D)

CASH FLOW PERFORMANCE

Cash flow performance in FY2026 reflected continued positive operating cash generation, the withdrawal and deployment of treasury deposits, plantation-related capital expenditure and financing outflows principally relating to dividends and lease repayments.

Matang Group	FY2026	FY2025
	RM'000	RM'000
Net cash from operating activities	6,595	9,050
Net cash from/(used in) investing activities	7,514	(28,545)
Net cash used in financing activities	(5,472)	(4,038)
Net increase/(decrease) in cash and cash equivalents	8,637	(23,534)
Cash and cash equivalents at beginning of the year	40,272	63,805
Cash and cash equivalents at end of the year	48,909	40,272

- **Operating activities** generated net cash of RM6.60 million in FY2026, compared with RM9.05 million in FY2025. The decrease was mainly attributable to lower PBT of RM6.14 million (FY2025: RM9.23 million). Cash generated from operations amounted to RM8.76 million after working-capital movements, including decreases in inventories and receivables, partly offset by lower payables. During the year, the Group paid taxes of RM2.81 million and received a tax refund of RM0.65 million.

- **Investing activities** recorded a net cash inflow of RM7.51 million in FY2026, compared with a net cash outflow of RM28.55 million in FY2025. The FY2026 net inflow mainly reflected the withdrawal of RM26.80 million in deposits with maturities exceeding three months, together with interest received and distributions from short-term funds, partly offset by RM21.98 million of capital expenditure relating principally to the Tangkak land acquisition, oil palm replanting activities and development works for DP1.0 and DP2.0.

- **Financing activities** resulted in a net cash outflow of RM5.47 million in FY2026, compared with RM4.04 million in FY2025. The outflow mainly comprised payment of the FY2025 final dividend of RM5.26 million and lease liability payments of RM0.22 million.

- **Overall, cash and cash equivalents** increased by RM8.64 million to RM48.91 million at the financial year end, supported by operating cash inflows and the net inflow from investing activities, partly offset by financing outflows relating mainly to dividends and lease liability payments.

Management Discussion and Analysis
(Cont'd)

FINANCIAL OVERVIEW (CONT'D)

CAPITAL MANAGEMENT AND PROCEEDS UTILISATION

During FY2026, the Group fully utilised the remaining RM8.02 million proceeds brought forward from the private placement exercise undertaken in 2021 ("PP2021"), comprising RM2.17 million for working capital requirements and RM5.85 million towards partial payment for the Tangkak land acquisition. Accordingly, the PP2021 proceeds were fully utilised as at 30 June 2026.

Matang continued to adopt a prudent capital management approach in FY2026, with emphasis on preserving financial flexibility, supporting operational priorities and allocating capital towards initiatives that strengthen the Group's plantation platform. In relation to the private placement completed in July 2022, which raised gross proceeds of RM21.09 million, the proceeds had initially been earmarked mainly for potential acquisitions of oil palm and/or durian plantation assets and the development of new plantation landbanks. However, elevated asset valuations amid high CPO prices, together with the limited availability of suitable acquisition opportunities, led the Group to reassess the intended utilisation of the unutilised proceeds.

On 6 September 2024, the Board announced a proposed variation to reallocate the unutilised balance of RM14.02 million towards near-term operational and strategic requirements. The proposed variation, which was subsequently approved by shareholders at the Extraordinary General Meeting held in the fourth quarter of 2024, comprised the following allocations:

- **RM10.00 million** allocated for ongoing development and operational expenditure across the Group's existing oil palm and durian estates, including land clearing, planting, upkeep, replanting and equipment purchases.

- **RM4.02 million** designated for the setup and operation of downstream durian processing activities, including half- and full processing of durian products.

As at 30 June 2026, RM5.71 million of the RM10.00 million allocation for plantation development and operations had been utilised, mainly for oil palm replanting and development works relating to DP1.0 and DP2.0, leaving RM4.29 million yet to be deployed. The RM4.02 million earmarked for downstream durian initiatives also remained unutilised. Accordingly, the total unutilised balance of RM8.31 million was placed with licensed financial institutions as deposits, allowing the Group to preserve liquidity while generating interest income pending deployment.

KEY RISK FACTORS

The Group's principal risks and key mitigation measures are set out below.

1. CPO and FFB price and demand volatility

FFB prices are closely linked to CPO prices, which are one of the key determinants used by palm oil mills in pricing FFB purchased from oil palm planters. As discussed in the Business Overview, CPO prices remained generally firm but volatile during FY2026, although the Group's average realised FFB price declined marginally compared with FY2025. For risk disclosure purposes, the key issue is the Group's exposure to movements in average realised FFB price and the potential impact on plantation revenue, profit margins and operating cash flow.

The Group's exposure arises because CPO and FFB price are affected by external market and industry factors that are largely beyond the Group's control. Such volatility may result in fluctuations in FFB demand and selling prices from period to period.

While supportive CPO prices may help sustain the average realised FFB prices, they may not fully offset lower crop output or estate-level constraints. Accordingly, the Group remains exposed to both price volatility and production risk, particularly where adverse price movements coincide with lower FFB production or higher operating costs.

KEY RISK FACTORS (CONT'D)

1. CPO and FFB price and demand volatility (Cont'd)

Management actively monitors CPO and FFB price developments using MPOB and other industry and market information and periodically prepares FFB price and plantation revenue forecasts to support budgeting and cash-flow planning. Actual price, revenue and financial performance are monitored against approved budgets, with significant variances reviewed by Management. The Group also maintains cost controls through optimisation of fertiliser, labour and maintenance expenditure, while continuing to monitor political, economic, trade and regulatory developments that may affect palm oil prices and market access.

2. Durian selling price and demand volatility

The Group's durian operations are exposed to selling price and demand volatility, particularly for premium varieties such as Musang King. Durian prices are highly seasonal and may be affected by peak-season oversupply, changes in consumer and buyer demand, domestic production levels, export-market conditions and the availability of alternative fruit supply. The short shelf life of fresh durians also limits the Group's ability to defer sales when market prices are unfavourable, which may affect revenue and profit margins.

Durian revenue decreased by 67.6% to RM0.35 million, mainly due to lower production volume and weaker average realised selling prices. Production decreased from 114,727 kilograms in FY2025 to 88,432 kilograms in FY2026, while the average realised selling price declined from RM9.41 per kilogram in FY2025 to RM3.92 per kilogram in FY2026. The decrease reflected softer farm-gate pricing, seasonal market conditions and demand volatility, particularly for premium varieties during periods of heavier market supply.

Management monitors the financial performance of the durian operations through periodic reporting of revenue, profitability, production costs and budget variances to support timely operational and cost-management decisions. The Group is also evaluating downstream processing opportunities, including pilot durian paste production, to utilise excess or lower-grade fruit, extend the commercial usability of durians and reduce reliance on immediate fresh-fruit sales.

3. Sustainability, climate change and regulatory compliance

As global concerns about climate change and sustainability intensify, the Group's plantation operations are exposed to physical climate risks, including extreme rainfall, flooding, prolonged drought, rising temperatures, heat stress and water shortages. These risks may adversely affect crop yields, estate productivity, water availability and operational continuity. The Group is also subject to evolving sustainability, environmental, labour and certification requirements. Failure to manage these matters effectively may result in regulatory non-compliance, higher operating costs, reputational damage, loss of stakeholder confidence and restricted market access.

Common root causes under this risk category include insufficient awareness and prioritisation of sustainable practices, including human rights and labour standards; inadequate data tracking and monitoring of environmental and sustainability indicators; and ineffective environmental management practices, including activities that contribute to greenhouse-gas emissions, inefficient resource use or poor climate adaptation. These factors may weaken the Group's ability to manage climate-related impacts, maintain certification compliance, protect crop yields and product quality, and meet stakeholders and market expectations.

Management monitors weather conditions through monthly estate reporting and incorporates relevant information into operational planning. The Group maintains MSPO certification, strengthens ground discipline and monitoring, improves estate infrastructure and adopts suitable mechanisation and sustainable practices where practicable. Sustainability and environmental and regulatory requirements are reinforced through periodic training and awareness programmes.

Management Discussion and Analysis
(Cont'd)

KEY RISK FACTORS (CONT'D)

4. Low yield of FFB

The Group is exposed to the risk of lower-than-expected FFB yield from its oil palm estates, which may adversely affect plantation revenue. FFB yield may fluctuate due to factors including the age and condition of the palms, field maintenance and agronomic practices, pest and disease threats, labour availability and harvesting efficiency, adverse weather conditions and the quality of agricultural inputs.

Lower FFB yield may also arise from ineffective field cultivation and maintenance practices, including delays in manuring, weeding, pruning, pest and disease monitoring, harvesting rounds and crop evacuation. These factors, together with weather-related disruptions and input constraints beyond the control of planters, may hinder timely harvesting of ripe FFB or reduce bunch weight and overall production efficiency.

The Group maintains a structured replanting programme based on the age, condition and productivity of its oil palms, and monitors progress against the approved schedule. Daily harvesting activities and workforce productivity are tracked, while field maintenance, fertilisation, pruning, weeding and pest control are carried out in accordance with an established estate calendar. Periodic leaf and soil analyses support fertiliser planning, and FFB ripeness and harvesting quality are assessed through field and ramp-level grading. The Group also provides worker training and coordinates the recruitment of skilled workers to ensure sufficient manpower for harvesting and field-maintenance activities.

5. Low yield of durian

Following the acquisition of MAPYP, which includes mature durian trees, and the acquisition of the Tangkak Estate, which includes mature durian trees, the Group has diversified its plantation revenue into durian cultivation. Meanwhile, the DP1.0 and DP2.0 durian trees under MAPS continue to progress towards commercial maturity. Durian yields depend on factors such as tree maturity, flowering and fruit set, weather, soil condition, fertilisation timing, harvesting efficiency and estate upkeep.

Low durian yield may arise from inconsistent flowering, poor fruit set, unfavourable weather, insufficient or delayed fertilisation, inaccurate soil pH assessment, harvesting inefficiencies and operational constraints such as limited mechanisation or inadequate training on modern cultivation practices. Theft of durians may also affect recorded production and overall yield.

To support future yield improvement, the Group has implemented security measures such as boundary trenches and lowered the access gates in MAPS and fencing in MAPYP to reduce security breaches and crop losses. Soil pH analysis is performed to guide fertiliser application, while selected fertilisation and harvesting and field upkeep activities are mechanised where practicable to reduce labour reliance. The Group also continues to provide relevant training and field supervision to strengthen estate practices as the durian trees mature.

6. Outbreak of pests and diseases

The Group's oil palm and durian plantations are exposed to pest and disease outbreaks that may affect crop health and yields. Rats and Ganoderma are common risks in oil palm estates, while durian trees are more susceptible to fungal diseases in humid conditions. These risks may be heightened by excessive rainfall, high humidity, delayed or ineffective treatment, labour constraints and insufficient monitoring. Any outbreak could reduce crop yield and productivity and increase the need for treatment and field intervention.

A significant or prolonged pest and disease outbreak could affect the Group's operational performance by reducing harvestable crop output, weakening tree health and lowering estate productivity. Such conditions may also require additional field intervention, including chemical treatment, sanitation works, rehabilitation or replanting activities, as well as additional labour and technical support. These factors could increase operating costs, disrupt harvesting schedules, affect fruit quality and future yield potential, and consequently place pressure on plantation revenue, profitability and operating cash flow.

KEY RISK FACTORS (CONT'D)

6. Outbreak of pests and diseases (Cont'd)

Management carries out regular pest and disease censuses to enable early detection and timely treatment. For durian trees, irrigation, drainage and watering schedules are monitored and adjusted during periods of high humidity and rainfall to reduce disease risk and avoid excess moisture stress. Preventive measures, including ploughing, deboning and palm mounding, are implemented to manage Ganoderma, while preventive spraying is conducted monthly for plantation crops. Durian trees receive pesticide and fungicide applications every 14 days. Where disease symptoms are detected, special chemical treatments are applied promptly, with support from agronomy consultants and in accordance with the Management-approved Pest and Disease Treatment Protocol. Additional manpower is deployed during higher-risk periods, and field workers receive regular training on pest and disease identification, treatment procedures and safe application practices.

7. Untimely replanting programme

The Group is exposed to the risk that its oil palm replanting programme may not be completed in accordance with the approved schedule, budget and required quality standards. Delays may arise from adverse weather conditions, labour and contractor constraints, inadequate planning and coordination of resources, delayed availability of planting materials, unforeseen site conditions, equipment breakdowns or funding constraints. Untimely replanting may delay the replacement of ageing or less productive palms, affect the targeted yield maturity profile and result in additional costs or delays in realising the expected productivity benefits from replanted areas.

Delays in replanting may prolong the retention of ageing or less productive palms and defer the expected recovery in FFB yield from replanted areas. The risk may also result in additional replanting costs, extended implementation timelines and potential delays in achieving the Group's targeted plantation productivity, which may affect future revenue and operating cash flows.

Management maintains a structured replanting plan and monitors rainfall conditions through monthly estate operational reports. Replanting activities and contractors' performance are closely monitored by the Estate Management, while progress, acreage completed, outstanding work and work quality are tracked against the approved Gantt chart and reported to the Management Committee. The replanting activities are awarded to the selected contractor through tendering processes in accordance with the Group Procurement Manual, with formal Letters of Award setting out the scope of work, completion timeline and performance requirements. Replanting expenditure is also planned and approved during the annual budgeting cycle to ensure sufficient financial resources are available for timely execution.

8. Expiry of the lease for the Larkin Investment Property

The Larkin Investment Property, owned by MHB, comprises three industrial buildings on approximately 3.20 acres of leasehold land with a 60-year lease term expiring on 24 September 2031. With about five (5) years remaining on the lease, the property's longer-term rental prospects may be affected if the lease is not extended. Previous applications for lease extension have been rejected on several occasions.

Rental income from the Larkin Investment Property amounted to RM1.11 million in FY2026 and was recognised as other income. If the lease is not renewed before expiry, the Group may face reduced rental prospects, potential loss of recurring rental income, lower property valuation or higher loss of fair value adjustments. These factors could affect profitability, cash flow and the recoverability of the property's carrying value over the medium term.

Management will continue to monitor the remaining lease tenure, rental performance and valuation of the Larkin Investment Property. The Group will also assess the appropriate course of action having regard to the status of any future lease-extension application, prevailing property market conditions, tenant requirements and the economic returns available to the Group.

Management Discussion and Analysis
(Cont'd)

PROSPECTS AND OUTLOOK

Oil Palm Outlook

The outlook for the Malaysian oil palm industry for second half 2026 ("2H2026") and 2027 is expected to remain generally supportive, although CPO prices are likely to remain volatile. For 2H2026, industry expectations point to CPO prices staying above the RM4,000 per tonne level, with a broad trading range of about RM4,000 to RM4,600 per tonne. Price support is expected to come mainly from weather-related supply risks, biodiesel demand, Indonesia's B50 biodiesel mandate and restocking by major importing countries, while upside may be limited by seasonal production recovery, higher inventories, crude oil price movements, foreign exchange changes and competition from other vegetable oils.

For 2027, CPO price movements are expected to depend largely on the timing and severity of weather effects on palm yields in Malaysia and Indonesia. If El Niño-related dryness reduces FFB yields and regional CPO output with a time lag, prices could remain firm or strengthen further, particularly in the first half of 2027. However, any recovery in production, weaker export demand, softer crude oil prices or wider availability of competing oils could moderate prices. Accordingly, the CPO price outlook remains constructive but uneven, with market movements expected to be driven by supply conditions, biodiesel policy implementation, weather patterns and global edible-oil demand.

For Matang, the CPO price environment is expected to continue influencing realised FFB prices and oil palm revenue. While firm CPO prices may support FFB pricing, the Group's performance will remain dependent on estate-level factors, including FFB production volume, harvesting efficiency, labour availability, fertiliser application, replanting progress and weather conditions. FY2026 FFB production was 18,346 tonnes, with average yield of 21.19 tonnes per hectare compared with FFB production of 21,531 tonnes, with average yield of 23.08 tonnes per hectare in FY2025.

Over the medium-to-long term, the Group's replanting programme is expected to support an improved age profile and future yield potential as replanted areas progressively mature. In the near term, however, FFB production will continue to depend principally on the performance of existing mature areas, harvesting efficiency, field upkeep, labour availability, fertiliser application and prevailing weather conditions.

Management will continue to focus on improving productivity, cost efficiency and estate resilience through disciplined harvesting, field upkeep, targeted replanting and selective mechanisation where suitable. The Group will also maintain its MSPO-related practices and strengthen documentation to meet evolving sustainability, traceability and market-access expectations.

Durian Outlook

The Malaysian durian industry outlook for 2H2026 and 2027 is expected to remain positive over the medium to long term, supported by continued demand for premium varieties such as Musang King and Black Thorn and wider access to fresh, frozen and processed durian markets. However, near-term market conditions are expected to remain challenging and volatile. The 2026 peak season saw heavier supply from maturing orchards, which placed downward pressure on domestic farm-gate and retail prices, particularly for lower-grade and non-export fruit.

For 2H2026, durian harvesting is expected to follow the normal mid-year seasonal pattern, with supply heaviest during the peak harvest months before moderating towards the later part of the year. Market prices are expected to remain uneven. Premium export-grade Musang King and Black Thorn should continue to command better prices than lower-grade fruit, but domestic prices may remain under pressure when supply is high. Accordingly, growers' revenue will depend on harvest timing, fruit grade, buyer channels, post-harvest handling and access to export or processing markets.

For 2027, industry demand is expected to remain supported by China and other regional markets, but pricing may stay selective as more orchards enter productive maturity. If production growth continues to exceed export absorption and processing capacity, farm-gate prices may remain soft during peak periods. Conversely, stronger export demand, better fruit grading, improved cold-chain handling and downstream processing into paste, pulp and frozen products may help absorb supply and support realised prices. Weather conditions will also remain important, as rainfall, heat and humidity can affect flowering, fruit grade and harvesting schedules.

PROSPECTS AND OUTLOOK (Cont'd)

Durian Outlook (Cont'd)

For Matang, the durian segment remained a developing contributor in FY2026. Durian revenue decreased by 67.6% to RM0.35 million, mainly due to lower production volume and weaker average realised selling prices. Production decreased from 114,727 kilograms to 88,432 kilograms, while the average realised selling price declined from RM9.41 per kilogram to RM3.92 per kilogram.

The mature trees at Yong Peng Estate continued to provide near-term production, while DP1.0 and DP2.0 at Segamat remained in the development and upkeep phase as the trees progress towards commercial maturity.

The newly acquired Tangkak durian estate expands the Group's durian plantation base through additional areas planted mainly with young, maturing Musang King and Black Thorn. As the younger trees mature, the estate has the potential to contribute to future production. Management's priorities will remain focused on rehabilitation where required, tree health, fertilisation, pest and disease control and harvesting readiness.

Looking ahead, the Group expects its durian production base to develop progressively as younger trees mature and estate practices stabilise. Nevertheless, near-term financial performance will continue to be influenced by harvest volume, fruit grade, farm-gate selling prices, weather conditions and market demand.

To address the commercial challenges associated with seasonal oversupply and the short shelf life of fresh durians, the Group will continue to evaluate downstream capabilities, including pilot durian paste production, to utilise excess or lower-grade fruit and reduce reliance on immediate fresh-fruit sales. Such initiatives will be undertaken progressively and subject to commercial and operational viability.

Capital Allocation and Liquidity Outlook for FY2027

Building on the Group's FY2026 capital management position, Matang enters FY2027 with a solid financial position, healthy liquidity and financial flexibility. The remaining private placement proceeds from the July 2022 exercise, together with internally generated funds, will be deployed progressively to support estate renewal, plantation development, durian estate maturation and selected downstream durian initiatives.

For FY2027, capital deployment will remain disciplined and will be phased according to project readiness, operational requirements, market conditions and the Group's internal approval processes. Pending utilisation, available funds will continue to be managed prudently to preserve liquidity and support working capital requirements.

1. **Oil palm replanting and estate renewal**, including the continuation of the Group's multi-year replanting programme at Segamat, including the 66.99 hectares commenced in FY2026, to renew ageing palms and improve the long-term yield profile;
2. **Plantation development and operating requirements**, including field upkeep, fertilisation, drainage, access roads, crop evacuation infrastructure and selected equipment purchase to support productivity and operational resilience;
3. **Durian estate development**, including the upkeep, rehabilitation and maturation of DP1.0, DP2.0 and the newly acquired Tangkak durian estate; and
4. **Downstream durian initiatives**, including pilot production and related facilities for durian paste or other processed durian products, which commercially and operationally feasible.

Management Discussion and Analysis
(Cont'd)

PROSPECTS AND OUTLOOK (Cont'd)

Capital Allocation and Liquidity Outlook for FY2027 (Cont'd)

For FY2027, the Group will prioritise capital expenditure that supports estate productivity, durian development and operational efficiency. New landbank and acquisition opportunities will be evaluated selectively based on strategic fit, expected returns and available financial resources. Surplus funds will continue to be managed prudently to preserve liquidity and support approved projects and working capital requirements.

FY2027 Key risks and mitigations

Key Risk	Likelihood	Impact	Key Mitigations
CPO and FFB price and demand volatility	High	Moderate	Monitor price trends, forecast revenue and maintain cost discipline
Durian selling price and demand volatility	High	Moderate	Monitor prices and manage costs
Weather/seasonality	Medium	Moderate	Maintain harvesting discipline, robust monitoring, infrastructure and mechanisation
Lower FFB yield	Medium	Moderate	Strengthen replanting, upkeep, fertilisation, harvesting and training
Low Durian yield	Medium	Minor	Improve soil care, fertilisation, supervision and crop security
Input costs volatility (fertilisers, diesel)	Medium	Moderate	Strategic supplier engagement, competitive procurement and periodic price agreements for key inputs
Labour availability/cost	Low	Minor	Upskilling, optimise procurement and rostering, and adopt suitable mechanisation

OVERALL FY2027 OUTLOOK

Looking ahead to FY2027, Matang expects the operating environment to remain generally supportive but volatile, with financial and operational performance continuing to be influenced by CPO and FFB price movements, crop production, weather conditions and estate execution.

Management will continue to prioritise oil palm productivity, disciplined replanting, harvesting efficiency and cost management, while developing the durian business prudently through improved agronomic practices, fruit grade, market access and selective downstream opportunities where commercially viable.

Backed by a strong financial position and healthy liquidity, Matang remains well positioned to sustain its plantation operations and pursue suitable growth opportunities, while maintaining disciplined capital allocation and preserving financial flexibility. Barring unforeseen circumstances, the Board remains cautiously optimistic that these efforts will strengthen the Group's operational resilience and contribute to sustainable long-term value creation for shareholders.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors ("the Board") of Matang Berhad ("Matang" or the "Company") and its subsidiaries (collectively referred to as "Matang Group" or the "Group") is pleased to present this Statement on Risk Management and Internal Control for the financial year ended 30 June 2026 ("FY2026").

This Statement on Risk Management and Internal Control has been prepared in accordance with Paragraph 15.26(b) of the ACE Market Listing Requirements ("AMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers under Statement on Risk Management and Internal Control Guide 2025, dated 26 August 2025.

BOARD'S RESPONSIBILITY

The Board affirms its overall responsibility for the Group's system of risk management and internal controls ("RMIC") to safeguard shareholders' investments, the interests of other stakeholders and the Group's assets. The Board remains committed to promoting a culture of accountability, sound risk awareness and continuous improvement across the Group. The Board recognises that the Group operates in an environment subject to various internal and external risks, including commodity price volatility, plantation productivity, climate and sustainability-related matters, labour availability, operational risks and evolving regulatory requirements. Accordingly, the Board maintains an ongoing process to identify, assess, respond to and monitor key risks that may affect the achievement of the Group's strategic and operational objectives.

The RMIC framework is designed to manage rather than eliminate the risk of failure to achieve business objectives. Accordingly, it can only provide reasonable, and not absolute, assurance against material misstatement, loss or failure.

Throughout FY2026, the Board, assisted by Management and the Audit and Risk Management Committee ("ARMC"), reviewed the adequacy and effectiveness of the Group's risk management and internal control processes and considered the findings and recommendations arising from the risk management and internal audit activities.

Based on the review undertaken, the Board is satisfied that the Group's RMIC systems are adequate and effective in all material aspects for the Group's current scale and operating environment.

The Executive Directors, Non-executive Directors who sit in the subsidiaries' Boards, Chief Financial Officer cum Chief Operating Officer and the respective Heads of Departments of Matang have provided the necessary assurance to the Board that the Group's RMIC systems are operating adequately and effectively and are aligned with the Group's risk management and internal control framework.

RISK MANAGEMENT

In undertaking its oversight responsibilities in respect of the Group's RMIC, the Board is supported by established Board committees, including the ARMC and the Nomination and Remuneration Committee, each of which operates within clearly defined terms of reference.

The ARMC assists the Board in reviewing and monitoring the adequacy and effectiveness of the Group's RMIC, including the Group's risk management framework, internal audit activities and internal control environment.

The day-to-day implementation of risk management and internal control processes remains the responsibility of Management. The Group has an organisational structure with clearly defined lines of accountability and responsibility, supported by appropriate delegation of authority and reporting arrangements.

The Group's RMIC systems primarily cover operational efficiency and effectiveness, financial controls and reporting, compliance monitoring, corporate governance, asset protection and process improvements. Policies, procedures and operational manuals have been established for key operational activities undertaken by the Head Office and the respective operating units ("Business Units"). The Board confirms that the ongoing processes for identifying, evaluating and managing the Group's significant risks were in place throughout FY2026 and up to the date of approval of this Statement, and were regularly reviewed by the Board and its committees.

The Group's Enterprise Risk Management ("ERM") framework encompasses the identification of key business risks, assessment of their likehood and impact, implementation of appropriate mitigation measures and controls, and continuous monitoring and reporting of risk exposures to Management, the Audit Committee and the Board. The framework is subject to periodic review to ensure its continued effectiveness and relevance in supporting the Group's objectives.

Statement on Risk Management and Internal Control (Cont'd)

RISK MANAGEMENT (CONT'D)

Board-approved financial limits and approving authorities are also established for key financial matters and decision-making, including revenue, major operating and capital expenditure, acquisitions and other significant transactions, to promote proper accountability at the respective Business Units and Head Office levels.

The Group's Management Committee, comprising the Executive Directors, Non-Executive Directors sitting on the Boards of subsidiaries, and the Chief Financial Officer cum Chief Operating Officer, oversees the implementation of operational and management matters in accordance with the approved policies, procedures, financial limits, and approving authorities. The Management Committee meets regularly to deliberate on matters affecting the Group's operations and performance, with matters reserved for the Board being escalated for consideration and approval where applicable.

Risk Assessment and Management

The Group continues to undertake an annual risk assessment with the assistance of an independent risk management advisor as part of its periodic evaluation and management of significant risks affecting the Group.

The risk assessment process considers changes in the Group's business and operating environment, including internal and external factors, changes in commodity prices, plantation performance, climate and sustainability-related matters, regulatory developments, operational challenges and new business activities or projects undertaken by the Group.

During FY2026, the Group reviewed and updated its risk mapping and assessments with the assistance of the independent risk management advisor. Key risks were assessed based on their likelihood of occurrence and potential impact on the Group. Where relevant, existing risk ratings were reassessed to reflect changes in the Group's operating environment and the effectiveness of mitigating controls.

The risk assessment process also identifies the respective risk owners to facilitate accountability for the implementation of risk mitigation measures. The resulting risk matrix enables Management, the ARMC and the Board to prioritise significant risks and monitor the implementation of appropriate mitigating actions.

The outcome of the annual risk assessment is presented by the independent risk management advisor to the ARMC for review and deliberation, with significant matters and key changes in the Group's risk profile escalated to the Board.

Key Risk Areas

The Group's annual risk assessment identifies and monitors the key risk areas that may affect the achievement of its strategic, operational, financial and compliance objectives. For FY2026, the key risk areas considered by the Group included:

(a) Plantation and operational risks, including yield and productivity, climate and weather conditions, water availability, pest and disease outbreaks, replanting execution, labour availability, security and project implementation;
(b) Market and commercial risks, including movements in crude palm oil and fresh fruit bunch prices and demand, as well as durian selling prices, demand and production seasonality;
(c) Financial and treasury risks, including liquidity, credit and interest-rate exposure arising from the management of cash deposits, receivables, lease obligations and funding requirements;
(d) Regulatory, compliance and sustainability risks arising from applicable legal, regulatory, certification, environmental and sustainability requirements; and
(e) Governance, integrity and fraud-related risks, including ethical conduct, conflicts of interest, anti-bribery and corruption, procurement integrity and whistleblowing arrangements.

Risk owners are responsible for monitoring the relevant risk exposures and implementing the approved controls and mitigation measures. The status of significant risks, changes in risk ratings and the progress of agreed action plans are reported through the Group's risk-management process for review by Management and the ARMC, with significant matters escalated to the Board where appropriate.

Further details on the material business and operational risks affecting the Group, their potential effects and the corresponding mitigation strategies are set out in the Key Risk Factors section of the Management Discussion and Analysis in this Annual Report.

