

HIBISCUS Petroleum

HIBISCUS PETROLEUM BERHAD
Registration Number: 200701040290 (798322-P)

DISCIPLINE. EXECUTION. RETURNS.

ANNUAL REPORT
2025/2026

Discipline. Execution. Returns.

The cover artwork reflects Hibiscus Petroleum Berhad's disciplined approach to creating sustainable value through focused execution and the pursuit of meaningful returns.

The interconnected blooms convey continuity and forward momentum, reflecting the Group's commitment to strengthening its portfolio and translating opportunities into tangible performance. Their rich red and crimson tones express energy, resilience and confidence, while the surrounding foliage represents the foundations that support continued progress.

Set against a fluid, understated background, the prominent blooms reinforce the importance of remaining focused amid an evolving operating environment.

Together with the theme **"Discipline. Execution. Returns."**, the cover represents Hibiscus Petroleum's approach to value creation — **discipline provides the foundation, execution transforms potential into performance, and returns reflect the value realised.**



Artist : Sophia Ng
Title : Bunga Raya 050826
Medium : Acrylic on Canvas

Artist Biography

Sophia is a self-taught artist originally from Ipoh, Perak. After leaving a corporate career to become a full-time artist, she became a pioneer in providing live event painting services in Asia. After 5 years and close to 500 events, she has begun guiding other like-minded painters via occasionally conducted workshops.

She strongly believes that art is attainable and can be appreciated by everyone. For her, it is the process of creation that feeds her soul, irrespective of the subject matter.

16TH ANNUAL GENERAL MEETING

Thursday,
3 December 2026

9.30 a.m.

The 16th Annual General Meeting of the Company will be conducted **on Thursday, 3 December 2026 at 9.30 a.m.** in a hybrid mode, providing shareholders with the option to participate either:

(a) Physically at the meeting venue at **Nexus, Connexion Conference & Event Centre (Connexion), Grand Nexus Ballroom (Level 3A), Bangsar South City, No. 7, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia**; or

(b) Virtually via Remote Participation and Voting (RPV) facilities through Vistra Share Registry and IPO (MY) Portal (Vistra SRMY Portal) at **https://srmy.vistra.com**.

Shareholders are advised to refer to the Administrative Guide available on the Company's website for instructions on registration, participation and online voting.

For more information, visit:
www.hibiscuspetroleum.com

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Form of Proxy





ABOUT US

Hibiscus Petroleum Berhad (Hibiscus Petroleum) is a Malaysian-listed independent oil and gas exploration and production company headquartered in Kuala Lumpur. Our key activities are focused on monetising producing oil and gas fields and growing our portfolio of exploration, development and production assets in areas of our geographical focus: Malaysia, Vietnam, Brunei, the Asia Pacific region and the United Kingdom (UK).



As an operator of offshore oil and gas producing fields, our efforts are focused on safely enhancing value from the assets in which we have economic interests.

Our growth strategy in the current oil and gas market is to leverage on opportunities that are present within our portfolio of existing assets and make quality acquisitions on a selective basis, thus delivering sustainable returns to our shareholders. We also bid for new licences, specifically if they cover areas in close proximity to the infrastructure that we operate.

We are committed towards upholding high standards of safety and environmental management. We also prioritise corporate governance and transparency, whilst expanding our business on strong technical and commercial foundations.

Hibiscus Petroleum securities are listed on the Main Market of Bursa Malaysia Securities Berhad and are a constituent of the FTSE4Good Bursa Malaysia Index, the FTSE4Good Bursa Malaysia Shariah Index as well as the Bursa Malaysia Quality (BMQ) 50 Index and BMQ 50 Shariah Index. Our securities have been classified as being Shariah-compliant by the Shariah Advisory Council of the Securities Commission Malaysia.

FY2026 Group Highlights

MARKET CAPITALISATION[1]:
RM1.35 billion
FY2025: RM1.15 billion
▲17.4%

REVENUE:
RM2.34 billion
FY2025: RM2.33 billion
▲0.4%

NET ASSETS[1]:
RM2.93 billion
FY2025: RM2.71 billion
▲8.1%

CASH[1]:
RM869.5 million
FY2025: RM642.0 million
▲35.4%

NET 2P RESERVES[2]:
76.9 MMboe
FY2025: 87.6 MMboe
▼12.2%

NET 2C RESOURCES[2]:
122.2 MMboe
FY2025: 110.4 MMboe
▲10.7%

Notes:
1 As at 30 June 2026 for FY2026, as at 30 June 2025 for FY2025.
2 As at 1 July 2026 for FY2026, as at 1 July 2025 for FY2025.
3 Weighted average production volume and operating expenditure based on net entitlement/working interest in the PM3 Commercial Arrangement Area (CAA) PSC, 2011 North Sabah Enhanced Oil Recovery (North Sabah) PSC, 2012 Kinabalu Oil (Kinabalu Oil) PSC, Anasuria Cluster, Block 46 Cai Nuoc PSC and Block B Maharajalela Jamalulalam (Block B MLJ) for the period from 1 July 2025 to 30 June 2026.
4 Combined average daily net production rate (post-validation by the regulator) is the sum of the average daily net production rate of the PM3 CAA PSC, North Sabah PSC, Kinabalu Oil PSC, Anasuria Cluster, Block 46 Cai Nuoc PSC and Block B MLJ for the period from 1 July 2025 to 30 June 2026.



EBITDA:
RM1.11 billion
FY2025: RM1.01 billion
▲9.9%

PROFIT AFTER TAXATION:
RM361.3 million
FY2025: RM117.5 million
▲207.5%

DEBT[1]:
RM636.8 million
FY2025: RM761.3 million
▼16.4%

CAPITAL EXPENDITURE:
RM838.5 million
FY2025: RM1,249.3 million
▼32.9%

NET PRODUCTION RATE[4]:
25,482 boe/day
FY2025: 26,462 boe/day
▼3.7%

NET UNIT PRODUCTION COSTS[3]:
USD22/boe
FY2025: USD22/boe
◀▶0%

Key:

- FY2026 – Financial year ended 30 June 2026.
- FY2025 – Financial year ended 30 June 2025.
- EBITDA – Earnings Before Interest, Taxes, Depreciation and Amortisation.
- 2P Reserves – Proven and probable oil and gas reserves.
- 2C Resources – Best estimate contingent oil and gas resources.
- MMboe – Million barrels of oil equivalent.
- MMbbl – Million barrels.
- boe – Barrels of oil equivalent.
- RM – Ringgit Malaysia.
- USD – United States Dollar.
- PSC – Production Sharing Contract.

About Us (continued)



Hibiscus Petroleum Group, comprising Hibiscus Petroleum and its subsidiaries (Group), operates or jointly operates Production Sharing Contracts (PSCs) or concessions in Malaysia, Vietnam, Brunei, the Asia Pacific region and the UK. Our portfolio consists of production, development and exploration assets. We are also investing selectively in non-operated opportunities with reputable operating partners.

MALAYSIA

Our journey in Malaysia commenced with the 2011 North Sabah Enhanced Oil Recovery (North Sabah) PSC. SEA Hibiscus Sdn Bhd (SEA Hibiscus) took on the role of operator for the North Sabah PSC on 31 March 2018. During our tenure as operator, we have effectively overseen the implementation of a range of production enhancement initiatives, leading to a significant increase in gross oil production sales.

In January 2022, we achieved a significant milestone by finalising the acquisition of interests in three Malaysian PSCs from Repsol Exploración, S.A. (Repsol): 2012 Kinabalu Oil (Kinabalu Oil), PM305 and PM314. This move marked a substantial expansion of our presence and operations within the Malaysian oil and gas sector.

We secured interest and operatorship in the Pertang, Kenarong, Noring and Bedong (PKNB) Cluster PSC by Petroliam Nasional Berhad (PETRONAS) in July 2024, our first direct PSC award. This was followed by the completion of the farm-in agreement with PETRONAS Carigali Sdn Bhd (PETRONAS Carigali) for a 30% participating interest in the PM327 PSC, one of the largest exploration blocks offshore Peninsular Malaysia. The farm-in was completed in July 2024.

Looking ahead, our vision includes the diligent execution of activities on additional prospects that we have identified. These endeavours, including the South Furious (SF) 30 Waterflood Phase 2 project, are designed to counteract the natural decline of our production and sustain the upward growth trajectory of our oil and gas production. Of particular significance is that both the Kinabalu Oil PSC and the North Sabah PSC contribute their crude oil to the Labuan Crude Oil Terminal, a facility managed and operated by SEA Hibiscus. This seamless synergy across our assets further solidifies our prominent position in the Malaysian oil and gas landscape.

MALAYSIA-VIETNAM COMMERCIAL ARRANGEMENT AREA (CAA)

The PM3 CAA PSC, acquired from Repsol in January 2022, lies within the CAA established between Malaysia and Vietnam. It is our largest source of gas production, with gas being piped to Malaysia and Vietnam. Production enhancement projects, including the longest well drilled in Malaysia and two successful exploration discoveries, have been effective in improving production.

VIETNAM

We completed the acquisition of the Block 46 Cai Nuoc (Block 46) PSC from Repsol in January 2022 as part of the same acquisition which included three Malaysian PSCs and the PM3 CAA PSC. It lies adjacent to PM3 CAA PSC and oil produced from Block 46 is processed at the PM3 CAA facilities.

BRUNEI DARUSSALAM

In October 2024, we completed the acquisition of the entire equity interest in TotalEnergies EP (Brunei) B.V., now renamed Hibiscus EP (Brunei) B.V. (Hibiscus Brunei). Through this acquisition, we assumed operatorship and now hold a 37.5% interest in the Block B MLJ gas field in Brunei Darussalam – a mature, producing asset situated in a highly prolific hydrocarbon-bearing region. Discovered in 1989, the field has been producing gas and condensate since 1999.

Our joint venture partners in Block B MLJ are Shell Deepwater Borneo B.V. and Brunei Energy Exploration Sdn Bhd. This strategic acquisition enhances the Group's portfolio by increasing the gas component of our total production to nearly 50%, advancing our objective of building a more balanced and resilient energy mix.

UK

On 10 March 2016, Hibiscus Petroleum completed the acquisition of its first producing asset – the Anasuria Cluster (Anasuria), located in the North Sea, UK. This asset comprises geographically focused producing oilfields, namely Guillemot A, Teal, Teal South and Cook, all tied back to the Anasuria Floating Production, Storage and Offloading (FPSO) vessel. The addition of the Teal West field, awarded to Hibiscus Petroleum on 3 September 2020 as part of the UK Continental Shelf (UKCS) 32nd Licensing Round, signifies a positive development for the Group.

Since then, Hibiscus Petroleum has developed the Teal West field and successfully achieved first oil on 4 July 2026, contributing additional volumes through the Anasuria hub in calendar year 2026. In addition, Hibiscus Petroleum holds an interest in the Fyne field and is evaluating a potential tie-back development to the Anasuria FPSO.

Expanding our footprint in the North Sea, Hibiscus Petroleum is also progressing the Greater Marigold Area Development (GMAD), which comprises the Marigold field (West and East areas), Sunflower, Kildrummy and Crown discoveries. GMAD represents a potential second strategic production hub in the UK.

AUSTRALIA

In the Bass Strait, our only operated Australian asset, the VIC/RL17 petroleum retention lease (previously known as the VIC/L31 production licence), completed the permanent abandonment of the West Seahorse-3 Well in March 2026. The licence will expire in November 2026 with all licence commitments fulfilled.



MALAYSIA AT A GLANCE

On 31 March 2018, SEA Hibiscus Sdn Bhd (SEA Hibiscus) successfully assumed the role of operator of the 2011 North Sabah Enhanced Oil Recovery (North Sabah) Production Sharing Contract (PSC) from Shell. As operator, SEA Hibiscus is responsible for the day-to-day operations, maintenance and conduct of production enhancement activities carried out on the asset.

The North Sabah PSC is the second producing asset we acquired, providing us with a further revenue stream after the Anasuria Cluster (Anasuria).

Through execution of production enhancement projects since the acquisition, we have been realising the considerable potential within the fields of the North Sabah PSC.

On 24 January 2022, we completed the acquisition and transfer of operatorship of three PSCs: 2012 Kinabalu Oil (Kinabalu Oil), PM305 and PM314. Together with the PM3 Commercial Arrangement Area (CAA) PSC and Block 46 Cai Nuoc PSC acquired in the same transaction, these assets have brought about a step change to our oil and gas production volumes.

In July 2024, we were directly awarded interest in a PSC by Petroliam Nasional Berhad (PETRONAS), with a 65% participating interest and operatorship in the Pertang, Kenarong, Noring and Bedong (PKNB) Cluster PSC containing four discovered gas fields. Further, we completed a farm-in agreement with PETRONAS Carigali Sdn Bhd (PETRONAS Carigali) for a 30% participating interest in the PM327 PSC[7], one of the largest exploration blocks offshore Peninsular Malaysia. Both the PKNB Cluster and PM327 PSCs offer tie-back opportunities to the PM3 CAA facilities, presenting significant production growth potential and operational and cost efficiencies in the future.

HIGHLIGHTS

	KINABALU OIL	NORTH SABAH	PKNB CLUSTER[6]
AVERAGE UPTIME[1]	**83%**	**90%**	**N/A**
AVERAGE NET DAILY PRODUCTION RATE[1]	**2,771 bbl/day**	**4,756 bbl/day**	**N/A**
AVERAGE UNIT PRODUCTION COST[1]	**USD17.13/bbl**	**USD18.11/bbl**	**N/A**
LTIR[1,5]	**0**	**0**	**N/A**
2P OIL RESERVES	**4.8 MMstb[2]**	**12.8 MMstb[3]**	**-**
2C OIL/CONDENSATE RESOURCES	**0.7 MMstb[2]**	**2.3 MMstb[3]**	**1.1 MMstb[4]**
2C GAS RESOURCES	**-**	**-**	**222.3 Bscf[4]**
LONG-TERM PARTNERSHIP WITH PETRONAS CARIGALI			

Notes:

1 For the financial year ended 30 June 2026.
2 As at 1 July 2026, based on internal estimates.
3 As at 1 July 2026, based on SEA Hibiscus' current estimated net entitlement, derived from RPS Energy's report of May 2026, adjusted for net production up to 30 June 2026.
4 As of 1 July 2026, based on Hibiscus Oil & Gas Malaysia Limited's current estimated net entitlement, derived from RPS Energy's report of August 2026.
5 LTIR represents the frequency of lost time injuries (LTI) which include fatalities, permanent disabilities or workhours lost due to workplace incidents per 200,000 hours worked by both employees and contractors.
6 The PKNB Cluster PSC is currently not a producing asset.
7 The PM327 PSC is not included in the table above due to the asset being only at the exploration stage.

Key:

- 2P Oil Reserves – Proven and probable oil reserves.
- 2C Oil or Condensate Resources – Best estimate contingent oil or condensate resources.
- 2C Gas Resources – Best estimate contingent gas resources.
- bbl – Barrels.
- MMstb – Million stock tank barrels.
- Bscf – Billion standard cubic feet.
- LTIR – Lost Time Injury Rate.
- USD – United States Dollar.
- N/A – Not Applicable.
- RPS Energy – Tetra Tech RPS Energy Limited.

NORTH SABAH PSC: OFFSHORE AND ONSHORE FACILITIES



Barton



SF 30



St Joseph



South Furious (SF)



SF 30 - New wellhead platform as part of the SF 30 Water Injection Project



Labuan Crude Oil Terminal (LCOT)

Malaysia at a Glance (continued)

NORTH SABAH PSC



Asset Name:
North Sabah PSC

Licence:
2011 North Sabah Enhanced Oil Recovery PSC

Hibiscus Petroleum Berhad (Hibiscus Petroleum)'s Interest:
50%

Operator:
SEA Hibiscus

Non-operating Partners:
PETRONAS Carigali, SMJ Energy Sdn Bhd

Asset Location:
33km from Kota Kinabalu, Malaysia

Water Depth:
18-60m

Field Life Cycle:
Production

Producing Fields:
St Joseph, SF, SF 30, Barton

Development Type:
Fixed platforms with dry trees, inter-field pipelines and a trunk line to LCOT

Acquisition Date:
31 March 2018

Office Locations:
Kuala Lumpur, Kota Kinabalu, Labuan

Awards:

(i) PETRONAS Focused Recognition Award – Awarded in December 2023 to SEA Hibiscus' Chief Executive Officer and Chief Operating Officer respectively for effectively contributing to being an excellent partner to PETRONAS Carigali.

(ii) PETRONAS Focused Recognition Award – Awarded in May 2024 for effectively closing audit gaps in the 2021 Tier-2 Integrated Operational Asset Integrity Assurance (IOAIA) audit, leading to continuous improvement in Asset Integrity and Reliability for North Sabah facilities.

(iii) PETRONAS Focused Recognition Award – Awarded in November 2024 for successfully completing the Production Enhancement and Idle Well Reactivation (PE IWR) for the SF campaign.

(iv) PETRONAS Focused Recognition Award – Awarded in August 2025 for successfully completing North Sabah's PE IWR campaign in Q2 2025, achieving gross production gain of 1.11 thousand bbl (kbbl)/day in actual production compared to 0.9 kbbl/day planned production with zero Health, Safety and Environment (HSE) incidents.

(v) PETRONAS Focused Recognition – received in March 2023 for:

- LCOT demonstrating good collaboration with lifting parties to optimise market value of cargoes and secure reputation of Malaysia as a reliable crude exporter; and
- Excellent Health, Safety, Security and Environment (HSSE) performance in calendar year 2022, with no major incidents and accidents.

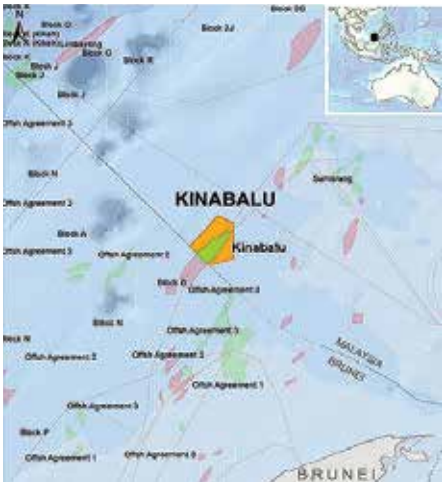
(vi) PETRONAS Focused Recognition – Awarded in December 2025 for outstanding performance throughout the North Sabah PE IWR campaign for 2025.

