MFCB
MEGA FIRST CORPORATION BERHAD

2Q2025 RESULTS BRIEFING

27 August 2025

AGENDA

1. Financial Review
   - 2Q2025 Earnings Review
   - Balance Sheet Review
   - Cash Flow Review
   - Capital Deployed
   - Gearing Position
   - JV Edenor Technology
2. Prospects for the Remaining Quarters of 2025

For reference (updated)

3. Renewable Energy Division
4. Packaging Division
5. Resources Division
6. Investment in Joint Venture Edenor Technology
7. Food Security Division
8. Sustainability Update

2Q2025 EARNINGS REVIEW

	2Q2025 (RM mil)	2Q2024 (RM mil)	YoY Chg (%)	1Q2025 (RM mil)	QoQ Chg (%)
Revenue					
Renewable Energy	150.6	156.1	(3.6)	131.8	14.3
Resources	48.2	56.7	(14.9)	56.0	(13.8)
Packaging	104.6	104.2	0.4	101.3	3.2
Sub-total: Core Divisions	**303.4**	**317.0**	**(4.3)**	**289.1**	**5.0**
Investment Holding & Others	32.5	14.9	118	33.3	(2.4)
Normalised Revenue	**336.0**	**332.0**	**1.2**	**322.4**	**4.2**
Construction Revenue on Service Concession	4.0	0.0	n.m.	19.2	(79.3)
Reported Revenue	**339.9**	**332.0**	**2.4**	**341.6**	**(0.5)**
Pre-tax Profit (PBT)					
Renewable Energy	112.8	110.2	2.4	88.8	27.1
Resources	8.3	12.6	(34.3)	9.7	(14.4)
Packaging	3.5	9.1	(61.3)	4.4	(19.7)
Sub-total: Core Divisions	**124.7**	**132.0**	**(5.6)**	**102.9**	**21.1**
Investment Holding & Others	(16.8)	(5.8)	191	(5.4)	212.6
Normalised PBT	**107.9**	**126.2**	**(14.6)**	**97.5**	**10.6**
Share of loss in JV and associates	(16.4)	(9.5)	71.5	(28.5)	(42.7)
Construction Profit on Service Concession	0.5	0.0	n.m.	2.4	(79.2)
Insurance income	0.0	2.5	n.m.	0.0	n.m.
Fair value loss on put option liability	(0.7)	(0.9)	(21.2)	(0.7)	0.0
Reported PBT	**91.3**	**118.3**	**(22.8)**	**70.7**	**29.1**

- **Normalised revenue +1.2% YoY to RM336.0 mil**. CSC contributions more than offset weaker Resources and Renewable Energy.
- **Normalised PBT -14.6% YoY to RM107.9 mil**: weaker Resources and Packaging, and RM8.2 mil forex loss (2Q2024: forex gain RM0.1 mil) from stronger RM.
- PBT of Renewable Energy +2.4% to RM112.8 mil.
- **Reported PBT -22.8% YoY to RM91.3 mil:** Higher loss from Edenor and absence of insurance income.
- Edenor suffered from gas supply disruptions after pipeline explosion on 1 April 2025.

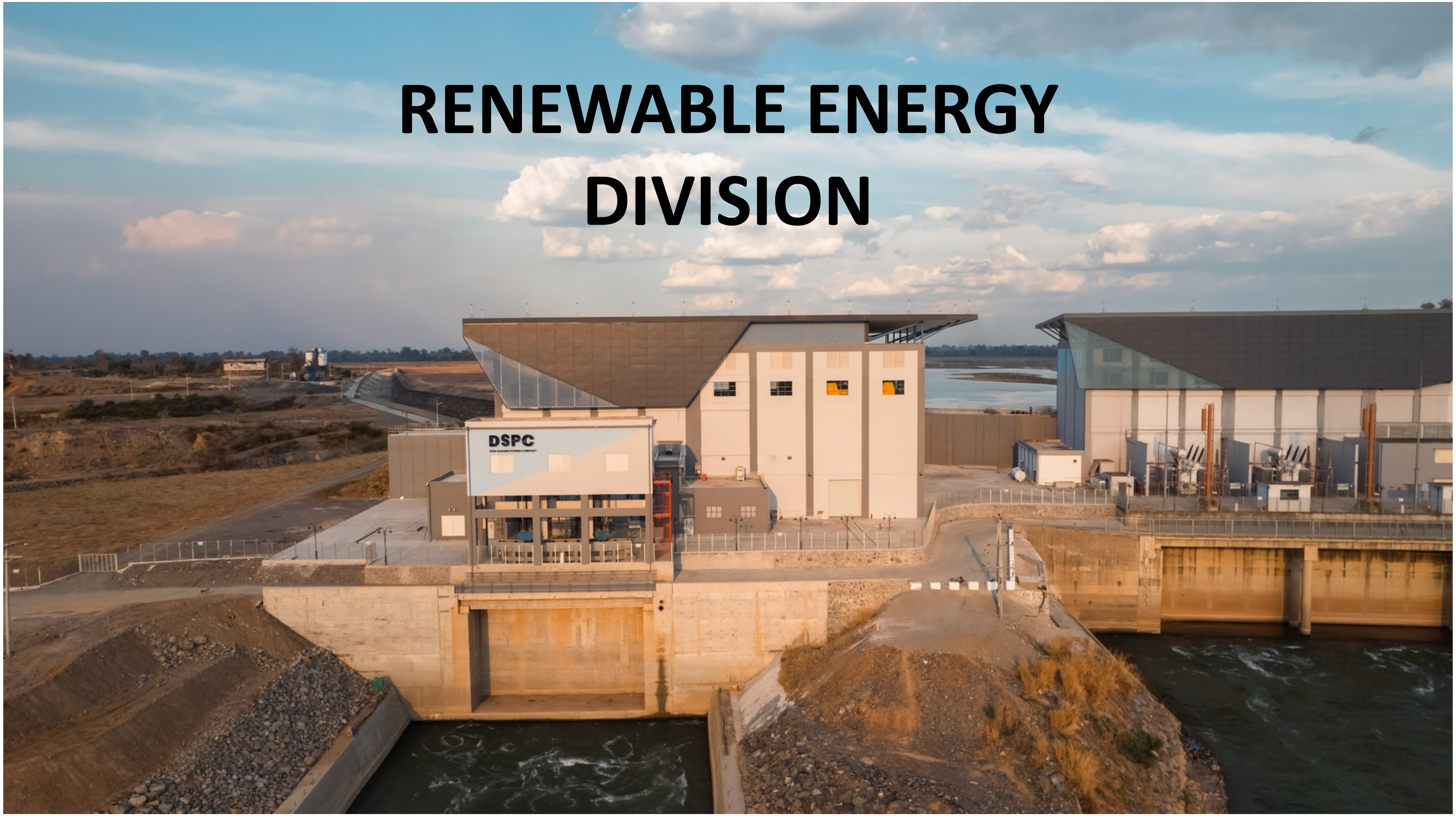
NORMALISED PROFIT AFTER TAX AND NON-CONTROLLING INTEREST (PATNCI)

	2Q2025 (RM mil)	2Q2024 (RM mil)	YoY Chg (%)	1Q2025 (RM mil)	QoQ Chg (%)
Normalised PATNCI	**101.4**	**114.5**	**(11.4)**	**89.9**	**12.7**
Share of loss in JV and associates	(16.4)	(9.5)	71.5	(28.5)	(42.7)
Construction Profit on Service Concession	0.4	0.0	n.m.	2.1	(79.2)
Insurance income	0.0	1.3	n.m.	0.0	n.m.
Fair value loss on put option liability	(0.7)	(0.9)	(21.2)	(0.7)	0.0
Reported PATNCI	**84.8**	**105.4**	**(19.5)**	**62.8**	**35.0**

2Q2025 vs 2Q2024

- **Normalised PATNCI -11.4% to RM101.4 mil**: Weaker Resources and Packaging, and higher forex loss from a stronger RM.
- **Reported PATNCI -19.5% to RM84.8m:** Further negatively impacted by higher Edenor losses and absence of insurance income.

