

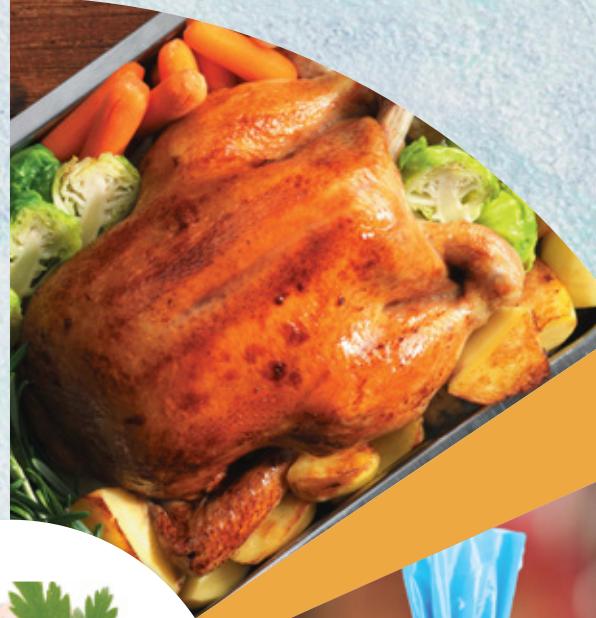


CAB CAKARAN CORPORATION BERHAD

(200201015998) (583661 W)

(Incorporated in Malaysia)

Annual Report
2025



24th Annual General Meeting



25th March 2026 (Wednesday)



10.30 a.m



CAB Cakaran Corporation Berhad
The Conference Room, Third Floor
Plot 21, Lorong Jelawat 4,
Seberang Jaya Industrial Park
Seberang Jaya, 13700 Perai,
Penang, Malaysia



Please scan the
QR code for
Annual Report 2025

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About Us



“Sustainable Growth With Integrity”



OUR VISION

To be a respectful leader in the regional food industry with strict adherence to high quality and safety standards for food production



OUR MISSION

To manage and conduct all business dealings with integrity and innovation to supply a wide range of high quality and safe food products to our customers



OUR CORE VALUES

- To always ensure premium quality and food safety standards are adhered to
- To actively participate in activities related to raising the standards of the food industry
- To form strategic long-term partnerships with our employees, customers and suppliers
- To optimise profit through efficient utilisation of resources
- To constantly invest in new facilities and research and development in order to produce a continuous stream of quality and safe food products

Incorporated in 2002 and listed on the Second Board of the Bursa Malaysia Securities Berhad (“Bursa Securities”) on 22 December 2003 and subsequently transferred to the Main Board of Bursa Securities on 03 May 2006. CAB Cakaran Corporation Berhad (“CAB” or “the Company”) together with its subsidiaries (“the Group” or “the CAB Group”) is anchored on its sterling commitment to fortify its position as one of the most efficient poultry farming players in the region. The Group continues to grow its capabilities and expertise and to ensure sustainable growth through the long-term within a challenging and evolving environment by continued improvement in its key strengths and resources.

Corporate Information

Board of Directors

Chuah Ah Bee

Executive Chairman

Chuah Hoon Phong

Group Managing Director

Wijanti Tjendera

Non-Independent

Non-Executive Director

Dato' Lim Ghim Chai

Independent Non-Executive Director

Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti

Independent Non-Executive Director

Datuk Sr. Haji Zakaria Bin Hashim

Independent Non-Executive Director



REGISTERED OFFICE

51-8-A Menara BHL
Jalan Sultan Ahmad Shah
10050 George Town
Pulau Pinang
Telephone Number : 04-373 6616
Email address :
enquiry@braxton.com.my

COMPANY SECRETARIES

Wong Yee Lin
(MIA15898)
SSM PC No : 201908001793

Hing Poe Pyng
(MAICSA 7053526)
SSM PC No : 202008001322

SHARE REGISTRAR

Braxton Consulting Sdn. Bhd.
198501008643 (141091-W)
51-8-A Menara BHL
Jalan Sultan Ahmad Shah
10050 George Town
Pulau Pinang
Telephone Number : 04-373 6616
Email Address :
sharereg@braxton.com.my

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Stock Code : 7174
Stock Name : CAB

AUDITORS

Grant Thornton Malaysia PLT
Chartered Accountants
Level 11, Sheraton Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur

PRINCIPAL BANKERS

DBS Bank Ltd.
Hong Leong Bank Berhad
Malayan Banking Berhad
United Overseas Bank (Malaysia)
Berhad

AUDIT COMMITTEE

Chairman
Dato' Lim Ghim Chai

Members
Professor Dato' Dr. Mohd Fakhrudin
Bin Abdul Mukti
Datuk Sr. Haji Zakaria Bin Hashim

NOMINATION COMMITTEE

Chairman
Datuk Sr. Haji Zakaria Bin Hashim

Members
Dato' Lim Ghim Chai
Professor Dato' Dr. Mohd Fakhrudin
Bin Abdul Mukti

REMUNERATION COMMITTEE

Chairman
Dato' Lim Ghim Chai

Members
Professor Dato' Dr. Mohd Fakhrudin
Bin Abdul Mukti
Datuk Sr. Haji Zakaria Bin Hashim

RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

Chairman
Chuah Hoon Phong

Members
Dato' Lim Ghim Chai
Datuk Sr. Haji Zakaria Bin Hashim

HALAL COMMITTEE

Patron & Syariah Advisor
Professor Dato' Dr. Mohd Fakhrudin
Bin Abdul Mukti

Chairman
Haji Ahmad Fazil Bin Haji Hashim

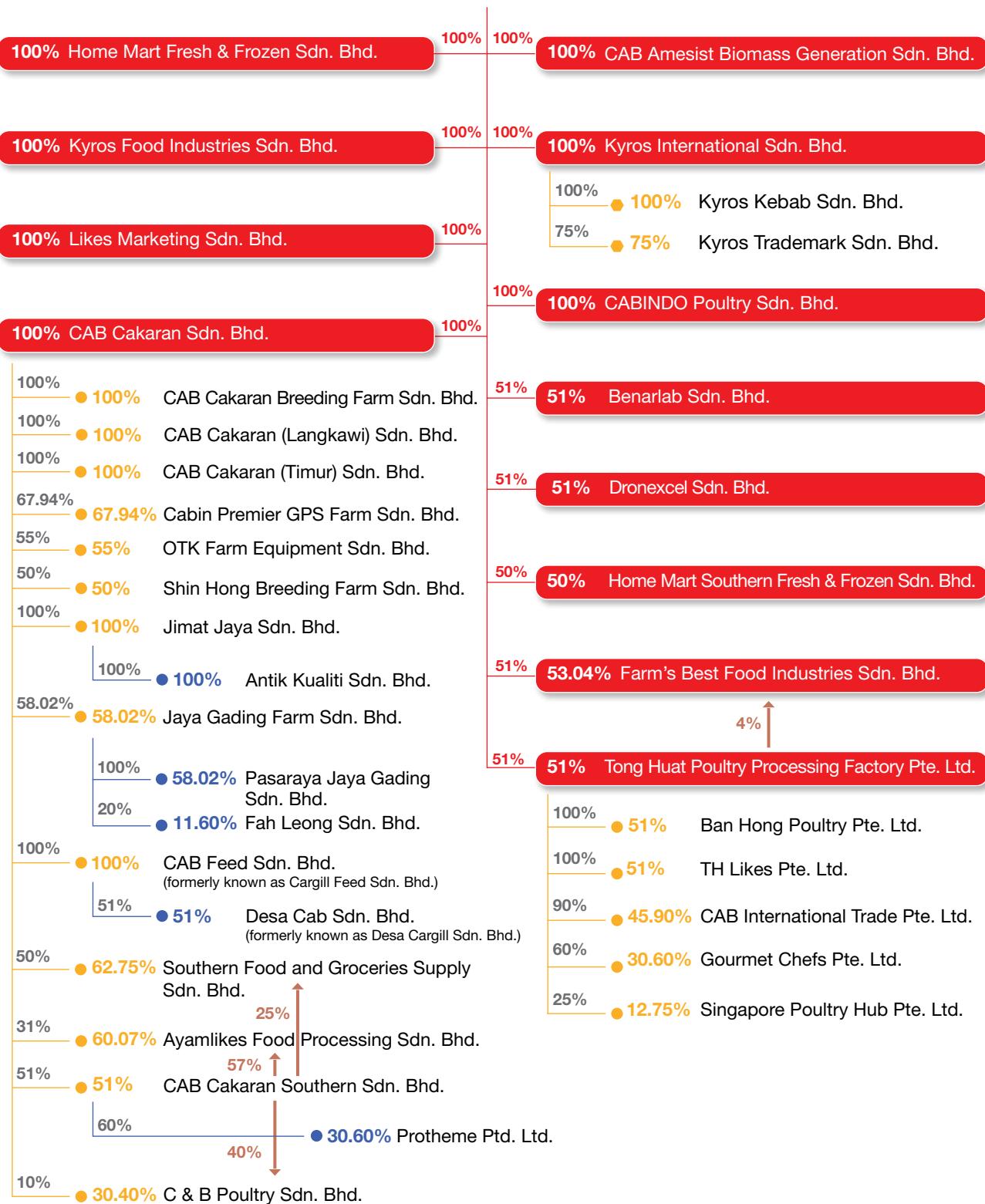
Members
Datuk Juhari Bin Haron
Dato' Seri Dr. Md Yusup Bin Che
Teh
Abdul Rahman Bin Din

Corporate Structure

As at 31 December 2025



CAB CAKARAN CORPORATION BERHAD



Profile of Board of Directors



Date of Appointment to the Board:
11 August 2003

Board Committee: N/A

Chuah Ah Bee

Executive Chairman

Age

75

Gender

Male

Nationality

Malaysian

Board Meetings Attendance

6/6

Mr. Chuah was appointed as Executive Chairman of CAB Cakaran Corporation Berhad (“CAB”) on 17 February 2011. He is the founder of CAB Group and has more than 40 years of experience and expertise in the integrated poultry livestock industry. He has been leading the expansion of CAB’s operation since its incorporation.

He is the Chairman of Persatuan Penjual-Penjual Ayam Itik Pulau Pinang since 2004 and had served as the Vice Chairman from 1995 to 2003. He is also a Committee Member of Penang & Province Wellesley Farmers Association since 2003.

His vision and strategies have led to the Group’s successful growth track record as well as financial strength and is also instrumental in leading the executive team in implementing the Group’s strategies. His leadership and entrepreneurial vision have been and will continue to be crucial in leading the Group into the future.



Date of Appointment to the Board:
29 May 2007

Board Committee:
Chairman of Risk Management and
Sustainability Committee (RMSC)

Chuah Hoon Phong

Group Managing Director

Age

47

Gender

Male

Nationality

Malaysian

Board Meetings Attendance

6/6

Mr. Chuah was appointed as Group Managing Director of CAB on 17 February 2011. He was appointed as Chairman of RMSC on 10 December 2024.

Mr. Chuah obtained his Advanced Diploma in Business Studies from International College, Penang in 2000. He joined the Group as a Marketing Manager in 2000 and was subsequently promoted as a Chief Operating Officer of the Group’s food processing division in October 2002.

He has more than 20 years of experience and expertise in the integrated poultry industry, following in his father Mr. Chuah Ah Bee’s footsteps into this industry.

As the Group Managing Director, he oversees the entire business operations of the Group. Supported by his extensive expertise in the upstream and downstream activities of livestock production, operation, development and marketing areas, he has spearheaded many business expansion projects which contributed to the growth of the Group.

Profile of Board of Directors (Cont'd)



Date of Appointment to the Board:
26 August 2016

Board Committee: N/A

Wijanti Tjendera

Non-Independent Non-Executive Director

Age

67

Gender

Female

Nationality

Indonesian

Board Meetings Attendance

5/6

Ms. Wijanti is currently an independent professional practicing as Notary Public and Land Deed Officer (PPAT) in Jakarta Indonesia/Capital City since year 2004.

Ms. Wijanti is also responsible for promoting Joint Venture Company establishment within Salim Group's various operating unit company with several Japanese companies and other international companies since year 2010. Prior to that, Ms. Wijanti was an independent professional practicing as Notary Public and PPAT in Riau Province from year 2000 to year 2004.

Ms. Wijanti is a member of Ikatan Notaris Indonesia/Indonesian Notary Public Association (IN) and Ikatan PPAT Indonesia/Indonesian Land Title and Land Affair Officer Association (IPPAT).

Dato' Lim Ghim Chai

Independent Non-Executive Director

Age

51

Gender

Male

Nationality

Malaysian

Board Meetings Attendance

6/6

Length of Tenure as Independent Director (as at 29 January 2026)
(9 years 10 months)

Dato' Lim obtained his Bachelor of Commerce (Accounting) Degree from La Trobe University of Melbourne, Australia. Dato' Lim is a qualified Chartered Accountant with membership of the Malaysian Institute of Accountants and Chartered Accountants of Australia since year 2003.

Dato' Lim began his career in finance and accounting with international companies in Malaysia as Financial Accountant and Financial Analyst. Dato' Lim subsequently assumed senior managerial position as a partner of a professional firm which was involved in providing services in taxation, business planning consultancy, accounting and company secretarial fields.

Date of Appointment to the Board:
23 March 2016

Board Committee:

- (1) Chairman of Audit Committee and Remuneration Committee
- (2) Member of Nomination Committee and Risk Management and Sustainability Committee

Length of Tenure as Independent Director
as at 29 January 2026 (9 years 10 months)

Profile of Board of Directors (Cont'd)



Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti

Independent Non-Executive Director

Age

69

Gender

Male

Nationality

Malaysian

Board Meetings Attendance

5/6

Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti is also a Patron & Syariah Advisor to the Halal Committee of CAB.

Professor Dato' holds a PhD degree from Birmingham University UK (2001). After obtaining BA Hons. from a prestigious Islamic University AlAzhar in Egypt he obtained Master degree in Islamic Philosophy from Ain Shams University Cairo. He served as a lecturer in University of Malaya and further secured another Master degree from the Temple University Philadelphia USA. As a lecturer and associate professor, Professor Dato' was also elected as deputy dean of the faculty and Deputy Director in the Islamic Academy of UM. In 2005, he was appointed as a Director of MSD in Cairo under Ministry of Higher Education Malaysia. In 2010, he was then appointed as Ambassador of Malaysia to Arab Republic of Egypt. By 2016, Professor Dato' was elected by Kedah government as Rector /Vice Chancellor of the University of Unishams in Kedah.

In 2016-2018, he was a member of Majlis Agama Islam Negeri Kedah and also a member of Fatwa Committee of Negeri Kedah.

Professor Dato' is a member of Darul Quran's Board of Directors JAKIM since 2019 and President of the World Organization of AlAzhar Graduates Malaysia (WOAGM) since 2011. He was appointed by prime minister as Deputy Chairman of YADIM (2020-2022). He was also a member of Fatwa Committee of Pulau Pinang (2002-2022).

Currently, Professor Dato' is serving as Professor in Islamic Thought in the Sultan Sharif Ali Islamic University (UNISSA) of Brunei Darussalam



Profile of Board of Directors (Cont'd)



Datuk Sr. Haji Zakaria Bin Hashim

Independent Non-Executive Director

Age

80

Gender

Male

Nationality

Malaysian

Board Meetings Attendance

6/6

Datuk Sr. Haji Zakaria is a Chartered Quantity Surveyor (Fellow, Royal Institution Chartered Surveyors, and Fellow, Royal Institution of Surveyors, Malaysia) and obtained his Diploma in Quantity Surveying from Maktab Teknik, Kuala Lumpur in 1970 and Advance Diploma in Quantity Surveying from the Thames Polytechnic, London, United Kingdom in 1972. He obtained Masters in Business Administration (MBA) Henley Business School, University of Reading, United Kingdom in 1990. Datuk Sr. Haji Zakaria has more than 45 years' experience in Quantity Surveying and Project Management.

Datuk Sr. Haji Zakaria is the founding partner of Messrs Zakaria-Lee and Partners Sdn. Bhd., a Consultant Chartered Quantity Surveying Firm established in 1980. He was the Vice Chairman of the Commonwealth Association of Professional Centres (1996-2000), President of the Federation of Consultants from Islamic Countries (2004-2006), Chairman of the National Consumer Advisory Council, Ministry of Domestic Trade and Consumer Affairs (2002-2004) and Board Member of the National Accreditation Board, LAN/MQA under the Ministry of Education back in 1996-2009.

Datuk Sr. Haji Zakaria was the Chairman of CAB Cakaran Corporation Berhad and Audit Committee of CAB during the period from 2003-2011.

Currently, he is a Council Member of the National Professional Services Export Council (NAPSEC) MATRADE, Ministry of International Trade (MITI), Malaysia.

Date of Appointment to the Board:
13 September 2022

Board Committee:

- (1) Chairman of the Nomination Committee
- (2) Member of Audit Committee, Remuneration Committee and Risk Management and Sustainability Committee

Length of Tenure as Independent Director
as at 29 January 2026 (3 years 4 months)

Notes:

(1) Family Relationships and Major Shareholders

None of the Directors has any family relationship with any other Directors and/or Major Shareholders of the Company except Mr. Chuah Ah Bee is the husband of Madam Chan Kim Keow (Major Shareholder) and father of Mr. Chuah Hoon Phong. Mr. Chuah Hoon Phong is a child of Mr. Chuah Ah Bee and Madam Chan Kim Keow.

(2) Directors' Shareholdings

Details of the Directors' shareholdings in the Company are provided in the Analysis of Shareholdings Section in this Annual Report.

(3) No Conflict of Interest

All Directors of the Company do not have any conflict of interest with the Company other than as disclosed in the notes to the financial statements.

(4) Non-Conviction of Offences

All the Directors have not been convicted with any offences other than traffic offences (if any) in the past five (5) years and have not been imposed any public sanction or penalty by the relevant regulator during the financial year.

Profile of Key Senior Management

The management team is headed by the Executive Chairman, Mr. Chuah Ah Bee and Group Managing Director Mr. Chuah Hoon Phong. They are assisted by the following senior management team:

Koay Lay Ean

Director

(Group's Finance Division)

Age

52

Gender

Female

Nationality

Malaysian

Loo Choo Gee

Director

(Poultry and Retailing Divisions)

Age

62

Gender

Male

Nationality

Malaysian

She is the Director of CAB Group's Finance Division. She is an Associate of Chartered Management Accountant and obtained her CIMA qualification in 1999 and Diploma in Management Accounting from Tunku Abdul Rahman College in 1998. She started her accountancy career with accounting firms and gained her experience in auditing of various companies ranging from small to medium sized companies. She joined CAB Cakaran Sdn. Bhd. as an internal auditor in May 2002 and was subsequently transferred to the Accounts Department as an Accounts Manager in October 2002. She was promoted to the Group Finance Director in year 2013. At present, she is responsible for the accounting and finance functions of the CAB Group.

Mr. Loo joined CAB Cakaran Sdn. Bhd. as Branch Manager in 1996 and has more than 30 years of experience in the poultry industry.

He was the Secretary of Persatuan Penternak dan Pengusaha Ayam, Kedah Darul Aman/Perlis Indera Kayangan from 2000 to 2008 and a member of the Committee of Unit Broiler of Federation of Livestock Farmers' Association of Malaysia, representing Kedah Darul Aman/Perlis Indera Kayangan region from 2001 to 2007. He has been a committee member of Federation of Livestock Farmers' Association of Malaysia since 2004 and the Secretary of Penang & Province Wellesley Farmers' Association from 2007 to 2012 and was promoted to Chairman from 2013 to 2016. Currently, Mr. Loo is an Honorable Advisor to the Penang and Province Wellesley Farmers' Association.

Chew Chee Khong

Director

(Food Processing and Restaurant Divisions)

Age

69

Gender

Male

Nationality

Malaysian

Mr. Chew obtained his Bachelor Degree of Economics with Honours from the University of Malaya in 1980 and his Chartered Institute of Management Accountants ("CIMA") qualifications in 1983.

He began his career in the banking industry and has held various positions in both commercial and merchant banks over a period of 15 years. After leaving the banking industry, he joined Denko Industrial Corporation Berhad in 1994 as its Group General Manager. In 1996, he ventured into business and is one of the founding members of Kyros Kebab fast food chain.

He is currently in-charge of the key operations of the Food Processing and Restaurant Division of the CAB Group.

Lim Chin Seng

Director

(Breeding Farm Division)

Age

64

Gender

Male

Nationality

Malaysian

He is a Director of CAB Cakaran Breeding Farm Sdn. Bhd. ("CABBF") and was appointed to the Board of Directors of CABBF on 3 May 2012. Upon completing his primary education in 1974, he immediately began his career with various companies involved in hatching of eggs into day-old-chicks. He has more than 30 years of experience in managing various breeder farms and hatching of eggs into day-old-chicks. At present, he is in charge of the day-to-day operations of the CAB Group's breeder farms and hatchery centers.

Profile of Key Senior Management (Cont'd)

Chuah Hoon Teng

*Director
(Breeding Farm and Retailing Divisions)*

Age	Gender	Nationality
38	Male	Malaysian

He is a Director of Cabin Premier GPS Farm Sdn. Bhd. ("CPGPS") and was appointed to the Board of Directors of CPGPS on 17 November 2016. He obtained his Bachelor of Commerce Degree in Marketing Management and Economics from Murdoch University in Perth, Australia. He joined the Group as a Manager and was later promoted to be a Director of CPGPS. He is currently in-charge of the day-to-day operations of the CPGPS breeder farms and hatchery centers as well as the retailing division under the operations of Home Mart Fresh and Frozen Sdn. Bhd.

Vincent Leong Weng Fai

*Director
(Food Processing Division)*

Age	Gender	Nationality
46	Male	Malaysian

He is a Director of Jimat Jaya Sdn. Bhd. ("JJSB") and was appointed to the Board of Directors of JJSB on 8 May 2012. He holds his Advanced Diploma in Business Studies from International College, Penang in 2000. Upon graduation in 2001, he joined JJSB as a Marketing Executive and undertook various job responsibilities in JJSB until his current position as a Director of JJSB. He is currently in charge of the day-to-day operations of JJSB.

Leong Youk Leen

*Managing Director
(East Coast Poultry and Retailing Divisions)*

Age	Gender	Nationality
57	Female	Malaysian

She is a Director of Jaya Gading Farm Sdn. Bhd. ("JGF") and was appointed to the Board of Directors of JGF on 10 August 1999. She was promoted as the Managing Director of JGF on 29 November 2022. After completing her secondary school education she joined JGF since the incorporation of JGF on 21 February 1984. She has more than 30 years of experience in poultry industry and more than 10 years of experience in supermarket industry respectively. She is currently responsible for managing and monitoring the day-to-day operations and management decisions of JGF and its group of companies, including the accounting and finance functions.



Chuah Hoon Hong

*Director
(Singapore's Food Processing and Malaysia Southern Poultry Divisions)*

Age	Gender	Nationality
40	Male	Malaysian

He was appointed as Managing Director of Tong Huat Poultry Processing Factory Pte. Ltd. ("THPPF") on 31 March 2020. He obtained his Diploma of Commerce from Murdoch Institute of Technology in Perth, Australia in the year 2010. He is currently in charge of managing and monitoring the day-to-day operations and management decisions of THPPF. He is also a Director of CAB Cakaran Southern Sdn. Bhd. ("CABS") and was appointed to the Board of Directors of CABS on 31 January 2017.



Profile of Key Senior Management (Cont'd)

Dr. Huang Lip Chin

Senior Group Manager
(Poultry Technical Division)

Age	Gender	Nationality
51	Male	Malaysian

Dr. Huang is the Senior Group Manager (Poultry Technical) of CAB Group. He graduated in 2001 with professional degree Doctor of Veterinary Medicine (UPM) and Master of Business Administration (USM) in 2013. He has held various senior management positions in multinational livestock industry companies covering Malaysia and Asia Pacific Region prior to joining CAB Group in November 2015. He is currently in charge of the operations of Cabin Premier GPS Farm Sdn. Bhd. and provides technical support to all parent stock & hatchery divisions of the CAB Group.

Abdul Rahman Bin Din

Senior Business Development Manager
(Poultry cum Business Development Division)

Age	Gender	Nationality
44	Male	Malaysian

He is the Senior Business Development Manager of CAB Cakaran Sdn. Bhd. ("CABC"). He graduated in 2002 with Bachelor of Environmental Sciences from University Malaysia Sabah. He has over 15 years of experience in the poultry livestock business. He was the head of Technical Coordinator Department of CP Brand Malaysia for Northern Region prior to joining CAB Group in 2006. He is currently in charge of the broiler business operations of CABC for the Northern and Eastern Peninsular Regions.

Notes:

(1) Family Relationships and Major Shareholders

None of the Key Senior Management personnel has family relationship with any Directors or Major Shareholders of CAB except that Mr. Chuah Hoon Hong and Mr. Chuah Hoon Teng are the sons of Mr. Chuah Ah Bee and Madam Chan Kim Keow and brothers of Mr. Chuah Hoon Phong.

(2) No Conflict of Interest

All the Key Senior Management personnel of the Company do not have any conflict of interest with the Company other than as disclosed in the notes to the financial statements.

(3) Non-Conviction of Offences

All the Key Senior Management personnels have not been convicted with any offences other than traffic offences (if any) in the past five (5) years and have not been imposed any public sanction or penalty by the relevant regulator during the financial year.



Management Discussion and Analysis



Management Discussion And Analysis By The Executive Chairman

This Statement contains the management discussion and analysis (“MD&A”) of the business operations and performance of CAB Cakaran Corporation Berhad (“the Company”) and its subsidiaries (“the Group” or “CAB Group”) for the financial year ended 30 September 2025 (“FY2025”).

This MD&A should be read in conjunction with the audited financial statements of the Group for FY2025 as set out in this Annual Report.

GROUP BUSINESS AND OVERVIEW

The CAB Group is one of the largest integrated poultry producers in Malaysia that undertakes the following major business operations:

- (1) breeding and farming of grand-parent stocks, to produce breeder eggs and hatching of eggs into parent-stock day-old chicks;
- (2) breeding and farming of parent-stocks to produce eggs and hatching of eggs into day-old chicks;
- (3) farming of broiler chicken as well as trading of poultry feeds and other farm consumables;
- (4) slaughtering and processing of chicken and manufacturing and marketing of meat based food products; and
- (5) Operation of retail and fast-food franchising business.

The Group’s grand-parent stock farms and breeder farms are primarily located in Penang, Kedah, Perak, Negeri Sembilan, Melaka and Johor whilst the broiler farms are located throughout the Northern, Southern, and Eastern regions of Peninsular Malaysia making us the one of the largest integrated poultry farming producers in the country with such diverse locations in farm operations.

The CAB Group’s downstream business includes sales of poultry products which encompass the slaughtering and processing of live broilers for sale as processed chicken or chicken parts as well as the production and trading of value-added products such as nuggets, sausages, burgers patties and deli meats. Our chicken products are packed and sold under the brand names of Likes, AyamLike’s, Farm’s Best, Segaria, Rasaria, Hennie’s, Garing and Farm’s Best Omega 3 Chicken. These downstream activities complement our livestock upstream business and form an integral part of our integrated poultry value chain.

The Group operates six (6) slaughtering and processing factories which are located in Kedah, Kuala Lumpur, Melaka, Johor, Pahang and Singapore. We have established strong distribution networks in the domestic and Singapore markets which encompass retail outlets, wholesalers, restaurants, hotels, supermarkets and hypermarkets.

The CAB Group operates medium-sized supermarkets under Pasaraya Jaya Gading Sdn. Bhd. and Home Mart Fresh & Frozen Sdn. Bhd. with the outlets located either in small towns or at the fringes of the bigger towns. The Group currently has a total of sixteen (16) outlets with six (6) in Pahang, two (2) in Kelantan, four (4) in Kedah, three (3) in Penang and one (1) in Perak. The Group’s long-term strategy is to build a big network of such outlets throughout the Peninsular as one of the distribution channels for the Group’s products.

Management Discussion and Analysis (Cont'd)

GROUP BUSINESS AND OVERVIEW (CONT'D)

The Group also owns and operates the Kyros Kebab fast food franchise chain in the country. Currently, there are six (6) company owned Kyros Kebab outlets operating in Malaysia. Plans are afoot to grow more Kyros Kebab outlets in the coming years after having successfully launched the rebranded outlets.

The joint venture project with the Salim Group of Indonesia, after several years of delay in implementation due to the Covid pandemic as well as awaiting for clear policy guidelines following the change in government in Indonesia, the JV partners have recently agreed to adopt a new 5-year business plan, beginning with phase 1 of the project. Phase 1 shall involve an estimated investment of USD10 million for the setting up of a food processing plant, excluding cost of land and factory building which will be leased, and is expected to be implemented in the second quarter of 2026. As per the Joint Venture Agreement dated 01 November 2017, the Company's initial equity is 10%. However, the Company has the option to increase its share percentage up to 30% in each of the Joint Venture Company within 5 years from the date of commencement of business. The 5-year business plan will cover the implementation of the fully integrated poultry business in Indonesia.

Considering that chicken is an essential food item and a cheap protein source, the Board believes that by being a large-scale broiler producer, the CAB Group can reap economies of scale in its operation as well as achieving more sustainable and consistent supply of poultry products.

HIGHLIGHTS OF THE GROUP'S FINANCIAL INFORMATION FOR THE PAST 5 FINANCIAL YEARS

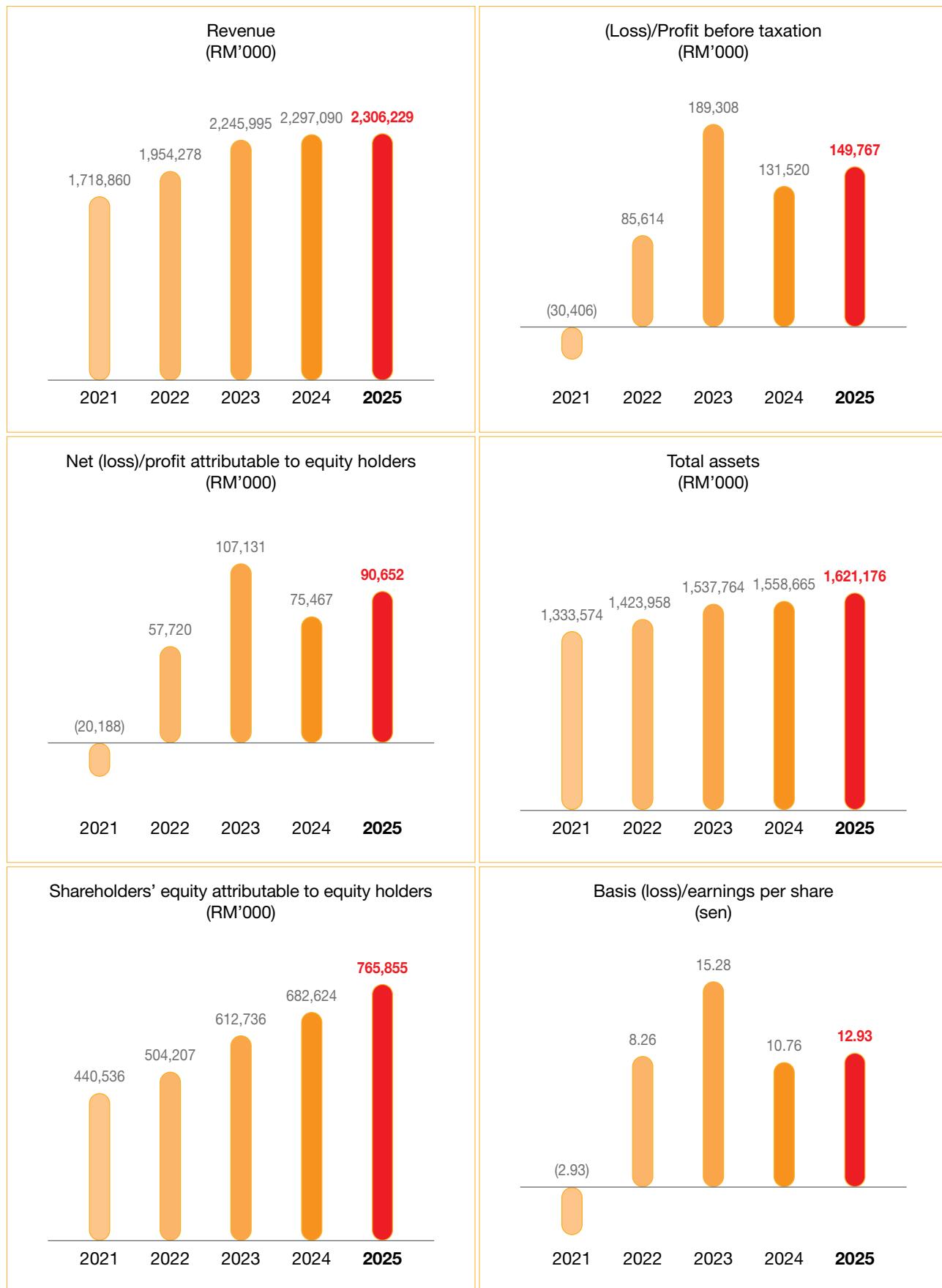
Financial Years Ended September 30	2021	2022	2023	2024	2025
Revenue (RM'000)	1,718,860	1,954,278	2,245,995	2,297,090	2,306,229
(Loss)/Earning before interest and taxation (RM'000)	(13,264)	101,961	207,429	147,012	162,365
(Loss)/Profit before taxation (RM'000)	(30,406)	85,614	189,308	131,520	149,767
(Loss)/Profit after taxation (RM'000)	(36,273)	56,328	141,379	93,188	108,168
Net (loss)/profit attributable to equity holders (RM'000)	(20,188)	57,720	107,131	75,467	90,652
Total assets (RM'000)	1,333,574	1,423,958	1,537,764	1,558,665	1,621,176
Total borrowings (RM'000)	509,789	480,458	409,355	359,558	323,685
Shareholders' equity attributable to equity holders (RM'000)	440,536	504,207	612,736	682,624	765,855
Debt/Equity (%)	115.72%	95.29%	66.81%	52.67%	42.26%
Net assets per share (RM)	0.64	0.72	0.87	0.97	1.09
Basis (loss)/earnings per share (sen)	(2.93)	8.26	15.28	10.76	12.93
Diluted earnings per share (sen)	N/A	N/A	N/A*	10.38	N/A*
Return on equity (%)	(4.48%)	12.22%	19.18%	11.65%	12.52%
Dividend per share (sen)	N/A	N/A	0.50	1.00	1.00[#]

* The diluted earnings per ordinary share is not shown for the FY2023 and FY2025 as the effect of the conversion of share warrants to ordinary shares would be anti-dilutive.

The proposed final dividend is subject to approval by the shareholders at the forthcoming Annual General Meeting of the Company.

Management Discussion and Analysis (Cont'd)

HIGHLIGHTS OF THE GROUP'S FINANCIAL INFORMATION FOR THE PAST 5 FINANCIAL YEARS (CONT'D)



Management Discussion and Analysis (Cont'd)

GROUP FINANCIAL REVIEW

The purpose of this review is to highlight and provide brief insights on key financial and operating information at Group level. A more detailed commentary on operating performance is covered under the respective business segment reports.

Key Financial Indicators

The following are the key indicators used to measure the Group's financial performance for FY2025 as compared with the previous financial year 2024 ("FY2024"):

	FY2024 RM'000	FY2025 RM'000
Revenue	2,297,090	2,306,229
Gross profit	233,285	276,911
Other income	60,853	23,287
Marketing and selling expenses	83,334	86,972
Administrative expenses	60,337	62,352
Operating profit	149,907	150,020
Other gains and losses	1,386	11,807
Net remeasurement of expected credit loss	6,126	2,062
Share of result in a joint venture	1,832	2,592
Finance costs	18,728	16,197
Profit after tax	93,188	108,168
Property, plant and equipment	667,643	692,880
Inventories	100,586	88,018
Biological assets	118,056	134,351
Other assets	22,465	40,182
Short-term deposits with licensed banks	120,682	133,042
Total liabilities	697,859	661,212
Borrowings	359,558	323,685

Financial Highlights and Insights

During the FY2025, the Group recorded a slight increase in the total revenue to RM2.31 billion, compared with RM2.30 billion in FY2024. Although revenue remained relatively stable, the Group's gross profit increased to RM276.91 million in FY2025 from RM233.29 million in FY2024. This improvement was mainly driven by 11% reduction in feed costs. In addition, a 1.5% increase in the average selling price of broilers further enhanced the Group's gross profit.

However, the improvement in gross profit was partially offset by the absence of government subsidies which amounted to RM39.8 million in FY2024, as well as higher administrative and selling and marketing expenses. Administrative expenses increased by 3.34%, while selling and marketing expenses rose by 4.37%. As a result, the Group recorded an operating profit of RM150.02 million in FY2025, compared with RM149.91 million in the previous financial year.

Despite the marginal increase in operating profit, the Group benefited from a higher fair value gain on biological assets of RM11.33 million in FY2025, compared with RM7.89 million in FY2024. The Group also recorded stronger contributions from joint ventures, along with lower provisions for expected credit losses and reduced finance costs. As a result, the Group achieved a profit for the year of RM108.17 million, representing a 16.08% increase compared with RM93.19 million in FY2024.

Management Discussion and Analysis (Cont'd)

GROUP FINANCIAL REVIEW (CONT'D)

Financial Highlights and Insights (Cont'd)

As of FY2025, the Group's non-current assets increased to RM902.91 million, up from RM879.80 million in FY2024. This growth was primarily driven by an increase in property, plant, and equipment, resulting from the capitalisation of land and office purchases, construction of farms, acquisition of farm equipment, and the installation of solar systems at several farms.

The Group's current assets increased to RM718.26 million in FY2025 from RM678.86 million in FY2024. Excluding improvements in short-term deposits and cash and bank balances, this growth was primarily driven by higher values of biological assets and other assets. The increase in biological assets was supported by higher volumes biological assets and an anticipated rise in the selling price of broiler chicks, resulting in a higher fair value. Additionally, a deposit of RM11.55 million for the acquisition of Cargill Feed Sdn. Bhd. contributed to the significant increase in other assets.

The Group's total liabilities stood at RM661.21 million as of FY2025, representing a net decrease of RM36.65 million from RM697.86 million in FY2024. This decline was primarily due to a RM35.87 million reduction in borrowings, following repayments of term loans and revolving credit facilities, as well as lower utilisation of bankers' acceptances.

GROUP BUSINESS OPERATIONS REVIEW

Integrated Poultry Division

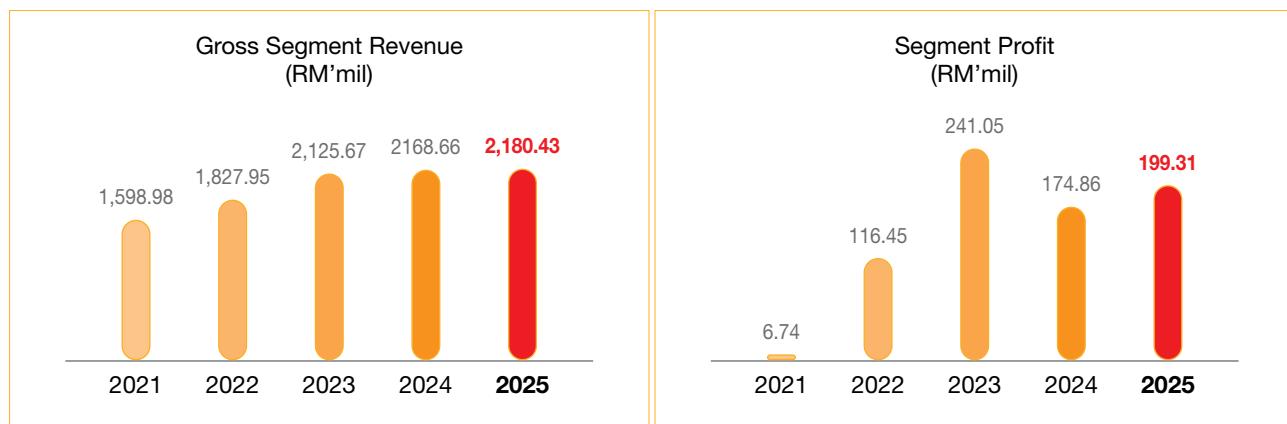
Despite registering only a marginal revenue increase of 0.5%, the Integrated Poultry Division, being a core segment of the Group, continued to deliver a strong contribution to the Group's overall revenue and operating profit for the FY2025. The division's revenue rose by RM11 million to RM2,180 million in FY2025, compared with RM2,169 million in FY2024. This increase was mainly driven by higher average selling prices of broilers and day-old chicks ("DOC"), both of which recorded a 1.5% year-on-year increase.

While revenue remained relatively stable, the division's operating profit improved significantly by 14% to RM199.31 million. This improvement was largely attributable to 11% reduction in feed costs. However, the division's performance was partially offset by a decline in the selling price of processed chicken, coupled with the absence of government subsidies in FY2025. By comparison, the division had benefited from RM39.80 million in government subsidies in FY2024.

Although the division successfully maintained its production levels for DOCs and broilers and benefitted from both higher selling prices and lower feed costs, an oversupply of imported frozen chicken in Malaysia has led to the downward pressure on the selling price of processed chicken. Looking ahead, the division expects to benefit from lower cost of production in line with the general improvement in feed cost as a result of lower commodity prices.

HIGHLIGHTS OF THE GROUP'S INTEGRATED POULTRY DIVISION GROSS SEGMENT REVENUE AND PROFIT FOR THE PAST 5 FINANCIAL YEARS

	2021 (RM'mil)	2022 (RM'mil)	2023 (RM'mil)	2024 (RM'mil)	2025 (RM'mil)
Gross Segment Revenue	1,598.98	1,827.95	2,125.67	2,168.66	2,180.43
Segment Profit	6.74	116.45	241.05	174.86	199.31



Management Discussion and Analysis (Cont'd)

GROUP BUSINESS OPERATIONS REVIEW (CONT'D)

Integrated Poultry Division (Cont'd)

As part of CAB Group's integrated poultry operations, the Group currently manages more than ten (10) breeder farms across Penang, Kedah, Negeri Sembilan, Melaka, and Johor, and operates over 100 broiler farms throughout the Northern, Southern, and Eastern regions of Peninsular Malaysia.

During the year under review, the integrated poultry division invested RM77.25 million in capital expenditure. The investment is focus to ensuring a sustainable supply of chicken products in order to secure our internal supply chain to meet the demand from our customers.

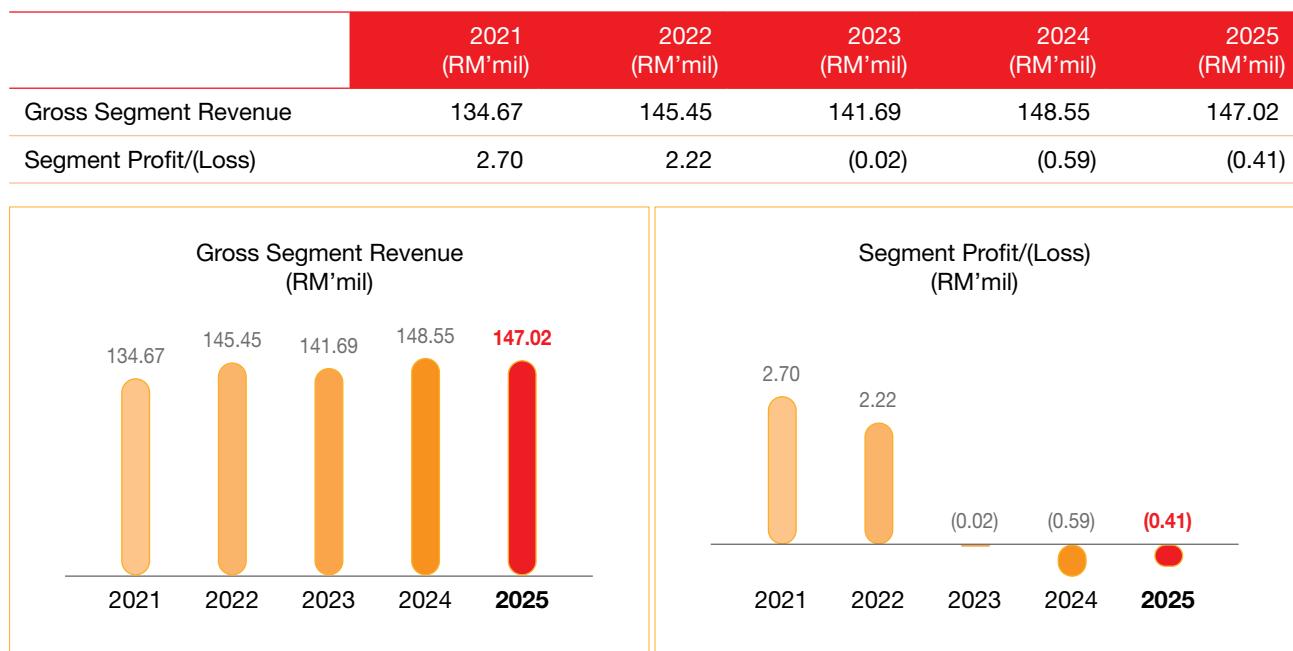
The Group will continue to allocate resources to both its upstream and downstream operations, including upgrading and modernising existing open-house chicken farms into closed-house systems, as well as expanding the processed food business. This aligns with the Group's key strategic initiative to progressively replace the existing open-house farms with closed-house system.

Retailing Division

During FY2025, the Retailing Division opened two (2) new outlets in Pahang and Penang. However, despite the contributions from these newly opened outlets, the division recorded a 1.03% decrease in revenue to RM147.02 million in FY2025, compared with RM148.55 million in FY2024. This decline was mainly attributable to lower revenue generated by most outlets in Pahang. The increasing number of small-scale retail operators in the vicinity of these outlets intensified competition, which adversely affected the division's overall revenue.

The heightened competitive environment also resulted in reduced profit margins for most outlets. Nevertheless, the division reported a lower operating loss for the year, supported by an insurance claim of RM0.77 million and a RM0.6 million gain from the disposal of an investment property by this division.

HIGHLIGHTS OF THE GROUP'S RETAILING DIVISION GROSS SEGMENT REVENUE AND PROFIT FOR THE PAST 5 FINANCIAL YEARS



Moving forward, the Group is planning to open five (5) more outlets in FY2026.

Management Discussion and Analysis (Cont'd)

GROUP BUSINESS OPERATIONS REVIEW (CONT'D)

Drone Division

The Group diversified into the provision of drone-related services for the oil palm sector in FY2022. In FY2025, this division generated revenue of RM0.4 million and recorded an operating loss of RM0.79 million, primarily due to the low revenue base. The management is considering disinvesting from this business and is in discussions with the joint venture partner on the most appropriate alternative for exiting this business.

KEY BUSINESS RISK AND MITIGATION STRATEGIES

- **Disease Outbreaks**

Being in the livestock industry, we are always mindful of the risk associated with the outbreaks of infectious diseases such as Newcastle disease and Avian Influenza. The management has taken decisive steps over the past years to reduce the Group's exposure to such risk by:

- (a) implementing strict bio-security in all its farms and hatcheries;
- (b) decentralized its farms and hatcheries operations over a larger geographical area;
- (c) continue upgrading its existing open house farms to closed house farms in order to minimize the impact of disease transmission;
- (d) good flock health management and practice in all its farms and hatcheries; and
- (e) continuous employees training on disease control and prevention.

- **Volatility of Prices of Live Broilers and Processed Chicken Meat**

The major portion of the Group's revenue is derived from the sale of live broilers and processed chicken meats. The prices of these products are dependent on the overall demand and supply situation in the market which are determined by various factors. Therefore, the volatility of price of broiler in the local market will have an effect on the Group's revenue and profit. We minimize our exposure through vigilant and close monitoring of prevailing market condition and remain focused on our cost optimization strategy. To partly mitigate the price volatility, the Group enters into medium term contracts to supply dressed chicken and parts at a pre-determined fixed price to some of its major customers. Considering the volatility of the price of broilers in the local market, the Group will continue to explore for more export markets for its poultry products.

- **Food Safety**

Being a food producer, the Group has always placed food safety as its utmost priority in its operations. Food safety breaches pose significant risks, including reputational damage, financial losses, and potential legal liabilities. We strictly adhere to operational best practices and processes to comply with governments requirements as well as customer expectation towards the quality and safety of the Group's products. Our Group's products are certified and accredited with the following recognized national and international food safety standards:

- (a) Malaysian Good Agriculture Practices ("MyGAP") certification for its breeder and grand-parent stock farms;
- (b) Sirim QAS International Quality Management System requirements ISO 9001:2015 for Farm's Best Food Industries Sdn. Bhd. and Jimat Jaya Sdn. Bhd.;
- (c) Veterinary Health Mark ("VHM") and HALAL certification by Jabatan Kemajuan Islam Malaysia ("JAKIM") for its chilled/frozen chicken and further processed products;
- (d) Good Manufacturing Practice ("GMP") and Hazard Analysis and Critical Control Point ("HACCP") certification for the chicken processing and further processed product manufacturing facilities in Kuala Lumpur and Melaka.;
- (e) Food Safety System Certification ("FSSC") 22000 for its slaughtering facility in Kedah and further processed product factory in Kuala Lumpur; and
- (f) Certification from Singapore Food Agency ("SFA") for certain broiler farms in Johor as well as the processing and manufacturing facility in Melaka which enables the Group to export broilers, frozen dressed birds and parts, as well as further processed products to Singapore.

Management Discussion and Analysis (Cont'd)

KEY BUSINESS RISK AND MITIGATION STRATEGIES (CONT'D)

• Regulation and Policy Risk

The Group's production is primarily based in Malaysia and Singapore, where valid operating and veterinary licences are generally required for poultry farming activities and are subject to annual renewal. The Group constantly keeps abreast with the current political, economic and regulatory conditions to ensure that countermeasures can be implemented at a very short notice upon the awareness of any changes that can affect the Group's operations.

• Foreign Exchange Risk

The Group has exposure to the Singapore dollar via its subsidiaries operating there as well as United States Dollar for its imported raw materials and foreign currency loan. The Group will continue to assess the need to utilize financial instruments to hedge our forex exposure.

DIVIDEND

After considering the following factors, the Board of Directors is pleased to recommend a final single-tier dividend of 1.0 sen per share for the financial year ended 30 September 2025 for the shareholders' approval at the forthcoming 24th Annual General Meeting:

- (i) The financial results of the Group for the financial year;
- (ii) The required and expected interest expenses, tax payment, cash flow, and retained earnings;
- (iii) The Group projected levels of capital expenditure and other investments plans, if any;
- (iv) The prevailing interest rate;
- (v) The debt / equity ratio of the Group; and
- (vi) Maintaining of adequate reserves for the further growth of the Group.