(vii) Received awards at PETRONAS' Offshore Self-Regulation (OSR) Conference in December 2024 for:

- Overall OSR Excellence;
- Zero Overdue Compliance; and
- Assurance Excellence.

(viii) Prime Minister's Hibiscus Award for LCOT – received in January 2026 for Exceptional Achievement in Environmental Performance.

KINABALU OIL PSC



Asset Name:
Kinabalu Oil PSC

Licence:
2012 Kinabalu Oil PSC

Hibiscus Petroleum's Interest:
60%

Operator:
Hibiscus Oil & Gas Malaysia Limited

Non-operating Partner:
PETRONAS Carigali

Asset Location:
Offshore Sabah

Water Depth:
56m

Field Life Cycle:
Production

Producing Fields:
Kinabalu Main, Kinabalu East, Kinabalu Far East

Development Type:
Fixed platforms with oil pipeline to LCOT and gas pipeline to Samarang platform

Acquisition Date:
24 January 2022

Office Locations:
Kuala Lumpur, Kota Kinabalu

Awards:

(i) PETRONAS Focused Recognition Award – Awarded in March 2024 for outstanding performance in the Kinabalu Redevelopment Phase 3, including the pioneering use of Autonomous Inflow Control Valves (AICV) in Malaysia.

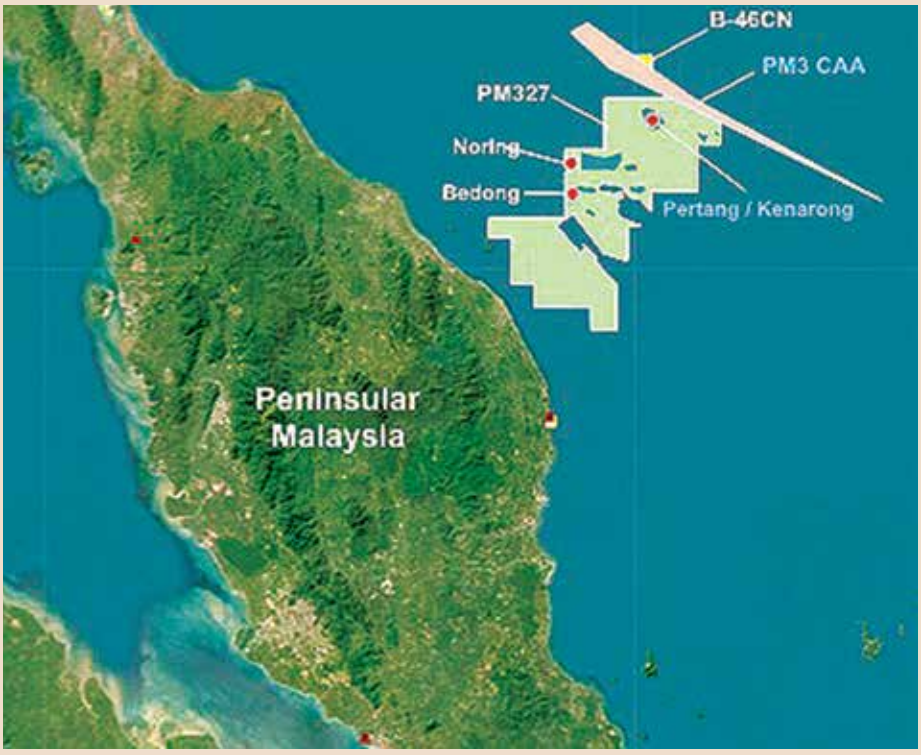
(ii) Malaysia Petroleum Management (MPM) Wells Appreciation Townhall – Received awards in March 2024 for achieving the lowest drilling cost per foot for a development well in Malaysia, delivering the country's longest well and for Malaysia's first autonomous inflow control valve (AICV) installation.

(iii) PETRONAS Malaysia Upstream Awards 2024: Awarded GOLD awards for Wells Excellence and Project Delivery Excellence.

(iv) PETRONAS Focused Recognition Award – Awarded in May 2024 for the successful completion of the Logistics Sharing Agreement between PETRONAS Carigali and Hibiscus Oil & Gas Malaysia Limited.

(v) PETRONAS Focused Recognition – Received in December 2025 for outstanding performance throughout the Kinabalu PE IWR campaign for 2025.

PKNB CLUSTER PSC



Asset Name:
PKNB Cluster PSC

Licence:
PKNB Cluster PSC

Hibiscus Petroleum's Interest:
65%

Operator:
Hibiscus Oil & Gas Malaysia Limited

Non-operating Partner:
PETRONAS Carigali

Asset Location:
Offshore Peninsular Malaysia

Water Depth:
65–75m

Field Life Cycle:
Development

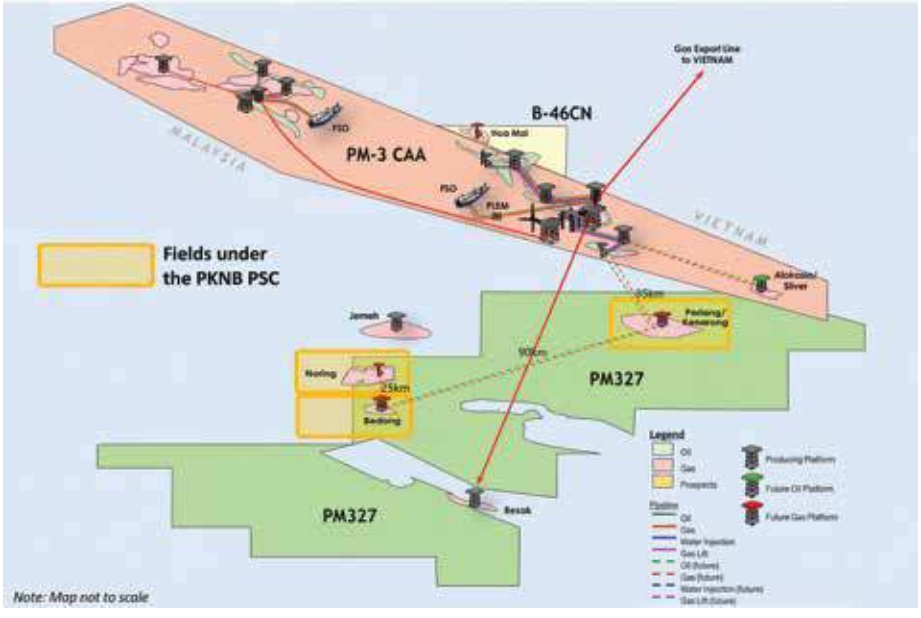
Discovered Fields:
Pertang, Kenarong, Noring, Bedong

Development Type:
Future tie-backs to PM3 CAA facilities

Effective Date:
1 July 2024

Office Location:
Kuala Lumpur

PM327 PSC



Asset Name:
PM327 PSC

Licence:
PM327 PSC

Hibiscus Petroleum's Interest:
30%

Operator:
PETRONAS Carigali

Asset Location:
Offshore Peninsular Malaysia

Water Depth:
20–75m

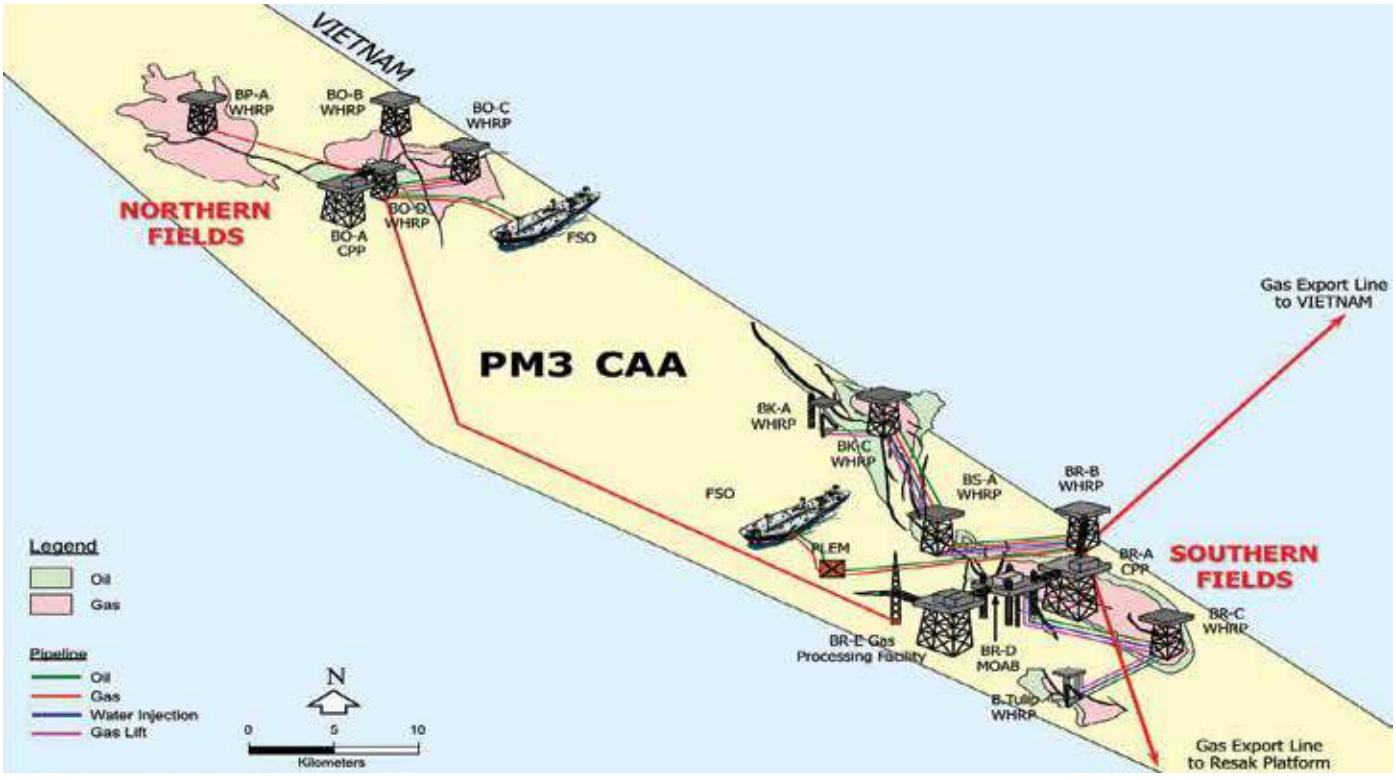
Field Life Cycle:
Exploration

Development Type:
Potential future tie-backs to PM3 CAA facilities

Farm-In Date:
5 July 2024

Office Locations:
Kuala Lumpur, Kemaman

MALAYSIA-VIETNAM COMMERCIAL ARRANGEMENT AREA AT A GLANCE



On 24 January 2022, we completed the acquisition and transfer of operatorship in the PM3 Commercial Arrangement Area (CAA) Production Sharing Contract (PSC) as part of the same acquisition which included the three Malaysian PSCs and one Vietnamese PSC. The PM3 CAA PSC has allowed us to diversify our production to include gas.

Production enhancement projects under our operatorship, including the longest well drilled in Malaysia, have unlocked higher oil and gas production, while our gas exploration wells have also proved successful.

In April 2025, we secured a 20-year extension for the PM3 CAA PSC. The extended PSC underpins the viability of the PM3 CAA PSC Master Hub Plan - a strategic development framework centred around the existing gas processing facilities within the PM3 CAA cluster. This extension enables Hibiscus Petroleum Berhad (Hibiscus Petroleum) to economically pursue new well developments within PM3 CAA and enables tie-ins from nearby gas assets, including at the Pertang, Kenarong, Noring and Bedong (PKNB) Cluster PSC (awarded in July 2024) and PM327 PSC (farmed-in July 2024), maximising existing infrastructure.

PM3 CAA PSC

Asset Name:
PM3 CAA PSC

Licence:
PM3 Commercial Arrangement Area PSC

Hibiscus Petroleum's Interest:
35%

Operator:
Hibiscus Oil & Gas Malaysia Limited

Non-operating Partners:
PETRONAS Carigali Sdn Bhd (PETRONAS Carigali), PetroVietnam Exploration Production Corporation Limited (PVEP)

Asset Location:
CAA between Malaysia and Vietnam

Water Depth:
56m

Field Life Cycle:
Production

Producing Fields:
Bunga Orkid, Bunga Pakma, Bunga Raya, Bunga Seroja, Bunga Kekwa, Bunga Tulip, Bunga Lavatera, Bunga Aster

Development Type:
Fixed platforms with gas pipelines to Peninsular Malaysia and Vietnam, oil export via FSO Orkid and FSO PM3 CAA

Acquisition Date:
24 January 2022

Office Locations:
Kuala Lumpur, Kota Bharu, Kemaman

Awards:

(i) PETRONAS Focused Recognition Award – Awarded in March 2025 for:

- Optimising Northern Field production and sustaining the production at Southern Fields; Achieved PM3 CAA total crude and condensate production higher than target by 18%, 18.4 kbbl/day compared to 15.7 kbbl/day;
- Proactively converting High Pressure gas to Low Pressure system for Production Optimisation; Delivered Gas Sales of 194.4 MMscf/day higher than 2024 Annual Gas Delivery Program of 194.0 MMscf/day; and
- PM3 CAA total GHG emissions for 2024 lower than approved target and completion of the Energy Landscape Assessment.

(ii) PETRONAS Carigali Focused Recognition Award – Awarded in February 2025 for exceeding PM3 CAA's 2024 work plan and budget production target by 16% in a cost-optimised manner and achieved significant overall unplanned/planned production deferment improvement through a well-executed production surveillance strategy.

(iii) Awards from MPM for 2024 Turnaround Campaign:

- Malaysia Turnaround Appreciation Award; and
- Special Award (Best Small-Scale Turnaround).

(iv) Certificate of Merit from PVEP – Awarded in January 2024 in recognition of our excellence in operating and managing petroleum operations in Vietnam 2023.

(v) PETRONAS Focused Recognition Award – Awarded in March 2024 for successfully delivering the 2023 PM3 CAA projects on time and within budget, while meeting target volumes.

(vi) PETRONAS Focused Recognition Award – Awarded in November 2024 from PETRONAS MPM Wells Management for achieving 14 years with Zero Lost Time Injury.

HIGHLIGHTS

AVERAGE UPTIME[1]	**90%**
AVERAGE NET DAILY PRODUCTION RATE[1]	**10,890 boe/day**
AVERAGE UNIT PRODUCTION COST[1]	**USD13.68/boe**
LTIR[1,3]	**0**
2P OIL RESERVES[2]	**5.2 MMstb**
2P GAS RESERVES[2]	**71.5 Bscf**
2C OIL RESOURCES[2]	**5.5 MMstb**
2C GAS RESOURCES[2]	**54.5 Bscf**
IMPORTANT SOURCE OF GAS FOR MALAYSIA AND VIETNAM	

Notes:

1 For the financial year ended 30 June 2026.

2 As at 1 July 2026, based on Hibiscus Oil & Gas Malaysia Limited's current estimated net entitlement, derived from RPS Energy's report of May 2026, adjusted for net production up to 30 June 2026.

3 LTIR represents the frequency of lost time injuries (LTI) which include fatalities, permanent disabilities or workhours lost due to workplace incidents per 200,000 hours worked by both employees and contractors.

Key:

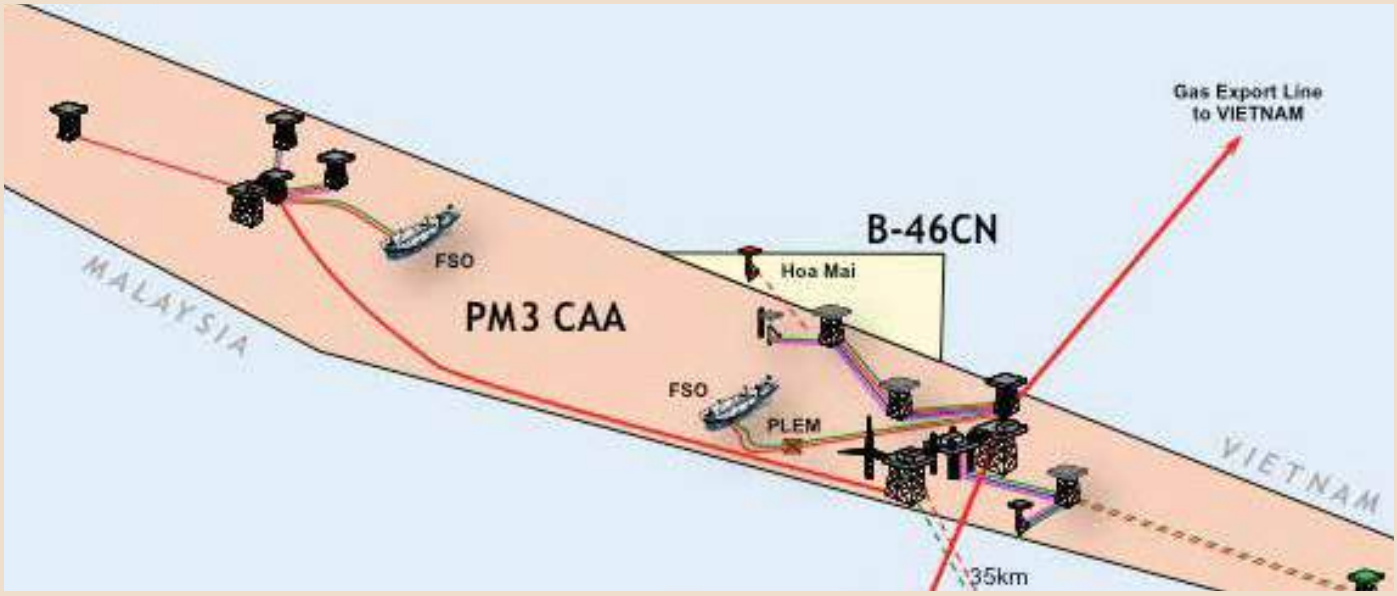
• 2P Oil or Gas Reserves	– Proven and probable oil or gas reserves.
• 2C Oil or Gas Resources	– Best estimate contingent oil or gas resources.
• boe	– Barrels of oil equivalent.
• MMstb	– Million stock tank barrels.
• Bscf	– Billion standard cubic feet.
• LTIR	– Lost Time Injury Rate.
• USD	– United States Dollar.
• FSO	– Floating Storage and Offloading.
• kbbl/day	– Thousand barrels per day.
• MMscf/day	– Million standard cubic feet per day.
• GHG	– Greenhouse gas.
• RPS Energy	– Tetra Tech RPS Energy Limited.