RENEWABLE ENERGY DIVISION



EARNINGS REVIEW - RENEWABLE ENERGY DIVISION

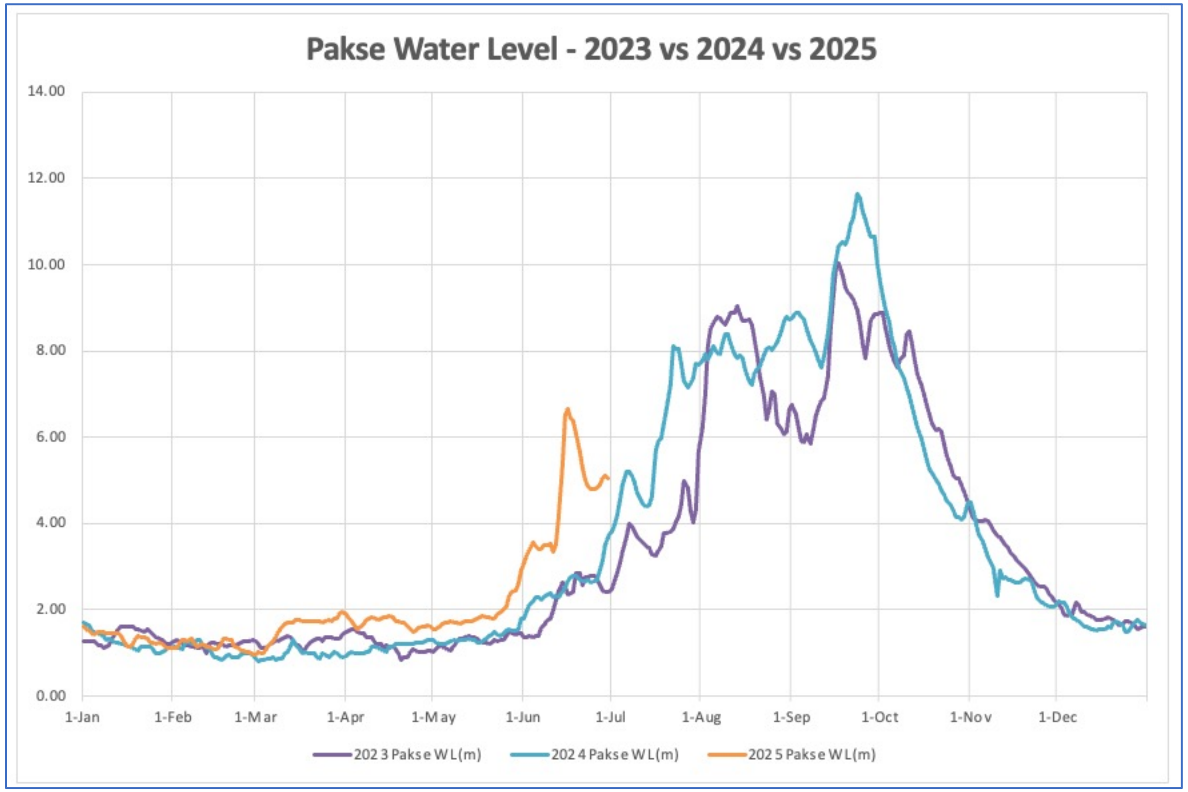
(RM mil)	2024					2025			Change	
	1Q	2Q	3Q	4Q	Total	1Q	2Q	Total	YoY (%)	QoQ (%)
Revenue	137.7	156.1	183.8	171.4	649.0	131.8	150.5	282.3	-3.6%	14.2%
PBT	88.8	110.2	130.6	133.9	463.5	88.8	112.8	201.6	2.4%	27.0%
PBT margin (%)	64.5%	70.6%	71.1%	78.1%	71.4%	67.4%	75.0%	71.4%		
EAF (%)	79.3%	89.7%	92.5%	85.7%	87.1%	68.9%	80.3%	74.6%	-10.5%	16.5%
Average RM/USD rate	4.723	4.731	4.451	4.397	4.576	4.450	4.306	4.378	-9.0%	-3.2%

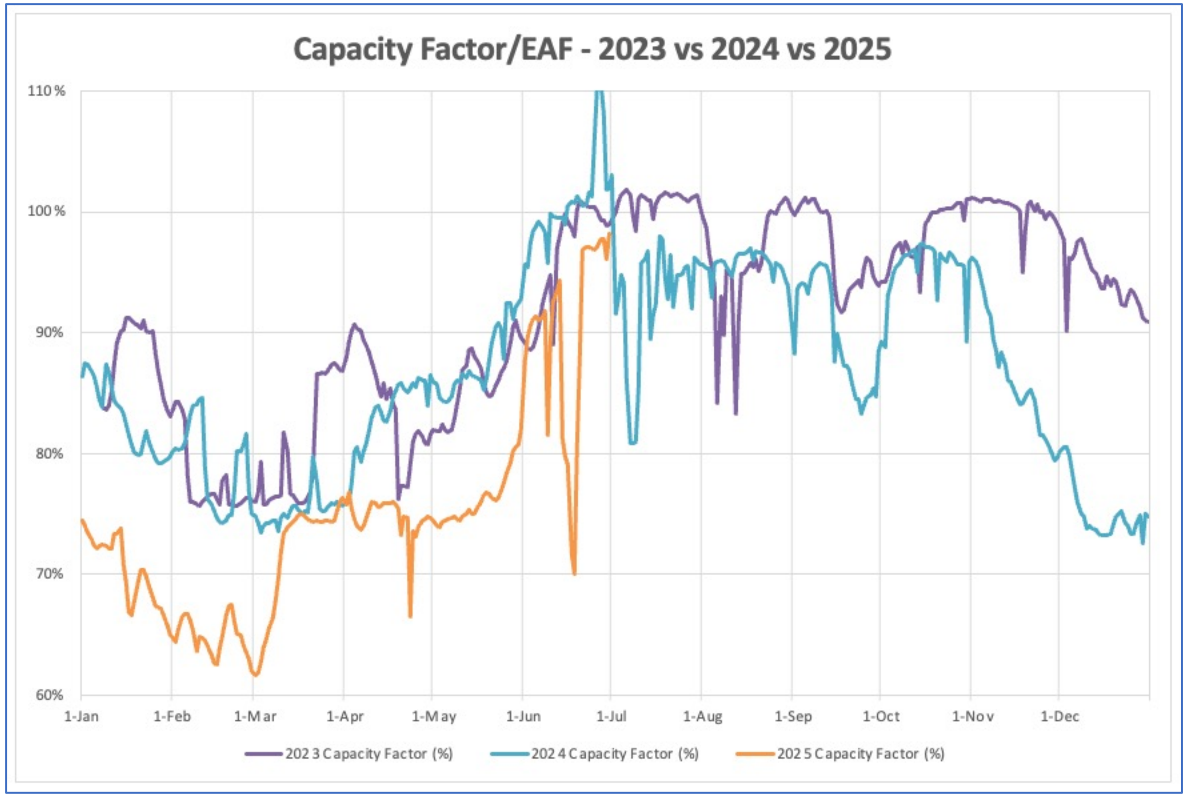
2Q2025 vs 2Q2024

- **Hydro energy USD sales +5.4%:** Energy volume +10.9% from 5th turbine, offset 5.4% tariff reduction (under new Supplemental PPA effective 1 January 2025).
- Don Sahong's average EAF 80.3% (on 325 MW) vs 89.7% (on 260 MW) last year.
- In Ringgit, RE revenue -3.6% to RM150.5m due to a 9% translation loss.
- Solar revenue +11% to RM3m from higher installed capacity.
- **PBT +2.4% to RM112.8m** despite lower revenue. Gains from lower royalties, net interest and amortisation (concession extension under new Supplemental CA), outweighing tariff cuts and translation loss.

RENEWABLE ENERGY DIVISION - DON SAHONG

Don Sahong : Pakse Water Level and Capacity Factor/EAF





RESOURCES DIVISION

EARNINGS REVIEW - RESOURCES DIVISION

(RM mil)	2024					2025			Change	
	1Q	2Q	3Q	4Q	Total	1Q	2Q	Total	YoY (%)	QoQ (%)
Revenue	63.8	56.6	60.3	42.9	223.6	56.0	48.2	104.2	-14.8%	-13.9%
PBT	14.4	12.7	13.6	6.6	47.3	9.7	8.3	18.0	-34.6%	-14.4%
PBT margin (%)	22.6%	22.4%	22.6%	15.4%	21.2%	17.3%	17.2%	17.3%		

2Q2025 vs 2Q2024

- Revenue -14.8% to RM48.2m: Weaker export demand for lime products amid rising competition.
- PBT -34.6% to RM8.3m, with margins hit by higher freight and production costs.

PACKAGING DIVISION

EARNINGS REVIEW - PACKAGING DIVISION

(RM mil)	2024					2025			Change	
	1Q	2Q	3Q	4Q	Total	1Q	2Q	Total	YoY (%)	QoQ (%)
Revenue	102.8	104.2	98.3	93.9	399.2	101.3	104.6	205.9	0.4%	3.3%
PBT	8.6	9.1	7.5	4.1	29.3	4.4	3.5	7.9	-61.5%	-20.5%
PBT margin (%)	8.4%	8.7%	7.6%	4.4%	7.3%	4.3%	3.3%	3.8%		

2Q2025 vs 2Q2024

- Revenue was flat, rising just 0.4% to RM104.6m, as the Division maintained its market share amid overcapacity and intense competition.
- PBT -61.5% to RM3.5m, hit by price competition and a weaker US Dollar.

BALANCE SHEET REVIEW

	At 30.6.2025 (RM million)	At 31.12.2024 (RM million)	Changes (RM million)	Explanation
Service concession asset	2,022.3	2,175.7	(153.4)	Mainly due to RM126.9 mil translation loss and RM42.4 mil amortisation charge, partly offset by RM15.9 mil addition.
PPE	836.9	775.8	61.1	Mainly due to RM93.8 mil Capex*, partly offset by RM23.9 mil depreciation charge and RM7.9 mil translation loss.
Water rights	311.3	337.5	(26.2)	Mainly due to RM19.6 mil translation loss and RM6.6 mil amortisation charge.
Investment properties	261.7	261.7	0.0	No movement.
Receivables and other asset (non-current)	215.4	246.4	(31.0)	Mainly due to RM17.3 mil repayment from EDL and translation loss.
ROU assets	115.5	117.6	(2.1)	Mainly due to depreciation charge.
Investment in quoted shares	56.4	87.4	(31.0)	Fair value loss of marketable securities.
Joint ventures and associates	213.3	173.4	39.9	Mainly due to investment in joint venture and new associate - Chiwadi (RM84.7 mil), offset by Group's share of loss (RM44.9 mil).
Inventories and biological assets (current)	164.2	186.2	(22.0)	Mainly due to the lower inventory in the manufacturing subsidiaries.
Receivables and other assets (current)	287.7	391.8	(104.1)	Mainly due to improved collection from EDL and lower prepayment of solar development costs.
Deferred tax liabilities	130.9	133.9	(3.0)	Mainly due to translation gain.
Payables (current)	201.2	214.5	(13.3)	Mainly due to partial settlement of amounts owed to contractors and suppliers for the 5th turbine, as well as payments related to turbines overhaul, operation and maintenance.
Shareholder equity	3,249.0	3,324.5	(75.5)	
Net assets per share (RM)	3.45	3.53	(0.08)	

Capex comprises mainly:

1. *RM67.2 mil by the Renewable Energy Division.*
2. *RM12.3 mil for agricultural development.*
3. *RM10.7 mil by the Packaging Division.*