Management Discussion and Analysis (Cont'd)



FORWARD LOOKING STATEMENT

The Malaysian economy grew by 5.2% in Q3 2025, supported by strong domestic demand and an ongoing investment activities. This unexpected strong growth rate helped to push the anticipated 2025 GDP growth to 4.9%. However, the IMF has estimated Global growth at 3.1% in 2026 and Malaysia growth at 4.0% citing downside risks such as potential higher tariff arising from USA trade policy, elevated uncertainty and geopolitical tensions.

Malaysia signed the Agreement on Reciprocal Trade (ART) with the United States in October 2025, which paved the way for continued access for Malaysian goods to one of its major export markets. The ART represents a significant step in strengthening the trade relationship between the two countries. Hopefully, this will provide Malaysia with some advantages in its export to USA as compared to some of its competitors. Despite the uncertainty in the world economic outlook, Malaysia is expected to register a growth rate of between 4 to 4.5% in 2026.

The poultry market in Malaysia is expected to remain resilient, supported by sustained demand for poultry products as an affordable and essential source of protein. Overall consumption is projected to remain robust, driven by population growth, urbanisation, and shifting dietary preferences towards protein-rich diets.

Nevertheless, the industry continues to face external challenges, including high production costs due to reliance on imported feed, the transition towards modern biosecure farming systems, and the impact of evolving trade and disease-control regulations.

While feed input costs were relatively stable in late 2024 and 2025, the recent implementation of the Sales and Service Tax (SST) on certain feed raw materials may result in moderate increase in feed cost. Although livestock feed remains zero-rated, several feed components, including raw soybean, canola meal, corn gluten meal, broiler premix, rice husk, and molasses, are now subject to a 5% sales tax. As the industry remains heavily dependent on imported raw materials for feed, this policy change could further elevate production costs. However, the recent weakening of the USD has helped to stabilise feed costs to some extent.

Chicken prices in Malaysia for 2026 are expected to be determined by market forces, with current analyses suggesting that prices will likely remain stable or experience slight increases, influenced by production costs and government policies. Feed costs continue to be the primary driver of poultry prices, accounting for approximately 70% of total production expenses.

In line with CAB Group's strategic objective to reinforce and grow its core business (i.e. the integrated poultry segment), the Company completed the acquisition of CAB Feed Sdn. Bhd. (formerly known as Cargill Feed Sdn. Bhd.) on 28 November 2025 ("CFSB"). CFSB is primarily involved in the manufacture and sale of animal feeds. This acquisition strengthens the Group's broad farming footprint by securing a reliable and cost-effective supply of animal feeds, thereby maintaining operational efficiency and supporting long-term growth.

In addition, the acquisition is expected to generate an additional revenue stream and provide access to CFSB's existing customer base, creating opportunities for market expansion and cross-selling. CFSB's assets and operational capabilities are also complement the Group's current operations.

Premised on the above and barring any unforeseen circumstances, the Board is optimistic about the prospects of the Group over the next financial year. The Group will continue focusing in the use of automation and new technology into its operations, where appropriate, to reduce the dependency on labour.

Sustainability Statement

CAB Cakaran Corporation Berhad (“CAB” or “the Company”) is pleased to present this Sustainability Statement (this “Statement”) that reports the efforts, progress, and performance of the management of the sustainability matters of the CAB and its group of subsidiaries (“CAB Group” or “the Group”) for the financial year ended 30 September 2025 (“FY2025”). This Statement has been reviewed by the Board of Directors (“Board”) of CAB.

Scope And Reporting Framework

This Statement covers the Group’s integrated poultry business segment, the fast-food business segment, and the retailing segment. The operations of these segments in Malaysia and Singapore are included in the scope of this reporting. These operations contributed to 99.98% of the Group’s FY2025 revenue.

The scope of this Report does not include the operations of CAB Feed Sdn Bhd (formerly known as Cargill Feed Sdn Bhd), which was acquired by the Group in November 2025 to support the Group’s expansion into feed manufacturing operations. The Group will consider including the feed manufacturing operations in its reporting scope after successful implementation of the management transition and when the data collection process is developed to facilitate reporting.

This Statement is prepared in accordance with the sustainability disclosure requirements of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa”), and the Group has also taken into consideration the Sustainability Reporting Guide – 3rd Edition and its accompanying Toolkits published by Bursa.

The Group acknowledges the introduction of IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information (“IFRS S1”) and IFRS S2 – Climate-related Disclosures (“IFRS S2”) as part of MMLR’s future reporting requirements. We have begun to undertake initiatives to prepare the Group to comply with these requirements when they come into effect in the future.

Assurance

This Statement has not been reviewed by the Internal Auditors of CAB Group, nor has external assurance been obtained. The Internal Auditors may review relevant sustainability processes in the future as part of the assurance activities.

This Sustainability Statement was approved by the Board on 22 December 2025.

Aligning Sustainability with CAB Group’s Vision, Mission, and Core Values

CAB Group’s sustainability strategies and approaches are guided by and are intended to support our Group’s Mission, Vision Statements, and Core Values, which are illustrated as follows:



OUR VISION

To be a respectful leader in the regional food industry with strict adherence to high quality and safety standards for food production



OUR CORE VALUES

- To always ensure premium quality and food safety standards are adhered to
- To actively participate in activities related to raising the standards of the food industry
- To form strategic long-term partnerships with our employees, customers and suppliers
- To optimise profit through efficient utilisation of resources
- To constantly invest in new facilities and research and development in order to produce a continuous stream of quality and safe food products



OUR MISSION

To manage and conduct all business dealings with integrity and innovation to supply a wide range of high quality and safe food products to our customers

The management of sustainability matters is integrated into the Group’s business management processes, and the management of sustainability risks is also incorporated into the Group’s risk management system. In prioritising the sustainability matters which are important to focus resources on, we adopt materiality assessment to determine the material sustainability matters (“MSMs”).

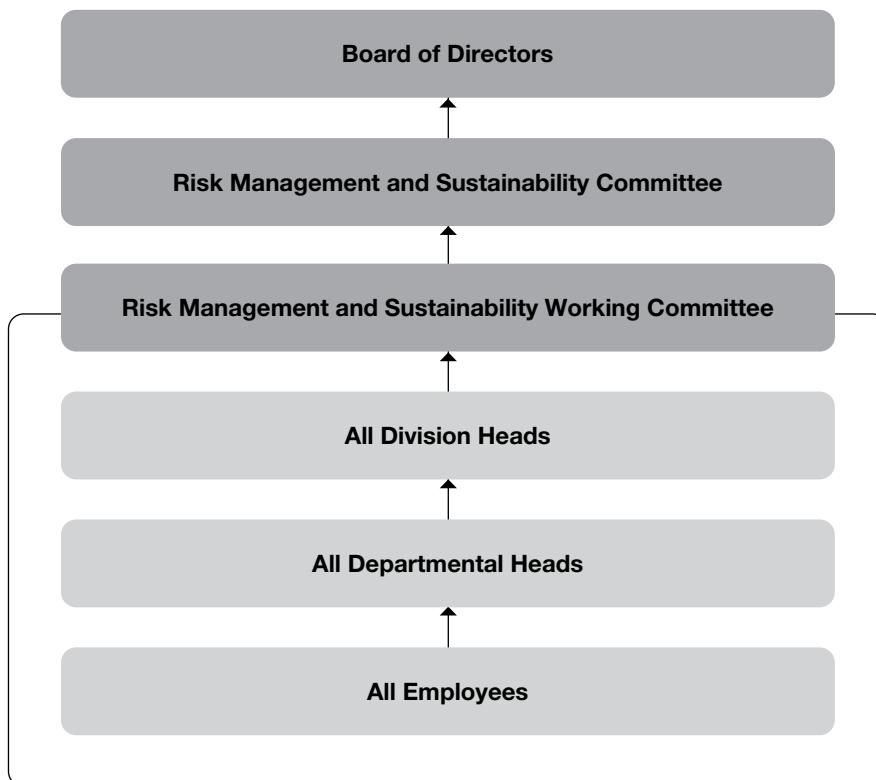
Sustainability Statement (Cont'd)

Sustainability Governance

Sustainability is incorporated in CAB Group's corporate governance structure, where the Board holds ultimate responsibility for ensuring that sustainability is considered in the Group's corporate strategies in the long term. During the financial year, the Board has also reviewed and updated the Board Charter and relevant Board Committees' Terms of Reference to reflect the emphasis on climate-related considerations in the Group's governance.

CAB Group's governance framework is established to specify the roles and responsibilities of respective personnel in relation to sustainability initiatives and performance, in addition to day-to-day sustainability management, such as compliance with environmental and social laws and regulations. The governance framework is also aligned with the promulgations of the Malaysian Code of Corporate Governance ("MCCG").

CAB Group's governance structure for sustainability is illustrated as follows:



The Board is responsible for ensuring that sustainability matters, including environmental, social, and climate-related aspects, are considered adequately and are able to support long-term value creation. The Management, led by the Group Managing Director ("GMD"), is responsible for developing strategies, proposing them for the Board's approval, and implementing relevant initiatives towards realising the Board-approved strategies.

In carrying out its oversight role, the Board is supported by the Risk Management and Sustainability Committee ("RMSC"), whose role is to oversee and monitor the effective implementation of the Group's sustainability framework and performance. The Group's key sustainability strategies, priorities, targets, and performance are also reviewed by the RMSC before they are reported to the Board.

At the management level, the GMD leads the Management, including the Risk Management and Sustainability Working Committee ("RMSWC"), to develop implementation plans and drive sustainability strategies. The RMSWC's members include key management personnel of respective functions and operations. The achievement of sustainability targets, which are developed to measure performance against sustainability priorities and key performance indicators ("KPIs"), is the responsibility of the respective key management personnel, including ensuring sustainability-related activities are carried out effectively.

Sustainability Statement (Cont'd)

Sustainability Governance (Cont'd)

The management and performance of the Group's sustainability are also an integral part of the Group's risk management system, where matters in relation to sustainability are treated as part of the key discussion topics during the quarterly management meetings.

The Board is also responsible for ensuring key sustainability strategies, priorities, targets, as well as performance, are communicated with the CAB Group's internal and external stakeholders, as appropriate. Amongst others, the Group's key communication and engagement with stakeholders include the annual publication of the Annual Report (including the Sustainability Report), the corporate website, corporate announcements via the Bursa's portal, and the annual general meeting.

Stakeholder Engagement

In ensuring our business strategies and sustainability strategies are aligned with the broad interests of our stakeholders and shareholders, the opinions and feedback of our stakeholders are important to the Group as they help to ensure the success of the sustainability journey throughout its course.

In CAB Group, we actively engage and communicate with our relevant stakeholders via various channels in order to better understand the stakeholders' concerns and needs. Through our stakeholder engagement activities, we are able to identify issues deemed important to our stakeholders and address their interests, expectations, and concerns.

Our stakeholder engagement processes and the outcomes arising from such processes also enable CAB Group to determine its MSMs to understand which sustainability matters are more significant to the Group's value creation for stakeholders.

The following table summarises our key stakeholders, engagement methods, and key focus areas during FY2025.

Key Stakeholders	Engagement Methods	Frequency of Engagement	Key Focus Areas
Shareholders/investors	Annual general meeting	Annually	<ul style="list-style-type: none">• Economic performance• Corporate governance compliance with all relevant laws and regulations• Anti-corruption and bribery measures
	Annual report and audited financial statements	Annually	
	Quarterly financial report	Quarterly	
	Extraordinary general meeting	As and when needed	
	Announcement to Bursa and Corporate Website	As and when needed	
Employees	Departmental and management meetings	Ongoing	<ul style="list-style-type: none">• Occupational health and safety working environment• Employee, engagement and development• Work-life balance and employee welfare• Competitive compensation and benefits and remuneration packages
	Annual performance appraisal	Annually	
	Events and festive celebrations	Periodically	
	Briefing and training	As and when needed	
Customers and consumers	Feedback channels such as emails, phone calls, and walk-in	As and when needed	<ul style="list-style-type: none">• Product safety and quality• Pricing competitiveness• Variety of products• Product availability• Marketing and labelling
	Customer services	Ongoing	
	Website and social media platforms	As and when needed	
	Service satisfaction	Regular	

Sustainability Statement (Cont'd)

Stakeholder Engagement (Cont'd)

Key Stakeholders	Engagement Methods	Frequency of Engagement	Key Focus Areas
Suppliers and contract farmers	Collaboration contracts	As need arises	<ul style="list-style-type: none"> • Continuous supply of key products • Product quality • Compliance with the supplier's code of conduct • Similar good practices in the supply chain
	Sites visits	As and when needed	
	Suppliers' selection and evaluation (via audit)	Regular	
	Business meetings	Regular	
Government bodies/ regulators	Meetings and discussions with authorities	As and when needed	<ul style="list-style-type: none"> • Health and safety matters • Product certification • Environmental and social compliance • Tax and pricing issues • Labour practice • Transparency and accountability
	Compliance activities	Ongoing	
	Timely reporting	As prescribed by law/ regulation	
Community	Corporate social responsibility activities	Regular	<ul style="list-style-type: none"> • Waste and effluent management • Community development • Social impact • Community living, care, and development
	Local representative	Regular	
	Charitable contributions	As and when needed	
	Internship programmes and charity events	As and when needed	

Materiality Assessment

The Group's management of sustainability considers the materiality of sustainability matters to the Group, which is assessed and determined via a materiality assessment process. The materiality assessment takes into consideration Management's assessment of the sustainability matters as well as the views of stakeholders.

During the assessment process, the Management also obtained the input of relevant personnel who have a clear understanding of the Group's stakeholders. The MSMs are reviewed every year to ensure the MSMs remain relevant and material to the Group.

A sustainability matter is considered material if it:

- reflects the Group's significant sustainability impacts; or
- substantively influence the assessments and decisions of key stakeholders.

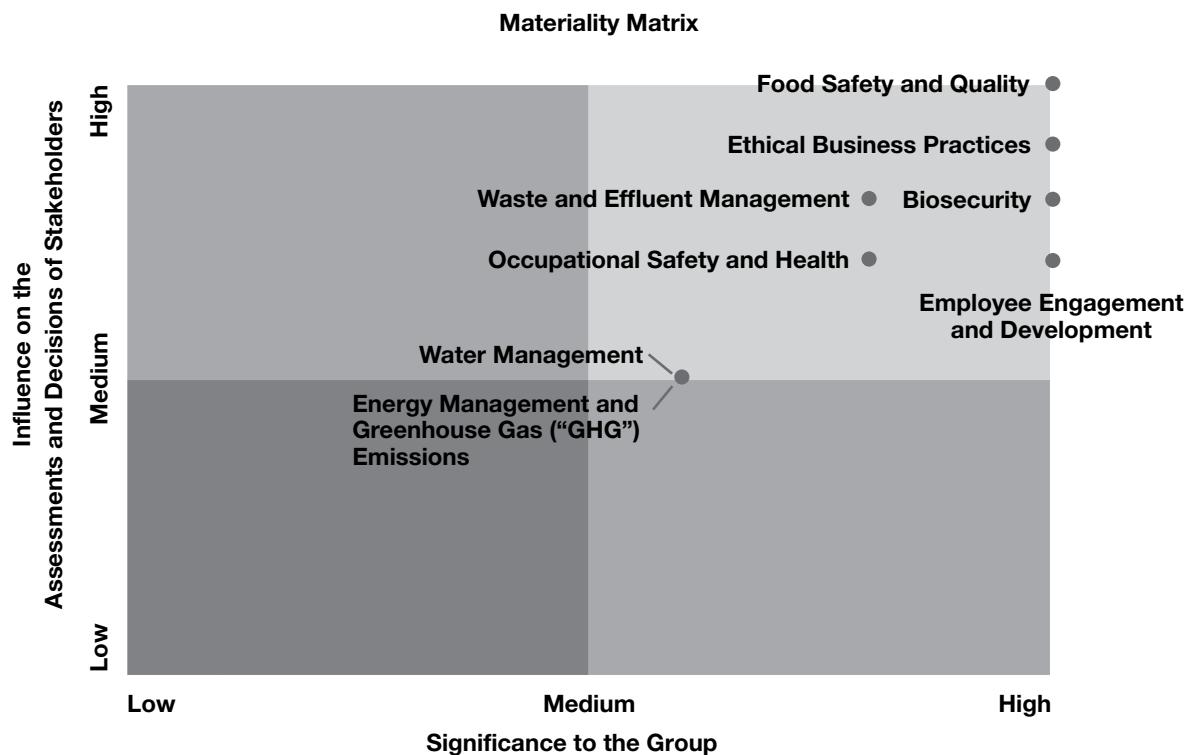
The Group performed a review of its materiality assessment in FY2025, participated in by Senior Management personnel, including the GMD, Division Heads, Heads of Department, and personnel who understand the views and concerns of the Group's key stakeholders.

The Group's materiality matrix for FY2025 remained unchanged from the previous year. The business priorities and stakeholders' expectations reflected in the materiality matrix continued to remain relevant and representative of the current business environment.

Sustainability Statement (Cont'd)

Materiality Assessment (Cont'd)

The Group's MSMs for FY2025 are illustrated in a materiality matrix, as follows.



Food Safety and Quality

Food safety and quality are paramount to CAB Group and are enshrined in the Group's Vision, Mission, and Core Values. We comply with the stringent standards for food quality and safety, in addition to compliance with laws and regulations, across our food products from farm practices to food processing to packaging.

CAB Group has a Food Safety Policy to guide our processing and manufacturing processes and practices. The Food Safety Policy is incorporated as part of our Quality Assurance Program. Ongoing improvement processes, including feedback and complaints mechanisms and recall procedures, are also in place.

The Group's operations and processes are certified and recognised with national or international guidelines or food safety standards, as applicable, as follows:

- Malaysian Good Agriculture Practices ("MyGAP") certification for its breeder and grand-parent stock farms;
- Sirim QAS International Quality Management System requirements ISO 9001:2015 for Farm's Best Food Industries Sdn. Bhd. and Jimat Jaya Sdn. Bhd.;
- Veterinary Health Mark ("VHM") and HALAL certification by Jabatan Kemajuan Islam Malaysia ("JAKIM") for its chilled/ frozen chicken and further processed products;
- Good Manufacturing Practice ("GMP") and Hazard Analysis and Critical Control Point ("HACCP") certification for the chicken processing and further processed product manufacturing facilities in Kuala Lumpur and Malacca;
- Food Safety System Certification ("FSSC") 22000 for its slaughtering facility in Kedah and further processed product factory in Kuala Lumpur; and
- Certification from the Singapore Food Agency ("SFA") for certain broiler farms in Johor and processing and manufacturing facility in Malacca, which enables the Group to export broilers, frozen dressed birds and parts, as well as further processed products to Singapore.

Sustainability Statement (Cont'd)

Food Safety and Quality (Cont'd)

CAB Group's processing and manufacturing lines have incorporated controls that ensure the preservation and maintenance of optimum food safety and quality, including metal detectors, temperature controls, and the implementation of automation technology to minimise manual handling.

In some operations, we apply bar-coding technology, which helps to enable effective storage and logistics planning and management, as well as enable our employees to trace batches, quickly react to any issues arising, identify root causes, and carry out remedial actions.

To prevent cross-contamination, we ensure proper segregation and compartmentalisation of processing areas between raw, semi-processed, and processed items. We also ensure sanitation procedures and hygiene practices are implemented and managed consistently.

In relation to antibiotic safety, the Group's broiler farms also have food safety and quality practices that observe a withdrawal period to maintain the antibiotic level in chicken meat within the regulated levels.

Food Safety and Quality Awareness and Training

To ensure our employees are equipped with the relevant knowledge to safeguard food safety and quality in our operations, regular education and training on standard operating procedures ("SOPs") are provided. The awareness training includes, but is not limited to, identifying and overseeing the issues in the processing or manufacturing processes, maintaining proper hygiene at all times, and ensuring the correct handling and storage of materials and products. In addition, we also provide our employees with training specific to their respective scopes of work to ensure they are able to perform assigned specialised tasks effectively, including managing matters associated with food safety and quality.

Training relevant to food quality and safety provided to our employees during the financial year under review is summarised as follows:

- Food Handling Training;
- Understanding, Developing & Implementation of FSSC 22000 V6;
- FSSC 22000 V6 Internal Audit Training;
- ISO 9001:2015 Lead Assessor/Auditor;
- 5S, Safety, GMP & Halal Awareness;
- Pest Control;
- ISO 9001:2015 Internal Quality Audit Course;
- ISO 9001:2015 Awareness;
- Understanding And Implementing SIRIM 64:2023 Guidelines On Shelf-Life Determination of Food Products;
- GMP Awareness;
- HACCP MS 1480:2019 Awareness;
- Training on Understanding The ISO Standard Requirements And Interpretation;
- Unlocks The Secrets Of Allergen Management;
- GMP Training Including CCP, OPRP, Allergen;
- Food Allergen Management;
- ISO 22000:2018 Awareness;
- Root Cause Analysis For Deviation In Food Safety System;
- Management Review Meeting For Food Safety Management;
- 5S of Kaizen Workplace Management;
- Food Safety Course Level 1;
- Sale of Food Act; and
- Food Safety and Hygiene Level 1.

Sustainability Statement (Cont'd)

Food Safety and Quality (Cont'd)

Quality Assurance, Quality Control, and Audits

Process and product quality at the business units are safeguarded by the relevant Quality Assurance and Quality Control Departments, which conduct regular internal reviews of the Group's operations, including compliance with food safety and quality, where applicable. Our facilities are also periodically audited by regulators and customers who apply stringent food quality and safety standards.

As part of the Group's Quality Assurance Policy and programme, we have an in-house laboratory to monitor the quality of incoming raw materials to factories as well as the quality of finished products before delivery to customers. Our qualified Quality Assurance staff are also tasked to highlight any quality and safety issues that need to be improved, as well as carry out review activities to ensure compliance with ISO audits.

We are pleased to report that there were no cases of product recall or major issues reported on food safety and quality matters throughout the year.

CAB Group	FY2023	FY2024	FY2025
Recall product cases (number)	0	0	0
Major food safety and quality issues (number)	0	0	0

Ethical Business Practices

The Group commits to upholding integrity and ethics in its business and operations, which are aligned with the core principles and the Vision, Mission, and Core Values of the Group.

The Group has established a Code of Ethics and Conduct ("Code"), applicable to the Group's Directors and employees, which sets their expectation to display the highest levels of professionalism in all aspects of their work and dealings with internal and external stakeholders. The Group's Code communicates the Group's commitment to practising business ethically towards its stakeholders, including its employees, customers, suppliers, the environment, and the community. The Group's commitment is to deal fairly and ethically in the market, with its customers, suppliers, competitors, and business partners, to promote a healthy, competitive, and economically efficient marketplace.

Data Privacy and Confidentiality

The Code requires our employees to safeguard confidential information and data, including data relevant to customers and other personal data. CAB Group is committed to complying with the requirements of applicable laws related to the protection of personal data.

In June 2025, the Group reported a cyberattack on the accounting system of one of its subsidiaries, Farm's Best Food Industries Sdn. Bhd., which prevented the Group's access to the accounting system and its data. Immediate response measures were carried out to assess the impact, and the findings indicated that there was no external access to internal data and no material impact on the operational or financial performance for the subsidiary or the Group. Restoration efforts, supported by internal IT personnel and external cybersecurity consultants, successfully recovered the affected database, with data almost fully restored. In addition, enhancements to cybersecurity have also been planned and implemented on an ongoing basis.

There were no substantiated complaints concerning breaches of customer privacy and losses of customer data in FY2025.

CAB Group	FY2023	FY2024	FY2025
Substantiated complaints concerning breaches of customer privacy and losses of customer data (number)	0	0	0

Sustainability Statement (Cont'd)

Ethical Business Practices (Cont'd)

Anti-Bribery and Corruption

The Group has an Anti-Bribery and Corruption Policy ("ABC Policy") that communicates the Group's zero-tolerance approach towards bribery and corrupt practices in all its operations. The ABC Policy is applicable to all the Group's business dealings and transactions in all the countries in which they operate and is available in three (3) languages, i.e. English, Malay, and Chinese. The ABC Policy addresses various forms of corruption and high-risk transactions such as gifts and hospitality, facilitation payments to an officer of public body, third parties and agencies, political contributions, and charitable contributions.

The ABC Policy in all three languages are available on CAB's corporate website. We adopt a risk-based approach towards managing corruption, and corruption risk assessment and management are incorporated in the CAB Group's annual risk management process. The corruption risk assessment covers all operations of the Group. The corruption risk assessment helps us to focus our efforts and resources on addressing areas with higher corruption risks.

CAB Group	FY2023	FY2024	FY2025
Operations assessed for corruption-related risks (percentage)	100%	100%	100%

The ABC Policy is regularly communicated to internal and external stakeholders through various methods, including the company website, internal communications, and other appropriate means. We proactively communicate policies and procedures related to bribery and corruption to employees from time to time to raise employee awareness and ensure that the Group's anti-corruption stance is upheld in operations. We also obtain written acknowledgement of the ABC Policy from employees, and training is provided to Directors and employees from time to time.

CAB Group (percentage)	FY2023		FY2024		FY2025	
	Communication	Training	Communication	Training	Communication	Training
Directors	100%	0%	100%	33%	100%	100%
Director-level positions ("EDs") and Key Senior Management	100%	0%	100%	81%	100%	73%
Managerial	100%	0%	15%	17%	100%	37%
Executive & Supervisory	100%	0%	6%	8%	100%	6%
Non-Executive	100%	0%	1%	<1%	100%	0%

Whistle-blowing

A whistle-blowing channel, which is formalised via the Group's Whistle-blowing Policy, has also been established to allow internal and external stakeholders to report genuine concerns about unethical behaviour, malpractices, illegal acts, or failure to comply with regulatory requirements, without fear of reprisal. Serious violations of the Group's Code or ABC Policy can also be reported via the whistle-blowing channel.

The whistle-blowing mechanism provides protection with regard to the whistle-blower's identity, safeguards against any adverse or detrimental actions taken in response to a report made in good faith and ensures that genuine whistle-blowers are not subjected to harassment or retaliation.

During the financial year under review, there were zero whistle-blowing cases reported and zero confirmed incidents of corruption. In addition, CAB Group also did not receive any cases in relation to discrimination or child labour.

CAB Group	FY2023	FY2024	FY2025
Whistle-blowing cases (number)	0	0	0
Confirmed incidents of corruption (number)	0	0	0
Substantiated complaints concerning human rights violations (number)	0	0	0

Sustainability Statement (Cont'd)

Biosecurity

Biosecurity is closely tied to food safety, especially in our integrated poultry business. The management of CAB's biosecurity risks is guided by our Biosecurity Policy. Biosecurity control measures are in place in hatcheries and farms to minimise, prevent, confine, and control potential diseases and infection risks.

CAB Group's biosecurity-related controls are summarised as follows:

- CAB farms are managed in accordance with the Group's Farm Management Policy and SOPs. All hatcheries and farms had applied Flock Health Monitoring with due consideration given to excellent bird health and welfare.
- CAB's poultry farms are distanced from each other, spreading across the entire Peninsular Malaysia, to minimise and avoid the impact of cross-infection in the case of a disease outbreak. Employees and/or visitors who have been to poultry farms are forbidden from entering the Group's hatcheries within a specified period to prevent infection of day-old chicks.
- The physical movements of persons in and out of the operating premises are monitored and controlled, and persons entering the premises are required to wear disinfected apparel and gear. Entry to the farm is only allowed for those who are wearing the designated farm uniform, and who have undertaken the required shower, hand washing, and disinfectant boot-dipping procedures.
- Livestock quality control plays a crucial part throughout the entire production chain, starting from grandparent stock down to parent stock and broiler. To keep good disease prevention and control, ongoing practices of stringent biosecurity and farm isolation are undertaken. CAB is moving forward with having all its farms, especially broiler farms, certified by the Department of Veterinary Services ("DVS") as MyGAP.
- Vehicle shower and wheel-dip are required for all authorised vehicles before entering farms and hatcheries, whilst external vehicles are forbidden from entering the production and clean areas to minimise the risk of bringing disease-carrying microorganisms into farms.
- Good practices on a range of matters important to hygiene and disease control, such as rodent, insect and wild bird control, and waste management for farms and hatcheries, are adopted by the Group to monitor the internal conditions of its operations premises.
- The Group has employed qualified veterinarians who are responsible for poultry health monitoring and disease control. Ongoing monitoring of flock health is conducted across all CAB's farms, and veterinarians will visit CAB's farms regularly.
- Evaporative Tunnel Ventilated Closed House System is adopted by the Group to regulate and enhance consistency of air quality and house temperature to avoid unnecessary stress on poultry in order to deliver excellent performance and also to minimise biosecurity risks. To improve the effectiveness of the Group's effort in managing biosecurity risks, the Group is gradually adopting the conversion of all its open-house farms to closed houses.

There were no major disease outbreaks in CAB's poultry farms for the financial year under review.

CAB Group	FY2023	FY2024	FY2025
Major disease outbreaks in CAB's poultry farms (number)	0	0	0

Waste and Effluent Management

Waste and effluent management is a crucial topic for CAB's farms and processing plants as we strive to avoid environmental contamination from production waste and effluent. This includes responsibly managing production wastewater from processing plants, which comprises a mixture of, amongst others, blood, fat, feathers, skins, etc.

Our operations maintain systematic waste management systems in accordance with established SOPs and regularly maintained waste management facilities. The controls and processes practised include proper waste segregation and handling, such as having licensed waste contractors to manage and dispose of scheduled waste, having designated processes to manage food and organic waste, and segregation of waste which can be sold or recycled.

Sustainability Statement (Cont'd)

Waste and Effluent Management (Cont'd)

Wastewater and Treatment Systems

Generally, wastewater is treated and monitored through wastewater treatment systems, which may apply two (2) types of treatments, i.e. Biological Process and Physical Chemical Process, or a combination of both in some plants.

The purpose of the processes is to remove the contents, such as suspended solids, grease and fat, and harmful substances, which are then processed into sludge cake for disposal in accordance with environmental laws and regulations, while the treated effluent can be discharged safely into the public water system.

In order to ensure the quality of treated effluent is retained within the regulated levels, treated effluent is sampled and tested at least every week to assess and determine its acidity, biochemical oxygen demand ("BOD") level, chemical oxygen demand ("COD"), etc.

From time to time, training on the maintenance and management of the wastewater treatment system is provided to our Group's technical officers who are certified by the Department of Environment ("DOE") to ensure that they are well-trained and updated with the Group's latest processes and facilities.

The Group's overall treated effluent discharge is mainly from our chicken slaughtering plants and is summarised as follows.

CAB Group	FY2024	FY2025
Effluent discharged (megalitres)	762	800

During the reporting year, CAB Group recorded a minor penalty issued by the Department of Environment ("DOE") related to effluent non-compliance at one of our sites. The matter was promptly addressed, and comprehensive corrective and preventive actions were implemented to prevent the recurrence of similar cases.

We are pleased to report that all other sites remained fully compliant, with no other significant penalties or fines recorded in relation to wastewater treatment during FY2025. This reflects our ongoing commitment to high environmental standards and continuous improvement.

Waste Management

We ensure that scheduled waste is managed in accordance with the applicable laws and regulations. On the other hand, non-scheduled waste generated by the Group's operations may have various other uses, and the Group donates or sells the waste where possible.

Poultry wastes, consisting of offal, feathers, manure, and eggshells, are amongst some of the more significant wastes from our slaughtering operations, which are not for human consumption. Whilst not commercially viable for us to process such wastes into other products, they contain nutritional values and may be used for other purposes such as animal feed, composting, or others.

We continue to carry out gradual conversion of all the Group's farms, of which a majority are open house system, into closed house systems, which will help to manage the problem of odour and flies relating to poultry manure. We also adopt the use of microorganism sprays on poultry manure, which helps to accelerate decomposition and reduce odour.

We have a collaborative relationship with licensed contractors where they help to manage and measure the poultry manure generated from our operations, while we provide the poultry manure to them without charge.

Sustainability Statement (Cont'd)

Waste and Effluent Management (Cont'd)

Waste Management (Cont'd)

The following table summarises the generation and management of the Group's more significant waste.

CAB Group	FY2024 ¹			FY2025		
	Generated (tonnes)	Diverted from Disposal (tonnes)	Directed to Disposal (tonnes)	Generated (tonnes)	Diverted from Disposal (tonnes)	Directed to Disposal (tonnes)
Scheduled Waste (Hazardous Waste)						
SW110 - Electronic Waste ²	81.91	0.01	81.90	0.02	0.02	0.00
SW 204 - IETS Wastewater Treatment (Sludge) ³	Not available	Not available	Not available	1,300.47	0.00	1,300.47
SW305 - Lubricating oil	5.29	0.00	5.29	4.10	0.00	4.10
SW 409 Disposed containers, bags or equipment contaminated with chemicals, pesticides, mineral oil or scheduled wastes ⁴	Not available	Not available	Not available	0.68	0.00	0.68
SW410 - Rags, plastics, papers and filters waste	0.15	0.00	0.15	1.12	0.00	1.12
Non-Hazardous Waste						
Poultry waste	19,405.20	15,803.70	3,601.50	18,265.84	14,223.39	4,042.45
Used oil	9.50	9.50	0.00	13.17	13.17	0.00
Organic and perishable waste	503.61	180.00	323.61	1,900.12	1,858.30	41.82
Plastic and packaging waste	437.03	437.03	0.00	582.51	455.35	127.16
Metal and scrap waste	54.74	54.74	0.00	83.05	83.01	0.04
General and mixed solid waste	1,063.88	61.55	1,002.33	1,286.21	0.00	1,286.21
Total	21,561.31	16,546.53	5,014.78	23,437.29	16,633.24	6,804.05

¹ CAB Group began to collect waste data in FY2024.

² E-waste has been reclassified under SW110 – electronic waste.

³ CAB Group began to collect SW 204 waste data in FY2025.

⁴ CAB Group began to collect SW 409 waste data in FY2025.

Water Management

Water is a significant and important input in the CAB Group's operations, including in our integrated poultry operations and food processing operations. While the majority of the water we use is sourced from the municipal water supply, we also draw underground water in some operations.

Generally, our operations are not located in water-stressed areas. Nonetheless, the Group undertakes approaches and initiatives to ensure we use water effectively and do not waste water at all our business units. Our water management practices are highlighted as follows:

- rainwater harvesting system or water retention ponds in farms to enable the collection and reuse of rainwater; and
- maximising water efficiency in accordance with the 3Rs principle: reduce, reuse, and recycle.

During the financial year under review, a total of 1,436 megalitres of water was withdrawn for our business operations.

CAB Group (megalitres)	FY2024	FY2025
Municipal water supply	1,365	1,392
Underground water	57	44
Total water withdrawal	1,422	1,436

Sustainability Statement (Cont'd)

Energy Management and Greenhouse Gas (“GHG”) Emissions

The Group undertakes energy management to optimise its use of resources and operational efficiency. Electricity is crucial, especially for farm and production operations, while diesel and petrol are used in company vehicles, for the transportation of goods, as well as in equipment used in production and operations.

Renewable Energy – Solar Power

In recent years, the Group has initiated investments in solar power generation systems (or “PV Systems”) to enhance its use of renewable energy across various operational sites. In addition to generating our own energy to supplement operational energy demand, these investments also help us reduce our reliance on fossil fuel-based purchased electricity while reducing our carbon footprint. The energy generated from the installed PV Systems is used entirely for the Group’s own operations.

During the financial year under review, the Group completed the installation of PV systems at 14 locations, bringing the total number of operating sites installed with PV systems to 16, including 9 farms and 7 production facilities, as follows:

- CAB Corporate Office in Seberang Jaya, Penang;
- Hatchery centre in Simpang Ampat, Penang;
- Slaughtering and processing factory in Malacca;
- Hatchery centre in Sungai Petani, Kedah;
- Poultry farms in Pendang, Kedah;
- Poultry Farm in Juru, Penang;
- Processing factory in Segambut, Kuala Lumpur; and
- Hatchery centre in Pontian, Johor.

The Group continues to assess the viability of installing PV systems at other operating sites to optimise the Group’s cost, energy, and emissions efficiency. As a result, the electricity purchased from TNB in FY2025 is lower compared to the previous year, as part of the Group’s electricity demand was offset by renewable energy generated from the installed solar panel systems.

Energy Consumption

During the financial year under review, CAB Group consumed approximately 131,101 MWh of energy within the business operations.

CAB Group (MWh)	FY2024⁵	FY2025
Petrol and diesel	58,474.69	56,738.47
Purchased electricity	72,048.97	70,338.00
Self-generated solar energy consumed	2,107.66	4,024.84
Total energy consumption	132,631.32	131,101.31

⁵ CAB Group began to collect energy consumption data in FY2024.

Sustainability Statement (Cont'd)

Energy Management and Greenhouse Gas ("GHG") Emissions (Cont'd)

Energy Consumption (Cont'd)

We continue to carry out regular monitoring and management of our energy use, striving to utilise energy efficiently, control expenses, and reduce our carbon footprint. These initiatives include:

- corrective actions are taken to reduce abnormal power consumption and minimise energy waste during idle production time;
- continue to oversee and monitor energy consumption via supervisory control;
- utilising and prioritising energy-efficient equipment and electrical appliances across the operations, such as installing energy-efficient chiller systems, LED lighting, condensers, and cooling tower fans;
- installation of stabilisers on air compressors, temperature control on relevant processes to reduce electrical usage whenever appropriate; and
- applying environmentally friendly designs and materials in our products.

GHG Emissions

The Group continues to report its Scope 1 and Scope 2 emissions, which are derived from the Group's direct use of fossil-based fuels and purchased electricity, respectively.

CAB Group (tCO ₂ e)	FY2024 ⁶	FY2025
Scope 1 (Direct) ⁷	14,446.96	14,018.81
Scope 2 (Indirect) ⁸	54,479.48	53,163.37
Scope 1 and Scope 2	68,926.44	67,182.18

⁶ CAB Group began to collect Scope 1 and Scope 2 GHG emissions data in FY2024.

⁷ The conversion factor for petrol and diesel has been restated using the latest figure from the GHG Protocol – GHG Emissions from Transport or Mobile Sources. Reference: <https://ghgprotocol.org/calculation-tools-and-guidance>.

⁸ The conversion factor for electricity purchased in Singapore has been restated using the latest figure, which is based on Singapore's Grid Emission Factor of 0.402 kg CO₂e/kWh for FY2024. Reference: <https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2>.

Supported by the installed PV systems, which supplied clean energy to the Group's operations, our FY2025 Scope 2 emissions reduced by about 2% to 53,163.37 tCO₂e from the previous financial year. The Group avoided an estimated 3,115.22 tCO₂e of GHG emissions by utilising energy generated from its PV systems.

On the other hand, we continue to develop internal processes to gather Scope 3 GHG emissions, focusing on Category 6 – Business Travel and Category 7 – Employee Commuting.

Climate-related Financial Disclosures

The Group acknowledges that climate change may potentially affect business and the business environment. The Group also acknowledges the gradual adoption of IFRS S1 and IFRS S2 in the MMLR reporting requirements in the coming years and has begun to undertake initiatives to align its practices and processes with the IFRS S2.

During the financial year under review, the Group reviewed and updated its governance structure to reflect climate-related considerations in the responsibilities of the Board and relevant Board Committees.

The Group has also conducted a simple scenario analysis to assist in the identification of climate-related risks and opportunities. We selected 3 scenarios, including a scenario that reflects the current trajectory, a scenario with higher transition risks, and a scenario with higher physical risks, to assess the possible climate-related risks and opportunities in the different climate scenarios. Selected climate-related risks and opportunities will be further assessed to evaluate their impacts, including financial effects as applicable, as part of the Group's approach to prioritise the management of more material risks and opportunities.

Sustainability Statement (Cont'd)

Energy Management and Greenhouse Gas (“GHG”) Emissions (Cont'd)

Climate-related Financial Disclosures (Cont'd)

We will continue to develop relevant processes, conduct assessments, and implement controls to manage material climate-related risks or opportunities identified. Where relevant, the Group will also consider material climate-related risks and opportunities in its business strategies and plans in the short and long term. We will disclose climate-related financial disclosures in alignment with IFRS S2 in our future reports in compliance with the MMLR.

Employment

Workforce Diversity

CAB Group is steadfast in its commitment to fostering and maintaining a diverse and inclusive workforce, where every employee is treated fairly and equitably, without discrimination. As an equal-opportunity employer, we are dedicated to developing a workplace culture that embraces individuals with different backgrounds, genders, ages, creeds, ethnicities, and cultural affiliations and provides equal opportunities for career development and advancement.

The Group has implemented a Gender Diversity Policy for Directors and Senior Management to promote gender diversity at leadership levels. The primary focus remains on ensuring that recruitment and selection processes prioritise a strong combination of competencies, skills, extensive industry experience, knowledge, and the suitability of the candidate to the particular role being filled.

The table below summarises the total number of Board members and employees, categorised by gender and age group.

30 Sep 2025 ⁹					
Number (%) of the CAB Group's Board	Gender		Age		
	Male	Female	< 30	30 - 50	> 50
Board of Directors	5 (83%)	1 (17%)	0 (0%)	1 (17%)	5 (83%)
Employees By Employee Category for Malaysia					
Director-level positions (“EDs”) and Key Senior Management	17 (85%)	3 (15%)	0 (0%)	9 (45%)	11 (55%)
Managerial positions	158 (72%)	62 (28%)	3 (1%)	125 (57%)	92 (42%)
Executive and Supervisor	380 (56%)	301 (44%)	181 (27%)	374 (55%)	126 (18%)
Non-Executives	2,825 (81%)	648 (19%)	1,697 (49%)	1,560 (45%)	216 (6%)
Total	3,380 (77%)	1,014 (23%)	1,881 (43%)	2,068 (47%)	445 (10%)
Employees By Employee Category for Singapore					
Director-level positions (“EDs”) and Key Senior Management	6 (100%)	0 (0%)	0 (0%)	1 (17%)	5 (83%)
Managerial positions	25 (74%)	9 (26%)	1 (3%)	6 (18%)	27 (79%)
Executive and Supervisor	24 (71%)	10 (29%)	2 (6%)	18 (53%)	14 (41%)
Non-Executives	140 (66%)	72 (34%)	46 (22%)	100 (47%)	66 (31%)
Total	195 (68%)	91 (32%)	49 (17%)	125 (44%)	112 (39%)

Number (%) of employees by nationality	30 Sep 2023	30 Sep 2024	30 Sep 2025	
Malaysia	Local	1,809 (51%)	2,462 (57%)	2,655 (60%)
	Foreign	1,759 (49%)	1,865 (43%)	1,739 (40%)
Singapore ¹⁰	Local	Not available	132 (46%)	134 (47%)
	Foreign	Not available	152 (54%)	152 (53%)

⁹ Refer to Appendix A for FY2024 employee data by gender and age group.

¹⁰ CAB Group began to collect number of employees in Singapore by nationality in FY2024.

Sustainability Statement (Cont'd)

Employment (Cont'd)

Workforce Diversity (Cont'd)

In FY2025, the Group employed a total of 4,680 employees, with approximately 54% being permanent employees and 46% hired on a contract basis. There were also 45 non-contract-of-service workers involved in our business operations, such as contractors, security guards, and cleaners.

Number (%) of employees by employment contract		30 Sep 2024 ¹¹	30 Sep 2025
Malaysia	Full-time permanent employees	2,059 (48%)	2,325 (53%)
	Part-time permanent employees	0 (0%)	0 (0%)
	Full-time contract employees	2,268 (52%)	2,069 (47%)
	Part-time contract employees	0 (0%)	0 (0%)
Singapore	Full-time permanent employees	216 (76%)	223 (78%)
	Part-time permanent employees	0 (0%)	0 (0%)
	Full-time contract employees	17 (6%)	19 (7%)
	Part-time contract employees	51 (18%)	44 (15%)

¹¹ CAB Group began to collect employee by employment contract in FY2024.

Human Rights and Labour Standards

The Group is committed to promoting equal employment opportunities and preventing discrimination in the workplace, striving to ensure that employment practices fairly reflect diversity in terms of gender, ethnicity, and age.

Moreover, CAB Group is also committed to complying with all applicable and relevant laws and regulations in the regions where we operate, particularly those related to human rights and labour standards. This includes adhering to legal requirements such as the prohibition of child and forced labour, minimum wage requirements, maximum working hours, minimum rest periods, and ensuring the health and safety of our employees.

In addition, the Group ensures that all necessary documentation and legal permits are properly obtained and maintained, particularly for foreign employees, alongside their employment contracts.

Employee Engagement and Development

The Group is committed to fostering a culture of open and transparent communication to strengthen employee engagement across all levels. Employees are encouraged to speak, discuss, and share their ideas and suggestions for business improvements, as it enables them to contribute to the company's growth while recognising their own personal potential. Additionally, managers are encouraged to engage continuously with their team members, including workers, to better understand and address the challenges and issues employees encounter in the workplace.

Training and Development

Talents and skills are essential for business success. CAB Group's priorities are focused on continuous skill development and knowledge improvement through employee training and development program aimed at supporting employees to enhance their skills and knowledge, including at a personal level. In addition to developing employees to enhance their performance and delivery of responsibilities in relation to their roles, the Group's training and development program also provides employees opportunities to advance their careers, as well as allowing the Group to identify and assess the individuals with high potential that can be considered in its succession planning.

The training provided to our employees and workers is based on training need analyses conducted during employee and worker engagement activities, such as annual performance evaluations and appraisal sessions. This approach ensures that the training is relevant and aligned with both employee's and company's goals and objectives. To enhance and upskill the knowledge, skills, and experiences of our employees, training is provided for various levels, including the executive team, management personnel, and employees.

Sustainability Statement (Cont'd)

Employee Engagement and Development (Cont'd)

Training and Development (Cont'd)

During the financial year under review, training topics attended by our employees are summarised as follows:

- Safety & Health & Environment (refer to Health and Safety Awareness and Training section for details);
- Quality Management & Food Safety (refer to Food Safety and Quality Awareness and Training section for details);
- Halal;
- Finance;
- Human Resources Management;
- Management Skill;
- Technical Skill;
- Communication Skill;
- Managerial (Leadership);
- Veterinary;
- Sales;
- Logistic;
- Information Technology;
- Anti-Bribery; and
- Sustainability.

The total hours of training attended by our employees in FY2025, categorised by employee category, are included in the following table:

Number of training hours by employee category	FY2024 ¹²	FY2025
Malaysia		
Director-level positions ("EDs") and Key Senior Management	162	270
Managerial positions	1,587	3,274
Executive and Supervisor	4,839	7,468
Non-Executives	2,489	3,842
Total hours of training	9,077	14,854
Average hours of training per employee	2.10	3.38
Singapore¹³		
Director-level positions ("EDs") and Key Senior Management	10	27
Managerial positions	49	119
Executive and Supervisor	94	209
Non-Executives	247	664
Total hours of training	400	1,019
Average hours of training per employee	1.41	3.56

¹² CAB Group began to collect and report the total number of training hours by employee category in FY2024.

¹³ CAB Group began to collect the training hours of employees in Singapore in FY2024.

Employee Welfare

Employees are crucial to our operations as they drive business growth and ensure the quality and safety of our products. To attract and retain talent while recognising their contributions, we provide a range of employee welfare initiatives.

The Group implements a fair and substantive employee reward system that connects rewards to individual contribution and performance, reflecting its adoption of the merit-based principle in its employment. Annual performance assessments are conducted to evaluate and assess employees and determine appropriate rewards, which may include bonuses, salary adjustments, and promotions. This employee reward system is participated in by the employee under assessment, the employee's superior, and the Group HR Department, which serves as a verifier to ensure transparency and appropriate checks and balances in the rewarding process.

Sustainability Statement (Cont'd)

Employee Engagement and Development (Cont'd)

Employee Welfare (Cont'd)

The benefits we provide to our employees are summarised as follows:

- healthcare benefits;
- compassionate leave;
- various insurance plans such as Group hospitalisation and Surgical and Group Personal Accident; and
- minimum benefits in accordance with local laws and regulations.

Employee Retention

The Group's FY2025 employee turnover and new hire numbers are included as follows:

CAB Group	30 Sep 2024 ¹⁴		30 Sep 2025	
	Turnover number	New hires number	Turnover number	New hires number
Malaysia				
Director-level positions ("EDs") and Key Senior Management	5	2	2	3
Managerial positions	36	42	32	30
Executive and Supervisor	125	117	121	135
Non-Executives	589	580	647	633
Total	755	741	802	801
Singapore				
Director-level positions ("EDs") and Key Senior Management	0	0	1	0
Managerial positions	1	1	1	1
Executive and Supervisor	3	2	4	6
Non-Executives	36	40	29	29
Total	40	43	35	36

¹⁴ CAB Group began to collect turnover and new hires number in FY2024.

Occupational Safety and Health

We are committed to providing a safe, secure, and conducive working environment for our employees and workers.

Employees working on farms may be exposed to a range of occupational safety and health risks, including but not limited to industrial accidents, occupational poisoning (such as from chemical gases, ammonia, pesticides, etc), occupational diseases (such as musculoskeletal disorders and biological hazards), whereas employees that are working in a manufacturing and processing factory is exposed to physical harms due to activities like using with sharp tools, machinery, high temperature, etc.

The Group has a Group Safety and Health Policy to govern workplace safety and health. The Safety and Health Policy reflect the Group's commitment to safety and health, and it also serves as a communication tool to internal and external stakeholders. The Safety and Health Policy is updated when necessary to ensure effectiveness and compliance with relevant laws and regulations.

Sustainability Statement (Cont'd)

Occupational Safety and Health (Cont'd)

Health and Safety Management Governance and Processes

The Group has a registered competent Safety and Health Officer to manage and ensure matters in relation to the Group's overall occupational safety and health are kept in check.

The Group has established Safety and Health Committees at all six of its slaughtering and processing facilities. Each committee comprises management representatives as well as employee representatives, who provide valuable input on operational challenges and day-to-day safety concerns. This structure ensures effective two-way communication, promotes active employee participation, and strengthens our overall safety governance across all sites.

Occupational safety and health are managed via a risk-based approach. Risk assessment processes, such as Hazard Identification, Risk Assessment and Risk Control ("HIRARC"), Chemical Health Risk Assessment ("CHRA"), and assessment on Noise Monitoring, are undertaken to assess workplace hazards and risks.

Controls to manage the identified risks are established and incorporated into SOPs to ensure the controls are implemented consistently. These controls or initiatives include, amongst others, the provision of suitable and adequate personal protective equipment ("PPE"), training, safe work instructions, and the use of equipment with enhanced safety features. We also perform regular checks on the equipment and machinery to ensure they are in safe working condition.

We conduct regular safety training and safety audits or reviews at the Group's farms, hatcheries, processing plants, and production sites to ensure controls are implemented and effective. In addition, these activities also aim to maintain and heighten awareness of our employees, workers, and contractors in relation to safety and health at our operations. Safety information, improvement opportunities, and non-compliance are communicated and reported via Notice Boards and regular management briefings.