Bunga Orkid A platform

VIETNAM AT A GLANCE

BLOCK 46 CAI NUOC PSC



We acquired Block 46 Cai Nuoc Production Sharing Contract (PSC) from Repsol on 24 January 2022 as part of the same acquisition which included three Malaysian PSCs and the PM3 Commercial Arrangement Area (CAA) PSC. It lies adjacent to PM3 CAA and oil produced from Block 46 Cai Nuoc PSC flows into the PM3 CAA facilities.

Asset Name:
Block 46 Cai Nuoc PSC

Licence:
Block 46 Cai Nuoc PSC

Hibiscus Petroleum Berhad (Hibiscus Petroleum)'s Interest:
70%

Operator:
Talisman Vietnam Limited*

Non-operating Partner:
Petrovietnam Exploration Production Corporation Limited (PVEP)

Asset Location:
Offshore Vietnam

Water Depth:
56m

Field Life Cycle:
Production

Producing Field:
Cai Nuoc

Development Type:
Tie-back to PM3 CAA facilities

Acquisition Date:
24 January 2022

Office Location:
Kuala Lumpur

Note:
* Talisman Vietnam Limited is undergoing a name change. The legal entity is currently part of Hibiscus Petroleum Group pending the name change.

HIGHLIGHTS

AVERAGE UPTIME[1]	**90%**
AVERAGE NET DAILY PRODUCTION RATE[1]	**139 bbl/day**
AVERAGE UNIT PRODUCTION COST[1]	**USD34.64/boe**
LTIR[1,3]	**0**
2P OIL RESERVES[2]	**0.1 MMstb**

Notes:
1 For the financial year ended 30 June 2026.
2 As at 1 July 2026, based on internal estimates.
3 LTIR represents the frequency of lost time injuries (LTI) which include fatalities, permanent disabilities or workhours lost due to workplace incidents per 200,000 hours worked by both employees and contractors.

Key:
- 2P Oil Reserves – Proven and probable oil reserves.
- bbl – Barrels.
- MMstb – Million stock tank barrels.
- LTIR – Lost Time Injury Rate.
- USD – United States Dollar.

BRUNEI DARUSSALAM AT A GLANCE

BLOCK B

In October 2024, Hibiscus Petroleum Berhad (Hibiscus Petroleum), through its indirect wholly-owned subsidiary Simpor Hibiscus Sdn Bhd, successfully completed the acquisition of a 37.5% operated interest in the Block B Concession, containing the Maharajalela Jamalulalam (MLJ) field offshore Brunei Darussalam. The MLJ field, a producing gas asset located in a prolific hydrocarbon region, adds a significant gas component to our portfolio and supports our strategic focus on energy transition. This acquisition has boosted the Group's production volumes and reserves while enhancing our technical and operational capabilities.

Asset Name:
Block B

Licence:
Block B Concession

Hibiscus Petroleum's Interest:
37.5%

Operator:
Hibiscus EP (Brunei) B.V.

Non-operating Partners:
Brunei Energy Exploration Sdn Bhd, Shell Deepwater Borneo B.V.

Asset Location:
85km offshore Brunei

Water Depth:
Shallow water (<100m)

Field Life Cycle:
Production

Producing Field:
MLJ

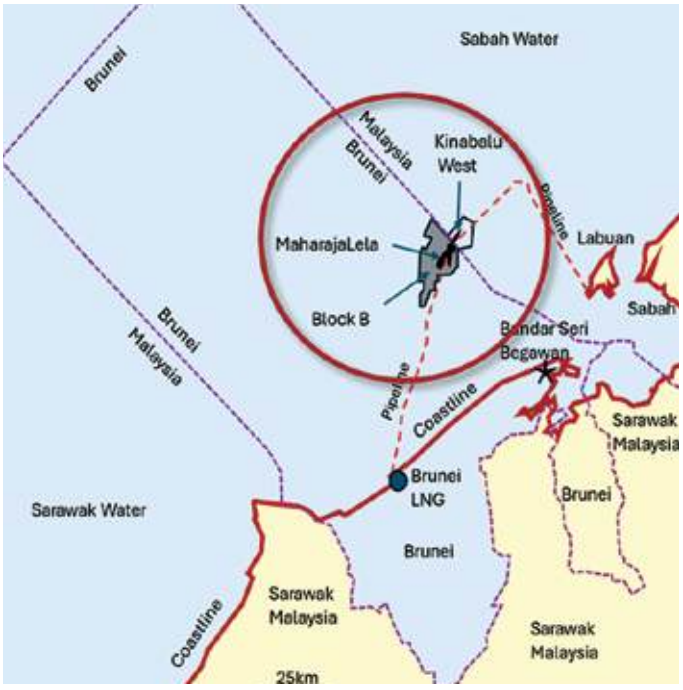
Development Type:
Fixed platforms with pipeline to Onshore Processing Plant

Acquisition Date:
14 October 2024

Office Locations:
Bandar Seri Begawan, Lumut Muara

HIGHLIGHTS

AVERAGE UPTIME[1]	**89%**
AVERAGE NET DAILY PRODUCTION RATE[1]	**5,629 boe/day**
AVERAGE UNIT PRODUCTION COST[1]	**USD7.34/boe**
LTIR[1,3]	**0**
2P OIL RESERVES[2]	**2.9 MMstb**
2P GAS RESERVES[2]	**141.3 Bscf**
2C OIL RESOURCES[2]	**0.2 MMstb**
2C GAS RESOURCES[2]	**12.0 Bscf**



Notes:
1 For the financial year ended 30 June 2026.
2 As at 1 July 2026, Block B 2P Reserves and 2C Contingent Resources are net to Hibiscus EP (Brunei) B.V.'s interest, based on RPS Energy's report issued in August 2025 which has the figures up to 1 January 2025, and adjusted for actual production in the 18 months ended 30 June 2026.
3 LTIR represents the frequency of lost time injuries (LTI) which include fatalities, permanent disabilities or workhours lost due to workplace incidents per 200,000 hours worked by both employees and contractors.

Key:
- 2P Oil or Gas Reserves – Proven and probable oil or gas reserves.
- 2C Oil or Gas Resources – Best estimate contingent oil or gas resources.
- boe – Barrels of oil equivalent.
- MMstb – Million stock tank barrels.
- Bscf – Billion standard cubic feet.
- LTIR – Lost Time Injury Rate.
- USD – United States Dollar.
- RPS Energy – Tetra Tech RPS Energy Limited.

THE UNITED KINGDOM AT A GLANCE

Hibiscus Petroleum Berhad (Hibiscus Petroleum)'s entry into the United Kingdom (UK) in 2016 marked the start of a sustained expansion in the region. Today, this growth has culminated in two major clusters that anchor Hibiscus Petroleum and its subsidiaries' (Group) UK portfolio: the Anasuria Cluster (Anasuria) and the Greater Marigold Area Development (GMAD).

Anasuria

On 10 March 2016, Hibiscus Petroleum completed the acquisition of its first producing asset – Anasuria, located in the UK North Sea. This asset comprises geographically focused producing oilfields, namely Guillemot A, Teal, Teal South and Cook, all tied back to the Anasuria FPSO. Anasuria delivers production that generates positive cash flow while also presenting opportunities for future infield development and exploration upside.

Adding to this, the Teal West field was awarded to Hibiscus Petroleum on 3 September 2020 as part of the UK Continental Shelf (UKCS) 32nd Licensing Round, signifying a positive development for the Group. The field successfully achieved first oil on 4 July 2026 and has since been contributing additional volumes through the Anasuria hub in CY2026.

In 2023, Hibiscus Petroleum and Ping Petroleum UK PLC (Ping Petroleum) farmed into the Fyne field, which was initially held by Rapid Oil Production Ltd (Rapid Oil). The Fyne field represents a potential future tie-back to the Anasuria hub and further enhances our development portfolio in the region.

GMAD

Expanding our footprint in the North Sea, Hibiscus Petroleum acquired the discovered Marigold West and Sunflower oilfields on 16 October 2018. In August 2025, we completed the acquisition of Marigold East from Ithaca Energy (UK) Limited (Ithaca Energy), giving us greater ownership of the Marigold fields (West and East combined). Together, these assets form the anchor of this shallow-water development which is expected to deliver a step change in production volumes and revenue-generating capacity.

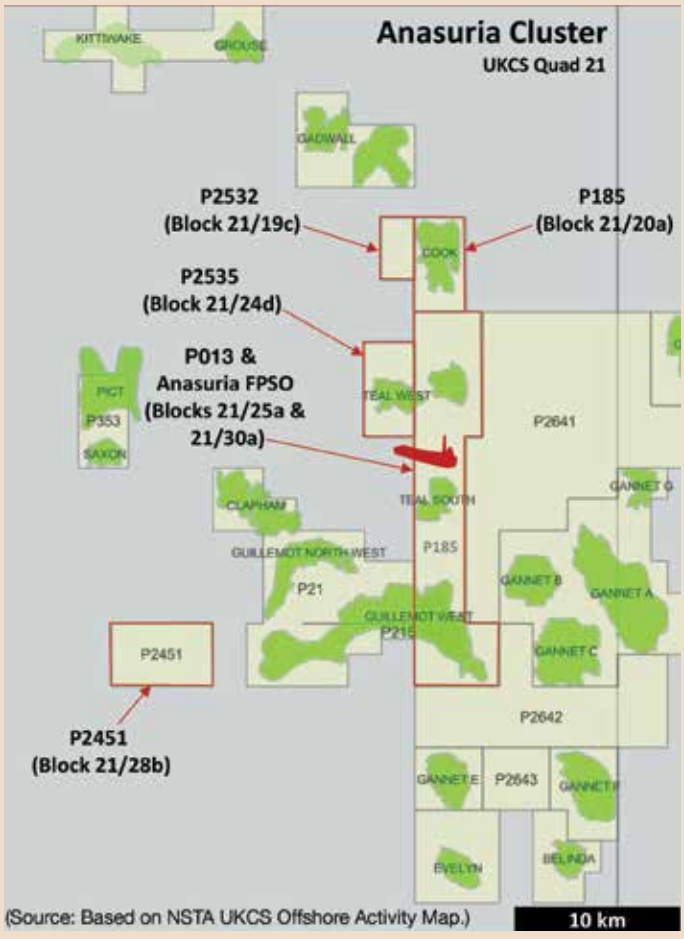
In line with our efforts to aggregate 2C oil resources within tie-back distance to the Marigold field at a competitive unit cost per barrel as part of an area-wide development, Hibiscus Petroleum was awarded the Kildrummy discovery through the UKCS 32nd and 33rd Licensing Rounds, alongside the Crown discovery, the Cross prospect and the Marigold extension lead, thereby further strengthening the resource base and development potential of the GMAD hub.

Our optimised, area-wide development for the UK Quad 15 area through GMAD positions it as a second key production hub. This approach is fully aligned with the UK government's strategy to maximise economic recovery from the UKCS while reducing the carbon intensity of future developments.

HIGHLIGHTS

ANASURIA AVERAGE UPTIME[1]	**65%**
ANASURIA AVERAGE NET DAILY PRODUCTION RATE[1]	**1,297 boe/day**
ANASURIA AVERAGE UNIT PRODUCTION COST[1]	**USD69.18/boe**
LTIR[1,5]	**0.80**
ANASURIA 2P OIL RESERVES[2,3]	**14.6 MMstb**
ANASURIA 2P GAS RESERVES[2,3]	**6.0 Bscf**
ANASURIA 2C OIL RESOURCES[2,3]	**7.6 MMstb**
GMAD 2C OIL RESOURCES[4]	**55.9 MMstb**
GMAD 2C GAS RESOURCES[4]	**3.9 Bscf**

ANASURIA CLUSTER



Notes:

1 For the financial year ended 30 June 2026.
2 As at 1 July 2026, extracted from RPS Energy's report dated August 2025 for Anasuria which includes Teal West, adjusted for actual production during FY2026.
3 Based on internal estimates for Fyne.
4 As at 1 July 2026, extracted from RPS Energy's report dated May 2026 for GMAD which includes Marigold, Sunflower, Kildrummy and Crown.
5 LTIR represents the frequency of lost time injuries (LTI) which include fatalities, permanent disabilities or workhours lost due to workplace incidents per 200,000 hours worked by both employees and contractors.

Key:

- 2P Oil or Gas Reserves – Proven and probable oil or gas reserves.
- 2C Oil or Gas Resources – Best estimate contingent oil or gas resources.
- boe – Barrels of oil equivalent.
- MMstb – Million stock tank barrels.
- Bscf – Billion standard cubic feet.
- LTIR – Lost Time Injury Rate.
- USD – United States Dollar.
- ROSPA – Royal Society for the Prevention of Accidents.
- FPSO – Floating Production, Storage and Offloading.
- RPS Energy – Tetra Tech RPS Energy Limited.
- CY – Calendar year.

Asset Name:
Anasuria Cluster

Licences:
P013, P185, P2535, P2451, P2532

Asset Location:
UK Central North Sea, ~175km east of Aberdeen

Water Depth:
~94m

Acquisition/Award Date:
P013 and P185: 10 March 2016
P2535 and P2532: 3 September 2020
P2451: 21 November 2023

Office Locations:
Kuala Lumpur, Aberdeen

Awards:
Safety

(i) Offshore Energies UK (OEUK) Offshore Safety Awards 2025 – Awards for Major Hazard Awareness and Marine Safety Award.

(ii) Patron's Award – Awarded by ROSPA for 27 consecutive Gold Awards.

(iii) OEUK and Step Change in Safety Awards 2026 - Anasuria Operating Company Limited (AOCL) is the only operator in the North Sea to have won six (6) such awards in the last four (4) years.

(iv) Site Leader 2026 - AOCL Offshore Installation Manager Colin Boud.

Human Capital Development and Positive Workplace Culture

(i) Investors in People Gold Accreditation - AOCL (March 2026)

1) P013 (Blocks 21/25a and 21/30a) and Anasuria FPSO

Hibiscus Petroleum's Interest:
50%

Operator:
AOCL, jointly owned by Anasuria Hibiscus UK Limited (Anasuria Hibiscus) and Ping Petroleum

Field Life Cycle:
Production

Producing Fields:
Teal, Teal South, Guillemot A

Development Type:
Subsea tie-back to Anasuria FPSO

2) P185 (Block 21/20a)

Hibiscus Petroleum's Interest:
19.3%

Operator:
Ithaca Energy

Field Life Cycle:
Production

Producing Field:
Cook

Development Type:
Subsea tie-back to Anasuria FPSO

3) P2535 (Block 21/24d)

Hibiscus Petroleum's Interest:
100%

Operator:
Anasuria Hibiscus

Field Life Cycle:
Production

Discovered Field:
Teal West

4) P2451 (Block 21/28b)

Hibiscus Petroleum's Interest:
42.5%

Operator:
Anasuria Hibiscus

Joint Venture Partners:
Ping Petroleum, Rapid Oil

Field Life Cycle:
Development

Discovered Field:
Fyne

5) P2532 (Block 21/19c)

Hibiscus Petroleum's Interest:
19.3%

Licence Administrator:
Ithaca Energy

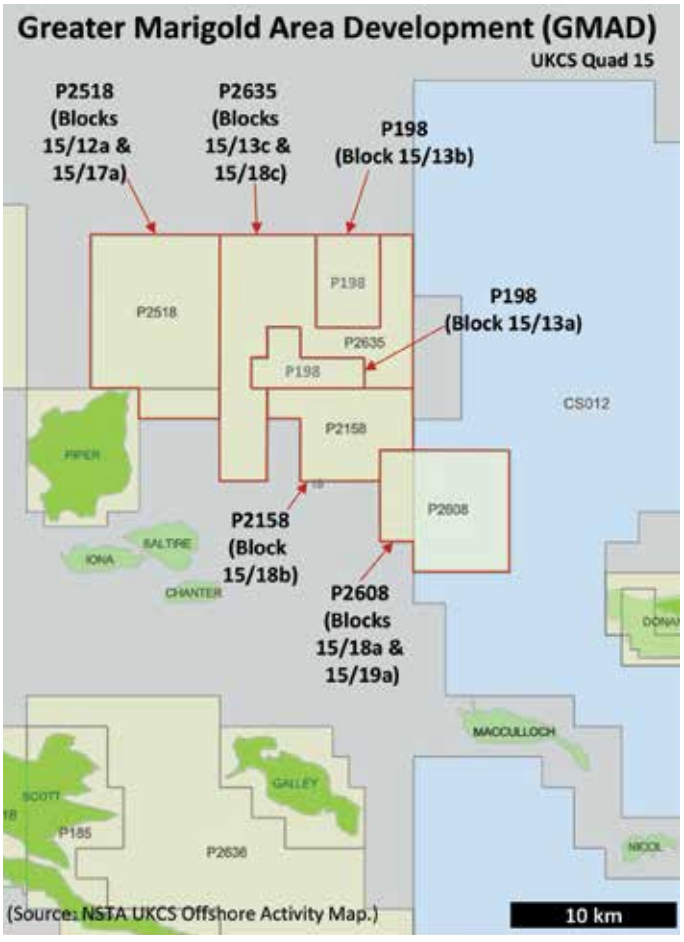
Field Life Cycle:
Exploration

Prospects:
Cook West as potential extension to the current Cook Field



The United Kingdom at a Glance (continued)

GREATER MARIGOLD AREA DEVELOPMENT



Asset Name:
Marigold West, Marigold East, Sunflower, Kildrummy, Crown and Cross

Licences:
P198, Blocks 15/13a and 15/13b
P2518, Blocks 15/12a and 15/17a
P2608, Blocks 15/18a and 15/19a
P2635, Blocks 15/13c and 15/18c
P2158, Block 15/18b

Asset Location:
UK Central North Sea, ~250km northeast of Aberdeen

Water Depth:
~140m

Office Locations:
Kuala Lumpur, Aberdeen

1) P198 (Blocks 15/13a and 15/13b)

Hibiscus Petroleum's Interest:
87.5%

Operator:
Anasuria Hibiscus

Joint Venture Partner:
Caldera Petroleum (UK) Ltd

Field Life Cycle:
Development

Discovered Fields:
Marigold (West Area) and Sunflower

Effective Date:
8 October 2018



2) P2518 (Blocks 15/12a and 15/17a)

Hibiscus Petroleum's Interest:
100%

Operator:
Anasuria Hibiscus

Field Life Cycle:
Development

Discovered Field:
Kildrummy

Award Date:
30 October 2020 (Southern part of Kildrummy) and 29 October 2023 (Northern part of Kildrummy)

3) P2608 (Blocks 15/18a and 15/19a)

Hibiscus Petroleum's Interest:
100%

Operator:
Anasuria Hibiscus

Field Life Cycle:
Development

Discovered Field:
Crown

Award Date:
29 October 2023

4) P2635 (Blocks 15/13c and 15/18c)

Hibiscus Petroleum's Interest:
100%

Field Life Cycle:
Exploration

Prospect:
Cross

Award Date:
31 January 2024

5) P2158 (Block 15/18b)

Hibiscus Petroleum's Interest:
100%

Operator:
Anasuria Hibiscus

Field Life Cycle:
Development

Discovered Field:
Marigold (East area)

Acquisition Date:
29 August 2025



CHAIRMAN'S STATEMENT

DISCIPLINE. EXECUTION. RETURNS.