Statement on Risk Management and Internal Control (Cont'd)

INTERNAL AUDIT FUNCTION

The Board recognises the importance of an independent internal audit function and has continued to engage an independent professional firm, Axcelasia Sdn Bhd ("Axcelasia" or the "Internal Auditors"), to provide independent assurance to the Board and ARMC on the adequacy, efficiency and effectiveness of the Group's RMIC systems.

The Internal Auditors undertake risk-based reviews covering selected business units, operational activities and control processes in accordance with the internal audit plan approved by the ARMC.

Internal audit reviews are designed to identify control weaknesses, assess compliance with approved policies and procedures, evaluate the effectiveness of existing controls and recommend improvements where appropriate.

Any significant observations and control weaknesses identified during the internal audit reviews, together with Management's responses and proposed remedial actions, are reported to the ARMC for deliberation. The implementation status of agreed remedial actions is monitored and followed up by the Internal Auditors and reported to the ARMC.

The Internal Auditors remain independent from the Group and are not related to any of the Directors or members of the Management team of the Group. There are no known conflicts of interest that would impair the objectivity and independence of the Internal Auditors.

During FY2026, the Internal Auditors conducted internal audit reviews focused on plantation operations, replanting activities, and project management. While no major financial irregularities were identified, several control improvements were recommended to strengthen governance, monitoring, and operational oversight.

Key findings identified include:

- Replanting Management (Matang Agriculture and Plantation (Segamat) Sdn. Bhd.: Weaknesses were identified in Variation Order (VO) documentation and approval processes, as well as inadequate monitoring of replanted oil palm seedlings.
- Project Management (Matang Agriculture and Plantation (Yong Peng) Sdn Bhd.): Gaps were noted in CAPEX budgeting, project cost monitoring, contingency planning, and performance tracking for the durian plantation project.

Management promptly addressed the findings by:

- Establishing a formal VO Register and strengthening procurement controls.
- Implementing regular seedling census exercises and KPI reporting.
- Introducing project budgeting and monitoring processes.
- Procuring standby pumping equipment to mitigate operational risks.
- Enhancing performance monitoring for durian plantation operations.

The audits highlighted opportunities to improve controls and operational discipline rather than significant compliance or financial concerns. Follow-up reviews confirmed that corrective actions have been implemented, resulting in stronger governance, improved monitoring practices, and enhanced operational oversight. Future audits will focus on procurement controls and the management of the Group's growing durian plantation business.

The internal audit fees incurred for FY2026 amounted to RM43,000.

INFORMATION AND COMMUNICATION

Management is responsible for ensuring that relevant and timely information relating to the Group's operations, financial performance, risk exposures and internal control matters is communicated to the appropriate level of Management and the Board.

The Board has the authority to seek information and clarification from Management and to obtain independent input from the ARMC, External Auditors, Internal Auditors and other professional advisers where necessary.

The ARMC also independently deliberates on significant findings and observations raised by the Internal Auditors and External Auditors and monitors the implementation of agreed remedial actions.

Statement on Risk Management and Internal Control (Cont'd)

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement pursuant to the scope set out in the Audit and Assurance Practice Guide 3 ("AAPG 3"), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report, issued by the Malaysian Institute of Accountants, for inclusion in the Annual Report for the FY2026 and reported to the Board that nothing has come to their attention that caused them to believe that this Statement that intended to be included in the Annual Report, in all material respects, has not been prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or is factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control systems. The External Auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the Annual Report will remedy the problems.

REVIEW BY THE BOARD

The Board considered the key findings and observations arising from the internal audit reviews and the adequacy and effectiveness of the Group's RMIC during FY2026 based on, amongst others, the following:

(a) the Management Committee's oversight of the development, implementation and maintenance of the Group's risk management and internal control framework;
(b) the internal audit reports and follow-up reviews presented to and deliberated by the ARMC, including significant findings, Management's responses and the progress of remedial actions;
(c) periodic feedback from Management regarding the adequacy and effectiveness of the Group's RMIC systems and the implementation of relevant improvement measures;
(d) the annual risk assessment undertaken with the assistance of the independent risk management advisor and the resulting risk matrix and risk profiles;
(e) the quarterly review of the Group's financial results and discussions by the Board and ARMC concerning the Group's financial position, performance and key financial risks; and
(f) the review of significant operational, financial, compliance and emerging risks affecting the Group.

The Board has obtained assurance from the ARMC and Management Committee that the RMIC systems of the Group are operating adequately and effectively in all material aspects based on the RMIC systems established within the Group.

Premised on the preceding sections, the Board, having considered the reports from Management, the ARMC, Internal Auditors and External Auditors, has reviewed the Group's RMIC systems and considers them adequate and effective for the Group's current scale and operating environment.

The Board is satisfied that the systems of RMIC have operated adequately and effectively in all material aspects during FY2026 to safeguard shareholders' interests and the Group's assets. No material losses were incurred as a result of weaknesses in internal controls during FY2026.

The Board recognises that the risk and operating environment remains dynamic, particularly in respect of commodity price volatility, plantation productivity, climate and sustainability considerations, labour availability, operational risks and evolving regulatory expectations. Accordingly, the Board remains committed to continuously reviewing and strengthening the Group's risk management and internal control systems.

The Group will continue to enhance its RMIC processes, including strengthening operational monitoring, data and management reporting, standard operating procedures, risk assessment and mitigation measures, project oversight and the effectiveness of internal controls, where appropriate.

This Statement on Risk Management and Internal Control has been approved by the Board of Matang on 8 October 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Audit and Risk Management Committee ("ARMC") of the Company was established by the Board of Matang on 9 September 2015 with the primary objective of assisting the Board in discharging its duties and responsibilities and fulfilling its corporate governance responsibilities in relation to financial reporting and other financial-related matters, quarterly and annual reporting, internal control, risk management, related party transactions/recurrent related party transactions and conflict of interest, and external and internal audit functions of the Group.

COMPOSITION AND MEETINGS

The ARMC is made up of three (3) Non-Executive Directors of the Company. The composition of the ARMC is as follows:

Name	Designation	Directorate
Sophia Lim Chia Hui	Chairperson	Independent Non-Executive Director
Dato' Foong Chee Meng	Member	Independent Non-Executive Chairman
Datuk Tew Boon Chin	Member	Independent Non-Executive Director

The Chairperson of the ARMC is a member of the Malaysian Institute of Accountants ("MIA") and is certified as an ASEAN Chartered Professional Accountant under the ASEAN Chartered Professional Accountants Coordinating Committee ("ACPACC"), hence complies with Rule 15.09(1)(c)(i) of the AMLR. Profiles of the ARMC members are set out in the Directors' Profile Section of this Annual Report.

Based on the terms of reference ("TOR"), the ARMC shall meet at least four (4) times annually and hold such additional meetings as the Chairperson may call at any time at his or her discretion. Other directors and employees within the Group and representatives of the External Auditors, Internal Auditors and the Enterprise Risk Advisor may attend any particular or any part of the meeting at the invitation of the ARMC.

The details of attendance of the members at the meetings held during the financial year ended 30 June 2026 ("FY2026") are as follows:

Name	No. of meetings attended during FY2026
Sophia Lim Chia Hui *Independent Non-Executive Director*	4 out of 5
Dato' Foong Chee Meng *Independent Non-Executive Chairman*	5 out of 5
Datuk Tew Boon Chin *Independent Non-Executive Director*	4 out of 5

TERMS OF REFERENCE OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

The terms of reference of the ARMC is available on the Company's website at www.matangbhd.com.

Audit and Risk Management Committee Report
(Cont'd)

SUMMARY OF WORKS OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

This section sets out the works and tasks of the ARMC of Matang during the current financial year ("FY") under review.

(a) Financial Reporting and Other Financial Related Matters

The ARMC shall meet at least quarterly to deliberate the announcements of quarterly financial results in addition to the annual Audited Financial Statements. For FY2026, the dates of announcements for the Company's quarterly financial results, the adoption of the Audited Financial Statements for the financial year ended 30 June 2026 ("FY2026") and the ARMC meetings are set out below

Date of ARMC meetings	Review of Financial Results / Annual Financial Statements and Other Financial Related Matters
26 August 2025	Unaudited fourth quarter financial results for the period ended 30 June 2025 and draft audited financial statements for the FY2025.
7 October 2025	Draft audited financial statements for FY2025 and the draft documents (audit and risk management committee reports and statement on risk management and internal control) for the Annual Report 2025.
24 November 2025	Unaudited first quarter FY2026 financial results for the period ended 30 September 2025
26 February 2026	Unaudited second quarter FY2026 financial results for the period ended 31 December 2025.
29 May 2026	Unaudited third quarter FY2026 financial results for the period ended 31 March 2026.

As set out in the table above, the ARMC met on 26 August 2025, 7 October 2025, 24 November 2025, 26 February 2026 and 29 May 2026 to deliberate on the Group's quarterly financial results. The ARMC was also presented with the draft audited financial statements of the Company for FY2025 on 7 October 2025 for its review. The ARMC ensures that the financial results and statements, as the case may be, are prepared in a timely and accurate manner, complying with applicable accounting, regulatory requirements, and financial reporting standards.

(b) External Audit

On 29 May 2026, the Board, in its meeting, was briefed by the chairperson and members of the ARMC, who had in its meeting reviewed and deliberated on the scope of the statutory audit and the audit plan as well as discussed with the external auditors the audit approach for FY2026 and any implementation of new or changes in accounting standards that will affect the Group in the current and next financial year. In the same meeting, the external auditors also presented the audit plan and confirmed their independence in undertaking the Group and the Company audit for FY2026. The ARMC also noted the annual Transparency Report 2025 of the external auditors prepared pursuant to the requirement of the Audit Oversight Board.

The ARMC, on 17 August 2026 held a discussion with the external auditors in relation to the audit status update and confirmed that there were no significant changes to the scope or audit approach as compared to their audit plans. On 8 October 2026, the external auditors presented their audit conclusion of their statutory audits of the Group after the completion of audit field works for any findings and observations of material concerns and effects (if any) to the Group for FY2026.

The external auditors identified three key audit matters, namely the valuation of investment properties, impairment assessment of property, plant and equipment (PPE) and right-of-use assets, and impairment assessment of investment in subsidiaries.

Audit and Risk Management Committee Report (Cont'd)

SUMMARY OF WORKS OF THE AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

(b) External Audit (Cont'd)

The external auditors highlighted the valuation of Larkin and Tangkak Investment Properties as the key audit matter and areas of significant auditors' attention as the area is material, and the valuation process involved judgement in determining the appropriate valuation methodologies to be used and the underlying assumptions to be applied. To address the potential risk of such key audit matters, the external auditors satisfied themselves by considering the qualifications and competence of the valuer as well as assessing the scope of work of the valuation to determine whether the valuation is appropriate to be applied for financial reporting purposes. Besides, the external auditors also read the valuation report and assessed the valuation methodology adopted by the valuer for similar types of properties. The external auditors also evaluated the key assumptions used in the valuation by comparing against the available industry data taking into consideration comparability and market factors.

The Group assessed whether there were any indicators of impairment of property, plant and equipment during the financial year. In doing this, management considered the current environment and performance of the Cash Generating Units ("CGUs"). Management considered the losses in a subsidiary in the current financial year as impairment indicators.

A CGU's recoverable amount is based on value-in-use. Management has made estimates about the future results and key assumptions applied to cash flow projections of the CGUs. These key assumptions are applied to cash flow projections of the CGUs and include forecast growth in future revenue, as well as determining an appropriate pre-tax discount rate.

The Crude Palm Oil ("CPO") and durian prices, pre-tax discount rate, ultimate disposal value and cash flow projections periods applied to cash flow projections.

In assessing value-in-use, management is of the view that no foreseeable changes in any of the key assumptions would cause the carrying amounts of the assets and investment in a subsidiary to materially exceed their recoverable amounts. Therefore, no impairment was required at the end of financial year.

The ARMC had assessed the independence and suitability of the external auditors and had recommended the reappointment of the auditors for the ensuing year for shareholders' approval at the forthcoming Annual General Meeting.

(c) Internal Audit

The ARMC oversees the conduct of internal audits to ensure that a review of the adequacy of the Group's internal control systems is carried out in a timely manner, as well as ensuring operations are conducted in compliance with the established internal controls. An internal audit by an independent party provides an independent assessment of the effectiveness and efficiency of internal controls utilising a global audit methodology and tool to provide assurance to the ARMC.

Similar to previous FYs, the Company has continued the appointment of an independent professional Internal Audit firm, namely Axcelasia ("Axcelasia" or "Internal Auditors"), to undertake the internal audit of the Group for the scope or cycle as set out in the Statement of Risk Management and Internal Control.

The internal audit function is outsourced to Axcelasia. Axcelasia confirmed that they are free from any relationships or conflicts of interest which could impair their objectivity and independence in the internal audit of the Group. A team of staff of Axcelasia, carried out internal audits of the Group for FY2026. The conduct of the internal audit was guided by, in all material respects, the International Professional Practices Framework by the Institute of Internal Auditors. The Internal Auditors report directly to the ARMC based on the approved internal audit plan, which was designed to cover the key activities of the Group's operations.

Audit and Risk Management Committee Report
(Cont'd)

SUMMARY OF WORKS OF THE AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

(c) Internal Audit (Cont'd)

During the FY under review, the scope of works of the Internal Auditors is primarily to independently review whether the procedures, systems, and controls put in place by the Board and the management are present and functioning to ensure that the organisation meets its objectives of:

(i) Compliance with the applicable laws, regulations, policies, and standard operating procedures ("SOP");
(ii) Reliability and integrity of information; and
(iii) Safeguarding of assets.

The ARMC reviewed and accepted the financial year ending 30 June 2027 ("FY 2027") internal audit strategy documents for the Company presented by the Internal Auditors on 29 May 2026, the internal audit review of which will focus on:

(i) procurement and payment process for the Group, including procurement controls, approval authorities, supplier selection and pricing review, invoice and payment controls, and procurement reporting; and

(ii) plantation operations of Matang Agriculture and Plantation (Segamat) Sdn. Bhd. ("MAPS") for the newly acquired 48-acre durian plantation. The proposed scope for the plantation operations audit covers plantation management, manpower planning, irrigation and water management, soil and fertiliser management, pest and disease control, field maintenance, harvesting and post-harvest processes, quality control, security, and yield performance monitoring.

The scope of work on the assessment of internal controls used to manage the key risks associated with the operating processes are on the oil palm and durian plantation operation and the payment control in relation to the plantation operation for MAPYP and MAPS.

During FY2026, the Internal Auditors conducted two risk-based reviews focused on the Group's plantation operations and development projects, while also following up on the implementation of corrective actions arising from previous audits.

The first audit assessed the management of oil palm replanting activities at MAPS, focusing on project governance, contractor management, compliance with approved work programmes, and seedling monitoring processes. The review identified control gaps relating to contract variation management and the monitoring of replanted seedlings. Follow-up work confirmed that improvements had been implemented, including the establishment of a Variation Order Register, enhanced procurement controls, and more structured monitoring and reporting of replanting activities.

The second audit reviewed the project management of the water irrigation system and durian planting project at MAPYP. The audit highlighted opportunities to strengthen project budgeting and cost control practices, improve operational resilience through contingency planning, and establish performance monitoring measures for plantation development activities.

Overall, the Internal Auditors concluded that Management had taken positive steps to address previously reported findings and provided recommendations to further strengthen governance, project management, operational controls, and performance monitoring across the Group's plantation operations.

Based on the above, the Internal Auditors have on 24 November 2025 and 26 February 2026, presented its findings to the ARMC and the said committee highlighted to the Board the key matters.

Premised on the above and the findings presented by the Internal Auditors, the ARMC and the Board are of the opinion that the internal audit review has been carried out in accordance with the internal audit strategy document FY2026 as presented to the ARMC on 29 May 2026 and that the coverage is adequate.

Audit and Risk Management Committee Report (Cont'd)

SUMMARY OF WORKS OF THE AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

(d) Risk Management

The Group has undertaken the risk assessment in connection with FY2026 with the assistance of an independent risk management advisor who has presented their findings and observations about the risk profile of the Group on 17 August 2026. The risk of fluctuation in CPO, which is a lot tough to mitigate, as well as the risk of outbreaks of pest and disease have remained at moderate impact. The new risk which has is becoming more prominent this year was the volatility of selling price and lower yield of durian due to sustainability and climate change, untimely replanting programme and security risk.

More information and details in relation to risk management practices in the Group have been summarised in the Statement on Risk Management and Internal Control in this Annual Report.

(e) Related Party Transaction(s)/Recurrent Related Party Transaction(s) and Conflict of Interest

The ARMC has been satisfied that there was no related party transaction or recurrent related party transaction or conflict of interest situation that arose, persisted or may arise within the Company or the Group took place during FY2026 other than the following:

(i) Renewal of tenancy arrangement between Matang and a substantial shareholder of the Company for the Group's Head Office at level 39.02 & 39.03, Menara Multi-Purpose located at 8, Jalan Munshi Abdullah, 50100 Kuala Lumpur, Malaysia.

The tenancy was renewed for a further period of three (3) years from the commencement date of 1 May 2026expires on 30 April 2029, with an option for the Company to renew the tenancy for a further three (3) years upon expiry of the initial tenancy term.

(ii) Renewal of tenancy arrangement between MAPYP and a substantial shareholder of the Company for the Group's Estate Office at #01-15, Block 4, Danga Walk Jalan Skudai, Danga Bay, 80200 Johor Bahru, Johor, Malaysia.

The tenancy was renewed for a further period of three (3) years from the commencement date of 1 May 2025 and expireson 30 April 2028, with an option for the Company to renew the tenancy for a further one (1) year upon expiry of the initial tenancy term.

The aforesaid tenancy arrangements (i) and (ii) are not regarded as related party transactions pursuant to Rule 10.08(11)(h) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad.

(iii) Final phase of replanting works for 77.2 hectares Oil Palm Plantation of MAPS located at K.B 101, 85200 Jementah, Segamat, from CH Excavator Work Sdn. Bhd., a company having a common director.

(iv) Rental of vehicles from CH Excavator Work Sdn. Bhd. for the earthworks of a durian hub construction.

Additional information in relation to the said tenancy arrangements has been included under Additional Compliance Information on Page 88 of this Annual Report.

(f) Corporate Governance & Others

The ARMC also reviewed and made recommendations to the Board for the Annual Report for the FY under review on the Audit and Risk Management Committee Report and the Statement on Risk Management and Internal Controls of the Group.

In addition, the Chairperson and members of the ARMC have also engaged continuously with other Board members, the Executive Directors, and the management of the Group to be kept informed of the operations and management of Matang Estate including any material events and/or matters affecting the operations and financial affairs of the Estate and of the Group as a whole.

Audit and Risk Management Committee Report
(Cont'd)

INTERNAL AUDIT FUNCTION AND SUMMARY OF WORKS DONE

Due to the size of subsidiaries and operations involved for Matang Group, the ARMC and the Board have continued the practice of outsourcing the internal audit function of the Group to an independent internal audit firm. The Internal Auditors are appointed to report directly to the ARMC on the findings and observations made from the internal audit reviews undertaken based on the internal audit plan. The details of the Internal Auditors and work done by the Internal Auditors have been outlined in the above section within the Audit and Risk Management Committee Report and the Statement of Risk Management and Internal Control in this Annual Report.

This Audit and Risk Management Committee Report has been approved by the Board of Matang on 8 October 2026.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT

The Board of Directors ("the Board") places significant emphasis in ensuring that the practical standards of corporate governance are implemented as adequately as possible throughout Matang Berhad ("Matang" or "the Company") and its Group of Companies ("Matang Group" or "Group") as the essential part of discharging its responsibilities to safeguard and enhance shareholders' interests and value as well as for the financial performance of the Group.

This Corporate Governance Overview Statement provides an overview of the application of the principles set out under the Malaysian Code on Corporate Governance ("Code"), while the full details of the application of the principles are disclosed in the Corporate Governance Report submitted to Bursa Malaysia Securities Berhad ("Bursa Securities") together with this Annual Report, which is also available on the Company's website, www.matangbhd.com.

1. BOARD LEADERSHIP AND EFFECTIVENESS

Board Responsibilities

The Board has overall responsibilities for the strategic aims and corporate governance of the Company, including providing overall strategic guidance and effective oversight of the management of the Group. The Board is to ensure that the activities of the Company comply with its Constitution, wherein the Board derives its authority to act and monitor the Company's performance towards the strategic aims and directions and to sustainably create value for the shareholders.

The Board Charter of the Company has been included on the Company's website, www.matangbhd.com, and the Board shall also periodically review its Board Charter, and any revision made to the charter shall be updated on the Company's website from time to time. The Board has in place the Code of Ethics and Conduct for Directors and Employees of the Company, of which the details are disclosed in the Company's website, www.matangbhd.com.

The Company is guided by the Board's overall strategic aims to grow the Group through both organic growth by way of optimal and yet sustainable increase of fresh fruit bunches (FFB) production and yield from its estates or plantations as well as inorganic development by way of acquisition, joint venture or expansion of viable assets both for oil palm plantations and the durian business.

The development of durian business, together with the continuous oversight of the Board in relation to the oil palm business, besides undertaking expansions through various modes such as acquisitions, are targeted to enhance the value and performance of the Group economically in a sustainable manner for benefit of the shareholders of Matang. At the same time, the Board also ensures that corporate governance of the Company is implemented and safeguarded to provide effective oversight of the management.

The Board meets at least quarterly to deliberate and decide on significant business and financial decisions, whether strategically or otherwise, as well as to review, amongst others, the Company's financial performance. To facilitate the deliberation and decision-making of the Board on material matters affecting the Company, notices of meetings together with the complete and comprehensive meeting materials are circulated at least seven (7) days or within a reasonable time prior to the respective Board and Board Committee meeting. Minutes of each Board Committee and Board meeting are also circulated prior to subsequent meetings for confirmation by the Board and Board Committees.

The Board actively evaluates and deliberates all strategic proposals of the Group, whether operational or strategic, for corporate matters and fundraising prospects, the proposals of which the Management puts forward for approval. Where appropriate, recommendations of the Audit and Risk Management Committee ("ARMC") are also sought especially with regard to the financial, strategic, and corporate proposals of the Group as well as in the event of conflict of interest and involvement of related parties in the transaction. As a result, a number of ad-hoc or special Board meetings of the Company have been called in the past, as and when necessary to deliberate aforesaid proposals. Appropriate advise, views and opinions will be sought by the Board from relevant advisers on corporate proposals when deem required and necessary.

Corporate Governance Overview Statement
(Cont'd)

1. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Board Responsibilities (Cont'd)

Besides delegating the overall supervision of the management and operations of the Group to the Executive Directors of the Company, the Board has established the Management Committee for the oversight of major and key management decisions and day-to-day implementation of the business, operation and corporate decisions, matters and Board directions of the Group and the implementation of the same. The Management Committee is chaired by the Executive Director, Mr Tan Tuan Peng ("Mr Tan"), and consists of members made up of two non-independent non-executive Directors, who are also the Board of Directors of the subsidiaries of the Company, ie: Datuk Adrian Lee Yin Chung ("Datuk Adrian), and Mr Tai Chee How ("Mr Tai") and the Chief Financial Officer cum Chief Operating Officer.

The Management Committee meets at least once a month to deliberate all significant matters affecting the Group, be it operationally and strategically. Special sub or project committees such as the Durian Project Committee was also established to look into, evaluate, and consider strategic and operational matters critical to the durian business implementation and provide necessary oversight of the roles and performances of the Management on the same. The formation of the Durian Project Committee by the Board has also led to the diversification of the Group into the durian business. The same committee has been instrumental in making necessary recommendations and providing advice in relation to the durian business to the Management Committee and Board for approvals and implementation with regards to the development works as well as upkeep and maintenance works for the durian plantations in the Group.

Board Composition

As of the date of this Statement, the Board consists of six (6) members, i.e., one (1) Executive Director and five (5) Non-Executive Directors, out of whom three (3) are Independent Directors. The current Board composition with three (3) independent Directors complies with the requirement of Rule 15.02 of the ACE Market Listing Requirements of having at least one-third (1/3) independent directors.

The Board is led by an Independent Non-Executive Chairman ("Chairman"), Dato' Foong Chee Meng ("Dato' Foong"), who is experienced in corporate and legal matters. The executive roles and responsibilities in the Group are undertaken by the Executive Director, Mr. Tan. The profile of Dato' Foong and Mr. Tan are disclosed in the Directors' Profile of this Annual Report.

In terms of Board membership of Matang, the composition consists of members with a wide and relevant range of skills and experiences comprising businessmen and entrepreneurs with extensive commercial and operational experiences in oil palm plantations or other agriculture sectors such as durian plantations, qualified professionals with corporate backgrounds such as professional accountants, prominent legal professionals, and professional engineers in construction and property development industries.

A summary of the information relating to the profile, meeting attendance, and shareholdings of the Company's directors has been included in this statement and the analysis of shareholdings of this Annual Report.

As disclosed in the Board Charter, the tenure for Independent Directors shall not exceed a cumulative term of nine (9) years. The Board may seek shareholders' approval in the event that it retains an Independent Director who has served in that capacity for more than nine (9) years, with strong justification(s) provided. Otherwise, upon completion of nine (9) years, an Independent Director may continue to serve on the Board subject to the director's re-designation as a Non-Independent Director. That having said, Dato' Foong, who joined the Company on 1 September 2015 as an Independent Non-Executive Director, has served more than nine (9) years on the Board as of the date of this Annual Report and the Company will seek shareholders' approval for Dato' Foong to be retained as an Independent Director until 31 August 2027 at the forthcoming annual general meeting ("AGM").

The Ordinary Resolution of the aforesaid motion, if passed, will enable Dato' Foong, who has served more than nine (9) years, to be retained and continue to act as Independent-Non-Executive Chairman of the Company to be in line with the Board Charter and the Board Assessment Policy of the Company, and the Code. In the event that this Ordinary Resolution is not carried, Dato' Foong shall be redesignated as a Non-Independent Non-Executive Chairman of the Company.

Corporate Governance Overview Statement (Cont'd)

1. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Board Composition (Cont'd)

As disclosed last year, the merging of the Nomination Committee and Remuneration Committee of the Company into a single committee known as "Nomination and Remuneration Committee ("NRC")", effective 9 October 2024 was to enhance the efficiency of the Board in discharging its duties and responsibilities.

The Board composition is reviewed and assessed by the NRC, which is also entrusted by the Board to review and recommend the appointment of any new Directors, Chief Executive and Chief Financial Officer when appropriate. The NRC of the Company comprises exclusively Independent Non-Executive Directors and is chaired by Datuk Tew Boon Chin with Dato' Foong and Ms. Sophia Lim Chia Hui as the remaining members of the NRC.

The Board is cognisant of the recommendation under the Code with regards to workforce and boardroom gender diversity. While the Company has not adopted any formal policy on gender diversity in the selection of candidates, the Company does not restrict any specific gender in filling the workforce gaps so long as the suitable candidate(s) have the merits of, amongst others, qualifications, experience and aptitude for specific roles within the Group. Similarly, for the Board, the Company and its subsidiaries evaluate the suitability of the candidates for new Directors based on the candidates' competency, skills, knowledge, experiences, characters, time commitment, and other relevant specific criteria regardless of the gender of the candidates.

The Board also adopted a view of diversity with respect to age, considering the receptiveness of the younger generation to digital ideas, knowledge, and technologies in businesses and operations. In that regard, the Board of Matang is made up of diverse age groups in the range of between 40 to 60 years old.

The Board also assessed the performance and contribution of the Board members and the effectiveness of Board and Board Committees' functions annually.

Board Committees

The Board delegates specific responsibilities of financial performance review and monitoring, measurement, risk management, monitoring of internal controls, anti-bribery and anti-corruption functions to the ARMC. In addition, guided by the internal audit of the Group undertaken by independent professionals annually, the ARMC of the Company also provides independent oversight with regard to the risk management and internal control frameworks, systems, and practices of the Company. It also provides necessary views, opinions, and recommendations to the Board regarding any significant financial-related matters or decisions affecting the Group in connection with any strategic and corporate proposals and exercises.

In that regard, the ARMC has undertaken a discussion with the External Auditors on 29 May 2026, 17 August 2026 and 8 October 2026, in relation to the statutory audits of the financial statements of the Group for the financial year ended 30 June 2026 ("FY2026"). On 29 May 2026, the ARMC has also been presented with the internal audit report by the Internal Auditors, which essentially focused on the plantation operation oil palm and durian, procurement function and payment controls of the estates of Matang Group. In addition, the independent risk management consultant presented their findings and observations with regard to the risk profile of Matang Group on 17 August 2026 to the ARMC.

The duties and responsibilities of overseeing the establishment of Board committees, selection, appointment, and nomination of Directors, Chief Executive and Chief Financial Officer, as well as Directors' training needs, have been delegated to the NRC. The evaluation of Directors by peers, as well as the assessment of Board and Board Committees' functioning, remain part of the annual assessment, and the NRC has been entrusted by the Board to assess the overall annual evaluation participated by the Board members.