It is the responsibility of all employees, suppliers, contractors, and consultants who perform their duties at our premises to comply with the safety and health work practices and guidelines. Safety campaigns are also held to remind workers and employees of safety awareness and related issues to reduce injury, safety and health hazards. We ensure that every worker and employee understands that safety is their responsibility.

Health and Safety Awareness and Training

Safety and health-related training is provided to our workers and employees to develop strong safety awareness and develop safety and health management skills across the operations. During the financial year under review, training provided to employees and workers includes, but is not limited to, the following subjects:

- International Fire Conference & Exhibition Malaysia;
- Fire Conference And Exhibition Malaysia 2024;
- Hazard Identification, Risk Assessment & Risk Control;
- Understanding Occupational Health And Safety Management Systems ISO 45001:2018;
- Emergency Response Plan For Truck Drivers;
- First Aid & CPR;
- First Aid, CPR & AED Training;
- Safe Handling Forklift Training;
- Basic Ergonomic;
- Chemical Handling;
- Noise Hearing Conservation;
- Forklift Operators & Safety Training - Battery Operated;
- Fire Safety Course And ERT Team;
- Chemical Application And Safety Handling;
- Bengkel Sptewise OSH Level Verification And Enhancement 4 SME;
- Fire Warden Course;
- Occupational First Aid Course; and
- Forklift Operator Refresher Training.

Sustainability Statement (Cont'd)

Occupational Safety and Health (Cont'd)

Health and Safety Awareness and Training (Cont'd)

A total of 467 employees received training on health and safety standards in FY2025.

CAB Group	FY2024 ¹⁵	FY2025
Employees in Malaysia trained on health and safety standards (number)	256	434
Employees in Singapore trained on health and safety standards (number)	16	33

¹⁵ CAB Group began to collect the number of employees trained on health and safety standards in FY2024.

Safety Performance

During the financial year under review, there were no major accidents reported in all our operations, and this is aligned with the Group's target of maintaining zero accidents throughout our operations.

Most of the work-related injuries recorded during the financial year were attributed to common workplace hazards such as cuts from sharp objects and slips or falls. In line with our commitment to strengthening workplace safety, several corrective and preventive actions were implemented to address these risks and prevent recurrence.

Key actions included the development and reinforcement of Safe Work Practices ("SWP"), a comprehensive review and revision of our HIRARC, and the delivery of refresher training programmes to enhance employees' safety awareness. In addition, improvements were made to work areas to eliminate potential hazards, and a joint program was conducted with the Department of Occupational Safety and Health ("DOSH") focusing on hand-injury prevention and compliance enhancement.

These collective measures reflect our ongoing commitment to cultivating a safer working environment and continuously enhancing our safety performance across all operations.

CAB Group ¹⁶	FY2023	FY2024	FY2025
Total hours worked (hours)	7,345,104	11,029,512	11,117,304
Work-related fatalities (cases)	0	0	0
Total accidents reported/resulted in lost workdays (cases)	30	117	98
Lost time injury frequency rate/lost time incident rate (per million hours) ¹⁷	4.08	10.60	8.82
Lost day rate ¹⁸	11.76	20.13	15.11

¹⁶ The data for FY2024 increased as we have updated our definition of accidents to cases with medical leave of one day and more. Prior to FY2024, accidents were defined as cases required to be reported to DOSH, i.e. accidents reported with medical leaves of 4 days or more.

¹⁷ Lost time injury frequency rate/lost time incident rate = (number of accident in the reporting period x 1,000,000)/total hours worked in the reporting period

¹⁸ Lost day rate = (total number of workdays lost x 200,000)/total hours worked in the reporting period

Corporate Social Responsibility

In FY2025, the Group supported the society and community through various channels, including government departments or agencies, religious organisations, charitable organisations, schools, and other organisations in the form of monetary donations and/or sponsorship, chicken meat supply, and others.

CAB Group	FY2024 ¹⁹	FY2025
Total amount invested in the community (RM)	121,439	142,731
Total number of beneficiaries of the investment in communities (estimated), including individuals and institutions	1,495	452

¹⁹ CAB Group began to collect total amount invested and estimated number of beneficiaries of the investment in FY2024.

Sustainability Statement (Cont'd)

Corporate Social Responsibility (Cont'd)

The Group's contributions supported approximately 452 individuals and institutions, including students, special children, local communities, schizophrenia welfare associations, temples, etc. The Group also believes that the Group's business and operations help to support and contribute to the economy, especially the local economy, through its purchases, employment, and products and services.

Approximately 97% of the Group's trading goods and raw materials were obtained locally.

CAB Group	FY2024 ²⁰	FY2025
Proportion of spending on local suppliers	95.7%	96.6%

²⁰ CAB Group began to collect local procurement in FY2024.

Appendix A

30 Sep 2024 ²¹					
Number (%) of the CAB Group's Board	Gender		Age		
	Male	Female	< 30	30 - 50	> 50
Board of Directors	5 (83%)	1 (17%)	0 (0%)	2 (33%)	4 (67%)
Employees By Employee Category for Malaysia					
Director-level positions ("EDs") and Key Senior Management	17 (81%)	4 (19%)	0 (0%)	13 (62%)	8 (38%)
Managerial positions	162 (74%)	57 (26%)	4 (2%)	109 (50%)	106 (48%)
Executive and Supervisor	371 (57%)	282 (43%)	164 (25%)	352 (54%)	137 (21%)
Non-Executives	2,788 (81%)	646 (19%)	1,756 (51%)	1,444 (42%)	234 (7%)
Total	3,338 (77%)	989 (23%)	1,924 (45%)	1,918 (44%)	485 (11%)
Employees By Employee Category for Singapore					
Director-level positions ("EDs") and Key Senior Management	6 (100%)	0 (0%)	0 (0%)	1 (17%)	5 (83%)
Managerial positions	26 (74%)	9 (26%)	1 (3%)	5 (14%)	29 (83%)
Executive and Supervisor	25 (68%)	12 (32%)	6 (16%)	18 (49%)	13 (35%)
Non-Executives	137 (67%)	69 (33%)	42 (20%)	99 (48%)	65 (32%)
Total	194 (68%)	90 (32%)	49 (17%)	123 (43%)	112 (40%)

²¹ CAB Group began to collect and report the number of Board and employees (operations in Malaysia and Singapore) by gender and age group, for each employee category in FY2024.

CAB CAKARAN CORPORATION BERHAD

BMLR Transition Period

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Sustainability Statement (Cont'd)

Performance Data

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
1. Anti-corruption	1.(a) 1. Percentage of employees who have received training on anti-corruption by employee category - Director-level positions and Key Senior Management	Percentage	73	—	(No assurance)
1. Anti-corruption	1.(a) 2. Percentage of employees who have received training on anti-corruption by employee category - Managerial positions	Percentage	37	—	(No assurance)
1. Anti-corruption	1.(a) 3. Percentage of employees who have received training on anti-corruption by employee category - Executives and Supervisors	Percentage	6	—	(No assurance)
1. Anti-corruption	1.(a) 4. Percentage of employees who have received training on anti-corruption by employee category - Non-Executives	Percentage	0	—	(No assurance)
1. Anti-corruption	1.(b) Percentage of operations assessed for corruption-related risks	Percentage	100	—	(No assurance)
1. Anti-corruption	1.(c) Confirmed incidents of corruption and action taken	Number	0	—	(No assurance)
2. Community / Society	2.(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	142731	—	(No assurance)
2. Community / Society	2.(b) Total number of beneficiaries of the investment in communities	Number	452	—	(No assurance)

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Sustainability Statement (Cont'd)

Performance Data (Cont'd)

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
3. Diversity	3. (a) 1. Percentage of employees by gender and age group, for each employee category - Age Group (Director-level positions and Key Senior Management Under 30)	Percentage	0	—	(No assurance)
3. Diversity	3. (a) 2. Percentage of employees by gender and age group, for each employee category - Age Group (Director-level positions and Key Senior Management Between 30-50)	Percentage	38	—	(No assurance)
3. Diversity	3. (a) 3. Percentage of employees by gender and age group, for each employee category - Age Group (Director-level positions and Key Senior Management Above 50)	Percentage	62	—	(No assurance)
3. Diversity	3. (a) 4. Percentage of employees by gender and age group, for each employee category - Age Group (Managerial positions Under 30)	Percentage	1	—	(No assurance)
3. Diversity	3. (a) 5. Percentage of employees by gender and age group, for each employee category - Age Group (Managerial positions Between 30-50)	Percentage	52	—	(No assurance)
3. Diversity	3. (a) 6. Percentage of employees by gender and age group, for each employee category - Age Group (Managerial positions Above 50)	Percentage	47	—	(No assurance)
3. Diversity	3. (a) 7. Percentage of employees by gender and age group, for each employee category - Age Group (Executive and Supervisors Under 30)	Percentage	25	—	(No assurance)

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Sustainability Statement (Cont'd)

Performance Data (Cont'd)

Sustainability Matter		Metric	Measurement Unit	2025	Target	Assurance
3. Diversity	3. (a) 8. Percentage of employees by gender and age group, for each employee category - Age Group (Executive and Supervisors Between 30-50)	Percentage		55	—	(No assurance)
3. Diversity	3. (a) 9. Percentage of employees by gender and age group, for employee category - Age Group (Executive and Supervisors Above 50)	Percentage		20	—	(No assurance)
3. Diversity	3. (a) 10. Percentage of employees by gender and age group, for each employee category - Age Group (Non-Executives Under 30)	Percentage		47	—	(No assurance)

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Sustainability Statement (Cont'd)

Performance Data (Cont'd)

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
3. Diversity	3. (a) 11. Percentage of employees by gender and age group, for each employee category - Age Group (Non-Executives Between 30-50)	Percentage	45	—	(No assurance)
3. Diversity	3. (a) 12. Percentage of employees by gender and age group, for each employee category - Age Group (Non-Executives Above 50)	Percentage	8	—	(No assurance)
3. Diversity	3. (a) 13. Percentage of employees by gender and age group, for each employee category - Gender Group (Director level positions and Key Senior Management Male)	Percentage	88	—	(No assurance)
3. Diversity	3. (a) 14. Percentage of employees by gender and age group, for each employee category - Gender Group (Director level positions and Key Senior Management Female)	Percentage	12	—	(No assurance)
3. Diversity	3. (a) 15. Percentage of employees by gender and group, for each employee category - Gender Group (Managerial positions Male)	Percentage	72	—	(No assurance)
3. Diversity	3. (a) 16. Percentage of employees by gender and age group, for each employee category - Gender Group (Managerial positions Female)	Percentage	28	—	(No assurance)
3. Diversity	3. (a) 17. Percentage of employees by gender and age group, for each employee category - Gender Group (Executive and Supervisors Male)	Percentage	57	—	(No assurance)
3. Diversity	3. (a) 18. Percentage of employees by gender and age group, for each employee category - Gender Group (Executive and Supervisors Female)	Percentage	43	—	(No assurance)

CAB CAKARAN CORPORATION BERHAD

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Sustainability Statement (Cont'd)

Performance Data (Cont'd)

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
3. Diversity	3. (a) 19. Percentage of employees by gender and age group, for each employee category - Gender Group (Non-Executives Male)	Percentage	80	—	(No assurance)
3. Diversity	3. (a) 20. Percentage of employees by gender and age group, for each employee category - Gender Group (Non-Executives Female)	Percentage	20	—	(No assurance)
3. Diversity	3. (b) 1. Percentage of directors by gender and age group - Gender Group (Male)	Percentage	83	—	(No assurance)
3. Diversity	3. (b) 2. Percentage of directors by gender and age group - Gender Group (Female)	Percentage	17	—	(No assurance)
3. Diversity	3. (b) 3. Percentage of directors by gender and age group - Age Group (Under 30)	Percentage	0	—	(No assurance)
3. Diversity	3. (b) 4. Percentage of directors by gender and age group - Age Group (Between 30-50)	Percentage	17	—	(No assurance)
3. Diversity	3. (b) 5. Percentage of directors by gender and age group - Age Group (Above 50)	Percentage	83	—	(No assurance)
4. Energy Management	4. Total energy consumption	Megawatt	1311013	—	(No assurance)
5. Health and Safety	5. (a) Number of work-related fatalities	Number	0	—	(No assurance)
5. Health and Safety	5. (b) Lost time incident rate ("LTIR")	Rate	8.82	—	(No assurance)

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CAB CAKARAN CORPORATION BERHAD
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Sustainability Statement (Cont'd)

Performance Data (Cont'd)

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
5. Health and Safety	5. (c) Number of employees trained on health and safety standards	Number	467	—	(No assurance)
6. Labour practices and standards	6. (a) 1. Total hours of training by employee category - Director level positions and Key Senior Management	Hours	296.5	—	(No assurance)
6. Labour practices and standards	6. (a) 2. Total hours of training by employee category - Managerial	Hours	3393	—	(No assurance)
6. Labour practices and standards	6. (a) 3. Total hours of training by employee category - Executive and Supervisors	Hours	7676	—	(No assurance)
6. Labour practices and standards	6. (a) 4. Total hours of training by employee category - Non-Executives	Hours	4505.5	—	(No assurance)
6. Labour practices and standards	6. (b) Percentage of employees that are contractors or temporary staff	Percentage	46	—	(No assurance)
6. Labour practices and standards	6. (c) 1. Total number of employee turnover by employee category - Director level positions and Key Senior Management	Number	3	—	(No assurance)
6. Labour practices and standards	6. (c) 2. Total number of employee turnover by employee category - Managerial positions	Number	33	—	(No assurance)
6. Labour practices and standards	6. (c) 3. Total number of employee turnover by employee category - Executive and Supervisors	Number	125	—	(No assurance)
6. Labour practices and standards	6. (c) 4. Total number of employee turnover by employee category - Non-Executives	Number	676	—	(No assurance)

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Sustainability Statement (Cont'd)

Performance Data (Cont'd)

CAB CAKARAN CORPORATION BERHAD		BMLR Transition Period				Date & Time: 2026-01-12_15:52:28
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	
6. Labour practices and standards	6. (d) Number of substantiated complaints concerning human rights violations	Number	0	—	(No assurance)	
7. Supply Chain Management	7. (a) Proportion of spending on local suppliers	Percentage	96.6	—	(No assurance)	
8. Data Privacy and Security	8. (a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	(No assurance)	
9. Water	9. (a) Total volume of water used	Megalitres	1436	—	(No assurance)	

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Corporate Governance Overview Statement

Corporate Governance Overview Statement

The Board of Directors (“the Board”) of CAB Cakaran Corporation Berhad (“CAB” or “the Company”) is pleased to present the Corporate Governance (“CG”) Overview Statement to provide shareholders and investors with a summary of the CG practices of the Company for the year ended 30 September 2025 (“FY2025”) as set out in the Malaysian Code on Corporate Governance (“MCCG” or the “Code”) with reference to the following three key principles:

PRINCIPLE A	PRINCIPLE B	PRINCIPLE C
BOARD LEADERSHIP AND EFFECTIVENESS	EFFECTIVE AUDIT AND RISK MANAGEMENT	INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS
A1 BOARD RESPONSIBILITIES A2 BOARD COMPOSITION A3 REMUNERATION	B1 AUDIT COMMITTEE B2 RISK MANAGEMENT AND INTERNAL CONTROL	C1 ENGAGEMENT WITH STAKEHOLDERS C2 CONDUCT OF GENERAL MEETINGS

This overview statement is prepared in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“MMLR”) and should be read in conjunction with the CG Report of the Company for FY2025, which is available on the Company’s website at <http://www.cab.com.my>.

The Board is pleased to outline below the manner in which the Company and its subsidiaries (“the Group”) has applied the three (3) principles as set out in the Code.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

A1 BOARD RESPONSIBILITIES

The Board of Directors is primarily responsible for proper and good corporate governance of the Company and as such, leadership and effectiveness of the Board are critical and crucial as a fundamental part of discharging its duties and responsibilities to protect and create value for all stakeholders and raise the Company’s overall performance.

The Board sets the strategic direction, managing the business and affairs of the Group including ensuring achieving its strategic goals and realising long-term shareholders’ values. The Board is guided by the prevailing legal and regulatory requirements such as the Companies Act, 2016, the MMLR and MCCG as well as the Company’s Constitution and Board Charter in discharging its fiduciary duties and responsibilities.

The Board assumes, amongst others, the following principal roles and responsibilities in discharging its stewardship role, fiduciary duties and leadership functions:

- (i) Promote good corporate governance culture within the Group which reinforces ethical, prudent and professional behaviour;
- (ii) Review, challenge and decide on Management’s proposals for the Group, and monitor their implementation;
- (iii) Review, approve and monitor the overall strategies and direction of the Group and to ensure that the strategic plan of the Company supports long-term value creation and business sustainability, including, environmental, social and climate considerations;
- (iv) Supervise and assess Management’s performance to determine whether the Group’s business is being properly managed;
- (v) Ensure that there is a sound and adequate framework for internal controls and risk management;
- (vi) Understand the principal risks of the Group’s business and recognise that business decisions involve the taking of appropriate risks;
- (vii) Assess and set the risk appetite within which Management should operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;
- (viii) Ensure that Senior Management has the necessary skills and experience, and there are measures in place to provide for the orderly succession of Board and Senior Management;
- (ix) Ensure that the Group has in place procedures to enable effective communication with stakeholders;
- (x) Ensure the integrity of the Group’s financial and non-financial reporting;

Corporate Governance Overview Statement (Cont'd)

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

A1 BOARD RESPONSIBILITIES (CONT'D)

- (xi) Providing input and approved the annual operating budget as well as periodic review the Group's financial performance and operating results against budget and major capital commitments;
- (xii) Reviewing and approving any major corporate proposals, new business ventures or joint ventures of the Group;
- (xiii) Review the terms of office and performance of the Board Committees annually (with members of the respective Board Committees abstain from deliberation); and
- (xiv) Reviewing and monitoring systems of risk management and internal compliance and controls, codes of conduct, continuous disclosure, legal compliance and other significant corporate policies.

The Board is governed by the Board Charter which guides, regulates and delineates clearly relevant matters reserved for the Board's approval, and those which the Board may delegate to the Board Committees, the Group Managing Director and the Management.

The Board has five (5) Board Committees namely the Audit Committee, Nomination Committee, Remuneration Committee, Risk Management and Sustainability Committee and Halal Committee to assist the Board and each committee is governed by their Terms of Reference ("TOR") respectively. The TORs of the Board Committees are periodically reviewed by the Board Committees and approved by the Board on any changes/updates to ensure that they remain relevant and adequate in governing the responsibilities of the Board Committees and reflect the developments in the Listing Requirements, MCCG and other regulatory authorities. The TORs of the Board Committees are made available for reference at the Company's website at <http://www.cab.com.my>.

The Chairman of each Board Committee will report to the Board the outcome of the Board Committee meetings for the Board's consideration and approvals as well as matters which require the Board's deliberation. The extract of such reports are incorporated in the minutes of the Board meetings. The Board retains full responsibility for the direction and control of the Company and the Group.

The Board plays an active role in reviewing and monitoring the Group's overall strategic and financial plans. The Board reviews and approves on a yearly basis the proposed business plan and budget of the Group as well as the capital expenditure at the Board Meetings.

The Board reviews the performance and results of the business at individual business unit level and group level on a regular basis at its quarterly meetings by monitoring the Group's financial results against the budget and the preceding quarter's results. The Board receives updates on financial, operational, corporate, regulatory, business development and audit matters for the decisions to be made on an informed basis to effectively discharge the Board's responsibilities.

The Group Managing Director, Executive Directors and/or other relevant Board members with the assistance of senior management team will furnish comprehensive explanation on pertinent issues and recommendations by the Management to the Board. The issues are then deliberated and discussed thoroughly by the Board and the Board will give in depth consideration, guidance, ideas and feedback on the Company's strategy over short, medium and long-term, prior to decision making. In addition, the Board members are updated on the Company's activities and its operations on a regular basis.

The Board also deliberates and evaluates the feasibility of business propositions and corporate proposals as well as the principal risks that may have a significant impact on the Group's business. External advisers are invited to attend meetings to provide insights and professional views, advice and explanation on specific items on the meeting agenda, when required.

The Audit Committee assists the Board in reviewing financial reporting such as quarterly and annual financial results, major acquisitions and disposals, major investments, non-financial reporting such as disclosures and statements in the annual report before tabling the same to the Board for deliberation and approval to ensure the Group is in compliance with the relevant accounting standards and Listing Requirements.

The Management team conducted quarterly meetings with each business unit head to review, discuss, deliberate, consider and submit proposals to the Board for final decision on issues of financial performance, business plan, risk management, information technology support, corporate governance, business development, investment activities and current issues faced by the Group which require the Board's input and decision.

Corporate Governance Overview Statement (Cont'd)

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

A1 BOARD RESPONSIBILITIES (CONT'D)

The Board, via the Risk Management and Sustainability Committee ("RMSC"), sets the risk tolerance levels, objectives, performance targets and policies to manage the key risks faced by the Group. The details of the risk management framework are set out in the Statement on Risk Management and Internal Control section of this Annual Report.

The Board is ultimately responsible for managing the Company's sustainability matters, including the consideration of climate-related risks and opportunities. The Board, via RMSC and headed by the Group Managing Director as well as supported by the sustainability working committee, discusses and resolves risk management and sustainability-related issues, in particular, the establishment of a sustainability framework, the review the adequacy of sustainability processes, ensuring effectiveness in the identification, management, and reporting of Material Sustainability Matters of the Group, monitoring and overseeing of all sustainability strategies and initiatives of the Group. The details of the sustainability matters are set out in the Sustainability Statement section of this Annual Report.

A1.1 Clear Segregation of Roles and Responsibilities of Executive Chairman and Group Managing Director

The roles of the Executive Chairman and Group Managing Director are distinct and separated to ensure a balance of power and authority. The Executive Chairman leads the Board and is responsible for the efficient functioning of the Board. The key roles of the Executive Chairman, amongst others, are as follows:

- (a) Leading the Board in setting the values and ethical standards of the Company;
- (b) Monitoring the workings of the Board, especially the conduct and lead of Board meetings and discussions;
- (c) Encouraging all Directors to play an active role in Board activities and allowing dissenting views to be freely expressed;
- (d) Liaising with the Group Managing Director and the Company Secretary on the agenda for Board meetings and ensure that all relevant issues for the effective running of the Company's business is on the agenda;
- (e) Ensuring the provision of accurate, timely and clear information to members of the Board;
- (f) Maintaining a relationship of trust with and between the Executive and Non-Executive Directors;
- (g) Ensuring effective communication with shareholders and relevant stakeholders;
- (h) Arranging regular evaluation of the performance of the Board, its Committees and individual Directors;
- (i) Manage the interface between Board and Management.;
- (j) Facilitating effective contribution of Non-Executive Directors and ensuring constructive discussion at Board meeting;
- (k) Chairing general meetings of shareholders;
- (l) Ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole;
- (m) Leading the Board in establishing and monitoring good corporate governance practices in the Group;
- (n) In determining policies matters, the Chairman should ensure that the following are carried out:
 - (i) All Directors are properly briefed on issues arising at Board meetings;
 - (ii) There is sufficient time allowed for the discussion of complex or contentious issues and where appropriate, arranging for informal meetings beforehand to enable thorough preparation; and
- (o) Fulfilling such other responsibilities as are allocated by the Constitution from time to time.

The positions of Executive Chairman and Group Managing Director are held by different individuals.

The roles of the Executive Chairman and the Group Managing Director as well as their Terms of Reference are stated in detail in the Board Charter which is made available for reference at the Company's website.

The Board has delegated to the Group Managing Director, the authority and responsibility for implementing of the Board policies, strategies and decisions adopted by the Board. The Group Managing Director takes on primary responsibility to spearhead and manage the overall business activities of the various business divisions of the Group. The Group Managing Director is assisted by key senior management team and head of each division in implementing and running the Group's day-to-day business operations.

The Group Managing Director may delegate aspects of his authority and power but remains accountable to the Board for the Company and the Group's performance.

Corporate Governance Overview Statement (Cont'd)

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

A1 BOARD RESPONSIBILITIES (CONT'D)

A1.2 Company Secretaries

The Company is supported by two (2) qualified named Company Secretaries who possess the requisite qualification and are qualified to act as Company Secretaries under section 235(2) of the Companies Act, 2016. They play a supportive role by ensuring adherence to the Company's Constitution, Board's policies, procedures and compliance with the relevant regulatory requirements, codes or guidance and legislations from time to time. The Company Secretaries monitor corporate governance developments and assist the Board in applying governance practices to meet the Board's needs and stakeholders' expectations.

The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in the discharge of its function and duties.

A1.3 Access to Information and Confirmation of Minutes

The Board meets on a quarterly basis, with additional meetings convened as and when necessary. The notices of Board meetings are sent out to the Directors via email at least seven (7) days prior to the meeting. The meeting materials of the Board and Board Committees together with its detailed reports, proposition papers and other relevant information on matters requiring the consideration of the Board were circulated to all Directors via email for their perusal and consideration where possible, at least five (5) business days prior to each Board meeting, depending on the nature and complexity of the particular meeting material. This is to allow time for the Directors to review the Board papers and to facilitate full discussion at the Board meeting. In case where the subject matter or agenda item is price sensitive or otherwise confidential or in a state of flux, the particular meeting materials will be presented at the meeting. The Board papers are comprehensive and encompass both quantitative and qualitative factors so that informed decisions can be made.

All proceedings from the Board meetings are recorded and confirmed by the Chairman of the meeting. The minutes of the Board meetings are circulated to all Directors for their perusal prior to confirmation of the minutes to be carried out at the commencement of the following Board meeting. The Directors may request for clarification or raise comments before the minutes are tabled for confirmation. Upon receiving confirmation from all the members at the Board meetings, the minutes will be signed by the Chairman of the meeting as a correct record of the proceedings of the meeting. Signed copies of the minutes were kept in the minutes book maintained by the Company Secretaries.

In line with the MCCG, the Company would ensure that the relevant meeting papers are provided to the Board not less than five (5) business days before the meeting and circulate the draft minutes of meeting in a timely manner after conclusion of the Board and Board Committee meetings.

A1.4 Board Charter

The Board Charter sets out the principles governing the Board of Directors of the Company and adopts the principles of good governance and practice in accordance with applicable laws, rules and regulations in Malaysia. The Board Charter also sets out the respective roles and responsibilities of the Board, Board Committees, individual Directors, independent Directors and the Management as well as issues and decisions reserved for the Board.

The Board will periodically review the Board Charter and make any changes whenever necessary in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the Board's responsibilities. The Board Charter is published on the Company's website at <http://www.cab.com.my>. The Board Charter was last reviewed on 22 December 2025.

Corporate Governance Overview Statement (Cont'd)

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

A1 BOARD RESPONSIBILITIES (CONT'D)

A1.5 Time Commitment and Board Meetings

The Board ordinarily meets at least five (5) times a year to review the operations, financial performance, reports from the various Board Committees and other significant matters of the Group. Additional meetings will also be convened when urgent and important decisions are required to be made in between scheduled meetings. The dates scheduled for Board meetings, Board Committee meetings and Annual General Meeting are set in advance and circulated to the Directors to facilitate the Directors' time planning.

Six (6) Board Meetings were held during the financial year ended 30 September 2025. The Board is satisfied with the level of commitment given by the Directors towards fulfilling their roles and responsibilities as Directors of the Company.

Details of attendance of Directors at the Board Meetings and Board Committees' Meetings held during the financial year ended 30 September 2025 are as follows:

Name	Board	Audit Committee	Nomination Committee	Remuneration Committee
Chuah Ah Bee	6/6	-	-	-
Chuah Hoon Phong	6/6	-	-	-
Wijanti Tjendera	5/6	-	-	-
Dato' Lim Ghim Chai	6/6	5/5	1/1	1/1
Professor Dato' Dr. Mohd Fakhrudin				
Bin Abdul Mukti	5/6	4/5	1/1	1/1
Datuk Sr. Haji Zakaria Bin Hashim	6/6	5/5	1/1	1/1

A1.6 Code of Ethics and Conduct

The Board has formalised a Code of Ethics and Conduct that sets out the basic principles to guide all the Directors and employees of the Company and the Group. The Code of Ethics and Conduct clearly sets out expectations for all the Directors and employees of the Group to display the highest level of professionalism and corporate governance in the conduct of work and dealings with its internal and external stakeholders including its customers, suppliers, employees, the environment and the community. This includes the Group's commitment to dealing fairly and ethically in the market, with its customers, suppliers, competitors, and business partners to promote a healthy, competitive and economically efficient marketplace.

The Group's stance on zero-tolerance towards bribery and corrupt practices is also clearly stated in the Code of Ethics and Conduct and is applicable to all the Group's business dealings and transactions in all countries in which its subsidiaries operate. The Code of Ethics and Conduct further provides for how gifts, meals, entertainment and other benefits should be assessed and governed, as well as how actual or potential conflict of interest situations should be declared, in ensuring its Directors and employees demonstrate business ethics and integrity in all the Company's business dealings. The Anti-Bribery and Corruption Policy which was adopted in 2019 also requires all employees (including full time, probationary, contract and temporary staff) ("Employees") and Directors of the Group to be committed to acting professionally and with integrity in their business dealings.

The Directors and employees of the Group are obliged, at all times, to comply with the law and Code of Ethics and Conduct and are encouraged to report suspected unlawful and unethical behaviour.

The Directors have the duty to declare immediately to the Board of their interests in any transaction to be entered into directly or indirectly with the Company or the Group. The interested Director shall abstain from all deliberations and decision making of the Board on the transaction where conflict of interests may arise. In the event where a corporate proposal is required to be approved by the shareholders, the interested Director will abstain from voting in respect of their shareholdings in the Company and will further undertake to ensure that persons connected to them will similarly abstain from voting on the resolution.

Corporate Governance Overview Statement (Cont'd)

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

A1 BOARD RESPONSIBILITIES (CONT'D)

A1.6 Code of Ethics and Conduct (Cont'd)

Employees are obliged to observe the standards of ethical behaviours and the rules of conduct at the workplace as stated in the Employees' Handbook adopted by the Company.

The Board will periodically review the Code of Ethics and Conduct to ensure it remains relevant and appropriate. The details of the Code of Ethics and Conduct and the Anti-Bribery and Corruption Policy are available for reference at the Company's website at <http://www.cab.com.my>.

A1.7 Whistle-blowing Policy

The Board has put in place a Whistle-blowing Policy to provide an avenue for employees and stakeholders to report genuine concerns about unethical behaviour, malpractices and illegal acts on failure to comply with regulatory requirements without fear of reprisal. All cases shall be independently investigated and appropriate actions shall be taken where required.

The policy lays down explicitly the procedures and protection extended to the whistle-blower. The policy is published and promoted for enforcement across the Group, where the whistle-blower can report to the Group Managing Director, the Audit Committee Chairman or the Head of Group Internal Audit respectively.

The Board will periodically review the Whistle-blowing Policy to ensure it remains relevant and appropriate.

The details of the Whistle-blowing Policy are available for reference at the Company's website at <http://www.cab.com.my>.

A2 BOARD COMPOSITION

The Nomination Committee oversees and reviews the overall composition of the Board in terms of size, the required mix of skills, diversity including diversity of gender, ethnicity and age experience and other qualities and core competencies for the Directors of the Company on annual basis.

The Board of Directors of the Company currently consists of six (6) members including a woman Director; of whom two (2) are Executive, one (1) is Non-Independent Non-Executive Director and three (3) are Independent Non-Executive Directors.

The Board is headed by the Executive Chairman and the Group Managing Director. The Chairman of the Board is not a member of the Board Committees. The Board comprise at least half of Independent Directors complies with the recommendation under the Code and Paragraph 15.02 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

All Directors of the Company do not hold more than five (5) directorships under paragraph 15.06 of the Main Market Listing Requirements.

The Board practices no discrimination in terms of appointment of Directors as well as hiring employees wherein the Directors and Senior Management are recruited based on their merit, skills and experiences and not driven by age, cultural background and gender.

In searching for suitable candidates, the Board may rely on recommendations from existing Board members, Management, major shareholders or utilise external sources to identify suitable qualified candidates. The evaluation of the suitability of candidates as the new Board member or as a member of the workforce is based on the candidates' competency, skills, expertise, time commitment, knowledge, experience and other qualities in meeting the needs of the Group, regardless of gender.

Corporate Governance Overview Statement (Cont'd)

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

A2 BOARD COMPOSITION (CONT'D)

A2.1 Board's Skill and Professional Development

The Board composition has taken into account adequate mix of skills, independence and diversity including diversity of gender, ethnicity and age of the members who are well-equipped with relevant knowledge and/or experience for contribution towards achievement of objectives of the Company. The Board comprises members of strong background on the basis of, in addition to the mix referred to above, their character, integrity and time who bring value to Board deliberations.

As part of the assessment, all Directors had declared and confirmed that they have the character, experience, integrity, competence, and time to discharge their roles continuously and responsibilities effectively.

The Board views continual learning and training as an integral part of the Directors' development to enhance their skills and knowledge to enable them to carry out their roles effectively as Directors in discharging their responsibilities and duties. The Board shall review and evaluate each Director's performance, its own performance and the performance of its Committees at least once a year. All Board related performance appraised shall be administered and conducted by the Nomination Committee who shall then report back to the Board. Based on the result of appraisal, the Nomination Committee shall assist the Board to undertake assessment of the training needs of each Board Member and recommend the appropriate educational/training programmes to the respective Board Members to equip themselves with the relevant knowledge.

The Directors can also request specific training they deem necessary or useful to address gaps in their knowledge and to receive updates on the latest industry developments and global trends.

The key learning areas and topics for which the Directors had undergone training during FY2025 are listed below:

Name of Directors	Date	Programmes
Chuah Ah Bee	26 December 2024	Related Party Transactions and Recurrent Related Party Transactions
	19 June 2025	Sustainability (Include Anti-Bribery and Anti-Corruption) and IFRS S2 Climate related Disclosures
Chuah Hoon Phong	26 December 2024	Related Party Transactions and Recurrent Related Party Transactions
	19 June 2025	Sustainability (Include Anti-Bribery and Anti-Corruption) and IFRS S2 Climate related Disclosures
Wijanti Tjendera	19 June 2025	Sustainability (Include Anti-Bribery and Anti-Corruption) and IFRS S2 Climate related Disclosures
Dato' Lim Ghim Chai	19 June 2025	Sustainability (Include Anti-Bribery and Anti-Corruption) and IFRS S2 Climate related Disclosures
Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti	22-23 January 2025	Mandatory Accreditation Programme Part II : Leading for Impact
	19 June 2025	Sustainability (Include Anti-Bribery and Anti-Corruption) and IFRS S2 Climate related Disclosures
Datuk Sr. Zakaria Bin Hashim	22-23 January 2025	Mandatory Accreditation Programme Part II : Leading for Impact
	19 June 2025	Sustainability (Include Anti-Bribery and Anti-Corruption) and IFRS S2 Climate related Disclosures

Corporate Governance Overview Statement (Cont'd)

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

A2 BOARD COMPOSITION (CONT'D)

A2.2 Re-election/re-appointment

The Nomination Committee also recommends the re-election/re-appointment of Directors at the annual general meeting ("AGM") to the Board for its approval pursuant to relevant Articles of the Company's Constitution.

For the financial year ended 30 September 2025, the Nomination Committee has reviewed and assessed the performance, commitment, contribution, and qualifications of the two (2) Directors who are due for retirement pursuant to the Company's Constitution and are eligible for re-election. The Directors, namely Dato' Lim Ghim Chai and Datuk Sr. Haji Zakaria Bin Hashim, have offered themselves for re-election at the forthcoming 24th AGM of the Company. Both of them have completed the required Fit and Proper declarations, confirming their continued suitability for the roles they hold and are able to act in the best interests of the Company.

The Nomination Committee is satisfied with their performance and contributions to the Board during the period under review and accordingly submits its recommendation to the Board for their re-election at the forthcoming 24th AGM of the Company.

The MCCG recommends that the tenure of an independent Director does not exceed a term limit of nine (9) years. Upon completion of the nine (9) years, an independent Director may continue to serve on the Board as a non-independent Director. If the Board intends to retain an independent Director beyond nine (9) years, the Board should provide justification and seek annual shareholders' approval through a two-tier voting process.

Presently, Dato' Lim Ghim Chai is an Independent Non-Executive Directors of the Company whose tenure has exceeded a cumulative term of nine (9) years.

The Letter of Support and Recommendation from the Group Managing Director for the retention of Dato' Lim Ghim Chai as an Independent Non-Executive Director of the Company, together with the Fit and Proper Declaration Form completed and submitted by Dato' Lim, were tabled at the Nomination Committee Meeting held on 22 December 2025.

The Nomination Committee had carefully evaluated his qualifications, experience, time commitment, existing directorships, independence and potential conflict of interest. Having satisfied that Dato' Lim Ghim Chai possesses the integrity, professionalism, and calibre necessary to exercise independent judgement in the Board's decision-making process, the Nomination Committee has recommended his re-appointment to the Board, notwithstanding his long service with the Company, as an Independent Non-Executive Director of the Company.

The Board is of the view that, despite his long tenure with the Company, Dato' Lim Ghim Chai remains unbiased, objective, and independent in expressing his views and participating in the Board's decision-making. His tenure on the Board has not in any way compromised his objectivity or independent judgement to fulfil his responsibilities as a member of the Board and its Committees.

In line with the Code, the Board has recommended that shareholders' approval be sought for the re-appointment of Dato' Lim Ghim Chai as an Independent Non-Executive Director at the forthcoming 24th AGM of the Company through a two-tier voting process.

The Nomination Committee has reviewed the current Board size and is satisfied that it is appropriate for the nature and scope of the Group's operations and facilitates effective decision-making. The Board comprises at least half Independent Directors, in compliance with the recommendations of the Code, and represents a balanced mix of members with diverse backgrounds, extensive experience, and relevant knowledge. Collectively, they bring a wide range of technical skills and expertise to the Group and have contributed significantly to performance monitoring, internal control, and corporate governance.

Corporate Governance Overview Statement (Cont'd)

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

A2 BOARD COMPOSITION (CONT'D)

A2.3 Diversity of Board and Senior Management

The Board acknowledges the importance of a diverse mix of skills and profiles of the Directors on the Board and Senior Management, in terms of age, ethnicity, gender, business experience and personal skills to provide the necessary perspective, experience and expertise required to achieve effective stewardship and management of the Company's operation.

The following is the Boardroom Gender, Ethnicity and Age of the Company:

	40 to 49 years	50 to 59 years	60 to 69 years	70 to 79 years	80 to 89 years
Bumiputra	-	-	1 (Male)	-	1 (Male)
Chinese	1 (Male)	1 (Male)	-	1 (Male)	-
Foreigner	-	-	1 (Female)	-	-

The Group adopted and guided by Fit and Proper Policy and Gender Policy for Boardroom and Senior Management. The evaluation of the suitability of candidates as the new Board member or as a member of the workforce is strictly based on the candidates' competency, skills, character, time commitment, knowledge, expertise, professionalism, suitability and character of a person in meeting the needs of the Group, regardless of gender, ethnicity and age.

The Group is an equal opportunity employer and does not practice discrimination of any form, whether based on age, gender, race and religion, throughout the organisation when deciding candidates on the composition of the Board and Senior Management.

A2.4 Director Appointment And Induction

Nomination Committee

The Nomination Committee comprises three members, all of whom are Independent Non-Executive Directors. The composition of the Nomination Committee as of the date of this Annual Report is as follows:

Name	Position
Datuk Sr. Haji Zakaria Bin Hashim (Independent Non-Executive Director)	Chairman
Dato' Lim Ghim Chai (Independent Non-Executive Director)	Member
Professor Dato' Dr Mohd Fakhrudin Bin Abdul Mukti (Independent Non-Executive Director)	Member

The Nomination Committee shall meet at least annually or as and when the need arises. The Nomination Committee held one (1) meeting during the financial year ended 30 September 2025. The details of the Terms of Reference of Nomination Committee are available at the Company's website at <http://www.cab.com.my>.

Minutes of each meeting shall be circulated to the Nomination Committee members and presented to the Board. Issues discussed and actions recommended by the Nomination Committee shall be presented and reported to the Board.

Corporate Governance Overview Statement (Cont'd)

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

A2 BOARD COMPOSITION (CONT'D)

A2.4 Director Appointment And Induction (Cont'd)

The Board, through the Nomination Committee, guided by our Fit and Proper Policy and Gender Policy for Boardroom and Senior Management of the Company which outlines the necessary criteria and processes for evaluation of candidates for appointment of new Directors to the Board. Generally, the following factors are taken into consideration when assessing the need for new Director appointment and the suitability of candidates:

- (1) The required skills, experience, characteristics and attributes, including but not limited to character and competency level;
- (2) Current composition, diversity level, size, independence and performance of the Board and Board Committees;
- (3) Time commitment required of the Directors;
- (4) Performance evaluation of the Board, Board Committees and individual Directors;
- (5) The Group's operational context, including strategic goals and external environment; and
- (6) Relevant guidelines and legislations, as well as Board Charter and Terms of Reference.

Every candidate for new Director appointment is subjected to a self-evaluation process to assess their fitness and propriety, including a declaration of conflict of interest, time commitment and financial standing. Where necessary, background checks covering previous employments, professional references, education history, criminal records and credit checks will be conducted (with the consent of the candidate) as part of the fitness and propriety assessment.

Upon successful appointment of new Directors, induction programmes are arranged for the newly appointed Directors to familiarise themselves with all aspects of the Group's operations. The induction process includes, but is not limited to, plant visits, briefings by the senior management on each business division, special sessions relating to areas of interest, and briefings by the internal company secretary on Board procedures, various governance-related matters, as well as Directors' legal obligations and responsibilities.

Nomination and election of members of the Board shall undergo a formal and transparent selection process of identification and evaluation of the candidates concerned. The process of nomination and election referred to above may be summarised as follows:

- (1) Identification of skills and other requisite qualities required to meet the needs of Board composition;
- (2) Sourcing of candidates;
- (3) Evaluation of candidates on the basis of the criteria used in relation to mix of skills, independence and diversity including diversity of gender, ethnicity and age of the members of the Board with the required expertise and experience as well as appropriate balance of Executive and Non-Executive Directors, in particular, apply the Company's Directors Fit and Proper Policy and Gender Diversity for Boardroom and Senior Management Policy which shall form part of their selection, assessment and recruitment exercise;
- (4) Selection of suitable candidates; and
- (5) Recommendation of candidates to the Board for appointment.

A2.5 Board Evaluation

The annual assessment on the Effectiveness of the Board, Board Committees and individual Directors is conducted internally via the Nomination Committee. The assessment undertaken by the Nomination Committee is via the evaluation in writing in respect of the Board, Board Committees and individual Directors taking into consideration the criteria referred to above as set out in the assessment forms in relation thereto with reference to the Corporate Governance Guide (4th edition) issued by Bursa Malaysia Berhad.

The Nomination Committee is chaired by Datuk Sr. Haji Zakaria Bin Hashim, an independent Director of the Board. The Nomination Committee Chairman leads the annual assessment of Board of the skills and experience of each Director and the combined capabilities of the Board ("Board Skills Matrix Assessment") as well as the Board Committees.

Corporate Governance Overview Statement (Cont'd)

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

A2 BOARD COMPOSITION (CONT'D)

A2.5 Board Evaluation (Cont'd)

In general, the Board effectiveness evaluation ("BEE") process is listed below:

- (1) Completion of evaluative questionnaires on individual Directors, Board and Board Committees, independence of independent non-executive Directors, and Board skills matrix;
- (2) Collation of findings and preparation of BEE report;
- (3) Review and deliberation at the Nomination Committee and Board levels
- (4) Preparation of action plan to address areas for improvement;

The BEE process in respect of FY2025 commenced with the distribution of questionnaires to each Director covering the following scope and criteria:

Scope	Criteria
Individual Directors	<ul style="list-style-type: none">• Fit and Proper• Contribution and Performance• Calibre and Personality
Board and Board Committees	<ul style="list-style-type: none">• Board Mix and Composition• Quality of Information and Decision Making• Boardroom Activities• Board's Relationship with the Management• Board Committees' Assessment
Independent Non-Executive Directors	<ul style="list-style-type: none">• Independence Self-Assessment
Board Skills Matrix	<ul style="list-style-type: none">• Strategy and Entrepreneurship• Industry Knowledge/Experience• Technical Skills/Experience• Governance Competencies• Legal and Regulatory Requirements

The Nomination Committee carried out the above assessment at the Nomination Committee Meeting held on 22 December 2025 and the assessment findings revealed, the Board was satisfied that the Directors have been discharging their respective duties and responsibilities effectively, and that the Board as a whole and the Board Committees continue to function effectively in accordance with the Board Charter and the Terms of Reference of each Board Committee. Each of the Director had committed sufficient time to carry out their responsibilities effectively during FY2025.

As at 29 January 2026, the Board has 17% female representation and the Board will endeavour to comply with the recommendation of the Code where the Board comprises at least 30% women Directors. An additional female candidate, if they are suitable, may be considered for future appointments.

A2.6 Nomination Committee's activities during FY2025

During the FY2025, the following are the summary of the activities carried out by the Nomination Committee:

- (1) reviewed and assessed the structure, size, required mix of skills, experience, diversity and other qualities, including core competencies and effectiveness of the Board, as a whole and the Board Committees;
- (2) reviewed and assessed the contribution of each individual Director based on criteria, responsibilities, strength, time commitment and ability to act in the best interests of the Company in decision-making including the sustainability agenda;
- (3) reviewed and recommended to the Board for re-appointment of a Director who has served as an independent non-executive Director of the Company for a cumulative term of more than nine (9) years for continuation in office with justification and to seek shareholders' approval through a two-tier voting process;
- (4) reviewed and recommended to the Board the re-election of Directors who retired in accordance with the Company's Constitution were contingent on the satisfactory evaluation of the Directors' performances and contributions to the Board;

Corporate Governance Overview Statement (Cont'd)

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

A2 BOARD COMPOSITION (CONT'D)

A2.6 Nomination Committee's activities during FY2025 (Cont'd)

- (5) reviewed and assessed the character, experience, integrity and competency of the Group Finance Director;
- (6) reviewed and assessed the performance of Key Senior Management team;
- (7) reviewed the term of office and performance of the Audit Committee and each of its members annually to determine whether the Audit Committee and its members have carried out their duties in accordance with their Terms of Reference;
- (8) assessed the independence of each of the existing independent Director with each Director abstaining from deliberation on his own assessment;
- (9) Review and ensure the Group's Directors and Key Senior Management team are keeping abreast with the sustainability issues relevant to the Group and its business, including climate-related risks and opportunities;
- (10) Report in the Annual Report, a statement regarding the activities of the Nomination Committee in the financial year. Such statement must include information of its review to ensure that each of its Directors and Senior Management team has the character, experiences, integrity, competency and time to effectively discharge their respective role as well as:
 - i. the policy on Board composition having regard to the mix of skills, independence, and diversity (including gender diversity) required to meet the needs of the Company;
 - ii. the Board nomination and election process and criteria used by the Committee in the selection process; and
 - iii. the assessment undertaken by Nomination Committee in respect of the Board, Board Committees, and individual Directors and the criteria used for such assessment; and
- (11) reviewed the Terms of Reference of Nomination Committee.

A2.7 Halal Committee

The composition of the Nomination Committee as of the date of this Annual Report is as follows:

Name	Position
Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti	Patron & Syariah Advisor
Haji Ahmad Fazil Bin Haji Hashim	Chairman
Datuk Juhari Bin Haron	Member
Dato' Seri Dr Md Yusup Bin Che Teh	Member
Abdul Rahman Bin Din	Member

The objective of the Halal Committee is to ensure that the relevant products produced by the Group complies with the requirements of the Malaysian Halal Standards and Halal Certification Procedures in accordance with the Shariah Laws and other related Acts, thereby ensuring that all products produced are 'halal, clean and safe' for consumption. Through the extensive efforts and initiatives of the Halal Committee, the Group has established and implemented a Halal Assurance Management System which provides clear guidelines on Halal standards.

The Halal Committee has formed working committees that represent respective subsidiary under CAB Group of Companies, in various disciplines of expertise, under the supervision of Halal Committee Member. An Executive Secretary is engaged to manage, administer and coordinate all Halal Committee activities such as Internal Halal Auditing, Halal Training Programme and act as liaison officer to Halal Committee.

The Halal Committee Members meet every three months to discuss halal issues arising in each subsidiary. The reports carrying discussion outcome on halal issues are brought to the attention of the Board of Directors by the Chairman of the Halal Committee, in quarterly meeting. Halal Awareness Training is held annually to train employees in each subsidiary to enhance understanding, knowledge and awareness on halal. The vital roles of the Halal Committee encompass updating, keeping abreast with halal development, studying and analysing problems, challenges and resolving on the certification of Halal standard so as to attain reliability, credibility and acceptance by consumers and related organisations domestically and internationally.

The details of the Terms of Reference of Halal Committee are available for reference at the Company's website at <http://www.cab.com.my>.

Corporate Governance Overview Statement (Cont'd)

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

A3 REMUNERATION COMMITTEE

The Remuneration Committee of the Company comprises three (3) members, all of whom are Independent Non-Executive Directors.

The composition of the Remuneration Committee as of the date of this Annual Report is as follows:

Name	Position
Dato' Lim Ghim Chai (Independent Non-Executive Director)	Chairman
Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti (Independent Non-Executive Director)	Member
Datuk Sr. Haji Zakaria Bin Hashim (Independent Non-Executive Director)	Member

The Remuneration Committee held one (1) meeting during the financial year to carry out its function as stated within the Terms of Reference.

The details of the Terms of Reference of Remuneration Committee are available for reference at the Company's website at <http://www.cab.com.my>.

The primary function of the Remuneration Committee is to set up and review the policy and procedures of remuneration framework and recommend to the Board the remuneration packages of all the Directors and senior management according to the Group's financial performance includes the sustainability management of the Group, the skills, level of responsibilities, experience and performance of the Directors and senior management.

The remuneration of Directors is determined at levels which enables the Company to attract and retain Directors with the relevant experience and expertise to manage the business of the Group effectively. The Remuneration Committee reviews the Board remuneration policy and terms of service of each Director annually taking into consideration market conditions and comparisons, responsibilities held, business strategy, long term objectives and the overall financial performance of the Group include the sustainability management of the Group.

The Remuneration Committee is also responsible to review the remuneration packages of the Non-Executive Directors of the Company and thereafter recommend to the Board for their consideration. Non-Executive Directors are paid by way of fixed monthly fees and a meeting allowance for each meeting attended. Individual Director is not allowed to participate in discussion of his/her own remuneration.

The Board will then recommend the Directors' fees and other benefits payable to Directors in accordance with Section 230(1) of the Companies Act, 2016 to the shareholders for approval at the annual general meeting.