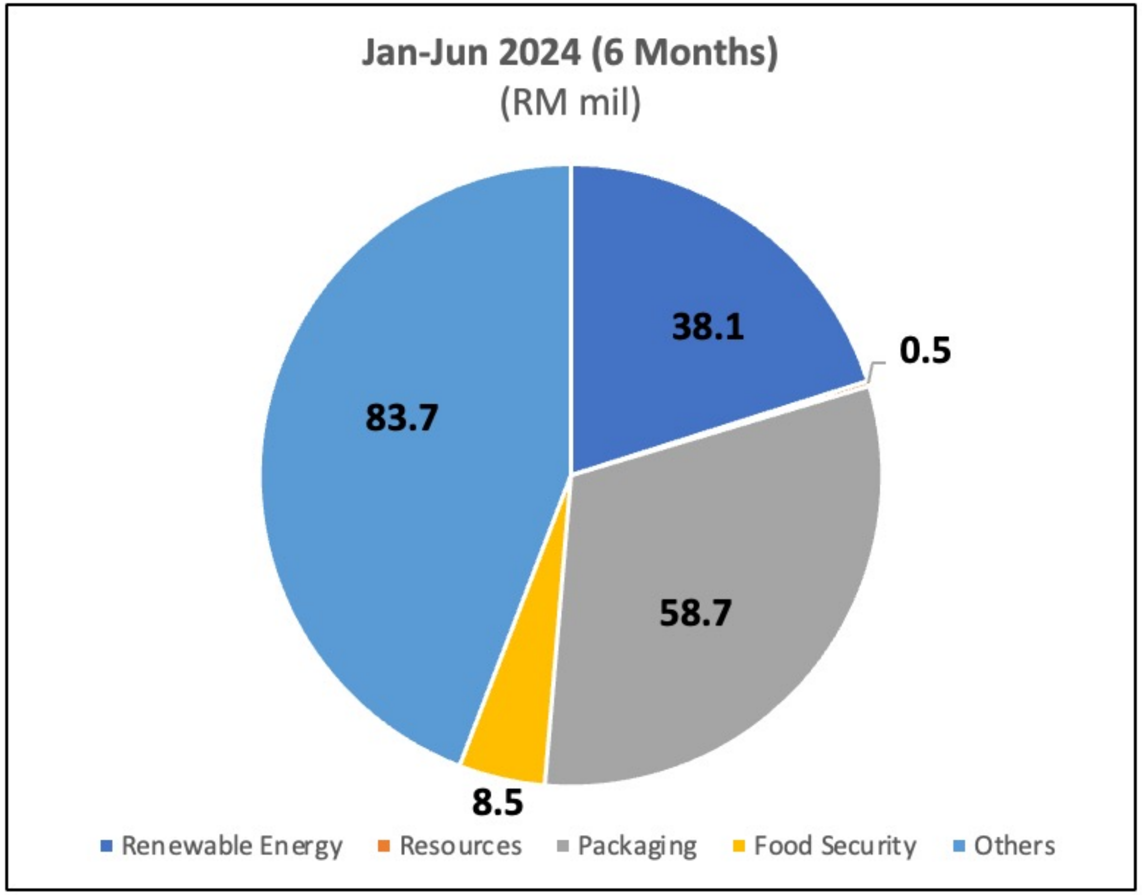
CASH FLOW REVIEW

	6-Month Period Ended	
	2025 (RM mil)	2024 (RM mil)
After tax cash from operating activities	388.7	299.4
Insurance claims	4.0	-
Net investment receipts	14.5	10.9
New capital from minority of subsidiaries	3.4	-
Total Cash Made Available to the Group	**410.6**	**310.3**
Investing Activities		
Renewable Energy Division	(81.4)	(38.1)
Resources Division	-	(0.5)
Packaging Division	(10.7)	(58.7)
Investment in JV/associates	(84.7)	-
Food Security Division	(12.2)	(8.5)
Other divisions	(2.9)	(83.7)
Total Investment	**(191.9)**	**(189.5)**
Financing Activities		
Dividends paid, including payment to subsidiary's NCI	(44.4)	(42.1)
Finance costs paid, including HP	(27.9)	(35.7)
Purchase of treasury shares	(0.3)	-
Total Distributions	**(72.6)**	**(77.8)**
Net Cash Flow Retained by the Group	**146.1**	**43.0**
Effects of forex and others	9.8	(32.9)
Increase in Net Debt of the Group	**155.9**	**10.1**
Net Cash/(Debt):		
- At beginning of period	(878.1)	(392.7)
- At end of period	(722.2)	(382.6)
- Change	**155.9**	**10.1**

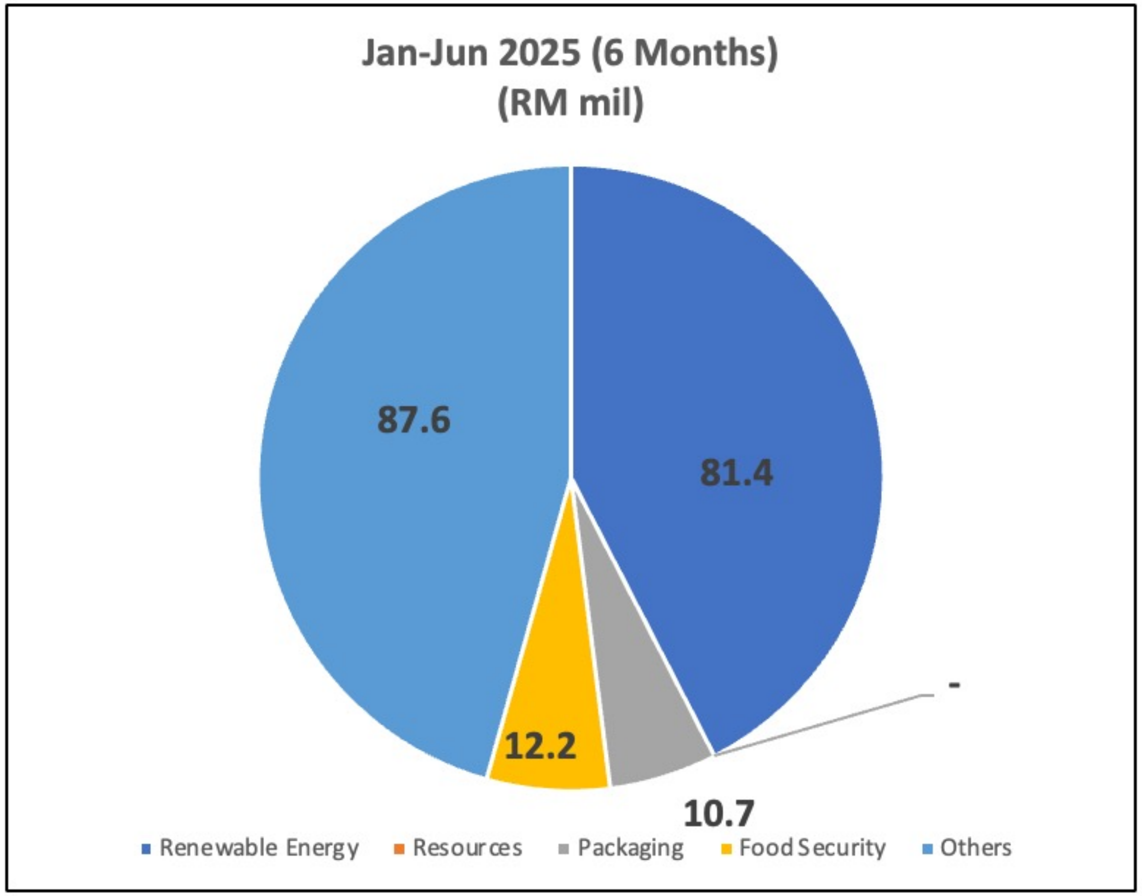
- **RM388.7 mil after tax cash** from operating activities, 13.1% more than a year ago.
- **RM191.9 mil deployed** for investments.
- **RM72.6 mil distributed** to stakeholders.
- **RM155.9 mil retained** in the Group.