Corporate Governance Overview Statement
(Cont'd)

1. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Board Committees (Cont'd)

During the financial year ("FY") under review, the NRC deliberated and recommended the re-election of Directors due for retirement at the forthcoming AGM, considering the annual assessment outcome and the Directors' fulfilment of criteria under the Directors' Fit and Proper Policy. The annual assessment evaluates the Directors based on several criteria and key factors, amongst others, including the contributions and performance of individual Directors where each Director is evaluated by all his/her peers in the Board on, amongst others, the ability and efforts in analysing and probing into the proposals and decisions of the Management as well as the contributions with ideas, opinions, and advice to the Management, the Board and the Company. In addition, another criterion includes the preparations of the respective individual Director for Board meetings, his or her ability to work constructively with other Board members, and the said Director's integrity. As for the evaluation of Directors on the Board, the Directors considered the mix and composition of the Board in terms of knowledge and experience and the ability of the Board to bring value to the Management's decisions and proposals, to name a few. Besides, other criteria include the quality of information made available to the Board and for decision-making, the Board room activities, and the Board's relationship with the Management.

The duties and responsibilities on evaluating and recommending remuneration structure, levels, and packages for Board members and Chief Executive and Chief Financial Officer have been delegated to the NRC. The NRC, which consists of three members comprising solely Independent Non-Executive Directors with the overall responsibility to recommend to the Board the remuneration and other benefits for all Directors and senior executives of the Company.

The remuneration packages of Non-Executive Director shall be a matter to be decided by the Board with the Director concerned abstaining from discussion and voting on any decision on his/her remuneration.

The Company has in place a general policy with regard to the remuneration levels for Directors of the Group including Directors' fees and meeting allowances. However, these remunerations are to be approved by the Board from time to time after due deliberation by the NRC on the competencies, skills, experiences and needs for the positions. The NRC shall recommend the proposed remuneration to the Board for deliberation and approval.

The NRC deliberated and thereafter recommended to the Board on the Directors' remuneration, including Director's fees for FY2026 and Directors benefits for the period from 1 January 2027 to 31 December 2027 before seeking applicable shareholders' approval at the Twelfth (12th) AGM of the Company to be held on 26 November 2026. In addition, the NRC also evaluated and deliberated on the proposed bonus payment and increment for the Executive Directors and the Chief Financial Officer cum Chief Operating Officer of the Company prior to making a recommendation of the same to the Board for approval.

All Board Committees namely the ARMC and NRC, shall present to the Board on relevant matters discussed and decisions arrived at, as well as recommendations, if any, made to the Board. Minutes of the Board Committee meetings are also presented to the Board to keep the Board informed of the deliberations and decisions of the said Board Committees. The composition of each Board committee is shown in the Corporate Information section of this Annual Report.

For FY2026, the ARMC held five (5) meetings whereas the NRC has held six (6) meetings during the FY under review.

Remuneration for Directors

The Board has formalised and approved the structure that remunerates the Directors' contribution based on fixed annual Director's fees and Director's meeting allowances, the latter of which are payable based on the number of attendances of the Directors to the Board Committees and Board meetings.

The NRC shall first deliberate the level of annual Director's fees and meeting allowance, the outcome of which shall be recommended to the Board for endorsement before the approval of shareholders is sought in the Company's AGM. The Directors with executive roles and responsibilities in the Group are also entitled to the Director's salary, including certain allowances in connection with the executive roles, the salary and allowances of which are also deliberated by the NRC, and the outcome are then recommended to the Board for approval.

1. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Remuneration for Directors (Cont'd)

The level of the Director's fees and Director's meeting allowances have been most recently reviewed in the financial year under review, as part of the annual evaluation.

The following section shows the summary of total remuneration for the Executive Directors and Non-Executive Directors by type of remuneration for FY2026.

	Group		Company	
By type of remuneration	**Executive Directors@ RM'000**	**Non-Executive Directors RM'000**	**Executive Directors@ RM'000**	**Non-Executive Directors RM'000**
Directors' fees*	42.8	233.8	42.8	137.8
Salary and other emoluments@	351.9	140.3	351.9	139.2
Total	**394.7**	**374.1**	**394.7**	**277.0**

Notes:
* Directors' fees are to be approved by the shareholders in the forthcoming Annual General Meeting of the Company.
@ Inclusive of salary-related payments to the Executive Directors are employer's portion of the Employment Provident Fund ("EPF"), bonus and other allowances where applicable for their executive roles.
Other emoluments include the meeting allowances for the Directors' attendance to the Board and Board Committees meetings as well as sub or project committees of the Group.

The following section shows the summary of total remuneration for the Directors by bands of remuneration.

Name of Directors	**Number of Board meetings attended**	**Director Fees RM'000**	**Meeting Allowances RM'000**	**Salaries & other emoluments@ RM'000**	**Total RM'000**
Dato' Foong Chee Meng	7/7	45.0	25.5	–	70.5
Tan Tuan Peng	7/7	27.5	20.0	208.4	255.9
Tai Chee How	5/5	74.3	20.5	18.0	112.8
Sophia Lim Chia Hui	6/7	27.5	24.5	–	52.0
Datuk Tew Boon Chin	6/7	27.5	24.5	–	52.0
Datuk Lee Yin Chung	2/2	59.5	9.3	18.0	86.8
Dato' Ng Keng Heng (resigned on 30 November 2025)	4/4	15.3	12.5	110.0	138.8
Total		**276.6**	**136.8**	**355.4**	**768.8**

Notes:
@ Other emoluments include salary-related payments to the Executive Directors, such as the employer's portion of the EPF, bonus and other allowances where applicable for their executive roles.

Corporate Governance Overview Statement
(Cont'd)

1. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Company Secretaries

The Board continues to be supported by qualified and competent company secretaries in FY2026. The Board, including any of the Directors of the Company, has direct access to the advice and services of the company secretaries who are responsible for ensuring Board meeting procedures are adhered to, and applicable rules and regulations are complied with. The company secretaries have also regularly updated and advised the Board and the Management of the Company on any new statutory and regulatory requirements, amongst others, in connection with discharging the duties and responsibilities of the Directors and the Management.

Ms. Khoo Ming Siang and Ms. Ng Lai Yee were appointed on 6 July 2026 and 17 August 2026 respectively as joint company secretaries of the Company to replace Mr. Tan Kok Siong, who has resigned on 6 July 2026.

Conduct of Board Meetings

The deliberation of matters by the Board in every meeting held has been carried out with agendas or meeting notices being circulated at least seven (7) days before the scheduled dates of meeting, and relevant meeting materials are circulated to the Board and Board committees within reasonable time prior to the meetings save, in accordance with provisions of the Constitution of the Company, for circumstances where special board meetings that have been called for on short notices.

Minutes of all Board and Board committee meetings have been duly circulated to all members of the Board and Board committee as the case may be for review prior to the succeeding meeting, and all members of the Board have direct access to the company secretaries for any queries and doubts raised with regard to the records of the proceedings of all Board and Board committee meetings.

Directors' Training

The Company acknowledges the importance of continuous education, training, and professional development for all Directors, and as such, the Directors are encouraged to attend suitable seminars, conferences, and workshops organised by relevant regulatory authorities and professional bodies to keep abreast with the latest development in the industry, marketplace and/or new statutory and regulatory requirements. Guided by the training needs and requirement matrix for the Directors, our directors have participated in training programs related to regulatory requirements or guidelines where as the non-attendance of trainings by certain directors were due to their unavailable schedule and work commitment in their respective professions.

During the financial year, the Directors have attended their respective training programs as follows:

	Directors	Date	Training programmes	Organiser
1	Dato' Foong Chee Meng	–	–	–
2	Tan Tuan Peng	–	–	–
3	Sophia Lim Chia Hui	–	–	–
4	Datuk Tew Boon Chin	–	–	–
5	Tai Chee How	27 to 28 October 2025 18 to 19 May 2026	Mandatory Accreditation Programme ("MAP") MAP Part II (Leading for Impact) ("MAP II")	Bursa Malaysia Securities Berhad ("Bursa Securities")
6	Datuk Lee Yin Chung	4 to 5 March 2026 13 to 14 April 2026	MAP MAP II	Bursa Securities
7	Dato' Ng Keng Heng (resigned on 30 November 2025)	–	–	–

2. EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit and Risk Management Committee

The Board is committed to furnishing the shareholders of the Company timely and up-to-date Group's financial performance and conditions through disseminating interim financial reports and statements, including notes to the financial statements, annual reports, and relevant announcements to Bursa Securities. The Board is assisted by the ARMC, which shall sit quarterly to review the interim and annual financial reports of the Group.

As of the date of this Statement, the ARMC is made up of three (3) members, all of whom are Non-Executive Directors of the Company. The ARMC is chaired by Ms Sophia Lim Chia Hui, who is a qualified chartered accountant, with Dato' Foong Chee Meng and Datuk Tew Boon Chin as the remaining members. The profile of the existing ARMC members has been included in the Directors' Profile of this Annual Report.

Prior to the commencement of the annual audit of the financial statements of the Group for the financial year under review, the ARMC has on 29 May 2026, conducted a discussion with the External Auditors to assess, amongst others, their independence in acting as External Auditors for the Group. Besides, in the same meeting, deliberation was also held with the External Auditors on the audit scope, plan, and approach, as well as the relevant new accounting standards affecting the annual audit of financial statements. The External Auditors of the Group have also provided assurance to the ARMC, confirming their independence for the audit engagement and the conduct of the audit of the Group's financial statements for FY2026.

During the FY under review, the ARMC has undertaken the review of the quarterly financial results, including notes to the financial results of the Group and addressing queries raised during the ARMC meetings. The Management was present in the Board meetings to clarify all queries of the Board with respect to the quarterly financial results. The ARMC, with satisfactory responses from the Management, has reported their view and advice in relation to the quarterly financial result and any relevant matters to the Board before the Board deliberates and approves the results for announcement to Bursa Securities.

The ARMC also exercises its responsibilities by reviewing both the Internal Audit Strategy Report and Audited Financial Statements of the Group and held discussions with the respective auditors on 29 May 2026 and 8 October 2026 respectively, for any questions and comments of the ARMC. Based on the outcome of discussions with the auditors and necessary responses and clarifications from the Management, the ARMC reports to the Board on any matters of material concerns, if any, in connection with the financial reporting and performance of the Group, risk management measures and the implementation of internal control systems of the Group and the effectiveness of the same.

During the FY under review, the ARMC exercised its independence to discuss the audit plan, audit approach, and any key areas of concern and the resources with the external and internal auditors. More details of the internal audit performed have been included under the Internal Audit Function and Summary of Activities During the FY, in the ARMC Report of this Annual Report.

The ARMC, under its terms of reference approved by the Board, has the authority to investigate any matters across the Group in respect to any transactions that may possibly raise questions in terms of management integrity, possible conflict of interest, or abuse by a significant or controlling shareholder. The roles and authorities of the ARMC have also been extended to cover any integrity issues in relation to bribery and corruption that may have taken place in the Group, with full access to information and resources for carrying out such inquiries.

Risk Management and Internal Control Framework

In addition to overseeing the proper preparation of the quarterly financial reports and the annual financial statements of the Company and the Group, the ARMC also independently evaluates the adequacy of the risk management and internal control framework of the Group as well as assessing the effectiveness of the implementation by the Management of the components required under the frameworks.

The Company's ARMC is made up of Non-Executive Directors to oversee the Company's risk management framework and policies. The terms of reference of the ARMC can be found on the Company's website, www.matangbhd.com.

Corporate Governance Overview Statement
(Cont'd)

2. EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

Risk Management and Internal Control Framework (Cont'd)

The external risk management consultant engaged by the Company has undertaken the risk assessment of the Group, and the report was presented to the ARMC in the meeting on 17 August 2026. The risk management consultant has presented the ARMC with its conclusions with regard to the risk assessment and management profile of the Group as well as specific areas of concern in terms of risks which the Group is to focus on. For the financial year under review, a summary of the scope of the internal audit review undertaken by the Internal Auditors and the conclusions of the risk management consultant have been included in the ARMC Report and the Statement of Risk Management and Internal Control, respectively.

3. INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Communication with Stakeholders

The Board uses public announcements made as well as the Company's website, www.matangbhd.com (where relevant announcements of the Company are linked to Bursa Securities), to disseminate information about the Group and major developments to the Group's business to existing and potential shareholders. In that connection, the Company also incorporates investor relations and corporate governance sections on its website, where links to announcements made to Bursa Securities for financial results, corporate developments, annual reports and circulars to shareholders, amongst others are posted and accessible by the public.

Other information provided on the website included the nature and location of the Group's business as well as other corporate information such as the Board Charter, terms of reference of the ARMC and NRC in addition to corporate exercises undertaken and the status or progress update. All the aforesaid terms of reference for Board Committees and the Code of Conduct and Ethics for Directors and employees, Whistle Blowing Policy, Anti-Bribery and Anti-Corruption Policy and Directors' Fit and Proper Policy of the Company will be posted from time to time upon any amendments and/or modifications made and approved by the Board.

The Company will be making the necessary announcements pursuant to the ACE Market Listing Requirements of Bursa Securities from time to time as and when required, particularly on matters that are material and is expected to affect the share price and market perception of the general market at large. Shareholders shall be provided with sufficient information and explanatory notes in the event that the matters concerned require approval from shareholders at general meetings.

Notices for AGMs will be sent out at least twenty-eight (28) days prior to the date of the meeting and the same notices will be announced to Bursa Securities and published in at least one (1) nationally circulated daily newspaper.

Conduct of General Meetings

The forthcoming AGM of the Company is scheduled to be held on 26 November 2026. The Board views that general meetings including AGMs and extraordinary general meetings will be good opportunities for the shareholders to seek clarification on the performance and development of the Group.

The AGM of the Company for financial year ended 30 June 2025 ("FY2025"), was held physically on 26 November 2025. The Company had:

- made a presentation of the Group's business and financial performance for FY2025 to its shareholders;
- taken and addressed all questions raised by the shareholders in the said AGM;
- conducted electronic poll voting for all resolutions for which approvals of the shareholders were sought.

Corporate Governance Overview Statement (Cont'd)

3. INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

Conduct of General Meetings (Cont'd)

For the forthcoming AGM to be held on 26 November 2026, the Company adheres to the practice recommended under the Code to circulate notice for the AGM at least twenty-eight (28) days prior to the date of the said meeting.

The Board envisages that it will, as part of the Board's effort, continue to create open dialogue with the shareholders, to conduct presentation(s) in relation to the Group and its performance along with prospects and outlooks disclosed in compliance with the Listing Requirements. Questions and Answers session with the floor of the audience attending the AGM shall provide chances for the shareholders to have their questions addressed by the Board.

In the event of any questions received from the Minority Shareholders Watch Group, the Board shall aim at replying in writing before the general meetings if possible and have the responses/replies summarised for presenting to the shareholders during the general meetings.

The Company shall ensure that all resolutions set out in the notice of any general meeting or any notice of resolutions which are to be properly moved and are intended to be moved at any general meeting will continue to be voted by poll. An independent scrutineer will be appointed by the Company to validate the votes cast at the general meeting.

The Board of Matang recognises the importance of good corporate governance towards safeguarding and enhancing the shareholders' interest and value, the financial performance of the Group as well as the long-term sustainability of the Group. The Board places significant priorities to ensure that principles and recommendations under the Code are adopted by the Group where applicable and practical.

Looking ahead to the financial year ending 30 June 2027, the Board's key focus areas are to evaluate business diversification and explore new business opportunities. Through a review of the management structure and a talent review update, the priority is to maintain a diverse pipeline of talent.

This Corporate Governance Overview Statement has been approved by the Board of Matang on 8 October 2026.

SUSTAINABILITY STATEMENT

OUR MESSAGE ON SUSTAINABILITY

Building Towards a Sustainable Future: Our 2050 Journey

In plantation and property, long cycles necessitate long-term perspectives. Therefore, we are aligning our actions with a 'Sustainability Roadmap 2050', which emphasises responsible growth, efficient resource utilisation, safe and thriving workplaces, and transparent governance. This approach is fundamental to running a resilient business.

For the financial year ended 30 June 2026 ("FY2026"), we focused on strengthening governance, standardising data and incorporating Environmental, Social and Governance ("ESG") considerations into daily operations. We also engaged with employees, customers, suppliers, investors and the wider community to understand their priorities. During the year, the Group enlarged its durian plantation base through the acquisition of Tangkak Estate and continued its multi-year oil-palm replanting programme. Looking ahead, our priorities are to improve energy and water efficiency, strengthen climate resilience and biodiversity protection, enhance workforce safety and capability, and embed ethical and ESG requirements across our supply chain. Progress will be monitored through SMART targets and disclosed annually.

SUSTAINABILITY AT A GLANCE : FY2026 HIGHLIGHTS

- **Zero Compliance Violations**: Zero cases of corruption, regulatory non-compliance, or data privacy breaches.
- **Local Procurement**: 100% of operational procurement spent allocated to local suppliers.
- **Occupational Safety**: 306,000 accident-free man-hours and trained 111 employees in Occupational Safety and Health ("OSH") protocols. The accident-free man-hours are supported by the estate's JKKP declaration and the underlying working-hours records.
- **Water Management**: 3,792m³ total water usage, an increase of approximately 52% from FY2025, mainly due to increased irrigation requirements across the Group's durian plantations.
- **Energy Efficiency**: 4,138,079 MJ total energy consumption, supported by the rollout of energy efficiency programs.
- **Community Investment**: RM6,300 contributed to local schools and non-profit organisations.

Why it matters: These baselines inform our **Roadmap 2050** targets on energy (-50%), water (-40%), OSH (zero fatalities; LTIR ≤ 0.00), and supply chain (100% ESG-assessed).

Sustainability Roadmap 2050

Roadmap 2050 — Three Horizons

Timeframe	Focus Areas	Key Outcomes
Short-Term (FY2027)	Establish robust ESG data foundations, integrate ESG criteria into procurement, initiate energy and water reduction programmes, and strengthen anti-corruption practices	Reliable baseline ESG data, 10% supplier ESG assessment, 5% reduction in energy use, 5% reduction in water use, 20% female board representation
Mid-Term (FY2030)	Scale renewable energy adoption, enhance biodiversity protection, expand community investment programmes, deepen workforce diversity	5% renewable energy use, zero major non-compliance cases, 50% suppliers ESG-assessed, 5% increased female workforce participation
Long-Term (FY2050)	Achieve industry leadership in sustainable plantation and property investment practices, fully integrated ESG governance, and create measurable positive impact on stakeholders and the environment	Carbon-neutral operations, 100% ESG-compliant supplier base, 50% renewable energy use, sustained biodiversity enhancement programmes

OUR SUSTAINABILITY COMMITMENT

The management of Matang Berhad and its subsidiaries (collectively referred to as the "Matang Group" or "The Group") recognises that sustainability requires consistent action supported by a clear, long-term operational strategy. The Group integrates sustainability considerations across its plantation and property investment portfolios to support resilient operations and enduring stakeholder value.

Anchored by our core mission, "Grow A Greener Future Together," our sustainability framework is built upon economic viability, environmental stewardship, and social responsibility. This framework directly informs our Sustainability Roadmap 2050 and its accompanying targets. By addressing critical factors such as governance, sustainable sourcing, data security, and workforce safety, we have established clear benchmarks for sustainability leadership.

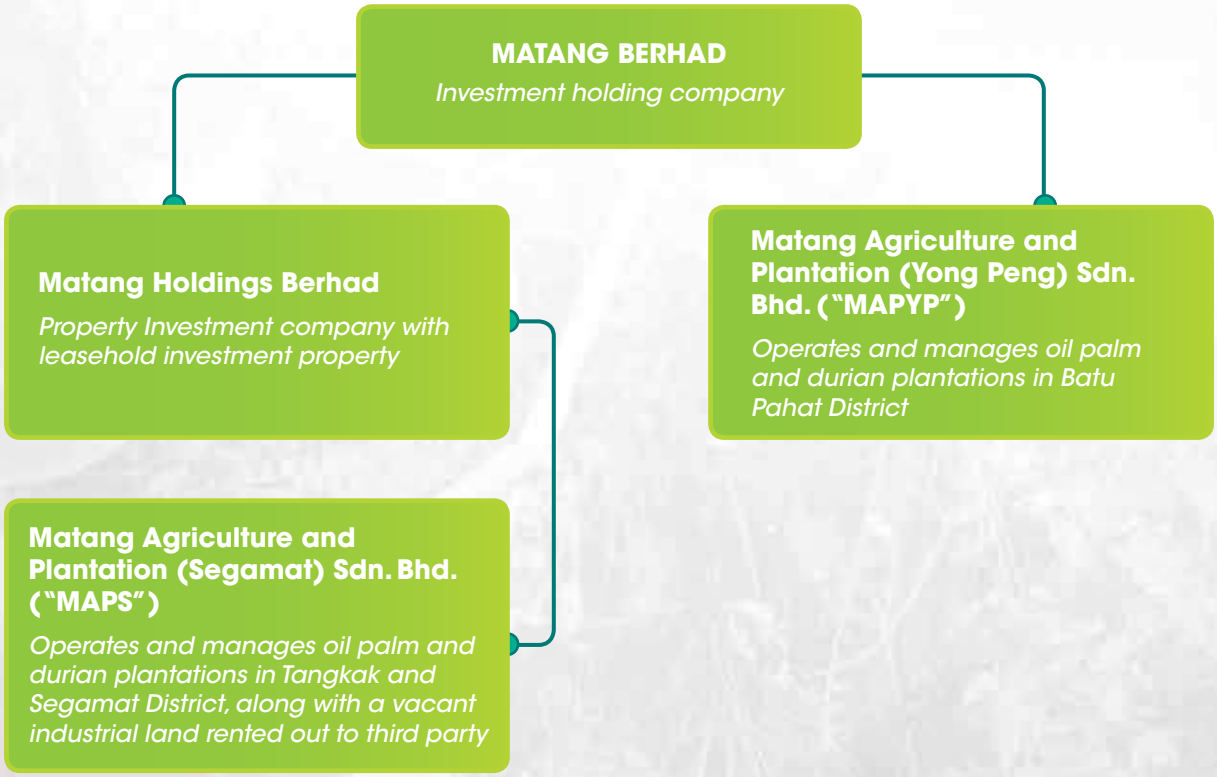
We govern our objectives using SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) principles. This rigorous approach enables the Group to monitor performance across our FY2027, FY2030, and FY2050 commitments, allowing for strategic adjustments as necessary.

The FY2026 Sustainability Statement serves as a comprehensive report on our progress and forward-looking strategies. Through targeted enhancements in operational efficiency, renewable energy adoption, and corporate governance, the Matang Group remains steadfastly focused on realizing our vision of a resilient and responsible enterprise by 2050.

REPORTING COVERAGE AND PERIOD

This Sustainability Statement covers the sustainability activities and performance of Matang Group for the financial year from 1 July 2025 to 30 June 2026.

The reporting scope of this Statement includes Matang and its subsidiaries as follows:



Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY COMMITMENT (CONT'D)

REPORTING COVERAGE AND PERIOD

The Statement has been developed in accordance with the following best practice guidelines, standards, and frameworks:

- Bursa Malaysia's ACE Market Listing Requirements
- Sustainability Reporting Guide (3rd Edition)

- Malaysia Code of Corporate Governance, Updated April 2021

- Global Reporting Initiative (GRI), 2021

FEEDBACK

We appreciate and value the feedback, suggestions, and input from our stakeholders regarding this Statement. Your insights on any aspect of our sustainability practices and performance are welcome. For any comments, queries or suggestions regarding the content of this Statement, please email us at info@matangbhd.com.

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY GOVERNANCE

Our commitment to sustainability is firmly embedded within our governance structure, which serves as the foundation for driving our long-term ESG initiatives. Established in August 2024, this framework is led by the Board of Directors ("the Board"), who maintain oversight of our overall sustainability strategy. The Board is supported by Senior Management, who are responsible for executing strategic directives, and the Operational Management team, which actively implements and monitors these initiatives on the ground.

To ensure continuous alignment, sustainability matters are deliberated during monthly management meetings and elevated to quarterly Board meetings as necessary. The key roles and responsibilities within our sustainability governance framework are outlined below:

Board of Directors

- *Comprises of Independent Non-Executive Chairman, Independent Non-Executive Directors, Non-Independent Non-Executive Director and Executive Directors.*
- *Oversees the overall sustainability strategy, including setting the strategy and monitoring its implementation.*
- *Receives regular reports on sustainability performance and reviews progress towards our sustainability goals.*

Senior Management

- *Consists of Executive Directors, Chief Financial Officer cum Chief Operating Officer, Department Heads and the Board Member of the subsidiaries.*
- *Responsible for developing and implementing the sustainability strategy across the Group.*

Operational Management

- *Represented by the Senior Estate Manager, Assistant Estate Managers and the Property Management Officer.*
- *Supports Senior Management in executing and monitoring sustainability activities and tracking sustainability performance against targets.*

Sustainability Statement
(Cont'd)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

SUSTAINABILITY POLICY

The Sustainability Policy, effective from August 2024, outlines the Group's commitment to ethical business practices, reducing environmental impact, promoting social responsibility, and ensuring economic viability.

The Policy aims to achieve the following key objectives:

- **Governance Sustainability**: Clearly outline ESG-related duties for Matang Berhad's Board of Directors and employees, ensuring accountability and transparency in decision-making processes.
- **Environmental Sustainability**: Foster a corporate culture focused on reducing the Group's environmental impact, including initiatives to protect the biodiversity of its surrounding communities.
- **Economic Sustainability**: Promote economic resilience and sustainable growth within the organisation.
- **Social Sustainability**: Embed sustainability principles into the company's core values employee practices, employee training and development initiatives, and community engagement. We are also committed to promote sustainability awareness across all levels of the organisation and continuously evaluating ESG practices for ongoing improvement.

These objectives are designed to demonstrate Matang's commitment to integrating sustainability into its core business practices and creating long-term value for all stakeholders.

GOVERNANCE EXCELLENCE POLICIES AND GUIDELINES

We are committed to upholding exemplary corporate governance standards throughout the Group. At Matang, our sustainability governance is reinforced by a comprehensive suite of policies and guidelines designed to effectively manage our economic, environmental, and social responsibilities. These governing documents include the following:



Sustainability Statement (Cont'd)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

STAKEHOLDER ENGAGEMENT

Stakeholder engagement is central to the Group's value creation strategy. We actively collaborate with our primary stakeholders across all business operations to ensure their interests and expectations remain aligned with our strategic objectives. The summary below outlines our interactions with key stakeholders, detailing the engagement platforms utilised, the primary areas of concern raised, and our corresponding strategic responses.

Frequency & Methods of Engagement	Key Concern	Our Response
GOVERNMENT AND REGULATORS / TRADE ASSOCIATIONS & INDUSTRY BODIES		
Ongoing • Worker's documentation ***Ad-hoc*** • Inspection by local authority • Regular reporting and submission • Legal compliance	• Commitment to regulatory compliance • Timely reporting and resolution of issues • Legal compliance	• Anti-Corruption, page 65
EMPLOYEES		
Annually • Annual performance review ***Ongoing*** • Daily briefing • Meeting / Discussion • Training and development ***Ad-hoc*** • Employment agreements • Job description	• Employee rewards and recognitions • Well-being and benefits • Personal development • Work-life balance	• Labour Practices & Standards, page 69 • Diversity & Equal Opportunities, page 73 • Occupational Health & Safety, page 75

Frequency & Methods of Engagement	Areas of Concern	Our Response
CUSTOMERS		
Ad-hoc • Proposals / Quotations • Customer needs and requirements • Agreements • Customer visits	• Sustainable products of high quality • Customer experience • Relationship with clientele	• Data Privacy and Security, page 77 • Sustainable Sourcing of Input (Procurement Practices), page 67
SUPPLIERS / CONTRACTORS		
Ongoing • Quotations / Tender • Supply of goods and services • Enquiry and feedback channels • Meeting and discussion with the suppliers ***Annually*** • Supplier analysis and assessment	• Compliance with terms and condition of transaction • Engaging continuously with suppliers • Transparency and objectivity in procurement practices	• Sustainable Sourcing of Input (Procurement Practices), page 67

Sustainability Statement
(Cont'd)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

STAKEHOLDER ENGAGEMENT (Cont'd)

Frequency & Methods of Engagement	Areas of Concern	Our Response
SHAREHOLDERS / INVESTORS / FINANCIAL INSTITUTIONS		
Annually • Annual General Meetings • Annual Reports ***Quarterly*** • Quarterly Reports ***Ad-hoc*** • Investor briefings	• Transparency and profitability • Company growth and value chain • Compliance and governance	• Anti-Corruption, page 65
LOCAL COMMUNITIES		
Ongoing • Local community initiatives ***Ad-hoc*** • Donation and sponsorship • Participation in job fairs and events • Community development programme • Corporate social events	• Corporate social responsibility • Donations and financial aids • Contribution to social enhancement	• Local Communities, page 76

MATERIALITY MATTERS

Materiality is central to the Group's sustainability approach. It enables the Group to identify, assess and prioritise sustainability matters that are significant to its business and stakeholders.

The Group's materiality assessment considers sustainability matters that may reflect significant economic, environmental and social impacts arising from its operations, or that may substantively influence stakeholders' assessments and decisions. The outcome of the assessment supports the Group's sustainability strategy, risk-management processes, target setting and sustainability disclosures.