The details and breakdown of the Directors' remuneration comprising remuneration received/receivable from the Company and subsidiaries respectively in FY2025 ended 30 September 2025 are as follow:

Corporate Governance Overview Statement (Cont'd)

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

A3 REMUNERATION COMMITTEE (CONT'D)

Aggregate remuneration of Directors categorised into appropriate components are as follows:

Company	Fee RM'000	Allowance RM'000	Salary RM'000	Bonus RM'000	Benefits in-kind RM'000	Other Emoluments RM'000	Total RM'000
Executive Directors							
Non-Executive Non-Independent Director							
Wijanti Tjendera	72	4	-	-	-	-	76
Independent Directors							
Dato' Lim Ghim Chai	60	4	-	-	-	Negligible	64
Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti	60	3	-	-	-	Negligible	63
Datuk Sr. Haji Zakaria Bin Hashim	54	3	-	-	-	-	57
Total ('000)	246	14	-	-	-	Negligible	260
The Group							
Executive Directors							
Chuah Ah Bee	155	-	1,527	183	28	74	1,967
Chuah Hoon Phong	284	-	1,115	316	16	169	1,900
Non-Executive Non-Independent Director							
Wijanti Tjendera	102	4	-	-	-	-	106
Independent Directors							
Dato' Lim Ghim Chai	60	4	-	-	-	Negligible	64
Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti	60	3	-	-	-	Negligible	63
Datuk Sr. Haji Zakaria Bin Hashim	54	3	-	-	-	-	57
Total ('000)	715	14	2,642	499	44	243	4,157

The Company has not disclosed on a named basis the top five senior management's remuneration components in bands of RM50,000.

The Company acknowledges the need for corporate transparency in the remuneration of its key senior management's remuneration. In view of the highly competitive industry conditions in which the Company is operating, the Company is of the view that the disclosing of the remuneration of senior management would be a disadvantage to the Group and may be detrimental to the Company's business interests given the challenges faced by the Company in talent management and retention.

The Company's remuneration policy for Directors and senior management has alternatively explained how the senior management is rewarded. The policy is available at the Company's website at <http://www.cab.com.my>.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

B1 AUDIT COMMITTEE

The Audit Committee is entrusted with the responsibilities of reviewing the integrity and reliability of the Group's interim and annual financial statements as well as ensuring that these financial statements comply with relevant accounting and regulatory requirements prior to recommending to the Board for approval.

To preserve and enhance the effectiveness of audit on the financial affairs and results of financial performance of the Group, the Board of Directors has taken appropriate action to enable proper assessment of the External Auditors in the discharge of their duties.

The Audit Committee comprises three (3) Independent Directors all of whom are Independent Non-Executive Directors. The Chairman of the Audit Committee is not the Chairman of the Board.

The Audit Committee has established policies and procedures adopted by the Company to assess of External Auditors and such assessment would be carried out annually.

B1.1 Appointment Criteria for External Auditors

Before selecting the External Auditors for the Group and deciding their fees, the Audit Committee shall assess the suitability and independence of the External Auditors based on the following factors:

- i. Quality of service including level of knowledge, capabilities, experience and quality of previous work;
- ii. Communication and interaction such as ability to provide constructive observations, implications and recommendations in areas which require improvements;
- iii. Independence, objectivity, professionalism and calibre of external auditors;
- iv. Audit scope and fees as well as the provision of non-audit services does not impede the independence of external auditor;
- v. Ability to perform the audit work within the agreed timeframe;
- vi. The inputs and opinions from the Company's personnel who had constantly dealt with the external audit team throughout the year would be used as one of the tools in the judgement of the suitability of the external auditors; and
- vii. Requires a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the Audit Committee.

For the FY2025, the External Auditors has provided its written assurance to the Audit Committee that they are, and have been, independent through the conduct of the audit engagement in accordance with By-Laws of the Malaysian Institute of Accountants.

The External Auditors of the Company attended three (3) meetings with the Audit Committee for the FY2025 to discuss their audit plan and audit findings on the Company's yearly financial statements. During the meetings, the Audit Committee Members also had private sessions with the external auditors without the presence of the management to enable exchange of views on issues requiring attention.

The Audit Committee and the Board are satisfied with the performance, competence and independence of the external auditors, Grant Thornton Malaysia PLT, after considered the above appointment criteria for external auditors and the Board has recommended their re-appointment for shareholders' approval at the forthcoming annual general meeting of the Company.

Pursuant to the MCCG, the Audit Committee members should collectively possess a wide range of necessary skills to discharge its duties and that all members should also be financially literate and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

The Board regards the members of the Audit Committee collectively possess the accounting and related financial management expertise and experience required for the Audit Committee to discharge its responsibilities and assist the Board in its oversight over the financial reporting process. All members of the Audit Committee have also undertaken and will continue to undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices, and rules as and when required.

Corporate Governance Overview Statement (Cont'd)

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

B1 AUDIT COMMITTEE (CONT'D)

B1.1 Appointment Criteria for External Auditors (Cont'd)

The Group Finance Director briefs the Audit Committee members on the quarterly financial statements, budgets, and any other financial related matters. At intervals during the debriefing, questions are raised on the financial statements by members of the Audit Committee.

The Board, through the Nomination Committee, assesses the composition and performance of the Audit Committee through an annual Board Committee effectiveness assessment on 22 December 2025. Based on the assessment, the Board was satisfied that the Audit Committee and its members discharged their functions, duties and responsibilities in accordance with the Audit Committee's Terms of Reference.

B1.2 Appointment for Non-Audit Work

Independence of External Auditors can be impaired by provision of non-audit services to the Group. Therefore, in order to ensure the objectivity of auditing of the External Auditors, the circumstances in which the Group may use the External Auditors for non-audit services shall be evaluated by the Audit Committee before recommending any non-audit service engagements to the Board for approval.

Principally, the Group shall not engage External Auditors for provision of non-audit services that might be perceived to be materially in conflict with their role or potentially could influence their audit objective and independence.

During the FY2025, the non-audit fees paid were in respect of tax related services and review of Statement on Risk Management and Internal Control.

In considering the nature and scope of non-audit fees, the Audit Committee was satisfied that they were not likely to create any conflict or impair the independence and objectivity of the External Auditors.

B2 RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Company is concerned over the risk which the Group may be exposed in its operations and has therefore formulated a risk management policy for implementation across the Group. The primary responsibility of the Board in risk management is to assess and set the risk appetite within which Management should operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks.

Risk appetite is defined as the amount of risk that the Group is willing to accept in pursuit of its value creation process. When determining the risk appetite of the Group, the Board would consider its business priority and timing as well as the financial position and resources of the Group.

The Risk Management Committee was established on 29 November 2016 and was renamed to Risk Management and Sustainability Committee ("RMSC") on 29 November 2018. As of the date of this Annual Report, the RMSC shall comprise majority of Independent Directors as follows:

Name	Position
Chuah Hoon Phong (Group Managing Director)	Chairman
Dato' Lim Ghim Chai (Independent Non-Executive Director)	Member
Datuk Sr. Haji Zakaria Bin Hashim (Independent Non-Executive Director)	Member

The RMSC is chaired by the Group Managing Director, assisted by Independent Directors, key senior management team and the Risk Management and Sustainability Working Committee of the respective business divisions.

Corporate Governance Overview Statement (Cont'd)

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

B2 RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (CONT'D)

The responsibilities and purposes of the RMSC are:

- (i) assist the Board in fulfilling its responsibility with respect to evaluating, reviewing and monitoring the Group's risk management framework and activities on on-going basis. The RMSC reports to the Board regarding the Group's risk exposures, including review risk assessment model used to monitor the risk exposures and Management's view on the acceptable and appropriate level of risks faced by the Group's business units; and
- (ii) establishment and overseeing the implementation of the sustainability framework, review of the adequacy of the sustainability processes, ensuring effectiveness in identification, management and reporting of the Material Sustainability Matters pertaining to the Economic, Environmental and Social aspects of the Group, including the sustainability-related risk, opportunity and climate-related issues as well as for monitoring and overseeing all sustainable strategies and initiatives of the Group. This includes a review of the delivery of the responsibilities of the Risk Management and Sustainability Working Committee and making the necessary recommendations to the Board for its deliberation.

The process of the risk management and internal control are ongoing, which are undertaken by each business unit heads within the Group. The Company will continuously enhance the existing system of risk management and internal control by taking into consideration the changing business environment. Significant issues and risks identified are also discussed during quarterly management meeting which are attended by Executive Directors and key senior management personnel.

The RMSC is supported by the Group's internal audit department who will provide an assessment on:

- (1) the adequacy and effectiveness of the internal control systems operating within the Group; and
- (2) to review the Sustainability Statement for FY2025.

The key features of the Risk Management Framework are presented in the Statement on Risk Management and Internal Control of the Company as set out on pages 66 to 69 of this Annual Report.

The Board receives assurance from the Group Managing Director and the Group Finance Director that the Group's risk management and internal control system are working effectively and all key risks are being managed to an acceptable level based on the existing risk management and internal control system of the Group.

B2.1 Anti-Bribery And Corruption

Our CAB Core Values drive our behaviour, culture and conduct within the Group. We have a zero-tolerance approach towards misconduct of any kind corrupt practices and will take disciplinary action, up to and including dismissal, in the event of a breach of any provision in our Anti-Bribery and Corruption Policy (the "Policy"). This Policy was last updated in 28 December 2023.

B2.2 Internal Audit Function

The Board has established an internal audit function for the Group which critically reviews the adequacy of the operational controls and procedures so as to provide reasonable assurance that such system continues to operate satisfactorily and effectively within the Group. Comprehensive audits of the practices, procedures and internal controls of all business units and subsidiaries are undertaken on a regular basis.

The internal audit department of the Company which is led by the Head of Internal Audit reports directly to the Audit Committee.

The Head of Internal Audit Department presents audit reports, which detail the audit issues, Internal Audit's recommendations and Management's responses, to the Audit Committee during quarterly meetings. Apart from the audit report, the Head of Internal Audit Department also brings up outstanding issues stemmed from follow-up verification, if any, into the knowledge of the Audit Committee for further monitoring.

The results of the internal audit reviews and the recommendations are deliberated during the Audit Committee meetings. The Audit Committee Chairman briefs the Board on issues raised and highlights events requiring the Board's attention, if any.

The Statement on Risk Management and Internal Control furnished on pages 66 to 69 of the Annual Report provides an overview on the state of internal controls within the Group, in an effort to manage risk.

The summary of activities of the internal audit function during the financial year are set out in the Audit Committee Report.

Corporate Governance Overview Statement (Cont'd)

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

C1 ENGAGEMENT WITH STAKEHOLDERS

The Board is committed to provide effective, transparent and regular communication with its shareholders and other stakeholders regarding the business, operations and financial performance of the Group to enable them to make informed decisions.

The policy of the Company is to maintain an active dialogue with its shareholders with the intention of giving its shareholders as clear and complete information of the Company's financial performance, major developments and position as possible. Such information is communicated through the Annual Report, the various disclosures and announcements to Bursa Securities, including quarterly and annual results. All timely disclosure and material information documents will be posted on the Company's website after released to Bursa.

The full version of the Annual Report is available online at the Company's website at www.cab.com.my and a printed full version will be provided to shareholders within four (4) market days upon receiving any formal request.

In addition to shareholders' participation at general meetings, the Board also encourages other channel of communication with shareholders. For this purpose, shareholders and other stakeholders may convey their concerns relating to the Company to the Group Finance Director, Ms Koay Lay Ean to whom any query and concern regarding the Group may be conveyed at the email at cab@cab.com.my.

The Company maintains a website, <http://www.cab.com.my> that allows the shareholders, investors and members of the public to gain access to information and new events relating to the Group.

C2 CONDUCT OF GENERAL MEETINGS

The Board regards the Annual General Meetings ("AGM") as an important avenue for the communication and dialogue with its shareholders. The Board supports and encourages active shareholders' participation at its AGMs and any other general meetings.

At the AGM, shareholders are given time to ask questions and seek clarifications about the resolutions to be proposed or the Group's operation in general for more information. The Board members, senior management and the external auditors are present at the AGM to respond to shareholders' queries.

The Company will also ensure that the notice for AGM will be given to its shareholders at least twenty-eight (28) days prior to the meeting.

All resolutions set out in the notice of general meetings will be carried out by poll voting. The Board makes an announcement of the detailed results showing the number of votes cast for and against each resolution at general meetings for shareholders' information.

The Minutes of the 23rd AGM were published on the Company's website at <http://www.cab.com.my>. within 30 days after AGM.

The above summary sets out how the three Principles pursuant to Practice Note 9 Part 1 Paragraph 3.1A of Main Market Listing Requirements of Bursa Malaysia Securities Berhad are adhered to via adoption of the relevant Board Policies and implementation of appropriate measures.

The CG Overview Statement was approved by the Board of Directors of the Company on 22 December 2025.

Statement on Risk Management and Internal Control

Introduction

The Malaysian Code on Corporate Governance 2021 (“MCCG”) requires public listed companies to maintain a sound risk management and system of internal controls to safeguard shareholders’ investment and the Group’s assets.

With reference to the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, the Board is pleased to present the Statement on Risk Management and Internal Control, which is prepared in accordance with Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Securities and Practice 10.2 of MCCG.

Board Responsibility

The Board is primarily responsible for the Group’s risk management and internal control system as well as reviewing its adequacy, effectiveness and integrity. In view of the inherent limitations in any system of internal control, the system is designed to manage rather than to eliminate the risk of failure to achieve corporate objectives. Accordingly it can only provide reasonable but not absolute assurance against material misstatement, loss and fraud. The system of internal control covers, inter-alia, financial, budgetary, risk management, organisational, operational, regulatory and compliance matters.

Enterprise Risk Management (“ERM”) Framework

The Board and the Management of the Group continue to strengthen the Group’s control environment and processes by taking into consideration the key risks in their review of strategic and business plans of the Group. The Board has established the mechanisms for the identification, evaluation and management of significant risks applicable to their respective areas of business together with the design and implementation of suitable internal controls, including the process of enhancing the risk management and internal control system as and when there are changes to the business environment or regulatory guidelines. These risks may be associated with a variety of internal or external factors including disease outbreaks, disruption in operations, competition, natural catastrophe and regulatory requirements.

The ERM framework has been in place to ensure proper management of the risks that may impede the achievement of the Group’s goals and objectives. The Group has an ongoing process for identifying, evaluating and managing the principal risks.

Risk Management & Sustainability Committee (“RMSC”)

The Board has constituted the RMSC with the authorities necessary to perform duties as outlined in separate Terms of Reference. The RMSC is responsible to the Board for:

- Overseeing the establishment and implementation of the risk management framework; and
- Reviewing the effectiveness in identifying, evaluating and managing risks and internal control processes as well as sustainability matters.

RMSC membership composition as of the date of this Annual Report was as follows:

Name	Position
Chuah Hoon Phong (Group Managing Director)	Chairman
Dato' Lim Ghim Chai (Independent Non-Executive Director)	Member
Datuk Sr. Haji Zakaria Bin Hashim (Independent Non-Executive Director)	Member

The RMSC reports to the Board regarding risk register updates and assessment on effectiveness of risk-mitigating actions.

Risk Identification, Evaluation and Management

The Group has in place the Risk Management and Sustainability Policy which lays down the responsibilities of the Board, the RMSC, the Risk Management & Sustainability Working Committee and others in relation to risk management.

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

Enterprise Risk Management (“ERM”) Framework (Cont'd)

Risk Identification, Evaluation and Management (Cont'd)

Fundamentally, the risk management process consists of the following elements:

Identify	: Identify risk from internal/external sources, which may affect achievement of the Group's objectives, on on-going basis
Assess	: Risks are assessed on both inherent and residual basis considering its likelihood of occurrence and impact
Plan	: Mitigating action plan is availed for dealing on certain risks, to minimise/eliminate its foreseeable impact
Implement	: Mitigating action plan is realised into actions
Monitor and review	: Monitor the realisation progress of mitigating action plan and review its effectiveness in minimising/eliminating threat
Communicate	: Make the RMSC aware of the outcome

In the framework, root cause for each risk is identified for ascertaining consequence. Risk can be resulted from internal or external sources and by nature, either controllable or inherent. Each risk is graded. The business unit heads and/or risk owners are responsible for generating action plan to manage, minimize and mitigate the risks. Existing controls are also included as part of the action plan. The Management's perceived strength of the internal control is obtained. The department or person in-charge to realise the action plan is prescribed, for reinforcing accountability.

All the above-mentioned are recorded and updated in the Risk Register which serves:

- To develop risk profile for each company; and
- To ensure a well-structured and systematic process in place for identification, assessment and management of risks.

All executive directors make frequent visits to business units to assess operations and address key business issues inclusive of risk-mitigating actions. In the event of any emergency business issue that involves/provokes risk, the business unit head shall notify the Group Managing Director immediately, for resolving.

The key risk areas that the Board and Management continually address consist of:

Disease Challenge and Bio-Security

Outbreak of avian influenza in the poultry industry causes devastating economic effects, arising from the need to extensively cull infected chicks. The Group puts in place programs to vaccinate chicks, as prescribed by the qualified veterinarians. When any particular farm has high mortality rate, proper post-mortem is performed to identify root causes. Last but not least, stringent bio-security measures are in force on several aspects such as restricted entry into breeder farms, compulsory shower and sanitization pre-entry into breeding area, washing of boots and tyres pre-vehicle entry into farms etc.

Anti-Bribery and Corruption

Corruption can lead to financial loss, damage to employee morale and corporate reputation as well as resources being diverted away from delivering core business. The Group has established and maintained policies and procedures on anti-corruption, as guided by the Guidelines on Adequate Procedures issued pursuant to the Malaysian Anti-Corruption Commission Act 2009 provisions. The policies and procedures are reviewed periodically, at least once every three years. Corruption risk is also included in annual risk assessment of the Group.

Halal Accreditation

In cognizance of Halal accreditation importance, the Group has in place the Halal Committee, which is directly overseen by the Halal Committee Chairman, Tuan Haji Ahmad Fazil Bin Haji Hashim, who was formerly a Senior Independent Non-Executive Director of CAB Cakaran Corporation Bhd. The Group deploys qualified Halal Executives at key business units, to oversee and monitor Halal compliance matters. The Halal Committee reports to the Board during quarterly meetings activities, events and issues concerning Halal accreditation and compliance.

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

The key risk areas that the Board and Management continually address consist of: (Cont'd)

Corporate Exercise

The Board recognises the importance of thorough assessment in investment activities, that due diligence test and/or feasibility study, whichever relevant, should be engaged in due course, to enhance success rate. During the financial year ended 30 September 2025, the Group engaged Ernst & Young PLT to conduct –

- a. Financial due diligence; and
- b. Tax due diligence, for CAB Cakaran Sdn. Bhd.'s proposed acquisition of the entire stake in Cargill Feed Sdn. Bhd., which in turn holds a 51% equity in Desa Cargill Sdn. Bhd., from Cargill Holdings (Malaysia) Sdn. Bhd..

The Management took a serious stance in scrutinising, analysing, generating counteracting strategies on the points raised by Ernst & Young PLT review teams.

Internal Control System

The key elements that have been put in place to ensure the adequacy and effectiveness of the internal control system include the following:

- (i) Formal organisational structure is in place to define the function, reporting line and responsibility of the Management staff. This organisation structure serves to facilitate quick response to changes in the evolving business environment, supervision of day-to-day business operations and accountability for operation performance;
- (ii) Standard operating procedure manuals lay down explicitly the process controls and practices, aimed at enforcing guided workflow and sustaining quality of work processes;
- (iii) Financial authorisation matrix on capital expenditure, asset disposal and write-off, as well as jurisdiction of Corporate Office and business units in handling various types of agreement are spelt out, for enforcement across the whole Group;
- (iv) In relation to the governance of staff conduct,
 - *Code of Conduct and Ethics* as well as employee handbook are availed to employees, for understanding of employment terms and conditions, entitlements, discipline, code of ethics and job grading system;
 - *Whistleblowing Policy* is in force to provide an avenue for staff or any external party to report any breach or suspected breach of any law or regulation in a safe and confidential manner;
 - *Conflict of Interest Policy* is in force to help the Group effectively identify, disclose and manage any actual, potential or perceived conflict of interest in order to protect the integrity of the Group and its staffs and manage risk;
 - *Anti-Bribery and Corruption Policy* has been established and enforced across the board, among all business units within the Group, to reinforce ethical values, in particular, zero tolerance stance against bribery, as well as to comply with the Malaysian Anti-Corruption Commission ("MACC") Act 2009 provisions; and
 - Segregation of duties is practiced, whereby check and balance mechanism exists to curb manipulation of certain workflows by particular staff, to the detriment of the Group's interests.
- (v) Annual budget is prepared to determine allocation of resources and set performance benchmark at projected revenue level. Respective business unit heads are required to explain on negative variances in financial results, if any, during quarterly management meeting;
- (vi) Management meeting is conducted on quarterly basis for all business unit heads to present business performance results and highlight significant matters;
- (vii) Regular supervisory checks are performed to ensure strict adherence to operations, administration and accounting procedures;
- (viii) External consultants' services are engaged and/or the GIAD is assigned, for the conduct of feasibility study or due diligence review, whichever relevant, for new investment venture and corporate acquisition; and
- (ix) All business units strive to observe and comply with health, safety, environmental and quality standards set forth by the Group as well as the accreditation and regulatory bodies.

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

Internal Control System (Cont'd)

Group Internal Audit Department ("GIAD")

GIAD forms an integral part of the Group's internal control system, whereby the GIAD is entrusted to conduct periodic audits on internal control matters to ensure their compliance with the systems and standard operating procedures, as well as to highlight the risks that respective subsidiaries encounter, within each subsidiary's operations and business environment. The main objective of these audits is to provide reasonable assurance that these operations operate satisfactorily and effectively. Investigations are also made at the request of the Audit Committee and senior management on specific areas of concern. These investigations provide additional assurance and comfort on the integrity and robustness of the internal control systems.

The Board regularly reviews the adequacy and integrity of the system of internal controls and risk management, *inter alia*, as signaled in audit issues presented by the GIAD. Whilst, the Audit Committee reviews the scope, functions, resources and competency of the internal audit function on yearly basis. Whenever needed, the GIAD helps to review the content of Standard Operating Procedures and advise accordingly, in attempt to exert comprehensive controls and minimise loophole risk in process flows.

Internal Audit Function

The GIAD assists the Audit Committee and the Board in providing independent assessment on the adequacy, efficiency as well as effectiveness of the Group's internal control system. The Head of the GIAD presents audit reports, which detail the audit issues, Internal Audit's recommendations and Management's responses, to the Audit Committee during quarterly meetings. Apart from the audit report, the Head of the GIAD also brings up outstanding issues stemmed from follow-up verification, if any, into the knowledge of the Audit Committee for further monitoring.

The results of the internal audit reviews and the recommendations are deliberated during the Audit Committee meetings. The Audit Committee Chairman briefs the Board on issues raised and highlights events requiring the Board's attention, if any.

Based on the internal audit reviews conducted, none of the weaknesses noted have resulted in material losses or uncertainties that would require separate disclosure in this Annual Report.

Pursuant to *Bursa Malaysia Guidance on Conflict of Interest (ICN 1/2023)* with issuance date: 26 May 2023, the GIAD has been furnishing the conflict of interest status of directors and key senior management staff to the Audit Committee, since the quarterly meeting of May 2024. In this respect, the GIAD assumes a role in framework design, data collection, assessment, discussion with the Group Managing Director to resolve actions on cases of actual and potential conflict of interests involving directors and key senior management staff.

Conclusion

The Board has received assurance from the Group Managing Director and the Group Finance Director that the Group's risk management and internal control system is operating adequately and effectively in material aspects based on the existing risk management and internal control system of the Group. The Board is of the view that the Group's system of internal control is adequate to safeguard shareholders' investments and the Group's assets. This Statement on Risk Management and Internal Control does not cover associates and jointly controlled business units where the internal control systems of these business units are managed by the respective management teams.

The review process has been in place for the year under review and up to the date of approval of this statement for inclusion in the annual report.

Review Of The Statement By External Auditors

Pursuant to paragraph 15.23 of Bursa Malaysia Securities Berhad Main Market Listing Requirements, the external auditors have reviewed this statement for inclusion in the Annual Report for the financial year ended 30 September 2025 and reported to the Board that nothing has come to their attention that caused them to believe that this statement was inconsistent with their understanding of the process, adequacy and integrity of the risk management and internal control system. The external auditors' limited assurance review was performed in accordance with the Audit and Assurance Practice Guide ("AAPG") 3, issued by the Malaysian Institute of Accountants ("MIA").

This Statement was approved by the Board on 22 December 2025.

Audit Committee Report

AUDIT COMMITTEE REPORT

COMPOSITION

The Audit Committee (“AC”) membership composition is as follows:-

Name	Position
Dato' Lim Ghim Chai (Independent Non-Executive Director)	Chairman
Professor Dato' Dr Mohd Fakhrudin Bin Abdul Mukti (Independent Non-Executive Director)	Member
Datuk Sr. Hj. Zakaria Bin Hashim (Independent Non-Executive Director)	Member

SECRETARY

The Secretary of the AC is the Company Secretary of the Company.

The present AC composition of being made up of only independent and non-executive directors fulfills requirements stipulated in Paragraph 15.09(1)(a) and (b) of the Main Market Listing Requirements of Bursa Securities.

TERMS OF REFERENCE

The Terms of Reference of the AC are aligned with the Main Market Listing Requirements of Bursa Securities and recommendations of the Malaysian Code on Corporate Governance. The Terms of Reference will be revised to cater for changes, if any. The Terms of Reference is available at the Company's website at www.cab.com.my .

MEETINGS

The Committee met five (5) times during the financial year ended 30 September 2025.

Details of attendance of each member at the Committee meetings during financial year 2025 were as follows:

	No. of Meetings Attended
Dato' Lim Ghim Chai	5/5
Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti	4/5
Datuk Sr. Haji Zakaria Bin Hashim	5/5

Apart from the above AC members, the Executive Director(s) and Group Finance Director were invited to join the AC meetings to facilitate direct communication and provide clarification on audit and financial issues as well as operations of the Group. In the financial year, the AC held three (3) meetings with the external auditors without the presence of the executive Board members and the Management, to provide a platform for the external auditors to discuss any issues arising from their auditing process or any other matters warranting the AC's attention and actions.

The AC meeting minutes were prepared and tabled for confirmation and follow-up at the following meeting. The minutes were also circulated to the Board for notation. The AC Chairman reported to the Board the matters discussed and made recommendations for the Board's consideration and resolution.

Through an annual evaluation, the Board was satisfied that the AC has discharged its functions, duties and responsibilities.

Audit Committee Report (Cont'd)

SUMMARY OF WORK OF THE AUDIT COMMITTEE

During the financial year under review, the AC carried out the following activities in the discharge of its functions and duties:

A. Financial Reporting

The AC reviewed the quarterly financial results during the quarterly AC meetings. During the review process, the AC members raised questions related to significant changes, budgetary variances, adoption of accounting principles and standards and so forth. The Group Finance Director responded with explanation and answers.

Upon being satisfied that the financial statements have been prepared in due course, the AC recommended to the Board for approval and subsequent release to Bursa Malaysia Securities Berhad ("Bursa Securities") accordingly.

During the quarterly meetings, the AC also received the update on the statistics of subsidiaries encountering negative shareholders' funds, for the AC to understand the business scenarios and actions already in place or to be instituted, as part of going concern assessment.

Apart from the review on quarterly financial results, the AC held a meeting in December 2024 to review the audited financial statements and the Management Letter issued by the external auditors. The AC also sought a confirmation from the external auditors that all the business units across the Group had rendered satisfactory cooperation during the auditing process.

B. Internal Audit

The AC reviewed and endorsed the annual internal audit plan of the internal audit function to ensure adequate scope and comprehensive coverage of the activities of the Group.

During the financial year under review, the AC reviewed the internal audit reports, recommendations made by the Group Internal Audit Department and Management's response to the audit issues, during quarterly meetings. The AC also noted the follow-up progress status for the resolved corrective actions on outstanding audit issues, to ensure that control weaknesses and non-compliances have been addressed and rectified.

In November 2024, the AC carried out a thorough yearly assessment on the adequacy of the scope, functions, resources and competency of the internal audit function, using the internal Quality Assessment Review form and Appendix of Code of Corporate Governance of Bursa Securities.

In every quarterly AC meeting, except for the one in December 2024, the Group Internal Audit Department furnished the AC updates on conflict of interest status among the directors and key senior management, in compliance to the stipulations laid down in *Bursa Malaysia Guidance on Conflict of Interest (ICN 1/2023)* with issuance date: 26 May 2023.

The Executive Director(s) and the Group Finance Director were invited to attend the quarterly AC meetings, to give opinion and clarification on issues raised in internal audit reports, if relevant and when necessary.

C. External Audit

The AC reviewed the extent of assistance and cooperation during the conduct of external auditing and issues as well as reservations arising from audit for the financial year ended 30 September 2024 with the external auditors.

The AC obtained a confirmation from the external auditors that they were in compliance with the independence requirements set out in the By-Laws (On Professional Ethics, Conduct and Practice) for Professional Accountants of Malaysian Institute of Accountants. In addition, to fulfill disclosure requirements, the external auditors furnished information on their fees derived from the audit and non-audit services and their network firms.

In December 2024, the AC deliberated on the final report presented by the external auditors in regard to the matters arising from the statutory audit of the Company and its subsidiaries for the financial year ended 30 September 2024.

Audit Committee Report (Cont'd)

SUMMARY OF WORK OF THE AUDIT COMMITTEE (CONT'D)

C. External Audit (Cont'd)

During the course of external audit of the Group's financial statements for the year ended 30 September 2024, the external auditors stated that –

- There was no variance between results disclosed in the quarterly announcement and the audited report on the Group's revenue, profit before tax and profit after tax;
- Based on the audit work performed, Grant Thornton Malaysia PLT was not aware of any non-compliance of laws and regulations. Based on the discussion held with the AC in November 2024, the AC members have confirmed that there were no significant fraud-related matters that have come to their attention;
- The audited financial statement was a clean report as there was no audit qualification to the audited financial statement and the Group had complied with all the relevant accounting standards; and
- Grant Thornton Malaysia PLT highlighted a key audit matter concerning biological assets valuation, for the significant judgement and estimates involved in applying the valuation method on the livestock. Grant Thornton Malaysia PLT has assessed the adequacy and appropriateness of the disclosures related to the valuation methodology and estimation made in financial statement.

In the regard to the external auditors' review on the Statement on Risk Management and Internal Control, for inclusion in Annual Report 2024, Grant Thornton Malaysia PLT stated that nothing has come to their attention that caused them to believe that the above statement was not prepared, in all material respects, in accordance with the disclosure requirements prescribed in *Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers*, nor was factually inaccurate.

On 29 August 2024, the external auditors, Grant Thornton Malaysia PLT briefed the AC on their audit plan for the financial year ended 30 September 2025, encompassing:

- Audit objective and scope;
- Audit process;
- Audit approach;
- Important enquiries to the members of Audit Committee;
- Identified risks and planned audit procedures;
- Other audit approach on Group Reporting and review of information technology general controls relevant to the audit;
- Key audit matters;
- Other matters on pronouncements of Malaysian Financial Reporting Standards, Malaysian Code on Corporate Governance as well as Environment, Social and Governance ("ESG") for Sustainability Reporting;
- Proposed audit timeline and reporting schedule; and
- Proposed audit fees.

The AC had three (3) private sessions with the external auditors in the absence of Management staffs and executive Board members in November 2024, December 2024 and August 2025. There was no area of concern raised by the external auditors, for which escalation to the Board was necessitated.

D. Related Party Transactions

The AC reviewed and noted all the Related Party Transactions ("RPT") including the Recurrent Related Party Transactions ("RRPT") that took place among the related parties, as presented by the Management and the Group Internal Audit Department, during the quarterly AC meetings.

The Group Internal Audit Department has performed check against shareholders' mandate, agreements etc. and arm's length test to ensure that the transactions were in the best interest of the Group, fair and reasonable, on normal commercial terms that were not more favourable to the related parties than those generally available to the public.

Audit Committee Report (Cont'd)

SUMMARY OF WORK OF THE AUDIT COMMITTEE (CONT'D)

E. Corporate Governance and Other Matters

The AC evaluated the internal audit function, from the following perspectives:

- Academic background of the internal auditors;
- Fulfillment of the scope and functions, as required in the Listing Requirements;
- Frequency of the Internal Audit's reviews to test the effectiveness of the financial, operational and compliance controls and processes of business units;
- Sufficiency of resources and competency of the internal auditors in the discharge of audit assignment;
- Implementation of Quality Assessment Review of the internal audit function; and
- Collaboration between the internal auditors and the external auditors during the evaluation of internal controls.

The AC reviewed the Circular to Shareholders in relation to –

- Proposed renewal of existing shareholders' mandate for recurrent related party transactions; and
- Proposed new shareholders' mandate for additional recurrent related party transactions.

The AC reviewed the AC Report and Statement on Risk Management and Internal Control prior to submission of the same to the Board for consideration and inclusion in the Annual Report 2024 of CAB Cakaran Corporation Berhad.

F. Statement on Employee Share Option Scheme ("ESOS")

There was no such scheme in place during the financial year ended 30 September 2025.

WORK OF THE GROUP INTERNAL AUDIT DEPARTMENT

The primary role of the internal audit function is to undertake regular review of the system of internal controls, procedures and operations so as to provide reasonable assurance that the overall internal control system is sound, adequate and satisfactory. The Group Internal Audit Department reports directly to the AC.

The activities carried out by the internal auditors during the financial year ended 30 September 2025 were as follows:-

- Conducted internal audit sessions according to the approved internal audit plan and presented the reports to the AC at the quarterly meetings;
- Followed up on the implementation of audit recommendations and management action plans and reported to the AC on the status of their implementation of significant matters at the quarterly meetings of the AC;
- Furnished the AC updates on Conflict of Interest (COI) status, covering both actual and potential COI, among the directors and key senior management, in accordance with *Guidance on Conflict of Interest* (ICN 1/2023) of Bursa Securities, in every quarterly AC meeting except for the one in December 2024, which was meant for approving audited financial statement;
- Participated in activities related to corporate exercises, encompassing –
 - Conducting corporate reviews;
 - Handling migration of controls at acquired entity;
 - Coordinating activities at functional level to ensure sustainability of operations post-takeover; and
- Performed various ad hoc reviews as requested by the Management.

The total costs incurred for the internal audit function for the financial year under review were approximately RM309,304.90.

Additional Compliance Information

MATERIAL CONTRACTS

There were no material contracts entered into by the Company and its subsidiaries involving Directors' and major shareholders' interests either still subsisting as at the end of the financial year or entered into since the end of the previous financial year.

AUDIT AND NON-AUDIT FEES

During the financial year, the amount of audit and non-audit fees paid and payable to the external auditors and its affiliates by the Company and the Group were as follows:

	Group (RM'000)	Company (RM'000)
Grant Thornton Malaysia PLT:		
Audit Fees	410	52
Non-Audit Fees	5	3
Other Auditors	174	-

The non-audit fees were in respect of tax related services and review of Statement on Risk Management and Internal Control during the financial year.

OPTIONS, WARRANTS OR CONVERTIBLE SECURITIES

At the Extraordinary General Meeting of the Company held on 12 May 2023, the shareholders of the Company had approved the Bonus issue of up to 233,964,247 warrants on the basis of one (1) warrant for every three (3) existing ordinary shares of in the Company.

A total of 233,781,206 free warrants ("Warrants 2023/2028") were issued on 1 June 2023 and listed on the Main Market of Bursa Malaysia Securities Berhad on 7 June 2023 with a five (5) years' exercise period from 1 June 2023 to 31 May 2028. Each warrant carries the entitlement to subscribe for one (1) new CAB Share at the exercise price of RM0.63 each for cash subject to adjustments in accordance with the provisions of the Deed Poll.

During the financial year ended 30 September 2025, no warrants were exercised and the balance of unexercised warrants is 233,781,206.

Saved as disclosed above, there were no options, warrants or convertible securities exercised during the financial year ended 30 September 2025.

RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

The Shareholders' Mandate for the Group to enter into recurrent related party transactions of a revenue or trading nature was obtained at the Twenty-Third Annual General Meeting held on 24 March 2025. Details of such transactions during the financial year are disclosed in Note 44 to the financial statements.

The said Mandate is subject to renewal at the forthcoming Annual General Meeting. Details of the Shareholders' Mandate to be sought will be furnished in the Circular to Shareholders dated 29 January 2026.

UTILISATION OF PROCEEDS

There were no funds raised by the Company through any corporate proposal during the financial year ended 30 September 2025.

Additional Compliance Information (Cont'd)

DIRECTORS' RESPONSIBILITY STATEMENT IN RESPECT OF THE PREPARATION OF THE AUDITED FINANCIAL STATEMENTS

The Board is responsible for ensuring that the financial statements of the Group give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of their results and cash flows for the financial year then ended. In preparing the financial statements, the Directors have ensured that Malaysian Financial Reporting Standards, IFRS Accounting Standards, the requirements of the Companies Act, 2016 and the Listing Requirements of the Bursa Securities have been applied.

In preparing the financial statements, the Directors have selected and applied consistently appropriate accounting policies and made reasonable and prudent judgments and estimates where applicable.

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

The Board is satisfied that it has met its obligation to present a balanced and comprehensive assessment of the Company's position and prospects in the Directors' Report and the Financial Statements of this Annual Report.

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Directors' Report

The Directors of **CAB CAKARAN CORPORATION BERHAD** have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 30 September 2025.

PRINCIPAL ACTIVITIES

The Company is principally involved in investment holding and provision of management services. There have been no changes in nature of these principal activities during the financial year.

The information on the name, principal place of business, country of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary is as stated in Note 19 to the financial statements.

RESULTS OF OPERATIONS

The results of operations of the Group and of the Company for the financial year are as follows:

	The Group RM	The Company RM
Profit for the financial year	<u>108,168,175</u>	<u>6,242,480</u>
Profit attributable to:		
Owners of the Company	90,651,976	
Non-controlling interests	<u>17,516,199</u>	
	<u>108,168,175</u>	

In the opinion of the Directors, the results of 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.

DIVIDENDS

During the financial year, a final single tier dividend declared and paid by the Company in respect of the following:

	RM
Final single tier dividend of RM0.01 per ordinary share in respect of the financial year ended 30 September 2024 paid on 18 April 2025	<u>7,013,347</u>

Subsequent to 30 September 2025, the Company proposed a final single tier dividend of RM0.01 per ordinary share in respect of the current financial year. The proposed final dividend is subject to approval by the shareholders at the forthcoming Annual General Meeting of the Company and has not been included as liability in the financial statements. Upon approval by the shareholders, the cash dividend payment will be accounted for in equity as an appropriation of retained earnings during the financial year ending 30 September 2026.

RESERVES AND PROVISIONS

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

Directors' Report (Cont'd)

DIRECTORS

The Directors of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

Chuah Ah Bee
Chuah Hoon Phong
Datuk Sr. Hj Zakaria Bin Hashim
Lim Ghim Chai
Prof Dato' Dr Mohd Fakhrudin Bin Abdul Mukti
Wijanti Tjendera

The Directors who held office in the subsidiaries of the Company (excluding Directors who are also Directors of the Company) during the financial year and during the period from the end of the financial year to the date of this report are:

Alex Tan Kuan Hon
Aman Tan Ho Peng
Chan Kah Cheong
Chan Kim Keow
Chew Chee Khong
Chiew Hock You
Chong Mee Ting
Chuah Hoon Hong
Chuah Hoon Teng
Dato' Dr Quaza Nizamuddin Bin A Hassan Nizam
Ho Chong Hee
Ho Kheng Chew
Khor Yu Beng
Leong Youk Leen
Lim Chin Seng
Lin Wai Jet
Loo Choo Gee
Maheran Binti Manan
Mohd. Johar Bin Jahaya
Ong Bee Wah
Ong Chuan Seng
Ong Khoon Chuah
Randall Low Jun Hoe
Shafiqurrahman Bin Haji Shamsuddin
Sia Hui Chen
Tan Ah Baa @ Tan Chye Khoon
Tan Chee Hee
Tan Swee Seong
Toh Chye Lam
Toh Eng Say
Vincent Leong Weng Fai
Wan Azrain Bin Wan Adnan
Winston Yap Eng Chin
Yap Kim Gee
Yap Soon Chyuan
Mohd Hazwan Hashim (appointed on 1 May 2025)
Wan Noor Ashikin Binti Wan Azizan (resigned on 1 May 2025)
Gan Chin Nam (resigned on 30 May 2025)
Ching Chin Huat (winding up on 14 August 2025)
Jozef Franciscus Maria Bonang (deceased on 16 December 2025)

Directors' Report (Cont'd)

DIRECTORS' INTERESTS

The shareholdings in the Company of those who were Directors at the end of the financial year, as recorded in the Register of Directors' Shareholdings kept under Section 59 of the Companies Act, 2016, are as follows:

Shares in the Company	Number of ordinary shares			As at 30.9.2025
	As at 1.10.2024	Acquired	Disposed	
Direct interest:				
Chuah Ah Bee	198,032,079	-	-	198,032,079
Chuah Hoon Phong	14,344,061	-	-	14,344,061
Datuk Sr. Hj Zakaria Bin Hashim	1,000	-	-	1,000
Indirect interest:				
Chuah Ah Bee	137,699,784	357,100	-	138,056,884
Chuah Hoon Phong	600,412	357,100	-	957,512

Warrants in the Company	Number of Warrant over ordinary shares			As at 30.9.2025
	As at 1.10.2024	Exercised	Disposed	
Direct interest:				
Chuah Ah Bee	42,944,026	-	-	42,944,026
Chuah Hoon Phong	4,781,353	-	-	4,781,353
Datuk Sr. Hj Zakaria Bin Hashim	333	-	-	333
Indirect interest:				
Chuah Ah Bee	45,756,559	-	-	45,756,559
Chuah Hoon Phong	56,770	-	-	56,770

By virtue of their interests in the shares of the Company, Mr. Chuah Ah Bee is also deemed to have beneficial interests in the shares of all the subsidiaries of the Company to the extent that the Company has an interest.

Other than the above, none of other Directors in office at the end of the financial year had any interest in the shares of the Company and its subsidiaries during the financial year.

Directors' Report (Cont'd)

DIRECTORS' REMUNERATION

During the financial year, the fees and other benefits received and receivable by the Directors of the Group and of the Company are as follows:

	The Group 2025 RM	The Company 2025 RM
Directors of the Company:		
Executive Directors:		
Fee	438,926	-
Contribution to employees provident fund	229,376	-
Other emoluments	3,154,618	-
Non-executive Directors:		
Fee	276,135	246,135
Contribution to employees provident fund	174	174
Other emoluments	13,900	13,400
Directors of subsidiaries:		
Executive Directors:		
Fee	312,478	-
Contribution to employees provident fund	472,976	-
Other emoluments	5,231,178	-
	<u>10,129,761</u>	<u>259,709</u>
Benefits-in-kind (based on estimated monetary value) (Note 43)	<u>174,996</u>	-

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, with the object or objects of enabling 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.

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

The Company maintains Directors' and Officers' liability insurance for purpose of Section 289 of the Companies Act, 2016, throughout the financial year, which provides appropriate insurance cover for the Directors and Officers of the Group and of the Company. The amount of indemnity coverage and insurance premium paid or payable during the financial year, which was borne by the Company and certain subsidiaries and have been accounted for in the financial statements of the Group amounted to RM20,000,000 and RM42,778 respectively.

The amount of indemnity coverage and insurance premium paid for the Directors and Officers of the Group during the financial year are amounted to RM8,212,160 and RM55,749 respectively.

The amount of indemnity coverage and insurance premium paid for the Directors and Officers of the Company, which was borne by the Company during the financial year are amounted to RM200,000 and RM2,738 respectively.

Other than disclosed above, there were no indemnity given to or insurance effected for other Directors, Officers and Auditors of the Company in accordance with Section 289 of the Companies Act, 2016.

Directors' Report (Cont'd)

ISSUE OF SHARES AND DEBENTURES

There were no changes on the issued and paid-up capital of the Company during the financial year.

There was no issuance of debentures during the financial year.

SHARE OPTIONS

No options have been granted by the Company to any parties during the financial year to take up unissued shares of the Company.

No shares have been issued during the financial year by virtue of the exercise of any option to take up unissued shares of the Company. As of the end of the financial year, there were no unissued shares of the Company under options.

TREASURY SHARES

During the financial year ended 30 September 2025, the Company repurchased 1,257,200 ordinary shares from the open market for a total consideration of RM900,074. The average price paid for the shares repurchased was approximately RM0.72 per share. The shares repurchased are held as treasury shares and treated in accordance with the requirement of the Section 127 (6) of the Companies Act, 2016.

As at 30 September 2025, the Company held 1,802,700 treasury shares out of the total 701,892,742 issued and paid-up ordinary shares. The treasury shares are held at carrying amount of RM969,378. Relevant details are disclosed in Note 30 to the financial statements.

WARRANTS

At the Extraordinary General Meeting of the Company held on 12 May 2023, the shareholders of the Company had approved the bonus issue of up to 233,964,247 warrants on the basis of one warrant for every three existing ordinary shares in the Company.

A total of 233,781,206 free warrants were issued on 1 June 2023 and listed on the Main Market of Bursa Malaysia Securities Berhad on 7 June 2023 with a five years' exercise periods and each warrant carries the entitlement to subscribe for one new CAB Share at the exercise price of RM0.63 per warrant. The maturity date for the warrants is on the 31 May 2028. The salient features and terms of the Warrants are set out in Note 29 to the financial statements.

As at 30 September 2025, no warrants have been converted into shares and the number of outstanding unexercised warrants are 233,781,206.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps:

- (a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts, and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

Directors' Report (Cont'd)

OTHER STATUTORY INFORMATION (CONT'D)

At the date of this report, the Directors are not aware of any circumstances:

- (a) which would render it necessary to write off any bad debts or the amount of provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
- (b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
- (c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or
- (d) not otherwise dealt with in this report or financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

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

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

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

In the opinion of the Directors, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of operations of the Group and of the Company.

EVENTS DURING AND AFTER THE YEAR

On 28 February 2025, Home Mart Fresh & Frozen Sdn. Bhd., a wholly-owned subsidiary of the Company entered into a Sales and Purchase Agreement with Asiawe Land Sdn. Bhd. for the disposal of a piece of freehold land together with a double storey semi-permanent building for a total cash consideration of RM4,000,000.

On 31 July 2025, CAB Cakaran Sdn. Bhd., a wholly-owned subsidiary of the Company entered into a conditional Share Purchase Agreement with Cargill Holdings (Malaysia) Sdn. Bhd. for the acquisition of 9,185,000 ordinary shares in Cargill Feed Sdn. Bhd. ("CFSB"), representing 100% equity interest in CFSB for an initial consideration of RM231,000,000. Subsequently, the shareholders of the Company approved the acquisition of CFSB's shares at the Extraordinary General Meeting held on 5 November 2025. This transaction had been completed on 28 November 2025.

On 1 November 2017, the Company, had entered into a Joint Venture Agreement ("JVA") with PT Ternak Ayam Terpadu Indonesia ("PT") to establish several joint venture companies ("JV COs"). The objective of the joint venture is to combine the resources and expertise of both parties to produce halal poultry products for the Indonesian consumer market. On 3 November 2025, the JV partners have recently agreed to adopt a new 5-year business plan, beginning with phase 1 of the project. Phase 1 shall involve an estimated investment of USD10 million (approximately RM42,080,000) for the setting up of a food processing plant, excluding cost of land and factory building which will be leased, and is expected to be implemented in the second quarter of 2026. The Company shall have the option to increase its share percentage up to 30% in each of the JV COs within 5 years after the date of commencement of business. As at the date of this report, there are no changes in the share percentage.

On 28 November 2025, the Company proposed a final single tier dividend of RM0.01 per ordinary share in respect of the current financial year. The proposed final dividend is subject to approval by the shareholders at the forthcoming Annual General Meeting of the Company and has not been included as liability in the financial statements. Upon approval by the shareholders, the cash dividend payment will be accounted for in equity as an appropriation of retained earnings during the financial year ending 30 September 2026.

Directors' Report (Cont'd)

AUDITORS' REMUNERATION

The details of the auditors' remuneration for the financial year are as follows:

	The Group 2025 RM	The Company 2025 RM
Audit fees:		
- Grant Thornton Malaysia PLT	410,000	52,000
- Other auditors	173,594	-
	583,594	52,000
Non-audit fee:		
- Grant Thornton Malaysia PLT	4,500	2,500
	588,094	54,500

AUDITORS

The Auditors, Grant Thornton Malaysia PLT have expressed their willingness to continue in office.

The Group and the Company have agreed to indemnify the Auditors, Grant Thornton Malaysia PLT to the extent permissible under the requirements of the Companies Act, 2016 in Malaysia. However, no payment has been made arising from this indemnity for the financial year.

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

CHUAH AH BEE

CHUAH HOON PHONG

Penang
22 December 2025

Independent Auditors' Report

To the Members of CAB CAKARAN CORPORATION BERHAD
(Incorporated in Malaysia) Registration No.: 200201015998 (583661 W)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of CAB Cakaran Corporation Berhad, which comprise the statements of financial position as of 30 September 2025 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 policies information as set out on pages 87 to 190.

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 September 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matter

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

Key Audit Matter	How our audit addressed the Key Audit Matter
Fair value on biological assets	
The value of livestocks held as biological assets of the Group was RM134,351,229. The fair value of livestocks was subject to poultry fluctuation. In addition, there was a high volume of livestock held at year end. We have identified the valuation of livestocks as a key audit matter because of the significant judgement and estimates involved in applying the valuation method on the livestocks. Specifically, we focused our audit efforts to determine whether the capitalisation of costs and standard in accordance with the Group's policy and ensure consistency with that of prior year.	We have obtained an understanding and tested the internal controls in respect of recording of purchase of broiler, breeders, feed and other consumables. We also have tested the capitalised cost as part of the valuation method which includes starter cost (Day-old-chick), cost of feed consumed and cost of other consumables and testing of amortisation of broiler and breeders in accordance with the Group's policy. We compared actual output and selling prices against assumptions to assess the accuracy of management's estimates. We also assessed the reasonableness of discount rate used to reflect the time value of money and the risk. Besides, we assessed the adequacy and appropriateness of the disclosures relating to the valuation methodology and estimation made in the financial statements.

There is no key audit matter to be communicated for the Company.

Independent Auditors' Report (Cont'd)

To the Members of CAB CAKARAN CORPORATION BERHAD
(Incorporated in Malaysia) Registration No.: 200201015998 (583661 W)

Report on the Audit of the Financial Statements (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. As at the date of our report, except for the Directors' Report, the remaining other information has not been made available to us for our reading and accordingly we are unable to report in this regard.

However, if after reading the other information when available and we conclude there is a material misstatement therein, we will communicate same to the Directors of the Company and take appropriate action in accordance with approved standards on auditing in Malaysia and International Standards on Auditing.