EXPANSIONARY INVESTMENT CAPITAL DEPLOYED

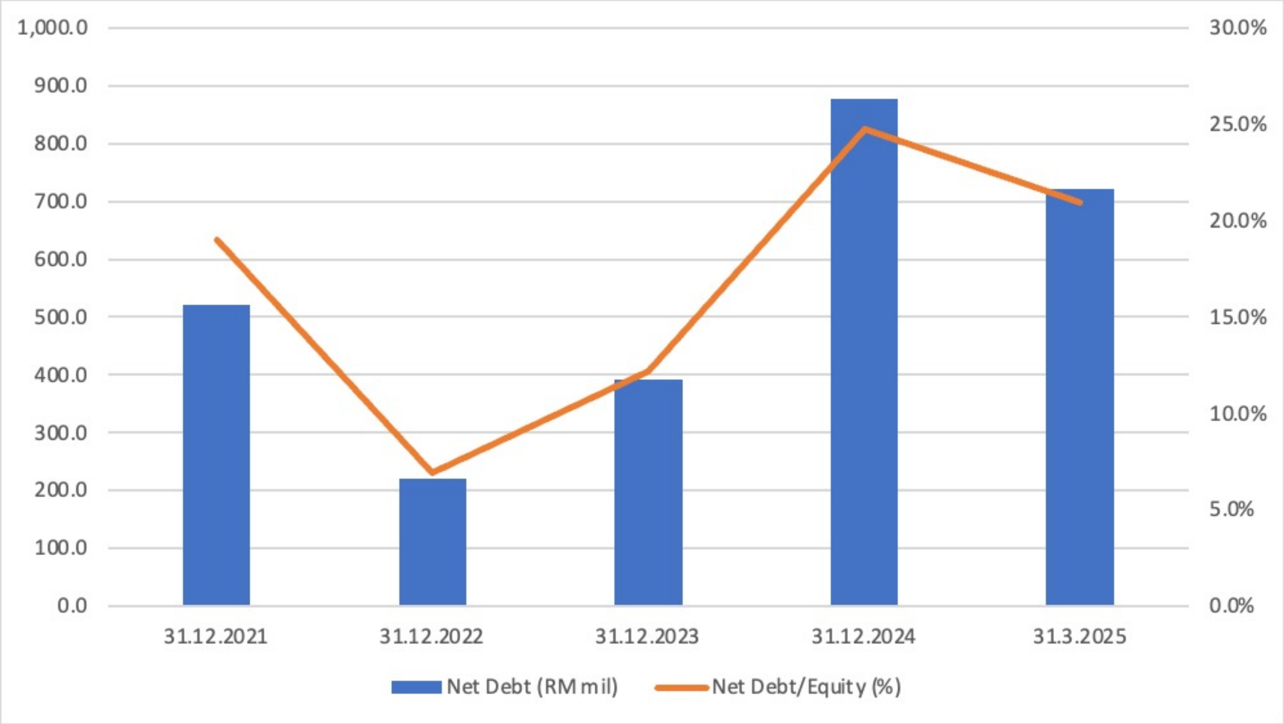
1H2024: RM189.5 mil



1H2025: RM191.9 mil



GEARING POSITION



	At 31.12.2021 (RM mil)	At 31.12.2022 (RM mil)	At 31.12.2023 (RM mil)	At 31.12.2024 (RM mil)	At 30.6.2025 (RM mil)
Total Cash	257.7	492.3	508.6	268.3	412.5
Total Debt	-777.9	-712.9	-901.3	-1,146.4	-1,134.7
Net Debt	**-520.2**	**-220.6**	**-392.7**	**-878.1**	**-722.2**
Equity	2,739.6	3,191.0	3,224.0	3,544.5	3,448.1
Net Debt/Equity Ratio	**19.0%**	**6.9%**	**12.2%**	**24.8%**	**20.9%**

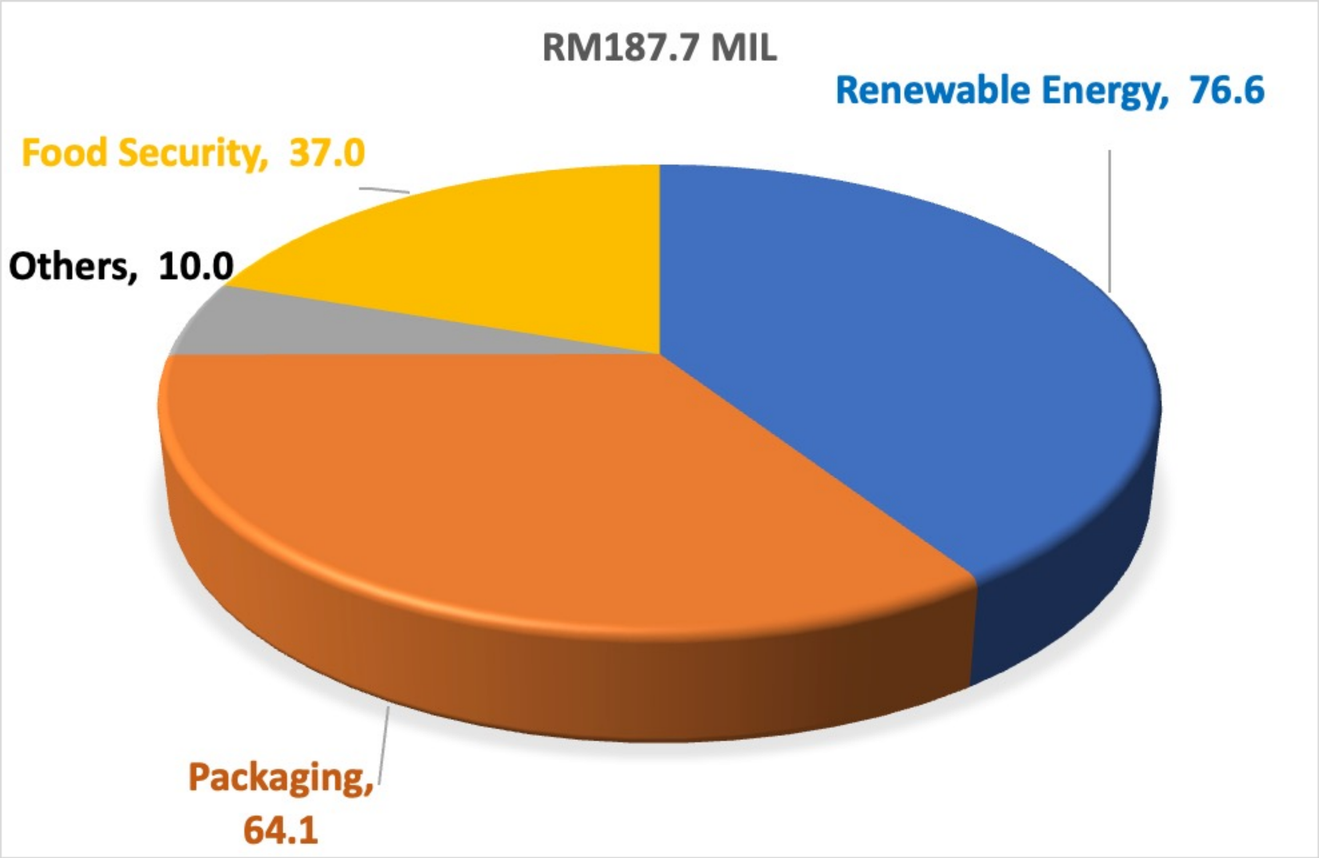
JV EDENOR TECHNOLOGY

Summarised Profit and Loss								
	2024					2025		
	1Q (RM mil)	2Q (RM mil)	3Q (RM mil)	4Q (RM mil)	Total (RM mil)	1Q (RM mil)	2Q (RM mil)	Total (RM mil)
Revenue	197.9	178.1	217.9	211.2	805.1	207.4	166.5	373.9
Depreciation and amortisation	9.5	9.1	8.9	9.0	36.5	9.0	9.7	18.7
PBT	(25.1)	(21.5)	(14.1)	(75.1)	(135.8)	(61.9)	(37.9)	(99.8)
PAT	(24.1)	(20.5)	(13.8)	(74.2)	(132.6)	(61.2)	(37.1)	(98.3)
PAT after MI	(24.3)	(22.6)	(13.4)	(69.8)	(130.1)	(56.3)	(34.4)	(90.7)
Total JV Results	(24.3)	(22.6)	(13.4)	(69.8)	(130.1)	(56.3)	(34.4)	(90.7)
MFCB's Share of Results	(12.2)	(11.3)	(6.7)	(34.9)	(65.1)	(28.2)	(17.2)	(45.4)
	('000 MT)	('000 MT)	('000 MT)	('000 MT)	('000 MT)	('000 MT)	('000 MT)	('000 MT)
Sales Volume	37.3	28.7	34.7	32.6	133.3	28.4	21.8	50.2

PROSPECTS FOR THE REMAINING QUARTERS OF 2025

- Global economic conditions remain uncertain, with policy, trade, and supply chain challenges weighing on sentiment.
- Management remains focused on navigating volatility and cost pressures.
- RE earnings are expected to stay resilient for the rest of the year.
- Resources Division’s tough market is expected to stabilise in the coming months.
- Packaging Division may have passed its low point in the second quarter, with gradual recovery anticipated in the second half.
- Edenor: Gas supply restored in early July 2025. Plant has since then been gradually ramped up and is now running steadily. A rebound in earnings is expected in the second half of 2025.

PROSPECTS FOR THE REMAINING QUARTERS OF 2025
CAPITAL COMMITMENT AS AT 30 JUNE 2025



PROSPECTS FOR THE REMAINING QUARTERS OF 2025

<u>Renewable Energy Division (Hydro)</u>

- All five turbines operational since June.
- Higher river flows and full capacity are expected to boost 2H2025 earnings sequentially.
- Year-on-year profitability should remain steady, with gains from higher volumes, lower royalties, and financing costs offsetting tariff cuts.
- Outstanding loan at the end of August 2025: USD87.5 mil. Current weighted average interest rate: 6.79%.

<u>Renewable Energy Division (Solar)</u>

- Installed capacity in increase from 32.1 MWp to 94.5 MWp by end 2025.
- MFCB’s consortium submitted its bid for a 400 MWh Battery Energy Storage Scheme on 31 July 2025, and is pursuing opportunities under Malaysia’s CRESS (Corporate Renewable Energy Supply Scheme) programme.

PROSPECTS FOR THE REMAINING QUARTERS OF 2025

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PROSPECTS FOR THE REMAINING QUARTERS OF 2025
PORTFOLIO SUMMARY AS AT 30 JUNE 2025

Completed Capacity		Capacity Secured/Under Construction		Total Capacity	
Hydro:	325.0 MW	Hydro:	0 MW	Hydro:	325.0 MW
Solar:	32.1 MW	Solar:	62.4 MW	Solar:	94.5 MW
Total:	**357.1 MW**	**Total:**	**62.4 MW**	**Total:**	**419.5 MW**

PROSPECTS FOR THE REMAINING QUARTERS OF 2025

Resources Division

- Demand remains weak due to slower economic activity and strong competition from regional suppliers, especially China.
- Management expects gradual stabilisation in market conditions through the rest of 2025.
- Focus will be on improving cost efficiency and expanding the regional customer base to sustain earnings.

Packaging Division

- Market conditions in 2Q were similar to 1Q, but signs suggest the market has bottomed.
- Supply-demand imbalances are easing, with orders expected to recover gradually in 2H2025.
- New capacity from Stenta (LLDPE lines) and Hexachase (printing and extrusion facilities) should support medium-term growth despite short-term margin pressure.

PROSPECTS FOR THE REMAINING QUARTERS OF 2025

Edenor Technology

- With gas supply fully restored in early July and operations steadily ramping up since, the plant is now operating at stable levels.
- Despite persistent challenges in the oleochemicals market, assuming operations remain stable, Edenor's financial performance is expected to show a significant rebound in the second half versus the first half.