Materiality Assessment Process
The Group's materiality assessment process comprises the following stages:

Identification
Identification of actual and potential economic, environmental, social and governance matter relevant to the Group's operations, business environment and stakeholders.

Prioritisation
Assessment and prioritisation of the identified matters according to their significance to the Group and relevance to stakeholders.

Sustainability Statement
(Cont'd)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

MATERIALITY MATTERS (Cont'd)

Review and Validation

Review and validation of the materiality assessment process and outcomes by Management, with the material matters endorsed by the Board for consideration as part of its oversight of the Group's sustainability disclosures.



In FY2026, Management reviewed the Group's material sustainability matters to assess their continued relevance to the Group's business activities, operating environment and stakeholder expectations. The review outcome was presented to the Board for consideration as part of its oversight of the Group's sustainability disclosures.

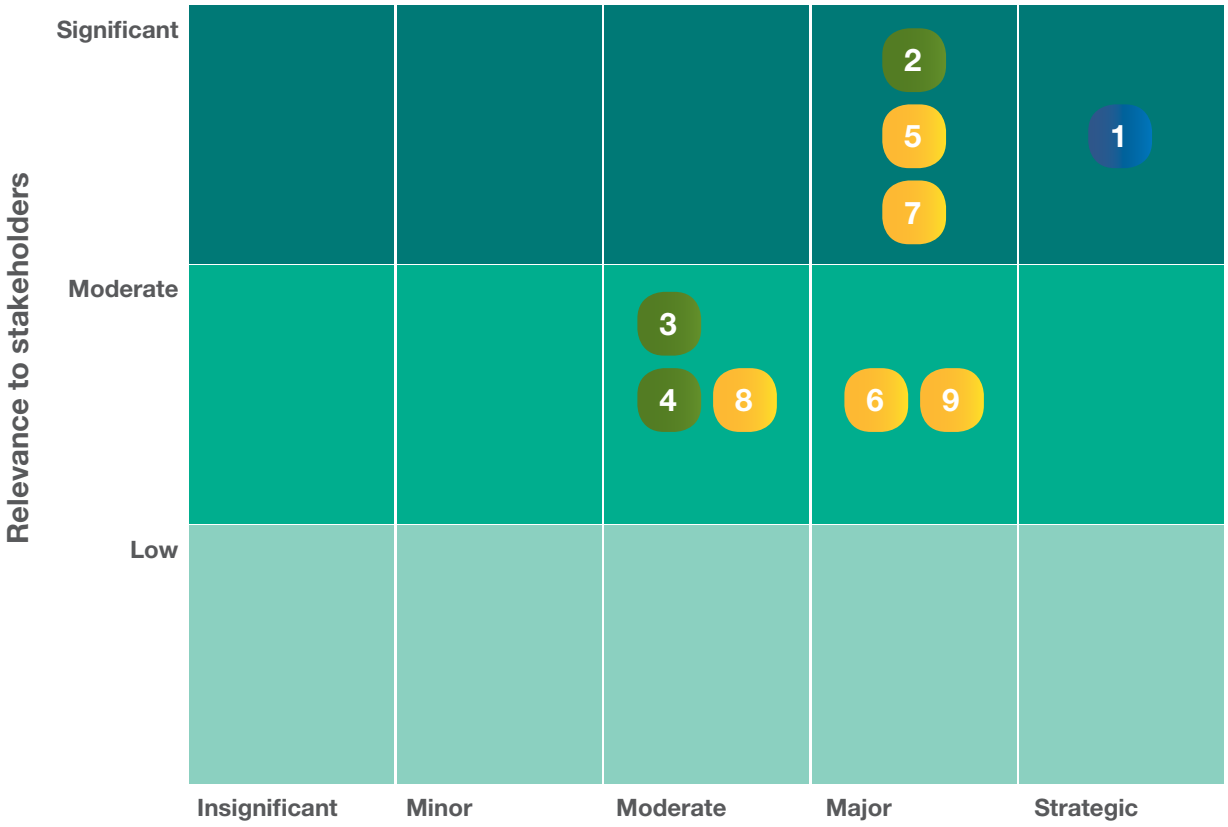
The Group will continue to review its material sustainability matters annually. A comprehensive materiality assessment will be undertaken at least once every three years, or earlier where there are significant changes to the Group's business model, operating context, stakeholder expectations, regulatory environment or sustainability-related risks and opportunities.

Sustainability Statement
(Cont'd)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

MATERIALITY MATTERS (Cont'd)

Materiality Matrix FY2026



Significance to the business

ECONOMIC

1. Anti-corruption

ENVIRONMENT

2. Sustainable Sourcing of Input (Procurement Practices)
3. Energy Management
4. Water Management

SOCIAL

5. Labour Practice and Standards
6. Diversity & Equal Opportunities
7. Occupational Safety and Health
8. Local Communities
9. Data Privacy and Security

OUR APPROACH TO SUSTAINABILITY (CONT'D)

RISKS AND OPPORTUNITIES

By identifying material issues, we position the Group to proactively navigate risks and unlock new opportunities. This deep understanding drives our ability to set clear future targets, deploy robust action plans to address risks, and fully capitalize on potential business advantages.

Materiality Matters	Risks	Opportunities
ECONOMIC		
Anti-Corruption	• Corruption risk	• Enhance transparency and reporting • Improve the corporate governance practices of the Group
ENVIRONMENTAL		
Sustainable Sourcing of Input (Procurement Practices)	• Non-compliance to regulatory requirements/accreditation requirements	• Improved sustainability performance through responsible sourcing practices
Energy Management	• Climate change risk	• Energy efficiency initiatives • Renewable energy adoption
Water Management	• Climate change risk	• Water conservation
SOCIAL		
Labour Practices and Standards	• Non-compliance to statutory / regulatory labour requirements • Shortage of labour	• Talent attraction and retention • Training and development programmes
Diversity and Equal Opportunities	• Shortage of labour	• Ability to contribute diverse ideas, improving the quality of decisions
Occupational Health and Safety	• Health, safety and environmental hazard • Non-compliance to local business / statutory / regulatory requirements	• Enhanced safety training and awareness programme
Local Communities	• Health, safety and environmental hazard	• Local hiring • Strengthen community engagement and development programmes
Data Privacy and Security	• Loss of critical information	• Local hiring

FY2026 KEY SUSTAINABILITY HIGHLIGHTS

ECONOMIC

Zero corruption and bribery cases reported

ENVIRONMENT

Achieve **100%** local sourcing

Achieve **-3.94%** energy reduction

SOCIAL

Zero number of non-compliance cases relating to OSH regulation

Achieved **RM 6,300.00** in local funding exceeding our FY2026 target by 57%

Sustainability Statement
(Cont'd)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

KEY PERFORMANCE INDICATORS ("KPI")

A set of sustainability targets and Key Performance Indicators ("KPIs") has been established for Management, organised around our sustainability pillars. These KPIs were set in July 2024, approved by the Board in August 2024, and developed with input from relevant Heads of Department. To ensure we meet these KPIs, we have implemented specific sustainability targets, as shown in the table below.

Materiality Matters	FY2026 Performance	Sustainability Target FY2027
Anti-Corruption	• *The data related to the percentage of employees who received training on anti-corruption is not available* • *The data related to operations assessed for corruption-related risks is not available* • Achieved zero reported corruption and bribery cases	• Achieve and maintain 100% anti-corruption training completion across Management, Executive, and Non-executive categories • Achieve and maintain 100% of operations assessed for corruption-related risks • Maintain zero reported corruption and bribery cases
Sustainable Sourcing of Input (Procurement Practices)	• Directed 100% of procurement spending to local suppliers. • *The data related to suppliers assessed for environmental impacts is not available*	• Maintain at least 80% of spending on local suppliers • Achieve and maintain environmental impact assessments for 10% of our suppliers
Energy Management	• Energy consumption reduced by 3.94%	• Reduce energy consumption by 5%
Water Management	• Increase in water consumption by 52%	• Reduce total water consumption by a further 5%
Labour Practices and Standards	• Recorded zero cases of non-compliance with relevant employment laws and regulations • 82% of employees are under a temporary contract, including foreign workers	• Maintain zero cases of major non-compliance with relevant employment laws and regulations • Achieve and maintain 80% of employees who are under a temporary contract
Diversity and Equal Opportunities	• Achieved 17% female representation on the Board of Directors	• Achieve a minimum of 20% female representation on the Board
Occupational Health & Safety	• Recorded zero cases of non-compliance with relevant health and safety laws and regulations • Recorded zero work-related fatalities	• Maintain zero non-compliance with relevant health and safety laws and regulations • Maintain zero work-related fatalities
Local Communities	• Invested RM6,300 in community engagement activities • Supported 3 beneficiaries through our community investment initiatives	• Allocate a budget of RM6,300 in community engagement activities • Support a minimum of 3 beneficiaries through community investments
Data Privacy and Security	• Received zero complaints regarding customer privacy breaches or loss of customer data	• Maintain a record of zero complaints regarding customer privacy breaches and data loss

OUR SUSTAINABILITY PROGRESS

ECONOMIC

ANTI-CORRUPTION

The Matang Group is dedicated to operating with the highest ethical standards and maintaining governance excellence. Our daily actions are guided by our core values, fostering a robust culture of accountability and corporate responsibility across the entire Group.

Our Approach

The following section outlines the strategic frameworks and policies that support our steadfast commitment to responsible business practices.



ANTI-BRIBERY AND CORRUPTION

Matang Berhad enforces a zero-tolerance policy against bribery and corruption. The Group is committed to ethical and transparent business practices in compliance with relevant laws.

This policy applies to all employees, directors, and business associates within the Matang Group. It defines key terms such as bribery, corruption, facilitation payments and prohibits the giving or receiving of gifts for undue advantages, as well as facilitation payments and political donations. Charitable donations are permitted under strict guidelines.

WHISTLE BLOWING POLICY



Matang Berhad's Whistle Blowing Policy encourages employees and the public to report any concerns about unethical or illegal activities. All reports will be treated confidentially, and whistleblower(s) are protected from retaliation. Any concerns can be reported verbally or in writing via a letter or email to:

By post:
Chairman of the Audit and Risk Management Committee
Matang Berhad
Unit 39.02, Level Level 39, Menara Multi-Purpose,
Capital Square,
8, Jalan Munshi Abdullah
50100 Kuala Lumpur

By email:
ARMCChairman@matangbhd.com

The detail Whistle Blowing Policy is available on our corporate website at https://matangbhd.com/corporate-governance/

Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY PROGRESS (CONT'D)

ECONOMIC (Cont'd)

ANTI-CORRUPTION (Cont'd)

CODE OF CONDUCTS AND ETHICS FOR THE DIRECTORS

Matang Berhad's Code of Conduct and Ethics mandates the highest standards of integrity, professionalism, and ethical conduct from its Board members. Directors must prioritise the interests of the Company and its stakeholders, avoid conflicts of interest, safeguard confidential information, and responsibly utilise company resources.

The Anti-Bribery and Corruption Policy are available on our corporate website at https://matangbhd.com/corporate-governance/

While formal Anti-Bribery and Corruption training was not conducted during FY2026, we remain fully committed to rolling out mandatory employee training in response to forthcoming policy updates and regulatory shifts. Furthermore, we mandate strict adherence to our Anti-Bribery and Corruption guidelines across our entire supply chain.

Our Performance

In FY2026, the Group recorded zero reported cases of misconduct related to corruption or bribery. To sustain this positive record and further fortify our governance framework, we are prepared to expand comprehensive anti-corruption training to all employees as required, alongside conducting regular risk assessments across our operations. This proactive strategy ensures we can continuously identify potential vulnerabilities and deploy highly effective preventive measure.

Sustainability Indicator	Sustainability Target	Measurement Unit	FY2024	FY2025	FY2026
Confirmed incidents of corruption and action taken	Zero corruption and bribery cases	Number	0	0	0
Percentage of employees who have received training on anti-corruption by employee category	Achieve and maintain 100% of employees trained on anti corruption by category: (a) Management (b) Executive (c) Non-executive	Percentage	(a)-(c) Nil	(a)-(c) Nil	(a)-(c) Nil
Percentage of operations assessed for corruption-related risk	Achieve and maintain 100% of operations assessed for corruption-related risks	Percentage	Nil	Nil	Nil

OUR SUSTAINABILITY PROGRESS (CONT'D)

ENVIRONMENT

SUSTAINABLE SOURCING OF INPUT (PROCUREMENT PRACTICE)

Matang Berhad is committed to cultivating sustainable and resilient oil palm and durian plantations. To support this vision, we prioritise responsible procurement practices by actively integrating sustainability throughout our supply chain.

Our Approach

At Matang, our procurement processes are standardised, transparent, and strictly governed by our Procurement Manual. We take pride in driving local economic growth by sourcing 100% of our products and services from domestic suppliers, fostering strong and mutually beneficial partnerships with small and medium enterprises (SMEs).

Recognising the evolving landscape of responsible sourcing, we are actively enhancing our current framework. We are fully committed to formally embedding Environmental, Social, and Governance (ESG) criteria into our procurement processes to further elevate the positive environmental and social impact of our supply chain operations.

Our Performance

Over the past three financial years, Matang has consistently maintained a 100% local sourcing rate, underscoring our steadfast commitment to supporting and stimulating the local economy.

Sustainability Indicator	Sustainability Target	Measurement Unit	FY2024	FY2025	FY2026
Proportion of spending on local suppliers	Maintain at least 80% of spending on local suppliers	Percentage	100%	100%	100%
Suppliers assessed for environmental impacts[1]	Achieve 10% of suppliers assessed for environmental impacts	Percentage	–	–	–

Note:

1.No data has been collected for FY2024, FY2025 and FY2026.

ENERGY MANAGEMENT

Strategic energy management is vital to driving operational cost efficiency, maintaining of regulatory compliance ''risks", advancing our sustainability agenda and strengthening our corporate responsibility while boosting our competitiveness in the agricultural sector.

Our Approach

The Matang Group is dedicated to maintaining sustainable and energy-efficient operations. We deploy practical energy management frameworks focused on real-time tracking, equipment optimisation, and waste minimisation. To lower energy consumption across our office premises and operational facilities, we have systematically transitioned to LED lights and introduced electric water pumps to replace diesel-powered equipment.

Through these targeted initiatives, we aim to curb operational costs, mininise our environmental footprint, and actively evaluate clean energy options, including green electricity tariffs.

Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY PROGRESS (CONT'D)

ENVIRONMENT (Cont'd)

ENERGY MANAGEMENT (Cont'd)

Our Performance

The Group's total energy consumption for FY2026 reached 4,138,079 MJ. Under its FY2027 sustainability target, the Group aims to reduce electricity consumption by 5% from the FY2026 baseline through continued monitoring and energy-efficiency initiatives.

Performance in FY2026 demonstrated positive conservation progress. Electricity usage dropped by 3.94% to 670,421 kWh due to proactive tenant collaboration and efficiency upgrades. Simultaneously, diesel consumption fell by 37.98% to 48,038 Liters, driven by reduced internal transport and field machinery usage as well as zero diesel drawdowns by replanting contractors during the financial year, unlike in prior years when contractor equipment sourced fuel directly from the estate.

Sustainability Indicator	Sustainability Target	Measurement Unit	FY2024	FY2025	FY2026
Electricity consumption	–	kWh	616,941	697,914	670,421
Fuel (Diesel)	–	litre	36,573	77,457	48,038
Total energy consumption	–	MJ	3,691,112	5,626,261	4,138,079
Percentage of change in energy consumption[1]	Reduce energy consumption by 5%	Percentage	-0.09%	13%	-3.94%

Note:

1. Conversion factors used: 1 kWh = 3.6 MJ and 1 litre of diesel = 35.9 MJ for FY2026. Diesel consumption figures for FY2024 and FY2025 were calculated using the previously applied factor of 40.2 MJ per litre. The change in conversion factor affects comparability between reporting periods.

WATER MANAGEMENT

Responsible water stewardship is fundamental to maintaining optimal crop health and maximising yield performance across our oil palm and durian plantations. By deploying efficient pumping systems, utilising natural catchment ponds, and closely monitoring usage, we strengthen our operational resilience against climate-related water risks while minimising our environmental footprint.

Our Approach

The Matang Group prioritizes the sustainable and efficient use of water resources across its operations. Its water management framework combines continuous monitoring with proactive conservation measures. The Group maintains four dedicated water catchment ponds to optimise water capture and reuse, three serving our durian plantations and one supporting our nursery by ensuring a reliable, self-sustaining supply for surrounding operations.

OUR SUSTAINABILITY PROGRESS (CONT'D)

ENVIRONMENT (Cont'd)

WATER MANAGEMENT (Cont'd)

Our Performance

In FY2026, the Group recorded total water consumption of 3,792m³, representing an increase of approximately 52% compared with FY2025. This increase was primarily driven by intensified irrigation and watering activities required to maintain crop health and optimise growth across durian plantations during the financial year.

Sustainability Indicator	Sustainability Target	Measurement Unit	FY2024	FY2025	FY2026
Total volume of water used	–	m3	3,263	2,502	3792
Percentage of change in water consumption	Reduce water consumption by 5%	Percentage	21%	-23%	52%

SOCIAL

LABOUR PRACTICES AND STANDARDS

The Matang Group recognises its workforce as the cornerstone of operational success and long-term business sustainability. We are steadfast in upholding fair labor practices, cultivating an inclusive workplace, and investing in continuous professional development to drive organisational growth and resilience.

Our Approach

The Group remains fully committed to ethical employment practices through strict compliance with all statutory labour and employment laws. Our track record of zero non-compliance cases underscores the strength of our governance framework and our unwavering commitment to fair treatment.

Beyond compliance, we place equal emphasis on safeguarding the health, safety, and well-being of our employeees. Through comprehensive occupational health and safety policies, competitive benefits packages, and recognition programmes - including medical coverage and insurance support, we strive to create a workplace where employees feel valued and protected. By fostering an inclusive, supportive, and motivating environment, we are not only empower our people to thrive but also strengthen Matang's long-term sustainability and success.

Talent Acquisition and Retention

Building a strong talent pipeline is crucial for our ongoing success at the Group. Our thorough recruitment process, focuses on identifying candidates who embody our values and contribute to our growth.

In FY2026, the Group recorded an overall workforce turnover rate of 26.6%, based on the depature of four (4) employee and the workforce denominator applied for the reporting period. The departures comprised two (2) Management employees and two (2) non-executive employees. The movement reflected the completion of fixed-term employment arrangements and the conclusion of the Corporate Smart Internship programme for Orang Di Parol at Segamat Estate. The Group continues to support retention among its core workforce through career-development opportunities, employee benefits, and workplace well-being initiatives.

Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY PROGRESS (CONT'D)

SOCIAL (Cont'd)

LABOUR PRACTICES AND STANDARDS (Cont'd)

Our Approach (Cont'd)

Employees Engagement

The Group implemented the following employee-engagement initiatives in FY2026 such as follows:

1.Hari Raya Aidilfitri Celebration 2026 at Matang Estate,Segamat.
2.Distribution of fresh whole chickens to employees in conjunction with Hari Raya Aidilfitri celebrations.
3.Distribution of a box of dates to employees in conjunction with the holy month of Ramadan.



Director, management, plantation workers and local stakeholders gathered during "Majlis Sambutan Hari Raya Aidilfitri 2026" Celebration at Matang Estate

OUR SUSTAINABILITY PROGRESS (CONT'D)

SOCIAL (Cont'd)

LABOUR PRACTICES AND STANDARDS (Cont'd)

Our Approach (Cont'd)

Employees Engagement (Cont'd)



Distribution of a box of dates to employees in conjunction with the holy month of Ramadan.



Distribution of fresh whole chickens to employees in conjunction with Hari Raya Aidilfitri celebrations.

Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY PROGRESS (CONT'D)

SOCIAL (Cont'd)

LABOUR PRACTICES AND STANDARDS (Cont'd)

Our Approach (Cont'd)

Compensation and Benefits

The Matang Group recognises and rewards operational excellence, high-quality results, and exemplary conduct through structured incentives, including performance-based bonuses, merit-based promotions, and professional development opportunities. Our framework cultivates a supportive, high-performance workplace culture that acknowledges individual contributions while fostering collective organisational growth. By offering market-competitive benefits, equitable compensation, and clear pathways for advancement, we aim to attract, engage, and retain top-tier talent to ensure the long-term resilience and success of the Group.

No Child and Forced Labour Policy

The Group maintains a strict zero-tolerance stance against child labour and forced labour across all direct operations and extended business partnerships. We are committed to upholding the highest standards of human rights and ethical employment, ensuring that all workers are treated with dignity and respect.

Foreign and contract workers are employed strictly in compliance with Jabatan Tenaga Kerja regulations, including the provision of fair wages, permissible deductions, and adequate living conditions. By embedding these principles into our labour practices, we safeguard the well-being of our workforce, reinforce responsible supply chain management, and uphold our commitment to international labour standards.

Our Performance

The table below outlines our key sustainability performance indicators and targets under Labour Practices and Standards. For metrics where quantitative targets are currently unassigned, the Group is actively establishing appropriate baseline targets for future reporting cycles.

Sustainability Indicator	Sustainability Target	Measurement Unit	FY2024	FY2025	FY2026
Percentage of employees who are contract or temporary staff, including foreign workers	Maintain 80% of employees who are under temporary contract, including foreign workers	Percentage	81.3%	79.9%	82.1%
Total number of employee turnover by employee category: **a) Management** **b) Executive** **c) Non-executive**	–	Number	a) 1 b) 1 c) 6	a) 2 b) 0 c) 2	a) 2 b) 0 c) 2
Employee turnover rate	–	Percentage	5%	19.5%	26.6%

OUR SUSTAINABILITY PROGRESS (CONT'D)

SOCIAL (Cont'd)

LABOUR PRACTICES AND STANDARDS (Cont'd)

Our Performance (Cont'd)

Total Hours of Training by Employee Category

Year	Sustainability Target	Training Hours		
		Management	Executive	Non-Executive
FY2024	–	72	8	40
FY2025		57	65	139
FY2026		50	20	68

Non-Compliance Cases with Relevant Employment Laws and Regulations

Sustainability Indicator	Sustainability Target	Measurement Unit	FY2024	FY2025	FY2026
Number of substantiated complaints concerning human rights violation	Zero cases of major non-compliance with relevant employment laws and regulations	Number	Nil	Nil	Nil
Number of non-compliance cases with relevant employment laws and regulations		Number	Nil	Nil	Nil

DIVERSITY AND EQUAL OPPORTUNITY

We embrace diversity and champion equal opportunity, driving innovation and unlocking competitive advantages by leveraging a broad spectrum of perspectives and talent.

Our Approach

The Group maintains a steadfast commitment to equal employment opportunities regardless of race, gender, or age. Our workforce reflects Malaysia's rich diversity, encompassing major ethnic groups and gender representation across all operational levels.

To further strengthen corporate inclusivity, we appointed our first female Director to the Board and actively support social reintegration by providing meaningful employment opportunities under the Parole and Community Services Programme. To date, 19 parolees have been employed at Matang Estate, with several choosing to continue their full-time service beyond the completion of their parole period.

Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY PROGRESS (CONT'D)

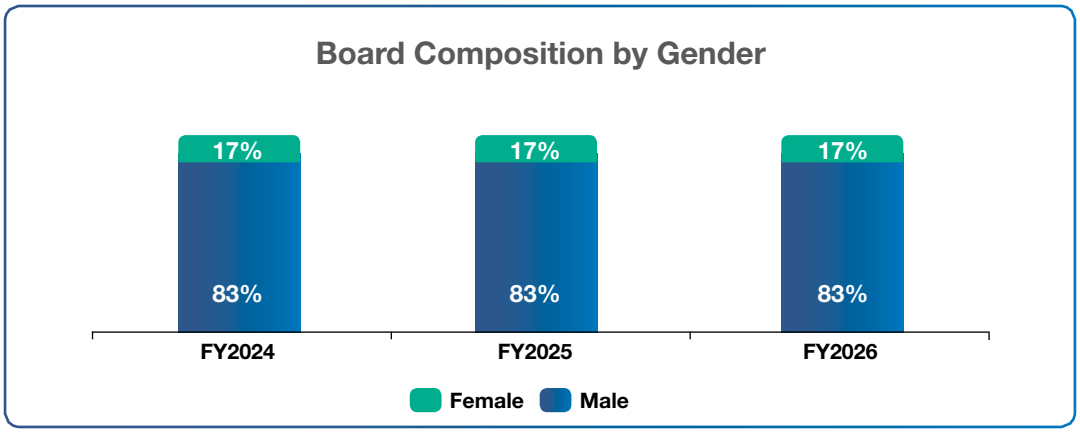
SOCIAL (Cont'd)

DIVERSITY AND EQUAL OPPORTUNITY (Cont'd)

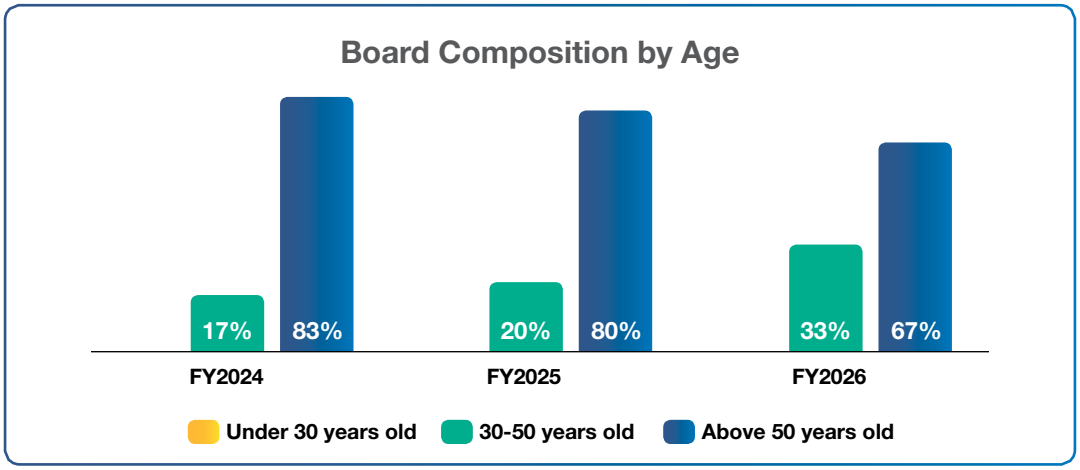
Our Performance

Board Composition

Board of Directors' Composition by Gender



Board of Directors' Composition by Age



The diagrams above illustrate the gender and age distribution of the Group's Board members.

As of FY2026, the six (6) member Board of Directors comprised five (5) male Directors and one (1) female Director, with the female Director representing 17% of the Board. The Board's age profile reflects experienced and well-balanced leadership, with 67% of members aged above 50 and 33% aged between 30 and 50. While the Group acknowledges the operational challenges of achieving 30% female board representation in line with regulatory guidelines and industry benchmarks, we remain steadfast in our commitment to enhancing gender diversity across the organisation by 2028. The landmark appointment of our first female Director in mid-2022 serves as a key foundation toward realising this long-term objective.

OUR SUSTAINABILITY PROGRESS (CONT'D)

SOCIAL (Cont'd)

DIVERSITY AND EQUAL OPPORTUNITY (Cont'd)

Our Performance (Cont'd)

Employee Composition

Employee Composition by Gender

Year	Management		Executive		Non-Executive	
	Male	Female	Male	Female	Male	Female
FY2024	66.7%	33.3%	50.0%	50.0%	97.2%	2.8%
FY2025	66.7%	33.3%	60.0%	40.0%	95.0%	4.9%
FY2026	50.0%	50.0%	80.0%	20.0%	96.0%	4.0%

Employee Composition by Age

Year	Management			Executive			Non-Executive		
	< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-50	> 50
FY2024	0%	66.7%	33.3%	0%	75.0%	25.0%	25.2%	68.5%	6.3%
FY2025	0%	66.7%	33.3%	0%	80.0%	20.0%	21.1%	71.4%	7.4%
FY2026	0%	0%	100%	0%	80.0%	20.0%	20.8%	72.5%	6.7%

Reflecting established demographic patterns across the plantation sector, male employees constitute approximately 96% of our total workforce. While field operations are inherently physically intensive, the Group is actively committed to transforming industry norms by embedding Diversity, Equity, and Inclusion (DEI) principles into our HR strategy. We regard workforce diversity not merely as a corporate social responsibility, but as a strategic asset that fosters innovation, strengthens culture, and drives long-term value creation. Moving forward, we continue to explore practical avenues to expand female representation, facilitate career advancement across all workforce demographics, and cultivate an inclusive environment where varied perspectives contribute to our operational success.

OCCUPATIONAL HEALTH AND SAFETY

Safeguarding the health, safety, and well-being of our employees and contractors is paramount across all Matang Group operations. We maintain a proactive safety culture designed to minimise occupational hazards, eliminate workplace injuries, and ensure operational continuity.

Our Approach

The Group has established comprehensive Occupational Safety and Health guidelines tailored to mitigate sector-specific hazards, including chemical handling, heavy machinery operation, and sharp harvesting tools.