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

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or 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 International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

Independent Auditors' Report (Cont'd)

To the Members of CAB CAKARAN CORPORATION BERHAD
(Incorporated in Malaysia) Registration No.: 200201015998 (583661 W)

Report on the Audit of the Financial Statements (Cont'd)

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also (Cont'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 Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiaries of which we have not acted as Auditors, are disclosed in Note 19 to the financial statements.

Other Matter

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.

GRANT THORNTON MALAYSIA PLT
(201906003682 & LLP0022494-LCA)
CHARTERED ACCOUNTANTS (AF 0737)

Kuala Lumpur
22 December 2025

LIAN TIAN KWEE
(NO: 02943/05/2027 J)
CHARTERED ACCOUNTANT

Statements of Profit or Loss and Other Comprehensive Income

For the Financial Year Ended 30 September 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	5	2,306,228,815	2,297,090,103	8,868,006	5,821,863
Cost of sales		(2,029,318,248)	(2,063,804,682)	-	-
Gross profit		276,910,567	233,285,421	8,868,006	5,821,863
Investment revenue	6	393,913	358,576	-	-
Other income		23,287,166	60,853,159	-	4,150
Marketing and selling expenses		(86,971,580)	(83,334,108)	-	-
Administrative expenses		(62,352,383)	(60,336,883)	(1,967,243)	(1,711,301)
Other expenses		(1,247,233)	(919,448)	-	-
Operating profit		150,020,450	149,906,717	6,900,763	4,114,712
Other gains and losses	7	11,806,600	1,385,704	(1,000,000)	3,877,461
Net remeasurement of expected credit loss		(2,062,076)	(6,126,382)	-	-
Share of result in an associate		7,787	14,797	-	-
Share of result in a joint venture		2,592,306	1,831,619	-	-
Profit before interest and tax		162,365,067	147,012,455	5,900,763	7,992,173
Interest income	8	3,598,557	3,235,961	687,070	688,227
Finance costs	9	(16,196,549)	(18,728,408)	(164,185)	(98,928)
Profit before tax		149,767,075	131,520,008	6,423,648	8,581,472
Tax expenses	10	(41,598,900)	(38,331,677)	(181,168)	(141,411)
Profit for the financial year	11	108,168,175	93,188,331	6,242,480	8,440,061
Other comprehensive income/(loss)					
<i>Items that will be reclassified subsequently to profit or loss:</i>					
Exchange differences on translating foreign operations		1,212,711	(4,824,469)	-	-
Other comprehensive income/(loss) for the financial year, net of tax		1,212,711	(4,824,469)	-	-
Total comprehensive income for the financial year		109,380,886	88,363,862	6,242,480	8,440,061

Statements of Profit or Loss and Other Comprehensive Income (Cont'd)

For the Financial Year Ended 30 September 2025

Note	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Profit attributable to:				
Owners of the Company	90,651,976	75,467,122	6,242,480	8,440,061
Non-controlling interests	<u>17,516,199</u>	<u>17,721,209</u>	-	-
	<u><u>108,168,175</u></u>	<u><u>93,188,331</u></u>	<u><u>6,242,480</u></u>	<u><u>8,440,061</u></u>
Total comprehensive income attributable to:				
Owners of the Company	91,144,342	73,393,795		
Non-controlling interests	<u>18,236,544</u>	<u>14,970,067</u>		
	<u><u>109,380,886</u></u>	<u><u>88,363,862</u></u>		
Earnings per share:				
Basic (sen per share)	12	12.93	10.76	
Diluted (sen per share)	12	N/A	10.38	

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

Statements of Financial Position

As of 30 September 2025

	Note	The Group		The Company		
		2025 RM	2024 RM	2025 RM	2024 RM	
Assets						
Non-current assets						
Property, plant and equipment	13	692,880,422	667,643,385	2,995	-	
Right-of-use assets	14	78,765,428	81,354,236	-	-	
Investment properties	15	115,439,000	116,756,000	-	-	
Bearer plants	16	711,282	625,721	-	-	
Other intangible assets	17	4,101,677	4,980,609	-	-	
Goodwill	18	6,218,940	6,218,940	-	-	
Interest in subsidiaries	19	-	-	140,765,487	140,765,487	
Investment in an associate	20	311,709	303,922	-	-	
Investment in a joint venture	21	4,300,320	1,700,949	-	-	
Deferred tax assets	22	183,000	220,600	-	-	
Total non-current assets		902,911,778	879,804,362	140,768,482	140,765,487	
Current assets						
Biological assets	23	134,351,229	118,055,577	-	-	
Inventories	24	88,017,532	100,586,186	-	-	
Trade and other receivables	25	225,020,622	241,063,545	16,692,453	15,977,844	
Other assets	26	40,181,556	22,464,865	16,095	1,000	
Current tax assets		3,419,292	1,944,428	-	-	
Short-term deposits with licensed banks	27	133,041,547	120,681,999	-	-	
Cash and bank balances	28	94,232,870	74,064,127	477,701	285,477	
Total current assets		718,264,648	678,860,727	17,186,249	16,264,321	
Total assets		1,621,176,426	1,558,665,089	157,954,731	157,029,808	

Statements of Financial Position (Cont'd)

As of 30 September 2025

	Note	The Group		The Company		
		2025 RM	2024 RM	2025 RM	2024 RM	
Equity and liabilities						
Capital and reserves						
Share capital	29	145,979,553	145,979,553	145,979,553	145,979,553	
Treasury shares	30	(969,378)	(69,304)	(969,378)	(69,304)	
Reserves	31	2,599,519	2,107,153	-	-	
Retained earnings		618,244,933	534,606,304	8,996,955	9,767,822	
Equity attributable to owners of the Company		765,854,627	682,623,706	154,007,130	155,678,071	
Non-controlling interests	32	194,110,045	178,182,768	-	-	
Total equity		959,964,672	860,806,474	154,007,130	155,678,071	
Non-current liabilities						
Provisions	33	1,121,720	1,121,720	-	-	
Borrowings	34	138,877,365	151,771,654	-	-	
Lease liabilities	35	8,037,180	9,191,228	-	-	
Other financial liabilities	36	714,555	1,322,956	-	-	
Deferred tax liabilities	22	61,822,078	59,393,551	-	-	
Deferred revenue	37	39,061	101,464	-	-	
Total non-current liabilities		210,611,959	222,902,573	-	-	
Current liabilities						
Trade and other payables	38	246,749,868	252,144,748	3,919,276	1,327,712	
Provisions	33	5,572,868	4,480,122	-	-	
Borrowings	34	184,807,180	207,786,202	-	-	
Lease liabilities	35	3,197,756	2,767,800	-	-	
Other financial liabilities	36	1,071	395,086	-	-	
Deferred revenue	37	67,950	73,998	-	-	
Current tax liabilities		10,203,102	7,308,086	28,325	24,025	
Total current liabilities		450,599,795	474,956,042	3,947,601	1,351,737	
Total liabilities		661,211,754	697,858,615	3,947,601	1,351,737	
Total equity and liabilities		1,621,176,426	1,558,665,089	157,954,731	157,029,808	

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

Statements of Changes in Equity

For the Financial Year Ended 30 September 2025

The Group	Note	Share capital RM	Treasury shares RM	Translation reserve RM	Properties revaluation reserve RM	Retained earnings RM	Attributable to owners of the Company RM		Non-controlling interests RM	Total RM
							Attributable to owners of the Company RM	Non-controlling interests RM		
Balance as of 30 September 2024		145,979,553	(69,304)	2,025,213	81,940	534,606,304	682,623,706	178,182,768	860,806,474	
Profit for the financial year		-	-	-	-	90,651,976	90,651,976	17,516,199	108,168,175	
Other comprehensive income		-	-	492,366	-	-	492,366	720,345	1,212,711	
Total comprehensive income for the financial year		-	-	492,366	-	90,651,976	91,144,342	18,236,544	109,380,886	
<i>Transactions with owners of the Company:</i>										
Dividend paid	39	-	-	-	-	(7,013,347)	(7,013,347)	-	(7,013,347)	
Dividend paid to non-controlling interests of subsidiaries	32	-	-	-	-	-	-	(1,548,660)	(1,548,660)	
Payments for treasury shares	30	-	(900,074)	-	-	-	(900,074)	-	(900,074)	
Accretion of non-controlling interests in a subsidiary		-	-	-	-	-	-	(760,607)	(760,607)	
Balance as of 30 September 2025		145,979,553	(969,378)	2,517,579	81,940	618,244,933	765,854,627	194,110,045	959,964,672	

Statements of Changes in Equity (Cont'd)

For the Financial Year Ended 30 September 2025

The Group	Note	Share capital RM	Treasury shares RM	Translation reserve RM	Properties revaluation reserve RM	Retained earnings RM	Attributable to owners of the Company RM		Non-controlling interests RM	Total RM
							Attributable to owners of the Company RM	Non-controlling interests RM		
Balance as of 1 October 2023		145,979,553	(69,304)	4,098,540	81,940	462,645,401	612,736,130	163,963,771	776,699,901	
Profit for the financial year		-	-	-	-	75,467,122	75,467,122	17,721,209	93,188,331	
Other comprehensive loss		-	-	(2,073,327)	-	-	(2,073,327)	(2,751,142)	(4,824,469)	
Total comprehensive (loss)/income for the financial year		-	-	(2,073,327)	-	75,467,122	73,393,795	14,970,067	88,363,862	
<i>Transactions with owners of the Company:</i>										
Disposal of partial interest in a subsidiary		-	-	-	-	-	-	7,500	7,500	
Subscription of ordinary shares by non-controlling interests in a subsidiary		-	-	-	-	-	-	5	5	
Dividend paid	39	-	-	-	-	(3,506,733)	(3,506,733)	-	(3,506,733)	
Dividend paid to non-controlling interests of subsidiaries	32	-	-	-	-	-	-	(758,061)	(758,061)	
Arising from decrease in equity interest in a subsidiary		-	-	-	-	514	514	(514)	(514)	
Balance as of 30 September 2024		145,979,553	(69,304)	2,025,213	81,940	534,606,304	682,623,706	178,182,768	860,806,474	

Statements of Changes in Equity (Cont'd)

For the Financial Year Ended 30 September 2025

The Company	Note	Share capital RM	Treasury shares RM	Retained earnings RM	Total RM
Balance as of 1 October 2023		145,979,553	(69,304)	4,834,494	150,744,743
Total comprehensive income for the financial year		-	-	8,440,061	8,440,061
<i>Transactions with owners of the Company:</i>					
Dividend paid	39	-	-	(3,506,733)	(3,506,733)
Balance as of 30 September 2024		145,979,553	(69,304)	9,767,822	155,678,071
Total comprehensive income for the financial year		-	-	6,242,480	6,242,480
<i>Transactions with owners of the Company:</i>					
Dividend paid	39	-	-	(7,013,347)	(7,013,347)
Payments for treasury shares	30	-	(900,074)	-	(900,074)
Balance as of 30 September 2025		145,979,553	(969,378)	8,996,955	154,007,130

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

Statements of Cash Flows

For the Financial Year Ended 30 September 2025

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Cash flows from operating activities				
Profit before tax	149,767,075	131,520,008	6,423,648	8,581,472
Depreciation and amortisation of non-current assets	58,289,259	57,994,823	985	1,603
Interest expense	15,346,940	17,704,032	164,185	98,928
Net remeasurement for expected credit loss	2,062,076	6,126,382	-	-
Property, plant and equipment written off	1,086,737	688,837	-	-
Amortisation of intangible assets	878,932	1,231,218	-	-
Loss/(Gain) on disposal of property, plant and equipment	379,207	(244,761)	-	-
Inventories written down	100,332	-	-	-
Bad debts written off	38,905	2,807,500	-	-
Deposit written off	32,275	8,000	-	-
Loss on winding up of a subsidiary	9,697	-	-	-
Gain on fair value adjustment of biological assets	(11,331,398)	(7,885,067)	-	-
Interest income	(3,598,557)	(3,235,961)	(687,070)	(688,227)
Share of result in a joint venture	(2,592,306)	(1,831,619)	-	-
Gain on fair value adjustment of investment properties	(1,882,772)	(1,232,000)	-	-
Unrealised gain on foreign exchange	(1,284,707)	(1,466,492)	-	-
Net fair value (gain)/loss on other financial liabilities	(1,002,416)	3,356,610	-	-
Gain on disposal of investment properties	(600,000)	-	-	-
Amortisation of deferred revenue on government grant	(69,114)	(136,816)	-	-
Bad debts recover	(50,000)	-	-	-
Gain on lease termination	(46,179)	-	-	-
Gross dividend received from available-for-sale investment	(10,002)	-	-	-
Share of result in an associate	(7,787)	(14,797)	-	-
Realisation of deferred revenue on franchise fee income	(2,366)	(2,865)	-	-
(Gain)/Loss on forgiven lease payments	(686)	2,625	-	-
Impairment loss recognised on intangible assets	-	1,056,863	-	-
Inventories written off	-	238,363	-	-

Statements of Cash Flows (Cont'd)

For the Financial Year Ended 30 September 2025

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash flows from operating activities (Cont'd)				
Reversal of inventories written down	-	(16,200)	-	-
Impairment loss recognised on investment in subsidiaries	-	-	1,000,000	-
Gross dividend received from subsidiaries	-	-	(8,512,962)	(5,458,725)
Reversal of impairment loss for investment in subsidiaries	-	-	-	(3,690,461)
Gain from waiver of debts	-	-	-	(157,000)
Gain from disposal of partial interest in a subsidiary	-	-	-	(30,000)
Operating profit/(loss) before changes in working capital	205,513,145	206,668,683	(1,611,214)	(1,342,410)
Movements in working capital:				
(Increase)/Decrease in biological assets	(4,964,254)	4,850,356	-	-
Decrease/(Increase) in inventories	12,726,784	(1,068,013)	-	-
Decrease/(Increase) in trade and other receivables	15,255,700	(3,935,897)	-	-
(Increase)/Decrease in other assets	(1,516,791)	1,686,152	(15,095)	-
(Decrease)/Increase in trade and other payables	(5,496,503)	(14,997,666)	95,591	14,386
Increase in provisions	1,092,746	663,510	-	-
Increase in deferred revenue	-	40,000	-	-
Cash generated from/(used in) operations	222,610,827	193,907,125	(1,530,718)	(1,328,024)
Interest received	2,499,270	2,509,230	-	-
Taxes refunded	1,477,590	194,971	-	-
Taxes paid	(39,261,822)	(37,843,064)	(176,868)	(158,511)
Net cash from/(used in) operating activities	187,325,865	158,768,262	(1,707,586)	(1,486,535)

Statements of Cash Flows (Cont'd)

For the Financial Year Ended 30 September 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Cash flows from investing activities					
Proceeds from disposal of investment properties		4,000,000	-	-	-
Proceeds from winding up of a subsidiary		1,100,911	-	-	-
Interest received		1,039,413	724,471	687,070	688,227
Proceeds from disposal of property, plant and equipment		337,855	547,004	-	-
Gross dividend received from available-for-sale investment		10,002	-	-	-
Gross dividend received from subsidiaries		-	-	8,512,962	5,458,725
Payments for property, plant and equipment	40(b)	(71,238,978)	(55,006,291)	(3,980)	-
Increase in other assets for acquisition of property, plant and equipment		(4,575,686)	(3,171,280)	-	-
Increase in other assets for acquisition of shares		(11,550,000)	-	-	-
Advances granted to a joint venture		(312,930)	(836,821)	-	-
Payments for investment properties	15	(200,228)	-	-	-
Payments for bearer plants	16	(85,561)	(54,590)	-	-
Proceed from disposal of partial interest in a subsidiary		-	7,500	-	30,000
Payments for right-of-use assets	14	-	(284,613)	-	-
Payments for purchase of additional shares in a subsidiary		-	-	(1,000,000)	-
Advances granted to subsidiaries		-	-	(714,609)	(1,093,205)
Subscription of ordinary shares in a subsidiary		-	-	-	(5)
Net cash (used in)/from investing activities		<u>(81,475,202)</u>	<u>(58,074,620)</u>	<u>7,481,443</u>	<u>5,083,742</u>

Statements of Cash Flows (Cont'd)

For the Financial Year Ended 30 September 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Cash flows from financing activities					
Proceeds from long-term loans		17,372,747	21,735,936	-	-
Proceeds from hire-purchase		429,990	-	-	-
Advances granted from non-controlling interests of a subsidiary		346,032	328,680	-	-
Repayment of long-term loans		(35,694,908)	(40,899,321)	-	-
Repayment of short-term borrowings		(19,645,382)	(23,189,612)	-	-
Interest paid		(15,570,830)	(17,298,050)	(164,185)	(98,928)
Repayment of hire-purchase payables		(7,268,620)	(8,040,703)	-	-
Dividend paid to shareholders of the Company		(7,013,347)	(3,506,733)	(7,013,347)	(3,506,733)
Repayment of lease liabilities	40(c)	(3,954,815)	(4,122,735)	-	-
Dividend paid to non-controlling interests of subsidiaries		(1,548,660)	(758,061)	-	-
Payments for treasury shares		(900,074)	-	(900,074)	-
(Repayments to)/Advances granted from a joint venture		(425,473)	116,390	-	-
Short-term deposits (pledged)/ withdrawn as securities		(299,096)	1,460,243	-	-
Repayments to a Director of a subsidiary		-	(276,304)	-	-
Proceeds from issuance of shares by a subsidiary to non-controlling interests		-	5	-	-
Advances granted from subsidiaries		-	-	2,495,973	5,405
Net cash used in financing activities		(74,172,436)	(74,450,265)	(5,581,633)	(3,600,256)
Net increase/(decrease) in cash and cash equivalents		31,678,227	26,243,377	192,224	(3,049)
Cash and cash equivalents at beginning of financial year		186,776,501	163,053,020	285,477	288,526
Effects of exchange rates changes on the balances of cash held in foreign currencies		385,795	(2,519,896)	-	-
Cash and cash equivalents at end of financial year	40(a)	218,840,523	186,776,501	477,701	285,477

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

Notes to the Financial Statements

30 September 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The principal activity of the Company are investment holding and provision of management services. The information of the subsidiaries are disclosed in Note 19 to the financial statements.

The address of the registered office of the Company is as follows:

51-8-A, Menara BHL
Jalan Sultan Ahmad Shah
10050 George Town
Pulau Pinang

The address of the principal place of business of the Company is as follows:

Plot 21, Lorong Jelawat 4
Seberang Jaya Industrial Park
Seberang Jaya
13700 Perai
Pulau Pinang

The financial statements of the Company were authorised by the Board of Directors for issuance in accordance with a resolution of the Directors on 22 December 2025.

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS

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 financial statement of the Group and of the Company have been prepared under the historical cost convention except as disclosed in the material accounting policies below.

The preparation of financial statements in conformity with MFRSs and the Companies Act, 2016 requires the Directors to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. It also requires the Directors to exercise their judgments in the process of applying the Group's accounting policies. These estimates and judgments are based on Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4 to the financial statements.

The financial statements are presented in Ringgit Malaysia (“RM”) except when otherwise indicated.

2.1 Adoption of New Standards/Amendments/Improvements to MFRSs

At the beginning of the current financial year, the Group and the Company adopted new standards/amendments/improvements to MFRSs which are mandatory for the financial periods beginning on or after 1 January 2024.

Description

Amendments to MFRS 16 Leases - Lease Liability in a Sale and Leaseback

Amendments to MFRS 101 Presentation of Financial Statements - Non-current Liabilities with Covenants and Classification of Liabilities as Current or Non-current

Amendments to MFRS 107 Statement of Cash Flows and MFRS 7 Financial Instruments: Disclosures - Supplier Finance Arrangements

Initial application of the amendments/improvements to the standards did not have material impact to the financial statements.

Notes to the Financial Statements (Cont'd)

30 September 2025

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS (CONT'D)

2.2 Standards and Amendments Issued but Not Yet Effective

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Group's and of the Company's financial statements are disclosed below. The Group and the Company intend to adopt these new and amended standards and interpretations, if applicable, when they become effective in the respective financial period.

Description	Effective date
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 1 First-time Adoption of Malaysian Financial Reporting Standards	1 January 2026
Amendments to MFRS 7 Financial Instruments: Disclosures	1 January 2026
Amendments to MFRS 9 Financial Instruments	1 January 2026
Amendments to MFRS 10 Consolidated Financial Statements	1 January 2026
Amendments to MFRS 107 Statement of Cash Flows	1 January 2026
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - 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 10 Consolidated Financial Statements and MFRS 128 Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be announced by the MASB Board

The initial application of the accounting standards, interpretations and amendments are not expected to have any material financial impacts to the financial statements of the Group and of the Company upon their first adoption, except for:

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 Presentation and Disclosure in Financial Statements introduces three sets of new requirements to improve companies' reporting of financial performance:

- Improved comparability in the statement of profit or loss (income statement)
- Enhanced transparency of management-defined performance measures
- More useful grouping of information in the financial statements

MFRS 18 replaces MFRS 101 Presentation of Financial Statements. It carries forward many requirements from MFRS 101 unchanged. MFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027, but companies can apply it earlier.

The Group and the Company are currently working to identify all impacts the amendments will have on the financial statements and notes to the financial statements.

Notes to the Financial Statements (Cont'd)

30 September 2025

3. MATERIAL ACCOUNTING POLICIES INFORMATION

Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

The Group controls an investee if and only if the Group has all the following:-

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its investment with the investee; and
- The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting rights of an investee, the Group considers the following in assessing whether or not the Group's voting rights in an investee are sufficient to give it power over the investee:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the statements of comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- derecognises the assets (including goodwill) and liabilities of the subsidiary;
- derecognises the carrying amount of any non-controlling interests;
- derecognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in profit or loss;
- reclassifies the parent's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

Acquisitions of subsidiaries are accounted for by applying the purchase method. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Adjustments to those fair values relating to previously held interests are treated as a revaluation and recognised in other comprehensive income.

The cost of a business combination is measured as the aggregate of the fair values, at the date of exchange, of the assets given, liabilities incurred or assumed, and equity instruments issued, plus any costs directly attributable to the business combination. Any excess of the cost of business combination over the Group's share in the net fair value of the acquired subsidiary's identifiable assets, liabilities and contingent liabilities is recorded as goodwill in the statements of financial position. The accounting policy for goodwill is set out in Note 3 to the financial statements. Any excess of the Group's share in the net fair value of the acquired subsidiary's identifiable assets, liabilities and contingent liabilities over the cost of business combination is recognised as income in profit or loss on the date of acquisition. When the Group acquires a business, embedded derivatives separated from the host contract by the acquiree are reassessed on acquisition unless the business combination results in a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required under the contract.

Notes to the Financial Statements (Cont'd)

30 September 2025

3. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

Basis of Consolidation (Cont'd)

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see below), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as at the acquisition date that, if known, would have affected the amounts recognised as at that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as at the acquisition date and is subject to a maximum of one year.

Transactions with non-controlling interest

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gain or loss on disposal to non-controlling interests is recognised directly in equity.

Investment in subsidiaries

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment loss.

Goodwill

Goodwill arising in a business combination is recognised as an asset at the date that control is acquired (the acquisition date). Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition date amounts of the identifiable assets acquired and the liabilities assumed.

If, after reassessment, the net of the acquisition date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

Impairment of Goodwill

At the end of each reporting period, the carrying value of goodwill is tested for impairment by income approach (value-in-use). In the income approach, value-in-use is applied by estimating the discounted value of the sum of the expected future cash flows. If the carrying value of the cash-generating unit exceeds the higher of the value-in-use of the related assets and liabilities, an impairment of goodwill will be recognised in the profit or loss. Evaluations for impairment are impacted by estimates of future sales volume and selling prices of products, economic trends in the local and international construction sector and other factors. The result of these evaluations requires the Group to estimate the future cash flows expected to arise from the cash-generating units, constant growth rates and a suitable discount rate.

Notes to the Financial Statements (Cont'd)

30 September 2025

3. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

Investments in an Associate and a Joint Venture

Investment in associate is measured in the Company's statement of financial position at cost less any impairment.

Investment in a joint venture is measured in the Company's statement of financial position at cost less any impairment.

Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group and the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available, are used to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1	-	Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
Level 2	-	Valuation techniques for which the lowest level input that is significant to their fair value measurement is directly or indirectly observable.
Level 3	-	Valuation techniques for which the lowest level input that is significant to their fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to their fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group and the Company have determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of fair value hierarchy as explained above.

Notes to the Financial Statements (Cont'd)

30 September 2025

3. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances.

(a) Revenue from contract with customers

Revenue from contract with customers is recognised by reference to each distinct performance obligation promised in the contract with customer when or as the Group transfer control of the goods or services promised in a contract and the customer obtains control of the goods or services. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, net of sales and service tax (if any), returns, rebates and discounts. Depending on the terms of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

(b) Sales of chicken and other poultry products

Revenue from sales of chicken and other poultry related products are recognised net of discount and sales and services tax (if any) at the point in time when control of the goods has transferred to customer. Depending on the terms of the contract with the customer, control transfers either upon delivery of the goods to location specified by the customer and acceptance of the goods by the customer; or upon delivery of the chicken on board for onward delivery to the customers.

(c) Sales of poultry feed

Revenue from sales of poultry feed is recognised net of discount and sales and services tax (if any) at the point in time when control of the goods has transferred to customer. Revenue for sales of feed are recognised upon delivery of the goods to locations specified by the customer and acceptance of the goods by the customer which indicate the transfer of control.

(d) Rendering of services

Revenue from contracts with customers is recognised when control of the services is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those services. The Group has generally concluded that it is the principal in its revenue arrangements because it typically controls the services before transferring them to the customer.

(e) Rental revenue

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

(f) Dividend revenue

Dividend revenue from investments is recognised when the shareholder's right to receive payment has been established.

(g) Interest income

Revenue is recognised as the interest income accrues, taking into account the effective yield on the assets.

(h) Other income

Management fee and other income are recognised on an accrual basis.

Notes to the Financial Statements (Cont'd)

30 September 2025

3. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

Leases

(a) Group as a lessee

(i) Right-of-use assets

(a) Recognition and measurement

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

(b) Depreciation

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Buildings	1 - 30 years
Prepaid lease payments on leasehold land	12 - 99 years
Lands and buildings	1 - 30 years
Lands	3 - 30 years
Market stalls	2 & 6.5 years
Outlets	3 years
Office equipment	5 years

If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

(ii) Lease Liabilities

(a) Lease and non-lease components

The Group applies the short-term lease recognition exemption to its short-term leases of hostels, premises, cold room, fowl house, motor vehicle and forklift (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of photocopiers and office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(b) Recognition exemption

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. It assesses the lease classification of a sublease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sublease as an operating lease.

Notes to the Financial Statements (Cont'd)

30 September 2025

3. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

Government Grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the statements of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Property, Plant and Equipment

(a) Recognition and measurement

Freehold land and construction-in-progress are not depreciated.

All other property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

(b) Depreciation

Depreciation is recognised so as to write off the cost of assets (other than freehold land and construction-in-progress) less their residual values over their useful lives, using the straight-line method, on the following bases:

Buildings	2% - 21%
Plant, machinery and equipment	2% - 33%
Electrical installation	10% & 50%
Office equipment	5% - 33%
Furniture, fixtures and fittings	10% - 33%
Motor vehicles	10% - 20%
Renovation	5% - 50%
Supermarket equipment	10% & 33%
Warehouse	10%
Workshop	3%

Assets held under hire purchase are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease.

Investment Properties

Investment properties are measured subsequently at fair value with any changes therein recognised in profit or loss for the period in which they arise.

Intangible Assets

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses.

Notes to the Financial Statements (Cont'd)

30 September 2025

3. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

Intangible Assets (Cont'd)

The estimated useful economic lives of intangible assets are as follows:

Distribution network	15 years
Technical services agreement	5 years

The following are the main categories of intangible assets:

(a) Distribution network

Distribution network relates to relationship established by the subsidiary with the customers.

(b) Technical services agreement

Technical services agreement is a legal document that outline the scope of provision of technical services from drone service provider.

Bearer Plants

Bearer plants comprising of immature durian trees are stated at cost less accumulated depreciation and accumulated impairment losses.

Immature crops, including the cost incurred for procurement of new seeds and maintenance of nurseries, are carried at cost less any recognised impairment losses. Cost includes the cost of land preparation, new planting, fertilizing, maintenance of newly planted durian trees for a period of 8 years until maturity. Immature planted trees are reclassified to mature planted trees when they are commercially productive and available for harvest. Depreciation of bearer plants commence when they are ready for their intended use.

Costs incurred for infilling including block infilling are generally recognised in profit or loss unless there is a significant increase in the yield of the sections, in which case such costs are capitalised and depreciated over the remaining useful life of the respective fields.

Depreciation on bearer plants is recognised so as to write off its cost less residual values over useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Biological Assets

Biological assets comprising of breeders, broilers and hatching eggs are measured at fair value less cost to sell. Costs to sell includes the incremental selling costs, including estimated costs of transport but excludes finance costs and income taxes. The Group recognises a biological asset in its financial statements when, and only when the Group gains control over the asset as a result of past events, it is possible that the future economic benefits associated with the asset will flow to the Group, and when the fair value or cost of the asset can be measured reliably.

Purchases of livestock are directly expensed to profit or loss when incurred. Gains and losses arising on the initial recognition of biological assets at fair value less estimated point-of-sale costs and from a change in fair value less estimated point-of-sale costs are recognised in profit or loss in the period in which they arise.

Notes to the Financial Statements (Cont'd)

30 September 2025

3. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

Biological Assets (Cont'd)

The following are further information on determining the fair value of each livestock.

(a) Breeders

The fair value of grandparent and parent breeding stock is determined using discounted cash flows model based on the expected number of day-old-chick produced, the estimated market selling price of day-old-chick, salvage value for old birds, mortality rates of the breeding stocks, feed costs and consumption rates, farm house, equipment rentals, and other estimated farming cost that will be incurred throughout the remaining life of the breeder.

(b) Broilers

Live broilers are measured at fair value less costs to sell based on the discounted cash flows model, taking into consideration the estimated market selling price of broilers, management judgement's mortality rate, estimated consumption rate, feed costs and other estimated farm costs that will be incurred until the point of sale, as well as transportation costs at the point of sale. The assessment of the fair value is based on the internally available data, which includes saleable weight and historical selling price of birds, costs incurred and mortality rates.

Most of the live broilers are transferred to the processing plant at fair value less estimated point-of-sale costs. These broilers are then further process when slaughtered. Once slaughtered, the biological assets are transferred to finished goods.

(c) Hatching eggs

The fair value of hatching eggs is determined using a discounted cash flows model based on internal hatchability ratio, the actual selling price of day-old-chick, actual hatchery cost incurred for hatching the eggs into day-old-chick, contributory asset charges for the hatcheries owned by the Group.

Inventories

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

Cost of raw materials and frozen food consists of the original purchase price and, where applicable, includes an appropriate portion of fixed and variable overhead expenses that have been incurred in bringing the inventories to their present location and condition. Cost is determined based on first-in, first-out method.

Cost of finished goods consists of cost of raw materials, direct labour and a proportion of production overheads. Cost is determined based on first-in, first-out method.

Goods-in-transit is stated at cost.

Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

Deferred Tax

Where investment properties are carried at their fair value, the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying values at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. In all other cases, the amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the asset and liabilities, using tax rates enacted or substantively enacted at the reporting date.

Notes to the Financial Statements (Cont'd)

30 September 2025

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The following are the judgements made by the Directors in the process of applying the Group's and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements.

(a) Critical Judgements in Applying the Group's and the Company's Accounting Policies

In the process of applying the Group's and the Company's accounting policies, the Directors are of the opinion that there are no instances of application of judgement which are expected to have a significant effect on the amounts recognised in the financial statements.

(i) Business model assessment

Classification and measurement of financial assets depends on the results of the solely payment of principal and interest ("SPPI") and the business model test. The Group and the Company determine the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Group and the Company monitor financial assets measured at amortised cost or fair value through other comprehensive income that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's and the Company's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. No such changes were required during the years presented.

(ii) Significant increase in credit risk

Expected credit loss ("ECL") is measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. MFRS 9 *Financial Instruments* does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased the Group and the Company take into account qualitative and quantitative reasonable and supportable forward-looking information.

- Stage 1 assets are financial assets whose credit risk has not increased significantly since initial recognition or that have low credit risk at the reporting date.
- Stage 2 assets are financial assets whose credit risk has increased significantly since initial recognition.
- Stage 3 assets are financial assets that have objective evidence of impairment.

(iii) Determining the lease term of contracts with renewal and termination options - Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Notes to the Financial Statements (Cont'd)

30 September 2025

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

(b) Key Sources of Estimation Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities of the Group and of the Company within the next financial year is discussed below.

(i) Impairment of property, plant and equipment, right-of-use assets and intangible assets other than goodwill

The Group and the Company carried out the impairment test based on the assessment of the fair value of the respective assets' or cash generating units' ("CGUs") fair value less costs to sell or based on the estimation of the value-in-use ("VIUs") of the CGUs to which the property, plant and equipment, right-of-use assets and intangible assets other than goodwill are allocated. Estimating the VIUs requires the Group and the Company to make an estimate of the expected future cash flows from the CGUs and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

(ii) Revaluation of investment properties

The Group carries its investment properties at fair value, with changes in fair values being realised in the statements of profit or loss. The Group engaged an independent professional qualified valuer to determine its fair value as at 30 September 2025. The relevant valuation bases, are disclosed in Note 15 to the financial statements.

(iii) Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the VIU of the CGU to which the goodwill is allocated. Estimating a value-in-use amount requires management to make an estimate of the expected future cash flows from the CGU and also to choose the suitable discount rates and terminal growth rates in order to calculate the present value of those cash flows.

The carrying amount of goodwill of the Group as at 30 September 2025 was RM6,218,940 (2024: RM6,218,940). Further details are disclosed in Note 18 to the financial statements.

(iv) Impairment of investments in subsidiaries

The Company carried out the impairment test based on the assessment of the fair value less costs to sell of the investees' assets or CGU or based on the estimation of the VIU of the CGUs of the investees. Estimating the VIUs required the Company to make an estimate of the expected future cash flows from the CGUs and also to choose a suitable discount rate in order to calculate the present value of those cash flows. An impairment loss will be recognised if the carrying values of these CGUs are assessed to be in excess of their VIUs. Further details are disclosed in Note 19 to the financial statements.

(v) Fair value of biological assets

The Group's consumable biological assets are measured at fair value less point-of-sale costs. In measuring fair values of biological assets, management uses estimates of cash flows using inputs or assumptions of life to maturity, productivity quantity, mortality rate, selling prices of biological assets, variable costs and profit margins. The probability-weighted cash flows are discounted using an appropriate discount rate that reflects the time value of money and the risk. As prices in agricultural business are volatile, the actual cash flows and discount rate may not coincide with the estimates made and this may have a significant effect on the Group's financial position and results.

(vi) Provision for restoration costs

As part of the identification and measurement of right-of-use assets, the Group has recognised a provision for restoration costs. In determining the fair value of the provision, assumptions and estimates are made in relation to the expected cost to remove the facilities and restoring the premises.

Notes to the Financial Statements (Cont'd)

30 September 2025

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

(b) Key Sources of Estimation Uncertainty (Cont'd)

(vii) MFRS 16 Leases

The Group assesses at lease commencement by applying significant judgement whether it is reasonably certain to exercise the extension options. The Group considers all facts and circumstances including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help them determine the lease term.

The Group also applies judgement and assumptions in determining the incremental borrowing rate of the respective leases. The Group first determines the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

5. REVENUE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from contract with customers:				
Major goods and services:				
Sale of goods	2,305,671,730	2,296,386,311	-	-
Drone spraying services	398,719	544,927	-	-
Rental of poultry farm	156,000	156,000	-	-
Franchise fee	2,366	2,865	-	-
Management fee	-	-	340,000	340,000
Internal audit charges	-	-	15,044	23,138
	<u>2,306,228,815</u>	<u>2,297,090,103</u>	<u>355,044</u>	<u>363,138</u>
Revenue from other source:				
Gross dividend income from subsidiaries	-	-	8,512,962	5,458,725
	<u>2,306,228,815</u>	<u>2,297,090,103</u>	<u>8,868,006</u>	<u>5,821,863</u>
Timing of revenue recognition:				
At a point in time	2,305,827,730	2,296,542,311	8,528,006	5,481,863
Over time	401,085	547,792	340,000	340,000
Total revenue	<u>2,306,228,815</u>	<u>2,297,090,103</u>	<u>8,868,006</u>	<u>5,821,863</u>

6. INVESTMENT REVENUE

	The Group	
	2025 RM	2024 RM
Rental revenue from premises	383,911	358,576
Gross dividend income from available-for-sale investment	10,002	-
	<u>393,913</u>	<u>358,576</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

7. OTHER GAINS AND LOSSES

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Gain on fair value adjustment of biological assets (Note 23)	11,331,398	7,885,067	-	-
Gain on fair value adjustment of investment properties (Note 15)	1,882,772	1,232,000	-	-
Unrealised gain on foreign exchange	1,284,707	1,466,492	-	-
Net fair value gain/(loss) on other financial liabilities	1,002,416	(3,356,610)	-	-
Gain on disposal of investment properties	600,000	-	-	-
Amortisation of deferred revenue on government grant	69,114	136,816	-	-
Bad debts recover	50,000	-	-	-
Gain on lease termination	46,179	-	-	-
Gain/(Loss) on forgiven lease payments	686	(2,625)	-	-
Realised loss on foreign exchange	(1,934,587)	(205,616)	-	-
Property, plant and equipment written off	(1,086,737)	(688,837)	-	-
Amortisation of intangible assets (Note 17)	(878,932)	(1,231,218)	-	-
(Loss)/Gain on disposal of property, plant and equipment	(379,207)	244,761	-	-
Inventories written down	(100,332)	-	-	-
Bad debts written off	(38,905)	(2,807,500)	-	-
Deposit written off	(32,275)	(8,000)	-	-
Loss on winding up of a subsidiary	(9,697)	-	-	-
Reversal of inventories written down	-	16,200	-	-
Impairment loss recognised on intangible assets (Note 17)	-	(1,056,863)	-	-
Inventories written off	-	(238,363)	-	-
Impairment loss recognised on investment in subsidiaries (Note 19)	-	-	(1,000,000)	-
Reversal of impairment loss for investment in subsidiaries (Note 19)	-	-	-	3,690,461
Gain from waiver of debts	-	-	-	157,000
Gain from disposal of partial interest in a subsidiary	-	-	-	30,000
	11,806,600	1,385,704	(1,000,000)	3,877,461

Notes to the Financial Statements (Cont'd)

30 September 2025

8. INTEREST INCOME

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Interest income on:				
Bank balances	2,984,757	2,656,363	-	-
Short-term deposits	583,293	512,119	-	-
Trade receivables	30,507	67,479	-	-
Amount owing by subsidiaries	-	-	687,070	688,227
	<u>3,598,557</u>	<u>3,235,961</u>	<u>687,070</u>	<u>688,227</u>

9. FINANCE COSTS

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Interest expenses for financial liabilities not classified as fair value through profit or loss:				
Long-terms loans	8,212,287	9,300,807	-	-
Short-term borrowings	5,465,914	6,761,277	-	-
Hire-purchase	978,218	961,093	-	-
Lease liabilities	690,521	680,855	-	-
Amount owing to subsidiaries	-	-	164,185	98,928
Bank commission	710,483	880,485	-	-
Bank charges	139,126	143,891	-	-
Total finance costs	<u>16,196,549</u>	<u>18,728,408</u>	<u>164,185</u>	<u>98,928</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

10. TAX EXPENSES

Tax expenses recognised in profit or loss

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Malaysia				
Estimated current tax payable:				
Current financial year	38,581,353	34,263,309	145,200	140,900
(Over)/Under provision in prior financial years	(936,177)	256,585	35,968	511
Deferred tax:				
Current financial year	2,358,746	500,660	-	-
Over provision in prior financial years	(20,883)	(318,741)	-	-
	39,983,039	34,701,813	181,168	141,411
Foreign				
Estimated current tax payable:				
Current financial year	2,017,904	3,260,308	-	-
Income tax credit	(394,256)	-	-	-
Over provision in prior financial years	(127,781)	(30,709)	-	-
Deferred tax:				
Current financial year	43,656	393,983	-	-
Under provision in prior financial years	76,338	6,282	-	-
	1,615,861	3,629,864	-	-
Total tax expenses	41,598,900	38,331,677	181,168	141,411

Notes to the Financial Statements (Cont'd)

30 September 2025

10. TAX EXPENSES (CONT'D)

Tax expenses recognised in profit or loss (cont'd)

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

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	149,767,075	131,520,008	6,423,648	8,581,472
Tax credit calculated using the Malaysian income tax rate of 24%	35,944,000	31,565,000	1,542,000	2,060,000
Tax effects of:				
- different tax rate of subsidiaries operating in other jurisdiction	(76,000)	(853,000)	-	-
- expenses that are not deductible in determining taxable profit	4,071,659	6,877,260	646,200	283,900
- income not taxable in determining taxable profit	(1,558,000)	(3,653,000)	(2,043,000)	(2,203,000)
- income tax rebate	(394,256)	-	-	-
- change in the unrecognised deferred tax assets	5,071,000	4,820,000	-	-
- deferred real property gains tax on fair value adjustment of investment properties	198,000	143,000	-	-
- reversal of deferred tax liabilities upon disposal of revalued properties	(25,000)	-	-	-
- utilisation of unused tax credits not previously recognised	-	(37,000)	-	-
- share of result in an associate	(2,000)	(4,000)	-	-
- share of result in a joint venture	(622,000)	(440,000)	-	-
- (over)/under provision of tax payable in prior financial years	(1,063,958)	225,876	35,968	511
- under/(over) provision of deferred tax in prior financial years	55,455	(312,459)	-	-
Tax expenses recognised in profit or loss	41,598,900	38,331,677	181,168	141,411

Taxation of other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.

Notes to the Financial Statements (Cont'd)

30 September 2025

10. TAX EXPENSE (CONT'D)

As of 30 September 2025, the approximate amounts of unused tax losses and unused tax capital allowances of the Group, which are available for set off against future taxable income are as follows:

	The Group	
	2025	2024
	RM	RM
Unused tax losses:		
Disregarded in year of assessment 2029	10,221,000	10,331,000
Disregarded in year of assessment 2030	7,329,000	7,329,000
Disregarded in year of assessment 2031	17,190,000	17,190,000
Disregarded in year of assessment 2032	9,780,000	9,780,000
Disregarded in year of assessment 2033	6,777,000	6,777,000
Disregarded in year of assessment 2034	4,978,000	4,978,000
Disregarded in year of assessment 2035	12,470,000	12,470,000
Disregarded in year of assessment 2036	9,635,000	-
With no expiry period	8,694,000	6,031,000
Unused tax capital allowances	55,271,000	42,159,000

The comparative figures of the Group have been revised to reflect the previous year final tax submission.

11. PROFIT FOR THE FINANCIAL YEAR

Profit for the financial year has been arrived at:

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
After charging:				
Provision for profit sharing	1,092,746	663,510	-	-
Auditors' remuneration:				
Grant Thornton Malaysia PLT:				
Statutory audit fee:				
Current year	410,000	380,000	52,000	47,000
Non-audit fee	4,500	4,500	2,500	2,500
Other Auditors:				
Statutory audit fee:				
Current year	173,594	183,396	-	-
Prior years	-	(7,944)	-	-

Notes to the Financial Statements (Cont'd)

30 September 2025

11. PROFIT FOR THE FINANCIAL YEAR (CONT'D)

Employee benefits recognised as expenses during the financial year are as follows:

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Contribution to employees provident fund	11,513,121	10,616,118	83,931	76,426
Other emoluments	194,864,542	182,593,672	1,030,042	979,370
	<u>206,377,663</u>	<u>193,209,790</u>	<u>1,113,973</u>	<u>1,055,796</u>

Other emoluments expenses of the Group and of the Company include Directors' remuneration, salaries, bonuses and all other employee related expenses.

Details of remuneration of Executive Directors, who are also the only key management personnel of the Group, included in profit for the financial year are as follows:

	The Group	
	2025	2024
	RM	RM
Directors of the Company:		
Fee	438,926	362,649
Contribution to employees provident fund	229,376	239,407
Other emoluments	3,154,618	3,302,076
Directors of subsidiaries:		
Fee	312,478	340,144
Contribution to employees provident fund	472,976	525,939
Other emoluments	5,231,178	4,977,683
	<u>9,839,552</u>	<u>9,747,898</u>

Details of remuneration of Non-Executive Directors included in profit for the financial year are as follows:

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Directors of the Company:				
Fee	276,135	259,019	246,135	229,019
Contribution to employees provident fund	174	498	174	498
Other emoluments	13,900	10,700	13,400	10,700
	<u>290,209</u>	<u>270,217</u>	<u>259,709</u>	<u>240,217</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

12. EARNINGS PER SHARE

Basic earnings per share

The net profit and weighted average number of ordinary shares used in the calculation of basic earnings per share are as follows:

	The Group	
	2025	2024
Profit for the financial year attributable to owners of the Company (RM)	90,651,976	75,467,122
Weighted average number of ordinary shares for the purpose of basic earnings per share (unit)	701,240,111	701,347,242
Basic earnings per share (sen)	12.93	10.76

Diluted earnings per share

The diluted earnings per share has been calculated by dividing the Group's profit attributable to owners of the Company for the financial year by the weighted average number of ordinary shares that would have been in issue assuming exercise of the remaining warrants, adjusted for the number of such ordinary shares that would have been issued at fair value:

	The Group	
	2025	2024
Profit for the financial year attributable to owners of the Company (RM)	90,651,976	75,467,122
Weighted average number of ordinary shares for the purpose of basic earnings per share	701,240,111	701,347,242
Warrant shares deemed to be issued for no consideration	(5,864,342)	25,363,055
Weighted average number of ordinary shares used in the calculation of diluted earning per share (unit)	695,375,769	726,710,297
Basic earnings per share (sen)	N/A	10.38

As of 30 September 2025, the effect of the assumed exercised of the outstanding Warrants of 233,781,206 units to ordinary shares would be anti-dilutive due to the market price of the ordinary shares is currently lower than the exercise price.