DEAR SHAREHOLDERS,

INDUSTRY LANDSCAPE: ENERGY SECURITY RETURNS TO CENTRE STAGE

The financial year ended 30 June 2026 (FY2026) was a year in which the importance of energy security was demonstrated in the clearest possible terms. For much of the first half of the financial year, the oil and gas industry was navigating a familiar combination of moderate global growth, trade and tariff uncertainty, continuing conflict in Eastern Europe and questions over the pace of the energy transition. That landscape changed abruptly at the end of February 2026 when hostilities in the Middle East severely disrupted traffic through the Strait of Hormuz.



ZAINUL RAHIM BIN MOHD ZAIN
Chair of the Board

Before the disruption, approximately 20 million barrels (bbl)/day of crude oil and petroleum products moved through this narrow waterway, representing about one quarter of the world's seaborne oil trade. The Strait is also critical to the movement of liquefied natural gas. Its effective closure, together with attacks on regional energy infrastructure and shipping, produced what the International Energy Agency described as the largest supply disruption in the history of the global oil market. It also reminded governments, businesses and consumers that energy security is not an abstract policy concept: it is a foundation of economic stability and daily life.

The consequences were immediate. Brent crude prices rose sharply and, at the height of the disruption, briefly traded above USD126/bbl. Prices then retreated rapidly as expectations changed regarding diplomacy, alternative supply, stock releases and the possible restoration of shipping. By early August 2026, Brent was trading in the low-USD80s/bbl, but remained highly sensitive to each development affecting the Strait.

Even though a 60-day ceasefire was agreed in mid-June 2026, compliance with the terms of the ceasefire by both parties was questionable. The ceasefire has since expired without resolution and crude oil prices remain relatively high.

This exceptional volatility underscores an important lesson for our Company. High prices can strengthen the cash flows of producers, but they can also fuel inflation, weaken economic growth, accelerate demand destruction and invite sudden policy responses. Conversely, lower prices can place pressure on marginal projects and reduce investment in future supply. Therefore, our strategy cannot be built on the assumption of permanently high oil prices. It must be resilient across the cycle, supported by competitive operating costs, prudent financing, disciplined capital allocation and a portfolio capable of delivering reliable cash flows under a range of price scenarios.

At the same time, the structural drivers of energy demand remain intact. Population growth, urbanisation and industrialisation in emerging economies continue to raise the requirement for affordable energy. The expansion of data centres, artificial intelligence applications and electrification is adding further demand for reliable power. Renewable energy will continue to grow rapidly, but the events of FY2026 have reinforced the need for sufficient base load generation, flexible gas supply, storage, robust grids and secure liquid-fuel logistics. Oil and gas will therefore continue to have an important role in a progressively more diversified energy system.

AN ORDERLY AND PRAGMATIC ENERGY TRANSITION

The renewed focus on energy security does not diminish the importance of addressing climate change. Rather, it demonstrates that the transition must be just, realistic, orderly and affordable. A durable transition must recognise the legitimate energy needs and vulnerabilities of the developing countries, while safeguarding energy reliability, economic competitiveness and sustained public support. Without these foundations, the transition risks becoming neither politically nor economically sustainable. Governments and companies must therefore manage several objectives simultaneously: expanding access to energy, supporting economic growth, reducing emissions intensity, protecting consumers and maintaining sufficient investment in existing and future supply.

For Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company), this reinforces the logic of our strategy. We operate and enhance production from mature fields, extend the productive life of existing infrastructure, pursue recovery improvements through innovative application of technology and practices, and seek to reduce waste and emissions wherever practicable. Our purpose is not to chase scale for its own sake. It is to produce energy safely, responsibly and competitively, while creating sustainable value for our shareholders and the communities in which we operate. The Low Pressure Compressor (LPC) project in Brunei, together with the planned use of solar power for that facility, is a good example of how production enhancement and emissions reduction can be pursued together.

FY2026 - FROM PROJECT EXECUTION TO NEW PRODUCTION

Against this unsettled external environment, FY2026 was an encouraging year for Hibiscus Petroleum. The Group remained focused on operational delivery, the completion of key capital projects and the disciplined progression of our growth plans. Two achievements are particularly significant: the successful start-up of the LPC project in Brunei in April 2026 and shortly after the close of the financial year, the safe achievement of first oil from Teal West in the United Kingdom (UK) North Sea.

These projects differ in location and technical scope, but they demonstrate a common capability. We can identify value in existing assets, design practical solutions, manage complex interfaces and deliver projects that convert investment into incremental production and cash flow. This capability is central to the achievement of both our 2026 Mission and Hibiscus 3.0: 2030 Mission.

LPC PROJECT – BRUNEI

The early operating results have been encouraging. In the fourth financial quarter of FY2026, the LPC delivered incremental gross production of 33.5 million standard cubic feet per day (MMscf)/day of gas and 1.3 thousand bbl/day of condensate (equivalent to an incremental net production of more than 2.6 thousand bbl of oil equivalent (kboe)/day, representing an increase of more than 50% compared with the production level immediately before start-up). These additional volumes are expected to contribute positively to the operational and financial performance of our Brunei business while supporting the longer-term recovery of the Maharajalela Jamalulalam (MLJ) field.

Chairman's Statement (continued)

Most importantly, the project was delivered with a strong safety record. Approximately two million manhours were completed without a lost time injury, extending the Brunei operation's long-standing record of safe performance. This achievement reflects careful planning, disciplined execution and close cooperation among our employees, contractors, partners and the relevant Brunei authorities. I wish to congratulate everyone involved.

TEAL WEST DEVELOPMENT - UK

The Teal West Development represents another important step forward. The field is located in Licence P2535, Block 21/24d in the UK North Sea and is wholly-owned by Hibiscus Petroleum. It has been developed as a subsea tie-back to the Anasuria Floating Production, Storage and Offloading (FPSO) facility, thereby making use of existing infrastructure and supporting the objective of maximising economic recovery from the UK Continental Shelf.

Following the completion of drilling, subsea installation, hook-up, commissioning and start-up activities, Teal West safely achieved first oil on 4 July 2026, only a few days after the end of FY2026. The initial production rate was approximately 6,000 bbl/day as part of a controlled start-up procedure, within the expected initial range of 4,000 to 10,000 bbl/day. Production optimisation and surveillance are currently ongoing, focused on improving operating efficiency and defining the sustainable production envelope.

The delivery of Teal West is particularly satisfying because it followed several years of technical, commercial and regulatory challenges, and was completed against a tough UK fiscal and supply chain environment. Earlier in 2026, the field's certified proven and probable (2P) oil reserves increased by 32%, reflecting the value of the technical work undertaken as the development matured. Teal West is expected to add meaningful production and cash flow to our UK business and to improve the utilisation and longevity of the Anasuria infrastructure.

WIDER PORTFOLIO DELIVERY

Beyond these two flagship projects, our teams continued to manage a geographically diverse portfolio across Malaysia, Brunei, the UK and Vietnam. In Malaysia, we remained focused on safe and reliable operations, production optimisation and the disciplined progression of development opportunities across our Sabah and Peninsular Malaysia assets. The 20-year extension of the PM3 Commercial Arrangement Area licence, announced in April 2025, provides an important platform for long-term investment, while the Pertang, Kenarong, Noring and Bedong Cluster and PM327 opportunities will benefit from the availability of nearby existing infrastructure. In Australia, we fulfilled our abandonment obligations and will formally exit the Bass Strait in the coming months.

Across the Group, our operational teams assiduously executed routine maintenance, integrity work, workovers, drilling and production enhancement activities that are essential to sustaining safe and consistent output but often receive less public attention.

For FY2026, the Group achieved average net production of 25,482 boe/day, with year-end net 2P reserves of 77 million boe.

SAFETY, PEOPLE AND RECOGNITION

Safety remains our non-negotiable priority. The scale and complexity of our activities increased during FY2026, with offshore drilling, subsea installation, commissioning, live-plant modification and routine operations being undertaken across several jurisdictions. These activities demand strong systems, competent people, visible leadership and a culture in which every individual is empowered to stop work when conditions are unsafe.

The Group's FY2026 safety performance is summarised below.

Metric	Sabah Operations	Peninsular Operations	Brunei Operations	UK Operations	Group
Fatalities	0	0	0	0	0
Lost Time Injury Rate (LTIR)[1]	0.00	0.00	0.00	0.80	0.03

Note:

[1] LTIR represents the frequency of lost time injuries, including fatalities, permanent disabilities or workhours lost due to workplace incidents, per 200,000 hours worked by both employees and contractors.

During the year, our Anasuria operations received a Gold Award for calendar year 2025 health and safety performance and a Patron's Award from the Royal Society for the Prevention of Accidents for our 27 consecutive Gold Awards. Anasuria Operating Company Limited also received Investors in People Gold accreditation in March 2026, an encouraging recognition of its approach to leadership, development and people management.

Included in this Annual Report 2025/2026 is our Sustainability Report. Whilst we cannot be complacent about our safety or environmental performance, I would like to recognise the professionalism of our employees and contractors who work offshore, at terminals, processing facilities and offices. Their dedication, technical skills and daily attention to detail are the reason that the Group can operate safely and reliably across a wide footprint.

From a human capital perspective, we will continue to invest in capability development, succession planning and the mobility of talent across our business units so that Hibiscus Petroleum grows not only in production and reserves, but also in institutional competence levels.

PROGRESSING HIBISCUS 3.0: 2030 MISSION

In our Annual Report 2024/2025, we introduced the Hibiscus 3.0: 2030 Mission. The Mission targets approximately 70,000 boe/day of net production and approximately 150 million boe of net 2P reserves by 2030. These objectives are ambitious, but they are not intended to encourage growth without discipline. They provide a clear direction for the organisation while requiring that each investment enhances the resilience, longevity and value of the Group.

Our pathway remains anchored on five (5) priorities. First, operational excellence and Health, Safety, Security and Environment leadership must remain the foundation of our licence to operate. Second, we will deepen and lengthen the portfolio by improving recovery from existing fields, extending infrastructure life and progressing high-quality opportunities close to assets that we already understand. Third, we will pursue balanced growth with acceptable returns, underpinned by robust break-even prices and manageable execution risk. Fourth, we will implement pragmatic energy transition initiatives that improve efficiency, reduce emissions intensity or add resilient cash flow. Finally, we will continue to strengthen our partnerships with host governments, regulators, national oil companies, co-venturers, offtakers and financial institutions. FY2026 has provided tangible evidence that these priorities are translating into action.

Our capital framework will remain conservative. We will protect the balance sheet, preserve adequate liquidity and test new investments against downside price assumptions. We will also balance reinvestment with shareholder returns. The Board of Directors (Board) is conscious that the value of growth must ultimately be reflected in sustainable free cash flow, dividends and value per share. We will therefore remain selective in evaluating acquisitions and developments, even when market conditions appear favourable.

OUR FINANCIAL PERFORMANCE AND SHAREHOLDER RETURNS

The stronger operating environment and the contribution from our enlarged portfolio translated into an improved financial performance in FY2026. The Group recorded revenue of RM2.3 billion, Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA) of RM1.1 billion and Profit After Taxation (PAT) of RM361.3 million. Each of these measures was higher than in FY2025.

Shareholder returns remain an important element of our capital allocation. For FY2026, the Company declared and proposed single-tier dividends totalling 10.0 sen per ordinary share (inclusive of a proposed final dividend of 1.0 sen per ordinary share, subject to shareholders' approval at the upcoming Annual General Meeting (AGM)), compared with 9.0 sen per ordinary share in FY2025. This marks the Group's highest full-year dividend payout amount and meets the higher end of FY2026's dividend guidance. It represents a yield of more than 5%, based on the share price as at the end of FY2026. Looking forward, the Board has approved FY2027's dividend guidance of 10.0 sen per ordinary share if average oil prices are between USD75/bbl and USD80/bbl and 11.0 sen if average oil prices exceed USD80/bbl, subject to, as always, operational performance, capital requirements and the financial position of the Group.

The Board remains committed to a sustainable and progressive approach to dividend distributions. We do not regard dividends as separate from growth; both depend on the same foundation of safe operations, disciplined investment and reliable free cash flows. Our objective is to strengthen that foundation so that shareholder returns can become more resilient across the commodity cycle.

GOVERNANCE AND APPRECIATION

The demands on the Board continued to increase during FY2026. In addition to oversight of operational performance, major projects and financial results, the Board considered commodity price volatility, geopolitical risk, shipping and supply chain disruption, cybersecurity, regulatory change, climate-related expectations, human capital-related matters and the funding requirements of the 2030 Mission. Several of these matters required prompt decisions supported by detailed technical and commercial analysis.

I am grateful to my fellow Directors for their flexibility, judgement and willingness to engage deeply with Management. Robust debate and meticulous review remain essential as the Company grows. We will continue to strengthen governance, transparency, risk management and succession planning, recognising that stakeholder expectations of a regional independent energy company are rightly high.

On behalf of the Board, I would also like to express our sincere appreciation to YBhg Dato' Dr Zaha Rina Zahari, who will retire from the Board upon the conclusion of the forthcoming 16th AGM. During her tenure, she has contributed invaluable expertise, experience, insights and guidance to the Board, particularly in the areas of corporate governance, financing structures, succession planning and Board effectiveness. We thank her for her dedicated service and wish her every success in her future endeavours.

Chairman's Statement (continued)

We would like to extend our gratitude to our host country governments and regulators in Malaysia, Brunei Darussalam, Vietnam, the UK and Australia. In particular, we acknowledge the support and cooperation of Petroliam Nasional Berhad (PETRONAS), the Petroleum Authority of Brunei Darussalam, PetroVietnam, the North Sea Transition Authority (NSTA), the Offshore Petroleum Regulator for Environment and Decommissioning (OPRED), the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) and the National Offshore Petroleum Titles Administrator (NOPTA). Their guidance and timely engagement are essential to safe and efficient operations.

We also thank our joint venture partners and co-venturers, including PETRONAS Carigali Sdn Bhd, SMJ Energy Sdn Bhd, Brunei Energy Exploration Sdn Bhd, Shell Deepwater Borneo B.V., PetroVietnam Exploration Production Corporation Limited (PVEP), Ping Petroleum UK PLC, Ithaca Energy (UK) Limited, Rapid Oil Production Ltd, Caldera Petroleum (UK) Ltd and 3D Energi Limited, for their cooperation over the past year. The delivery of projects such as the LPC and Teal West depends on constructive partnerships across operators, vendors, contractors and regulatory bodies. To our offtake and trading counterparties, thank you for helping us manage increasingly complex logistics during a period of exceptional market disruption.

Our banking and financing partners have continued to show confidence in the Group. Access to competitively priced and appropriately structured finance is important to our ability to execute projects while preserving balance sheet resilience. We are grateful to HSBC Bank Malaysia Berhad, HSBC Amanah Malaysia Berhad, Bank of China (Malaysia) Berhad, Industrial and Commercial Bank of China (Malaysia) Berhad, Bank Islam Malaysia Berhad, Bank Islam Brunei Darussalam Berhad and Baiduri Bank Sendirian Berhad for their support and for the constructive manner in which they have engaged with us.

To our contractors, service providers and suppliers, I offer the Board's sincere appreciation. FY2026 required the mobilisation of specialised equipment and personnel across borders, often in difficult market conditions. Your commitment to quality, schedule and safety contributed directly to the achievements described in this Chairman's Statement.

I would also like to thank our Management Team and all employees across the Group. The successful start-up of the Brunei LPC and the delivery of Teal West reflect years of effort, including work that is rarely visible outside the organisation. Your tenacity, agility and professionalism continue to move Hibiscus Petroleum forward.

As we pursue the 2030 Mission, I encourage every colleague to embrace the humility to keep learning, the courage to speak up when something is not right, the discipline to place safety before short-term convenience and, above all else, let integrity be at the heart of who we are – embedded in our values and reflected consistently in everything we do. These are the qualities that strengthen our culture and ensure we always do the right thing, even when it is not always the easiest thing to do.