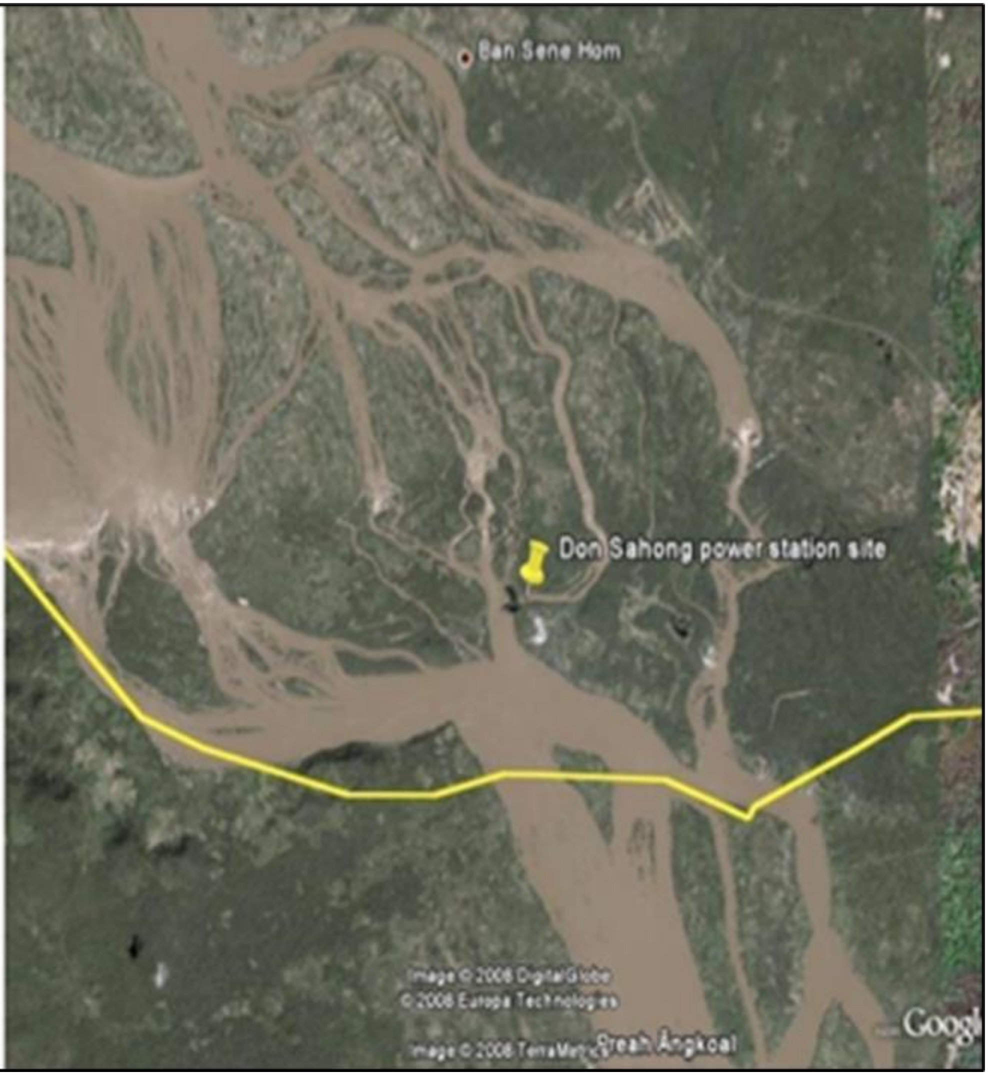
THANK YOU

Q&A

Remaining Slides for Reference (Updated)

RENEWABLE ENERGY DON SAHONG

RENEWABLE ENERGY DIVISION
DON SAHONG



RENEWABLE ENERGY DIVISION
DON SAHONG

- 325 MW run-of-river hydropower project located on the mainstream of the Mekong River in Southern Laos.
- High projected average Energy Availability Factor (EAF) of 81% compared to other large hydro of between 40-70%.
- Projected average energy generation 2,300 GWh per annum (based on base case 80.8% EAF).
- Based on 80 years hydrology data, projected EAF fluctuation +/- 3% from base case.
- Location advantage providing relatively consistent yearly water flow rate.
- Nearly all power evacuated to Cambodia via two G-to-G PPA contracts signed in 2019 totaling almost 700 MW.
- Smooth revenue collection. Receivable turnover averaging about 2 months.

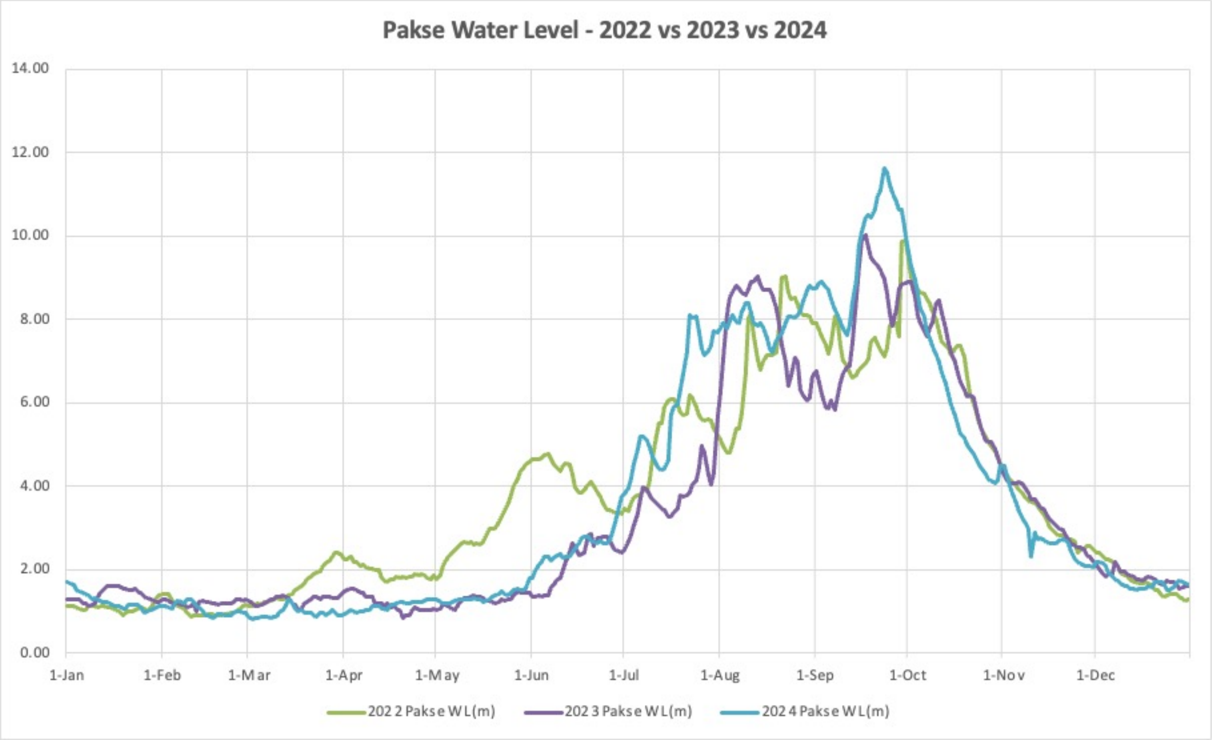
RENEWABLE ENERGY DIVISION
DON SAHONG

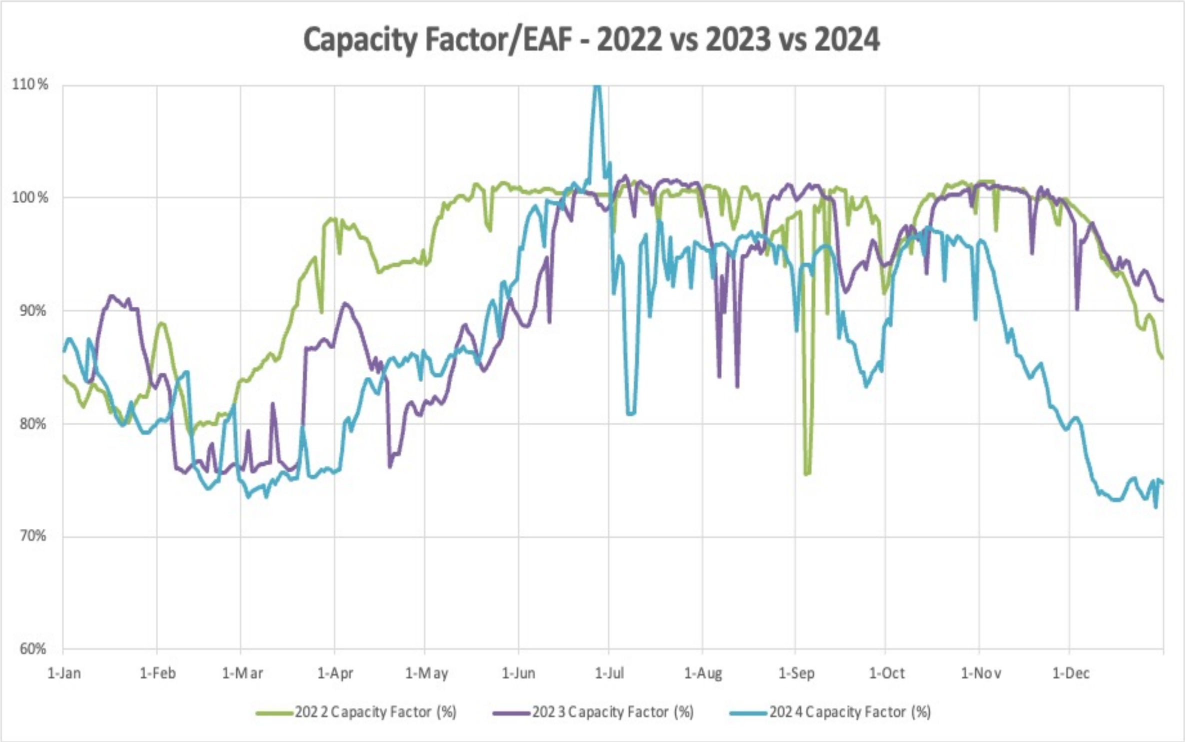
RENEWABLE ENERGY DIVISION
DON SAHONG

RENEWABLE ENERGY DIVISION
DON SAHONG

RENEWABLE ENERGY DIVISION
DON SAHONG

Don Sahong : 2022-2024 Pakse Water Level and Capacity Factor/EAF






RENEWABLE ENERGY
C&I SOLAR

RENEWABLE ENERGY DIVISION
C&I SOLAR

RENEWABLE ENERGY DIVISION
FINANCIAL HIGHLIGHTS

5-Year Earnings Summary					
(RM'000)	**2020**	**2021**	**2022**	**2023**	**2024**
Revenue					
- Energy	510,214	533,864	596,925	606,163	649,002
- Construction	-	-	-	-	383,248
	510,214	**533,864**	**596,925**	**606,163**	**1,032,250**
Profit before tax					
- Energy	372,086	385,585	419,698	437,557	463,510
- Construction	-	-	-	-	36,639
	372,086	**385,585**	**419,698**	**437,557**	**500,149**

RENEWABLE ENERGY DIVISION
STRATEGY & STRENGTH

Strategy

- Leveraging current strong and stable cashflow of approx. RM500 mil per annum from existing RE portfolio to pursue selective RE opportunities in the region.