Notes to the Financial Statements (Cont'd)

30 September 2025

Cost	Beginning of financial year RM	Additions RM	Disposals/ Write-off RM	Transfers RM	Effect of foreign currency exchange differences		End of financial year RM
					RM	RM	
2025:							
Freehold land	39,671,213	-	-	-	-	-	39,671,213
Freehold land and buildings	508,731,395	15,374,576	(1,850,830)	11,794,174	-	-	534,049,315
Buildings	75,893,673	165,799	-	3,914,115	-	-	79,973,587
Plant, machinery and equipment	260,265,049	17,245,347	(1,337,069)	26,747,787	244,647	303,165,761	
Plant, machinery and equipment under hire purchase	11,454,110	-	-	(627,302)	-	-	10,826,808
Electrical installation	3,286,858	44,444	-	152,090	-	-	3,483,392
Office equipment	8,806,150	511,077	(67,393)	17,500	2,961	9,270,295	
Furniture, fixtures and fittings	13,405,996	1,102,562	(63,687)	(145,901)	170,469	14,469,439	
Motor vehicles	52,566,942	1,106,081	(2,845,359)	2,087,527	184,387	53,099,578	
Motor vehicles under hire purchase	15,740,512	6,923,721	-	(2,087,527)	41,957	20,618,663	
Renovation	15,301,759	1,474,366	(47,058)	190,834	95,492	17,015,393	
Supermarket equipment	7,756,932	515,024	-	24,750	-	8,296,706	
Supermarket equipment under hire purchase	307,148	-	-	404,854	-	712,002	
Warehouse	97,590	-	-	-	-	97,590	
Workshop	58,000	-	-	-	-	58,000	
Construction-in-progress	46,106,187	33,633,532	-	(41,582,901)	-	38,156,818	
Construction-in-progress under hire purchase	890,000	-	-	(890,000)	-	-	
	1,060,339,514	78,096,529	(6,211,396)	-	739,913	1,132,964,560	

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

The Group (Cont'd)

Cost (Cont'd)	Beginning of financial year		Disposals/ Write-off		Transfers		Effect of foreign currency exchange differences	End of financial year
	RM	RM	RM	RM	RM	RM		
2024:								
Freehold land	38,629,697	1,041,516	-	-	11,276,400	-	-	39,671,213
Freehold land and buildings	482,534,980	14,920,015	-	-	55,000	-	-	508,731,395
Buildings	75,610,333	228,340	-	-	(2,800,000)	-	-	75,893,673
Farm houses under hire purchase	2,800,000	-	-	-	-	-	-	-
Plant, machinery and equipment	235,689,308	10,489,187	(2,939,364)	18,034,686	(1,008,768)	260,265,049	-	-
Plant, machinery and equipment under hire purchase	26,144,449	215,110	-	(14,905,449)	-	-	-	11,454,110
Electrical installation	3,249,867	45,050	(47,059)	39,000	-	-	-	3,286,858
Office equipment	8,588,889	370,442	(351,070)	209,000	(11,111)	-	-	8,806,150
Office equipment under hire purchase	209,000	-	-	(209,000)	-	-	-	-
Furniture, fixtures and fittings	12,975,565	972,750	(33,892)	213,763	(722,190)	13,405,996	-	-
Motor vehicles	50,440,005	1,703,438	(2,438,162)	3,569,633	(707,972)	52,566,942	-	-
Motor vehicles under hire purchase	11,008,944	8,518,489	-	(3,569,633)	(217,288)	15,740,512	-	-
Renovation	14,425,618	1,139,623	(6,872)	127,371	(383,981)	15,301,759	-	-
Renovation under hire purchase	114,863	-	-	(114,863)	-	-	-	-
Supermarket equipment	7,573,063	218,908	(101,727)	66,688	-	7,756,932	-	-
Supermarket equipment under hire purchase	307,148	-	-	-	-	307,148	-	-
Warehouse	97,590	-	-	-	-	-	97,590	-
Workshop	58,000	-	-	-	-	-	58,000	-
Construction-in-progress	35,876,910	22,901,304	(679,431)	(11,992,596)	-	46,106,187	-	-
Construction-in-progress under hire purchase	890,000	-	-	-	-	890,000	-	-
	1,007,224,229	62,764,172	(6,597,577)	-	-	(3,051,310)	1,060,339,514	1,060,339,514

Notes to the Financial Statements (Cont'd)

30 September 2025

Accumulated depreciation	Beginning of financial year RM	Charge for the financial year RM	Disposals/ Write-off RM	Transfers RM	Effect of foreign currency exchange differences RM		End of financial year RM
					RM	RM	
2025:							
Freehold land and buildings	100,841,543	16,559,933	(764,103)	26,568	-	-	116,663,941
Buildings	24,405,269	3,437,858	-	-	-	-	27,843,127
Plant, machinery and equipment	183,748,272	20,652,519	(751,810)	435,037	123,140	-	204,207,158
Plant, machinery and equipment under hire purchase	1,446,360	770,250	-	(435,037)	-	-	1,781,573
Electrical installation	2,632,376	155,650	-	-	-	-	2,788,026
Office equipment	7,119,373	543,021	(65,049)	-	3,030	7,600,375	
Furniture, fixtures and fittings	7,838,224	1,496,489	(62,857)	(26,568)	81,816	9,327,104	
Motor vehicles	43,521,605	3,137,697	(2,716,720)	1,423,976	118,395	45,484,953	
Motor vehicles under hire purchase	3,597,009	2,611,507	-	(1,423,976)	8,769	4,793,309	
Renovation	9,196,926	1,604,561	(47,058)	-	44,103	10,798,532	
Supermarket equipment	6,107,258	391,942	-	-	-	6,499,200	
Supermarket equipment under hire purchase	64,964	51,971	-	-	-	116,935	
Warehouse	93,408	1,215	-	-	-	94,623	
Workshop	13,340	1,740	-	-	-	15,080	
	390,625,927	51,416,353	(4,407,597)	-	379,253	438,013,936	

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

The Group (Cont'd)

Notes to the Financial Statements (Cont'd)

30 September 2025

Accumulated depreciation (Cont'd)	Beginning of financial year RM	Charge for the financial year RM	Disposals/ Write-off RM	Transfers RM	Effect of foreign currency exchange differences RM	End of financial year RM
					Effect of foreign currency exchange differences RM	End of financial year RM
2024:						
Freehold land and buildings	81,865,765	17,599,111	-	1,376,667	-	100,841,543
Buildings	20,725,734	3,679,535	-	-	-	24,405,269
Farm houses under hire purchase	1,260,000	116,667	-	(1,376,667)	-	-
Plant, machinery and equipment	161,969,107	18,423,781	(2,880,140)	6,813,130	(577,606)	183,748,272
Plant, machinery and equipment under hire purchase	6,623,750	1,635,740	-	(6,813,130)	-	1,446,360
Electrical installation	2,511,550	167,885	(47,059)	-	-	2,632,376
Office equipment	6,891,705	481,341	(347,194)	104,500	(10,979)	7,119,373
Office equipment under hire purchase	90,567	13,933	-	(104,500)	-	-
Furniture, fixtures and fittings	6,764,863	1,484,326	(27,893)	-	(383,072)	7,838,224
Motor vehicles	41,243,129	3,060,737	(2,196,006)	1,879,557	(465,812)	43,521,605
Motor vehicles under hire purchase	3,581,723	1,942,061	-	(1,879,557)	(47,218)	3,597,009
Renovation	7,575,321	1,816,274	(6,529)	27,279	(215,419)	9,196,926
Renovation under hire purchase	25,843	1,436	-	(27,279)	-	-
Supermarket equipment	5,788,396	420,538	(101,676)	-	-	6,107,258
Supermarket equipment under hire purchase	12,993	51,971	-	-	-	64,964
Warehouse	92,193	1,215	-	-	-	93,408
Workshop	11,600	1,740	-	-	-	13,340
	347,034,239	50,898,291	(5,606,497)	-	(1,700,106)	390,625,927

Notes to the Financial Statements (Cont'd)

30 September 2025

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

The Group (Cont'd)

Accumulated impairment losses	Beginning of financial year RM	Charge for the financial year RM	Disposal/Write-off RM	End of financial year RM
2025/2024:				
Plant, machinery and equipment	2,061,660	-	-	2,061,660
Office equipment	5,768	-	-	5,768
Furniture, fixtures and fittings	2,774	-	-	2,774
	<hr/> 2,070,202	<hr/> -	<hr/> -	<hr/> 2,070,202

The Company

Cost	Beginning of financial year RM	Additions RM	Disposal/Write-off RM	End of financial year RM
2025:				
Office equipment	<hr/> 14,826	<hr/> 3,980	<hr/> -	<hr/> 18,806
2024:				
Office equipment	<hr/> 18,472	<hr/> -	<hr/> (3,646)	<hr/> 14,826
Accumulated depreciation	Beginning of financial year RM	Charge for the financial year RM	Disposal/Write-off RM	End of financial year RM
2025:				
Office equipment	<hr/> 14,826	<hr/> 985	<hr/> -	<hr/> 15,811
2024:				
Office equipment	<hr/> 16,869	<hr/> 1,603	<hr/> (3,646)	<hr/> 14,826

Notes to the Financial Statements (Cont'd)

30 September 2025

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

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Net carrying value:				
Freehold land	39,671,213	39,671,213	-	-
Freehold land and buildings	417,385,374	407,889,852	-	-
Buildings	52,130,460	51,488,404	-	-
Plant, machinery and equipment	96,896,943	74,455,117	-	-
Plant, machinery and equipment under hire purchase	9,045,235	10,007,750	-	-
Electrical installation	695,366	654,482	-	-
Office equipment	1,664,152	1,681,009	2,995	-
Furniture, fixtures and fittings	5,139,561	5,564,998	-	-
Motor vehicles	7,614,625	9,045,337	-	-
Motor vehicles under hire purchase	15,825,354	12,143,503	-	-
Renovation	6,216,861	6,104,833	-	-
Supermarket equipment	1,797,506	1,649,674	-	-
Supermarket equipment under hire purchase	595,067	242,184	-	-
Warehouse	2,967	4,182	-	-
Workshop	42,920	44,660	-	-
Construction-in-progress	38,156,818	46,106,187	-	-
Construction-in-progress under hire purchase	-	890,000	-	-
	692,880,422	667,643,385	2,995	-

As of 30 September 2025, certain property, plant and equipment of the Group with a total carrying value of RM411,955,276 (2024: RM448,423,726) are charged to local banks as securities for credit facilities granted to the Group as mentioned in Note 34 to the financial statements.

Impairment losses recognised in respect of property, plant and equipment are attributable to greater than anticipated wear and tear. Those assets have been impaired in full and they belong to the Group's integrated poultry reportable segment.

Notes to the Financial Statements (Cont'd)

30 September 2025

Carrying value	Beginning of financial year RM	Additions RM	Remeasurement RM	Termination RM	Depreciation during the financial year RM	Effect of foreign currency exchange differences RM	End of financial year RM
2025:							
Buildings	54,243,317	2,122,266	-	(27,741)	(3,729,507)	956,973	53,565,308
Prepaid lease payments on leasehold land	16,033,987	-	-	-	(589,756)	-	15,444,231
Lands and buildings	7,461,823	689,985	22,593	(510,550)	(1,216,545)	-	6,447,306
Lands	2,009,314	574,978	67,547	(107,771)	(268,353)	28,205	2,303,920
Market stalls	1,277,408	-	-	-	(809,046)	29,987	498,349
Outlets	278,323	679,444	-	(258,698)	(240,870)	-	458,199
Office equipment	50,064	15,963	-	-	(18,829)	917	48,115
	81,354,236	4,082,636	90,140	(904,760)	(6,872,906)	1,016,082	78,765,428
2024:							
Buildings	59,938,662	2,137,643	-	-	(4,051,866)	(3,781,122)	54,243,317
Prepaid lease payments on leasehold land	16,623,744	-	-	-	(589,757)	-	16,033,987
Lands and buildings	7,823,960	745,153	-	-	(1,107,290)	-	7,461,823
Lands	1,999,432	215,543	187,517	-	(279,086)	(114,092)	2,009,314
Market stalls	1,178,451	1,116,268	-	-	(925,007)	(92,304)	1,277,408
Outlets	21,119	385,371	-	-	(128,167)	-	278,323
Office equipment	53,075	15,932	-	-	(15,359)	(3,584)	50,064
	87,638,443	4,615,910	187,517	-	(7,096,532)	(3,991,102)	81,354,236

Notes to the Financial Statements (Cont'd)

30 September 2025

14. RIGHT-OF-USE ASSETS (CONT'D)

The Group leases various lands, buildings, premises and office equipment. Leases contracts are typically made for fixed periods as per below but may have extension option:

Buildings	1 - 30 years
Prepaid lease payments on leasehold land	12 - 99 years
Lands and buildings	1 - 30 years
Lands	3 - 30 years
Market stalls	2 & 6.5 years
Outlets	3 years
Office equipment	<u>5 years</u>

The Group and the Company have certain leases with lease terms of 12 months or less or leases of low-value items. The Group and the Company have elected not to recognise right-of-use assets and lease liabilities for these leases.

The right-of-use assets of the Group were acquired by the following means:

	The Group	
	2025	2024
	RM	RM
Future lease payment included in lease liabilities	4,034,636	4,301,297
Accrued expenses	48,000	30,000
Cash payments	-	<u>284,613</u>
 Addition of right-of-use assets	 <u>4,082,636</u>	 <u>4,615,910</u>

As of 30 September 2025, certain right-of-use assets of the Group with a total carrying value of RM63,568,296 (2024: RM65,142,929) are charged to local banks as securities for credit facilities granted to the Group as mentioned in Note 34 to the financial statements.

15. INVESTMENT PROPERTIES

	The Group	
	2025	2024
	RM	RM
At fair value:		
At beginning of financial year	116,756,000	115,524,000
Additions during the year	200,228	-
Disposed during the year	(3,400,000)	-
Gain on fair value adjustment at end of financial year (Note 7)	<u>1,882,772</u>	<u>1,232,000</u>
 At end of financial year	 <u>115,439,000</u>	 <u>116,756,000</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

15. INVESTMENT PROPERTIES (CONT'D)

The investment properties are as follows:

	The Group	
	2025	2024
	RM	RM
Freehold land	60,219,000	59,106,000
Freehold land and buildings	53,710,000	56,190,000
Long leasehold land and buildings	1,150,000	1,100,000
Short leasehold land	360,000	360,000
	<hr/>	<hr/>
	115,439,000	116,756,000
Vacant	58,109,000	61,526,000
Leased out under operating lease	57,330,000	55,230,000
	<hr/>	<hr/>
	115,439,000	116,756,000

The fair value of other investment properties of the Group as of 30 September 2025 have been arrived at on the basis of valuation carried out by the independent firms of professional valuers. These firms are registered under the Board of Valuer, Appraiser and Real Estate, and they have appropriate qualification and recent experience in the fair value measurement of properties in the relevant location.

The valuations were based on market value using comparison method of valuation, comparison and cost replacement methods of valuation and depreciated replacement cost approach of valuation.

Under the comparison method, properties' fair value is estimated based on comparable transactions. This method is categorised as Level 2 in the fair value hierarchy.

The comparison method of valuation entails separate valuations of the land and buildings to arrive at the market value of the subject property.

The land is valued by reference to transactions of similar lands in surrounding with adjustments made for differences in location, terrain, size and shape of the land, tenure, title restrictions, if any and other relevant characteristics.

Completed buildings are valued by reference to the current estimates on constructional costs to erect equivalent buildings, taking into consideration of similar accommodation in terms of size, construction and profits. Appropriate adjustments are then made for the factors of age, obsolescence and existing physical condition of the building.

The land and buildings valued using this method is categorised as level 3 in the fair value hierarchy. The significant unobservable inputs for this category of assets are the replacement cost per square meter which is RM361 per square meter (2024: RM361 per square meter) for a farm house and worker quarter, RM262 per square meter to RM802 per square meter (2024: RM262 per square meter to RM713 per square meter) for shop houses, office buildings, warehouses and workshops. It is further depreciated at about 20% to 40% (2024: 20% to 40%) after taking into consideration the building condition and other relevant factors.

Notes to the Financial Statements (Cont'd)

30 September 2025

15. INVESTMENT PROPERTIES (CONT'D)

Detail of the Group's investment properties and information about the fair value hierarchy are as follows:

The Group	Level 1	Level 2	Level 3	Total
	RM	RM	RM	RM
2025				
Freehold land	-	60,219,000	-	60,219,000
Freehold land and buildings	-	3,000,000	50,710,000	53,710,000
Long leasehold land and buildings	-	-	1,150,000	1,150,000
Short leasehold land	-	-	360,000	360,000
	<hr/>	<hr/>	<hr/>	<hr/>
	-	63,219,000	52,220,000	115,439,000
2024				
Freehold land	-	59,106,000	-	59,106,000
Freehold land and buildings	-	6,500,000	49,690,000	56,190,000
Long leasehold land and buildings	-	-	1,100,000	1,100,000
Short leasehold land	-	-	360,000	360,000
	<hr/>	<hr/>	<hr/>	<hr/>
	-	65,606,000	51,150,000	116,756,000

There were no transfers between Level 1 and 2 during the year.

The rental income earned by the Group from investment properties during the financial year is RM539,911 (2024: RM514,576). Direct operating expenses incurred by the Group on the investment properties during the financial year are as follows:

	The Group	
	2025	2024
	RM	RM
Leased out under operating lease	59,517	61,212
Vacant	38,316	32,033
	<hr/>	<hr/>
	97,833	93,245

The operating lease payments to be received are as follows:

	The Group	
	2025	2024
	RM	RM
Less than 1 year	409,000	417,590
Between 1 and 5 years	173,690	494,090
	<hr/>	<hr/>
Total undiscounted lease payments	582,690	911,680

Notes to the Financial Statements (Cont'd)

30 September 2025

15. INVESTMENT PROPERTIES (CONT'D)

As of 30 September 2025, the unexpired lease periods of the leasehold land of the Group which are included under investment properties are 21, 74 and 868 years (2024: 22, 75 and 869 years).

As of 30 September 2025, certain investment properties of the Group with a total carrying value of RM56,304,000 (2024: RM59,260,000) are charged to local banks as securities for credit facilities granted to the Group as mentioned in Note 34 to the financial statements.

16. BEARER PLANTS

Immature Planted Trees

	The Group	
	2025	2024
	RM	RM
Cost		
At beginning of financial year	625,721	571,131
Additions during the year	85,561	54,590
At end of financial year	<u>711,282</u>	<u>625,721</u>

17. OTHER INTANGIBLE ASSETS

The Group

Cost	Beginning of financial year RM	Additions RM	Write-off RM	End of financial year RM
2025/2024:				
Distribution network	13,183,956	-	-	13,183,956
Technical services agreement	<u>1,921,569</u>	-	-	<u>1,921,569</u>
	<u>15,105,525</u>	-	-	<u>15,105,525</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

17. OTHER INTANGIBLE ASSETS (CONT'D)

The Group (Cont'd)

Accumulated amortisation	Beginning of	Amortisation	End of
	financial year	during the year (Note 7)	financial year
	RM	RM	RM
2025:			
Distribution network	8,203,347	878,932	9,082,279
Technical services agreement	864,706	-	864,706
	<hr/>	<hr/>	<hr/>
	9,068,053	878,932	9,946,985
2024:			
Distribution network	7,324,417	878,930	8,203,347
Technical services agreement	512,418	352,288	864,706
	<hr/>	<hr/>	<hr/>
	7,836,835	1,231,218	9,068,053
Accumulated impairment losses	Beginning of	Charge for the	End of
	financial year	financial year	financial year
	RM	RM	RM
2025:			
Technical services agreement	1,056,863	-	1,056,863
	<hr/>	<hr/>	<hr/>
2024:			
Technical services agreement	-	1,056,863	1,056,863
	<hr/>	<hr/>	<hr/>
The Group			
	2025	2024	
	RM	RM	
Net carrying value:			
Distribution network	4,101,677	4,980,609	
Technical services agreement	-	-	
	<hr/>	<hr/>	<hr/>
	4,101,677	4,980,609	

During the previous financial year, an impairment loss of RM1,056,863 was recognised based on the key assumption of the management as the management believes that the respective intangible assets will not bring any economic benefits to the Group.

Notes to the Financial Statements (Cont'd)

30 September 2025

18. GOODWILL

	The Group	
	2025	2024
	RM	RM
At beginning and at end of financial year	6,218,940	6,218,940

Goodwill acquired in a business combination is allocated, at acquisition, to the cash-generating unit that is expected to benefit from that business combination. The carrying amounts of goodwill have been allocated to the following business segments as independent cash-generating units:

	The Group	
	2025	2024
	RM	RM
Slaughtering, processing and marketing of poultry under Tong Huat Poultry Processing Factory Pte. Ltd. and its wholly-owned subsidiary, Ban Hong Poultry Pte. Ltd.	4,548,812	4,548,812
Poultry farming, trading in poultry and other related business under Jaya Gading Farm Sdn. Bhd.	1,670,128	1,670,128
	6,218,940	6,218,940

The Group tests goodwill annually for impairment or more frequently if there are indications that goodwill might be impaired.

The recoverable amount of the cash-generating unit is determined based on the value in use. The value in use calculations is based on the discounted net cash projections based on financial budgets approved by management covering a period of 3 to 5 years (2024: 3 to 5 years) with an estimated growth rates range between 0% to 6.5% (2024: 0% to 5%) and a weighted average cost of capital of 8.08% to 8.15% (2024: 8.50% to 9.23%).

Cash flow projections during the budget period are based on the same expected gross margins and raw materials price inflation throughout the budget period. The Directors believe that any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit.

Notes to the Financial Statements (Cont'd)

30 September 2025

19. INTEREST IN SUBSIDIARIES

The subsidiaries are as follows:

Direct subsidiaries	Principal place of business/ Country of incorporation	Effective percentage of ownership		Principal activities
		2025	2024	
Benarlab Sdn. Bhd.	Malaysia	51%	51%	Wholesaler of poultry feed, animal feed nutrition, supplements and feed additives for poultry.
CAB Amesist Biomass Generation Sdn. Bhd.	Malaysia	100%	100%	Dormant.
CAB Cakaran Sdn. Bhd.	Malaysia	100%	100%	Breeding of broiler chicken and trading of broiler chicken, poultry feeds and other farm consumables.
CABINDO Poultry Sdn. Bhd.	Malaysia	100%	100%	Dormant.
Dronexcel Sdn. Bhd.	Malaysia	51%	51%	Drone spraying services.
Farm's Best Food Industries Sdn. Bhd.	Malaysia	53.04%	53.04%	Poultry hatcheries, contract farming, poultry processing, marketing and distribution of poultry products.
Home Mart Fresh & Frozen Sdn. Bhd.	Malaysia	100%	100%	Trading and retailing of supermarket products.
Home Mart Southern Fresh & Frozen Sdn. Bhd.	Malaysia	50%	50%	Dormant.
Kyros Food Industries Sdn. Bhd.	Malaysia	100%	100%	Processing of meat products and trading.
Kyros International Sdn. Bhd.	Malaysia	100%	100%	Investment holding and fast-food franchising business.
Likes Marketing Sdn. Bhd.	Malaysia	100%	100%	Distributing and marketing of food products.
Tong Huat Poultry Processing Factory Pte. Ltd.*	Singapore	51%	51%	Supplier of slaughtered poultry and frozen poultry products, providers of other related services and investment holding.

Notes to the Financial Statements (Cont'd)

30 September 2025

19. INTEREST IN SUBSIDIARIES (CONT'D)

The subsidiaries are as follows (Cont'd):

Indirect subsidiaries	Principal place of business/ Country of incorporation	Effective percentage of ownership		Principal activities
		2025	2024	
Antik Kualiti Sdn. Bhd.	Malaysia	100%	100%	Processing and marketing of chicken.
Ayamlikes Food Processing Sdn. Bhd.	Malaysia	60.07%	60.07%	Processing and marketing of chicken.
Ban Hong Poultry Pte. Ltd.*	Singapore	51%	51%	Importing and marketing of poultry products.
C&B Poultry Sdn. Bhd.	Malaysia	30.40%	30.40%	Breeding of parent stock of black chicken and colour birds to produce hatching eggs and chicks.
CAB Cakaran Breeding Farm Sdn. Bhd.	Malaysia	100%	100%	Breeding of parent stocks to produce broiler eggs and chicks.
CAB Cakaran (Langkawi) Sdn. Bhd.	Malaysia	100%	100%	Marketing of chicken and frozen foods.
CAB Cakaran Southern Sdn. Bhd.	Malaysia	51%	51%	Breeding of black chicken and colour birds and trading of chicken, poultry feeds and other farm consumables.
CAB Cakaran (Timur) Sdn. Bhd.	Malaysia	58.02%	58.02%	Trading of poultry and other related products with poultry contract farmers.
CAB International Trade Pte. Ltd.*	Singapore	45.90%	45.90%	Importer of frozen poultry and meat products.
Cabin Premier GPS Farm Sdn. Bhd.	Malaysia	67.94%	67.94%	Breeding of grandparent stocks to produce breeder chicks.
Gourmet Chefs Pte. Ltd.*	Singapore	30.60%	30.60%	Manufacturing of value-added food products and trading in food products.
Jaya Gading Farm Sdn. Bhd.	Malaysia	58.02%	58.02%	Poultry farming, trading in poultry and other related business.
Jimat Jaya Sdn. Bhd.	Malaysia	100%	100%	Processing and marketing of chicken.
Kim Fa Foodstuffs Pte. Ltd.*	Singapore	-	30.60%	Dormant and dissolved during the year.
Kyros Kebab Sdn. Bhd.	Malaysia	100%	100%	Fast food restaurants operators and trading.
Kyros Trademark Sdn. Bhd.	Malaysia	75%	75%	Dormant.
OTK Farm Equipment Sdn. Bhd.	Malaysia	55%	55%	Manufacturers and trading of farm equipment and poultry feeds.
Pasaraya Jaya Gading Sdn. Bhd.	Malaysia	58.02%	58.02%	Trading of supermarket products.
Protheme Pte. Ltd.*	Singapore	30.60%	30.60%	Wholesale of livestock, meat and poultry products.
Shin Hong Breeding Farm Sdn. Bhd.	Malaysia	50%	50%	Renting of property, plant and equipment to generate rental income.
Southern Food And Groceries Supply Sdn. Bhd.	Malaysia	62.75%	62.75%	Dormant.
TH Likes Pte. Ltd.*	Singapore	51%	51%	Wholesaler of food products.

* The financial statements of these subsidiaries were audited by auditors other than Grant Thornton Malaysia PLT.

Notes to the Financial Statements (Cont'd)

30 September 2025

19. INTEREST IN SUBSIDIARIES (CONT'D)

The Group considers C&B Poultry Sdn. Bhd., Shin Hong Breeding Farm Sdn. Bhd. and Protheme Pte. Ltd. as subsidiaries as the Group has power to exercise control through a casting vote given to the Managing Director of the Company who is also the Chairman of the Board of Directors of the subsidiaries.

The Group considers Home Mart Southern Fresh & Frozen Sdn. Bhd. as a subsidiary due to majority of the Directors of this subsidiary were appointed by the Group.

	The Company	
	2025	2024
	RM	RM
Unquoted shares, at cost	176,729,489	175,729,489
Less: Impairment losses	(35,964,002)	(34,964,002)
	<u>140,765,487</u>	<u>140,765,487</u>

Movements of the allowance for impairment losses on interest in subsidiaries are as follow:

	The Company	
	2025	2024
	RM	RM
At beginning of financial year	34,964,002	52,725,461
Impairment loss recognised during financial year	1,000,000	-
Amount written off due to struck off	-	(12,047,900)
Reversal of impairment loss for investment in subsidiaries	-	(3,690,461)
Amount written off due to disposal of partial interest in a subsidiary	-	(2,023,098)
At end of financial year	<u>35,964,002</u>	<u>34,964,002</u>

During the financial year, an impairment loss of RM1,000,000 (2024: RMNil) is recognised as the recoverable amounts of certain investment in subsidiaries are assessed to be lower than their carrying amount. The recoverable amounts were determined based on fair value less costs of disposal of these subsidiaries.

Fair value less costs of disposal

The fair value less costs of disposal of the assets and liabilities is determined based on the adjusted net assets of these subsidiary companies.

The fair value measurement for the fair value less costs of disposal is categorised as a Level 3 fair value based on the management best estimates.

Description of valuation technique and input used	Significant unobservable assets and liabilities	Relationship between significant unobservable inputs and fair value measurements
Adjusted net asset method which derives the fair value of the assets and liabilities	Fair value of individual assets and liabilities	The higher the net assets, the higher the fair value

The reversal of impairment loss for investment in subsidiaries was provided if the estimated recoverable amount of the subsidiaries exceeds its carrying amount.

Notes to the Financial Statements (Cont'd)

30 September 2025

19. INTEREST IN SUBSIDIARIES (CONT'D)

On 13 October 2023, the Company has incorporated a new subsidiary company, Home Mart Southern Fresh & Frozen Sdn. Bhd. in Malaysia. The initial issued share capital of Home Mart Southern Fresh & Frozen Sdn. Bhd. was RM10, divided into 10 ordinary shares. The Company subscribed for the 5 ordinary shares by way of cash. Consequently, Home Mart Southern Fresh & Frozen Sdn. Bhd. became a 50% owned subsidiary of the Company.

On 13 December 2023, the wholly-owned subsidiary, CAB Marine Resources Sdn. Bhd., was struck off from the register and dissolved following the publication of the notice of striking off pursuant to Section 551(3) of the Companies Act, 2016 in the Gazette.

On 27 February 2024, the Company disposed of its entire equity interest of 1,000,000 ordinary shares, representing 100% equity interest in Southern Food and Groceries Supply Sdn. Bhd., for a cash consideration of RM30,000. The Company's wholly-owned subsidiary, CAB Cakaran Sdn. Bhd. acquired 50% of the disposal shares, while a 51% owned subsidiary, CAB Cakaran Southern Sdn. Bhd. acquired 25% of the disposal shares. The remaining 25% was acquired by another third party. Consequently, Southern Food and Groceries Supply Sdn. Bhd. became a 62.75% owned subsidiary of the Group.

On 6 November 2024, the wholly-owned subsidiary, Home Mart Fresh & Frozen Sdn. Bhd. increased its issued share capital from RM5,000,000 to RM6,000,000 by issuance of 1,000,000 new ordinary shares. The Company subscribed for the entire additional shares by way of cash. Accordingly, the Company's equity interest in Home Mart Fresh & Frozen Sdn. Bhd. remains unchanged.

On 14 August 2025, Kim Fa Foodstuffs Pte. Ltd., a 30.6% owned subsidiary of the Group was voluntarily wound up and dissolved. This has no material impact on the Group's financial statements.

Composition of the Group

Information about composition of the Group at the end of the reporting period is as follows:

Principal Activities	Number of wholly-owned subsidiaries	
	2025	2024
Integrated poultry	9	9
Operator of fast food restaurants	2	2
Retailing	1	1
	<hr/>	<hr/>
	12	12
Principal Activities	Number of non wholly-owned subsidiaries	
	2025	2024
Integrated poultry	16	17
Drone	1	1
Operator of fast food restaurants	1	1
Retailing	3	3
	<hr/>	<hr/>
	21	22

Notes to the Financial Statements (Cont'd)

30 September 2025

20. INVESTMENT IN AN ASSOCIATE

	The Group	
	2025	2024
	RM	RM
At beginning of financial year	303,922	289,125
Share of results during financial year	7,787	14,797
At end of financial year	<u>311,709</u>	<u>303,922</u>

Details of the associate are as follows:

Associate	Principal place of business/ Country of incorporation	Effective percentage of ownership		Principal activities
		2025	2024	
Fah Leong Sdn. Bhd. *	Malaysia	11.60%	11.60%	Renting of property to generate rental income.

* The financial statements of this associate was audited by auditors other than Grant Thornton Malaysia PLT.

None of the Group's associate is material to the Group. Therefore, the summarised financial information is not presented.

21. INVESTMENT IN A JOINT VENTURE

	The Group	
	2025	2024
	RM	RM
At beginning of financial year	1,700,949	-
Share of results during the financial year	2,592,306	1,831,619
Effect of foreign currency exchange differences	<u>7,065</u>	<u>(130,670)</u>
At end of financial year	<u>4,300,320</u>	<u>1,700,949</u>

Details of the joint venture are as follows:

Joint Venture	Principal place of business/ Country of incorporation	Effective percentage of ownership		Principal activities
		2025	2024	
Singapore Poultry Hub Pte. Ltd. *	Singapore	12.75%	12.75%	Providers of facility management and poultry slaughtering services.

* The financial statements of this joint venture were audited by auditors other than Grant Thornton Malaysia PLT.

Notes to the Financial Statements (Cont'd)

30 September 2025

21. INVESTMENT IN A JOINT VENTURE (CONT'D)

Tong Huat Poultry Processing Factory Pte. Ltd., a 51% owned subsidiary of the Company holds a 25% of ownership interest in Singapore Poultry Hub Pte. Ltd.. Consequently, Singapore Poultry Hub Pte. Ltd. became a 12.75% joint venture to the Group.

At Group level, the carrying value of joint venture represents its share of net assets in the joint venture at end of the reporting period. Summarised financial information in respect of the Group's joint venture is as follows:

	2025	2024
	RM	RM
Total assets	151,104,976	148,974,400
Total liabilities	<u>(133,903,698)</u>	<u>(142,170,606)</u>
 Total revenue	64,685,895	64,516,134
Total profit for financial year	<u>10,369,225</u>	<u>8,902,211</u>

Reconciliation of the above summarised financial information to the carrying amount of the interest in a joint venture recognised in the consolidated financial statements:

	2025	2024
Net assets of the joint venture (RM)	17,201,278	6,803,794
Proportion of the Group's ownership interest (%)	<u>25</u>	<u>25</u>
 Carrying amount of the Group's interest (RM)	<u>4,300,320</u>	<u>1,700,949</u>

22. DEFERRED TAX ASSETS/(LIABILITIES)

The Group	Beginning of financial year RM	Recognised in profit or loss (Note 10) RM	Effect of foreign currency exchange differences RM	End of financial year RM				
				RM	RM			
2025:								
Deferred tax assets								
Receivables	5,699,000	(517,000)	-	5,182,000				
Unused tax capital allowances	2,729,000	1,280,789	1,211	4,011,000				
Lease liabilities	2,328,000	406,209	9,791	2,744,000				
Provisions	1,344,000	262,000	-	1,606,000				
Unused tax losses	167,000	(49,311)	311	118,000				
Others	<u>1,977,049</u>	<u>4,395</u>	<u>1,478</u>	<u>1,982,922</u>				
	<u>14,244,049</u>	<u>1,387,082</u>	<u>12,791</u>	<u>15,643,922</u>				

Notes to the Financial Statements (Cont'd)

30 September 2025

22. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The Group (Cont'd)	Beginning of financial year RM	Recognised in profit or loss (Note 10) RM	Effect of foreign currency exchange differences RM	End of financial year RM			
				RM			
2025:							
Deferred tax liabilities							
Property, plant and equipment	(32,961,000)	(1,583,374)	(11,626)	(34,556,000)			
Gain on revaluation of properties	(15,884,000)	593,000	-	(15,291,000)			
Biological assets	(12,670,000)	(2,529,000)	-	(15,199,000)			
Real property gains tax on investment property	(8,290,000)	(173,000)	-	(8,463,000)			
Right-of-use-assets	(2,417,000)	(363,565)	(9,435)	(2,790,000)			
Intangible assets	(1,195,000)	211,000	-	(984,000)			
	<u>(73,417,000)</u>	<u>(3,844,939)</u>	<u>(21,061)</u>	<u>(77,283,000)</u>			
Net	<u>(59,172,951)</u>	<u>(2,457,857)</u>	<u>(8,270)</u>	<u>(61,639,078)</u>			
2024:							
Deferred tax assets							
Receivables	5,753,000	(54,000)	-	5,699,000			
Unused tax capital allowances	1,692,000	1,039,215	(2,215)	2,729,000			
Lease liabilities	2,281,000	85,161	(38,161)	2,328,000			
Provisions	1,184,000	160,000	-	1,344,000			
Unused tax losses	1,630,000	(1,462,425)	(575)	167,000			
Others	1,655,086	328,120	(6,157)	1,977,049			
	<u>14,195,086</u>	<u>96,071</u>	<u>(47,108)</u>	<u>14,244,049</u>			
Deferred tax liabilities							
Property, plant and equipment	(32,038,000)	(981,792)	58,792	(32,961,000)			
Gain on revaluation of properties	(16,743,000)	859,000	-	(15,884,000)			
Biological assets	(12,081,000)	(589,000)	-	(12,670,000)			
Real property gains tax on investment property	(8,147,000)	(143,000)	-	(8,290,000)			
Right-of-use-assets	(2,419,000)	(34,463)	36,463	(2,417,000)			
Intangible assets	(1,406,000)	211,000	-	(1,195,000)			
	<u>(72,834,000)</u>	<u>(678,255)</u>	<u>95,255</u>	<u>(73,417,000)</u>			
Net	<u>(58,638,914)</u>	<u>(582,184)</u>	<u>48,147</u>	<u>(59,172,951)</u>			

Notes to the Financial Statements (Cont'd)

30 September 2025

22. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

Deferred tax balances are presented in the statements of financial position after appropriate offsetting as follows:

	The Group	
	2025	2024
	RM	RM
Deferred tax assets	183,000	220,600
Deferred tax liabilities	(61,822,078)	(59,393,551)
	<hr/>	<hr/>
	(61,639,078)	(59,172,951)

The tax effects of deductible temporary differences, unused tax losses and unused tax credits which would give rise to deferred tax assets are generally recognised to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised. As of 30 September 2025, deferred tax assets have not been recognised in respect of the following gross amounts of temporary differences:

	The Group	
	2025	2024
	RM	RM
Unused tax losses	86,582,000	74,190,000
Unused tax capital allowances	38,558,000	30,788,000
Temporary differences arising from:		
Receivables	4,621,000	3,676,000
Others	100,000	77,000
	<hr/>	<hr/>
	129,861,000	108,731,000

The comparative figures of the Group have been revised to reflect the previous year final tax submission.

23. BIOLOGICAL ASSETS

	The Group	
	2025	2024
	RM	RM
Breeders (grandparent and parent stock)	99,862,466	87,299,030
Hatching eggs	17,917,233	17,752,953
Broilers	9,740,530	6,158,594
Breeder of colour birds and colour birds	6,831,000	6,845,000
	<hr/>	<hr/>
	134,351,229	118,055,577

23. BIOLOGICAL ASSETS (CONT'D)

The movements of biological assets can be analysed as follows:

The Group	Beginning of financial year RM	Arising from cost of inputs RM	Decrease due to harvest RM	Fair value gain / (loss) recorded in profit or loss (Note 7) RM		End of financial year RM
				(Note 7)	RM	
2025:						
Breeders (grandparent and parent stock)	87,299,030	163,909,990	(161,368,463)	10,021,909	99,862,466	
Hatching eggs	17,752,953	159,159,142	(160,092,141)	1,097,279	17,917,233	
Broilers	6,158,594	117,408,527	(113,291,488)	(535,103)	9,740,530	
Breeder of colour birds and colour birds	6,845,000	28,348,565	(29,109,878)	747,313	6,831,000	
	118,055,577	468,826,224	(463,861,970)	11,331,398	134,351,229	
2024:						
Breeders (grandparent and parent stock)	83,099,966	171,572,407	(172,420,168)	5,046,825	87,299,030	
Hatching eggs	17,537,259	156,683,602	(155,810,374)	(657,534)	17,752,953	
Broilers	4,605,641	73,959,730	(74,880,410)	2,473,633	6,158,594	
Breeder of colour birds and colour birds	9,778,000	68,868,616	(72,823,759)	1,022,143	6,845,000	
	115,020,866	471,084,355	(475,934,711)	7,885,067	118,055,577	

Notes to the Financial Statements (Cont'd)

30 September 2025

23. BIOLOGICAL ASSETS (CONT'D)

The fair value of biological assets was derived based on the management's estimates, assumptions and judgements. The unobservable inputs of biological assets are as following:

- expected number of day-old-chick produced by each type of breeder;
- expected hatchability of the hatching eggs;
- expected salvage value of breeders;
- expected selling price of each type of day-old-chick, broilers and colour birds;
- mortality rate of livestock;
- feed consumption rate and feed costs;
- discount rates; and
- other estimated costs to be incurred for the remaining life of the biological assets and at the point of sales.

The fair value of the Group biological assets is measured at fair value within Level 3 of the fair value hierarchy.

The following table shows the valuation technique used in the determination of fair values within Level 3, as well as the significant unobservable inputs used in the valuation mode.

Description of valuation technique and input used	Significant unobservable inputs	Relationship between significant unobservable inputs and fair value measurements
Breeders Discounted cash flows: The valuation method considers the projected quantity and price of day-old-chick to be produced over the life of the breeder, taking into account of expected growing cost and the breeder's mortality rate.	<ul style="list-style-type: none">• Projected selling prices of day-old-chick based on management's estimate by reference to historical selling price adjusted for abnormal market movements;• Management's estimate of feed and other variable cost expected to incur throughout the life cycle.	<p>The higher the projected selling price, the higher the fair value.</p> <p>The higher the costs, the lower the fair value.</p>
Hatching eggs Discounted cash flows: The valuation method considers price of day-old-chick, taking into account of expected hatchery cost and the hatching eggs' hatchability.	<ul style="list-style-type: none">• Projected selling prices of day-old-chick based on management's estimate by reference to historical selling price adjusted for abnormal market movements;• Management's estimate of hatchery and other variable cost expected to incur throughout the hatching process.	<p>The higher the projected selling price, the higher the fair value.</p> <p>The higher the costs, the lower the fair value.</p>

Notes to the Financial Statements (Cont'd)

30 September 2025

23. BIOLOGICAL ASSETS (CONT'D)

The following table shows the valuation technique used in the determination of fair values within Level 3, as well as the significant unobservable inputs used in the valuation mode (Cont'd).

Description of valuation technique and input used	Significant unobservable inputs	Relationship between significant unobservable inputs and fair value measurements
Broilers and colour birds		
Discounted cash flows: The valuation method considers the projected selling price and weight of the broilers and colour birds, taking into account the broilers and colour birds mortality rate.	<ul style="list-style-type: none"> Projected selling prices of broilers and colour birds based on management's estimate by reference to historical selling price adjusted for abnormal market movements; Management's estimate of feed and other variable cost expected to incur throughout the life cycle. 	<p>The higher the projected selling price, the higher the fair value.</p> <p>The higher the costs, the lower the fair value.</p>

The key assumptions used in the fair value calculation are as follows:

	The Group	
	2025 RM	2024 RM
Breeders and hatching eggs:		
Projected selling price of		
- Day-old-chick (parent stocks)	20.00 - 22.00	16.00 - 17.30
- Day-old-chick (colour birds)	1.70 - 2.30	1.70 - 2.60
- Day-old-chick (broilers)	1.99 - 2.05	1.90 - 2.00
Feed cost per kg for		
- Grandparent stocks	1.83 - 1.86	1.79 - 1.82
- Parent stocks (colour birds)	1.30 - 1.46	1.39 - 1.56
- Parent stocks (broilers)	1.78 - 2.01	1.80 - 1.95
Colour birds and broilers		
Projected selling price per kg for		
- Colour birds	9.20 - 12.79	9.18 - 12.87
- Broilers	5.49 - 6.73	5.38 - 6.60
Feed cost per kg for		
- Colour birds	2.12 - 2.15	2.29 - 2.32
- Broilers	1.96 - 2.04	2.07 - 2.26

Notes to the Financial Statements (Cont'd)

30 September 2025

23. BIOLOGICAL ASSETS (CONT'D)

Sensitivity analysis of biological assets fair value to be possible changes in the key assumptions are disclosed in the table below:

	The Group	
	2025 RM	2024 RM
Projected selling price of Day-old-chick/hatching eggs/broilers		
- Increased by 10%	36,232,000	34,210,000
- Decreased by 10%	(36,232,000)	(34,210,000)
Number of hatching eggs/day-old-chick/being produced		
- Increased by 10%	30,252,000	30,118,000
- Decreased by 10%	(30,252,000)	(30,118,000)
Feed cost per kg		
- Increased by 10%	(14,745,000)	(14,708,000)
- Decreased by 10%	<u>14,745,000</u>	<u>14,708,000</u>

24. INVENTORIES

	The Group	
	2025 RM	2024 RM
At costs:		
Raw materials:		
Meats and dressings	6,418,629	8,243,172
Feeds and consumables	4,907,768	4,585,378
Packing materials	2,512,183	2,114,631
Medicine and chemicals	1,807,141	1,606,256
Ingredient	1,745,643	2,158,703
Others	<u>227,669</u>	<u>178,659</u>
	<u>17,619,033</u>	<u>18,886,799</u>
Work-in-progress:		
Frozen food	299,856	141,449
Farm equipment	<u>9,275</u>	-
	<u>309,131</u>	<u>141,449</u>
Finished goods:		
Processed chicken	42,228,435	57,416,021
Supermarket products	12,745,606	10,539,709
Trading products	8,510,704	7,922,853
Frozen food	6,279,620	5,360,662
Farm equipment	<u>325,003</u>	<u>318,693</u>
	<u>70,089,368</u>	<u>81,557,938</u>
	<u>88,017,532</u>	<u>100,586,186</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

24. INVENTORIES (CONT'D)

The following are the amounts recognised in profit or loss:

	The Group	
	2025	2024
	RM	RM
Inventories recognised as cost of sales	2,029,318,248	2,063,804,682
Inventories written down	100,332	-
Inventories written off	-	238,363
Reversal of inventories written down	-	16,200

The inventories written down was made during the year when the related inventories were sold below their carrying amounts.

The reversal of inventories written down was made during the previous financial year when the related inventories were sold above their carrying amounts.

25. TRADE AND OTHER RECEIVABLES

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Trade receivables	234,884,778	239,532,974	-	-
Amount owing by related parties	9,496,642	12,002,407	-	-
Loss allowance	(29,943,234)	(28,545,396)	-	-
	214,438,186	222,989,985	-	-
Amount owing by subsidiaries	-	-	16,692,453	15,977,844
Amount owing by a joint venture	1,305,800	978,257	-	-
Goods and Services Tax receivable	95,555	-	-	-
	1,401,355	978,257	16,692,453	15,977,844
Other receivables	10,336,066	18,235,534	-	-
Amount owing by related parties	10,616	10,043	-	-
Loss allowance	(1,165,601)	(1,150,274)	-	-
	9,181,081	17,095,303	-	-
	225,020,622	241,063,545	16,692,453	15,977,844

Trade receivables of the Group comprise amounts receivable for the trading and sales of goods. The credit term for trade receivables of the Group ranges from 7 to 180 days (2024: 7 to 180 days).

Notes to the Financial Statements (Cont'd)

30 September 2025

25. TRADE AND OTHER RECEIVABLES (CONT'D)

The currency profile of trade and other receivables are as follows:

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Ringgit Malaysia	181,298,648	192,430,218	16,692,453	15,977,844
Singapore Dollar	43,488,041	48,469,446	-	-
United States Dollar	95,552	163,881	-	-
European Euro	138,381	-	-	-
	<u>225,020,622</u>	<u>241,063,545</u>	<u>16,692,453</u>	<u>15,977,844</u>

The following table provides information about the exposure to credit risk and ECL for trade receivables, which are grouped together as they are expected to have similar risk nature:

The Group	Gross amount	Loss allowance	Net
	RM	RM	RM
2025			
Not past due	172,446,833	(795,681)	171,651,152
Past due 1 - 30 days	24,983,007	(193,309)	24,789,698
Past due 31 - 60 days	7,378,587	(236,604)	7,141,983
Past due 61 - 90 days	4,955,987	(396,046)	4,559,941
Past due more than 90 days	24,704,862	(18,409,450)	6,295,412
	<u>234,469,276</u>	<u>(20,031,090)</u>	<u>214,438,186</u>
Credit impaired			
Individually impaired	9,912,144	(9,912,144)	-
At end of financial year	<u>244,381,420</u>	<u>(29,943,234)</u>	<u>214,438,186</u>
2024			
Not past due	185,445,644	(431,187)	185,014,457
Past due 1 - 30 days	20,306,324	(158,372)	20,147,952
Past due 31 - 60 days	9,574,758	(317,309)	9,257,449
Past due 61 - 90 days	3,493,409	(453,651)	3,039,758
Past due more than 90 days	21,616,622	(16,092,539)	5,524,083
	<u>240,436,757</u>	<u>(17,453,058)</u>	<u>222,983,699</u>
Credit impaired			
Individually impaired	11,098,624	(11,092,338)	6,286
At end of financial year	<u>251,535,381</u>	<u>(28,545,396)</u>	<u>222,989,985</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

25. TRADE AND OTHER RECEIVABLES (CONT'D)

The movements in the loss allowance in respect of trade receivables during the financial year are as follows:

The Group	Credit impaired	Lifetime ECL	Total
	RM	RM	RM
2025			
At beginning of financial year	11,092,338	17,453,058	28,545,396
Loss allowance during financial year	16,866	2,561,224	2,578,090
Amounts written off	(701,798)	-	(701,798)
Loss allowance no longer required	(516,014)	-	(516,014)
Effect of foreign currency exchange differences	20,752	16,808	37,560
At end of financial year	<u>9,912,144</u>	<u>20,031,090</u>	<u>29,943,234</u>
2024			
At beginning of financial year	14,897,822	13,373,041	28,270,863
Loss allowance during financial year	1,587,373	4,375,048	5,962,421
Amounts written off	(5,121,012)	(106,253)	(5,227,265)
Loss allowance no longer required	(110,081)	-	(110,081)
Amounts recovered during the year	(91,153)	-	(91,153)
Effect of foreign currency exchange differences	(70,611)	(188,778)	(259,389)
At end of financial year	<u>11,092,338</u>	<u>17,453,058</u>	<u>28,545,396</u>

The amount owing by subsidiaries arose mainly from payment made on behalf and management fee receivables are unsecured, interest free and receivable on demand except for an unsecured advances of RM16,623,847 (2024: RM15,933,504) which bear interest at rates ranging from 4.37% to 4.62% (2024: 4.62%) per annum.

The amount owing by a joint venture arose mainly from payment made on behalf, are unsecured, interest free and receivable on demand.

Other receivables of the Group include loans and advances given to staffs, amounts receivable for management of outlet, display income receivable, transport charges receivable, scrap sales receivable and payment of expenses made on behalf by the Group which are unsecured, interest free and repayable on demand.

Included in other receivables are an amount of RM5,736,657 (2024: RM5,957,056) as penalty to be reimbursed from former shareholders of subsidiaries, Tong Huat Poultry Processing Factory Pte. Ltd. and Ban Hong Poultry Pte. Ltd. in connection with infringement of the Competition Act of Republic of Singapore and an amount of RM254,647 (2024: RM1,497,307) which bear interest at a rate of 2.5% (2024: 2.5% to 7.35%) per annum.

Notes to the Financial Statements (Cont'd)

30 September 2025

25. TRADE AND OTHER RECEIVABLES (CONT'D)

The movement in the loss allowance in respect of other receivables during the financial year are as follows:

The Group	Credit impaired RM	Lifetime ECL RM	Total RM
2025			
At beginning of financial year	1,150,274	-	1,150,274
Effect of foreign currency exchange differences	15,327	-	15,327
At end of financial year	<u>1,165,601</u>	-	<u>1,165,601</u>
2024			
At beginning of financial year	922,523	15,286	937,809
Loss allowance during financial year	289,328	-	289,328
Loss allowance no longer required	-	(15,286)	(15,286)
Effect of foreign currency exchange differences	<u>(61,577)</u>	-	<u>(61,577)</u>
At end of financial year	<u>1,150,274</u>	-	<u>1,150,274</u>

The allowance for impairment loss on other receivables are made relating to entities that are in significant financial difficulties and have defaulted on payments. The Group does not hold any collateral over these balances.

26. OTHER ASSETS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deposit for acquisition of shares ^(a)	11,550,000	-	-	-
Advance payment for acquisition of property, plant and equipment	11,390,701	3,990,659	-	-
Prepayments	9,913,352	8,102,057	15,095	-
Deposits	7,327,503	7,542,930	1,000	1,000
Deposits for acquisition of property, plant and equipment	-	2,829,219	-	-
	<u>40,181,556</u>	<u>22,464,865</u>	<u>16,095</u>	<u>1,000</u>

^(a) Being 5% deposit paid to acquire the ordinary shares of Cargill Feed Sdn. Bhd. during the financial year.

Notes to the Financial Statements (Cont'd)

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27. SHORT-TERM DEPOSITS WITH LICENSED BANKS

Short-term deposits with licensed banks of the Group are maturing within October 2025 to September 2026 (2024: October 2024 to September 2025) and earn interests at rates ranging from 0.78% to 3.95% (2024: 1.82% to 3.80%) per annum.

Short-term deposits with licensed banks of the Group with a total carrying value of RM8,065,393 (2024: RM7,766,297) are pledged to the banks as securities for credit facilities granted to the Group as mentioned in Note 34 to the financial statements.

The currency profile of short-term deposits with licensed banks are as follows:

	The Group	
	2025	2024
	RM	RM
Ringgit Malaysia	130,536,453	120,600,351
United States Dollar	2,420,439	-
Singapore Dollar	84,655	81,648
	<hr/>	<hr/>
	133,041,547	120,681,999

28. CASH AND BANK BALANCES

The currency profile of cash and bank balances are as follows:

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Ringgit Malaysia	52,552,593	42,594,673	477,701	285,477
Singapore Dollar	40,396,272	28,951,034	-	-
United States Dollar	1,284,005	2,518,420	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	94,232,870	74,064,127	477,701	285,477

29. SHARE CAPITAL

	The Group and The Company			
	2025		2024	
	No. of shares	RM	No. of shares	RM
Issued and fully paid with no par value:				
Ordinary shares	701,892,742	145,979,553	701,892,742	145,979,553

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company residual assets. In respect of the Company's treasury shares that are held by the Group, all rights are suspended until those shares are re-issued.

Notes to the Financial Statements (Cont'd)

30 September 2025

29. SHARE CAPITAL (CONT'D)

WARRANTS

On 1 June 2023, the Company issued a total of 233,781,206 free Warrants to the shareholders pursuant to the Bonus issue of one (1) warrant for every three (3) existing ordinary shares in the Company. The Warrants were granted listing and quotation on the Main Market of Bursa Malaysia Securities Berhad on 7 June 2023.

The Warrants are constituted by a Deed Poll dated 12 May 2023 ("Deed Poll").

The silent features of the Warrants are as follows:

- (a) The issue date of the Warrants is 1 June 2023 and the expiry date is 31 May 2028. Any Warrants not exercised at the expiry date will lapse and cease to be valid for any purpose;
- (b) Each Warrant entitles the registered holder to subscribe for one (1) new ordinary share at any time during the exercise period at the exercise price, subject to the adjustments in accordance with the provisions of the Deed Poll;
- (c) RM0.63, being the amount payable in respect of each new ordinary share to which a registered holder is entitled to subscribe for upon exercise of the exercise rights represented by the Warrant involving such new ordinary share, or such exercise price as may be adjusted under the provisions of the Deed Poll;
- (d) The Warrant holders will not be entitled to any voting rights in any general meeting of the Company or to participate in any form of distribution other than on winding up, compromise or arrangement of the Company and/or offer of further securities in the Company until and unless the Warrant holders exercise their Warrants into new ordinary shares; and
- (e) The new ordinary shares to be issued upon exercise of the Warrants shall, upon allotment and issue, rank pari passu with the then existing ordinary shares, including the entitlement to dividends, rights, allotment or other distributions except that they will not be entitled to the rights, allotments or other distributions declared by the Company which entitlement thereof precedes the allotment date of the new ordinary shares allotted pursuant to the exercise of the Warrants.