Our safety framework is operationalised through continuous risk assessments, regular worker training, and strict adherence to statutory safety standards. All field and operational personnel are provided with mandatory Personal Protective Equipment ("PPE"), with compliance strictly enforced. Crucially, Hazard Identification, Risk Assessment and Determining Control ("HIRADC") plans are prepared and executed across all work categories to systematically identify, manage, and mitigate operational risks.

Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY PROGRESS (CONT'D)

SOCIAL (Cont'd)

OCCUPATIONAL HEALTH AND SAFETY (Cont'd)

Our Performance

In FY2026, the Group reinforced its safety commitments by conducting specialized health and safety training for 153 employees. Demonstrating the efficacy of our safety protocols, the Group successfully recorded 306,000 accident-free man-hours during the financial year. This milestone underscores the strength of our safety management systems in protecting our workforce, safeguarding assets, and maintaining a secure work environment.

Health & Safety Training

	FY2024	FY2025	FY2026
Number of employees trained on health and safety standards	145	147	153

Work-related Injuries

The Group successfully maintained a Lost Time Incident Rate ("LTIR") of 0.00 in FY2026, sustaining its zero-incident track record from the previous financial year. This performance reflects our ongoing commitment to workplace safety through heightened safety awareness across management and field personnel, strict enforcement of Personal Protective Equipment ("PPE") protocols, and continuous safety training programs.

Sustainability Indicator	Sustainability Target	Measurement Unit	FY2024	FY2025	FY2026
Total Hours Worked	–	Number	260,592	332,280	306,000
Number of cases of non-compliance with OSH regulations	Zero cases of non-compliance with OSH regulation	Number	0	0	0
Number of Fatalities	Zero cases of fatalities	Number	0	0	0
Lost Time Incident Rate ("LTIR")	–	Rate	0.005	0.00	0.00

LOCAL COMMUNITIES

The Matang Group is dedicated to cultivating strong, enduring community partnerships. We believe these relationships are essential for driving social progress, empowering local populations, and creating long-term shared value.

Our Approach

As a responsible corporate citizen, we actively support surrounding communities through targeted financial contributions and donations to educational institutions and non-profit organisations. By investing in local education and community welfare, we help nurture regional talent, improve overall quality of life, and strengthen stakeholder trust—reinforcing our commitment to sustainable and socially responsible operations.

OUR SUSTAINABILITY PROGRESS (CONT'D)

SOCIAL (Cont'd)

LOCAL COMMUNITIES (Cont'd)

Our Performance

In FY2026, the Group contributed a total of RM6,300 to community development initiatives, benefitting educational institutions and non-profit organisations. The key indicators outlining our community investment performance are summarised below:

Sustainability Indicator	Sustainability Target	Measurement Unit	FY2024	FY2025	FY2026
Total amount invested where the target beneficiaries are external to Matang	Allocate a budget of RM 6,300 in community engagement activities	RM	1,300	6,300	6,300
Total number of beneficiaries of the investment in communities	Achieve at least 3 number of beneficiaries	Number	2	3	3

DATA PRIVACY AND SECURITY

As digital technologies and operational connectivity become increasingly essential, maintaining robust cybersecurity and data protection frameworks is vital to risk management. The Matang Group is dedicated to safeguarding customer and business data against cyber threats, preventing data breaches, and ensuring strict compliance with evolving data privacy regulations.

Our Approach

The Group prioritises data privacy in full compliance with the Personal Data Protection Act 2010 ("PDPA"). Embedded within our comprehensive IT Policy and Code of Conduct, our data protection strategy incorporates strict confidentiality protocols, regular system and security updates, and role-based access management to ensure sensitive information is always safeguarded.

Our Performance

In FY2026, the Group recorded zero data breaches or cybersecurity incidents, sustaining its zero incident.

Sustainability Indicator	Sustainability Target	FY2024	FY2025	FY2026
Number of breaches of customer and privacy data	To obtain zero complaints concerning breaches of customer privacy and losses of customer data	0	0	0

Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY PROGRESS (CONT'D)

MOVING FORWARD / INITIATIVES FOR FY2027

Looking ahead to FY2027, the Matang Group remains dedicated to advancing sustainability across all operational facets, embedding ESG principles into core business strategy, and driving long-term value creation. Our strategic roadmap for the upcoming financial year focuses on the following priorities:

- **Data Governance and Reporting Preparedness**: Upgrading our sustainability data collection, storage, and tracking systems to enhance accuracy, reporting efficiency, and readiness for alignment with IFRS S1 and IFRS S2 reporting requirements.
- **Capacity Building and Training**: Expanding employee ESG training programs to deepen technical knowledge of sustainability best practices, climate risk management, and regulatory compliance.
- **Energy and Resource Stewardship**: Accelerating energy and water conservation through equipment modernisation, process optimisation, and sustainable agricultural practices across our plantations.
- **Community Empowerment**: Enhancing social impact by broadening local employment opportunities, supporting vocational skills development, and sponsoring impactful community-based initiatives.
- **Governance Framework Alignment**: Strengthening ESG governance by aligning disclosures with recognised global standards—including the Global Reporting Initiative (GRI) Standards, United Nations Sustainable Development Goals (UNSDGs), and the progressive adoption of IFRS S1 (General Sustainability Disclosures) and IFRS S2 (Climate-related Disclosures) under the National Sustainability Reporting Framework (NSRF).

ASSURANCE STATEMENT

This Sustainability Statement has not been externally assured for FY2026 but has been internally reviewed and verified for accuracy.

PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2024	2025	2026
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100%	100%	100%
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Management	Percentage	0%	0%	0%
Executive	Percentage	0%	0%	0%
Non-executive	Percentage	0%	0%	0%
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0%	0%	0%
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0

OUR SUSTAINABILITY PROGRESS (CONT'D)

PERFORMANCE DATA TABLE (Cont'd)

Indicator	Measurement Unit	2024	2025	2026
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	Megajoules	3,691,112	5,626,261	4,138,079
Bursa (Water)				
Bursa C9(a) Total volume of water used	m3	3,263	2,502	3,792
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.005	0	0
Bursa C5(c) Number of employees trained on health and safety standards	Number	145	147	111
Bursa (Employee Management)				
Bursa C6(c) Total number of employee turnover by employee category				
Management	Number	1	2	2
Executive	Number	1	0	0
Non-executive	Number	6	2	2
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Management Under 30	Percentage	0%	0%	0%
Management Between 30-50	Percentage	66.7%	66.7%	0%
Management Above 50	Percentage	33.3%	33.3%	100%
Executive Under 30	Percentage	0%	0%	0%
Executive Between 30-50	Percentage	75.0%	80.0%	80.0%
Executive Above 50	Percentage	25.0%	20.0%	20.0%
Non-executive Under 30	Percentage	25.2%	21.1%	20.8%
Non-executive Between 30-50	Percentage	68.5%	71.4%	72.5%
Non-executive Above 50	Percentage	6.3%	7.4%	6.7%
Gender Group by Employee Category				
Management Male	Percentage	33.3%	66.7%	50.0%
Management Female	Percentage	66.7%	33.3%	50.0%

Sustainability Statement
(Cont'd)

OUR SUSTAINABILITY PROGRESS (CONT'D)

PERFORMANCE DATA TABLE (Cont'd)

Indicator	Measurement Unit	2024	2025	2026
Bursa (Diversity) (Cont'd)				
Executive Male	Percentage	50.0%	60.0%	80.0%
Executive Female	Percentage	50.0%	40.0%	20.0%
Non-executive Male	Percentage	97.2%	95.0%	96.0%
Non-executive Female	Percentage	2.8%	4.9%	4.0%
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	83%	83%	83%
Female	Percentage	17%	17%	17%
Under 30	Percentage	0%	0%	0%
Between 30-50	Percentage	17%	20%	33%
Above 50	Percentage	83%	80%	67%
Bursa C6(b) Percentage of employees who are contractors or temporary staff	Percentage	12.6%	79.9%	82.1%
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa (Training and development)				
Bursa C6(a) Total hours of training by employee category				
Management	Hours	72	57	50
Executive	Hours	8	65	20
Non-executive	Hours	40	139	68
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	1,300	6,300	6,300
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	2	3	3
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

Note:

Internal assurance	External assurance	No assurance	(*) Restated

PERFORMANCE DATA TABLE (BURSA CSI REPORTING PLATFORM)

MATANG BERHAD
BMLR Transition Period

Date & Time: 2026-10-09_08:57:34
Ace Market | Group 3 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0	0	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category	Percentage	0	0	Achieve and maintain 100% of employees trained on anti-corruption by category: a) Management b) Executive c) Non-executive	Internal
Anti-Corruption	Percentage of operations assessed for corruption--related risk	Percentage	0	0	Achieve and maintain 100% of operations assessed for corruption-related risks	Internal
Supply Chain Management	Proportion of spending on local suppliers	Percentage	100%	100%	Maintain at least 80% of spending on local suppliers	Internal
Suppliers assessed for environmental impacts	Suppliers assessed for environmental impacts	Percentage	0	0	Achieve 10% of suppliers assessed for environmental impacts	Internal
Energy Management	1. Electricity Consumption 2.Fuel Consumption	Megajoules	5,626,261	4,138,079	Reduce energy consumption by 5%	Internal
Water	Total volume of water used	m3	2,502	3,792	Reduce water consumption by 5%	Internal
Employee Management	Total number of employee turnover by employee category: a)Management b)Executive c)Non-executive	Number	a) 2 b) 0 c) 2	a) 2 b) 0 c) 2	Nil	Internal

MATANG BERHAD

BMLR Transition Period

Date & Time: 2026-10-09_08:57:34

Ace Market | Group 3 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category Age Group by Employee Category 1.Management Under 30 2.Management Between 30-50 3.Management Above 50 4.Executive Under 30 5.Executive Between 30-50 6.Executive Above 50 7.Non-executive Under 30 8.Non-executive Between 30-50 9.Non-executive Above 50	Percentage	1.Management Under 30 - 0% 2.Management Between 30-50 - 66.7% 3.Management Above 50 - 33.3% 4.Executive Under 30 - 0% 5.Executive Between 30-50 - 80% 6.Executive Above 50 - 20% 7.Non-executive Under 30 - 21.1% 8.Non-executive Between 30-50 -71.4% 9.Non-executive Above 50 - 7.4%	1.Management Under 30 - 0% 2.Management Between 30-50 - 0% 3.Management Above 50 - 100% 4.Executive Under 30 - 0% 5.Executive Between 30-50 - 80% 6.Executive Above 50 - 20% 7.Non-executive Under 30 - 20.8% 8.Non-executive Between 30-50 -72.5% 9.Non-executive Above 50 - 6.7%	Nil	Internal
Diversity	Gender Group By Employee Category 1.Management Male 2.Management Female 3.Executive Male 4.Executive Female 5.Non-executive Male 6.Non-executive Female	Percentage	1.Management Male - 66.7% 2.Management Female - 33.3% 3.Executive Male - 60% 4.Executive Female - 40% 5.Non-executive Male - 95% 6.Non-executive Female - 4.9%	1.Management Male - 50.0% 2.Management Female - 50.0% 3.Executive Male - 80% 4.Executive Female - 20% 5.Non-executive Male - 96% 6.Non-executive Female - 4.0%	Nil	Internal
Diversity	Percentage of directors by gender and age group	Percentage	1.Male - 80% 2.Female - 20% 3.Under 30 -0% 4.Between 30-50 - 20% 5.Above 50 - 80%	1.Male - 83% 2.Female - 17% 3.Under 30 -0% 4.Between 30-50 - 33% 5.Above 50 - 67%	20% female board representation	Internal
Diversity	Percentage of employees who are contract or temporary staff, including foreign workers	Percentage	79.9%	82.1%	Maintain 80% of employees who are under temporary contract, including foreign workers	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	1.Number of substantiated complaints concerning human rights violation 2.Number of non-compliance cases with relevant employment laws and regulations	Number	Nil	Nil	Zero cases of major non-compliance with relevant employment laws and regulations	Internal
Training & development	Total hours of training by employee by category 1.Management 2.Executive 3.Non-executive	Hours	1.Management - 57 2.Executive - 65 3.Non-executive - 139	1.Management - 50 2.Executive - 20 3.Non-executive - 68	Nil	Internal
Health and safety	Number of work-related fatalities	Number	0	0	Zero cases of fatalities	Internal
Health and safety	Lost Time Incident Rate ("LTIR")	Rate	0.00	0.00	Zero cases of fatalities	Internal
Health and safety	Number of employees trained on health and safety standards	Number	147	111	Nil	Internal
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	6,300	6,300	Allocate a budget of RM 6,300 in community engagement activities	Internal
Community/Society	Total number of beneficiaries of the investment in communities	Number	3	3	Achieve at least 3 number of beneficiaries	Internal
Community/Society (Data Privacy and Security)	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	To obtain zero complaints concerning breaches of customer privacy and losses of customer data	Internal

Sustainability Statement
(Cont'd)

GRI CONTENT INDEX

Statement of use: Matang Berhad has reported information cited in this GRI content index for the period of 1 July 2025 to 30 June 2026 in accordance with the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

GRI STANDARD / OTHER SOURCE	DISCLOSURE ITEM	REFERENCE PAGES(S) IN ANNUAL REPORT
GRI 2: General Disclosures 2021		
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2-3	Reporting period, frequency and contact point	55
2-6	Activities, value chain and other business relationship	3
2-7	Employees	75
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GRI 3: Material Topics 2021		
3-1	Process to determine material topics	59
3-2	List of material topics	60
3-3	Management of material topics	63
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	67
GRI 205: Anti-corruption 2016		
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303-5	Water consumption	68-69

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(Cont'd)

GRI STANDARD / OTHER SOURCE	DISCLOSURE ITEM	REFERENCE PAGES(S) IN ANNUAL REPORT
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	72
401-2	Benefit provided to full-time employees that are not provided to temporary or part-time employees	73
401-3	Parental leave	
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	75
403-2	Hazard identification, risk assessment, and incident investigation	76
403-4	Worker participation, consultation, and communication on occupational health and safety	76
403-5	Worker training on occupational health and safety	76
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	73
404-2	Programs for upgrading employee skills and transition assistance programs	66
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	74
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	77
413-2	Operations with significant actual and potential negative impacts on local communities	77
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	77

ADDITIONAL COMPLIANCE INFORMATION

Other information required by the ACE Market Listing Requirements ("AMLR") of Bursa Securities

STATUS OF UTILISATION OF PROCEEDS

(1) Issuance of 362,000,000 Shares pursuant to the Private Placement exercise undertaken in 2021 ("PP2021")

The Board had earlier on 28 February 2024 resolved that:

(i) The balance of unutilised working capital of RM11.34 million as of 31 March 2024 be used in the future for working capital purposes of the Group, and

(ii) In the event of any of the future acquisition(s) of new oil palm plantation(s), durian plantation(s), and/or new land bank for the aforesaid plantation purposes arise or materialise, the Board shall re-allocate any balance amount unutilised to satisfy the purchase consideration arising from such acquisition(s).

As of 30 June 2026, the Group has utilised the proceeds in the following manner:

	Description	Approved Utilisation RM'000	Actual Utilisation RM'000	Deviation Surplus/ (Deficit) RM'000	Reclassification RM'000	Balance Unutilised RM'000
	Future acquisitions	23,635	(23,635)	–	–	–
	For working capital	16,265	(4,927)	2	–	11,340
	Estimated expenses	210	(208)	(2)	–	–
	Amount Utilised and reclassify for:					
(i)	Working capital	–	–	–	(5,495)	(5,495)
(ii)	Future acquisitions	–	–	–	(5,845)	(5,845)
		40,110	(28,770)	–	(11,340)	–

During the financial year, the Group fully utilised the remaining RM8.02 million proceeds from the private placement exercise undertaken in 2021 ("PP2021"), comprising RM2.17 million for working capital requirements and RM5.85 million towards partial payment of the purchase consideration for the acquisition of ten (10) adjacent parcels of agricultural land in Mukim Tangkak, Johor. The acquisition was completed on 14 April 2026.

Accordingly, the PP2021 proceeds were fully utilised, with no unutilised balance remaining as at 30 June 2026.

Additional Compliance Information
(Cont'd)

(2) Issuance of 217,200,020 Matang shares pursuant to the private placement exercise undertaken in 2022 ("PP2022")

Pursuant to the approval obtained from the Shareholders in the Extraordinary General Meeting ("EGM") on 19 November 2024 on the Proposed Variation, the Balance Proceeds amounting to RM14.02 million earmarked for future acquisitions to the Group's working capital are to be utilised towards the working capital requirements of the Group in the following manner:

	Descriptions	**RM'000**
1	Development and operational expenditures including but not limited to purchase of equipment and raw materials, land clearing, earthworks and planting costs, and the upkeep and maintenance costs of the oil palm and durian plantation(s)	10,000
2	Downstream durian activities, including the development and initial setting up of the half-processing and/ or full-processing durian downstream product and the subsequent operational expenditures	4,020
	Total	**14,020**

Notwithstanding the above, the actual breakdown of the proceeds earmarked for working capital is subject to Matang Group's operational requirements at the time of utilisation and as such can only be determined at a later stage. In the event of a surplus/deficit in the allocated amounts for the above working capital requirements, such variance may be adjusted to/from the proceeds allocated for other working capital requirements, depending on the respective funding requirements at the point of utilisation.

As of 30 June 2026, the Group has utilised the proceeds in the following manner:

	Description	**Proposed Utilisation RM'000**	**Actual Utilisation RM'000**	**Balance Unutilised RM'000**
	Working capital:			
1	Development and operational expenditure for oil palm and durian plantations	10,000	5,710	4,290
2	Downstream durian activities	4,020	–	4,020
		14,020	5,710	8,310

As of 30 June 2026, the balance PP2022 proceeds of RM8.31 million had yet to be utilised and were placed as deposits with licensed financial institutions pending utilisation for the approved purposes. Interest income earned from these deposits will be used as additional working capital for the Group. The Group's working capital includes, among others, development and operational expenditures for its oil palm and durian plantations, downstream durian activities, and administrative overheads such as staff remuneration, training, utilities, and office expenses.

Additional Compliance Information
(Cont'd)

MATERIAL CONTRACTS

There were no material contracts entered into by the Company and its subsidiaries (collectively referred to as "the Group" or the "Matang Group") involving the interests of the directors, chief executive, and major shareholders, either still subsisting at the end of the financial year ended 30 June 2026 ("FY2026") or entered into since the end of the previous financial year, save for the following:

(i) Tenancy agreement dated 16 April 2026 entered into between Matang Berhad and Huaren Resources Sdn. Bhd. ("Landlord") for the rent of the office space for the Company's head office at Unit 39.02 and Unit 39.03, Level 39, Menara Multi-Purpose, Capital Square, 8 Jalan Munshi Abdullah, 50100 Kuala Lumpur. The Tenancy Agreement is for a period of three (3) years from the commencement date of 1 May 2026 expires on 30 April 2029, with an option for the Company to renew the tenancy for a further three (3) years upon expiry of the initial tenancy term.

The sum of rental paid to the Landlord for the aforesaid office space for FY2026 was RM180,000.

(ii) Tenancy agreement dated 19 May 2025 entered into between Matang Agriculture and Plantation (Yong Peng) Sdn. Bhd. ("MAPYP") and with Malaysian Chinese Association Johar State Liaison Committee {"Landlord") for the rent of the office space for the Company's Estate office at #01-15, Block 4, Jalan Skudai, Batu 4 ½, Danga Bay, 80200 Johar Bahru, Johar. The Tenancy Agreement is for a period of three (3) years from the commencement date of 1 May 2025 and expires on 30 April 2028, with an option for the Company to renew the tenancy for a further one (1) year upon expiry of the initial tenancy term.

The sum of rental paid to the Landlord for the aforesaid office space for FY2026 was RM36,000.

The aforesaid tenancy arrangements (i) and (ii), are not regarded as related party transactions pursuant to Rule 10.08(11)(h) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad.

None of the material contracts between the Company and persons in which the major shareholder has an interest relates to any loan of the Company and its subsidiaries.

AUDIT AND NON-AUDIT FEES

The following table shows the sum of audit and non-audit fees paid and payable to the Company's external auditors during the financial year under review.

	Group		Company	
	FY2026 Payable RM'000	**FY2025 Paid RM'000**	**FY2026 Payable RM'000**	**FY2025 Paid RM'000**
Audit fees	97.8	93.4	36.5	35.0
Non-statutory audit fees				
- Review of the Statement on Risk Management and Internal Control	5.3	5.3	5.3	5.3
Total	**103.1**	**98.7**	**41.8**	**40.3**
Non-audit fees				
- Tax return preparation	21.0	21.2	3.7	3.6
- Transfer Pricing Documentation	17.0	17.0	6.5	6.5

Additional Compliance Information (Cont'd)

CORPORATE SOCIAL RESPONSIBILITY

The Company did not carry out any specific programs or activities in relation to corporate social responsibility, but generally, the Company endorses actions and projects that would not have any detrimental implications for the environment and the public at large. Certain activities that have social implications have been undertaken by the Group, and these have been set out and clarified in the Sustainability Statement set out on pages 54 to 85 of this Annual Report for reference.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Rule 9.25A of the ACE Market Listing Requirements, below are the financial data that are relevant for the 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	
TOTAL INCOME	**2026 RM'000**	**2025 RM'000**
Revenue	17,688	21,578
Interest income	1,545	1,834
Fair value gain on short-term investments	765	973
Rental income	1,138	1,023
Other income	116	142
Total	21,252	25,550
Total Assets	253,216	254,892

(B) Business Activities

	Group	
	2026 RM'000	**2025 RM'000**
Shariah Non-Compliant Activities		
Interest income	1,545	1,834
Dividend income received from conventional shares and instruments	6	8
Fair value gain on short-term investments	738	815
Total	**2,289**	**2,657**

Additional Compliance Information
(Cont'd)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

(C) Component of Financial Position

		Group	
		2026	2025
(i)	**Cash Component**	RM'000	RM'000
	Islamic Account / Instruments		
	Short-term investments	–	3,243
	Cash in hand	10	8
	Total	**10**	**3,251**
	Conventional Account / Instruments		
	Cash at bank	4,415	2,994
	Fixed deposits with licensed bank	31,090	48,170
	Short-term investments	23,038	22,300
	Total	**58,543**	**73,464**
(ii)	**Debt Component**		
	Islamic Financing		
	Current	–	–
	Non-Current	–	–
	Total	**–**	**–**
	Conventional Borrowings		
	Current	–	–
	Non-Current	–	–
	Total	**–**	**–**

STATEMENT OF DIRECTOR'S RESPONSIBILITIES

The Board of Directors is required by the Companies Act 2016 to prepare the financial statements in accordance with the applicable approved accounting standards and give a true and fair view of the state of affairs of Matang group of companies ("Matang Group" or "Group") and Matang Berhad ("Matang" or "the Company") at the end of the financial year.

In preparing the financial statements of the Group and the Company for the financial year ended 30 June 2026, the Board has:

- adopted appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable;
- ensured that all applicable accounting standards have been complied with; and
- applied the going concern basis.

The Board of Directors is responsible for ensuring that the Group and the Company keep proper accounting records, which disclose with reasonable accuracy the financial position of the Group and of the Company, and which enable them to ensure that the financial statements comply with the provisions of the Companies Act 2016. The Directors are responsible for taking reasonable steps to safeguard the assets of the Company and to prevent and detect other irregularities.

This statement has been approved by the Board of Matang on 8 October 2026.

DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 30 June 2026.

PRINCIPAL ACTIVITIES

The Company is principally engaged in investment holding activities.

The principal activities of the subsidiaries are primarily involved in investment holding, management of plantation estate, cultivation of oil palm and durian and sales of fresh fruit bunch and durian as disclosed in Note 8 to the financial statements.

There have been no significant changes in the nature of the activities of the Group and Company during the financial year.

RESULTS

	Group RM	Company RM
Profit for the financial year	3,442,704	5,255,050
Profit attributable to owners of the parent	3,442,704	5,255,050

DIVIDENDS

Dividends paid, declared or proposed since the end of the previous financial year were as follows:

	RM
In respect of the financial year ended 30 June 2025: Final and single tier dividend of 0.22 sen per share, paid on 7 January 2026	5,256,240

At the forthcoming Annual General Meeting, a first and final single tier dividend of 0.14 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 in shareholders' equity as an appropriation of retained profits in the financial year ending 30 June 2027.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

ISSUE OF SHARES AND DEBENTURES

The Company did not issue any new shares or debentures during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued ordinary shares of the Company during the financial year.

DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

Matang Berhad

Dato' Foong Chee Meng
Datuk Tew Boon Chin
Sophia Lim Chia Hui
Tan Tuan Peng*
Tai Chee How* (Appointed on 16 July 2025)
Datuk Lee Yin Chung* (Appointed on 10 December 2025)
Dato' Ng Keng Heng* (Resigned on 30 November 2025)

** These Directors of the Company are also the Directors of certain subsidiaries of the Company.*

Subsidiaries of Matang Berhad (excluding those who are listed above)

Teoh Yap Kun

DIRECTORS' INTERESTS

According to the Register of Directors' shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia, none of the Directors holding office at the end of the financial year had any beneficial interests in the ordinary shares of the Company or options over ordinary shares and debentures of its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than benefits included in the aggregate amount of remuneration received or due and receivable by the Directors as shown in the financial statements) 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 other than the remuneration received by certain Directors as executives of the subsidiaries and those transactions entered into in the ordinary course of business with companies in which certain Directors of the Company and its subsidiaries have substantial interest.

There were no arrangements during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REMUNERATION

Directors' remuneration of the Group and the Company for the financial year ended 30 June 2026 were as follows:

	Group 2026 RM	Company 2026 RM
Fees	276,692	180,692
Other emoluments	492,173	490,973
	768,865	671,665

Directors' Report
(Cont'd)

INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The Company has entered into an arrangement for a corporate liability insurance for the Directors and officers of the Group during the financial year, which provides appropriate insurance cover for the Directors and officers of the Group. The amount of insurance premium paid by the Company was RM15,007.

There were no indemnity given to or insurance effected for the auditors of the Group and of the Company during the financial year.

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

(a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and have satisfied themselves that there were no known bad debts to be written off and that provision need not be made for doubtful debts; and

(ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.

(b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

(c) The Directors are not aware of any circumstances:

(i) which would necessitate the writing off of bad debts or the making of provision for doubtful debts in the financial statements of the Group and of the Company;

(ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and

(iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

(d) In the opinion of the Directors

(i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made; and

(ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet its obligations as and when they fall due.

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY (CONT'D)

(III) AS AT THE DATE OF THIS REPORT

(e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.

(f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.

(g) The Directors are not aware of any circumstances not otherwise dealt with in the report or financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 6 February 2026, an indirect wholly-owned subsidiary of the Company, Matang Agriculture and Plantation (Segamat) Sdn. Bhd. ("MAPS") had entered into two separate sale and purchase agreements with Ophir Quarry Sdn. Bhd. and Kwong Ming Mean to acquire 10 adjacent parcels of agricultural land in Mukim of Tangkak, District of Tangkak, Johor for a total purchase consideration of approximately RM18.2 million. The acquisitions were completed on 14 April 2026.

AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

AUDITORS' REMUNERATION

Auditors' remuneration of the Group and the Company for the financial year ended 30 June 2026 were as follows:

	Group RM	Company RM
Statutory audit	97,800	36,500
Other audit related services	5,300	5,300
	103,100	41,800

Signed on behalf of the Board in accordance with a resolution of the Directors.

.....
Datuk Lee Yin Chung
Director

.....
Tan Tuan Peng
Director

Kuala Lumpur
8 October 2026

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements as set out on pages 101 to 139 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards, and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

.....
Datuk Lee Yin Chung
Director

.....
Tan Tuan Peng
Director

Kuala Lumpur
8 October 2026

STATUTORY DECLARATION

I, Tan Theng Hwee (CA 15907), being the officer primarily responsible for the financial management of Matang Berhad, do solemnly and sincerely declare that the financial statements set out on pages 101 to 139 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly)
declared by the abovenamed at)
Kuala Lumpur this)
8 October 2026)

Tan Theng Hwee

Before me:
MARDHIYYAH ABDUL WAHAB (W 729)
COMMISIONER OF OATHS

INDEPENDENT AUDITORS' REPORT

To the Members of Matang Berhad (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Matang Berhad, which comprise the statements of financial position as at 30 June 2026 of the Group and of the Company, 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 101 to 139.

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 30 June 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ("ISAs"). 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"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

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

a) Fair value of investment properties

As disclosed in Note 6 to the financial statements, the carrying amount of the investment properties ("IP") of the Group, which were stated at fair value amounted to RM9.7 million as at the end of the reporting period, were determined based on independent external valuation.

We determined this to be a key audit matter as the valuation process involved judgement in determining the appropriate valuation methodology to be used, and the underlying assumptions to be applied. The valuation was sensitive to the key assumptions applied.