Finally, on behalf of the Board, I extend our sincere thanks to our shareholders. Your patience, trust and support have enabled Hibiscus Petroleum to invest through the cycle and to build a stronger, more diversified regional business. We understand that this trust must be earned through delivery, transparency and returns.





CONCLUDING REMARKS

FY2026 was a year in which the world rediscovered the strategic importance of reliable energy supply. It was also a year in which Hibiscus Petroleum moved important investments into production. The Brunei LPC is operating; Teal West has achieved first oil; our financial performance has strengthened; and the foundations of our 2030 Mission are becoming more tangible.

While geopolitical conditions remain volatile, uncertain, complex and ambiguous, and oil prices may continue to fluctuate sharply, we enter FY2027 with confidence, but not complacency – ready to build on our strengths, confront the challenges ahead and pursue even greater heights. Our response will be consistent: operate safely, protect the balance sheet, execute projects with discipline, allocate capital carefully and focus on value per share. With the support of our people, partners, regulators and shareholders, I believe that Hibiscus Petroleum is well positioned to continue its journey as a respected, valuable and responsible energy company.

Thank you.

ZAINUL RAHIM BIN MOHD ZAIN
Chair of the Board
1 October 2026

MANAGEMENT DISCUSSION AND ANALYSIS

1. OVERVIEW OF OUR BUSINESS AND OPERATIONS

A. Our Business

Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company), together with our subsidiaries (the Group), is a Malaysia-headquartered, independent upstream energy company with a portfolio of assets centred on Southeast Asia and the United Kingdom (UK) Continental Shelf (UKCS). Our activities encompass the safe and responsible management of oil and gas:

- mature producing assets;
- development and near-field exploration opportunities; and
- end-of-life obligations.

Through these activities, we create and deliver value to our stakeholders. Our business model combines the acquisition of assets with identifiable value-enhancement opportunities and the application of technical, operational and commercial capabilities to realise such value. Wherever practicable, we seek operatorship or joint operatorship of assets, giving us greater influence over operating standards, the sequencing and timing of investments and the implementation of our Environmental, Social and Governance (ESG) objectives.



YBHG DATO' DR KENNETH GERARD PEREIRA
Managing Director

The principal components of our portfolio are summarised below.

Area/Country	Principal Assets and Interests	Business Role
Sabah, Malaysia	2011 North Sabah Enhanced Oil Recovery (North Sabah) Production Sharing Contract (PSC): 50% 2012 Kinabalu Oil PSC: 60%	Operated producing assets
Peninsular Malaysia	Pertang, Kenarong, Noring and Bedong (PKNB) Cluster PSC: 65% PM327 PSC: 30%	Operated gas development opportunity and non-operated exploration interest, respectively
Malaysia–Vietnam Commercial Arrangement Area (CAA)	PM3 CAA PSC: 35%	Operated oil and gas production and regional infrastructure hub
Vietnam	Block 46 Cai Nuoc PSC: 70%	Operated producing asset linked to PM3 CAA infrastructure
Brunei Darussalam (Brunei)	Block B Maharajalela Jamalulalam (MLJ) Concession: 37.5%	Operated gas and condensate production
UKCS	Anasuria Cluster (excluding Cook): 50% Teal West: 100% Cook: 19.3% Fyne: 42.5% Greater Marigold Area Development (GMAD) opportunities (various ownership percentages in the licences comprising GMAD): see Section E on pages 32 to 33.	Production and development opportunities

Figure 1: Hibiscus Petroleum's principal asset portfolio.

For the financial year from 1 July 2025 to 30 June 2026 (FY2026), about 72% of our total production of 9.25 million barrels of oil equivalent (MMboe) was delivered by our Malaysian operations. In Malaysia, the PM3 CAA asset remains central to our Southeast Asian regional business. The extension of its tenure to 2047 provides a longer period over which we hope to be able to evaluate and monetise additional potential resources and pursue integration of new development opportunities with existing infrastructure. Our interests in the PKNB Cluster development and PM327 exploration licence complement this infrastructure-led approach.

Our Sabah assets, comprising our interests in the North Sabah fields of St Joseph, Barton, South Furious (SF) and SF 30, and the Kinabalu Oil assets also demonstrated their significance to our overall production portfolio over the course of FY2026. It is important to note that our Sabah assets deliver high-quality oil and given the current macro environment, have made a significant positive contribution to our FY2026 financial results.

FY2026 represented the first full financial year of ownership of our interest in Block B MLJ, following completion of the acquisition from TotalEnergies EP (Brunei) B.V. in October 2024. The completion of the Low Pressure Compressor (LPC) project in April 2026 (which had already been contracted in October 2024 but had not been commissioned) was an important operational milestone. Average net production from the Brunei asset increased by 52% in the fourth quarter of FY2026 compared with the preceding quarter, demonstrating the contribution that targeted investment can make to a mature asset. We believe that the LPC will positively impact the performance of the Block B MLJ asset.

In the UKCS, the Anasuria Cluster infrastructure provides a production platform for our existing fields and nearby developments. One of the opportunities located in close proximity to the Anasuria Floating Production, Storage and Offloading (FPSO) facility is the Teal West field (Teal West). After several operational delays, Teal West achieved first oil on 4 July 2026. This is a post-financial year-end achievement of a key milestone, and its production contribution will therefore impact FY2027, rather than FY2026.

Management Discussion and Analysis (continued)

During the course of FY2026, we were notified by the North Sea Transition Authority that it would have *"No Objection"* if we pursued the GMAD opportunity utilising an FPSO facility. Given this development, we are finalising a Field Development Plan (FDP) and Environment Plan, together with the relevant supporting documents for submission to the relevant government agencies.

For FY2026, average production net to the Group was 25,482 barrels (bbl) of oil equivalent per day (boe/day). Our fourth quarter average production showed an increasing trend and stood at 26,769 boe/day.

Our revenues are primarily derived from oil, condensate and gas sales, supplemented by other contractual income where applicable. Commodity prices, contractual entitlements, production availability and the costs of delivering saleable volumes remain key determinants of our financial performance. Accordingly, our emphasis remains on focusing on the factors we are able to influence, i.e. safe operations, asset integrity, disciplined expenditure and effective project execution.

B. Macro Trends Impacting Our Business Sector

Macro trends observed during the period under review have reinforced our belief that the Energy Trilemma components of energy security, affordability and environmental sustainability have taken added significance and must be considered as a combined but balanced package when considering the energy transition.

We have observed that disruption of existing supply chains supporting the distribution of a number of oil and gas related products can be sudden with immediate consequences, whereas the construction of replacement capacity or the remapping of delivery channels requires time, capital and infrastructure. With 95% of our production originating from Southeast Asia and the rest from the UKCS, we have been spared the negative consequences of the recent conflicts in the Middle East and Ukraine. For Hibiscus Petroleum, the optimum response during these times has been to remain as agile and vigilant as possible, preserving the flexibility of operating through a range of market conditions.

The principal trends affecting our business are discussed below using a Political, Economic, Social and Technological (PEST) framework, consistent with the approach used in previous Management Discussions and Analyses (MD&As).

1. Political Trends

The Strait of Hormuz and the Strategic Value of Secure Supply

The conflict in the Middle East, which commenced in early 2026, disrupted oil and gas flows through the Strait of Hormuz and affected energy supply across the world. The consequences extended beyond the countries directly involved, exposing importers to reduced availability and heightened price volatility. The disruption to liquefied natural gas (LNG) flows was particularly relevant to Asian markets, which receive a substantial proportion of the LNG normally transported through the Strait.

These developments demonstrate that resources in the ground and production capacity do not, by themselves, guarantee energy security. The ability to process, transport and deliver energy is equally important. Secure regional production in geopolitically safe jurisdictions served by reliable infrastructure consequently has demonstrated strategic value beyond the immediate commodity price.

The situation in the Middle East remained uncertain and continued to evolve after our financial year-end. In fact, the International Energy Agency (IEA), in its August 2026 Oil Market Report, described renewed disruption following the breakdown of the mid-June ceasefire agreement.

The Continuation of the Russia–Ukraine War

The Russia–Ukraine conflict has continued to affect energy trade and infrastructure. A further structural change occurred in January 2026 when the European Union (EU) adopted a phased prohibition on Russian gas imports, with the full restrictions on LNG and pipeline gas scheduled to take effect in 2027, subject to the applicable transitional provisions.

We believe that the realignment of European supply arrangements, particularly from Norway and the United States of America (US) reinforces competition for alternative gas supplies. The importance of diversified sourcing has also been shown to be relevant; however, replacing dependence on one supplier with reliance on another does not remove exposure to geopolitical events or shipping constraints.

US Foreign Policy in Venezuela

In the beginning of 2026, Venezuela became a major focus of the US foreign policy because of its huge oil reserves. On 3 January 2026, Venezuelan President Nicolás Maduro was removed from office by the US, which changed relations between the two countries. The US then increased control over Venezuela's oil exports and began allowing companies to sell Venezuelan crude under the US supervision. Venezuela's oil exports rose sharply in January, reaching about 800,000 barrels per day (bbl/day), compared with 498,000 bbl/day in December. The US also allowed some oil sales to China but insisted on receiving market-based prices. The US has disclosed that the changes implemented are aimed at increasing oil production and revenue while reducing Maduro-era alleged corruption.

UK Fiscal Policy and Investment Certainty

The UK remains an important example of the interaction between energy policy, political expediency and investment economics. Its upstream fiscal regime currently carries a headline marginal tax rate of 78%, including the 38% Energy Profits Levy (EPL). The EPL is scheduled to continue to March 2030 unless the statutory early-termination mechanism is triggered. Draft legislation for a successor Oil and Gas Revenue Levy was published in July 2026, after our financial year end.

2. Economic and Business Trends

Commodity Prices, Costs and Investment Discipline

Higher commodity prices can improve the revenues available to producers, but a supply shock is not an unqualified benefit to the industry. The IEA's August 2026 assessment highlighted weaker demand as elevated fuel prices and constrained availability affected consumption. Price strength arising from supply disruption is now co-existing with deterioration in the wider economic environment. What is clear is that oil and gas price volatility is now the business norm.

China's Leadership in Renewable Deployment and Manufacturing

China's role in the energy transition is increasingly defined by implementation and manufacturing scale of renewable infrastructure. The IEA estimates that China added nearly 500 gigawatts of renewable capacity in 2025, accounting for more than 60% of the global increase. These are additions to installed capacity, rather than a measure of continuous electricity output. China has been a material importer of oil and LNG and this distinct move towards greater use of renewable energy sources will have lasting implications and impacts on oil and gas demand.

3. Social Trends

Affordability, Development and Public Expectations

The social consequences of unreliable or unaffordable energy extend to employment, household expenditure and the competitiveness of businesses. The recent disruption to energy supply has again brought affordability and energy security into sharp focus. For energy companies, this places the responsibility to deliver energy reliably alongside the responsibility to manage environmental impacts.

In our view, a durable transition must be workable for the communities and economies it is intended to serve.

The Importance of Skilled People

The IEA's World Energy Employment 2025 report identifies skills shortages as an increasing constraint across the energy sector. The availability of experienced technical personnel cannot be taken for granted, particularly where ageing workforces and competition between industries coincide.

Our business depends on people who can interpret reservoirs, maintain production systems, execute projects and exercise sound judgement in high-consequence environments. Technology can support these capabilities but does not remove accountability. Developing younger professionals, retaining experienced personnel and transferring knowledge between them remain important components of our long-term business positioning.

Management Discussion and Analysis (continued)

4. Technological Trends

Artificial Intelligence (AI), Data Centres and Electricity Demand

AI is becoming both a source of additional electricity demand and a potential means of improving efficiency. In its updated 2026 assessment, the IEA projects global data centre electricity consumption to increase from approximately 485 terawatt-hours (TWh) in 2025 to around 950 TWh by 2030. This is a projection, and its realisation depends on investment, technology adoption and the resolution of infrastructure constraints.

Additional data centre demand should not be equated directly with additional oil demand or assumed to be supplied entirely by natural gas. The generation mix will depend on location, grid availability and commercial arrangements, and may include renewables, gas, nuclear and storage-supported systems. Gas can play a role in supplying dispatchable power, but the opportunity for a particular producer depends on access to the relevant markets.

Applying Technology within Our Business

Within our operations, digital tools can assist subsurface interpretation, production surveillance, maintenance planning and the analysis of operating data. These areas are consistent with the opportunities identified in previous MD&As.

C. Our Positioning

Our fundamental positioning has not changed. Hibiscus Petroleum seeks to generate sustainable cash flows and create shareholder value through the disciplined ownership and operation of upstream assets. Over the last 15 years, we have developed our business through acquisitions of mature assets with identifiable opportunities for improvement, complemented by organic investment and near-field exploration. Southeast Asia remains central to this approach, alongside our established UK business.

Our 2030 Mission, announced in August 2025, provides the longer-term direction: achieving net production of 70,000 boe/day and 150 MMboe of proven and probable (2P) reserves by 2030, whilst strengthening our oil and gas core and advancing sustainable energy ventures. These are strategic targets, not a forecast of annual production or a commitment to pursue growth irrespective of returns.

In the oil and gas realm, we intend to progress towards these objectives through the same six principal areas of activity that have underpinned our business in previous years.

1. Brownfield Operations

Our producing assets remain the principal source of operating cash flow. The first objective is to operate them safely and reliably. The next is to make technically sound investments which arrest natural decline, improve recovery and extend economic life in a cost-efficient manner.

Well interventions, appropriate reservoir pressure support initiatives, production-system optimisation and maintenance of critical topside equipment are all relevant to this task.

The experience of the LPC project in Brunei illustrates the value of a targeted enhancement to an established production system. Our objective is not simply to increase throughput, but to improve the value realised from the asset whilst managing its operating risks and environmental footprint.

2. New Developments

Our development portfolio provides opportunities to convert discovered resources into future production. The use of existing facilities, where technically and commercially appropriate, can support this process. Teal West is a practical example of this approach whilst the PKNB project represents an important opportunity for us to showcase our greenfield development skills for an offshore Malaysian gas field. Another significant development opportunity is GMAD, a project that we shall be pursuing over the next 5 years, subject to securing farm-in partners and the necessary regulatory approvals.

3. Near-Field Exploration

Our interest in near-field exploration arises from the potential to use available geological knowledge and capacity in existing infrastructure to shorten the timing from discovery to production. Our previous exploration activities in PM3 CAA demonstrate the relevance and benefits of this approach to our portfolio.

However, proximity to infrastructure does not remove geological risk or guarantee commercial success. Prospects are ranked carefully, expenditure must remain proportionate to the Group's financial capacity, and the risks and rewards of each opportunity must inform the decision-making process. Exploration will remain a selective component of our strategy rather than an activity pursued merely to expand acreage. Priority for funding exploration-related activities is governed by guidelines set in our Capital Allocation Framework.

4. Portfolio Management

Our New Ventures team continuously assesses acquisition opportunities, partnerships and farm-outs that can enhance shareholder value. We seek opportunities that complement our capabilities and offer a credible route to cash generation. Equally, responsible portfolio management requires us to address licences and assets that no longer meet our objectives, including their abandonment and decommissioning obligations. One such case concerns our VIC/RL17 Petroleum Retention Lease located in the Bass Strait of Australia. The Group's operations in the VIC/RL17 (previously known as the VIC/L31 production licence) include the West Seahorse field. The permanent abandonment of the West Seahorse-3 Well was completed in March 2026. The licence will expire in November 2026, with all licence commitments fulfilled and our intention is to relinquish it to the Australian regulator.

In Malaysia, the Group's participating interest in PM305 ceased on 17 March 2024. The Group was obliged to complete the abandonment obligations for wells and facilities per the PSC terms of PM305. All well abandonment obligations required to be carried out were completed in August 2022, while the offshore decommissioning of the South Angsi-A facility was completed in July 2025, followed by the completion of onshore dismantling and disposal in February 2026.

Overall, the growth of our business must remain consistent with our Capital Allocation Framework. We intend to preserve a balance between investment in the existing asset base, value-accretive growth, shareholder distributions and financial resilience. Our approach remains to preserve liquidity, prioritise projects with a clear route to cash generation and maintain flexibility in the timing of non-critical expenditure.

5. Energy Transition

We have been undertaking a great deal of work in the energy transition area and intend to commission a 12 megawatt (MW) peak solar farm located in Brunei by the first quarter of 2027. In addition, we are developing larger power generation opportunities in support of the data centre development currently taking place in Malaysia. Whilst oil and gas operations shall remain our core area of business focus, we believe that selective participation in the energy transition will, in the near term, strengthen our overall business platform. In the mid-term, a diversification of revenue sources will also be beneficial to the overall risk profile of our business.

6. Technology

Our technical goal is to introduce practical applications that improve decision quality or operational reliability and cost efficiencies, rather than technology adoption for its own sake. We have tried, as far as practicable, to ensure any increased reliance on connected digital systems is accompanied by enhanced cybersecurity, data protection and human oversight measures.

Similarly, investments in lower carbon technologies in our operations are being assessed against their environmental and economic contributions. Our objective is to use technology to strengthen our operating business model, whilst remaining clear about the risks, rewards and benefits involved.

D. Environmental, Social and Governance Considerations

Our responsibility as an energy company extends beyond producing and selling hydrocarbons. It includes protecting the people who work with us, managing environmental impacts, respecting our communities and maintaining the trust of our stakeholders. Our *Climate Change Framework* and established governance arrangements continue to provide the basis for these responsibilities.

Management Discussion and Analysis (continued)

1. Environmental Considerations

The Group's disclosed climate objectives include a 50% reduction in Scope 1 and Scope 2 emissions by 2030 and an aspiration to achieve net zero emissions by 2050. Progress is being assessed against the applicable baseline and reporting boundary, with any changes arising from acquisitions, divestments or methodology explained transparently. The detailed basis and our latest performance have been set out in the Sustainability Report accompanying this Annual Report 2025/2026.