As at 30 September 2025, no warrants have been converted into shares and the number of outstanding unexercised warrants are 233,781,206 (2024: 233,781,206).

30. TREASURY SHARES

	The Group and The Company			
	2025	2024	No. of shares	RM
		No. of shares	RM	
At 1 October		545,500	69,304	545,500
Shares bought back on market		1,257,200	900,074	-
At 30 September		1,802,700	969,378	545,500
				69,304

At the Annual General Meeting of the Company held on 25 March 2025, the shareholders of the Company had approved the Proposed Renewal of Share Buy Back Authority for the Company to purchase its own ordinary shares as may be determined by the Directors of the Company up to a maximum of 10% of the issued and paid-up capital of the Company. The mandate will expire upon the conclusion of the next Annual General Meeting of the Company.

During the financial year, the Company repurchased 1,257,200 (2024: Nil) ordinary shares from the open market for a total consideration of RM900,074 (2024: RMNil). As of 30 September 2025, out of the total number of 701,892,742 (2024: 701,892,742) ordinary shares issued and paid-up, 1,802,700 shares (2024: 545,500 shares) (adjusted perused through Share Split and Bonus Share Issue) are held as treasury shares. Hence, the number of outstanding ordinary shares in issue and fully paid is 700,090,042 (2024: 701,347,242) shares.

Notes to the Financial Statements (Cont'd)

30 September 2025

31. RESERVES

	The Group	
	2025	2024
	RM	RM

Non-distributable:

Translation reserve	2,517,579	2,025,213
Property revaluation reserve	81,940	81,940
Total reserves	2,599,519	2,107,153

Translation Reserve

	The Group	
	2025	2024
	RM	RM
At beginning of financial year	2,025,213	4,098,540
Exchange differences relating to translating the net assets of foreign operations	547,005	(2,240,674)
Exchange differences relating to share of result in a joint venture	(54,639)	167,347
At end of financial year	2,517,579	2,025,213

Exchange differences relating to the translation of the net assets of the Group's foreign operations from their functional currencies to the Group's presentation currency (i.e., Ringgit Malaysia) are recognised directly in other comprehensive income and accumulated in the translation reserve.

Property Revaluation Reserve

	The Group	
	2025	2024
	RM	RM
At beginning and at end of financial year	81,940	81,940

The property revaluation reserve arises on the revaluation of land and buildings upon transfer from property, plant and equipment to investment property. When the revalued property is sold, the portion of the property revaluation reserve that relates to that asset is effectively realised and is transferred directly to retained earnings.

Notes to the Financial Statements (Cont'd)

30 September 2025

32. NON-CONTROLLING INTERESTS

	The Group	
	2025	2024
	RM	RM
At beginning of financial year	178,182,768	163,963,771
Share of total comprehensive income for the financial year	18,236,544	14,970,067
Dividend paid to non-controlling interests of subsidiaries	(1,548,660)	(758,061)
Accretion of non-controlling interests in a subsidiary	(760,607)	-
Additional non-controlling interest arising on the disposal of partial interest in a subsidiary	-	7,500
Subscription of ordinary shares by non-controlling interests in a subsidiary	-	5
Arising from decrease in equity interest in a subsidiary	-	(514)
At end of financial year	<u>194,110,045</u>	<u>178,182,768</u>

The subsidiaries of the Group that have non-controlling interests, which, in the opinion of the Directors, are material to the Group are as follows:

Name of subsidiaries	Proportion of equity held by owners of non-controlling interests		Principal place of business/ Country of incorporation
	2025	2024	
Direct subsidiaries:			

Direct subsidiaries:

Farm's Best Food Industries Sdn. Bhd.	46.96%	46.96%	Malaysia
Tong Huat Poultry Processing Factory Pte. Ltd.	49%	49%	Singapore

Indirect subsidiaries:

CAB Cakaran Southern Sdn. Bhd.	49%	49%	Malaysia
Shin Hong Breeding Farm Sdn. Bhd.	50%	50%	Malaysia

There are no significant restrictions on the ability of these subsidiaries to transfer funds to the Group in the form of cash dividends.

32. NON-CONTROLLING INTERESTS (CONT'D)

Summarised financial information

The summarised financial information of the subsidiaries that have non-controlling interests to the Group is based on amounts before intercompany elimination.

The summarised statements of comprehensive income and dividends paid by each subsidiary that has non-controlling interests to the Group are as follows:

	Farm's Best Food Industries Sdn. Bhd.	Tong Huat Poultry Processing Factory Pte. Ltd.	CAB Cakaran Southern Sdn. Bhd.	Shin Hong Breeding Farm Sdn. Bhd.	Others	Total RM
	RM	RM	RM	RM	RM	
2025						
Revenue	645,705,392	266,694,500	295,885,689	468,000	598,707,496	1,807,461,077
Profit for the financial year	14,771,405	7,350,602	9,433,766	534,046	7,237,233	39,327,052
Total comprehensive income for the financial year	14,771,405	7,916,418	9,433,766	534,046	7,904,688	40,560,323
Attributable to non-controlling interests:						
Profit for the financial year	6,936,652	3,601,795	4,622,545	267,023	2,088,184	17,516,199
Total comprehensive income for the financial year	6,936,652	3,879,045	4,622,545	267,023	2,531,279	18,236,544
Dividends paid to non-controlling interests	(452,790)	-	-	-	(1,095,870)	(1,548,660)
Arising from decrease in equity interest in a subsidiary	-	(760,607)	-	-	-	(760,607)
2024						
Revenue	647,915,765	273,176,204	332,881,291	468,000	665,753,039	1,920,194,299
Profit for the financial year	14,928,720	12,919,647	2,604,487	406,192	7,723,118	38,582,164
Total comprehensive income for the financial year	14,928,720	10,309,693	2,604,487	406,192	5,127,134	33,376,226
Attributable to non-controlling interests:						
Profit for the financial year	7,010,527	6,330,627	1,276,199	203,096	2,900,760	17,721,209
Total comprehensive income for the financial year	7,010,527	5,051,750	1,276,199	203,096	1,428,495	14,970,067
Additional non-controlling interest arising on the disposal of partial interest in a subsidiary	-	-	-	-	7,500	7,500
Subscription of ordinary shares by non-controlling interests in a subsidiary	-	-	-	-	(250,352)	5
Dividends paid to non-controlling interests	-	(507,709)	-	-	(514)	(758,061)
Arising from decrease in equity interest in a subsidiary	-	-	-	-	-	-

32. NON-CONTROLLING INTERESTS (CONT'D)

Summarised financial information (Cont'd)

The summarised statements of financial position of each subsidiary that has non-controlling interests to the Group are as follows:

	Tong Huat Poultry Processing Factory Pte. Ltd.	CAB Cakaran Southern Sdn. Bhd.	Shin Hong Breeding Farm Sdn. Bhd.	Others	Total RM
2025					
Non-current assets	178,961,673	86,816,597	89,253,736	62,321,985	84,097,943
Current assets	194,177,218	71,613,357	90,341,772	1,677,672	172,538,506
Non-current liabilities	(42,475,897)	(41,012,977)	(8,935,220)	(7,060,399)	(28,065,669)
Current liabilities	(168,964,911)	(59,262,111)	(119,575,940)	(4,320)	(135,201,610)
Net assets	<u>161,698,083</u>	<u>58,154,866</u>	<u>51,084,348</u>	<u>56,934,938</u>	<u>93,369,170</u>
Attributable to:					
Owners of the Company	87,955,943	29,658,982	26,053,017	28,467,469	54,995,949
Non-controlling interests	73,742,140	28,495,884	25,031,331	28,467,469	38,373,221
Net assets	<u>161,698,083</u>	<u>58,154,866</u>	<u>51,084,348</u>	<u>56,934,938</u>	<u>93,369,170</u>
2024					
Non-current assets	181,143,961	90,484,667	79,259,291	62,087,734	85,827,350
Current assets	163,644,105	67,614,642	90,475,532	1,369,970	151,555,124
Non-current liabilities	(53,272,955)	(43,239,313)	(6,066,183)	(7,048,094)	(28,818,429)
Current liabilities	(143,582,233)	(68,935,090)	(122,018,057)	(8,718)	(113,905,216)
Net assets	<u>147,932,878</u>	<u>45,924,906</u>	<u>41,650,583</u>	<u>56,400,892</u>	<u>94,658,829</u>
Attributable to:					
Owners of the Company	80,654,878	23,421,702	21,241,797	28,200,446	54,866,497
Non-controlling interests	67,278,000	22,503,204	20,408,786	28,200,446	39,792,332
Net assets	<u>147,932,878</u>	<u>45,924,906</u>	<u>41,650,583</u>	<u>56,400,892</u>	<u>94,658,829</u>
Attributable to:					
Owners of the Company	80,654,878	23,421,702	21,241,797	28,200,446	54,866,497
Non-controlling interests	67,278,000	22,503,204	20,408,786	28,200,446	39,792,332
Net assets	<u>147,932,878</u>	<u>45,924,906</u>	<u>41,650,583</u>	<u>56,400,892</u>	<u>94,658,829</u>
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Net assets	<u>147,932,878</u>	<u>45,924,906</u>			

32. NON-CONTROLLING INTERESTS (CONT'D)

Summarised financial information (cont'd)

The summarised statements of cash flow of each subsidiary that has non-controlling interests to the Group are as follows:

	Farm's Best Food Industries Sdn. Bhd. RM	Tong Huat Poultry Processing Factory Pte. Ltd. RM	CAB Cakaran Southern Sdn. Bhd. RM	Shin Hong Breeding Farm Sdn. Bhd. RM
2025				
Net cash from operating activities	33,261,750	17,739,631	13,553,898	272,073
Net cash (used in)/from investing activities	(13,727,529)	4,663,413	(14,503,129)	40,719
Net cash (used in)/from financing activities	(19,401,295)	(17,390,366)	1,481,955	-
Net increase in cash and cash equivalents				
Cash and cash equivalents at beginning of financial year	132,926	5,012,678	532,724	312,792
Effects of exchange rates changes on the balances of cash held in foreign currencies	16,462,379	15,956,716	4,922,235	1,236,548
	(8,264)	240,908	-	-
Cash and cash equivalents at end of financial year	16,587,041	21,210,302	5,454,959	1,549,340
2024				
Net cash from/(used in) operating activities	28,498,674	5,625,291	10,379,811	(148,239)
Net cash (used in)/from investing activities	(11,048,543)	(2,504,414)	(841,267)	38,981
Net cash used in financing activities	(20,277,765)	(6,263,773)	(6,326,402)	(383,411)
Net (decrease)/increase in cash and cash equivalents				
Cash and cash equivalents at beginning of financial year	(2,827,634)	(3,142,896)	3,212,142	(492,669)
Effects of exchange rates changes on the balances of cash held in foreign currencies	19,649,709	20,225,403	1,710,093	1,729,217
	(359,696)	(1,125,791)	-	-
Cash and cash equivalents at end of financial year	16,462,379	15,956,716	4,922,235	1,236,548

Notes to the Financial Statements (Cont'd)

30 September 2025

33. PROVISIONS

	The Group	
	2025	2024
	RM	RM
Profit sharing ⁽ⁱ⁾	5,572,868	4,480,122
Restoration cost ⁽ⁱⁱ⁾	<u>1,121,720</u>	<u>1,121,720</u>
Less: current portion	6,694,588	5,601,842
	<u>(5,572,868)</u>	<u>(4,480,122)</u>
Non-current portion	<u>1,121,720</u>	<u>1,121,720</u>

(i) Provision of profit sharing represent to a sharing of 10% of the profit for the financial year which is generated from a breeder farm of a subsidiary to a third party.

(ii) Provision for restoration cost represent estimated cost of restoring leased space used in the principal activities of a subsidiary. Provision made is capitalised as part of the carrying amount of the Group's right-of-use assets. The Group has obligation to restore the rental of premises after expiring or termination of the lease contracts.

34. BORROWINGS

	The Group	
	2025	2024
	RM	RM
Current		
Secured:		
Bankers' acceptances	122,544,428	136,054,023
Long-term loans	31,028,518	32,295,573
Hire-purchase payables	6,794,312	6,119,981
Fixed advance facility	3,264,500	3,207,400
Bank overdrafts	368,501	203,328
Unsecured:		
Bankers' acceptances	17,542,421	20,042,693
Revolving credit	3,264,500	6,414,800
Long-term loans	<u>-</u>	<u>3,448,404</u>
	<u>184,807,180</u>	<u>207,786,202</u>
Non-current		
Secured:		
Long-term loans	130,005,053	142,260,204
Hire-purchase payables	<u>8,872,312</u>	<u>9,511,450</u>
	<u>138,877,365</u>	<u>151,771,654</u>
Total borrowings	<u>323,684,545</u>	<u>359,557,856</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

34. BORROWINGS (CONT'D)

The currency profile of borrowings is as follows:

	The Group	
	2025	2024
	RM	RM
Ringgit Malaysia	260,134,342	281,641,816
Singapore Dollar	47,920,529	55,889,423
United States Dollar	15,629,674	22,026,617
	<hr/>	<hr/>
	323,684,545	359,557,856

The maturity period of borrowings are as follows:

	The Group	
	2025	2024
	RM	RM
Not later than 1 year	184,807,180	207,786,202
Later than 1 year and not later than 2 years	34,421,362	32,973,515
Later than 2 years and not later than 5 years	58,277,735	67,243,541
Later than 5 years	46,178,268	51,554,598
	<hr/>	<hr/>
	323,684,545	359,557,856

The fair value of borrowings approximate their carrying values as the impact of discounting is not significant. It is estimated based on discounted cash flows using prevailing market rates for borrowings with similar risk profile and is within Level 2 of the fair value hierarchy.

The range of effective interest rates at the reporting date for borrowings are as follows:

	The Group	
	2025	2024
	%	%
Long-term loans	2.85 - 6.64	2.00 - 7.89
Bankers' acceptances	3.00 - 4.48	3.37 - 4.84
Hire-purchase payables	4.16 - 7.19	4.20 - 7.14
Fixed advance facility	3.71	5.22
Revolving credit	3.26	5.06 - 5.55
Bank overdrafts	7.64	7.89

Notes to the Financial Statements (Cont'd)

30 September 2025

34. BORROWINGS (CONT'D)

The term loans of the Group include the following:

Secured

- (i) A floating-rate term-loan amounting to RM160,000 repayable by 240 monthly instalments after the first drawdown date in October 2009;
- (ii) A floating-rate term-loan amounting to RM115,000 repayable by 240 monthly instalments after the first drawdown date in October 2009;
- (iii) A floating-rate term-loan amounting to RM170,000 repayable by 180 monthly instalments after the first drawdown date in January 2011;
- (iv) A floating-rate term-loan amounting to RM4 million repayable by 240 monthly instalments after the first drawdown in March 2012;
- (v) A floating-rate term-loan amounting to RM1,020,000 repayable by 180 monthly instalments after the first drawdown in January 2013;
- (vi) A floating-rate term-loan amounting to RM29,270,062 repayable by 153 monthly instalments after the first drawdown in July 2014;
- (vii) A floating-rate term-loan amounting to RM1,620,000 repayable by 300 monthly instalments after the first drawdown in July 2014;
- (viii) A floating-rate term-loan amounting to RM702,000 repayable by 300 monthly instalments after the first drawdown in July 2014;
- (ix) A floating-rate term-loan amounting to RM585,000 repayable by 300 monthly instalments after the first drawdown in July 2014;
- (x) A floating-rate term-loan amounting to RM558,000 repayable by 300 monthly instalments after the first drawdown in July 2014;
- (xi) A floating-rate term-loan amounting to RM6 million repayable by 120 monthly instalments after the first drawdown date in November 2014. This term-loan had been fully paid during the financial year;
- (xii) A floating-rate term-loan amounting to RM9 million repayable by 120 monthly instalments after the first drawdown date in December 2014. This term-loan had been fully paid during the financial year;
- (xiii) A floating-rate term-loan amounting to RM27.5 million repayable by 120 monthly instalments after the first drawdown date in April 2015. This term-loan had been fully paid during the financial year;
- (xiv) A floating-rate term-loan amounting to RM8,152,000 repayable by 180 monthly instalments after the first drawdown date in May 2015;
- (xv) A floating-rate term-loan amounting to RM1.5 million repayable by 120 monthly instalments after the first drawdown date in May 2015. This term-loan had been fully paid during the financial year;
- (xvi) A floating-rate term-loan amounting to RM500,000 repayable by 120 monthly instalments after the first drawdown date in May 2015. This term-loan had been fully paid during the financial year;
- (xvii) A floating-rate term-loan amounting to RM1 million repayable by 120 monthly instalments after the first drawdown date in June 2015. This term-loan had been fully paid during the financial year;
- (xviii) A floating-rate term-loan amounting to RM32.8 million repayable by 180 monthly instalments after the first drawdown in September 2016;
- (xix) A floating-rate term-loan amounting to RM585,000 repayable by 180 monthly instalments after the first drawdown date in October 2016;

Notes to the Financial Statements (Cont'd)

30 September 2025

34. BORROWINGS (CONT'D)

The term loans of the Group include the following (cont'd):

Secured (Cont'd)

- (xx) A floating-rate term-loan amounting to RM585,000 repayable by 120 monthly instalments after the first drawdown date in October 2016;
- (xxi) A floating-rate term-loan amounting to RM2.2 million repayable by 180 monthly instalments after the first drawdown in September 2017;
- (xxii) A floating-rate term-loan amounting to RM1,360,000 repayable by 180 monthly instalments after the first drawdown date in September 2017;
- (xxiii) A floating-rate term-loan amounting to RM4,796,035 repayable by 84 monthly instalments after the first drawdown date in March 2018. This term-loan had been fully paid during the financial year;
- (xxiv) A floating-rate term-loan amounting to USD9.6 million (equivalent to RM44 million) repayable by 54 monthly instalments after 7 months from the first drawdown in April 2018. The bank has extended the repayment tenure of this term-loan for another five years in the financial year ended 2023;
- (xxv) A floating-rate term-loan amounting to RM24,037,500 repayable by 120 monthly instalments after first drawdown in April 2018;
- (xxvi) A floating-rate term-loan amounting to RM14 million repayable by 120 monthly instalments after first drawdown in April 2018;
- (xxvii) A floating-rate term-loan amounting to RM3,397,500 repayable by 120 monthly instalments after first drawdown in April 2018;
- (xxviii) A floating-rate term-loan amounting to RM500,000 repayable by 120 monthly instalments after the first drawdown in April 2018;
- (xxix) A floating-rate term-loan amounting to RM6,525,000 repayable by 120 monthly instalments after first drawdown in May 2018;
- (xxx) A floating-rate term-loan amounting to USD890,000 (equivalent to RM3.7 million) repayable by 54 monthly instalments after 7 months from the first drawdown date in June 2018. The bank had extended the repayment tenure of this term-loan for another five years in the financial year ended 2023;
- (xxxi) A floating-rate term-loan amounting to SGD4,840,000 (equivalent to RM15.7 million) repayable by 240 monthly instalments after the first drawdown date in July 2018;
- (xxxii) A floating-rate term-loan amounting to RM22,160,000 repayable by 180 monthly instalments after the first drawdown date in January 2019;
- (xxxiii) A floating-rate term-loan amounting to SGD10,191,456 (equivalent to RM33 million) repayable by 240 monthly instalments after the first drawdown date in June 2019;
- (xxxiv) A floating-rate term-loan amounting to RM750,000 repayable by 120 monthly instalments after the first drawdown in September 2019;
- (xxxv) A floating-rate term-loan amounting to RM450,000 repayable by 120 monthly instalments after the first drawdown in September 2019;
- (xxxvi) A floating-rate term-loan amounting to RM1,113,200 repayable by 240 monthly instalments after the first drawdown date in November 2019;
- (xxxvii) A floating-rate term-loan amounting to RM700,000 repayable by 180 monthly instalments after the first drawdown date in January 2020;

Notes to the Financial Statements (Cont'd)

30 September 2025

34. BORROWINGS (CONT'D)

The term loans of the Group include the following (cont'd):

Secured (Cont'd)

- (xxxviii) A floating-rate term-loan amounting to RM3,150,000 repayable by 60 monthly instalments after the first drawdown date in February 2020. This term-loan had been fully paid during the financial year;
- (xxxix) A floating-rate term-loan amounting to USD1,290,000 (equivalent to RM6 million) repayable by 54 monthly instalments after 7 months from the first drawdown in March 2020;
- (xli) A fixed-rate term-loan amounting to RM500,000 repayable by 84 monthly instalments after 6 months from the first drawdown date in September 2020;
- (xlii) A floating-rate term-loan amounting to RM17 million repayable by 120 monthly instalments after the first drawdown date in November 2020;
- (xlii) A floating-rate term-loan amounting to RM3,148,238 repayable by 120 monthly instalments after the first drawdown date in November 2020;
- (xliii) A floating-rate term-loan amounting to RM10 million repayable by 120 monthly instalments after the first drawdown date in December 2020;
- (xlv) A floating-rate term-loan amounting to SGD2,096,731 (equivalent to RM6.8 million) repayable by 96 monthly instalments after the first drawdown date in October 2021;
- (xlv) A floating-rate term-loan amounting to RM1 million repayable by 120 monthly instalments after the first drawdown date in January 2022;
- (xlvi) A floating-rate term-loan amounting to RM528,000 repayable by 180 monthly instalments after the first drawdown date in September 2022;
- (xlvii) A floating-rate term-loan amounting to RM528,000 repayable by 180 monthly instalments after the first drawdown date in September 2022;
- (xlviii) A floating-rate term-loan amounting to RM528,000 repayable by 180 monthly instalments after the first drawdown date in September 2022;
- (xlix) A floating-rate term-loan amounting to RM528,000 repayable by 180 monthly instalments after the first drawdown date in September 2022;
- (l) A floating-rate term-loan amounting to RM792,000 repayable by 180 monthly instalments after the first drawdown date in September 2022;
- (li) A floating-rate term-loan amounting to RM785,000 repayable by 180 monthly instalments after the first drawdown date in December 2022;
- (lii) A floating-rate term-loan amounting to RM8 million repayable by 96 monthly instalments after the first drawdown date in June 2023;
- (liii) A floating-rate term-loan amounting to RM3.5 million repayable by 120 monthly instalments after the first drawdown date in October 2023;
- (liv) A floating-rate term-loan amounting to RM2.3 million repayable by 180 monthly instalments after the first drawdown date in December 2023;
- (lv) A floating-rate term-loan amounting to RM2.4 million repayable by 120 monthly instalments after the first drawdown date in February 2024;
- (lvi) A floating-rate term-loan amounting to RM704,000 repayable by 72 monthly instalments after the first drawdown date in March 2024;

Notes to the Financial Statements (Cont'd)

30 September 2025

34. BORROWINGS (CONT'D)

The term loans of the Group include the following (cont'd):

Secured (Cont'd)

- (vii) A floating-rate term-loan amounting to RM8.1 million repayable by 120 monthly instalments after the first drawdown date in May 2024;
- (viii) A floating-rate term-loan amounting to RM3.9 million repayable by 120 monthly instalments after the first drawdown date in August 2024;
- (ix) A floating-rate term-loan amounting to RM731,936 repayable by 72 monthly instalments after the first drawdown date in August 2024;
- (x) A floating-rate term-loan amounting to RM1,760,000 repayable by 84 monthly instalments after the first drawdown date in December 2024;
- (xi) A floating-rate term-loan amounting to RM2,700,000 repayable by 240 monthly instalments after the first drawdown date in April 2025;
- (xii) A floating-rate term-loan amounting to RM2,570,000 repayable by 72 monthly instalments after the first drawdown date in May 2025;
- (xiii) A floating-rate term-loan amounting to RM2,234,400 repayable by 66 monthly instalments after the first drawdown date in June 2025; and
- (xiv) A floating-rate term-loan amounting to RM1,104,608 and RM1,429,040 6-year term loan repayable in full 72 months after the first drawn down date on 7 May 2025 and 5 June 2025 respectively;
- (xv) A floating-rate term-loan amounting to RM2,408,690 and RM1,380,712 10-year term loan repayable in full 120 months after the first drawn down date on 19 August 2025 and 25 August 2025 respectively; and
- (xvi) A floating-rate term-loan amounting to RM6,195,000 repayable by 120 monthly instalments after the first drawdown date in August 2025.

Unsecured

- (i) A fixed-rate term-loan amounting to SGD5 million (equivalent to RM16.2 million) repayable by 60 monthly instalments after 12 months from the first drawdown date in August 2020. This term-loan had been fully paid during the financial year.

Notes to the Financial Statements (Cont'd)

30 September 2025

35. LEASE LIABILITIES

	The Group	
	2025	2024
	RM	RM
At beginning of financial year	11,959,028	11,814,760
Additions	4,034,636	4,301,297
Finance costs	690,521	680,855
Remeasurement	90,140	187,517
Payments	(4,645,336)	(4,803,590)
Termination	(950,939)	-
(Gain)/Loss on forgiven lease payments	(686)	2,625
Effect of foreign currency exchange differences	57,572	(224,436)
	<hr/>	<hr/>
At end of financial year	<hr/>	<hr/>
	11,234,936	11,959,028
Analysed as:		
Current portion	3,197,756	2,767,800
Non-current portion	8,037,180	9,191,228
	<hr/>	<hr/>
	<hr/>	<hr/>

The maturity period of lease liabilities are as follows:

	The Group	
	2025	2024
	RM	RM
Not later than 1 year	3,197,756	2,767,800
Later than 1 year and not later than 2 years	1,583,049	1,843,191
Later than 2 years and not later than 5 years	1,722,304	1,909,045
Later than 5 years	4,731,827	5,438,992
	<hr/>	<hr/>
	<hr/>	<hr/>

The Group discounted the lease liabilities by using the Group's incremental borrowings rates which ranges from 3.22% to 6.89% (2024: 3.22% to 6.89%).

The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs.

Notes to the Financial Statements (Cont'd)

30 September 2025

35. LEASE LIABILITIES (CONT'D)

The following are the amounts recognised in profit or loss:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Lease expenses:				
Variable lease payments	6,457,424	8,203,560	-	-
Short-term leases	4,198,789	3,279,045	24,000	24,000
Lease of low-value assets	258,372	959,068	-	-
Depreciation of right-of-use assets	6,872,906	7,096,532	-	-
Interest expense on lease liabilities	690,521	680,855	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	18,478,012	20,219,060	24,000	24,000

36. OTHER FINANCIAL LIABILITIES

	The Group	
	2025 RM	2024 RM
Financial liability carried at fair value through profit or loss:		
Derivative financial instrument:		
Cross-currency interest rate swap	<hr/>	<hr/>
	715,626	1,718,042
Analysed as:		
Current portion	<hr/>	<hr/>
Non-current portion	<hr/>	<hr/>
	714,555	1,322,956
	<hr/>	<hr/>
	715,626	1,718,042

The Group's cross-currency interest rate swap denominated in United States Dollar is overlaid with monthly maturity interest rate swap and are maturing within 22 October 2025 to 7 February 2030 (2024: 3 October 2024 to 12 April 2028).

The cross-currency interest rate swap is used hedge cash flow interest rate risk arising from a floating rate bank loan amounting to RM15,629,674 (2024: RM22,026,617). The notional/contract amount of the cross-currency interest rate swap as of 30 September 2025 is USD3,711,529 (2024: USD5,344,628).

Notes to the Financial Statements (Cont'd)

30 September 2025

37. DEFERRED REVENUE

	The Group	
	2025	2024
	RM	RM
Asset related government grants ⁽ⁱ⁾	69,377	135,462
Franchise fee ⁽ⁱⁱ⁾	<u>37,634</u>	<u>40,000</u>
	107,011	175,462
Less: current portion	<u>(67,950)</u>	<u>(73,998)</u>
	39,061	101,464

(i) The deferred revenue arose from government grant received which is amortised over periods from 3 to 8 years.

(ii) The deferred revenue arose from franchise fee received from franchisee for the non-executive right to operate a Kyros Kebab franchise unit over periods is 6 years.

38. TRADE AND OTHER PAYABLES

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Trade payables	172,337,345	184,785,674	-	-
Amount owing to subsidiaries	-	-	3,652,639	1,156,666
Amount owing to a joint venture	1,357,973	1,748,508	-	-
Amount owing to non-controlling interests of a subsidiary	954,112	608,080	-	-
Amount owing to related parties	4,087,976	2,453,083	-	-
Sales and Services Tax payable	2,066,489	2,075,979	-	-
Goods and Services Tax payable	1,307,825	1,542,797	-	-
Other payables	43,252,812	38,767,013	102,790	389
Accrued expenses	<u>21,385,336</u>	<u>20,163,614</u>	<u>163,847</u>	<u>170,657</u>
	<u>246,749,868</u>	<u>252,144,748</u>	<u>3,919,276</u>	<u>1,327,712</u>

The currency profile of trade and other payables is as follows:

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Ringgit Malaysia	225,092,579	234,635,582	3,919,276	1,327,712
Singapore Dollar	20,362,046	17,509,166	-	-
United States Dollar	<u>1,295,243</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>246,749,868</u>	<u>252,144,748</u>	<u>3,919,276</u>	<u>1,327,712</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

38. TRADE AND OTHER PAYABLES (CONT'D)

Trade payables of the Group comprise amounts outstanding for trade purchases. The credit term granted to the Group for trade purchases generally range from 7 to 120 days (2024: 7 to 120 days).

Certain of the Group's trade payables are guaranteed by the Company for RM163,881,849 (2024: RM161,049,059). Certain trade payables of two subsidiaries, CAB Cakaran Sdn. Bhd. and CAB Cakaran Breeding Farm Sdn. Bhd. are jointly guaranteed by the Company for RM33,000,000 (2024: RM33,000,000).

The amount owing to subsidiaries arose mainly from payment made on behalf, are unsecured, interest free and repayable on demand except for an unsecured advance of RM3,652,639 (2024: RM1,153,566) which bears interest at a rate of 6.40% (2024: 6.65%) per annum.

The amount owing to a joint venture arose mainly from management fee payable and slaughtering charges payable which are interest free and repayable on demand.

The amount owing to non-controlling interests of a subsidiary arose mainly from unsecured advances which are interest free and repayable on demand.

The amount owing to related parties of the Group is as follows:

	The Group	
	2025	2024
	RM	RM
Trade	3,934,010	2,426,463
Non-trade	153,966	26,620
	<hr/>	<hr/>
	4,087,976	2,453,083

The non-trade amount owing to related parties of the Group consists of amount outstanding for ongoing costs.

Other payables of the Group and of the Company consist of amount outstanding for ongoing costs and deposits received.

39. DIVIDEND

	The Group and the Company	
	2025	2024
	RM	RM
Dividend declared and paid:		
Final single tier of RM0.01 per ordinary shares for the financial year ended 30 September 2024	7,013,347	-
Final single tier of RM0.005 per ordinary shares for the financial year ended 30 September 2023	-	3,506,733
	<hr/>	<hr/>
	7,013,347	3,506,733

Notes to the Financial Statements (Cont'd)

30 September 2025

40. NOTES TO THE STATEMENTS OF CASH FLOWS

(a) Cash and cash equivalents at end of the year comprise the following:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short-term deposits with licensed banks	133,041,547	120,681,999	-	-
Cash and bank balances (Note 28)	94,232,870	74,064,127	477,701	285,477
Bank overdrafts (Note 34)	(368,501)	(203,328)	-	-
	226,905,916	194,542,798	477,701	285,477
Less: Short-term deposits pledged as security (Note 27)	(8,065,393)	(7,766,297)	-	-
	218,840,523	186,776,501	477,701	285,477

(b) The additions to property, plant and equipment consist of:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Payment by cash in current year	71,238,978	55,006,291	3,980	-
Financed by means of hire-purchase	6,857,551	7,757,881	-	-
Total (Note 13)	78,096,529	62,764,172	3,980	-

(c) Cash outflows for leases as a lessee:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Included in net cash from operating activities:				
Payment relating to variable lease payments not include in the measurement of lease liabilities	6,457,424	8,203,560	-	-
Payment relating to short-term leases	4,198,789	3,279,045	24,000	24,000
Payment relating to leases of low-value assets	258,372	959,068	-	-
Included in net cash from financing activities:				
Repayment of lease liabilities	3,954,815	4,122,735	-	-
Interest paid in relation to lease liabilities	690,521	680,855	-	-
Total cash outflows for leases	15,559,921	17,245,263	24,000	24,000

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS

a. Capital Risk Management

The primary objectives of the Group's capital management are to ensure that it maintains healthy capital ratios in order to support its existing business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it, in the 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. There were no changes in the Group's approach to capital management during the year.

The capital structure of the Group consists of net debts (borrowings and lease liabilities as detailed in Notes 34 and 35, respectively offset by cash and bank balances) and equity of the Group (comprising share capital, reserves, retained earnings and non-controlling interests as detailed in Notes 29 to 32).

The gearing ratio at end of the reporting period is as follows:

	The Group	
	2025	2024
	RM	RM
Debts ⁽ⁱ⁾	323,684,545	359,557,856
Lease liabilities (Note 35)	11,234,936	11,959,028
Fixed deposits, cash and bank balances	(227,274,417)	(194,746,126)
Net debts	107,645,064	176,770,758
Equity ⁽ⁱⁱ⁾	959,964,672	860,806,474
Net debt to equity ratio	11%	21%

(i) Debts are defined as short and long-term borrowings as disclosed in Note 34 to the financial statements.

(ii) Equity includes share capital, reserves, retained earnings and non-controlling interests of the Group that are managed as capital.

Under the requirement of Bursa Securities' Practice Note No.17/2005, the Group is required to maintain consolidated shareholders' equity equal to or not less than 25% of the issued and paid-up capital (excluding treasury shares) and such shareholders' equity is not less than RM40 million. The Group has complied with this requirement.

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

b. Categories of Financial Instruments

The table below provides an analysis of financial instruments categorised as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial assets				
Amortised cost:				
Trade and other receivables (excluding Goods and Service Tax receivables)	224,925,067	241,063,545	16,692,453	15,977,844
Refundable deposits	7,327,503	7,542,930	1,000	1,000
Short-term deposits	133,041,547	120,681,999	-	-
Cash and bank balances	94,232,870	74,064,127	477,701	285,477
	<u>459,526,987</u>	<u>443,352,601</u>	<u>17,171,154</u>	<u>16,264,321</u>
Financial liabilities				
Amortised cost:				
Trade and other payables (excluding Sales and Service Tax payable and Goods and Service Tax payable)	243,375,554	248,525,972	3,919,276	1,327,712
Borrowings	323,684,545	359,557,856	-	-
Lease liabilities	11,234,936	11,959,028	-	-
	<u>579,010,661</u>	<u>621,760,898</u>	<u>3,919,276</u>	<u>1,327,712</u>
Derivative other financial liabilities				
Fair value through profit or loss:				
Cross-currency interest rate swap	715,626	1,718,042	-	-
	<u>579,010,661</u>	<u>621,760,898</u>	<u>3,919,276</u>	<u>1,327,712</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

c. Financial Risk Management

The operations of the Group are subject to various financial risks which include market risk (including foreign currency risk and interest rate risk), credit risk, liquidity risk and cash flow risk, in connection with its use or holding of financial instruments. The Group has adopted a financial risk management framework with the principal objective of effectively managing these risks and minimising any potential adverse effects on the financial performance of the Group.

i. Market Risk Management

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates (see 41.c.ii. below) and interest rates (see 41.c.iii. below). The Group enters into a variety of derivative financial instruments to manage its exposure to foreign currency and interest rate risk including:

- cross currency swap arrangement to hedge the exchange rate risk arising on foreign currency purchases; and
- interest rate swap contract to mitigate the risk of rising interest rates.

ii. Foreign Currency Risk Management

The Group undertakes certain transactions denominated in foreign currencies; consequently, exposures to exchange rate fluctuations arise. Exchange rate exposures are managed within approved policy parameters utilising foreign currency cross currency swap arrangement. The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the reporting date are as disclosed in Note 25 for trade and other receivables, Note 27 for short-term deposits with licensed banks, Note 28 for cash and bank balances, Note 34 for borrowings and Note 38 for trade and other payables.

Foreign currency risk sensitivity analysis

The Group is mainly exposed to United States Dollar ("USD"), Singapore Dollar ("SGD") and European Euro ("EUR").

The following table demonstrates the sensitivity of the Group's profit for the financial year and equity ranging from 4% to 10% (2024: 14%) strengthening/weakening of each currency respectively in USD, SGD and EUR against the respective functional currencies of the entities within the Group, with all other variables held constant.

	The Group	
	2025	2024
	RM	RM
Impact on profit for the financial year/equity		
United States Dollar		
- Strengthened 8%/14%	(945,158)	(2,058,235)
- Weakened 8%/14%	945,158	2,058,235
Singapore Dollar		
- Strengthened 4%/14%	474,293	436,616
- Weakened 4%/14%	(474,293)	(436,616)
European Euro		
- Strengthened 10%/Nil	10,517	-
- Weakened 10%/Nil	(10,517)	-

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

c. Financial Risk Management (Cont'd)

ii. Foreign Currency Risk Management (Cont'd)

The above sensitivity analysis is unrepresentative of the inherent foreign exchange risk because the year-end exposure does not reflect the exposure during the financial year.

iii. Interest Rate Risk Management

The Group is exposed to interest rate risk because entities in the Group borrow funds at fixed and floating interest rates. The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings, and by using interest rate swap contracts.

The significant interest-bearing financial assets are mainly fixed deposits and balances with licensed banks and they are not held for speculative purposes. The Group manages the interest rates of its fixed deposits and balances with licensed banks by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank.

The interest rate profile of the Group's significant interest-bearing financial liabilities are disclosed in the table below as follows:

	The Group	
	2025	2024
	RM	RM
Floating rate instruments		
Long-term loans	160,837,070	174,285,479
Bankers' acceptances	140,086,849	156,096,716
Fixed advance facility	3,264,500	3,207,400
Revolving credit	3,264,500	6,414,800
Bank overdrafts	368,501	203,328
Hire-purchase payables	44,829	105,168
	<hr/>	<hr/>
	307,866,249	340,312,891
Fixed rate instruments		
Hire-purchase payables	15,621,795	15,526,263
Long-term loans	196,501	3,718,702
	<hr/>	<hr/>
	15,818,296	19,244,965
	<hr/>	<hr/>
	323,684,545	359,557,856

Interest rate risk sensitivity analysis

Sensitivity analysis for floating rate instruments

A change of 100 basis points in interest rates would have increased or decreased in equity and profit or loss of the Group by RM2,460,000 (2024: RM2,755,000). This analysis assumes that all other variables remain constant. The sensitivity analysis in the foregoing paragraph has been determined based on the exposure to interest rate risks at the reporting date.

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

c. Financial Risk Management (Cont'd)

iii. Interest Rate Risk Management (Cont'd)

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

iv. Credit Risk Management

Credit risk refers to the risk that a counter party will default on its contractual obligation resulting in financial loss to the Group and the Company. Credit risk arises from cash and cash equivalents, amount owing by subsidiaries, other receivables and refundable deposits as well as credit exposures primarily from outstanding trade receivables.

Trade receivables

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Normally credit evaluations are performed on customers requiring credit and certain financial guarantees given by shareholders or directors of customers are obtained.

At each reporting date, the Group assesses whether any of the trade receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

There are no significant changes as compared to previous financial year.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables are represented by the carrying amounts in the statements of financial position.

Concentration of credit risk

The Group has no significant concentration of credit risk with its exposure spread over a large number of customers.

As at the end of the reporting period, the exposure of credit risk for trade receivables by geographic region was:

	The Group	
	2025	2024
	RM	RM
Malaysia	178,404,317	182,155,800
Others	36,033,869	40,834,185
	<hr/>	<hr/>
	214,438,186	222,989,985

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

c. Financial Risk Management (Cont'd)

iv. Credit Risk Management (Cont'd)

Recognition and measurement of impairment loss

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances. Generally, trade receivables will pay within 120 days. The Group's debt recovery process is as follows:

- (a) Above 120 days past due after credit term, the Group will start to initiate a structured debt recovery process which is monitored by the sales management team; and
- (b) Above 210 days past due, the Group will consider to commence a legal proceeding against the customer.

The Group always measures the loss allowance for trade receivables at an amount equal to lifetime ECL. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

Amounts Owing by Subsidiaries and Joint Venture

Risk management objectives, policies and processes for managing the risk

The Group and the Company undertake non-trade transactions, unsecured loans and advances to subsidiaries and joint venture. The Group and the Company monitor their results regularly.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

Loans and advances are only provided to subsidiaries and joint venture.

Recognition and measurement of impairment loss

As at the end of the reporting period, there was no indication that the intercompany balances are not recoverable.

Cash and Cash Equivalents

The cash and cash equivalents are held with banks. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position. These banks have low credit risks. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

Other Receivables and Refundable Deposits

Credit risks on other receivables and refundable deposits are mainly arising from deposits paid for plants, advances given to staffs, amounts receivable for management of outlet, display income receivable, transport charges receivable, scrap sales receivable, penalty to be reimbursed from former shareholders of subsidiaries and payment of expenses made on behalf by the Group which are unsecured, interest free and repayable on demand. At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amounts in the statements of financial position.

Financial Guarantees

The Company provides unsecured financial guarantees to third parties in respect of provision for services to subsidiaries. The Company monitors on an ongoing basis, the results of the subsidiaries and repayments made by the subsidiaries.

The maximum exposure to credit risk is amounting to RM823,670,414 (2024: RM864,035,774) which represents the outstanding amount as at reporting date. As at reporting date, there was no indication that the subsidiaries would default on repayments.

41. FINANCIAL INSTRUMENTS (CONT'D)

c. Financial Risk Management (Cont'd)

v. Liquidity Risk Management

Liquidity risk is the risk that the Group or the Company will not be able to meet their financial obligations as they fall due.

The Group and the Company practice prudent liquidity risk management to minimise the mismatch of financial assets and liabilities.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's financial liabilities as at the reporting date based on undiscounted contractual obligations:

The Group	Carrying value RM	Contractual interest rates per annum %	Contractual cash flows RM	On demand or within 1 year RM	2 to 5 years RM	More than 5 years RM
				2025:	2025:	2025:
Financial liabilities						
Trade and other payables (excluding Sales and Service Tax payable and Goods and Service Tax payable)	243,375,554	-	243,375,554	243,375,554	-	-
Borrowings	323,684,545	2.85 - 7.64	352,327,236	192,095,026	107,276,878	52,955,332
Lease liabilities	11,234,936	3.22 - 6.89	13,352,244	3,534,052	4,804,900	5,013,292
	578,295,035		609,055,034	439,004,632	112,081,778	57,968,624
Financial guarantees	-	-	823,670,414	823,670,414	-	-

41. FINANCIAL INSTRUMENTS (CONT'D)

c. Financial Risk Management (Cont'd)

v. Liquidity Risk Management (Cont'd)

Analysis of financial instruments by remaining contractual maturities (Cont'd)

The table below summarises the maturity profile of the Group's financial liabilities as at the reporting date based on undiscounted contractual obligations (Cont'd):

The Group (Cont'd)	Carrying value RM	Contractual interest rates per annum %	Contractual cash flows RM	On demand or within 1 year RM	2 to 5 years RM	More than 5 years RM
				2024:		
Financial liabilities						
Trade and other payables (excluding Sales and Service Tax payable and Goods and Service Tax payable)	248,525,972	-	248,525,972	248,525,972	-	-
Borrowings	359,557,856	2.00 - 7.89	394,336,263	216,525,707	116,926,561	60,883,995
Lease liabilities	11,959,028	3.22 - 6.89	14,618,752	3,345,784	5,304,061	5,968,907
	<hr/> <u>620,042,856</u>		<hr/> <u>657,480,987</u>	<hr/> <u>468,397,463</u>	<hr/> <u>122,230,622</u>	<hr/> <u>66,852,902</u>
Financial guarantees	-	-	<hr/> <u>864,035,774</u>	<hr/> <u>864,035,774</u>	<hr/> <u>-</u>	<hr/> <u>-</u>

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

c. Financial Risk Management (Cont'd)

v. Liquidity Risk Management (Cont'd)

Details of additional undrawn financing facilities that the Group has at its disposal to further reduce liquidity risk are set out below:

	The Group	
	2025	2024
	RM	RM
Secured	163,254,000	142,141,000
Unsecured	53,798,000	58,166,000
	<hr/> <u>217,052,000</u>	<hr/> <u>200,307,000</u>

The Company

All financial liabilities of the Company are repayable on demand or due within one year from the end of the reporting period.

For financial guarantees, it was not probable that the counterparties to financial guarantees will claim under the contract. Consequently, the amount included is negligible.

The financial guarantee contracts are the maximum amounts of the Company could be forced to settle under the arrangement for the full guaranteed amount if that amount is claimed by the counterparty to the guaranteee. Based on expectations at the end of the reporting period, the Company considers that it is more likely than not that such an amount will not be payable under the arrangement. However, this estimate is subject to change depending on the probability of the counterparty claiming under the guarantee which is a function of the likelihood that the financial receivables held by the counterparty which are guaranteed suffer credit losses.

vi. Cash Flow Risk

The Group and the Company review their cash flow position regularly to manage their exposure to fluctuations in future cash flows associated with their monetary financial instruments.

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

d. Cross-currency Interest Rate Swap

The Group enters into cross-currency interest rate swap contracts to exchange the principal payments of bank borrowings denominated in United States Dollar into Ringgit Malaysia to reduce the Group's exposure from adverse fluctuations in foreign currency.

The following table details cross-currency interest rate swap contracts outstanding as at the end of the reporting period:

The Group

Outstanding contracts	Average exchange rate	Foreign currency	Contract value RM	Fair value RM
2025:				
Purchase United States Dollar				
Less than one year	4.2078	347,867	1,468,000	(1,071)
More than one year	4.2115	3,363,662	15,914,194	(714,555)
2024:				
Purchase United States Dollar				
Less than one year	4.1209 & 4.1233	1,476,486	6,558,387	(395,086)
More than one year	4.1209	3,868,142	18,737,391	(1,322,956)

e. Fair Value

The fair values of financial instruments refer to the amounts at which the instruments could be exchanged or settled between knowledgeable and willing parties in an arm's length transaction. Fair values have been arrived at based on prices quoted in an active, liquid market or estimated using certain valuation techniques such as discounted future cash flows based upon certain assumptions. Amounts derived from such methods and valuation techniques are inherently subjective and therefore do not necessarily reflect the amounts that would be received or paid in the event of immediate settlement of the instruments concerned.

On the basis of the amounts estimated from the methods and techniques as mentioned in the preceding paragraph, the carrying amount of the various financial assets and financial liabilities reflected on the statements of financial position approximate their fair values.

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

e. Fair Value (Cont'd)

The methodologies used in arriving at the fair values of the principal financial assets and financial liabilities of the Group and of the Company are as follows:

- **Fixed deposits, cash and bank balances, trade and other receivables, refundable deposits, intercompany indebtedness, trade and other payables, short-term borrowings and lease liabilities:**

The carrying amounts are considered to approximate the fair values as they are either within the normal credit terms or they have short-term maturity period.

- **Long-term borrowings and lease liabilities:**

The fair values of long-term borrowings and lease liabilities are determined by estimating future cash flows on a borrowing-by-borrowing basis, and discounting these future cash flows using an interest rate which takes into consideration the Group's incremental borrowing rate at year end for similar types of debt arrangements.

- **Derivative instruments:**

The fair values of cross currency interest rate swap contract were calculated using market prices that the Group would pay or receive to settle the related agreements.

i. Fair value measurements recognised in the statements of financial position

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable.

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

41. FINANCIAL INSTRUMENTS (CONT'D)

e. Fair Value (Cont'd)

i. Fair value measurements recognised in the statements of financial position (Cont'd)

The following table presents the Group's financial liabilities that is measured at fair value at the end of the reporting date based on the three different levels as defined above:

The Group		Level 1 RM	Level 2 RM	Level 3 RM	Total RM
2025					
Financial liability					
Derivative					
Cross currency interest rate swap contract		-	(715,626)	-	(715,626)
2024					
Financial liability					
Derivative					
Cross currency interest rate swap contract		-	(1,718,042)	-	(1,718,042)

There were no transfers between Levels 1 and 2 in 2025 and 2024.

41. FINANCIAL INSTRUMENTS (CONT'D)

e. Fair Value (Cont'd)

ii. Fair value of the Group's financial liability that is measured at fair value on a recurring basis

Some of the Group's financial liability is measured at fair value at the end of each reporting period. The following table gives information about how the fair values of this financial liability is determined (in particular, the valuation technique(s) and input used).

The Group

Financial liability	2025 RM	2024 RM	Fair value hierarchy	Valuation technique(s) and key input(s)	Significant unobservable input(s)	Relationship of unobservable input(s) to fair value
Derivative other financial liability Cross currency interest rate swap contract	715,626	1,718,042	Level 2	The fair value of interest rate swap is based on banker quotes. Those reasonableness by discounting estimated future cash flows based on the terms and maturity of each contract and using market interest rates for a similar instrument at the measurement date	Bankers' interest rate	The higher the interest rate, the higher the fair value

41. FINANCIAL INSTRUMENTS (CONT'D)

f. Reconciliation of Liabilities Arising from Financing Activities

The table below details changes in the Group's and the Company's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's and the Company's statements of cash flows as cash flows from financing activities.

The Group	Beginning of financial year RM	Financing cash flows⁽ⁱ⁾ RM	Other non-cash changes⁽ⁱⁱ⁾ RM	End of financial year RM
2025				
Borrowings (excluding bank overdrafts)	359,354,528	(44,806,173)	8,767,689	323,316,044
Lease liabilities	11,959,028	(3,954,815)	3,230,723	11,234,936
Amount owing to a joint venture	1,748,508	(425,473)	34,938	1,357,973
Amount owing to non-controlling interests of a subsidiary	608,080	346,032	-	954,112
Total liabilities arising from financing activities	373,670,144	(48,840,429)	12,033,350	336,863,065
2024				
Borrowings (excluding bank overdrafts)	409,314,811	(50,393,700)	433,417	359,354,528
Lease liabilities	11,814,760	(4,122,735)	4,267,003	11,959,028
Amount owing to a joint venture	1,757,748	116,390	(125,630)	1,748,508
Amount owing to non-controlling interests of a subsidiary	279,400	328,680	-	608,080
Amount owing to a Director of a subsidiary	274,944	(276,304)	1,360	-
Total liabilities arising from financing activities	423,441,663	(54,347,669)	4,576,150	373,670,144

⁽ⁱ⁾ The cash flows from borrowings make up the net amount of drawdowns and repayments of borrowings and loans in the statements of cash flows.