Audit response

Our audit procedures included the following:

(i) Considered the qualifications and competence of the external valuers and assessed the scope of work of the external valuers to determine whether the valuation was appropriate to be applied for financial reporting purposes;

(ii) Read the external valuation reports and assessed the valuation methodology adopted by the external valuers for similar type of properties;

(iii) Evaluated the key assumptions used in the valuation by comparing them against available industry data, taking into consideration of comparability and market factors; and

(iv) Engaged external auditor's expert to review key assumptions applied by the external valuer, appointed by management.

Independent Auditors' Report
(Cont'd)

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

Key Audit Matters (Cont'd)

b) Impairment assessment of the carrying amount of investment in a subsidiary

As at 30 June 2026, the carrying amount of investments in subsidiaries of the Company was RM208.5 million as disclosed in Note 8 to the financial statements. Management considered continued losses in a subsidiary with a carrying amount of cost of investment amounted to RM31.0 million as an impairment indication.

We determined this to be a key audit matter because it requires management to exercise significant judgement and estimates about the future results and key assumptions applied to cash flow projections of the subsidiary. In this instance, the recoverable amount is based on value-in-use. These key assumptions include forecast growth in future revenue and profit margins, as well as determining an appropriate pre-tax discount rate used for the subsidiary.

Audit response

Our audit procedures included the following:

(i) Compared cash flow projections against recent performance to assess reliability of management forecasting process;

(ii) Assessed the reasonableness of key assumptions, including gross margins, yield/production rates, average selling prices, growth rates, used in the projections against actual historical data and/or industry publications;

(iii) Assessed verified pre-tax discount rate used by the management for the subsidiary by comparing to weighted average cost of capital of the Group and its relevant risk factors; and

(iv) Performed sensitivity analysis of our own to stress test the key assumptions in the impairment model.

c) Impairment assessment of the carrying amount of property, plant and equipment and right-of-use asset

As at 30 June 2026, the carrying amount of property, plant and equipment and right-of-use assets of the Group was RM180.7 million and RM1.0 million as disclosed in Note 4 and Note 5 to the financial statements respectively. Management considered the continued losses in a subsidiary with a carrying amount of property, plant and equipment and right-of-use asset amounted to RM27.7 million and RM0.1 million respectively as an impairment indication.

We determined this to be a key audit matter because it requires management to exercise significant judgement and estimates about the future results and key assumptions applied to cash flow projections of the subsidiary. In this instance, the recoverable amount is based on value-in-use. These key assumptions include forecast growth in future revenue and profit margins, as well as determining an appropriate pre-tax discount rate used for the subsidiary.

Audit response

Our audit procedures included the following:

(i) Assessed whether there is any indication of impairment and review the adequacy of impairment losses;

(ii) Compared cash flow projections against recent performance to assess reliability of management forecasting process;

(iii) Assessed the reasonableness of key assumptions, including gross margins, yield/production rates, average selling prices, growth rates, used in the projections against actual historical data and/or industry publications;

(iv) Assessed verified pre-tax discount rate used by the management for the subsidiary by comparing to weighted average cost of capital of the Group and its relevant risk factors; and

(v) Performed sensitivity analysis of our own to stress test the key assumptions in the impairment model.

Independent Auditors' Report (Cont'd)

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

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

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and ISAs 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 conducted in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

a) 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.

b) 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 internal control of the Group and of the Company.

Independent Auditors' Report
(Cont'd)

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

As part of an audit conducted in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also (Cont'd):

c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

d) 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 ability of the Group and of the Company 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.

e) 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 represent the underlying transactions and events in a manner that achieves fair presentation.

f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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.

BDO PLT
201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Low Kok Sian
03922/03/2028 J
Chartered Accountant

Kuala Lumpur
8 October 2026

STATEMENTS OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
ASSETS					
Non-current assets					
Property, plant and equipment	4	180,692,035	162,532,984	350,284	420,188
Right-of-use assets	5	963,971	543,176	874,164	517,825
Investment properties	6	9,700,000	10,700,000	–	–
Other investments	7	129,765	163,525	–	–
Investments in subsidiaries	8	–	–	208,533,223	208,533,223
Deferred tax assets	15	42,152	101,385	42,152	101,385
		191,527,923	174,041,070	209,799,823	209,572,621
Current assets					
Inventories	9	388,311	420,863	–	–
Biological assets	10	688,317	864,170	–	–
Trade and other receivables	11	1,136,660	1,638,217	11,615,823	1,292,529
Current tax assets		922,424	1,212,238	636,330	637,572
Cash and bank balances	12	58,552,812	76,715,061	26,442,587	37,132,570
		61,688,524	80,850,549	38,694,740	39,062,671
TOTAL ASSETS		253,216,447	254,891,619	248,494,563	248,635,292
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Share capital	13	245,070,549	245,070,549	245,070,549	245,070,549
Reserves	14	1,401,188	3,248,484	1,568,162	1,569,352
TOTAL EQUITY		246,471,737	248,319,033	246,638,711	246,639,901

Statements of Financial Position
(Cont'd)

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
LIABILITIES					
Non-current liabilities					
Lease liabilities	5	812,561	372,463	750,254	372,463
Deferred tax liabilities	15	2,328,069	2,099,846	–	–
		3,140,630	2,472,309	750,254	372,463
Current liabilities					
Trade and other payables	16	3,262,237	3,691,969	977,307	1,462,474
Lease liabilities	5	159,207	186,864	128,291	160,454
Current tax liabilities		182,636	221,444	–	–
		3,604,080	4,100,277	1,105,598	1,622,928
TOTAL LIABILITIES		6,744,710	6,572,586	1,855,852	1,995,391
TOTAL EQUITY AND LIABILITIES		253,216,447	254,891,619	248,494,563	248,635,292

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
Revenue	17	17,687,595	21,578,461	7,183,675	3,740,382
Cost of sales		(4,497,468)	(6,168,002)	–	–
Gross profit		13,190,127	15,410,459	7,183,675	3,740,382
Other income		3,563,650	3,971,229	1,170,855	1,422,726
Administration expenses		(10,525,084)	(10,090,736)	(2,745,711)	(2,980,197)
Other expenses		(58,111)	(41,468)	(39,541)	(24,560)
Finance costs		(27,076)	(20,998)	(20,002)	(18,224)
Profit before tax	18	6,143,506	9,228,486	5,549,276	2,140,127
Tax expense	19	(2,700,802)	(3,264,873)	(294,226)	(187,737)
Profit for the financial year		3,442,704	5,963,613	5,255,050	1,952,390
Other comprehensive income, net of tax					
Item that will not be reclassified subsequently to profit or loss					
Fair value loss on equity investments at fair value through other comprehensive income	7	(33,760)	(17,935)	–	–
Total other comprehensive loss, net of tax		(33,760)	(17,935)	–	–
Total comprehensive income		3,408,944	5,945,678	5,255,050	1,952,390
Profit attributable to owners of the parent		3,442,704	5,963,613	5,255,050	1,952,390
Total comprehensive income attributable to owners of the parent		3,408,944	5,945,678	5,255,050	1,952,390
Earnings per share attributable to ordinary equity holders of the Company (sen):					
- Basic	22	0.14	0.25		
- Diluted	22	0.14	0.25		

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

		[--------*Non-distributable*--------]			*Distributable*	
Group	**Note**	**Share capital RM**	**Fair value reserve RM**	**Merger reserve RM**	**Retained earnings RM**	**Total equity RM**
Balance as at 1 July 2024		245,070,549	56,885	(108,000,004)	109,068,403	246,195,833
Profit for the financial year		–	–	–	5,963,613	5,963,613
Other comprehensive loss, net of tax		–	(17,935)	–	–	(17,935)
Total comprehensive income		–	(17,935)	–	5,963,613	5,945,678
Transactions with owners						
Dividend paid	23	–	–	–	(3,822,478)	(3,822,478)
Total transaction with owners		–	–	–	(3,822,478)	(3,822,478)
Balance as at 30 June 2025		245,070,549	38,950	(108,000,004)	111,209,538	248,319,033
Balance as at 1 July 2025		245,070,549	38,950	(108,000,004)	111,209,538	248,319,033
Profit for the financial year		–	–	–	3,442,704	3,442,704
Other comprehensive loss, net of tax		–	(33,760)	–	–	(33,760)
Total comprehensive income		–	(33,760)	–	3,442,704	3,408,944
Transactions with owners						
Dividend paid	23	–	–	–	(5,256,240)	(5,256,240)
Total transaction with owners		–	–	–	(5,256,240)	(5,256,240)
Balance as at 30 June 2026		245,070,549	5,190	(108,000,004)	109,396,002	246,471,737

Statements of Changes In Equity (Cont'd)

Company	Note	*Non-distributable* Share capital RM	*Distributable* Retained earnings RM	Total equity RM
Balance as at 1 July 2024		245,070,549	3,439,440	248,509,989
Profit for the financial year		–	1,952,390	1,952,390
Other comprehensive income, net of tax		–	–	–
Total comprehensive income		–	1,952,390	1,952,390
Transaction with owners				
Dividend paid	23	–	(3,822,478)	(3,822,478)
Total transaction with owners		–	(3,822,478)	(3,822,478)
Balance as at 30 June 2025/1 July 2025		245,070,549	1,569,352	246,639,901
Profit for the financial year		–	5,255,050	5,255,050
Other comprehensive income, net of tax		–	–	–
Total comprehensive income		–	5,255,050	5,255,050
Transaction with owners				
Dividend paid	23	–	(5,256,240)	(5,256,240)
Total transaction with owners		–	(5,256,240)	(5,256,240)
Balance as at 30 June 2026		245,070,549	1,568,162	246,638,711

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before tax		6,143,506	9,228,486	5,549,276	2,140,127
Adjustments for:					
Depreciation of property, plant and equipment	4	3,642,484	4,527,532	91,954	87,707
Depreciation of right-of-use assets	5	196,004	201,000	164,307	167,198
Dividend income from a subsidiary	25(b)	–	–	(5,311,535)	(2,072,794)
Gain on lease modifications	5(c)	(15,434)	–	(15,020)	–
Fair value adjustments of:					
- investment properties	6	1,000,000	99,868	–	–
- biological assets	10	175,853	(124,889)	–	–
- short term funds	18	(765,219)	(972,893)	(132,396)	(195,462)
Interest expense	5(d)	27,076	20,998	20,002	18,224
Interest income	18	(1,544,917)	(1,834,105)	(1,007,839)	(1,227,264)
Property, plant and equipment written off	18	176,918	–	–	–
Operating profit/(loss) before working capital changes		9,036,271	11,145,997	(641,251)	(1,082,264)
Changes in working capital:					
Inventories		32,552	(235,103)	–	–
Trade and other receivables		78,057	372,727	(260,219)	356,152
Trade and other payables		(389,472)	562,724	(485,167)	154,453
Cash generated from/(used in) operations		8,757,408	11,846,345	(1,386,637)	(571,659)
Tax paid		(2,812,845)	(2,819,570)	(233,751)	(483,500)
Tax refunded		650,505	23,140	–	–
Net cash from/(used in) operating activities		6,595,068	9,049,915	(1,620,388)	(1,055,159)
CASH FLOWS FROM INVESTING ACTIVITIES					
(Repayments to)/Advances from related parties		(40,260)	38,226	–	15,000
Repayments to subsidiaries		–	–	(10,390,633)	(17,850)
Withdrawals/(Placement) of deposits with licensed banks more than three (3) months		26,799,355	(27,815,353)	24,742,064	(25,453,699)
Interest received		1,968,417	1,446,021	1,335,397	950,814
Distribution from short term funds		765,219	972,893	132,396	195,462
Dividend received from a subsidiary		–	–	5,311,535	2,072,794
Purchase of property, plant and equipment	4	(21,978,453)	(3,186,790)	(22,050)	(20,086)
Net cash from/(used in) investing activities		7,514,278	(28,545,003)	21,108,709	(22,257,565)

Statements of Cash Flows (Cont'd)

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
CASH FLOWS FROM FINANCING ACTIVITIES					
Dividends paid	23	(5,256,240)	(3,822,478)	(5,256,240)	(3,822,478)
Payments of lease liabilities		(216,000)	(216,000)	(180,000)	(180,000)
Net cash used in financing activities		(5,472,240)	(4,038,478)	(5,436,240)	(4,002,478)
Net increase/(decrease) in cash and cash equivalents		8,637,106	(23,533,566)	14,052,081	(27,315,202)
Cash and cash equivalents at beginning of financial year		40,271,590	63,805,156	11,678,871	38,994,073
Cash and cash equivalents at end of financial year	12(j)	48,908,696	40,271,590	25,730,952	11,678,871

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Lease liabilities (Note 5)	**Group RM**	**Company RM**
At 1 July 2024	754,329	694,693
Cash flows	(216,000)	(180,000)
Non-cash flows		
- Unwinding of interest	20,998	18,224
At 30 June 2025/1 July 2025	559,327	532,917
Cash flows	(216,000)	(180,000)
Non-cash flows		
- Unwinding of interest	27,076	20,002
- Modifications	601,365	505,626
At 30 June 2026	971,768	878,545

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
30 JUNE 2026

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia. On 17 January 2017, the ordinary shares of the Company were quoted and listed on the Ace Market of Bursa Malaysia Securities Berhad ("Bursa Malaysia").

The registered office of the Company is located at Unit 30-01, Level 30, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur.

The principal place of business of the Company is located at Unit 39.02, Level 39, Menara Multi-Purpose, Capital Square, No. 8, Jalan Munshi Abdullah, 50100 Kuala Lumpur.

The Company and its subsidiaries are referred to collectively as "the Group". The consolidated financial statements of the Group are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 8 October 2026.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in investment holding.

The principal activities of the subsidiaries are primarily involved in investment holding, management of plantation estate, cultivation of oil palm and durian and sales of fresh fruit bunch and durian as disclosed in Note 8 to the financial statements.

There have been no significant changes in the nature of the activities of the Group and Company during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of Amendment to MFRSs during the financial year. Amendment to MFRSs adopted during the financial year are disclosed in Note 27.1 to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

4. PROPERTY, PLANT AND EQUIPMENT

Group 2026	Balance as at 1.7.2025 RM	Additions RM	Written off RM	Balance as at 30.6.2026 RM
Cost				
Freehold estate land	125,143,889	10,241,076	–	135,384,965
Bearer plants	58,088,207	11,284,437	(2,757,953)	66,614,691
Plant and equipment	4,331,081	328,960	–	4,660,041
Motor vehicles	3,194,603	123,980	–	3,318,583
	190,757,780	21,978,453	(2,757,953)	209,978,280

	Balance as at 1.7.2025 RM	Depreciation charges for the financial year RM	Written off RM	Balance as at 30.6.2026 RM
Accumulated depreciation				
Bearer plants	23,219,620	3,079,443	(2,581,035)	23,718,028
Plant and equipment	2,518,396	248,525	–	2,766,921
Motor vehicles	2,486,780	314,516	–	2,801,296
	28,224,796	3,642,484	(2,581,035)	29,286,245

Group 2025	Balance as at 1.7.2024 RM	Additions RM	Written off RM	Balance as at 30.6.2025 RM
Cost				
Freehold estate land	125,143,889	–	–	125,143,889
Bearer plants	61,080,541	2,522,204	(5,514,538)	58,088,207
Plant and equipment	3,681,995	649,086	–	4,331,081
Motor vehicles	3,179,103	15,500	–	3,194,603
	193,085,528	3,186,790	(5,514,538)	190,757,780

	Balance as at 1.7.2024 RM	Depreciation charges for the financial year RM	Written off RM	Balance as at 30.6.2025 RM
Accumulated depreciation				
Bearer plants	24,880,895	3,853,263	(5,514,538)	23,219,620
Plant and equipment	2,225,884	292,512	–	2,518,396
Motor vehicles	2,105,023	381,757	–	2,486,780
	29,211,802	4,527,532	(5,514,538)	28,224,796

Notes to the Financial Statements
(Cont'd)

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

Company 2026	Balance as at 1.7.2025 RM	Additions RM	Balance as at 30.6.2026 RM
Cost			
Plant and equipment	434,409	22,050	456,459
Motor vehicles	181,902	–	181,902
	616,311	22,050	638,361

	Balance as at 1.7.2025 RM	Depreciation charges for the financial year RM	Balance as at 30.6.2026 RM
Accumulated depreciation			
Plant and equipment	111,235	55,574	166,809
Motor vehicles	84,888	36,380	121,268
	196,123	91,954	288,077

Company 2025	Balance as at 1.7.2024 RM	Additions RM	Written off RM	Balance as at 30.6.2025 RM
Cost				
Plant and equipment	666,601	20,086	(252,278)	434,409
Motor vehicles	181,902	–	–	181,902
	848,503	20,086	(252,278)	616,311

	Balance as at 1.7.2024 RM	Depreciation charges for the financial year RM	Written off RM	Balance as at 30.6.2025 RM
Accumulated depreciation				
Plant and equipment	312,187	51,326	(252,278)	111,235
Motor vehicles	48,507	36,381	–	84,888
	360,694	87,707	(252,278)	196,123

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

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Carrying amount				
Freehold estate land	135,384,965	125,143,889	–	–
Bearer plants	42,896,663	34,868,587	–	–
Plant and equipment	1,893,120	1,812,685	289,650	323,174
Motor vehicles	517,287	707,823	60,634	97,014
	180,692,035	162,532,984	350,284	420,188

(a) Property, plant and equipment are stated at cost less any accumulated depreciation and any accumulated impairment losses.

(b) Freehold estate land has unlimited useful life and is not depreciated.

(c) Bearer plants include mature and immature plantations that are established or acquired by the Group. Bearer plants are depreciated when the plantation starts to be harvested. Oil palm bearer plants are depreciated over their useful life from year five (5) to year twenty five (25) while durian bearer plants are depreciated over their useful life from year six (6) to year fifty (50). No depreciation is provided on the immature oil palm bearer plants from year one (1) to year four (4) and immature durian bearer plants from year one (1) to year five (5).

(d) Depreciation of other property, plant and equipment is calculated to write off the cost of the assets on a straight line basis over their estimated useful lives. The principal annual depreciation rates are as follows:

Plant and equipment	5% - 20%
Motor vehicles	20%

(e) Analysis of bearer plants:

Bearer plants comprise of oil palm plantation and durian plantation.

At the end of the financial year, the Group's mature and immature plantations are as follows:

	Group	
Carrying amount	2026 RM	2025 RM
Oil palm plantation:		
- Mature	18,029,474	20,594,729
- Immature	2,137,617	952,748
	20,167,091	21,547,477
Durian:		
- Mature	10,396,884	4,565,958
- Immature	12,332,688	8,755,152
	22,729,572	13,321,110
	42,896,663	34,868,587

Notes to the Financial Statements
(Cont'd)

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

(f) The Group assessed whether there were any indicators of impairment of property, plant and equipment during the financial year. In doing this, management considered the current environment and performance of the Cash Generating Units ("CGUs"). Management considered the losses in a subsidiary in the current financial year as impairment indicators.

A CGU's recoverable amount is based on value-in-use. Management has made estimates about the future results and key assumptions applied to cash flow projections of the CGUs. These key assumptions are applied to cash flow projections of the CGUs and include forecast growth in future revenue, as well as determining an appropriate pre-tax discount rate.

The disclosures of the key inputs and assumptions are set out as follows:

(i) The Crude Palm Oil ("CPO") and durian prices, pre-tax discount rate, ultimate disposal value and cash flow projections periods applied to the cash flow projections are as follows:

	2026	2025
CPO price (RM/MT)	4,500	4,100
Durian price (RM/KG)	3 - 28	6 - 42
Pre-tax discount rates (%)	6.10	6.11
Ultimate disposal value (RM'000)	4,096	4,086
Cash flow projections periods (years)	25	25

(ii) The calculations of value-in-use for the CGU are most sensitive to the following assumptions:

CPO price - CPO price is based on prevailing market prices, observable market data and management's expectations of future commodity price trends.

Fresh Fruit Bunch ("FFB") yields - FFB yields are based on historical yield performance, tree maturity profiles and benchmark yields within the plantation industry.

Durian price - Durian price is based on prevailing market conditions and management's expectations of future demand and pricing trends for the respective durian varieties.

Durian yields - Durian yields are based on historical yield performance, tree maturity profiles and benchmark yields within the plantation industry.

Pre- tax discount rates - Discount rates reflect the current market assessment of the risks specific to each CGU.

Ultimate disposal value - Ultimate disposal value is based on the assumption that the plantation land will be disposed of at the end of the 25-year cash flow projection period. The estimated market value of the land at the end of the projection period has been discounted to its present value using the pre-tax discount rate applicable to the CGU.

Cash flow projections periods - Cash flow projections are prepared over a 25-year period, reflecting the estimated productive life of the plantation.

In assessing value-in-use, management is of the view that no foreseeable changes in any of the above key assumptions would cause the carrying amounts of the assets and investment in a subsidiary to materially exceed their recoverable amounts. Therefore, no impairment was required at the end of financial year.

5. LEASES

The Group and the Company as lessee

Right-of-use assets

Group 2026 Carrying amount	Balance as at 1.7.2025 RM	Modifications RM	Depreciation RM	Balance as at 30.6.2026 RM
Premises	543,176	616,799	(196,004)	963,971

2025 Carrying amount	Balance as at 1.7.2024 RM	Depreciation RM	Balance as at 30.6.2025 RM
Premises	744,176	(201,000)	543,176

Lease liabilities

Group 2026 Carrying amount	Balance as at 1.7.2025 RM	Modifications RM	Lease payments RM	Interest expense RM	Balance as at 30.6.2026 RM
Premises	559,327	601,365	(216,000)	27,076	971,768

2025 Carrying amount	Balance as at 1.7.2024 RM	Lease payments RM	Interest expense RM	Balance as at 30.6.2025 RM
Premises	754,329	(216,000)	20,998	559,327

Right-of-use assets

Company 2026 Carrying amount	Balance as at 1.7.2025 RM	Modifications RM	Depreciation RM	Balance as at 30.6.2026 RM
Premises	517,825	520,646	(164,307)	874,164

Notes to the Financial Statements
(Cont'd)

5. LEASES (CONT'D)

The Group and the Company as lessee (Cont'd)

Right-of-use assets (Cont'd)

Company 2025 Carrying amount	Balance as at 1.7.2024 RM	Depreciation RM	Balance as at 30.6.2025 RM
Premises	685,023	(167,198)	517,825

Lease liabilities

Company 2026 Carrying amount	Balance as at 1.7.2025 RM	Modifications RM	Lease payments RM	Interest expense RM	Balance as at 30.6.2026 RM
Premises	532,917	505,626	(180,000)	20,002	878,545

2025 Carrying amount	Balance as at 1.7.2024 RM	Lease payments RM	Interest expense RM	Balance as at 30.6.2025 RM
Premises	694,693	(180,000)	18,224	532,917

	Group		Company	
Represented by:	**2026 RM**	**2025 RM**	**2026 RM**	**2025 RM**
Current liabilities	159,207	186,864	128,291	160,454
Non-current liabilities	812,561	372,463	750,254	372,463
	971,768	559,327	878,545	532,917
Lease liabilities owing to a non-financial institution	971,768	559,327	878,545	532,917

(a) The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use asset or the end of the lease term. The lease terms of right-of-use assets are as follows:

Premises	4 - 6 years

(b) Impairment testing on right-of-use assets is similar to that of property, plant and equipment as disclosed in Note 4(f) to the financial statements.

5. LEASES (CONT'D)

The Group and the Company as lessee (Cont'd)

(c) The Group and the Company have low value lease of office equipments of RM20,000 and below. The Group and the Company apply the "lease of low-value asset" exemptions for this lease.

(d) The following are the amounts recognised in profit or loss:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Depreciation charge of right-of-use asset (included in administration expenses)	196,004	201,000	164,307	167,198
Interest expense on lease liabilities (included in finance costs)	27,076	20,998	20,002	18,224
Expense relating to leases of low-value assets (included in administration expenses)	7,664	8,836	4,436	5,070
Gain on lease modification	(15,434)	–	(15,020)	–
	215,310	230,834	173,725	190,492

(e) The Group and the Company enters a lease contract that include extension and termination options. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations.

(f) The following are total cash outflows for leases as a lessee:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Included in net cash from/ (used in) operating activities:				
Payments relating to:				
- leases of low-value assets	7,664	8,836	4,436	5,070
Included in net cash used in financing activities:				
Payment of lease liabilities	216,000	216,000	180,000	180,000
	223,664	224,836	184,436	185,070

Notes to the Financial Statements
(Cont'd)

5. LEASES (CONT'D)

The Group and the Company as lessee (Cont'd)

(g) The following table sets out the carrying amounts, the weighted average incremental borrowing rates and the remaining maturities of the lease liabilities of the Group and of the Company that are exposed to interest rate risk:

Group	Weighted average incremental borrowing rate %	Within 1 year RM	Within 1-5 years RM	Over 5 years RM	Total RM
2026					
Lease liabilities					
Fixed rate	6.44	159,207	666,102	146,459	971,768
2025					
Lease liabilities					
Fixed rate	3.10	186,864	372,463	–	559,327

Company	Weighted average incremental borrowing rate %	Within 1 year RM	Within 1-5 years RM	Over 5 years RM	Total RM
2026					
Lease liabilities					
Fixed rate	6.42	128,291	603,795	146,459	878,545
2025					
Lease liabilities					
Fixed rate	2.92	160,454	372,463	–	532,917

(h) Sensitivity analysis for lease liabilities as at the end of the reporting period is not presented as fixed rate instruments are not affected by change in interest rates.

5. LEASES (CONT'D)

The Group and the Company as lessee (Cont'd)

(i) The table below summarises the maturity profile of the lease liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations as follows:

Group 30 June 2026	Within 1 year RM	Within 1-5 years RM	Over 5 years RM	Total RM
Lease liabilities	216,000	786,000	150,000	1,152,000
30 June 2025				
Lease liabilities	199,716	386,179	–	585,895

Company 30 June 2026	Within 1 year RM	Within 1-5 years RM	Over 5 years RM	Total RM
Lease liabilities	180,000	720,000	150,000	1,050,000
30 June 2025				
Lease liabilities	172,716	386,179	–	558,895

The Group as lessor

The Group has entered into non-cancellable lease agreements on certain properties for terms of between one (1) to six (6) years and renewable at the end of the lease period. The monthly rental consists of a fixed base rent.

The Group has aggregate future minimum lease receivable as at the end of each reporting period as follows:

	Group	
	2026 RM	2025 RM
Less than one (1) year	928,197	852,576
Within one (1) to two (2) years	726,823	523,833
Within two (2) to three (3) years	240,480	264,880
Within three (3) to four (4) years	53,045	96,980
Within four (4) to five (5) years	–	53,045
	1,948,545	1,791,314

Notes to the Financial Statements
(Cont'd)

6. INVESTMENT PROPERTIES

Group 2026	Balance as at 1.7.2025 RM	Fair value adjustment RM	Balance as at 30.6.2026 RM
Lands and buildings	10,700,000	(1,000,000)	9,700,000

2025	Balance as at 1.7.2024 RM	Fair value adjustment RM	Balance as at 30.6.2025 RM
Lands and buildings	10,799,868	(99,868)	10,700,000

(a) Investment properties principally comprise properties held for rental yields or capital appreciation or both and are not occupied by the Group.

(b) Investment properties are initially measured at cost, being the fair value of consideration paid, including related transactions costs and subsequently carried at fair value.

(c) The following are recognised in profit or loss:

	Group	
	2026 RM	2025 RM
Fair value loss on investment properties	1,000,000	99,868
Direct expenses incurred to generate the rental income	975,219	998,822
Rental income generating	(1,136,991)	(1,021,311)

(d) The fair value of investment properties of the Group are categorised as follows:

	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
2026				
Lands and buildings	–	–	9,700,000	9,700,000
2025				
Land and buildings	–	–	10,700,000	10,700,000

(i) There were no transfers between Level 1, Level 2 and Level 3 fair value measurements during the financial years ended 30 June 2026 and 30 June 2025.

(ii) Lands and buildings at Level 3 fair value measurements are based primarily on valuation reports by professional valuers. In relying on the valuation reports, the Directors have exercised its judgement and is satisfied that the valuation methods and estimates reflect the current market conditions.

6. INVESTMENT PROPERTIES (CONT'D)

(d) (Cont'd)

Fair value information

The valuation techniques and significant unobservable inputs used in determining Level 3 fair value measurement of investment properties as well as the relationship between its significant unobservable inputs and fair value, is detailed in the table below:

Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurements
In arriving at the fair value, the land and the building of a property are valued separately. The values of the lands are derived based on comparison method where it analyses recent transactions and asking price of similar properties based on location, plot size, accessibility and other relevant factors. The values of the buildings are derived based on the summation of the replacement costs of the buildings. The replacement costs of buildings are determined based on current estimates of reconstruction cost less depreciation or replacement cost less depreciation, obsolescence and existing physical condition of the buildings.	• Land value ranging from RM15 per sq. ft. to RM49 per sq. ft. (2025: RM20 per sq. ft. to RM50 per sq. ft.). • Main floor area cost ranging from RM110 per sq. ft. to RM170 per sq. ft. (2025: RM100 per sq. ft. to RM160 per sq. ft.). • Depreciation rates ranging from 70% to 90% (2025: 75% to 85%).	The estimated fair value would increase/(decrease) if: • Land value per square foot was higher/(lower). • Main floor area cost per square foot was higher/(lower). • Depreciation rates were lower/(higher).