The practical focus of our environmental programme remains on reducing emissions associated with our operations. This includes opportunities to improve energy efficiency, reduce avoidable flaring and venting, enhance equipment reliability and introduce suitable lower carbon power supplies. These are consistent with the operating priorities set out in our previous disclosures.

In February 2026, we announced the commencement of a 12 MW peak solar farm project in Brunei to supply clean energy to the LPC. The project provides a tangible example of how an energy transition investment can complement our existing upstream business. Its contribution to electricity supply and emissions reduction will be reported as achieved performance only after commissioning and verification.

2. Health and Safety

Our Health and Safety objective is to provide a safe working environment for employees and contractors, supported by competent personnel, effective risk assessment, asset integrity and emergency preparedness. We are never satisfied with our performance in this area, and we are always seeking opportunities to improve. Our key metrics in this area for FY2026 are tabulated below:

Metric	Sabah Operations	Peninsular Operations	Brunei Operations	UK Operations	Group
Fatalities	0	0	0	0	0
LTIR*	0.00	0.00	0.00	0.80	0.03

Figure 2: Hibiscus Petroleum's safety performance for FY2026.

Note to Figure 2: * LTIR represents the frequency of lost time injuries, including fatalities, permanent disabilities or workhours lost due to workplace incidents, per 200,000 hours worked by both employees and contractors.



3. Social Initiatives

Our social contribution also includes developing our people, supporting local capabilities and maintaining constructive relationships with communities. We will continue to place emphasis on competence, knowledge transfer and the standards expected of both our employees and our business partners. More information on some of our efforts in this area is available in our Sustainability Report that accompanies this Annual Report 2025/2026.

4. Governance Considerations

Strong governance is the foundation of our environmental and social commitments. Our established approach includes Board oversight, risk management, internal audit, initiatives to reinforce our position on matters relating to bribery and corruption, and the provision of channels through which concerns can be raised confidentially. These arrangements are particularly important in a business involving significant capital commitments, joint ventures and operations across several jurisdictions.

In Malaysia, the National Sustainability Reporting Framework (NSRF) establishes the International Sustainability Standards Board's International Financial Reporting Standards (IFRS) S1 and IFRS S2 as the baseline for sustainability and climate-related financial disclosures respectively, with phased implementation and applicable transition reliefs. This development places greater emphasis on information that enables investors to assess the connection between sustainability matters and a company's financial prospects.

For Hibiscus Petroleum, as far as practicable, we are integrating sustainability considerations into strategy, risk assessment and capital allocation, rather than treating it as a separate reporting exercise.

With the proliferation of powerful AI tools, digital governance is also becoming increasingly relevant. The Group is currently developing comprehensive training programmes for staff to enhance individual knowledge and capabilities whilst also stressing the boundaries of its applicability, both from cybersecurity and confidentiality perspectives. Whilst powerful AI tools enhance productivity, we must maintain appropriate controls over access, system integrity and the handling of sensitive information.



Management Discussion and Analysis (continued)

E. Our Assets

Jurisdiction	Malaysia				Malaysia-Vietnam Commercial Arrangement Area (CAA)	Vietnam	Brunei	
Fiscal System	PSC				PSC	PSC	Concession	
Licence Name	North Sabah PSC	Kinabalu Oil PSC	PKNB PSC	PM327 PSC	PM3 CAA PSC	Block 46 Cai Nuoc PSC	Block B	
	2011 North Sabah Enhanced Oil Recovery PSC	2012 Kinabalu Oil PSC					1989 Block B Petroleum Mining Agreement	
Fields	Producing: St Joseph, SF, SF 30, Barton	Producing: Kinabalu Main, Kinabalu East, Kinabalu Far East	Discovered: Pertang, Kenarong, Noring, Bedong	–	Producing: Bunga Orkid, Bunga Pakma, Bunga Raya, Bunga Seroja, Bunga Kekwa, Bunga Tulip, Bunga Lavatera, Bunga Aster Exploration: Greater Central Area, Greater Sliver Area	Producing: Cai Nuoc Discovered: Hoa Mai	Producing: Maharajalela Jamalulalam	
Licence Tenure	2040	2032	2048	2051	2047	2027	2039	
Direct Interest	50.0%	60.0%	65.0%	30.0%	35.0%	70.0%	37.5%	
Operatorship	Operated	Operated	Operated	Non-operated	Operated	Operated	Operated	
Asset Type	Production	Production	Development	Exploration	Production	Production	Production	
Facilities/ Infrastructure[1]	21 Platforms/ Structures, 144 Wells, 1 Crude Oil Terminal	2 Platforms, 36 Wells	–	–	14 Platforms/ Structures, 156 Wells, 2 FSOs	19 Wells	3 Platforms, 22 Wells	
Net Oil/ Condensate Reserves and Resources (MMbbl)	2P Reserves: 12.8[3] 2C Resources: 2.3[3]	2P Reserves: 4.8[2] 2C Resources: 0.7[2]	2C Resources: 1.1[4]	–	2P Reserves: 5.2[5] 2C Resources: 5.5[5]	2P Reserves: 0.1[2]	2P Reserves: 2.9[6] 2C Resources: 0.2[6]	
Net Gas Reserves and Resources (Bscf)	–	–	2C Resources: 222.3[4]	–	2P Reserves: 71.5[5] 2C Resources: 54.5[5]	–	2P Reserves: 141.3[6] 2C Resources: 12.0[6]	

Notes:

1 As of July 2026.

2 As of 1 July 2026, based on internal estimates.

3 As of 1 July 2026, based on SEA Hibiscus Sdn Bhd's current estimated net entitlement, derived from RPS Energy's report of May 2026, adjusted for net production up to 30 June 2026.

4 As of 1 July 2026, based on Hibiscus Oil & Gas Malaysia Limited's current estimated net entitlement, derived from RPS Energy's report of August 2026.

5 As of 1 July 2026, based on Hibiscus Oil & Gas Malaysia Limited's current estimated net entitlement, derived from RPS Energy's report of May 2026, adjusted for net production up to 30 June 2026.

6 As of 1 July 2026, based on Hibiscus EP (Brunei) B.V. (Hibiscus Brunei)'s interest, derived from RPS Energy's report of August 2025 which has the figures up to January 2025, and adjusted for actual production in the 18 months ended 30 June 2026.

7 As of 1 July 2026, based on the participating interest of Anasuria Hibiscus UK Limited (Anasuria Hibiscus), derived from RPS Energy's report of August 2025, adjusted for net production up to 30 June 2026.

8 As of 1 July 2026, based on the participating interest of Anasuria Hibiscus, derived from RPS Energy's report of May 2026.

	United Kingdom									
	Concession									
	Anasuria Cluster (Anasuria)					Greater Marigold Area Development (GMAD)				
	P013 – Blocks 21/25a and 21/30a	P185 – Block 21/20a	P2535 – Block 21/24d	P2451 – Block 21/28b	P2532 – Block 21/19c	P198 – Block 15/13a and P2158 – Block 15/18b	P198 – Block 15/13b	P2518 – Blocks 15/17a and 15/12a	P2608 – Blocks 15/18a and 15/19a	P2635 – Blocks 15/13c and 15/18c
	Producing: Teal, Teal South, Guillemot A	Producing: Cook	Discovered: Teal West	Discovered: Fyne	Prospects: Cook West as potential extension of the current Cook field	Discovered: Marigold	Discovered: Sunflower	Discovered: Kildrummy	Discovered: Crown	Prospect: Cross Lead: Hydrocarbon northwest of the Marigold field
	Life of Field	Life of Field	Life of Field	2027	2026	2028	2028	2027	2026	2029
	50.0%	19.3%	100.0%	42.5%	19.3%	91.25%[8]	87.5%	100%	100%	100%
	Jointly-operated	Non-operated	Operated	Operated	Non-operated	Operated	Operated	Operated	Operated	Operated
	Production	Production	Production	Development	Exploration	Development	Development	Development	Development	Exploration
	14 Subsea Wells, 1 FPSO			–	–	–	–	–	–	–
	2P Reserves: 14.6[7,8] 2C Resources: 3.6[8]			2C Resources: 4.0[2]	–	2C Resources: 43.4[8]	2C Resources: 3.8[8]	2C Resources: 4.7[8]	2C Resources: 4.0[8]	–
	2P Reserves: 6.0[7,8]			–	–	2C Resources: 2.2[8]	2C Resources: 0.8[8]	2C Resources: 0.5[8]	2C Resources: 0.5[8]	–

Key:

- FPSO - Floating Production, Storage and Offloading.
- FSO - Floating Storage and Offloading.
- 2P Reserves - Proven and probable reserves.
- 2C Resources - Best estimate contingent resources.
- MMbbl - Million barrels.
- Bscf - Billion standard cubic feet.
- RPS Energy - Tetra Tech RPS Energy Limited.

Management Discussion and Analysis (continued)

F. Sales and Customers

Our producing assets deliver oil, condensate and gas to established markets through the relevant offtake and transportation arrangements. Oil and condensate are generally sold through scheduled liftings, whilst gas deliveries are governed by the applicable sales arrangements. Consequently, production and sales volumes in an individual reporting period need not be identical. To assist our investors in understanding our product delivery schedule better, we provide a detailed breakdown of our sales outlook on a quarterly basis. In addition, we provide an annual guidance of our expected sales volumes, both for oil and gas.

In FY2026, we sold 4.74 million barrels (MMbbl) of oil and condensate and 4.51 MMboe of gas, representing total sales of 9.25 MMboe. Of these volumes, 4.80 MMboe originated from the assets under the Peninsula Hibiscus Group, 1.78 MMbbl from North Sabah, 2.14 MMboe from Block B MLJ and 0.53 MMboe from the Anasuria Cluster. Average realised oil and condensate price was USD84.7/bbl, while average realised gas price was USD5.3/Mscf.

For the assets under the Peninsula Hibiscus Group, oil and condensate are mainly sold through an offtake arrangement with PETCO Trading Labuan Company Ltd (PETCO), a subsidiary of Petroliam Nasional Berhad (PETRONAS), whilst gas is sold to PETRONAS and Vietnam National Industry - Energy Group (formerly known as Vietnam Oil and Gas Group) (PetroVietnam). Gas produced from PM3 CAA is an important energy source for both Malaysia and Vietnam.

In North Sabah, oil is lifted from the Labuan Crude Oil Terminal and sold to Trafigura Pte Ltd. In Brunei, gas is sold to Brunei LNG, whilst condensate is lifted by TOTSA TotalEnergies Trading SA.

For the Anasuria Cluster, BP Oil International Limited (BP) lifted our cargoes for most of FY2026. It should be noted that in March 2026, on expiry of our offtake contract with BP, we appointed PETCO Trading (UK) Limited to lift our Anasuria Cluster oil production, inclusive of oil from the Teal West field. Excess produced gas from the Anasuria Cluster is exported through the Fulmar Gas Line to the St Fergus gas terminal.

We remain focused on maintaining effective trading arrangements with reputable counterparties. These relationships support market access and transparent commercial dealings, whilst requiring continued attention to contractual performance, credit exposure and the reliable delivery of our products.

G. Financial Performance

In FY2026, Group revenue amounted to RM2.3 billion. On the back of these revenue levels, the Group achieved earnings before interest, taxes, depreciation and amortisation (EBITDA) and profit after taxation (PAT) of RM1.1 billion and RM361.3 million, respectively. These results compare with revenue, EBITDA and PAT of RM2.3 billion, RM1.0 billion and RM117.5 million, respectively, in FY2025.

Our Company remains committed to rewarding shareholders whilst retaining sufficient funds to support sustainable growth. For FY2026, interim dividends amounting to 9.0 sen per ordinary share have been declared. In addition, a final dividend of 1.0 sen per ordinary share has been recommended, subject to shareholders' approval at the forthcoming Annual General Meeting. Assuming that this final dividend is approved, total dividends in respect of FY2026 will be 10.0 sen per ordinary share.

Looking ahead, the Group has provided the following dividend guidance for FY2027: a minimum total dividend of 10.0 sen per ordinary share if oil prices are between USD75/bbl and USD80/bbl and 11.0 sen if oil prices exceed USD80/bbl.

Prudent cash flow management, loyal shareholders and careful sequencing of investments into opportunities and projects have continued to be key in ensuring that we maintain a degree of financial independence. Whilst profits are extremely important, Management's focus remains on delivering strong and sustainable EBITDA levels as long-term business continuity is of the highest priority. The delivery of a robust free cash flow profile will drive growth and the enhancement of shareholder returns as long as we honour the principles of our Capital Allocation Framework as described in Section 5 of this MD&A.

H. Share Performance

Figure 3 tabulates the share price performance of the Company over the past five financial years. As at 1 October 2026, our share price was RM2.14 per ordinary share and our market capitalisation was approximately RM1,578 million.

Financial Year End	Unit	30 June 2026	30 June 2025	30 June 2024	30 June 2023	30 June 2022
Year High	RM	2.39	2.46	2.87	2.90	3.73
Year Low	RM	1.42	1.37	2.15	2.04	1.51
Year Close	RM	1.83	1.56	2.33	2.16	2.50
Trading Volume	Mil	1,424	913	1,143	3,675	7,164
Market Capitalisation (As at the Year End)	RM Mil	1,349	1,150	1,861	1,741	2,012
Oil Price at Year Close	USD/bbl	73	68	86	75	115

Figure 3: Hibiscus Petroleum's share price performance over the last five financial years.

Historical per-share figures have been presented on a consistent basis, taking account of the consolidation of every five shares into two consolidated shares completed on 20 October 2023.

As discussed in previous years, our share price performance is exposed to a combination of factors, including movements in the Brent crude oil benchmark and foreign exchange rates, dividend announcements, operational developments, mergers and acquisitions (M&A) and corporate finance activities, and global geopolitical events.

Management is continuously undertaking investor-related activities with the objective of keeping shareholders apprised of disclosed developments taking place within the Group.



Management Discussion and Analysis (continued)

2. REVIEW OF OPERATING ACTIVITIES

A. Group Operational Performance

During FY2026, our operating activities focused on sustaining production from existing assets and delivering projects to expand the Group's future production base. A major milestone was the start-up of the Block B MLJ LPC in Brunei on 8 April 2026. In the UK, the Teal West development progressed through drilling and subsea installation to first oil on 4 July 2026, immediately after financial year-end.

Group net production averaged 25,482 boe/day. Sales totalled 9.25 MMboe, comprising 4.74 MMbbl of oil and condensate and 4.51 MMboe of gas, approximately 4% above FY2025. We are pleased to have been able to achieve these production results given the natural decline normally seen in mature fields.

Group Operational Performance is summarised in Figure 4 below:

Operational Metric	Unit	PM3 CAA	North Sabah	Kinabalu Oil	Block B MLJ	Anasuria Cluster	Block 46 Cai Nuoc	Group
Average uptime	%	90	90	83	89	65	90	–
Average gross oil and condensate production	bbl/day	15,418	12,854	7,379	1,897	3,339	326	41,213
Average net oil and condensate production	**bbl/day**	**3,340**	**4,756**	**2,771**	**711**	**1,220**	**139**	**12,937**
Average gross gas export rate	boe/day	29,300	–	–	13,114	308	–	42,722
Average net gas export rate	**boe/day**	**7,550**	**–**	**–**	**4,918**	**77**	**–**	**12,545**
Average net oil, condensate and gas production	**boe/day**	**10,890**	**4,756**	**2,771**	**5,629**	**1,297**	**139**	**25,482**
Total oil and condensate sold	bbl	1,213,710	1,780,638	903,301	343,482	503,550	–	4,744,681
Total gas sold	MMscf	16,100	–	–	10,770	168	–	27,038
	boe	2,683,269	–	–	1,795,018	28,001	–	4,506,288
Total oil, condensate and gas sold	**boe**	**3,896,979**	**1,780,638**	**903,301**	**2,138,500**	**531,551**	**–**	**9,250,969**
Average realised oil and condensate price	USD/bbl	86.33	83.05	90.01	82.07	78.64	–	84.68
Average gas price	USD/Mscf	5.52	–	–	4.92	10.93	–	5.31
Average realised oil, condensate and gas price	USD/boe	49.68	83.05	90.01	37.94	77.95	–	58.95
Average production operational expenditure (OPEX) per boe[1]	USD/boe	13.68	18.11	17.13	7.34	69.18	n.m.	–
Average net OPEX per boe[2]	USD/boe	20.24	25.34	27.93	7.34	69.18	n.m.	21.87

Figure 4: Group Operational Performance for FY2026.

Notes:

[1] Gross production OPEX divided by gross production.

[2] Net production and development OPEX, based on working interest, divided by production based on net entitlement.

Gas is converted at 6,000 standard cubic feet (scf) per boe. Mscf and MMscf denote thousand and million scf respectively; n.m. means not meaningful. Figures are subject to rounding.

Teal West commenced production after FY2026.

Large Capital Projects

The principal capital projects undertaken during FY2026, together with relevant subsequent developments, are summarised below:

Project Name	Description of Project	Status
North Sabah SF 30 Waterflood project	Further development of the SF 30 waterflood scheme.	Investment in the Waterflood Phase 2 project continued throughout FY2026. Given several subcontractor-related delays, we expect to be injecting higher levels of water for reservoir pressure management purposes by Q4 2026.
Block B MLJ LPC Project	Onshore compression to increase pressure drawdown on offshore wells and enhance production.	Safely started on 8 April 2026. The 72-hour endurance test was completed on 11 April 2026 at the first attempt. Contractor close-out was completed in June 2026.
Teal West tie-back to Anasuria FPSO	Development of a subsea production well and connecting infrastructure to the existing FPSO.	Drilling completed in January 2026, followed by offshore installation. First oil was achieved on 4 July 2026, after financial year-end.
PM3 CAA projects	Infill, appraisal, exploration and production-supporting facilities work.	Expenditure covered Bunga Raya infill, Bunga Aster-2 appraisal, Bunga Saffron development, Bunga Yarrow exploration, the LP Gas Project and pipeline spool replacement. Bunga Raya infill, Bunga Aster-2 appraisal and Bunga Yarrow exploration projects were completed in FY2026 or shortly thereafter. The remaining projects are being progressed.
Kinabalu Oil projects	Redevelopment, debottlenecking and production-supporting equipment.	Expenditure included gas turbine engine and electrical submersible pump change-outs, alongside further redevelopment work.
PKNB Cluster PSC	Phased development of the Pertang, Kenarong, Noring and Bedong fields.	Phase 1 covers Pertang and Kenarong; Phase 2 covers Noring and Bedong. The Preliminary Field Development Plan for Phase 1 was submitted in June 2026. Final Investment Decision is planned in CY2026, with first gas in CY2028.
GMAD	Concept selection and development planning.	We received the North Sea Transition Authority (NSTA) "*No Objection*" letter in respect of our concept to use an FPSO as the development scheme. First oil is targeted for 2030.

