

Chairman's Statement

Dato' Idris Bin Kechot

Chairman



Dear Shareholders,

It has been a year of significant progress for the Group, both operationally and financially. For the financial year ended 31 March 2025 ("FYE2025"), Group revenue stood at RM683.39 million, representing a 7.0% increase from RM638.82 million recorded in the previous year. Profit before tax was also higher at RM193.06 million setting a record for KFima.

Looking back over the past twelve months, I take great pride in the enduring strength of our businesses. While the journey was not without its challenges, the Group's underlying resilience remained evident. Growth was broad-based across our core businesses, with each division making meaningful strides towards its strategic objectives.

This year's results showcase the strength and diversity of our business model, as well as our ability to manage risks and remain steady amid challenging market dynamics in some areas of our business.

Dividend

The Board had for FYE2025 approved payment of a single-tier interim and special dividend of 9.0 sen and 10.0 sen per share respectively. The interim and special dividends will be payable on 15 August 2025 and represents 41.5% of the Company's Profit After Tax and Non-Controlling Interests ("PATANCI"). This payout ratio is in line with the Company's dividend policy to pay at least 40.0% of PATANCI, subject to the Company's financial position.

Governance and the Board

The Board holds ultimate accountability to the Group's stakeholders, entrusted with providing ethical leadership and independent oversight.

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Your Board remains well-balanced — grounded in strong ethical principles, brings diverse perspectives to the table, and engages in thorough, constructive debates. It is this dynamic that ensures our decisions are thoughtful, well-informed, and aligned with the Group's long-term strategy.

A major highlight during the year was the Joint Board Retreat held in November 2024, which brought together directors and management from KFima and our listed subsidiary, Fima Corporation Berhad. We truly value these interactions, as they offer us first-hand insights into each of the businesses, and based on these insights, to recalibrate our long-term strategy and fine-tune our approach to emerging risks and opportunities. During the retreat, the Directors acted both as a sounding board and as challengers to management, encouraging fresh thinking beyond a business-as-usual mindset, given the increasing complexity of today's operating environment. Importantly, the actionable priorities and future plans that emerged from the discussions were collectively agreed upon, reinforcing a shared sense of purpose and unified path forward.

We have also devoted significant attention to environmental, social, and governance ("ESG") issues, recognising just how closely they tie in to our risk

management approach. By incorporating ESG factors into our decision-making, we make sure we're not just looking at the financial side of things. We're also assessing the risks and opportunities that come with every choice, all of which leads to more informed decisions.

I remain confident that the Board has the right mix of institutional knowledge, diverse perspectives, and independence judgement to fulfil its fiduciary responsibilities and provide effective oversight of the Group's ongoing growth and strategic execution.

ESG and Corporate Citizenry

As mentioned earlier, we believe that integrating ESG considerations into our operations in this way helps us identify risks and opportunities and build a more resilient business over time. During the year, we placed particular emphasis on enhancing our occupational safety standards, and maintaining our accreditations, alongside advancing our environmental initiatives and taking steps to prepare for upcoming reporting requirements.

A key area of focus under our environmental efforts is climate change — a growing concern for business globally. Closer to home, our estates in Sarawak and Kelantan were not spared, experiencing severe weather

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events that disrupted operations and affected harvest yield.

We remain committed to addressing both the impact of climate change on our operations and the impact of our operations on the environment. Our approach includes ongoing adaptation and mitigation efforts such as adopting regenerative agricultural practices, increasing mechanisation, and setting clear targets to reduce our resource intensity across our activities.

I am pleased to report that take-up for the Group's Long-Term Incentive Plan ("LTIP"), comprising an employees' share option scheme and share grant scheme approved by shareholders last year, has been extremely encouraging. As part of our social pillar, the LTIP promotes ownership, incentivises performance, supports talent retention, and strengthens employee engagement. Collectively, these outcomes reinforce KFima's competitive position and long-term value creation for shareholders.

These topics, along with the detailed account of our sustainability initiatives are further elaborated in the Sustainability sections of this Annual Report.



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Key priority areas

In FYE2025, much of the Board's focus has been on strategy: ensuring that we maintain the right portfolio, establish clear milestones, and remain agile as markets and customer expectations evolve.

A key element of this strategy involves unlocking the full potential of our existing assets and strengthening our current operations. Over the past year, the Group has made encouraging progress on this front — from optimising the footprint of our bulking terminals in Port Klang, to investing in new capacity and capabilities across our manufacturing and food segments, and rolling out continuous improvement programmes across all businesses. These efforts are now beginning to yield tangible results.

As the Group continues to grow, we are also becoming more disciplined and data-driven in managing costs, ensuring that every investment is purposeful and adds meaningful value for the long term.

We enter the new financial year with considerable momentum and a strong foundation to support our diversified and growing businesses. Our focus for the year ahead will be to continue taking deliberate actions that strengthen our resilience over the short, medium, and long term, while delivering greater value for our shareholders. We will stay firmly focused on leveraging our core strengths, particularly in areas where we hold a distinct competitive advantage.

While challenges and uncertainties are an inevitable part of doing business, our long-term view remains unchanged. We will continue to respond with agility to near-term developments while keeping our sights firmly set on long-term value creation.

Outlook

Recent forecasts indicate slowing growth and rising trade tensions, with the recent US tariffs expected to weigh on Malaysia's export demand and investment flows. GDP growth estimates now range between 3.9%–4.3%, lower than earlier projections.

Operating in this environment therefore calls for vigilance and steady leadership.

That said, the Board remains confident in the Group's strategies and fundamental strength of our diversified portfolio. We believe the steps management is taking — as detailed in the Segmental Review section of this Annual Report — position us well to navigate challenges, address key issues proactively and build greater long-term resilience. If the past year has taught us anything, it's that preparation, discipline, and perseverance will eventually pay off — even if the rewards are not always immediate.

With the benefits of recent capital investments beginning to materialise, and a continued focus on disciplined execution and value creation, the Board is optimistic that KFima is well positioned to deliver sustained performance in the future.

Acknowledgement

I wish to extend my sincere thanks and appreciation to my fellow Board members and our management team, led by our Group Managing Director, Dato' Roslan Hamir, for the crucial role they played in steering and sustaining KFima's positive trajectory over the past year.

Our employees across the Group deserve enormous credit for their commitment in executing and achieving our strategies and objectives. While the Board provides direction and oversight, it is their effort and execution that truly drive our progress forward.

On behalf of the Board, I would like to thank our shareholders, suppliers and business partners for their continued trust and loyalty. Your support is deeply appreciated.

Thank you.

Dato' Idris Bin Kechot
Chairman