7. OTHER INVESTMENTS

	Group	
	2026	2025
Fair value through other comprehensive income	**RM**	**RM**
Quoted shares in Malaysia		
At beginning of financial year	163,525	181,460
Fair value change	(33,760)	(17,935)
At end of financial year	129,765	163,525

(a) These quoted shares are not held for trading for which the Group has irrevocably elected at initial recognition to recognise at fair value through other comprehensive income ("FVOCI"). The Group considers this classification to be appropriate and relevant.

Notes to the Financial Statements
(Cont'd)

7. OTHER INVESTMENTS (CONT'D)

(b) At the end of the year, if the market price had been five percent (5%) higher or lower, higher or lower fair value gains on financial assets will be recognised directly in other comprehensive income and the fair value of equity instruments classified as FVOCI will be higher or lower with all other variables held constant. The following table demonstrates the sensitivity of the FVOCI reserve of the Group:

	Group	
	2026 RM	2025 RM
Fair value reserve		
- increase by 5% (2025: 5%)	6,488	8,176
- decrease by 5% (2025: 5%)	(6,488)	(8,176)

(c) Quoted shares of the Group are categorised as Level 1 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

8. INVESTMENTS IN SUBSIDIARIES

	Company	
	2026 RM	2025 RM
At cost		
Unquoted equity shares	208,533,223	208,533,223

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

All components of non-controlling interests shall be measured at their acquisition date fair values, unless another measurement basis is required by MFRSs. The choice of measurement basis is made on a combination-by-combination basis. Subsequent to initial recognition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

(b) The Company and/or its subsidiaries assessed whether there are any indications of impairment of investments in subsidiaries during the financial year. In doing this, management considered the current environment and performance of the subsidiaries. Management considered losses in a subsidiary with a carrying amount of cost of investment amounted to RM30,983,588 as an impairment indication.

The recoverable amount of the subsidiary is determined based on value-in-use calculation using cash flow projections derived from financial budgets approved by the Board. Value-in-use is the net present value of the projected future cash flows, which involve judgements in estimating the key assumptions, including growth in future revenue and profit margins as well as determining an appropriate pre-tax discount rate used for the subsidiary. Impairment losses are made when the carrying amount of the investments in subsidiaries exceed its recoverable amount.

Impairment testing on investment in this subsidiary is similar to that of property, plant and equipment as disclosed in Note 4(f) to the financial statements.

8. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(c) The details of the subsidiaries are as follows:

Name of company	Country of incorporation/ Principal place of business	Interest in equity held by Company 2026 %	Company 2025 %	Subsidiary 2026 %	Subsidiary 2025 %	Principal activities
*Matang Holdings Berhad ("MHB")	Malaysia	100	100	-	-	Engaged in investment holding.
*Matang Agriculture and Plantation (Yong Peng) Sdn. Bhd. ("MAPYP")	Malaysia	100	100	-	-	Engaged in cultivation of oil palm and durian, sales of fresh fruit bunch and durian.
Subsidiary of Matang Holdings Berhad						
*Matang Agriculture and Plantation (Segamat) Sdn. Bhd. ("MAPS")	Malaysia	-	-	100	100	Engaged in management of plantation estate, cultivation of oil palm and durian, sales of fresh fruit bunch and durian.

** Audited by BDO PLT, Malaysia.*

9. INVENTORIES

	Group 2026 RM	2025 RM
At cost		
Estate consumables	207,212	184,200
Nursery	181,099	236,663
	388,311	420,863

Inventories are stated at the lower of cost and net realisable value.

(a) Inventories

Costs of estate consumables and nursery are determined using the first-in, first out formula. The cost of estate consumables comprises all costs of purchase plus the cost of bringing the inventories to their present location and condition. The cost of nursery includes the cost of raw materials, direct labour and a proportion of production overheads.

During the financial year, inventories of the Group recognised as cost of sales amounted to RM1,223,400 (2025: RM2,128,814).

Notes to the Financial Statements
(Cont'd)

10. BIOLOGICAL ASSETS

At fair value	Group 2026 RM	2025 RM
Balance as at 1 July 2025/2024	864,170	739,281
Fair value (loss)/gain	(175,853)	124,889
Balance as at 30 June 2026/2025	688,317	864,170

(a) The biological assets of the Group comprise of fresh fruit bunches ("FFB") and durians prior to harvest.

The valuation model for agriculture produce adopted by the Group considers the cash flows expected to be generated from the agricultural produce. To arrive at the fair value of FFB, the management has considered the oil content of the unripe FFB and assumes that the cash flows to be generated from FFB to be harvested beyond 15 days is negligible, therefore only the expected sales from the quantity of unripe FFB on bearer plant of up to 15 days prior to harvest was used for valuation purpose.

To arrive at the fair value of durians, the management has made the assumption that the net cash flows to be generated from durian is based on its estimated 7 days ripening period and therefore the quantity of unripe durians on bearer plants of up to 7 days prior to harvest was used for valuation purposes.

(b) The fair value measurement of the biological assets was categorised within Level 3 of the fair value hierarchy.

(c) The fair values of biological assets are categorised as follows:

	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
2026				
Biological assets	–	–	688,317	688,317
2025				
Biological assets	–	–	864,170	864,170

There were no transfers between Level 1, Level 2 and Level 3 fair value measurements during the financial years ended 30 June 2026 and 30 June 2025.

11. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Trade receivables				
Third parties	582,413	722,906	–	–
Amount owing by a subsidiary	–	–	1,060,073	804,856
	582,413	722,906	1,060,073	804,856
Other receivables and deposits				
Other receivables	229,164	634,826	39,901	366,912
Deposits	177,773	203,288	67,291	75,481
Amounts owing by subsidiaries	–	–	10,394,980	–
	406,937	838,114	10,502,172	442,393
Total receivables, net of prepayments	989,350	1,561,020	11,562,245	1,247,249
Prepayments	147,310	77,197	53,578	45,280
	1,136,660	1,638,217	11,615,823	1,292,529

(a) Total receivables (excluding prepayments) are classified as financial assets measured at amortised cost.

(b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group was 14 - 30 days (2025: 14 - 30 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.

(c) Non-trade amounts owing by subsidiaries represent advances, which is unsecured, interest free and repayable in cash and cash equivalents within next twelve (12) months.

(d) All trade and other receivables are denominated in Ringgit Malaysia ('RM').

(e) Impairment for trade receivables are recognised based on the simplified approach using the lifetime expected credit losses. Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group is exposed to credit risk. Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach within MFRS 9 using the lifetime expected credit losses. The Group considers credit loss experience and observable data such as current changes and future forecasts in economic conditions to estimate the amount of expected impairment loss. The methodology and assumptions including any forecasts of future economic conditions are reviewed regularly.

For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised in the statements of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectable, the gross carrying amount of the asset would be written off against the associated impairment.

Individual assessment of impairment of trade receivables are separately assessed when it is probable that cash due will not be received in full.

It requires management to exercise judgement in determining the probability of default by trade receivables and appropriate forward-looking information. No expected credit loss is recognised from trade receivables as it is negligible.

Notes to the Financial Statements
(Cont'd)

11. TRADE AND OTHER RECEIVABLES (CONT'D)

(f) Impairment for other receivables, amounts owing by subsidiaries and deposits are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. At the end of the reporting period, the Group assesses whether there has been a significant increase in credit risk for financial assets by comparing the risk for default occurring over the expected life with the risk of default since initial recognition. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the 12 months after the end of the reporting period. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group is exposed to credit risk.

The Group and the Company defined significant increase in credit risk based on changes to contractual terms, payment delays and past due information.

A financial asset is 'credit impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit impaired includes the following observable data:

(i) Significant financial difficulties of the debtor;
(ii) A breach of contract such as a default or being more than 90 days past due; or
(iii) It is probable that the debtor will enter bankruptcy or other financial reorganisation.

It requires management to exercise its judgement in determining the probabilities of default by other receivables, appropriate forward-looking information (gross domestic product ("GDP")), inflation rate and crude palm oil ("CPO") price and significant increase in credit risk.

(g) The following table provides information about the exposure to credit risk and ECLs for trade receivables as at the end of the reporting period which are grouped together as they are expected to have similar risk nature.

Group	**Gross carrying amount RM**	**Loss allowance RM**	**Net balance RM**
2026			
Current	582,413	-*	582,413
2025			
Current	722,906	-*	722,906
Company			
2026			
Current	1,060,073	-*	1,060,073
2025			
Current	804,856	-*	804,856

** No expected credit loss is recognised arising from trade receivables as it is negligible.*

11. TRADE AND OTHER RECEIVABLES (CONT'D)

(g) The following table provides information about the exposure to credit risk and ECLs for trade receivables as at the end of the reporting period which are grouped together as they are expected to have similar risk nature. (Cont'd)

As at the end of each reporting period, the credit risks exposures and concentration relating to trade receivables of the Group and of the Company are summarised in the table below:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Maximum exposure	582,413	722,906	1,060,073	804,856
Collateral obtained	–	–	–	–
	582,413	722,906	1,060,073	804,856

During the financial year, the Group and the Company did not renegotiate the terms of any trade receivables.

12. CASH AND BANK BALANCES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash and bank balances	4,424,476	3,001,583	1,187,463	675,066
Deposits with licensed banks	31,089,870	48,169,929	21,520,873	31,414,355
Short term funds	23,038,466	25,543,549	3,734,251	5,043,149
	58,552,812	76,715,061	26,442,587	37,132,570

(a) Cash and bank balances and deposits with licensed banks are classified as financial assets measured at amortised cost.

(b) Deposits with licensed banks of the Group and the Company have a range of maturity period of 1 month to 1 year (2025: 1 month to 1 year); with weighted average effective interest rate of 2.47% (2025: 3.78%) and 2.13% (2025: 3.80%) per annum respectively.

(c) All cash and bank balances and short term funds are denominated in Ringgit Malaysia ('RM').

(d) Sensitivity analysis of interest rate at the end of the reporting period, assuming that all other variables remain constant, are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Profit after tax/Equity				
- if interest rate increases by 1% (2025: 1%)	466,668	621,527	200,901	289,181
- if interest rate decreases by 1% (2025: 1%)	(466,668)	(621,527)	(200,901)	(289,181)

Notes to the Financial Statements
(Cont'd)

12. CASH AND BANK BALANCES (CONT'D)

(e) Short term funds aim to invest in highly liquid instruments which are investing its assets in Ringgit Malaysia deposits with financial institutions in Malaysia and are redeemable with one (1) day notice. These funds are subject to an insignificant risk of changes in value and form part of net cash and cash equivalents.

(f) Short term funds of the Group and the Company are classified as financial assets at fair value through profit or loss and are categorised as Level 1 in the fair value hierarchy. Fair value of short term funds are determined by reference to the quoted prices at the close of business at the end of each reporting period.

(g) Sensitivity analysis for market price risk

Short term funds of the Group and the Company are exposed to changes in market quoted prices. However, the volatility of these funds' prices is considered low, and hence, sensitivity analysis for equity price risk is not presented.

(h) There is no transfer between levels in the fair value hierarchy during the financial year.

(i) No expected credit losses were recognised arising from cash at banks and deposits with financial institutions because the probability of default by these financial institutions were negligible.

(j) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of each reporting period:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash, bank balances and short term funds	58,552,812	76,715,061	26,442,587	37,132,570
Less:				
Deposits placed with licensed banks more than three (3) months	(9,644,116)	(36,443,471)	(711,635)	(25,453,699)
	48,908,696	40,271,590	25,730,952	11,678,871

13. SHARE CAPITAL

	Group and Company			
	2026		2025	
	Number of shares	RM	Number of shares	RM
Issued and fully paid with no par value:				
At beginning of financial year/ At end of financial year	2,389,200,276	245,070,549	2,389,200,276	245,070,549

The owners of the Company are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meeting of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.

14. RESERVES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Non-distributable:				
Fair value reserve	5,190	38,950	–	–
Merger reserve	(108,000,004)	(108,000,004)	–	–
	(107,994,814)	(107,961,054)	–	–
Distributable:				
Retained earnings	109,396,002	111,209,538	1,568,162	1,569,352
	1,401,188	3,248,484	1,568,162	1,569,352

(a) Fair value reserve

Fair value reserve represents the cumulative fair value changes of financial assets at fair value through other comprehensive income until they are disposed or impaired.

(b) Merger reserve

The merger reserve arose from the pooling of interest method of accounting used on consolidation of MHB Group. The merger reserve represents the difference between the amount recorded as the cost of investment, which comprised the share capital issued by the Company and the nominal value of share capital of the subsidiary, MHB.

	RM
Cost of investment	168,000,006
Less: Nominal value of shares in MHB	(60,000,002)
Merger reserve	108,000,004

Notes to the Financial Statements
(Cont'd)

15. DEFERRED TAX ASSETS/(LIABILITIES)

(a) The deferred tax assets and liabilities are made up of the following:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Balance as at 1 July 2025/1 July 2024	(1,998,461)	(1,677,845)	101,385	59,094
Recognised in profit or loss (Note 19)				
- current year	(606,191)	(307,504)	(18,916)	46,981
- prior years	318,735	(13,112)	(40,317)	(4,690)
	(287,456)	(320,616)	(59,233)	42,291
Balance as at 30 June 2026/ 30 June 2025	(2,285,917)	(1,998,461)	42,152	101,385
Presented after appropriate offsetting:				
Deferred tax assets	42,152	101,385	42,152	101,385
Deferred tax liabilities	(2,328,069)	(2,099,846)	–	–
	(2,285,917)	(1,998,461)	42,152	101,385

(b) The components and movements of deferred tax assets and liabilities during the financial year are as follows:

Deferred tax liabilities of the Group

Deferred tax liabilities	Property, plant and equipment RM	Other temporary differences RM	Total RM
At 1 July 2024	(1,826,809)	89,870	(1,736,939)
Recognised in profit or loss	(331,633)	(31,274)	(362,907)
At 30 June 2025/ 1 July 2025	(2,158,442)	58,596	(2,099,846)
Recognised in profit or loss	(241,983)	13,760	(228,223)
At 30 June 2026	(2,400,425)	72,356	(2,328,069)

Deferred tax assets of the Group and Company

	Property, plant and equipment RM	Other temporary differences RM	Total RM
At 1 July 2024	(25,374)	84,468	59,094
Recognised in profit or loss	3,902	38,389	42,291
At 30 June 2025/ 1 July 2025	(21,472)	122,857	101,385
Recognised in profit or loss	(1,815)	(57,418)	(59,233)
At 30 June 2026	(23,287)	65,439	42,152

16. TRADE AND OTHER PAYABLES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Trade payables				
Third parties	365,889	193,018	–	–
Amount owing to subsidiaries	–	–	13,388	–
	365,889	193,018	13,388	–
Other payables				
Other payables	221,779	218,503	16,642	50,682
Accruals	2,371,742	2,942,449	947,277	1,411,792
Amounts owing to related parties	30,904	71,164	–	–
Deposits received	271,923	266,835	–	–
	2,896,348	3,498,951	963,919	1,462,474
	3,262,237	3,691,969	977,307	1,462,474

(a) Trade and other payables are classified as financial liabilities measured at amortised cost.

(b) Trade payables are non-interest bearing and the normal trade credit terms granted to the Group and the Company ranges from 30 to 90 days (2025: 30 to 90 days).

(c) All trade and other payables are denominated in Ringgit Malaysia ('RM').

(d) Amounts owing to related parties represent advances and payments made on behalf, which are unsecured, interest free and repayable within the next twelve months.

(e) Maturity profile of the trade and other payables of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations is repayable on demand or within one year.

(f) Included in accruals of the Group and of the Company amounting to RM94,708 (2025: RM327,283) representing other payable to the vendor for the acquisition of the subsidiary, MAPYP in the previous financial year.

17. REVENUE

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Revenue from contracts with customers				
- Sale of palm products	17,340,717	20,498,560	–	–
- Sale of durians	346,878	1,079,901	–	–
Other revenue:				
- Dividend income	–	–	5,311,535	2,072,794
- Management service and support charges	–	–	1,872,140	1,667,588
	17,687,595	21,578,461	7,183,675	3,740,382

Notes to the Financial Statements
(Cont'd)

17. REVENUE (CONT'D)

(a) Sale of palm products and durians

Revenue from the sale of palm products and durian are recognised at a point in time when the products have been transferred to the customer and coincide with the delivery of products and acceptance by customers.

There is no significant financing component in the revenue arising from the sale of palm products and durian as the sales are made on the normal credit terms not exceeding twelve months.

(b) Dividend income

Dividend income is recognised when the right to receive payment is established.

(c) Management service and support charges

Management service and support charges are recognised when the right to receive payment is established.

18. PROFIT BEFORE TAX

Other than those disclosed elsewhere in the financial statements, the profit before tax is arrived at:

		Group		Company	
	Note	2026 RM	2025 RM	2026 RM	2025 RM
After charging:					
Auditors' remuneration					
- statutory audit		97,800	93,400	36,500	35,000
- other audit related services		5,300	5,300	5,300	5,300
Rental of photocopiers		7,664	8,836	4,436	5,070
Property, plant and equipment written off		176,918	–	–	–
And crediting:					
Interest income	(a)	1,544,917	1,834,105	1,007,839	1,227,264
Fair value gain from short term funds		765,219	972,893	132,396	195,462
Rental income	(b)	1,137,831	1,022,711	–	–

(a) Interest income

Interest income is recognised as it accrues, using the effective interest method.

(b) Rental income

Rental income is accounted for on a straight line basis over the lease term of an ongoing lease.

19. TAX EXPENSE

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Income tax				
- current year	2,432,396	2,733,122	229,000	234,050
- (over)/under provision in prior years	(19,050)	211,135	5,993	(4,022)
	2,413,346	2,944,257	234,993	230,028
Deferred tax (Note 15)				
- relating to origination and reversal of temporary differences	606,191	307,504	18,916	(46,981)
- (over)/under provision in prior years	(318,735)	13,112	40,317	4,690
	287,456	320,616	59,233	(42,291)
	2,700,802	3,264,873	294,226	187,737

(a) The Malaysian income tax is calculated at the statutory tax rate of twenty-four percent (24%) (2025: 24%) of the estimated taxable profits for the fiscal years.

(b) The numerical reconciliation between tax expense and the product of accounting profit multiplied by applicable tax rate of the Group and of the Company are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Profit before tax	6,143,506	9,228,486	5,549,276	2,140,127
Tax expense at applicable tax of 24% (2025: 24%)	1,474,441	2,214,837	1,331,826	513,630
Non-allowable expenses	1,344,826	1,062,519	226,377	224,046
Allowable expenses capitalised in bearer plants	–	(23,507)	–	–
Allowable expenses not included in profit or loss	–	(32,610)	–	–
Non-taxable income	(192,638)	(280,839)	(1,310,287)	(550,607)
Deferred tax assets not recognised	411,958	100,226	–	–
	3,038,587	3,040,626	247,916	187,069
(Over)/Under provision in prior years				
- income tax	(19,050)	211,135	5,993	(4,022)
- deferred tax	(318,735)	13,112	40,317	4,690
	2,700,802	3,264,873	294,226	187,737

Notes to the Financial Statements
(Cont'd)

19. TAX EXPENSE (CONT'D)

(c) The amounts of temporary differences for which no deferred tax assets have been recognised in the statement of financial position are as follows:

	Group	
	2026 RM	2025 RM
Unutilised tax losses		
- Expires by 30 June 2036	88,057	–
Other temporary difference	2,381,578	753,145
	2,469,635	753,145

Deferred tax assets of a subsidiary have not been recognised in respect of these items as it is not probable that taxable profits of this subsidiary would be available against which the deductible temporary differences could be utilised.

The availability of unutilised tax losses for offsetting against future taxable profits is subject to guidelines issued by tax authority. Unutilised tax losses of the subsidiary can be carried forward up to 10 consecutive years of assessment immediately following the year of assessment under the tax legislation of Inland Revenue Board.

(d) Tax on each component of other comprehensive income is as follows:

	Group		
2026	Before tax RM	Tax effect RM	After tax RM
Item that will not be reclassified subsequently to profit or loss			
Fair value loss on equity investments at fair value through other comprehensive income	(33,760)	–	(33,760)
2025			
Item that will not be reclassified subsequently to profit or loss			
Fair value loss on equity investments at fair value through other comprehensive income	(17,935)	–	(17,935)

20. CAPITAL COMMITMENTS

	Group	
	2026 RM	2025 RM
Authorised capital expenditure not provided for in the financial statements - contracted	655,234	174,139
Analysed as follows:		
- Property, plant and equipment	655,234	174,139

21. EMPLOYEE BENEFITS

The total employee benefits recognised in profit or loss are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Salaries, allowances and overtime	2,429,526	2,501,664	1,478,337	1,631,844
Contributions to defined contribution plan	337,164	338,437	166,277	196,369
Other employee benefits	717,319	714,137	181,874	95,224
	3,484,009	3,554,238	1,826,488	1,923,437

Included in employee benefits expense of the Group and the Company are Directors' remuneration amounting to RM768,865 (2025: RM817,418) and RM671,665 (2025: RM691,418) respectively, as further disclosed in Note 25(c) to the financial statements.

22. EARNINGS PER SHARE ("EPS")

(a) Basic earnings per ordinary share for the financial year is calculated by dividing the profit for the financial year attributable to ordinary equity holders of the Company by the number of ordinary shares in issue during the financial year.

	Group	
	2026	2025
Profit attributable to owners of the parent (RM)	3,442,704	5,963,613
Weighted average number of ordinary shares in issue (unit)	2,389,200,276	2,389,200,276
Basic EPS (sen)	0.14	0.25

(b) Diluted EPS of the Group for the financial years ended 30 June 2026 and 30 June 2025 is equivalent to the basic EPS as there are no potential ordinary shares outstanding as at the end of each reporting period.

Notes to the Financial Statements
(Cont'd)

23. DIVIDENDS

	Group and Company			
	2026		2025	
	Gross dividend per share sen	Amount of dividend net of tax RM	Gross dividend per share sen	Amount of dividend net of tax RM
In respect of financial year ended 30 June 2025				
- Final single tier cash dividend	0.22	5,256,240	–	–
In respect of financial year ended 30 June 2024				
- Final single tier cash dividend	–	–	0.16	3,822,478
	0.22	5,256,240	0.16	3,822,478

As approved by shareholders at an Annual General Meeting held on 19 November 2024, a first and final single tier dividend of 0.16 sen per share, amounting to RM3,822,478 in respect of financial year ended 30 June 2024 was paid on 8 January 2025.

As approved by shareholders at an Annual General Meeting held on 26 November 2025, a first and final single tier dividend of 0.22 sen per share, amounting to RM5,256,240 in respect of financial year ended 30 June 2025 was paid on 7 January 2026.

At the forthcoming Annual General Meeting, a first and final single tier dividend of 0.14 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 in shareholders' equity as an appropriation of retained profits in the financial year ending 30 June 2027.

24. SEGMENT REPORTING

The Group is predominantly involved in management of plantation estate, cultivation of oil palm and durian and sale of fresh fruit bunch and durian which is the only reportable segment. Other non-reportable segment is investment holding and investment property. These segments do not meet the quantitative threshold for reporting segments in 2026 and 2025. All the Group's operations are carried out in Malaysia.

The Group evaluates performance on the basis of profit or loss from operations before tax.

25. RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Company has controlling related party relationship with its direct and indirect subsidiaries.

25. RELATED PARTY DISCLOSURES (CONT'D)

(a) Identities of related parties (Cont'd)

The Group also has related party relationship with the following parties:

Related parties	Relationship
Huaren Resources Sdn. Bhd. ("Huaren")	Related party
Hua Kee Local Food Sdn. Bhd. ("Hua Kee")	Related party
Malaysian Chinese Association Johor State Liaison Committee ("MCA Johor")	Related party
CH Excavator Work Sdn. Bhd. ("CH Excavator")	Related party

(b) Significant related party transactions and balances

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Related parties:				
Rental of office charged by Huaren	181,800	180,000	181,800	180,000
Rental of office charged by MCA Johor	36,000	36,000	–	–
Sale of durian to Hua Kee	–	(40,895)	–	–
Vehicle rental expenses charged by CH Excavator	90,163	10,420	–	–
Replanting works charged by CH Excavator	70,249	344,832	–	–

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Subsidiaries:				
Advances	–	–	10,377,970	–
Dividend income	–	–	(5,311,535)	(2,072,794)
Management services and support income	–	–	(1,872,140)	(1,667,588)

The related party transactions described above were carried out in the ordinary course of business and established under negotiated and mutually agreed terms.

Notes to the Financial Statements
(Cont'd)

25. RELATED PARTY DISCLOSURES (CONT'D)

(c) Compensation of key management personnel

Key management personnel are defined as those persons having the authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly.

Key management personnel comprise all the Directors of the Group.

The remuneration of the Directors during the financial year are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Fees	276,692	285,699	180,692	165,699
Other emoluments	492,173	531,719	490,973	525,719
Total key management compensation	768,865	817,418	671,665	691,418

26. CAPITAL AND FINANCIAL RISK MANAGEMENT

(a) Capital management

The primary objective of the Group's capital management is to ensure that entities of the Group would be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The overall strategy of the Group remains unchanged from financial year ended 30 June 2025.

The Group manages its capital structure and make adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 30 June 2026 and 30 June 2025.

The Group monitors capital using a gearing ratio, which is net debt divided by total capital. Net debt represents lease liabilities, trade and other payables, less cash and bank balances and short-term funds. Total capital represents equity attributable to the owners of the parent.

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Lease liabilities	971,768	559,327	878,545	532,917
Trade and other payables	3,262,237	3,691,969	977,307	1,462,474
Total liabilities	4,234,005	4,251,296	1,855,852	1,995,391
Less: Cash and bank balances and short term funds (Note 12)	(58,552,812)	(76,715,061)	(26,442,587)	(37,132,570)
Net cash	(54,318,807)	(72,463,765)	(24,586,735)	(35,137,179)
Total capital	246,471,737	248,319,033	246,638,711	246,639,901
Gearing ratio	-*	-*	-*	-*

* *The gearing ratios for the Group and for the Company are not presented as the Group and the Company are in net cash position.*

26. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Capital management (Cont'd)

Pursuant to the requirements of Guidance Note No. 3/2006 of the Bursa Malaysia Securities Berhad, the Group is required to maintain a consolidated shareholders' equity of more than twenty-five percent (25%) of the issued and paid-up capital. The Group has complied with this requirement for the financial year ended 30 June 2026.

The Group is not subject to any externally imposed capital requirements.

(b) Financial risk management

The Group's financial risk management objective is to optimise value creation for its shareholders whilst minimising the potential adverse impact arising from fluctuations in interest rates. It is, and has been throughout the period under review, the Group's policy that no trading and speculation in derivative financial instruments shall be undertaken.

The Group is exposed mainly to credit risk, liquidity and cash flow risk, interest rate risk, market risk as well as price fluctuation risk.

Information on the management of the related exposures is detailed below:

(i) Credit risk

Cash deposits and trade receivables may give rise to credit risk, which requires the loss to be recognised if a counter party fails to perform as contracted. Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group seeks to control credit risk by setting counterparty credit limits and ensuring that sales of products are made to customers with appropriate credit history. Trade receivables are monitored by management on an ongoing basis.

The Group's primary exposure to credit risk arises through its trade receivables.

The credit risk profile analysis has been disclosed in Note 11 to the financial statements.

(ii) Liquidity and cash flow risk

Liquidity risk arises from the Group's management of working capital. It is the risk that the Group will encounter difficulty in meeting its financial obligations when due. The Group actively manages its operating cash flows and the availability of funding so as to ensure that all operating, investing and financing needs are met. In liquidity risk management strategy, the Group measures and forecasts its cash commitments and maintains a level of cash and bank balances deemed adequate to finance the Group's activities.

The analysis of financial instruments by remaining contractual maturities has been disclosed in Notes 5 and 16 to the financial statements respectively.

(iii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's exposures to market risk of changes in interest rates relate primarily to the Group's interest-earning deposits and lease liabilities. There is no formal hedging policy with respect to interest rate exposure.

The interest rate profile and sensitivity analysis for interest rate risk have been disclosed in Notes 5 and 12 to the financial statements.

Notes to the Financial Statements
(Cont'd)

26. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Financial risk management (Cont'd)

Information on the management of the related exposures is detailed below: (Cont'd)

(iv) Market risk

Market risk is the risk that the fair value of future cash flows of the financial instruments of the Group would fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to equity price risks arising from quoted investments held by the Group. Quoted equity instruments in Malaysia are listed on the Bursa Malaysia Securities Berhad and are held for strategic rather than trading purposes. These instruments are classified as financial assets designated at fair value through other comprehensive income.

The Group diversifies its portfolio in accordance with the limits set by the Board of Directors to manage its price risk arising from investments in equity securities.

There has been no change to the exposure of the Group to market risks or the manner in which these risks are managed and measured.

The sensitivity analysis of market rate risk has been disclosed in Notes 7 and 12 to the financial statements.