At Teal West, drilling commenced in September 2025, targeting the Jurassic Upper Fulmar reservoir. Pressure and fluid sampling supported a more favourable subsurface assessment. Drilling operations concluded on 14 January 2026, and the construction support vessel arrived at the field on 14 April 2026. The installation programme included the production riser, flowline connection to the subsea tree and umbilical. Production optimisation and surveillance remain ongoing to define the sustainable production envelope.

The Brunei LPC project overcame delays in site integration and pre-commissioning. Operation in low pressure mode lifted Block B MLJ's average net production from 5,016 boe/day in Q3 FY2026 to 7,619 boe/day in Q4 FY2026, an increase of 52%. The LPC system achieved 97% equipment uptime after start-up, while average Brunei net production increased further to approximately 8,400 boe/day in July 2026. Electricity consumption by the new compressor contributed to an increase in quarterly unit production cost from USD5.03/boe to USD5.67/boe.

In February 2026, we also announced construction of a 12 MW peak solar farm to supply renewable electricity to the LPC facility, with completion then expected in January 2027.

Planned Maintenance Activities

Alongside our capital projects, planned maintenance, well interventions and equipment repairs were undertaken across the producing portfolio. Production was also affected by unplanned outages and individual well performance.

Management Discussion and Analysis (continued)

North Sabah: Severe weather hampered optimisation and well intervention activities during Q2 FY2026. The SF and SF 30 topside major maintenance shutdown lasted 11 days against the nine (9) days that were planned. Subsequently, an outage of the St Joseph main gas compressor, K-2400, began in March 2026. Normal operations resumed on 25 May 2026 following restoration of gas injection. SF and SF 30 process shutdowns and gas lift compressor discharge-line leaks also affected production. Full-year uptime averaged 90%.

Kinabalu Oil: The annual major maintenance campaign took place from 20 to 27 August 2025. Improved equipment reliability subsequently supported stronger production, with uptime reaching 96% in Q3 FY2026. Q4 production was affected by a low pressure compressor malfunction, repaired on 4 May 2026, and increased field water cut. Full-year gross oil production averaged 7,379 bbl/day, with uptime of 83%.

PM3 CAA: A ten (10)-day planned major maintenance campaign was undertaken from 18 to 27 August 2025. Production recovered thereafter, although increased water cut, depletion of mature wells, sand management constraints and unplanned outages affected subsequent performance. Well interventions supported an improvement in gross oil and condensate production in Q4 FY2026. Full-year uptime averaged 90%, with net oil, condensate and gas production averaging 10,890 boe/day.

Block B MLJ: The 19-day, four-yearly Full-Field Shutdown (FFSD) in September 2025 was completed safely, with production resuming half a day ahead of schedule. In April 2026, a one (1)-day shutdown enabled final LPC tie-in activities, followed by a half-day Integrated Compressor Line (ICL) unit shutdown for planned inspection. Field uptime averaged 96% in Q4 FY2026.

Anasuria Cluster: Operational reliability remained challenging. Average net production was 1,297 boe/day and uptime was 65%, compared with 1,778 boe/day and 76% respectively in FY2025. Average production OPEX increased from USD41.61/boe to USD69.18/boe.

A dry gas seal failure in the K-2020 gas compressor in September 2025 affected gas lifted wells and necessitated a seven (7)-day facilities shutdown. Teal South was shut-in following a subsurface safety valve leak, while Cook was shut-in from October 2025 following a Christmas Tree leak. Cook production resumed on 31 December 2025, supporting recovery in Q3 FY2026 to 1,821 boe/day and 89% uptime.

A planned shutdown in May 2026 and the absence of Cook production from June reduced Q4 average net production to 981 boe/day and uptime to 61%. Lower production, together with higher diesel and UK Emissions Trading Scheme costs, increased quarterly production OPEX to USD99.14/boe. Investment continued in FPSO facility upgrades and replacements. As disclosed in August 2026, Cook is expected to return to production following gas lift deepening activities in September 2026.

Health, Safety, Security and Environment (HSSE)

Information on Group HSSE performance will be provided in the Sustainability Report within this Annual Report 2025/2026. A project milestone was the Brunei LPC's achievement of two (2) million manhours without a Lost Time Injury in March 2026. The LPC subsequently achieved a safe start-up in April 2026.

Awards

In August 2025, PETRONAS recognised North Sabah's Production Enhancement and Idle Well Reactivation campaign for Q2 CY2025, which delivered incremental gross production of 1.11 kbbl/day against 0.9 kbbl/day planned, with zero Health, Safety and Environment (HSE) incidents. A further recognition in December 2025 acknowledged the integrated North Sabah and Kinabalu Oil 2025 campaign, which achieved 1.66 kbbl/day against 1.6 kbbl/day planned, also with zero HSE incidents.

In January 2026, the Labuan Crude Oil Terminal received the Prime Minister's Hibiscus Award for Exceptional Achievement in Environmental Performance. The Group also received first place for ESG Excellence Award from the 6th British Malaysia Chamber of Commerce Business Excellence Awards 2025. These recognitions reflect the contribution of our teams across operational and environmental performance.

Reserves

During FY2026, we engaged RPS Energy to assess reserves and resources across PM3 CAA, North Sabah, Kinabalu Oil, PKNB, Teal West, Anasuria Cluster, Marigold and Block B MLJ. Our updated position at 1 July 2026 comprised approximately 77 MMboe of 2P reserves and 122 MMboe of 2C resources. Teal West's 2P oil reserves were assessed at 5.5 MMboe, compared with the earlier estimate of 3.4 MMboe.

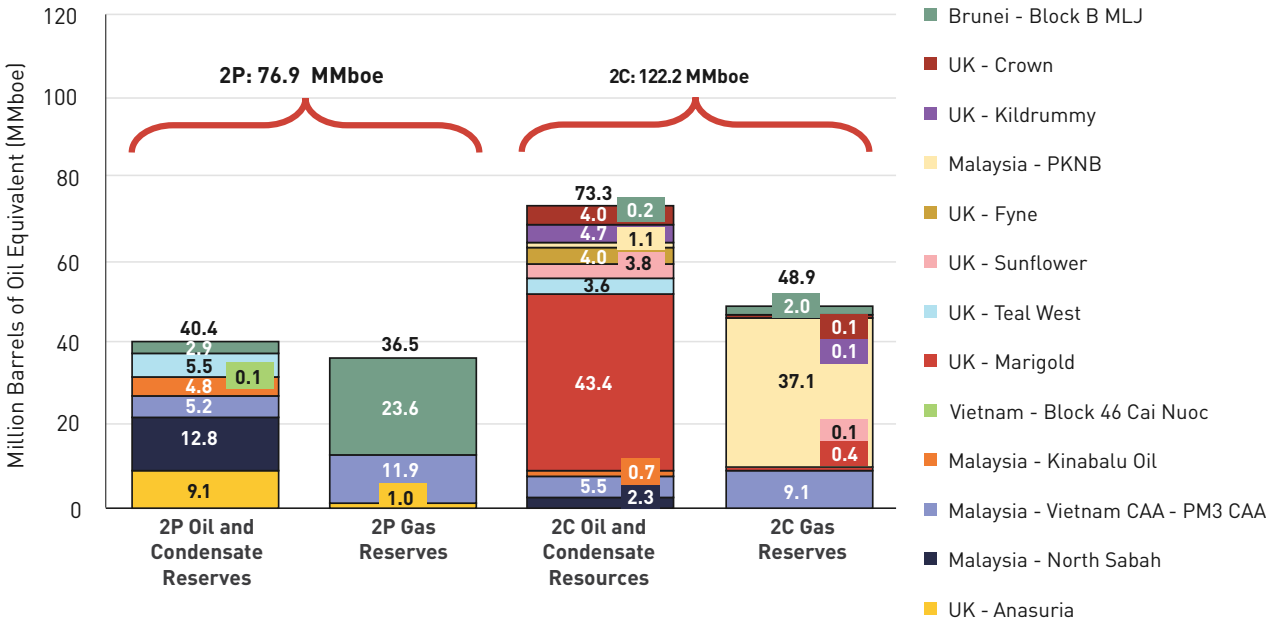


Figure 5: Net Entitlement to Oil, Condensate and Gas Reserves and Resources, as at 1 July 2026.

Notes to Figure 5: [1]Teal West estimates are based on RPS Energy's May 2026 report. [2]PM3 CAA and North Sabah estimates use the May 2026 report, adjusted for net production to 30 June 2026. [3]PKNB contingent resources use RPS Energy's August 2026 report; Marigold, Sunflower, Kildrummy and Crown contingent resources use its May 2026 report. [4]Kinabalu Oil, Block B MLJ, Anasuria, Block 46 Cai Nuoc and Fyne use internal estimates. [5]Totals are subject to rounding.

Decommissioning

A summary of decommissioning-related activities carried out during the year has been covered in Section 1. C. 4.

3. REVIEW OF FINANCIAL RESULTS AND FINANCIAL POSITION

A. Statements of Profit or Loss

For FY2026 (from 1 July 2025 to 30 June 2026), the Group delivered record sales volume of 9.25 MMboe (comprising of 4.74 MMbbl of oil and 4.51 MMboe of gas). This represented a 4% increase from the 8.92 MMboe (4.66 MMbbl of oil and 4.26 MMboe of gas) recorded in FY2025 (from 1 July 2024 to 30 June 2025).

Hibiscus Petroleum posted a revenue of RM2,341.8 million in FY2026. This signifies that the Group's revenue in a financial year exceeded the RM2 billion mark for a fourth consecutive year.

The EBITDA attained in FY2026 amounted to RM1,108.3 million, signifying the fifth consecutive financial year that the Group's EBITDA exceeded the RM1 billion mark. These achievements emphasise the consistency of the Group's financial performance despite an often changing and unpredictable macro environment.

The Group's PAT more than tripled in FY2026 to RM361.3 million when compared to FY2025's PAT of RM117.5 million. The increase was supported by higher average realised oil prices attained, and the absence of a one-off non-cash deferred tax liability charge brought about by legislative changes introduced to the EPL in the UK during FY2025. In addition, FY2026 marked the first year in which the Group recorded a positive contribution from its Brunei segment for a full twelve-month period. Our Group completed its acquisition of the entire equity interest in TotalEnergies EP (Brunei) B.V. (TotalEnergies EP Brunei) during FY2025 on 14 October 2024. The acquisition resulted in the Group owning a 37.5% operated interest in and assuming operatorship of the Block B MLJ field in Brunei.

Management Discussion and Analysis (continued)

The financial results of each of the Group's operating segments are detailed below:

OPERATING SEGMENTS	FY2026	FY2025	Variance	
	RM'000	RM'000	RM'000	%
Peninsular Malaysia				
Revenue	790,688	817,551	(26,863)	(3)
EBITDA	445,798	449,083	(3,285)	(1)
PAT	118,493	140,852	(22,359)	(16)
Sabah Malaysia				
Revenue	936,134	934,867	1,267	0
EBITDA	487,831	396,693	91,138	23
PAT	184,567	152,099	32,468	21
Brunei				
Revenue	440,584	303,138	137,446	45
EBITDA	288,915	175,039	113,876	65
PAT	81,890	56,037	25,853	46
United Kingdom				
Revenue	173,739	205,448	(31,709)	(15)
(LBITDA)/EBITDA	(20,935)	29,470	(50,405)	-
PAT/(LAT)	88,710	(118,643)	207,353	-
Vietnam				
Revenue	(11,928)	56,506	(68,434)	-
(LBITDA)/EBITDA	(13,414)	25,755	(39,169)	-
(LAT)/PAT	(13,379)	9,776	(23,155)	-
Others				
Revenue	12,553	15,372	(2,819)	(18)
LBITDA	(79,918)	(68,748)	(11,170)	(16)
LAT	(99,012)	(122,624)	23,612	19
Group				
Revenue	2,341,770	2,332,882	8,888	0
EBITDA	1,108,277	1,007,292	100,985	10
PAT	361,269	117,497	243,772	207

Figure 6: Analysis of the Group's financial performance by operating segments.

Notes to Figure 6:

EBITDA - Earnings before interest, taxes, depreciation and amortisation.
LBITDA - Loss before interest, taxes, depreciation and amortisation.
PAT - Profit after taxation.
LAT - Loss after taxation.

1. Peninsular Malaysia

	FY2026					FY2025				
	PM3 CAA PSC	PM305 and PM314 PSCs	PKNB PSC	PM327 PSC	Total	PM3 CAA PSC	PM305 and PM314 PSCs	PKNB PSC	PM327 PSC	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue	790,688	-	-	-	790,688	809,706	7,845	-	-	817,551
EBITDA/ (LBITDA)	456,321	(3,380)	(8,852)	1,709	445,798	465,539	10,022	(7,685)	(18,793)	449,083
PAT/(LAT)	125,939	(3,654)	(5,501)	1,709	118,493	152,085	12,484	(4,924)	(18,793)	140,852

	Variance									
	PM3 CAA PSC	PM305 and PM314 PSCs	PKNB PSC	PM327 PSC	Total	PM3 CAA PSC	PM305 and PM314 PSCs	PKNB PSC	PM327 PSC	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	%	%	%	%	%
Revenue	(19,018)	(7,845)	-	-	(26,863)	(2)	(100)	-	-	(3)
EBITDA/ (LBITDA)	(9,218)	(13,402)	(1,167)	20,502	(3,285)	(2)	-	(15)	-	(1)
PAT/(LAT)	(26,146)	(16,138)	(577)	20,502	(22,359)	(17)	-	(12)	-	(16)

1.1 PM3 CAA PSC

The Group has a 35% participating interest in the PM3 CAA PSC, located within the CAA between Malaysia and Vietnam. The investment includes the management of the operations relating to the production from eight (8) oil and gas fields (namely Bunga Orkid, Bunga Pakma, Bunga Lavatera, Bunga Kekwa, Bunga Raya, Bunga Seroja, Bunga Tulip and Bunga Aster).

In FY2026, PM3 CAA recorded a revenue of RM790.7 million, broadly in line with the revenue recorded in FY2025 of RM809.7 million. The breakdown of revenue for both financial years is as follows:

- FY2026 – Total revenue of RM790.7 million comprised the following:
  - Crude oil – RM428.0 million (1,213,710 bbl at an average realised oil price of USD86.33/bbl); and
  - Gas – RM362.7 million (16,100 MMscf at an average realised price of USD5.52/Mscf).
- FY2025 – Total revenue of RM809.7 million comprised the following:
  - Crude oil – RM411.5 million (1,218,715 bbl at an average realised oil price of USD78.32/bbl); and
  - Gas – RM398.2 million (16,565 MMscf at an average realised price of USD5.50/Mscf).

The PSC's operational performance in FY2026 was impacted by the following events:

- The planned calendar year (CY) 2025's annual maintenance campaign took place from 18 August 2025 to 27 August 2025, during which production facilities were shut down. Prior to this, the Bunga Kekwa-C and Bunga Seroja-A platforms were also shut down from 25 July 2025 to 29 July 2025 to facilitate the move-in of the rig for the Bunga Raya infill drilling; and
- An unplanned shutdown experienced at the Bunga Orkid-C platform for five (5) days that reduced both gas and condensate production and disrupted gas supply to gas-lifted oil wells, further lowering oil output. The incident was due to a communications system failure, which was duly rectified.

Management Discussion and Analysis (continued)

In addition, reservoir (natural) decline and well constraints remained factors impacting production levels at this PSC.

Notwithstanding the above events, production improved following the successful execution of well intervention activities across the PSC. These activities generated incremental production and enhanced well performance, with production gains progressively increasing from May 2026 onwards.

The OPEX/boe recorded for FY2026 was relatively high at USD13.68. In addition to costs associated with the planned CY2025 annual maintenance campaign, OPEX incurred throughout this financial year included costs for the following planned activities:

- Routine maintenance activities covering topside maintenance, inspection and integrity scopes, turbomachinery works and underwater maintenance and inspection; and
- Routine production enhancement activities, well intervention activities and well integrity works.

In addition, OPEX levels were adversely impacted by higher diesel prices, experienced since March 2026 (the onset of the US-Israel-Iran conflict). The average diesel price increased to RM3.33/litre in FY2026 compared with RM2.96/litre in FY2025. Consistent with the increase in crude oil prices, diesel prices remained elevated in June 2026, ranging between RM3.60/litre and RM4.41/litre.

Despite this uptick in diesel prices, the OPEX/boe in FY2026 of USD13.68 was consistent with that recorded in FY2025 of USD13.88. The total costs incurred for routine and planned maintenance activities and reliability and life extension scopes executed in FY2026 were lower compared to FY2025.

Accordingly, PM3 CAA's gross profit and gross profit margin of RM512.8 million and 64.9% respectively were both higher than FY2025's gross profit of RM470.4 million and gross profit margin of 58.1%.

The EBITDA reported for FY2026 was however lower by RM9.2 million.

A provision for inventory obsolescence (including drilling inventories that had been previously capitalised) of RM19.2 million was deducted from FY2026's EBITDA, which was recognised following routine inventory reviews that identified items with limited future utilisation and recoverability of the identified inventory items.

In addition, there were higher net foreign exchange losses by RM15.2 million in FY2026. This was mainly due to the settlement of RM-denominated liabilities during FY2026. The USD, being the PSC's functional currency, had depreciated against the RM.