Strength

- Strong project management/execution track record → Don Sahong completed significantly below budget and ahead of schedule.
- Effective cost management vis-à-vis peers → Don Sahong’s cost/MW of US1.4 million is significantly below industry averages and lower than cost of thermal plant.
- Healthy balance sheet.
- Strong cashflow from existing RE portfolio → approx. RM500 million p.a.

RENEWABLE ENERGY DIVISION INVESTMENT APPROACH

- New investments must fulfil the following criteria:
  1) Attractive project IRR (varies between markets)
  2) Project manageability
  3) Project bankability
  4) Project risk acceptability
- Avoid herd instinct.
- Strict investment discipline.


PACKAGING

PACKAGING DIVISION

Mission statement

"To become a leading provider of innovative, environmentally sustainable, safe and competitive packaging solutions"

The division currently manufactures and sells paper bags, flexible packaging products, and stickers and labels.

Global trends

- Consumers and our customers, notably the MNCs, are increasingly concerned with the damaging impact of packaging solutions to the environment.
- As a result, the world is increasingly making a conscientious shift towards using recyclable and environmentally friendly packaging materials.
- Examples of demand shift:
  1) Plastic bags → Paper bags
  2) Hard plastic containers → Light weight flexible plastic wrappers/pouches
  3) Multi-family-material → Single-family-material flexible plastic packaging

PACKAGING DIVISION
DIFFERENTIATING STRATEGY

- We develop packaging solutions that promote the use of ONLY fully recyclable materials (e.g. paper and mono-family plastic materials).

- Malaysia’s first and only manufacturer that only uses 100% toluene-free print ink and solvent-free lamination process to ensure the highest food safety standards.

- Latest state-of-the-art manufacturing line to deliver superior speed, efficiency, flexibility and cost effectiveness.

- Acquisition of Stenta in July 2021 strengthens product development and innovation capabilities and helps improve overall supply chain management, which will in turn enhance the overall customer satisfaction and experience.

- Currently serving primarily the F&B sector, there has been initial efforts to expand into the E&E, semiconductor and medical device space.

- Cohesive and experienced management team who are shareholders of the respective subsidiaries.

PACKAGING DIVISION
BANGI (STENTA)

PACKAGING DIVISION
MELAKA (HEXACHASE)

PACKAGING DIVISION
STATE-OF-ART MACHINERY

Fuji Kikai Printing Machine

Fuji Kikai 14 colours Rotogravure Printing Machine

PACKAGING DIVISION
STATE-OF-ART MACHINERY

Super Combi 5000

Super Combi 5000 Lamination Machine

PACKAGING DIVISION
STATE-OF-ART MACHINERY

Flat Handle Paper Bag Machine

Twisted Handle Paper Bag Machine

PACKAGING DIVISION
STATE-OF-ART MACHINERY

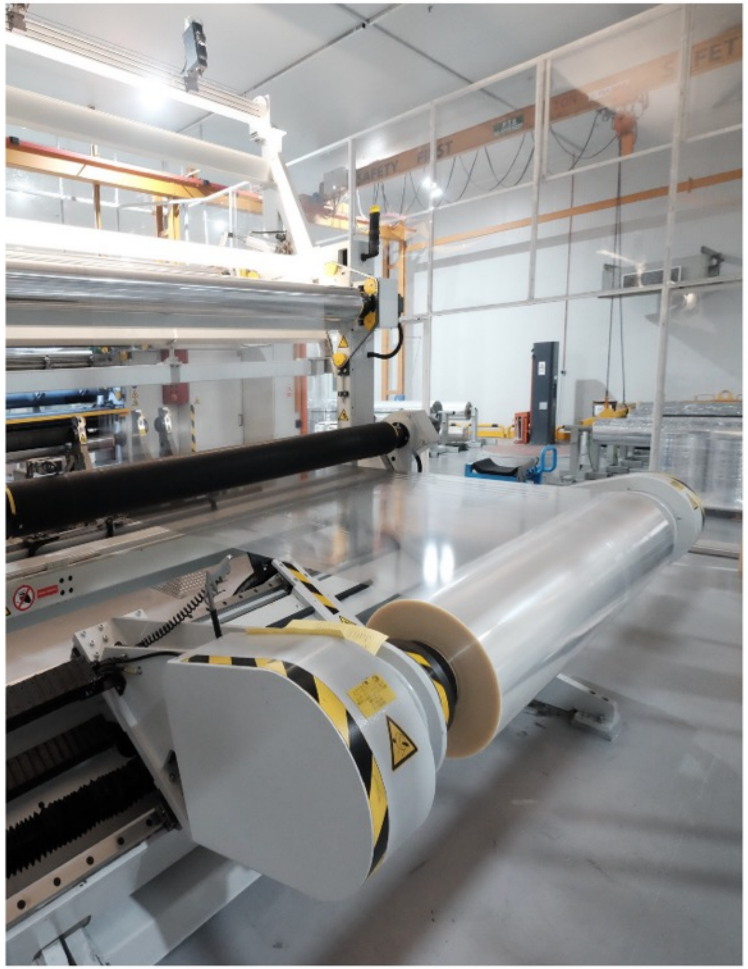
SOS Machine

Flat & Satchel Bag Machine

PACKAGING DIVISION
STATE-OF-ART MACHINERY

Reifenhauser LLDPE Line

Vacuum Metallizer



Slitter for Metallized Film

PACKAGING DIVISION
STATE-OF-ART MACHINERY

Reifenhauser LLDPE Line

Vacuum Metallizer

PACKAGING DIVISION
STATE-OF-ART MACHINERY

Bruckner OPP Line

High Capacity Roll Slitting and Winding Machine

PACKAGING DIVISION
PRODUCT RANGE

Biscuit Packaging
BOPP20/MBOPP18

Biscuit Packaging
PET/MCPP

Beverage Packaging
PET/MPET/LLDPE
PET/PE/ALUM/LLDPE

Wafer Packaging
BOPP/CPP

Sauce Packaging
PET/ALUM/LLDPE

Wafer Packaging
BOPP/MBOPP

Bread Packaging
BOPP/CPP

Outer Bag Packaging
Matte BOPP20/WCPP50

Snack Packaging
BOPP/MBOPP/LLDPE

Tea Packaging
BOPP/MBOPP/CPP

Sauce Packaging
BOPA/LLDPE

Wicketed Bags
KPET/LLDPE

Cake Packaging
PET/MCPP

Layer Cake

Detergent Packaging
PET/White LLDPE

Electronic Packaging
BOPP/ALUM/LLDPE

PACKAGING DIVISION
PRODUCT RANGE

PACKAGING DIVISION PRODUCT RANGE

Beverage Labels

Lubricants Labels

General Labels

Header Cards and Tag

Silkscreen Labels

Pharmaceutical Labels

Security Labels

Electronic Labels

PACKAGING DIVISION
FINANCIAL HIGHLIGHTS

5-Year Earnings Summary					
(RM'000)	**2020**	**2021**	**2022**	**2023**	**2024**
Revenue	97,775	208,217	398,964	402,341	399,167
Profit before tax	9,461	22,219	33,546	33,600	29,282

RESOURCES

RESOURCES DIVISION PROFILE

- Largest quicklime producer in Malaysia with 1,960 tonne per day installed kiln capacity.
- Owned one of the largest limestone reserves, sufficient for more than 100 years supply.
- Wide industrial applications: steel, mining, pulp and paper, agriculture, construction material, clean water, waste treatment etc.
- No available substitute.
- 2024 sales volume: approximately 497,000 tonnes (domestic 42%; export 58%).

RESOURCES DIVISION
SUCCESS FACTORS

- Fully integrated facilities
- Own high purity limestone reserves, on-site and at vicinity
- High and consistent lime quality
- Cost leadership
- Diversified customer base

RESOURCES DIVISION
MISSION & FINANCIAL HIGHLIGHTS

Mission

- To be the leading lime producer in the region
- 2015-2018: Completed massive expansion plan. +160% increase in kiln capacity

  760 tonnes → 1,960 tonnes per day

- Current plant utilisation rate approx. 70%

Financial Highlights

5-Year Earnings Summary					
(RM'000)	**2020**	**2021**	**2022**	**2023**	**2024**
Revenue	142,819	154,880	206,324	202,893	223,621
Profit before tax	18,766	16,725	17,385	23,297	47,322

INVESTMENT IN JOINT VENTURE
EDENOR TECHNOLOGY

INVESTMENT IN JOINT VENTURE
EDENOR TECHNOLOGY

- A 50:50 JV between MFCB and 9M Technology Sdn Bhd (RM40 million paid up capital).
- Set up to acquire Emery’s Asia Pacific oleochemical business from Sime Darby Plantation Berhad and PTT GC International Limited (“Acquisition”).
- The Acquisition was completed on 1 November 2021 at an Initial Purchase Price of RM38 million.
- The Purchase Price was subsequently adjusted down to RM12.6 million post EY review (Final Purchase Price).