(v) Price fluctuation risk

Sensitivity analysis for price fluctuation risk

The Group's exposure to price volatility was derived from palm products and durian. If the price of palm and durian products change by 10%, profit for the Group would have equally increased or decreased by approximately RM1,400,297 (2025: RM1,710,758).

27. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

27.1 Amendment to MFRSs adopted during the financial year

The Group and the Company adopted the following Amendment to MFRSs of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Title	Effective Date
Amendments to MFRS 121 *Lack of Exchangeability*	1 January 2025

Adoption of the above Amendments did not have any material effect on the financial performance or position of the Group and of the Company.

27. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs (CONT'D)

27.2 New MFRSs and Amendments to MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2026

The following are Standards and Amendments to MFRSs of the MFRS Framework that have been issued by the MASB but have not been early adopted by the Group and of the Company:

Title	Effective Date
Amendments to MFRS 9 and MFRS 7 *Amendments to the Classification and Measurement of Financial Instruments*	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
Amendments to MFRS 9 and MFRS 7 *Contracts Referencing Nature - dependent Electricity*	1 January 2026
MFRS 18 *Presentation and Disclosure in Financial Statements*	1 January 2027
MFRS 19 *Subsidiaries without Public Accountability: Disclosures*	1 January 2027
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
MFRS 20 *Regulatory Assets and Regulatory Liabilities*	1 January 2029
Amendments to the Fair Value Option for Investments in Associates and Joint Ventures (Amendments to MFRS 128 Investments in Associates and Joint Ventures)	Applicable when an entity first applies MFRS 18
Amendments to MFRS 10 and MFRS 128 *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for future financial years.

28. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 6 February 2026, a subsidiary of the Company, MAPS had entered into two separate sale and purchase agreements with Ophir Quarry Sdn. Bhd. and Kwong Ming Mean to acquire 10 adjacent parcels of agricultural land in Mukim of Tangkak, District of Tangkak, Johor for a total purchase consideration of approximately RM18.2 million. These transactions were completed on 14 April 2026.

ANALYSIS OF SHAREHOLDINGS
AS OF 30 SEPTEMBER 2026

SHARE CAPITAL

Total Number of Issued Shares	2,389,200,276
Total Issued Share Capital	RM245,070,549
Class of shares	Ordinary shares
Voting rights	1 vote for each ordinary share held on a poll
Number of shareholders	11,263

DISTRIBUTION OF SHAREHOLDINGS AT 30 SEPTEMBER 2026
(as per the Record of Depositors)

Size of holdings	No. of holders	% of holders	No. of shares held	% of Issued shares
Less than 100	56	0.50	1,321	negligible
100 to 1,000	313	2.78	131,153	negligible
1,001 to 10,000	634	5.63	4,550,978	0.20
10,001 to 100,000	7,691	68.28	320,624,764	13.42
100,001 to less than 5% of issued shares	2,567	22.79	1,239,505,232	51.88
5% and above of issued shares	2	0.02	824,386,828	34.50
Total	11,263	100.00	2,389,200,276	100.00

Notes:
** Less than 0.01%*

SHAREHOLDINGS OF SUBSTANTIAL SHAREHOLDERS AS OF 30 SEPTEMBER 2026
(as per the Register of Substantial Shareholders)

	Direct interest		Indirect interest	
Name of Substantial Shareholders	No. of shares held	% of issued shares	No. of shares held	% of issued shares
Huaren Holdings Sdn Bhd	610,073,928	25.53	–	–
Ang Kian You	214,312,900	8.97	–	–
Malaysian Chinese Association	–	–	632,892,028	26.49^

Note:
^ *Deemed interest by virtue of its shareholdings in Huaren Holdings Sdn Bhd and Rohua Sdn Bhd pursuant to Section 8 of the Companies Act 2016*

Analysis of Shareholdings (Cont'd)

SHAREHOLDINGS OF DIRECTORS AS AT 30 SEPTEMBER 2026
(as per the Register of Directors' Shareholdings)

Name of Directors	Direct interest		Indirect interest	
	No. of shares held	% of issued shares	No. of shares held	% of issued shares
Dato' Foong Chee Meng	–	–	–	–
Tai Chee How	–	–	–	–
Datuk Tew Boon Chin	–	–	–	–
Datuk Lee Yin Chung	–	–	–	–
Sophia Lim Chia Hui	–	–	–	–
Tan Tuan Peng	–	–	–	–

LIST OF TOP 30 LARGEST SECURITIES ACCOUNT HOLDERS
(as per the Record of Depositors as of 30 September 2026 without aggregating the securities from different securities accounts belonging to the same registered holder)

No.	Name	No. of shares	%of Shares
1	Huaren Holdings Sdn Bhd	610,073,928	25.53
2	Ang Kian You	214,312,900	8.97
3	CIMSEC Nominees (Tempatan) Sdn Bhd *CIMB for Kuan Peng Ching @ Kuan Peng Soon (PB)*	89,564,500	3.75
4	Maybank Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Lim Han Weng*	70,000,000	2.93
5	Affin Hwang Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for TNTT Realty Sdn Bhd (M04)*	60,940,005	2.55
6	Wong Kwi Lian	45,000,000	1.88
7	Kong Tiam Ming	44,970,003	1.88
8	Koperasi Jayadiri Malaysia Berhad	23,892,000	1.00
9	Able Perfect Sdn Bhd	20,994,903	0.88
10	Rohua Sdn Bhd	19,768,000	0.83
11	Koon Poh Tat	18,100,000	0.76
12	Loke Soon Fei	18,100,000	0.76
13	RHB Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Wong Sak Kuan*	17,889,000	0.75
14	RHB Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Lim Han Weng*	15,900,000	0.67
15	Ng Kang Wee	14,480,002	0.61
16	Ho Koon Loong	14,480,001	0.61
17	Toh Kie Ho	14,480,001	0.61
18	Mercsec Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Siow Wong Yen @ Siow Kwang Hwa*	12,320,000	0.52

Analysis of Shareholdings
(Cont'd)

LIST OF TOP 30 LARGEST SECURITIES ACCOUNT HOLDERS (CONT'D)

(as per the Record of Depositors as of 30 September 2026 without aggregating the securities from different securities accounts belonging to the same registered holder)

No.	Name	No. of shares	%of Shares
19	CIMSEC Nominee (Tempatan) Sdn Bhd *CIMB for Unique Bay Sdn Bhd (PB)*	10,900,000	0.46
20	CGS International Nominees Malaysia (Asing) Sdn Bhd *Exempt an for CGS International Securities Singapore Pte. Ltd. (Retail Clients)*	10,448,500	0.44
21	HLIB Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Yap Qwee Beng*	10,360,000	0.43
22	Yong Chai Ing	9,908,600	0.41
23	RHB Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Perumal AIL Manimaran*	9,000,000	0.38
24	Mercsec Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Siow Wong Yen @ Siow Kwang Hwa*	8,000,000	0.33
25	Hon Yong Lian	7,700,000	0.32
26	Kwang Yeow Heng Realty Development (Malaysia) Sdn Bhd	6,006,000	0.25
27	Chin Poh Ling	5,600,000	0.23
28	CIMSEC Nominees (Tempatan) Sdn Bhd *CIMB for Modern Discovery Sdn Bhd (PB)*	5,600,000	0.23
29	Chua Chin Hwee	5,364,100	0.22
30	Lim Kew Lin Realty Sdn Bhd	5,040,000	0.21
	Total	**1,419,192,443**	**59.40**

PROPERTIES HELD BY THE GROUP
AS AT 30 JUNE 2026

Properties / location	Registered Proprietor	Description / Existing Use	Tenure	Land Area	Year of Acquisition / (Revaluation)	Net Book Value
Mukim Tangkak, Daerah Tangkak, State of Johor Lot 984, Geran 2752 Lot 1543, Geran 215103 Lot 4073, Geran 215598 Lot 672, Geran 214838 Lot 4615, Geran 215709 Lot 6711, Geran 218156	Matang Agriculture and Plantation (Segamat) Sdn. Bhd.	Oil palm and durian plantation	Freehold	Total: 1,094.15 hectares	Acquired: 1983 / Revalued: 2016	RM132,202,035 (out of which RM24,417,818 is the net book value for bearer plants)
Mukim Bukit Serampang, Daerah Tangkak, State of Johor Lot 95, GM 764 Lot 96, GM 765 Lot 97, GM 766 Lot 104, GM 768 Lot 105, GM 1604 Lot 1540, GM 1606 Lot 1541, GM 1607 Lot 98, GM 1816 Lot 1224, Geran 214295 Lot 2788, Geran 214550 Lot 2785, Geran 214548 Lot 2796, Geran 214583 Lot 2784, Geran 214545 Lot 2795, Geran 437195						
Mukim Jementah Daerah Segamat State Johor Lot 2497, Geran 24447 Lot 2498, Geran 24448 Lot 2499, Geran 24449 Lot 2500, Geran 24450 Lot 2501, Geran 24451 Lot 2502, Geran 24452 Lot 2506, Geran 24456 Lot 2507, Geran 24457 Lot 2509, Geran 24458 Lot 2508, Geran 24459 Lot 2496, Geran 24460 Lot 2495, Geran 24461 Lot 2494, Geran 24462 Lot 2493, Geran 24463 Lot 2492, Geran 24464 Lot 2491, Geran 24465 Lot 2490, Geran 24466 Lot 2489, Geran 24467 Lot 2488, Geran 24468 Lot 2487, Geran 24469 Lot 6184, Geran 37582 Lot 6186, Geran 37584 Lot 6188, Geran37586 Lot 61694, Geran 9362 Lot 61681, Geran 9359 Lot 61680, Geran 9358 Lot 61693, Geran 9361						

Properties Held By The Group
(Cont'd)

Properties / location	Registered Proprietor	Description / Existing Use	Tenure	Land Area	Year of Acquisition / (Revaluation)	Net Book Value
Lot PTD 10109 H.S.(D) 4636 Mukim Tangkak Daerah Tangkak, State of Johor	Matang Agriculture and Plantation (Segamat) Sdn Bhd	Vacant land	Freehold	0.50 hectares	Acquired: 2001 / Revalued: 2026	RM2,700,000
No. Hakmilik 95001, Lot 7415, Mukim Tanjung Sembrong, Daerah Batu Pahat, State of Johor	Matang Agriculture and Plantation (Yong Peng) Sdn Bhd	Oil Palm and Durian plantation	Freehold	Total: 56.226 hectares	Acquired: 2023	RM27,178,298 (out of which RM9,821.626 is the net book value for bearer plants)
Lot TLO 703 H.S.(D) 8796 Bandar Johor Bahru Johor Bahru State of Johor	Matang Holdings Berhad	A 5-storeys factory building, a double storey factory building and a single storey factory building, all together with land	Leasehold of 60 years expiring on 24 September 2031	1.29 hectares	Acquired: 1988 / Revalued: 2026	RM7,000,000
Mukim Tangkak Daerah Tangkak State Johor Lot 7506, Geran 217997 Lot 7507, Geran 218007 Lot 7508, Geran 218016 Lot 7509, Geran 218029 Lot 7510, Geran 218045 Lot 7511, Geran 218054 Lot 7512, Geran 218063 Lot 7522, Geran 218254 Lot 7526, Geran 218378 Lot 7527, Geran 218385	Matang Agriculture and Plantation (Segamat) Sdn Bhd	Durian Plantation	Freehold	Total: 19.6369 hectares		RM18,898,295 (out of which RM8,657,219 is the net book value for bearer plants)

NOTICE OF THE TWELFTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twelfth Annual General Meeting ("12th AGM") of the Company will be conducted physically at Corporate Meetings by Envivo, Ground Floor, Lobby 1, 4, Jalan 51A/223, Seksyen 51A, 46100 Petaling Jaya, Selangor, Malaysia on **Thursday, 26 November 2026 at 10.00 a.m.** for the following purposes:

AGENDA

Ordinary Business

1.	To receive the Audited Financial Statements for the financial year ended 30 June 2026 and the Reports of the Directors and the Auditors thereon.	**(Please refer to Explanatory Note 1)**
2.	To re-elect the following Directors retiring in accordance with Clause 125 of the Constitution of the Company:	
	2.1 Mr Tan Tuan Peng	**Resolution 1 (Please refer to Explanatory Note 2)**
	2.2 Datuk Tew Boon Chin	**Resolution 2 (Please refer to Explanatory Note 2)**
3.	To re-elect Datuk Lee Yin Chung who is retiring in accordance with Clause 130 of the Constitution of the Company	**Resolution 3 (Please refer to Explanatory Note 2)**
4.	To approve the payment of Directors' Fees of RM192,500.00 in respect of the financial year ended 30 June 2026.	**Resolution 4 (Please refer to Explanatory Note 3)**
5.	To approve the payment of Directors' benefits of up to RM154,200.00 for the period from 1 January 2027 to 31 December 2027.	**Resolution 5 (Please refer to Explanatory Note 3)**
6.	To re-appoint BDO PLT as the Auditors of the Company and to authorise the Directors to fix their remuneration.	**Resolution 6 (Please refer to Explanatory Note 4)**

Special Business

To consider and if thought fit, to pass the following as Ordinary Resolutions:

7.	To approve the payment of the first and final single tier dividend of 0.14 sen per ordinary share for the financial year ended 30 June 2026.	**Resolution 7 (Please refer to Explanatory Note 5)**
8.	**Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016** "THAT pursuant to Sections 75 and 76 of the Companies Act 2016 ("Act"), ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and the approval of the relevant regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised to issue and allot shares in the capital of the Company, grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option or offer ("New Shares") from time to time, at such price, to such persons and for such purposes and upon such terms and conditions as the Directors may in their absolute discretion deem fit, provided that the aggregate number of such New Shares to be issued, to be subscribed under any rights granted, to be issued from conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution, when aggregated with the total number of any such shares issued during the preceding 12 months does not exceed 10% of the total number of issued shares (excluding any treasury shares) of the Company for the time being ("Proposed General Mandate").	**Resolution 8 (Please refer to Explanatory Note 6)**

Notice of The Twelfth Annual General Meeting
(Cont'd)

THAT such approval on the Proposed General Mandate shall continue to be in force until:

a. the conclusion of the next Annual General Meeting of the Company held after the approval was given;

b. the expiration of the period within which the next Annual General Meeting of the Company is required to be held after the approval was given; or

c. revoked or varied by resolution passed by the shareholders of the Company in a general meeting,

whichever is the earlier.

THAT the Directors of the Company be and are hereby also empowered to obtain the approval from Bursa Securities for the listing of and quotation for such New Shares on the ACE Market of Bursa Securities.

THAT authority be and is hereby given to the Directors of the Company, to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities.

AND THAT the Directors of the Company, be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate."

9. Retention of Dato' Foong Chee Meng as Independent Non-Executive Director **Resolution 9 (Please refer to Explanatory Note 7)**

"THAT Dato' Foong Chee Meng, an Independent Director who has served in the Company for more than nine (9) years, be hereby retained as an Independent Director and to hold office until 31 August 2027."

10. To transact any other business of the Company of which due notice shall have been given.

NOTICE OF DIVIDEND PAYMENT AND CLOSURE OF REGISTER

NOTICE IS HEREBY GIVEN THAT, a first and final single tier dividend of 0.14 sen per ordinary share in respect of the financial year ended 30 June 2026, if approved by the shareholders, will be paid on 8 January 2027 to shareholders registered in the Record of Depositors at the close of business on 14 December 2026 (Depositor).

A Depositor shall qualify for entitlement to the dividend only in respect of:

(a) Shares transferred into the Depositor's securities account before 4:30 p.m. on 14 December 2026 in respect of transfers; and Shares bought on Bursa Securities on a cum entitlement basis according to the Rules of Bursa Securities

By Order of the Board

KHOO MING SIANG (SSM PC No. 202208000150) (MAICSA 7034037)
NG LAI YEE (SSM PC No. 202008000977) (MAICSA 7031768)
Joint Company Secretaries
Petaling Jaya
Selangor, Malaysia

Dated: 28 October 2026

Notice of The Twelfth Annual General Meeting (Cont'd)

NOTES:

*I. For the purpose of determining a member who shall be entitled to attend and vote at the AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company a Record of Depositors as at **19 November 2026** and only a depositor whose name appears in the Record of Depositors shall be entitled to participate at AGM or to appoint proxy(ies) to participate on his/her behalf.*

II. Appointment of Proxy

- *A member of the Company who is entitled to attend and vote at this meeting shall be entitled to appoint not more than two (2) proxies to exercise all or any of his/her rights to participate in his/her stead pursuant to Section 334 of the Companies Act 2016. There shall be no restriction as to the qualification of the proxy.*

- *Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA ''), it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*

- *Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds. An Exempt Authorised Nominee refers to an authorised nominee defined under SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.*

- *Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies, otherwise the appointment shall not be valid.*

- *The appointment of a proxy may be made in a hard copy or by electronic means in the following manner and must be received by the Company at least forty-eight (48) hours before the time appointed for holding the general meeting or any adjournment thereof at which the person named in the appointment proposes to vote:*

  <u>In hard copy</u>
  In the case of an appointment made in hard copy, the proxy form must be deposited at the Share Registrar's office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively to be deposited in the drop-box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

  <u>By electronic means</u>
  The proxy form can be electronically lodged with the Share Registrar of the Company via Vistra Share Registry and / PO (MY) portal ("The Portal") at https://srmy.vistra.com. Please refer to the Administrative Guide for the AGM on the procedures for electronic lodgement of proxy form via the Portal.

- *Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the Share Registrar's office at the above address not less than forty-eight (48) hours before the time appointed for holding the 12th AGM or adjourned general meeting at which the persons named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.*

- *For a corporate member who has appointed an authorised representative, please deposit the **ORIGINAL/DULY CERTIFIED** certificate of appointment of authorised representative with the Share Registrar of the Company at the above address. The certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member. If the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by at least two (2) authorised officers, of whom one shall be a director; or any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.*

- *Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly.*

- *Last date and time for lodging the Proxy Form is **Tuesday, 24 November 2026 at 10.00 a.m.***

III. Shareholders are advised to check the Company's website and announcements from time to time for any changes to the administration of the 12th AGM.

Notice of The Twelfth Annual General Meeting
(Cont'd)

Explanatory Notes on Ordinary Business

1. Agenda Item No. 1 - Audited Financial Statements for the Financial Year Ended 30 June 2026

The Audited Financial Statements is meant for discussion only as an approval from the shareholders is not required pursuant to the provision of Section 340(1)(a) of the Companies Act 2016 ("the Act"). Hence, this item on the Agenda is not put forward for voting.

2. Agenda Item No. 2 & No. 3
Resolution No. 1 to No. 3 - Re-election of Directors

Mr Tan Tuan Peng and Datuk Tew Boon Chin are standing for re-election as Directors of the Company in accordance with the Clause 125 of the Company's Constitution. Datuk Lee Yin Chung, an additional Director appointed on 10 December 2025, is subject to re-election as a Director of the Company in accordance with Clause 130 of the Company's Constitution. The retiring Directors, being eligible, have offered themselves for re-election at the 12th AGM. The details of the retiring Directors are set out under their respective profiles on pages 6 to 8 of the Annual Report 2026.

The Board had, through the Nomination and Remuneration Committee ("NRC"), assessed the performance and contribution of the retiring Directors through the annual Board and Directors' assessment for 2026 and taken into consideration the fit and proper criteria under the Directors' Fit and Proper Policy of the Company.

Based on the outcome of the above assessment, the NRC and the Board were satisfied that the retiring Directors met the criteria as prescribed under Rule 2.20A of the Listing Requirements of Bursa Securities on character, experience, integrity, competence and time commitment to effectively discharge their roles as Directors. Accordingly, the Board (save for the retiring Directors who had abstained from deliberations on their own re-election) is supportive of the re-election of the retiring Directors.

3. Agenda Item No. 4 & No. 5
Resolution No. 4 & No. 5 - Approval of Directors' Fees and Directors' Benefits

The approval for the proposed Resolution No. 4 and No. 5 in relation to the payment of Directors' fees and benefits are sought pursuant to Section 230(1) of the Companies Act 2016. The proposed Resolutions are to facilitate payment of Directors' fees for the financial year ended 30 June 2026 and Directors' benefits on the current financial year basis until the conclusion of the Company's next Annual General Meeting ("AGM") in 2027.

Directors' benefits include allowances and other emoluments payable to Directors and in determining the estimated total, the Board had considered various factors including the number of scheduled meetings for the Board, Board Committees, Board meetings of subsidiaries and covers the period from 1 January 2027 to 31 December 2027 (the due date for which the next AGM should be held). In the event the Directors' benefits proposed are insufficient (e.g. due to more meetings or enlarged Board size etc.), approval will be sought at the next AGM for the additional amount to meet the shortfall.

4. Agenda Item No. 6
Resolution No. 6 - Re-appointment of External Auditors

The Board had, through the Audit and Risk Management Committee ("ARMC"), assessed the suitability, objectivity and independence of the External Auditors, BDO PLT. The ARMC and the Board were satisfied that BDO PLT met the relevant criteria prescribed under Rule 15.21 of the Listing Requirements of Bursa Securities. The Board approved the ARMC's recommendation to seek shareholders' approval for the re-appointment of BDO PLT as the External Auditors of the Company.

Explanatory Notes on Special Business

5. Agenda Item 7
Resolution No. 7 - First and Final Single Tier Dividend for the Financial Year Ended 30 June 2026

The Board of Directors, having satisfied that the distribution of first and final single tier dividend is made out of profits of the Company and that the Company will be solvent and will be able to pay its debts as and when the debts become due within 12 months immediately after the distribution is made in accordance with the requirements under the Companies Act 2016, is recommending the first and final single tier dividend of 0.14 sen per ordinary share for the financial year ended 30 June 2026 for shareholders' approval.

Notice of The Twelfth Annual General Meeting (Cont'd)

Explanatory Notes on Special Business (Cont'd)

6. Agenda Item No. 8

Resolution No. 8 - Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

The proposed Ordinary Resolution, if passed, will empower the Directors of the Company to issue and allot ordinary shares of the Company from time to time and to grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option or offer, provided that the aggregate number of shares allotted pursuant to this resolution does not exceed the prescribed limit under the Listing Requirements of Bursa Securities.

The Board of Directors of the Company is of the view that the Proposed General Mandate is in the best interest of the Company and its shareholders as it will provide flexibility to the Company to issue new securities without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time. It will enable the Directors to take swift action in case of a need to issue and allot new shares in the Company for fund raising exercise including but not limited to further placement of shares for purpose of funding current and/ or future investment projects, working capital, acquisitions and/or for issuance of shares as settlement of purchase consideration, or other circumstances arise which involve grant of rights to subscribe for shares, conversion of any securities into shares, or allotment of shares under an agreement or option or offer, or such other application as the Directors may deem fit in the best interest of the Company.

The proposed Resolution No.8 is a renewal of the previous year's mandate. As at the date of this Notice, the Company has not issued any new shares under the general mandate granted at the previous Annual General Meeting of the Company.

7. Agenda Item No. 9

Resolution No. 9 - Retention of Dato' Foong Chee Meng as Independent Non-Executive Director

Dato' Foong Chee Meng ("Dato' Foong") was appointed as Independent Director of the Company on 1 September 2015 and has served the Board for a cumulative term of more than nine (9) years. The Nomination and Remuneration Committee and the Board of Directors of the Company had at their annual assessment determined that Dato' Foong, the Independent Director, is objective and independent in expressing his views and he participated in deliberations and decision making of the Board and Board Committees. The length of his service on the Board does not in any way interfere with the exercise of independent judgement and his ability to act in the best interests of the Company. The Company therefore tables the proposal to retain Dato' Foong as an Independent Director.

PERSONAL DATA POLICY

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, participate and vote at the 12th AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents/service providers) for the purpose of the processing and administration by the Company (or its agents/service providers) of the proxies and representatives appointed for the 12th AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 12th AGM (including any adjournment thereof), and in order for the Company (or its agents/service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents/service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents/service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Rule 8.29(2) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad)

1. Election of Directors

There is no person seeking election as Director of Matang Berhad at this Twelfth Annual General Meeting.

2. General mandate for issuance of securities

Kindly refer to Note 5 of the Explanatory Notes on Special Business - Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016 under the Notes to the Notice of the Twelfth Annual General Meeting for details of this proposed resolution.

PROXY FORM

MATANG BERHAD
(Registration No. 201501017043 (1142377-X)

I CDS Account No. (for Nominees Account only)	
I No. of shares held	

I/We, _____ NRIC/Passport No. _____ of
(FULL NAME IN BLOCK LETTERS)

_____

_____

_____
(FULL ADDRESS)

contact no. _____ email address _____ being a member/members of Matang Berhad ("Company") hereby appoint the person(s) below as my/our proxy(ies) to vote for me/us and on my/our behalf at the Twelfth Annual General Meeting ("12th AGM") of the Company which will be conducted physically at Corporate Meetings by Envivo, Ground Floor, Lobby 1, 4, Jalan 51A/223, Seksyen 51A, 46100 Petaling Jaya, Selangor, Malaysia on Thursday, 26 November 2026 at 10.00 a.m., or at any adjournment thereof:

PROXY 1			
Full Name (in Capital Letters):	**NRIC/Passport No.:**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Full Address:	**Contact No.:** **Email Address:**		

*and/or

PROXY 2			
Full Name (in Capital Letters):	**NRIC/Passport No.:**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Full Address:	**Contact No.:** **Email Address:**		

or failing him/her, the *CHAIRMAN OF THE MEETING as my/our proxy to vote for me/us and on my/our behalf at the 12th AGM of the Company.

'Strike out whichever is not applicable

My/Our proxy is to vote as indicated below:

Resolutions	Descriptions	FOR	AGAINST
	Ordinary Business		
No. 1	Re-election of Tan Tuan Peng as Director		
No. 2	Re-election of Datuk Tew Boon Chin as Director		
No. 3	Re-election of Datuk Lee Yin Chung as Director		
No. 4	Approval of Directors' Fees of RM92,500.00 in respect of the financial year ended 30 June 2026		
No. 5	Approval of Directors' benefits of up to RM154,200.00 for the period from 1 January 2027 to 31 December 2027		
No. 6	Re-appointment of BDO PLT as Auditors and authorisation for Directors to fix their remuneration		
	Special Business		
No. 7	First and Final Single Tier Dividend		
No. 8	Authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016		
No. 9	Retention of Dato' Foong Chee Meng as Independent Director		

Please indicate with an "X" in the spaces provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit.

Signed this ..... day of 2026

.....
Signature/Common Seal of Member(s)

NOTES:

*I. For the purpose of determining a member who shall be entitled to attend and vote at the 12th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company a Record of Depositors as at **19 November 2026** and only a depositor whose name appears in the Record of Depositors shall be entitled to participate at 12th AGM or to appoint proxy(ies) to participate on his/her behalf.*

II. Appointment of Proxy

- *A member of the Company who is entitled to attend and vote at this meeting shall be entitled to appoint not more than two (2) proxies to exercise all or any of his/her rights to participate in his/her stead pursuant to Section 334 of the Companies Act 2016. There shall be no restriction as to the qualification of the proxy.*
- *Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA "), it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*
- *Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds. An Exempt Authorised Nominee refers to an authorised nominee defined under SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.*
- *Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies, otherwise the appointment shall not be valid.*
- *The appointment of a proxy may be made in a hard copy or by electronic means in the following manner and must be received by the Company at least forty-eight (48) hours before the time appointed for holding the general meeting or any adjournment thereof at which the person named in the appointment proposes to vote:*

  In hard copy
  In the case of an appointment made in hard copy, the proxy form must be deposited at the Share Registrar's office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively to be deposited in the drop-box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

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AFFIX
STAMP

The Registrar
MATANG BERHAD
201501017043(1142377-X)
c/o Vistra Investor & Issuing House Services Sdn Bhd
197101000970(11324-H)
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi 59200
Kuala Lumpur
Malaysia

2nd Fold Here

By electronic means
The proxy form can be electronically lodged with the Share Registrar of the Company via Vistra Share Registry and /PO (MY) portal ("The Portal") at https:/ lsrmy.vistra.com. Please refer to the Administrative Guide for the AGM on the procedures for electronic lodgement of proxy form via The Portal.

- *Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the Share Registrar's office at the above address not less than forty-eight (48) hours before the time appointed for holding the 12th AGM or adjourned general meeting at which the persons named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.*
- *For a corporate member who has appointed an authorised representative, please deposit the **ORIGINAL/DULY CERTIFIED** certificate of appointment of authorised representative with the Share Registrar of the Company at the above address. The certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member. If the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by at least two (2) authorised officers, of whom one shall be a director; or any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.*
- *Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly.*
- *Last date and time for lodging the Proxy Form is **Tuesday, 24 November 2026 at 10.00 a.m.***

III. Shareholders are advised to check the Company's website and announcements from time to time for any changes to the administration of the 12th AGM.

Fold This Flap For Sealing

MATANG BERHAD
Registration No.: 201501017043 (1142377-X)

Unit 39.02, Level 39, Menara Multi-Purpose Capital Square, No. 8, Jalan Munshi Abdullah, 50100 Kuala Lumpur, Malaysia
Tel : +6(03) 2693 0189 | 2698 0189

www.matangbhd.com