⁽ⁱⁱ⁾ Other non-cash changes include the drawdown amounts of hire-purchase payables during the year, accretion of interest, additions of lease liabilities and effect of foreign currency exchange differences.

Notes to the Financial Statements (Cont'd)

30 September 2025

41. FINANCIAL INSTRUMENTS (CONT'D)

f. Reconciliation of Liabilities Arising from Financing Activities (Cont'd)

The table below details changes in the Group's and the Company's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's and the Company's statements of cash flows as cash flows from financing activities (cont'd).

The Company	Beginning of financial year	Financing cash flows	Waiver of debts	End of financial year
	RM	RM	RM	RM
2025				
Amount owing to subsidiaries	1,156,666	2,495,973	-	3,652,639
2024				
Amount owing to subsidiaries	1,308,261	5,405	(157,000)	1,156,666

42. FINANCIAL GUARANTEES

	The Company	
	2025	2024
	RM	RM
Unsecured		
Corporate guarantee given to third parties in respect of provision for services to subsidiaries	823,670,414	864,035,774

The financial guarantees have not been recognised in the financial statements since the fair value on initial recognition was not material as the financial guarantees provided by the Company did not contribute towards credit enhancements to the subsidiaries.

43. DIRECTORS' BENEFITS-IN-KIND

	The Group	
	2025	2024
	RM	RM
Estimated cash value of benefits-in-kind provided to Directors		
	174,996	172,946

Notes to the Financial Statements (Cont'd)

30 September 2025

44. RELATED PARTY TRANSACTIONS

In addition to the related party information disclosed elsewhere in the financial statements, the details of related parties and their relationship with the Company and its subsidiaries are as follows:

Name of related parties	Relationship
Benarlab Sdn. Bhd.	Direct subsidiary
CAB Amesist Biomass Generation Sdn. Bhd.	Direct subsidiary
CAB Cakaran Sdn. Bhd.	Direct subsidiary
CABINDO Poultry Sdn. Bhd.	Direct subsidiary
Dronexcel Sdn. Bhd.	Direct subsidiary
Farm's Best Food Industries Sdn. Bhd.	Direct subsidiary
Home Mart Fresh & Frozen Sdn. Bhd.	Direct subsidiary
Home Mart Southern Fresh & Frozen Sdn. Bhd.	Direct subsidiary
Kyros Food Industries Sdn. Bhd.	Direct subsidiary
Kyros International Sdn. Bhd.	Direct subsidiary
Likes Marketing Sdn. Bhd.	Direct subsidiary
Tong Huat Poultry Processing Factory Pte. Ltd.	Direct subsidiary
Antik Kualiti Sdn. Bhd.	Indirect subsidiary
Ayamlikes Food Processing Sdn. Bhd.	Indirect subsidiary
Ban Hong Poultry Pte. Ltd.	Indirect subsidiary
C&B Poultry Sdn. Bhd.	Indirect subsidiary
CAB Cakaran Breeding Farm Sdn. Bhd.	Indirect subsidiary
CAB Cakaran (Langkawi) Sdn. Bhd.	Indirect subsidiary
CAB Cakaran Southern Sdn. Bhd.	Indirect subsidiary
CAB Cakaran (Timur) Sdn. Bhd.	Indirect subsidiary
CAB International Trade Pte. Ltd.	Indirect subsidiary
Cabin Premier GPS Farm Sdn. Bhd.	Indirect subsidiary
Gourmet Chefs Pte. Ltd.	Indirect subsidiary
Jaya Gading Farm Sdn. Bhd.	Indirect subsidiary
Jimat Jaya Sdn. Bhd.	Indirect subsidiary
Kyros Kebab Sdn. Bhd.	Indirect subsidiary
Kyros Trademark Sdn. Bhd.	Indirect subsidiary
OTK Farm Equipment Sdn. Bhd.	Indirect subsidiary
Pasaraya Jaya Gading Sdn. Bhd.	Indirect subsidiary
Protheme Pte. Ltd.	Indirect subsidiary
Shin Hong Breeding Farm Sdn. Bhd.	Indirect subsidiary
Southern Food And Groceries Supply Sdn. Bhd.	Indirect subsidiary
TH Likes Pte. Ltd.	Indirect subsidiary
Fah Leong Sdn. Bhd.	Associate
Singapore Poultry Hub Pte. Ltd.	Joint venture

Notes to the Financial Statements (Cont'd)

30 September 2025

44. RELATED PARTY TRANSACTIONS (CONT'D)

In addition to the related party information disclosed elsewhere in the financial statements, the details of related parties and their relationship with the Company and its subsidiaries are as follows (cont'd):

Name of related parties	Relationship
Aqina Farming Sdn. Bhd.	A company in which the parent of a Director of a subsidiary is Directors and has interests
Asiawe Sdn. Bhd.	A company in which certain Directors of the Company are also Directors and have interests
Chuah Ah Bee Sdn. Bhd.	A company in which certain Directors of the Company are also Directors and have interests
Chuah Ah Chui	Brother of a Director of the Company
Chyuan Heng Farming Sdn. Bhd.	A company in which a major shareholder of a subsidiary is also a director and has interest
Hwah Wai Agriculture Sdn. Bhd.	A company in which a major shareholder of a subsidiary is also a director and has interest
Kebun Ngohock (P.W.) Sdn. Bhd.	A company in which certain Directors of the Company are also Directors and have interests
Maju Jaya Farm	An entity which is owned by the brother-in-law of a Director and major shareholder of a subsidiary and has interest
Mata Aerotech Sdn. Bhd.	A corporate shareholder of a subsidiary in which a Director of a subsidiary is also a Director and has interest
Ni-On Marketing	An entity in which a Director of a subsidiary is also a Director and has interest
Nulab Sdn. Bhd.	A company in which certain Directors of a subsidiary are also Directors and have interests
OTO Agriculture Marketing Sdn. Bhd.	A company in which a Director of a subsidiary is also a Director and has interest
Shern Wei Trading	An entity in which a brother of a Director of a subsidiary is a Director and has interest
Shin Salim Japan Co. Ltd.	A company in which a Director of the Company is also a Director and a non-controlling interest of a subsidiary has interest
Sinmah Poultry Processing (S) Pte. Ltd.	A company in which a Director of a subsidiary is also a Director and has interest
Syarikat Sin Long Heng Breeding Farm Sdn. Bhd.	A company in which certain Directors of a subsidiary are also Directors and have interests
Tai Kwee Ling	Spouse of a Director of a subsidiary
Unisetali Sdn. Bhd.	A company in which a major shareholder and a director of a subsidiary and his brother has interest
YWT Contract Farming	An entity which is owned by a major shareholder and a Director of a subsidiary and has interest

Notes to the Financial Statements (Cont'd)

30 September 2025

44. RELATED PARTY TRANSACTIONS (CONT'D)

Significant Related Parties Transactions

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Subsidiaries:				
Dividend received	-	-	8,512,962	5,458,725
Interest received	-	-	687,070	688,227
Management fee received	-	-	340,000	340,000
Interest paid	-	-	164,185	98,928
Management fee paid	-	-	24,000	24,000
Short-term leases paid	-	-	24,000	24,000
Internal audit charges received	-	-	15,044	23,138
Sundry purchases	-	-	3,394	3,258
Waiver of debts	-	-	-	157,000
An associate:				
Short-term leases paid	256,800	249,600	-	-
A joint venture:				
Slaughtering charges paid	17,438,851	19,681,593	-	-
Management fee paid	1,086,892	959,680	-	-
Labour and other charges paid	600,697	443,243	-	-
Labour and other charges received	-	584,618	-	-
A Director of the Company:				
Short-term leases paid	93,000	93,000	-	-
A Director of a subsidiary:				
Short-term leases paid	13,600	13,200	-	-
Other related parties:				
Purchases	99,674,870	109,382,473	-	-
Sales	79,218,197	87,887,107	-	-
Sales of investment properties	4,000,000	-	-	-
Rental received	1,796,066	1,946,928	-	-
Short-term leases paid	300,510	365,700	-	-
Management fee paid	240,000	240,000	-	-
Labour charges paid	207,269	316,863	-	-
Purchase of motor vehicle	140,000	-	-	-
Sundry purchases	119,701	113,212	-	-
Transportation charges paid	94,206	381,079	-	-
Scrap sales	36,049	36,000	-	-
Sales commission paid	9,919	10,029	-	-
Training charges paid	4,000	12,000	-	-

Notes to the Financial Statements (Cont'd)

30 September 2025

45. CAPITAL COMMITMENTS

The Group has the following commitments in respect of capital expenditure:

	The Group	
	2025 RM	2024 RM
Approved and contracted for	23,190,000	28,069,090
Approved but not contracted for	54,144,000	59,221,226

46. EVENTS DURING AND AFTER THE YEAR

On 28 February 2025, Home Mart Fresh & Frozen Sdn. Bhd., a wholly-owned subsidiary of the Company entered into a Sales and Purchase Agreement with Asiawe Land Sdn. Bhd. for the disposal of a piece of freehold land together with a double storey semi-permanent building for a total cash consideration of RM4,000,000.

On 31 July 2025, CAB Cakaran Sdn. Bhd., a wholly-owned subsidiary of the Company entered into a conditional Share Purchase Agreement with Cargill Holdings (Malaysia) Sdn. Bhd. for the acquisition of 9,185,000 ordinary shares in Cargill Feed Sdn. Bhd. ("CFSB"), representing 100% equity interest in CFSB for an initial consideration of RM231,000,000. Subsequently, the shareholders of the Company approved the acquisition of CFSB's shares at the Extraordinary General Meeting held on 5 November 2025. This transaction had been completed on 28 November 2025.

On 1 November 2017, the Company, had entered into a Joint Venture Agreement ("JVA") with PT Ternak Ayam Terpadu Indonesia ("PT") to establish several joint venture companies ("JV COs"). The objective of the joint venture is to combine the resources and expertise of both parties to produce halal poultry products for the Indonesian consumer market. On 3 November 2025, the JV partners have recently agreed to adopt a new 5-year business plan, beginning with phase 1 of the project. Phase 1 shall involve an estimated investment of USD10 million (approximately RM42,080,000) for the setting up of a food processing plant, excluding cost of land and factory building which will be leased, and is expected to be implemented in the second quarter of 2026. The Company shall have the option to increase its share percentage up to 30% in each of the JV COs within 5 years after the date of commencement of business. As at the date of this report, there is no any changes in the share percentage.

On 28 November 2025, the Company proposed a final single tier dividend of RM0.01 per ordinary share in respect of the current financial year. The proposed final dividend is subject to approval by the shareholders at the forthcoming Annual General Meeting of the Company and has not been included as liability in the financial statements. Upon approval by the shareholders, the cash dividend payment will be accounted for in equity as an appropriation of retained earnings during the financial year ending 30 September 2026.

47. SEGMENT INFORMATION

Segment information is presented in respect of the Group's business segments which reflect the Group's internal reporting structure that are regularly reviewed by the Group's chief operating decision maker for the purpose of allocating resources to the segment and assessing its performance.

For management purposes, the Group is organised into the operating divisions:

- a. investment holding;
- b. integrated poultry;
- c. fast food business;
- d. retailing; and
- e. drone service.

47. SEGMENT INFORMATION (CONT'D)

Information regarding the Group's reportable segments is presented below.

Segment Revenue and Results

The Group	Investment holding RM	Integrated poultry RM	Fast food business RM	Retailing RM	Drone service RM	Eliminations RM	Consolidated RM
2025:							
Revenue							
External revenue	-	2,155,909,500	2,909,965	147,010,631	398,719	-	2,306,228,815
Inter-segment revenue	8,868,006	24,524,081	81,915	10,232	-	(33,484,234)	-
Total revenue	8,868,006	2,180,433,581	2,991,880	147,020,863	398,719	(33,484,234)	2,306,228,815
Results							
Segment results	6,889,827	199,306,307	(1,452,776)	(413,187)	(785,155)	(53,524,566)	150,020,450
Other gains and losses							11,806,600
Net remeasurement of expected credit loss							(2,062,076)
Share of result of an associate							7,787
Share of result of a joint venture							2,592,306
Profit before interest and tax							162,365,067
Interest income							3,598,557
Finance costs							(16,196,549)
Profit before tax							149,767,075
Tax expense							(41,598,900)
Profit for the financial year							108,168,175

47. SEGMENT INFORMATION (CONT'D)

Segment Revenue and Results (Cont'd)

The Group	Investment holding RM	Integrated poultry RM	Fast food business RM	Retailing RM	Drone service RM	Eliminations RM	Consolidated RM
2024:							
Revenue							
External revenue	-	2,145,522,624	2,484,823	148,537,729	544,927	(29,530,166)	2,297,090,103
Inter-segment revenue	5,821,863	23,141,253	558,456	8,594	-	-	-
Total revenue	5,821,863	2,168,663,877	3,043,279	148,546,323	544,927	(29,530,166)	2,297,090,103
Results							
Segment results	4,100,750	174,856,542	(762,303)	(588,665)	(829,228)	(26,870,379)	149,906,717
Other gains and losses							1,385,704
Net remeasurement of expected credit loss							(6,126,382)
Share of result of an associate							14,797
Share of result of a joint venture							1,831,619
Profit before interest and tax							147,012,455
Interest income							3,235,961
Finance costs							(18,728,408)
Profit before tax							131,520,008
Tax expense							(38,331,677)
Profit for the financial year							93,188,331

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 3. Segment profit/(loss) represents the profit earned/loss suffered by each segment without investment revenue, other gains and losses, finance costs and tax expense. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

47. SEGMENT INFORMATION (CONT'D)

Segment Assets and Liabilities

The Group	Investment holding RM	Integrated poultry RM	Fast food business RM	Retailing RM	Drone service RM	Eliminations RM	Consolidated RM
2025:							
Assets							
Segment assets	141,262,604	1,432,342,609	3,350,444	44,311,434	864,136	(137,598,640)	1,484,532,587
Interest revenue producing assets							133,041,547
Tax assets							3,602,292
Consolidated total assets							
Liabilities							
Segment liabilities	268,637	241,372,886	775,867	22,082,698	1,001,941	-	265,502,029
Borrowings							323,684,545
Tax liabilities							72,025,180
Consolidated total liabilities							
							661,211,754

47. SEGMENT INFORMATION (CONT'D)

Segment Assets and Liabilities (Cont'd)

The Group	Investment holding RM	Integrated poultry RM	Fast food business RM	Retailing RM	Drone service RM	Eliminations RM	Consolidated RM
2024:							
Assets							
Segment assets	141,051,966	1,382,911,961	2,406,501	37,201,960	1,423,514	(129,177,840)	1,435,818,062
Interest revenue producing assets							120,681,999
Tax assets							2,165,028
Consolidated total assets							
Liabilities							
Segment liabilities	173,046	252,355,656	514,990	17,873,788	681,642	-	271,599,122
Borrowings							359,557,856
Tax liabilities							66,701,637
Consolidated total liabilities							
For the purposes of monitoring segment performance and allocating resources between segments:							
a.	All assets are allocated to reportable segments other than short-term deposits, and current and deferred tax assets. Goodwill is allocated to reportable segments.						
b.	All liabilities are allocated to reportable segments other than borrowings, and current and deferred tax liabilities. Liabilities for which reportable segments are jointly liable are allocated in proportion to segment assets.						

Other Segment Information

The Group	Investment holding RM	Integrated poultry RM	Fast food business RM	Retailing RM	Drone service RM	Eliminations RM	Consolidated RM
2025:							
Other information							
Additions to non-current assets	3,980	77,249,082	1,978,357	4,007,028	-	(773,493)	82,464,954
Depreciation and amortisation expenses	985	51,595,443	436,124	1,889,608	207,760	5,038,271	59,168,191
Net remeasurement of expected credit loss	-	2,062,076	-	-	-	-	2,062,076
Impairment loss recognised on investment in subsidiaries	1,000,000	-	(1,970)	24,676	-	(1,000,000)	-
Other non-cash expenses	-	1,568,312	-	-	-	56,135	1,647,153
2024:							
Other information							
Additions to non-current assets	-	62,107,278	907,862	4,525,812	-	(106,280)	67,434,672
Depreciation and amortisation expenses	1,603	50,372,761	230,876	1,816,209	563,268	6,241,324	59,226,041
Net remeasurement of expected credit loss	-	6,132,818	-	-	(6,436)	-	6,126,382
Impairment loss recognised on intangible assets	-	-	-	-	1,056,863	-	1,056,863
Impairment loss recognised on investment in subsidiaries	-	530,075	-	-	-	(530,075)	-
Other non-cash expenses	-	6,209,952	-	1,138,064	-	(246,081)	7,101,935

Notes to the Financial Statements (Cont'd)

30 September 2025

47. SEGMENT INFORMATION (CONT'D)

Revenue from Major Products and Services

Analysis of revenue from major products and services was not disclosed due to it is not practical to analyse these information without incurring excessive cost.

Geographical Information

The Group's integrated poultry business are located in Malaysia and Republic of Singapore. All the other operations are located in Malaysia.

The Group's revenue from external customers attributed to countries of domicile of the Company and its subsidiaries are detailed below:

	The Group	
	2025 RM	2024 RM
Malaysia	2,001,291,360	1,977,598,493
Republic of Singapore	304,937,455	319,491,610
	<u>2,306,228,815</u>	<u>2,297,090,103</u>

The Group's revenue from external customers attributed to countries from which the Company and its subsidiaries derive revenue are detailed below:

	The Group	
	2025 RM	2024 RM
Malaysia	1,968,758,408	1,949,065,666
Singapore	329,998,655	339,059,382
Brunei	3,863,150	4,001,000
Hong Kong	2,711,249	3,320,587
Japan	897,353	1,643,468
	<u>2,306,228,815</u>	<u>2,297,090,103</u>

Information about the Group's non-current assets by locations are detailed below:

	The Group	
	2025 RM	2024 RM
Malaysia	822,676,652	797,931,460
Republic of Singapore	80,052,126	81,652,302
	<u>902,728,778</u>	<u>879,583,762</u>

Non-current assets exclude deferred tax assets.

Information about Major Customers

Information about major customers was not disclosed as there was no customer that contributed 10% or more to the Group's revenue for both 2025 and 2024.

Notes to the Financial Statements (Cont'd)

30 September 2025

48. COMPARATIVE INFORMATION

Certain comparative figures in the financial statements of the Group have been reclassified on the face of statements of profit or loss and other comprehensive income and statements of cash flows to conform with current year presentation.

The effects of the reclassification are as follows:

	As previously reported RM	Reclassification RM	As reclassified RM
2024			
Statements of profit or loss and other comprehensive income			
Other gains and losses	(380,916)	1,766,620	1,385,704
Net remeasurement of expected credit loss	(4,359,762)	(1,766,620)	(6,126,382)
Statements of cash flows			
Cash flows from operating activities			
Net remeasurement for expected credit loss	4,359,762	1,766,620	6,126,382
Impairment loss recognised on receivables	(1,876,701)	1,876,701	-
Reversal of impairment loss recognised on receivables	110,081	(110,081)	-

Statement By Directors

The Directors of **CAB CAKARAN CORPORATION BERHAD** state that, in their opinion, the financial statements set out on pages 87 to 190 are 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 September 2025 and of their financial performance and their cash flows for the financial year then ended.

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

CHUAH AH BEE

CHUAH HOON PHONG

Penang
22 December 2025

Declaration by the Director

Primarily Responsible for The Financial Management of the Company

I, **CHUAH AH BEE**, being the Director primarily responsible for the financial management of **CAB CAKARAN CORPORATION BERHAD**, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 87 to 190 are correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by
the abovenamed **CHUAH AH BEE** at
PERAI in the State of **PENANG**
on 22 December 2025.

Before me,

PREMJIT SINGH
NO. P107
COMMISSIONER FOR OATHS

List of Top Ten (10) Properties

Location/address	Description of Property/ Existing Use	Land/Built-Up Area (sq.m.)	Approximate Age of Building (year)	Tenure	Net Book Value as at September 30, 2025 (RM)	Date of Valuation/ Purchase
Lot 47, Geran No. 85373, Tempat Padang Bongor, Bandar Gurun, Daerah Kuala Muda, Kedah.	A parcel of agricultural land/vacant	414,401.282/-	-	Grant in perpetuity	38,629,697	30.09.2017
Lot Nos 1512 & 3037, Title Nos GRN 38752 & GRN 7314, Mukim 11, Province Wellesley South, Penang	Two parcels of agricultural lands/breeder farms	168,264.23/ 24,140.41	35 - 40	Grant in perpetuity	38,158,718	30.09.2017
JTC Space known as Pte Lot A3007536 at JTC Poultry Processing Hub @ Buroh, #03-04, 3 Buroh Lane Singapore 618285	Three units of factories at JTC Poultry Processing Hub	3,964.93	7	Leasehold 30 years commencing 1 June 2019	34,596,293	17.05.2019
Lot No. 1623, Title No. GRN 40215, Mukim 14, District of Seberang Perai Tengah, State of Penang /No. 227, Kampung Nenas, Kuala Tasek, Permatang Tinggi, 14100 Bukit Mertajam, Penang	A parcel of agricultural land/poultry farms	49,699.44/ Breeder house - 13,804.18/ Other - 1,899.75	23 - 30	Grant in perpetuity	28,867,985	30.09.2017
Lot Nos. 43, 49, 368, 373, 256, 255, 251, 252, 253, 249, 257, 258, 246, 247, 248 & 250, Mukim Grant Nos. 120, 121, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 173, 174, 175 & 179, respectively, Mukim 6, Province Wellesley South, Penang	Sixteen parcels of lands/renting as breeder farms	91,667.22/ 15,063.73	35 - 40	Grant in perpetuity	24,160,000	30.09.2022
Lot No. 26260, Lot No. 26261 and PT92181, Title Nos GRN 95669, GRN 95670 and HSD 109633 respectively, Town of Sungai Petani, District of Kuala Muda, Kedah /Plot 21-24, Bukit Makmur Industrial Estate, Sungai Lalang, 08100 Bedong, Kedah	Three parcels of industrial lands erected upon it a three-storey office cum a single-storey factory/processing factory	35,008/ 12,314.58	13	Grant in perpetuity	22,197,340	30.09.2017

List of Top Ten (10) Properties (Cont'd)

Location/address	Description of Property/ Existing Use	Land/Built-Up Area (sq.m.)	Approximate Age of Building (year)	Tenure	Net Book Value as at September 30, 2025 (RM)	Date of Valuation/ Purchase
Lot 2893 to 2899, Title Nos GRN 15721 to 15727, Mukim of Sungai Baru Ilir, District of Alor Gajah, State of Melaka.	7 parcels of agriculture lands/breeder farms	286,339/ Breeder house 33,213.21/ Hatchery building 2,011.17/ others 2,263.77	33	Grant in perpetuity	19,771,595	23.05.2018
24, Senoko Crescent, Singapore 758276	A JTC "Type T6" 2-storey intermediate terrace factory/food factory	1,470.3/ 1,983.6	34	Leasehold 30 years + 30 years commencing 1 March 1991	17,252,592	29.11.2017
Lot 429, Title No. GM302, Mukim Tebrau, Daerah Johor Bahru, Johor/Lot 429, Jalan Seelong Jaya 13, 81400 Senai, Johor	A parcel of industrial land erected upon it an office cum a single storey detached factory/ processing factory	19,653/ 3,264.25	17	Grant in perpetuity	14,927,572	31.07.2019
Lot 1441, Title No. HS(D) 57691, Mukim 12, Daerah Seberang Perai Tengah, Pulau Pinang	Part of the parcel of Agricultural land/breeder farms	242,811.4/ Breeder house & others - 38,024.25	10 - 11	Sub-lease for 30 years expiring on August 29, 2040	12,642,294	30.09.2017

Analysis of Shareholdings

As at 31 December 2025

Total number of Issued shares : 699,271,642* Ordinary shares
 Voting Rights : On show of hands, 1 vote for 1 person
 : On a poll, 1 vote for 1 ordinary share

* Excluding 2,621,100 ordinary shares held as treasury shares

ANALYSIS OF SHAREHOLDINGS AS AT 31 December 2025

Size of shareholdings	Number of Shareholders	% of total shareholders	Number of Shares	% of total Issues Capital
Less than 100 shares	396	13.06	15,554	0.00
100 to 1,000 shares	341	11.24	160,597	0.02
1,001 to 10,000 shares	1117	36.83	6,313,506	0.90
10,001 to 100,000 shares	915	30.17	33,173,044	4.74
100,001 to less than 5% of issued shares	260	8.57	259,825,770	37.16
5% and above of issued shares	4	0.13	399,783,171	57.17
Total	3,033	100.00	699,271,642	100.00

SUBSTANTIAL SHAREHOLDERS AS AT 31 DECEMBER 2025

Name	Number of Shares Held			
	Direct	%	Deemed	%
Chuah Ah Bee	198,032,079	28.32	123,769,623	*
Chan Kim Keow	97,116,248	13.89	26,653,375	##
Plant Wealth Holdings Limited	106,595,625	15.24	-	-
KMP Private Ltd	-	-	106,595,625	@
KMP Investment Pte Ltd	-	-	106,595,625	@
Mariton International Limited	-	-	106,595,625	@
Anthoni Salim	-	-	106,595,625	@
Tan Hang Huat	-	-	106,595,625	@

DIRECTORS' SHAREHOLDINGS AS AT 31 DECEMBER 2025

Name	Number of Shares Held			
	Direct	%	Deemed	%
Chuah Ah Bee	198,032,079	28.32	123,769,623	*
Chuah Hoon Phong	14,344,061	2.05	1,014,312	**
Dato' Lim Ghim Chai	-	-	-	-
Wijanti Tjendera	-	-	-	-
Datuk Sr. Haji Zakaria Bin Hashim	1,000	#	-	-
Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti	-	-	-	-

Note :

- * Indirect Interested pursuant to Section 59(11)(c) of the Companies Act, 2016 via his spouse and children and pursuant to Section 8 of the Companies Act, 2016 via his shareholding in CAB Family Holdings Sdn. Bhd.
- ** Indirect Interested pursuant to Section 59(11)(c) of the Companies Act, 2016 via his spouse and pursuant to Section 8 of the Companies Act, 2016 via his shareholding in CAB Family Holdings Sdn. Bhd.
- # Negligible
- ## Indirect Interested pursuant to Section 59(11)(c) of the Companies Act, 2016 via his children and pursuant to Section 8 of the Companies Act, 2016 via his shareholding in CAB Family Holdings Sdn. Bhd.
- @ Indirect Interested pursuant to Section 8 of the Companies Act, 2016 by virtue of Plant Wealth Holdings Limited's shareholding.

Analysis of Shareholdings (Cont'd)

As at 31 December 2025

THIRTY LARGEST SHAREHOLDERS AS AT 31 DECEMBER 2025

(Without aggregating securities from different securities accounts belonging to the same registered holder)

No.	Name	No. of Shares Held	%
1	CITIGROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	107,119,687	15.26
2	CHUAH AH BEE	101,992,940	14.53
3	CHUAH AH BEE	96,039,139	13.68
4	CHAN KIM KEOW	94,631,405	13.48
5	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. URUSHARTA JAMAAH SDN. BHD.	27,040,900	3.85
6	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN SOON HUI (E-SJA)	21,542,675	3.07
7	CHUAH HOON HONG	12,996,875	1.85
8	CHUAH HOON TENG	12,812,500	1.83
9	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YEO BOON LEONG	10,082,500	1.44
10	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. NATIONAL TRUST FUND (IFM MAYBANK) (412183)	9,575,500	1.36
11	CHUAH HOON PHONG	7,814,609	1.11
12	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. URUSHARTA JAMAAH SDN. BHD. (MAYBANK 2)	7,215,000	1.03
13	LEE YEW AUN	6,988,075	1.00
14	CHUAH HOON PHONG	6,529,452	0.93
15	AMAN TAN HO PENG	6,101,000	0.87
16	CIMB GROUP NOMINEES (TEMPATAN) SDN. BHD. EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (PET-MIAM-EQSH)	6,000,000	0.85
17	HSBC NOMINEES (TEMPATAN) SDN. BHD. BNPP SIN/2S FOR PERTUBUHAN KESELAMATAN SOSIAL (PKSMAMS B EQ)	5,000,000	0.71
18	YANG YANG POULTRY FARMING SDN. BHD.	3,853,100	0.55
19	TAN CHIN TEE	3,401,600	0.48
20	UOB KAY HIAN NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR UOB KAY HIAN PTE. LTD. (A/C CLIENTS)	3,348,127	0.48
21	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LOO CHOO GEE	3,201,000	0.46
22	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN BOON PUN	3,178,800	0.45
23	PUBLIC INVEST NOMINEES (TEMPATAN) SDN. BHD. EXEMPT AN FOR PHILLIP SECURITIES PTE. LTD. (CLIENTS)	2,936,367	0.42
24	CHENG MOOH TAT	2,697,175	0.38
25	LIM POH CHOO	2,650,075	0.38
26	CAB CAKARAN CORPORATION BERHAD SHARE BUY BACK ACCOUNT	2,621,100	0.37
27	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN CHIN TEE	2,490,300	0.35
28	CHAN KIM KEOW	2,484,843	0.35
29	GOH CHYE HEANG	2,100,000	0.30
30	ONG CHUAN SENG	2,097,500	0.30
	Total	576,542,244	82.12

Analysis of Warrant Holdings

As at 31 December 2025

Warrants 2023/2028

Total number of Warrant Outstanding : 233,781,206
 Exercise/Conversion Price : 0.63
 Exercise/Conversion Ratio : 1 warrant for 1 ordinary share
 Exercise Period of Warrant : 31 May 2028

ANALYSIS OF WARRANTS HOLDINGS AS AT 31 DECEMBER 2025

Size of Warrant	Number of Warrant Holders	% of total Warrant Holders	Number of Warrant	% of total Issued capital
Less than 100	898	32.51	29,976	0.01
100 to 1,000	373	13.50	182,506	0.08
1,001 to 10,000	878	31.79	3,381,038	1.45
10,001 to 100,000	451	16.33	15,944,844	6.82
100,001 to less than 5% of issued warrants	160	5.80	147,159,354	62.95
5% and above warrants	2	0.07	67,083,488	28.69
Total	2,762	100.00	233,781,206	100.00

THIRTY LARGEST WARRANTS HOLDERS AS AT 31 DECEMBER 2025

(Without aggregating securities from different securities accounts belonging to the same registered holder)

No.	Name	Holdings	%
1	CITIGROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	35,539,687	15.20
2	CHAN KIM KEOW	31,543,801	13.49
3	CHUAH AH BEE	10,930,980	4.68
4	KONG GOON KHING	8,499,100	3.64
5	TAN WAI HENG	7,700,000	3.29
6	YANG YANG POULTRY FARMING SDN. BHD.	7,523,900	3.22
7	CHUAH AH BEE	6,913,046	2.96
8	KONG GOON KHING	6,099,900	2.61
9	APEX NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR SEIK YEE KOK	6,054,500	2.59
10	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN SOON HUI (E-SJA)	5,636,425	2.41
11	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KHOR KIM SEAH (PENANG-CL)	5,000,483	2.14
12	CHUAH HOON HONG	4,332,291	1.85
13	CHUAH HOON TENG	4,270,833	1.83
14	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KONG KOK CHOY (8092812)	2,862,100	1.22
15	CHUAH HOON PHONG	2,604,869	1.11
16	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. HII KHIM TUNG	2,400,000	1.03
17	APEX SECURITIES BERHAD IVT PDR 201 LEONARD CHIN YEN HAW	2,332,000	1.00
18	CHUAH HOON PHONG	2,176,484	0.93

Analysis of Warrant Holdings (Cont'd)

As at 31 December 2025

THIRTY LARGEST WARRANTS HOLDERS AS AT 31 DECEMBER 2025 (CONT'D)

(Without aggregating securities from different securities accounts belonging to the same registered holder)

No.	Name	Holdings	%
19	TAN SHI LONG	2,000,000	0.86
20	CHU KUM WENG	1,763,233	0.75
21	TANG KUANG HENG	1,689,733	0.72
22	LEE YEW AUN	1,613,025	0.69
23	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR THOO CHEE YOON (3000219)	1,558,833	0.67
24	LIM LIAN KHAI	1,500,000	0.64
25	AW SOON KEONG	1,370,000	0.59
26	TUNG YIN WAI	1,354,000	0.58
27	APEX NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR THOO CHEE YOON (MARGIN)	1,343,333	0.57
28	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LOO CHOO GEE	1,339,856	0.57
29	CHEAH BOK CHUAN	1,269,333	0.54
30	LIM POH CHOO	1,233,358	0.53
TOTAL		170,455,103	73.99

DIRECTORS' WARRANT HOLDINGS AS AT 31 DECEMBER 2025

Name	Number of Shares Held			
	Direct	%	Deemed	%
Chuah Ah Bee	17,844,026	7.63	40,975,206	*
Chuah Hoon Phong	4,781,353	2.05	56,770	**
Dato' Lim Ghim Chai	-	-	-	-
Wijanti Tjendera	-	-	-	-
Datuk Sr. Haji Zakaria Bin Hashim	333#	-	-	-
Professor Dato' Dr. Mohd Fakhrudin Bin Abdul Mukti	-	-	-	-

Note :

* Indirect Interested pursuant to Section 59(11)(c) of the Companies Act, 2016 via his spouse and children and pursuant to Section 8 of the Companies Act, 2016 via his shareholding in CAB Family Holdings Sdn. Bhd.

** Indirect Interested pursuant to Section 59(11)(c) of the Companies Act, 2016 via his spouse and pursuant to Section 8 of the Companies Act, 2016 via his shareholding in CAB Family Holdings Sdn. Bhd.

Negligible

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Twenty-Fourth Annual General Meeting ("AGM") of the Company will be held at the Conference Room, Third Floor, CAB Cakaran Corporation Berhad, Plot 21, Lorong Jelawat 4, Seberang Jaya Industrial Park, Seberang Jaya, 13700 Perai, Penang on Wednesday, 25 March 2026 at 10.30 a.m. for the following purposes:

AGENDA

As Ordinary Business:

1. To receive the Audited Financial Statements of the Company for the financial year ended 30 September 2025 and the Reports of the Directors and Auditors thereon.	Please refer to the Explanatory Notes
2. To approve the payment of a final single tier dividend of 1.00 sen per share for the financial year ended 30 September 2025.	Ordinary Resolution 1
3. To approve the payment of Directors' fees up to an amount of RM975,000 for the financial year ending 30 September 2026.	Ordinary Resolution 2
4. To approve the payment of Directors' benefits in accordance with Section 230(1) of the Companies Act, 2016 (the "Act") up to an amount of RM150,000 from 25 March 2026 until the next Annual General Meeting of the Company.	Ordinary Resolution 3
5. To re-elect Dato' Lim Ghim Chai, a Director who retires in accordance with Article 165 of the Constitution of the Company and being eligible, has offered himself for re-election.	Ordinary Resolution 4
6. To re-elect Datuk Sr Haji Zakaria Bin Hashim, a Director who retires in accordance with Article 165 of the Constitution of the Company and being eligible, has offered himself for re-election.	Ordinary Resolution 5
7. To re-appoint Messrs. Grant Thornton Malaysia PLT as Auditors of the Company until the conclusion of the next Annual General Meeting and to authorise the Directors to fix their remuneration.	Ordinary Resolution 6

As Special Business:

To consider and if thought fit, to pass with or without modifications the following resolutions:

8. AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016	Ordinary Resolution 7
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"THAT pursuant to Sections 75 and 76 of the Act and subject always to the approval of all the relevant regulatory authorities, the Board of Directors of the Company be and is hereby authorised to issue and allot from time to time such number of shares of the Company upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, PROVIDED ALWAYS THAT the aggregate number of shares to be issued does not exceed 10% of the total number of issued shares of the Company for the time being.

AND THAT the Directors are also empowered to obtain the approval from Bursa Malaysia Securities Berhad ("Bursa Securities") for the listing of and quotation for the additional shares so issued and that such authority shall continue to be in force until the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held or revoked/varied by resolution passed by the shareholders in general meeting whichever is the earlier."

Notice of Annual General Meeting (Cont'd)

9. PROPOSED RENEWAL OF THE EXISTING SHARE BUY-BACK AUTHORITY

"That subject to the Act, provisions of the Company's Constitution and the requirements of the Bursa Securities and other relevant governmental and regulatory authorities where such authority shall be necessary, the Board of Directors be authorised to purchase the Company's shares through Bursa Securities, subject to the following:

Ordinary
Resolution 8

- i. The maximum aggregate number of shares which may be purchased by the Company shall not exceed ten per centum (10%) of the total number of issued shares in the ordinary share capital of the Company at any point in time;
- ii. The maximum fund to be allocated by the Company for the purpose of purchasing the Company's shares shall not exceed the retained profits of the Company. As at the latest financial year ended 30 September 2025, the audited retained profits of the Company stood at RM8,996,954.28;
- iii. The authority conferred by this resolution will be effective immediately upon the passing of this resolution and shall continue to be in force until the conclusion of the next AGM of the Company, at which time it shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed either unconditionally or subject to conditions or the expiration of the period within which the next AGM is required by law to be held or unless revoked or varied by ordinary resolution passed by the shareholders in a general meeting, whichever occurs first;
- iv. Upon completion of the purchase(s) of the shares by the Company, the shares shall be dealt with in the following manner:
 - to cancel the shares so purchased; or
 - to retain the shares so purchased in treasury for distribution as dividend to the shareholders and/or resell on the market of the Bursa Securities or subsequently cancelled; or
 - retain part of the shares so purchased as treasury shares and cancel the remainder.

The Directors of the Company be and are hereby authorised to take all such steps as are necessary and entering into all other agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluation, variations and/or amendments, if any, as may be imposed by the relevant authorities from time to time to implement or to effect the purchase of its own shares with full powers to assent to any condition, modification, revaluation, variation and/or amendment (if any) as may be imposed by the relevant authorities and/or do such acts and things as the directors may deem fit and expedient in the best interest of the Company.

10. PROPOSED NEW AND RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

Ordinary
Resolution 9

"THAT approval be and is hereby given to the Company and/or its subsidiaries (the "Group") to enter into all arrangements and/or transactions as specified in Appendix I of the Circular to Shareholders of the Company dated 29 January 2026 (the "Circular"), involving the interests of directors, major shareholders or persons connected with such directors or major shareholders of the Company ("Related Parties") as detailed in Appendix I of the Circular, provided that such arrangements and/or transactions are:-

- (i) recurrent transactions of a revenue or trading nature;
- (ii) necessary for day-to-day operations; and
- (iii) carried out in the ordinary course of business or the normal commercial terms which are not more favourable to the Related Parties than those generally available to the public and not to be detriment of the minority shareholders of the Company.

(the "Shareholders' Mandate")

Notice of Annual General Meeting (Cont'd)

10. PROPOSED NEW AND RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (CONT'D)

THAT the Shareholders' Mandate shall take effect from this resolution and shall continue to be in force until:

- (a) the conclusion of the next AGM of the Company following the general meeting at which such Shareholders' Mandate was passed, at which time it will lapse, unless by a resolution passed at the meeting, the authority is renewed;
- (b) the expiration of the period within which the next AGM after the date it is required to be held pursuant to Section 340 (2) of the Act but shall not extend to such extension as may be allowed pursuant to Section 340 (4) of the Act; or
- (c) revoked or varied by resolution passed by the shareholders in general meeting,

whichever is earlier.

AND THAT the Directors of the Company be authorised to complete and do all such acts and things (including all such documents as may be required) as they may consider expedient or necessary to give effect to the Shareholders' Mandate."

11. RETENTION OF DATO' LIM GHIM CHAI AS INDEPENDENT NON-EXECUTIVE DIRECTOR

"THAT subject to the passing of the Ordinary Resolution 4 above, approval be and is hereby given to Dato' Lim Ghim Chai who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as an Independent Non-Executive Director of the Company until the conclusion of next AGM."

Ordinary
Resolution 10

12. To transact any other business of which due notice shall have been given in accordance with the Act and the Company's Constitution.

By Order of the Board,

WONG YEE LIN (MIA15898)
SSM PC No.: 201908001793

HING POE PYNG (MAICSA 7053526)
SSM PC No.: 202008001322
Joint Company Secretaries

Date: 29 January 2026

Notes:

1. A member entitled to attend, speak and vote at this AGM is entitled to appoint not more than two (2) proxies to attend, speak and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
2. Where a member appoints two (2) proxies, the appointment shall be invalid unless the proportions of shareholdings to be represented by each proxy are specified.
3. Where a member of the Company is an exempt authorised nominee as defined under Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there shall be no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
4. The instrument appointing the proxy shall be in writing, executed by or on behalf of the appointor. In the case of a corporate member, the instrument appointing a proxy must be either under its common seal or under the hand of its officer or attorney duly authorised.

Notice of Annual General Meeting (Cont'd)

Notes: (Cont'd)

5. The instrument appointing a proxy must be deposited at the Registered Office, 51-8-A, Menara BHL, Jalan Sultan Ahmad Shah, 10050 George Town, Pulau Pinang not less than 24 hours before the time for holding the Meeting or any adjournments thereof PROVIDED that in the event the member(s) duly executes the Form of Proxy but does not name any proxy, such member(s) shall be deemed to have appointed the Chairman of the Meeting as his/their proxy. You may also submit the proxy appointment electronically via <https://www.registrar-braxton.com.my> before the proxy form submission cut-off time as mentioned in the above. For further information on the electronic submission of proxy form, kindly refer to the Administrative Guide for 24th AGM.
6. Last date and time for lodging the proxy form is on Tuesday, 24 March 2026 at 10.30 a.m.
7. For purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company pursuant to the Article 129 of the Company's Constitution and Paragraph 7.16(2) of the Main Market Listing Requirements of Bursa Securities, a Record of Depositors ("ROD") as at 18 March 2026 and only Depositors whose names appear on such ROD shall be entitled to attend, speak and vote at this meeting or appoint proxy to attend and/or speak and/or vote in his/her behalf.
8. All resolutions as set out in this notice of 24th AGM are to be voted by poll.

Explanatory Notes on Ordinary Business

Item 1 of the Agenda

To receive the Audited Financial Statements for the financial year ended 30 September 2025 and the Reports of the Directors and Auditors thereon.

This item is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require shareholders' approval for the audited financial statements. Therefore, this item will not be put forward for voting.

Ordinary Resolution 2 - Directors' Fees

The proposed Ordinary Resolution 2, if passed, will authorise the payment of the Directors' fees up to the amount of RM975,000 for the financial year ending 30 September 2026.

Ordinary Resolution 3 - Directors' Benefits

The proposed Ordinary Resolution 3, if passed, will authorise the payment of the Directors' benefits up to an amount of RM150,000 from 25 March 2026 until the next AGM of the Company.

Explanatory Note on Special Business

Ordinary Resolution 7 – Authority to Allot and Issue Shares pursuant to Sections 75 and 76 of the Companies Act, 2016

The proposed Ordinary Resolution 7 is the renewal of the mandate obtained from the members at the last AGM (the "Mandate"), if passed, will give authority to the Directors to issue and allot shares up to 10% of the total number of issued shares of the Company at any time in their absolute discretion and that such authority shall continue in force until the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held or revoked/varied by resolution passed by the shareholders in general meeting whichever is the earlier.

The Mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for purpose of funding future investment project(s), working capital and/or acquisitions.

As at the date of this Notice, there were no new shares issued pursuant to the mandate granted to the Directors at the 23rd AGM held on 24 March 2025 and which will lapse at the conclusion of the 24th AGM.

Ordinary Resolution 8 – Proposed Renewal of the Existing Share Buy-Back Authority

The proposed Ordinary Resolution 8, if passed, will give the Directors of the Company authority to purchase its own shares up to ten per centum (10%) of the total number of issued shares of the Company. In order to avoid any delay and costs involved in convening a general meeting, it is thus appropriate to seek shareholders' approval. This authority, unless revoked or varied by the shareholders of the Company in general meeting, will expire at the conclusion of the next AGM. Please refer to the Part A of the Circular dated 29 January 2026 for further information.

Notice of Annual General Meeting (Cont'd)

Explanatory Note on Special Business (Cont'd)

Ordinary Resolution 9 – Proposed New and Renewal of Shareholders' Mandate (“Proposed Shareholders' Mandate”)

The proposed Ordinary Resolution 9, if passed, will allow the Company and/or its subsidiaries to enter into recurrent related party transactions under the Proposed Shareholders' Mandate pursuant to the provisions of the Main Market Listing Requirements of Bursa Securities without the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. The Proposed Shareholders' Mandate is subject to renewal on an annual basis. Please refer to Part B of the Circular to Shareholders dated 29 January 2026 for further information.

Ordinary Resolution 10 - Continuing in office as an Independent Non-Executive Director

The Nomination Committee had assessed the independence of Dato' Lim Ghim Chai, who has served on the Board as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years and the Board has recommended that the approval of the shareholders be sought to re-appoint Dato' Lim Ghim Chai as an Independent Non-Executive Director based on the following justification:

- (i) He has met the criteria under the definition of Independent Director pursuant to Chapter 1 of the Bursa Malaysia Securities Berhad's Main Market Listing Requirements;
- (ii) He has vast experience in the various industries the Group is involved in and as such could provide the Board with a diverse set of experience, expertise and independent judgement;
- (iii) He consistently challenges management in an effective and constructive manner;
- (iv) He has good and thorough understanding of the main drivers of the business in a detailed manner;
- (v) He actively participates in Board deliberations and decision making in an objective manner; and
- (vi) He exercises due care in all undertakings of the Group and carries out his fiduciary duties in the interest of the Company and minority shareholders.

PERSONAL DATA POLICY

By submitting the duly executed Form of Proxy, the member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the AGM, and any adjournment thereof.

Statement Accompanying Notice of Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Listing Requirements of Bursa Malaysia Securities Berhad)

As at date of this notice, there are no individuals who are standing for election as Directors (excluding the above Directors who are standing for re-election) at this forthcoming AGM.

The Company will seek shareholders' approval on the general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the proposed Ordinary Resolution 7 as stated in the Notice of AGM of the Company for the details.

Notice of Dividend Entitlement and Payment

NOTICE IS HEREBY GIVEN that a final single tier dividend of 1.00 sen per share for the financial year ended 30 September 2025, if approved, will be paid on 17 April 2026 to Depositors registered in the Record of Depositors at the close of business on 3 April 2026. A Depositor shall qualify for entitlement to the Dividend in respect of:

- a) shares transferred into the Depositor's Securities Account before 4.30 p.m. on 3 April 2026 in respect of transfers;
- b) shares bought on the Bursa Malaysia Securities Berhad ("Bursa Securities") on a cum entitlement basis according to the rules of Bursa Securities.

By Order of the Board,

WONG YEE LIN (MIA15898)
SSM PC No.: 201908001793

HING POE PYNG (MAICSA 7053526)
SSM PC No.: 202008001322
Joint Company Secretaries

Date: 29 January 2026

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PROXY FORM

CAB CAKARAN CORPORATION BERHAD
(200201015998) (583661-W)
(Incorporated in Malaysia)

CDS Account No.	No. of shares held

I/We _____ Tel: _____

[Full name in block, NRIC/Passport/Company No.]

of _____

being shareholder(s) of **CAB Cakaran Corporation Berhad**, hereby appoint:

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

and / or* (*delete as appropriate)

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

or failing him, the Chairperson of the Meeting, as my/our proxy to vote for me/us and on my/our behalf at the Twenty-Fourth Annual General Meeting of the Company to be held at **the Conference Room, Third Floor, CAB Cakaran Corporation Berhad, Plot 21, Lorong Jelawat 4, Seberang Jaya Industrial Park, Seberang Jaya, 13700 Perai, Penang on Wednesday, 25 March 2026 at 10.30 a.m.** or any adjournment thereof, and to vote as indicated below:

ORDINARY BUSINESS	Ordinary	For	Against
Approval of the payment of a final single tier dividend of 1.00 sen per share for the financial year ended 30 September 2025	Resolution 1		
Approval of Directors' fees	Resolution 2		
Approval of Directors' benefits	Resolution 3		
Re-election of Dato' Lim Ghim Chai	Resolution 4		
Re-election of Datuk Sr Haji Zakaria Bin Hashim	Resolution 5		
Re-appointment of Grant Thornton Malaysia PLT as Auditors of the Company	Resolution 6		
Authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act, 2016	Resolution 7		
Proposed renewal of share buy-back authority	Resolution 8		
Proposed new and renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature	Resolution 9		
Retention of Dato' Lim Ghim Chai as Independent Non-Executive Director	Resolution 10		

Please indicate with an "X" in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific direction, your proxy will vote or abstain as he thinks fit.

Signed this day of 2026.

Signature
Shareholder



Notes:

1. A member entitled to attend, speak and vote at this AGM is entitled to appoint not more than two (2) proxies to attend, speak and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
2. Where a member appoints two (2) proxies, the appointment shall be invalid unless the proportions of shareholdings to be represented by each proxy are specified.
3. Where a member of the Company is an exempt authorised nominee as defined under Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there shall be no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
4. The instrument appointing the proxy shall be in writing, executed by or on behalf of the appointor. In the case of a corporate member, the instrument appointing a proxy must be either under its common seal or under the hand of its officer or attorney duly authorised.
5. The instrument appointing a proxy must be deposited at the Registered Office, 51-8-A, Menara BHL, Jalan Sultan Ahmad Shah, 10050 George Town, Pulau Pinang not less than 24 hours before the time for holding the Meeting or any adjournments thereof PROVIDED that in the event the member(s) duly executes the Form of Proxy but does not name any proxy, such member(s) shall be deemed to have appointed the Chairman of the Meeting as his/their proxy. You may also submit the proxy appointment electronically via <https://www.registrar-braxton.com.my> before the proxy form submission cut-off time as mentioned in the above. For further information on the electronic submission of proxy form, kindly refer to the Administrative Guide for 24th AGM.
6. Last date and time for lodging the proxy form is on Tuesday, 24 March 2026 at 10.30 a.m.
7. For purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company pursuant to the Article 129 of the Company's Constitution and Paragraph 7.16(2) of the Main Market Listing Requirements of Bursa Securities, a Record of Depositors ("ROD") as at 18 March 2026 and only Depositors whose names appear on such ROD shall be entitled to attend, speak and vote at this meeting or appoint proxy to attend and/or speak and/or vote in his/her behalf.
8. All resolutions as set out in this notice of 24th AGM are to be voted by poll.

PERSONAL DATA POLICY

By submitting the duly executed Form of Proxy, the member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the AGM, and any adjournment thereof.

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AFFIX
STAMP

The Secretaries

CAB CAKARAN CORPORATION BERHAD (200201015998) (583661-W)

51-8-A, Menara BHL,
Jalan Sultan Ahmad Shah,
10050 George Town,
Pulau Pinang

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CAB CAKARAN CORPORATION BERHAD

(200201015998) (583661 W)

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