<u>Who is 9M Technology?</u>

- Founded by a team of senior oleochemical specialists led by Mr AK Yeow, 9M Technology will be primarily responsible for the management of the oleochemical business.
- Mr AK Yeow, a chemist by training and retired from KL Kepong Berhad as the MD of the oleochemical division in 2018, has more than 35 years of experience in the oleochemical industry.

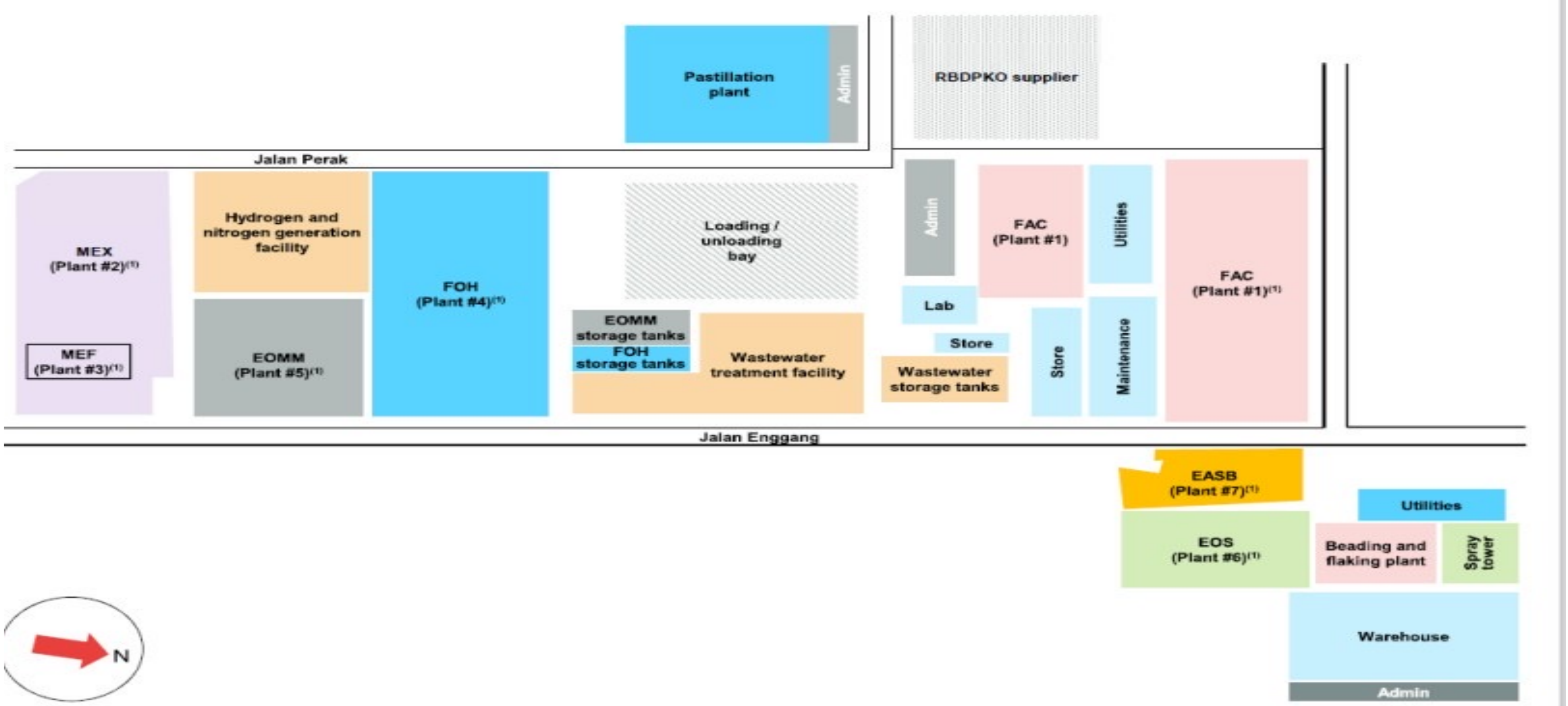
INVESTMENT IN JOINT VENTURE
EDENOR TECHNOLOGY

Emery's Asia Pacific business

- Integrated 300,000-tonne per annum capacity oleochemical complex on a 34-acre site at Telok Panglima Garang.
- Original plant cost: > RM1.1 billion
- Plant book value @ 31 Oct 2021: approx. RM430 million
- Plant Acquisition Value: RM73 million (including Land & Building valued at RM151 million)
- Produces both basic oleo products and specialty chemicals for both the domestic and export markets.
- Potential annual revenue: RM1.5 billion
- Pre-acquisition estimated loss: RM70-75 million a year (2019-2020)

EDENOR TECHNOLOGY
PLANT SITE

EDENOR TECHNOLOGY PLANT LAYOUT



EDENOR TECHNOLOGY
TPG PLANT

INVESTMENT IN JOINT VENTURE
TURNAROUND STRATEGY

- Full set of new management team in place.
- Major cultural and operational transformation underway.

Key turnaround strategies

- Simplify management processes: leaner, and more responsive and effective.
- Revamp purchasing, lower cost of goods/services: contract renegotiation, review supplier lists.
- Raise capacity utilisation to >90%: debottlenecking, plant modification, process improvements.
- Improve plant efficiencies, minimise plant shutdown and accidents by implementing comprehensive maintenance program and safety measures.
- Centralised daily monitoring of raw material prices and selling prices of finished goods to achieve desired value-added margin targets using hedging tools, where necessary.
- Comprehensive review of staffing requirements to reduce excesses and raise staff productivity.


FOOD SECURITY

FOOD SECURITY DIVISION

"RESPECT NATURE, WORK WITH NATURE"

- Water and irrigation key to sustainable cultivation:
    1) Protect and improve O'plai River catchment areas to collect and store rainwater;
    2) Development wetland pockets, creation of mini lakes along extensive riparian corridors.
- Development of comprehensive transport network: >50 km roads and a dozen bridges constructed, benefitting local farmers and community.
- Land rejuvenation programme after years of abuse by illegal logging and land clearing methods.
- Engage and build relationship with, and improve livelihood of local "asli" communities, an important source of labour, a major source of friction, and an integral part of MFP's CSR commitment.
- Promote food self-sufficiency within local community through ready availability of garden greens and freshwater fish.

FOOD SECURITY DIVISION

- MFCB obtained approval from the Royal Government of Cambodia for the concession of a plot of land measuring 6,428 hectares situated in Mondulkiri Province, Kingdom of Cambodia for agricultural development.
- The term of the concession is 50 years, commencing from 29 April 2013.
- Main crops: coconut & macadamia.
- Cumulative investment as at 30.6.2025: RM174 mil (including land cost).


FOOD SECURITY DIVISION
CAMBODIA

FOOD SECURITY DIVISION
CAMBODIA

FOOD SECURITY DIVISION
CAMBODIA




FOOD SECURITY DIVISION
MALAYSIA

FOOD SECURITY DIVISION
MALAYSIA

FOOD SECURITY DIVISION
MALAYSIA




FOOD SECURITY DIVISION
MALAYSIA

CALAMANSI, PANDAN COCONUT & CURRY LEAF FROM BIODESARU/SEDILI FARM

FOOD SECURITY DIVISION
MALAYSIA

DURIAN FROM ULU TIRAM FARM

SUSTAINABILITY UPDATE

SUSTAINABILITY UPDATE
SUSTAINABILITY STRATEGY

Vision

To be a leading Malaysian company with a **strong commitment to sustainable development** in all our businesses and to achieve **long term value creation** to the benefit of all our stakeholders

Mission

To implement sustainable initiatives across our entire organisation with an emphasis on **sustainable production**, **social accountability** and sound **environmental management practices**

SUSTAINABILITY THEMES	SUSTAINABILITY TARGETS	SUB-TARGETS
Promoting environmental sustainability To promote resource efficiency and biodiversity conservation to minimise environmental impacts.	**Net zero emissions by 2050** MFCB to achieve net zero emissions through pursuing operational GHG reduction and working with stakeholders on their carbon neutrality commitments.	✓ Conduct group-wide GHG inventory by 2025 *(this sub-target has been revised from 2023 to 2025)*. • Reduce waste to landfill by 50% by 2030. • By 2035, achieve carbon neutrality and commence transition towards net zero. • Reduce GHG emissions in the supply chain by 50% by 2035.
Enhancing livelihoods and inspiring our people To safeguard, inspire and invest in the development of our people and communities and create real change.	**Enhancing livelihoods of 300,000 people in nearby communities by 2030** To be the voice in empowering and uplifting communities through corporate social responsibility and advocacy.	✓ Establish a community investment fund to create positive societal impact by 2023. ✓ Set up a Scholarship and Management Trainee Programme by 2024. • Conduct social impact assessments for 100% of community initiatives by 2025.
Building a sustainable and ethical business To enhance the sustainability of our business and uphold high ethical and governance standards.	**100% of Tier 1 suppliers to comply with our Responsible Sourcing Policy by 2030** To practice fair, transparent, ethical and sustainable procurement throughout the organisation.	✓ Develop a Responsible Sourcing Policy by 2022. ✓ Implement mandatory supplier ESG training by 2023. • Conduct internal audits of all higher-risk suppliers by 2025.

SUSTAINABILITY UPDATE
KEY SUSTAINABILITY HIGHLIGHTS 2Q2025

STAKEHOLDER ENGAGEMENT

1. Held the first in-person AGM since 2019.
2. FTSE4Good Score improved from 2.9 to 3.2.
3. Conducted Sustainability 101 Training.

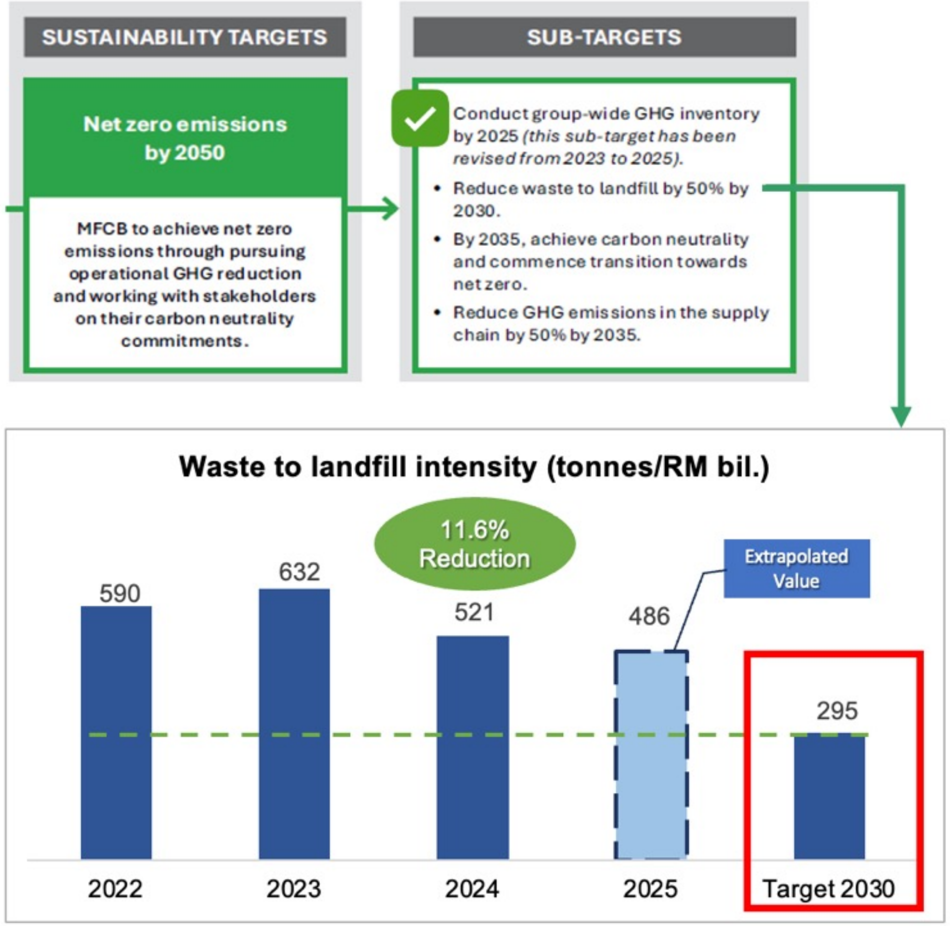
REPORTING

1. Completed internal audit review sessions with the three main Division; Renewable Energy, Resources and Packaging to strengthen 2025 reporting approach.
2. Include IFRS disclosure for Q2 onwards.

GHG INVENTORY DEVELOPMENT

1. Conducted Eco-Ideal handover session to ensure Divisions understand GHG emission calculations and data collection.
2. Completed GHG templates for Scope 3, Cat 1, 4, 5, 6 & 9.

SUSTAINABILITY UPDATE
ENVIRONMENTAL PERFORMANCE 2Q2025



Notes:
1. *2025 data is from 1 January to 30 June 2025 so cannot be compared to previous years as yet.*

Key points:

- Based on existing data, we are **nearly halfway** to achieving our waste to landfill target.

SUSTAINABILITY UPDATE
ENVIRONMENTAL PERFORMANCE 2Q2025

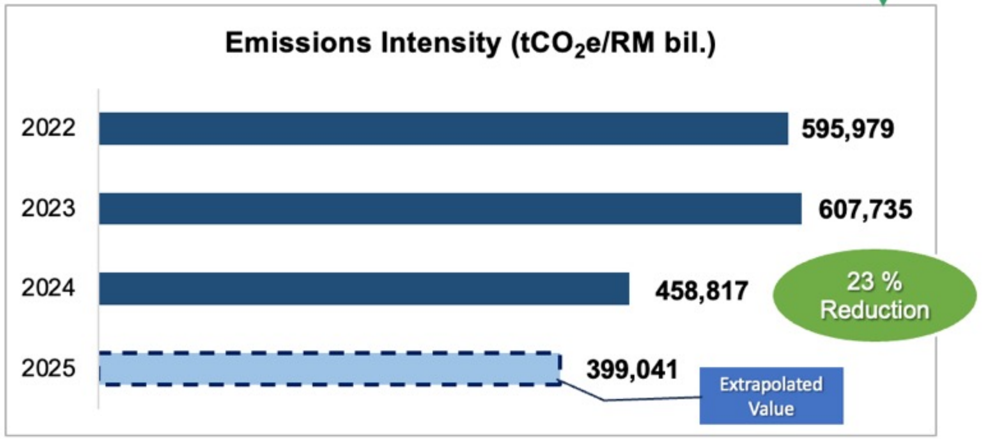
SUSTAINABILITY TARGETS

Net zero emissions by 2050

MFCB to achieve net zero emissions through pursuing operational GHG reduction and working with stakeholders on their carbon neutrality commitments.

SUB-TARGETS

- Conduct group-wide GHG inventory by 2025 *(this sub-target has been revised from 2023 to 2025).*
- Reduce waste to landfill by 50% by 2030.
- By 2035, achieve carbon neutrality and commence transition towards net zero.
- Reduce GHG emissions in the supply chain by 50% by 2035.



Notes:
1. 2025 data is from 1 January to 30 June 2025 so cannot be compared to previous years as yet.

Key points:

- Emissions intensity is trending downwards, BUT absolute emissions remains consistent across the years (~800,000tCO_2e).
- **Initiatives to offset our existing emissions is required** over the next 10 years. This includes supporting carbon offset projects, purchasing carbon credits or developing our own carbon offset project (e.g. regenerating a degraded forest, land-banking for conservation).

SUSTAINABILITY UPDATE
ENVIRONMENTAL PERFORMANCE 2Q2025

SUSTAINABILITY TARGETS

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SUB-TARGETS

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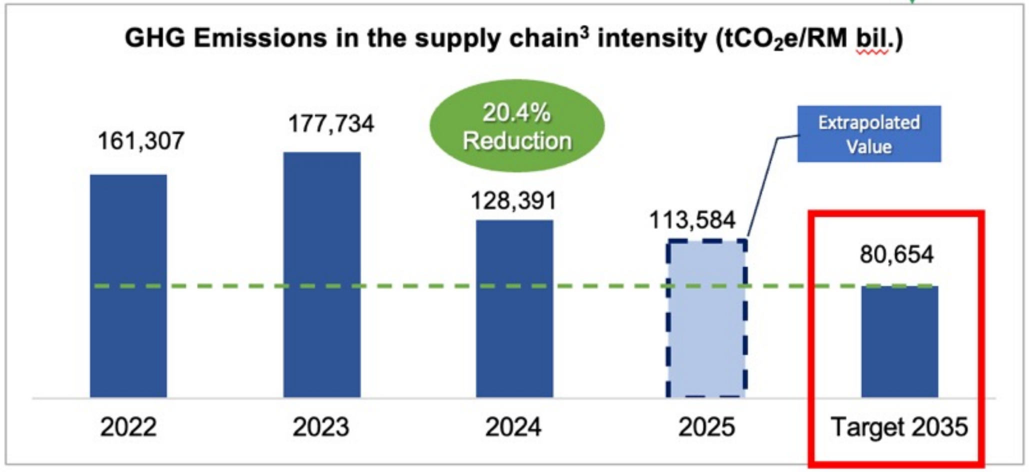

Notes:
1. *2025 data is from 1 January to 30 June 2025 and cannot be compared to previous years as yet.*
2. *Supply chain data in 2025 is not complete yet as at Q2.*
3. *Only includes Category 1, 4 and 9 – those directly related to supply chain.*

Key points:

- Based on existing data, we are **nearly halfway** to achieving our reduction in GHG emissions in the supply chain.

SUSTAINABILITY UPDATE
SOCIAL PERFORMANCE 2Q2025

COMMUNITY

2021
Launched Strategy

June 2025
227,304 beneficiaries impacted since 2021

Target 2030
Benefit 300,000 people in nearby communities

Education

Ensure all children have access to education to support continuous community development.

Infrastructure Support

Improve the infrastructure of rural communities to boost connectivity and quality of life

Livelihood Support

Provide financial or physical assistance for economic empowerment

Notable community investments in 2Q 2025:

Initiatives	Number of beneficiaries
Fundraising Committee for the Construction of a new Hall, Classrooms, and School Project	1278
JKKP Gunung Panjang - Sumbangan Kambing untuk Hari Raya Aidiladha 2025	450

Note:
1. Data are from 1 January to 30 June 2025.

SUSTAINABILITY UPDATE
GOVERNANCE PERFORMANCE 2Q2025

100% of Tier 1 suppliers to comply with our Responsible Sourcing Policy by 2030

To practice fair, transparent, ethical and sustainable procurement throughout the organisation.

- ✓ Develop a Responsible Sourcing Policy by 2022.
- ✓ Implement mandatory supplier ESG training by 2023.
- Conduct internal audits of all higher-risk suppliers by 2025.

Key points:

- Seven high-risk suppliers[2] were identified in 2024.

Notes:
1. *Tier 1 suppliers – suppliers that provide key materials for the production of our products, regardless of the amount of spending on them.*
2. *High risk suppliers – suppliers that did not have any policies, procedures or initiatives to manage ESG.*

SUSTAINABILITY UPDATE
GOVERNANCE PERFORMANCE 2Q2025

0	**0**	**0**	**0**	**0**
Confirmed Incidents Of Corruption	**Confirmed Incidents Of Non-compliance With Laws And Regulations**	**Legal Actions For Anti-Competitive Behaviour, Antitrust, And Monopoly Practices**	**Complaints Received Concerning Breaches Of Customer Privacy**	**Identified Leaks, Thefts, Or Losses Of Customer Data**

Notes:
1. *Data are from 1 January to 30 June 2025.*
2. *The Governance data does not include the Food Security Division.*

THANK YOU!