The segment's FY2026 PBT was achieved after deducting the following non-cash items from EBITDA:

- Amortisation of intangible assets and depreciation of oil and gas assets of RM158.1 million;
- Depreciation of right-of-use assets of RM38.0 million; and
- Unwinding of discount on provision for decommissioning costs of RM24.4 million.

Taxation

The tax regime under which Malaysian oil and gas activities are governed is the Petroleum (Income Tax) Act 1967 and is thus applicable to PM3 CAA.

This PSC is also subject to income tax obligations in Barbados (at 1.0%) and the Corporate (Income Tax) Act 1967 (at 24.0%).

RM'000	PITA	CITA	Barbados Tax	Total
Total	(81,983)	(9,708)	(2,890)	(94,581)
Income tax	(79,326)	(9,708)	(2,802)	(91,836)
- Provision	(79,622)	(11,078)	(2,671)	(93,371)
- Net reversal of overprovisions/ (underprovisions) in current/prior YAs	296	1,370	(131)	1,535
Deferred tax	(2,657)	-	(88)	(2,745)
- Deferred tax liabilities	3,039	-	(88)	2,951
- Reversal/(recognition)	2,993	-	(192)	2,801
- Reversal of overprovisions in prior YA	46	-	104	150
- Deferred tax assets	(5,696)	-	-	(5,696)

During FY2026, the PSC recognised a net tax expense of RM82.0 million for Petroleum Income Tax (PITA), delivering an effective tax rate (ETR) over PBT of 37.2%. The ETR was lower than the PITA rate mainly due to unrealised foreign exchange gains being non-taxable and overhead income received by Hibiscus Oil & Gas Malaysia Limited (Hibiscus Oil & Gas) as operator allowed under the Joint Operating Agreement that is also not taxable under PITA (as it is taxed in Barbados instead at the lower rate of 1.0%).

The Corporate Income Tax (CITA) expense of RM9.7 million was computed on interest income received on inter-company advances and from bank deposits.

1.2 PM305 and PM314 PSCs

The Group has finalised the cash settlement exercise in relation to underlift crude balances for the PM314 PSC in FY2025. As all balances under this PSC have been fully settled and extinguished, they are not relevant to and have no impact on FY2026's financial results.

PM305 recorded a loss before tax (LBT) of RM3.4 million in FY2026, primarily due to the recognition of unrealised foreign exchange losses amounting to RM3.9 million. These losses were caused by the depreciation of the USD against the RM during FY2026, which impacted the period-end revaluation of RM-denominated payable balances. These losses were mitigated by a RM0.6 million reversal of an overprovision of provision on decommissioning costs following the completion of decommissioning works at the South Angsi-A platform.

For FY2025, a PBT of RM10.0 million was reported. It was arrived at after having incorporated the financial impact of the following items:

- Revenue of RM7.8 million, which was recognised after the finalisation of a cash settlement exercise for underlift crude balances in the PSCs upon receipt of a written approval from the host government; and
- Net foreign exchange gains of RM6.5 million in FY2025 which arose from the period-end retranslation performed on external third-party balances denominated in RM. The USD, being the PSC's functional currency, had depreciated against the RM.

The Group had the obligation to complete the abandonment of the wells and facilities per the PSC terms of PM305. All abandonment obligations required to be carried out were completed in December 2025. The Group is also in the progress of finalising the cash settlement exercise in relation to underlift crude balances.

Management Discussion and Analysis (continued)

From a tax perspective, the tax expense of RM0.3 million represents Barbados income tax allocated to the PSC. Barbados income tax is computed at the entity level (i.e. Hibiscus Oil & Gas in the case for PM305) and then allocated to the respective PSCs in the entity based on the respective PSCs' result before taxation position (computed based on the tax rules applicable to the Barbados tax regime).

1.3 PKNB PSC

The Group was awarded a 65% participating interest and operatorship in the PKNB PSC by PETRONAS on 1 July 2024. The remaining participating interest is held by PETRONAS Carigali Sdn Bhd (PETRONAS Carigali). The effective date of the PSC is 1 July 2024, with a contract duration of 24 years.

The investment includes the management of operations relating to the four (4) discovered resource opportunities (gas fields), namely the PKNB fields.

Included in the LBT for FY2026 of RM9.1 million were mainly RM5.2 million payroll-related costs, RM1.7 million incurred for conceptual studies, RM1.2 million net foreign exchange losses (both realised and unrealised) and RM0.3 million bank commission incurred for the renewal of a bank guarantee.

Included in the PSC's reported tax credit of RM3.6 million was a reversal of an overprovision of tax amounting to RM0.9 million for Year of Assessment (YA) 2025. Omitting the said overprovision would have resulted in an ETR of 29.4%, which is lower than the PITA rate of 38.0%. This was due to interest income being taxed under the Corporate (Income Tax) Act 1967 at the lower rate of 24% and the non-tax deductibility of unrealised foreign exchange losses recognised.

1.4 PM327 PSC

The Group has a 30% non-operated participating interest in the PM327 PSC, an exploration block located to the south of the PM3 CAA PSC.

PETRONAS Carigali is the operator of the PM327 PSC.

The PSC reported a PBT of RM1.7 million for FY2026.

There was a partial reversal of the amount previously written off for the Rosebay-1 well's exploration costs amounting to RM1.6 million in FY2026. This reversal was based on an updated report received from the operator in June 2026, which confirmed the latest cost estimates were lower compared to those estimated in FY2025.

During FY2025, the Rosebay-1 exploration well, being a commitment well in Block PM327 was drilled by the operator, PETRONAS Carigali. The well was drilled on 3 December 2024 and reached its final depth on 28 December 2024. The operator has classified the Rosebay-1 well as a technical success as two minor gas sands in the H-45 and I-45 reservoirs were encountered. The results of this well have provided a better understanding of the subsurface prospectivity of the area and the learnings will be applied to enhance the chance of success for future exploration wells in Block PM327. Whilst the data obtained from this well may contribute to future discoveries and developments in the PM327 area, the Group wrote off its share of the exploration costs incurred of RM17.0 million in FY2025.

2. Sabah Malaysia

	FY2026			FY2025		
	North Sabah PSC	Kinabalu Oil PSC	Total	North Sabah PSC	Kinabalu Oil PSC	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue	604,050	332,084	936,134	625,392	309,475	934,867
EBITDA	352,141	135,690	487,831	254,001	142,692	396,693
PAT	131,846	52,721	184,567	107,050	45,049	152,099

	Variance					
	North Sabah PSC	Kinabalu Oil PSC	Total	North Sabah PSC	Kinabalu Oil PSC	Total
	RM'000	RM'000	RM'000	%	%	%
Revenue	(21,342)	22,609	1,267	(3)	7	0
EBITDA	98,140	(7,002)	91,138	39	(5)	23
PAT	24,796	7,672	32,468	23	17	21

2.1 North Sabah PSC

The Group holds a 50% participating interest in the North Sabah PSC, located off the coast of Sabah, Malaysia.

The investment includes the management of the operations relating to the production of petroleum from four (4) existing oil fields (namely St Joseph, SF, SF 30 and Barton), existing pipeline infrastructure, the Labuan Crude Oil Terminal and all other equipment and assets relating to the PSC.

In FY2026, the North Sabah asset recorded a revenue of RM604.1 million. 1,780,638 bbl of crude oil were sold at an average realised oil price of USD83.05/bbl. The asset's revenue in FY2025 was RM625.4 million, on the back of the sales of 1,826,156 bbl of crude oil at an average realised oil price of USD78.29/bbl.

The gross profit margin of 71.9% attained in FY2026 was higher than the 62.4% realised in FY2025. Average OPEX/bbl reduced from USD20.65 in FY2025 to USD18.11 in FY2026 mainly due to lower OPEX and higher average daily oil production rate.

Both the average uptime and average net oil production rate in FY2026 were high, at 90% and 4,756 bbl/day respectively.

North Sabah's production was supported by a higher contribution from the SF 30 new infill wells and improved performance from the SF field, following production enhancement activities, gas injection optimisation and improved well productivity.

During FY2026, the PSC successfully completed several key operational activities, including the reinstatement of the main compressor at the St Joseph field and the implementation of the Supersonic Tool gas lift enhancement initiative at the Barton field. These activities improved production capability, supported well performance and enhanced operational reliability across the PSC.

The impact of these activities which improved production levels was partly offset by the effect of a planned topside major maintenance scope undertaken at the SF and SF 30 wells in October 2025.

In addition, the PSC initially encountered operational challenges affecting the Barton and St Joseph fields. The process interruptions and unfavourable well performance at the Barton field were resolved in April 2026. As for the St Joseph field, its main compressor was temporarily unavailable from 11 March 2026, impacting gas lift operations. Following the completion of rectification works on 23 May 2026, the compressor was successfully reinstated and normal gas injection operations resumed.

Management Discussion and Analysis (continued)

OPEX incurred in FY2026 included costs associated with the following activities:

- CY2025's annual planned maintenance campaign commenced towards the end of September 2025 that was completed in early October 2025;
- Planned topside major maintenance that was performed in October 2025;
- Non-routine production enhancement campaign at St Joseph;
- Routine production enhancement activities through routine slickline operations such as wax cutting and routine well intervention at St Joseph, SF and Barton;
- Routine static maintenance activities; and
- Unplanned corrective maintenance activities carried out for the SF and St Joseph compressors due to multiple trips encountered.

The PSC's key operational metrices in FY2025 were impacted by the following events:

- The unavailability of a compressor at the St Joseph field since June 2024 for which rectification work was completed in October 2024;
- Shutdown of production from several wells in September 2024 for eight days caused by the delay of a drilling rig entry into the SF 30 field due to unfavourable weather conditions; and
- Multiple compressor integrity issues at the SF field.

OPEX incurred in FY2025 included costs associated with the following activities:

- Routine and preventive maintenance activities which cover various work categories including electrical, static, rotating, instrument and field maintenance; and
- Subsurface routine and non-routine production enhancement and slickline activities which are part of the well intervention campaign activities.

In October 2023, the Group commenced an exploration drilling campaign to evaluate prospective near-field exploration targets within the boundaries of the North Sabah permit. Three (3) wells were drilled, namely SF Ungu, SF Ungu ST and SF Merah. All costs associated with the campaign have been included in the PSC's cost recovery pool. The assessments based on the data and samples collected for SF Ungu ST and SF Merah were completed in the financial year ended 30 June 2024, while the assessment for SF Ungu was completed in FY2025.

The lab analysis and follow-up studies conducted on the data collected at SF Ungu's location were completed in FY2025 also did not support the likelihood of commercial viability of the resources discovered. Accordingly, RM47.1 million in exploration costs incurred, which had been previously capitalised, were written off to profit or loss during FY2025 (net after taxation impact was RM29.2 million). For completeness, the costs incurred for SF Ungu ST and SF Merah were written off in the financial year ended 30 June 2024 as assessments concluded that their respective hydrocarbon volumes would not result in developments that could achieve commercial viability.

The EBITDA of RM352.1 million in FY2026 was arrived at after charging supplemental payment and Sabah State Sales Tax of RM38.1 million and RM29.7 million respectively. In addition, the PSC's EBITDA was negatively impacted by a provision for inventory obsolescence identified to have limited future utilisation amounting to RM3.3 million.

The following non-cash items were deducted from EBITDA, delivering a PBT of RM214.0 million:

- Amortisation of intangible assets and depreciation of oil and gas assets of RM97.3 million;
- Depreciation of right-of-use assets of RM13.6 million; and
- Unwinding of discount on provision for decommissioning costs of RM6.1 million.

The PSC is governed under the Petroleum (Income Tax) Act 1967, at the rate of 38.0%. Total net tax expense in FY2026 amounted to RM82.1 million. The ETR over PBT of 38.4% was consistent with the PITA rate.

Included in the net tax expense was a deferred tax expense of RM4.0 million, recognised following a review and remeasurement of temporary differences, mostly offset by the reversal of overprovisions of tax relating to prior YAs amounting to RM3.0 million upon the reassessment of the tax liabilities for the respective YAs.

2.2 Kinabalu Oil PSC

The Group has a 60% participating interest in the Kinabalu Oil PSC, located off the coast of Sabah, Malaysia. The investment includes the management of the operations relating to the production of petroleum from three (3) existing oil fields (namely Kinabalu Main, Kinabalu East and Kinabalu Far East).

This PSC contributed RM332.1 million to our Group's revenue from the sale of crude oil in FY2026. This was 7% higher than the revenue attained in FY2025 due to a higher average realised oil price attained in FY2026 when compared to FY2025.

In FY2026, 903,301 bbl of crude oil were sold at an average realised oil price of USD90.01/bbl when compared to 919,864 bbl of crude oil sold at an average realised oil price of USD76.91/bbl in FY2025.

The Kinabalu Oil asset achieved a gross profit of RM218.2 million and a gross profit margin of 65.7% in FY2026, as compared to RM198.5 million gross profit and 64.2% gross profit margin in FY2025. The stronger financial performance in FY2026 was achieved on the back of relatively high average selling prices for its crude oil sold (of USD90.01/bbl) and strong operational performance registered.

The OPEX/bbl recorded for FY2026 of USD17.13 mainly reflected expenditure associated with planned activities, including the annual major maintenance campaign, routine and non-routine well intervention, production enhancement and other maintenance activities performed in FY2026.

In FY2026, the PSC achieved an average gross oil production of 7,379 bbl/day, driven by successful well optimisation initiatives, increased routine and non-routine well intervention and production enhancement activities, as well as improved facilities uptime. In addition, the successful implementation of the Supersonic Tool gas lift enhancement initiative at the KN-114 and KN-116 wells improved gas lift performance and contributed to enhanced production from these wells.

The increase in production was partly offset by the planned shutdown of production facilities during the annual major maintenance campaign that took place from 20 August 2025 to 27 August 2025, as well as production challenges arising from water encroachment in the oil reservoirs affecting selected wells. The KND-2L well production performance recovered following a successful zone change to an alternative reservoir in May 2026. This change reduced water cut and supported production recovery. Meanwhile, the KND-08ST1 well continued to be impacted by high water cut associated with natural field depletion.

The average uptime recorded for FY2026 of 83% was slightly higher than the 81% recorded for FY2025.

The performance of the PSC in FY2025 was impacted by the following events:

- Spillover of CY2024's maintenance campaign from the financial quarter ended 30 June 2024 by five (5) days;
- Reduced production from the KND-18 well caused by higher sand and water production since June 2024. This caused a shut-in of the well due to difficulties handling high amounts of sand at surface;
- Start-up related operational issues post the annual planned major maintenance campaign for CY2024 in July 2024 lasting twelve days;
- Shut-in of the KN-116 (from 29 September 2024) and KN-114 (8 October 2024 to 17 December 2024) wells to facilitate installation of electrical submersible pumps; and
- Reduced production from the KND-08ST1 well due to water encroachment.

Management Discussion and Analysis (continued)

In FY2026, the PSC incurred a supplemental payment and Sabah State Sales Tax of RM60.5 million and RM14.4 million respectively to arrive at an EBITDA of RM135.7 million. In addition, the PSC recognised a provision for inventory obsolescence of RM13.3 million (including drilling inventories that had been previously capitalised), following the PSC's periodic review of inventory and represents our prudent assessment of the recoverability of inventory balances based on anticipated future utilisation and recoverability of the identified items. These charges were partly offset by net foreign exchange gains (both realised and unrealised) of RM10.8 million.

The PSC recorded a PBT of RM57.2 million, after deducting the following non-cash items from EBITDA of RM135.7 million:

- Amortisation of intangible assets and depreciation of oil and gas assets of RM71.4 million;
- Depreciation of right-of-use assets of RM1.2 million; and
- Unwinding of discount on provision for decommissioning costs of RM0.9 million.

The Kinabalu Oil PSC is governed under the Petroleum (Income Tax) Act 1967, at a rate of 38.0%. This PSC is also subject to income tax obligations in Barbados (at 1.0%) and Corporate (Income Tax) Act 1967 (computed on interest income received on inter-company advances and from bank deposits, at 24.0%).

During FY2026, the PSC recognised a net tax expense of RM4.5 million, delivering an ETR over PBT of 7.9%.

The following adjustments (which gave rise to gains to the PSC's profit or loss) were made during FY2026:

- Recognition of a deferred tax credit of RM10.6 million arising from the remeasurement of deferred tax balances following a review of temporary differences; and
- Reversal of deferred tax liabilities recognised in prior periods of RM7.4 million.

In addition, the PSC recognised an under-provision of tax amounting to RM2.5 million for YA2025 upon updating the actual tax position for the YA prior to filing the tax return to the Inland Revenue Board of Malaysia.

Excluding the net impact of the abovementioned adjustments of a net credit to profit or loss of RM15.4 million would have resulted in a "normalised" net tax expense of RM20.0 million and a "normalised" ETR of 34.8%. This was lower than the PITA rate of 38.0%, mainly due to unrealised foreign exchange gains being non-taxable.

3. Brunei

As previously mentioned, the Group completed the acquisition of TotalEnergies EP Brunei (later renamed Hibiscus EP (Brunei) B.V. (Hibiscus Brunei)) on 14 October 2024. Accordingly, FY2026 represents the first year in which the financial performance of the segment is reported for a full twelve-month period as compared to an approximately eight and a half month duration in FY2025.

The Block B MLJ asset in Brunei generated RM440.6 million in revenue and a gross profit of RM313.0 million for FY2026. The resulting gross profit margin is 71.1%. In FY2025, the segment contributed RM303.1 million to the Group's revenue and delivered a gross profit and gross profit margin of RM179.6 million and 59.2% respectively.

Hibiscus Brunei commissioned and started up an LPC at the Onshore Processing Plant in Lumut, Brunei on 8 April 2026. This marked a key milestone in sustaining production from the Block B MLJ field. The LPC project has established several notable industry milestones, including being the world's first water-saturated ICL compressor and Asia's first operational ICL compressor. Upon integration with the planned 12 MW peak solar farm that is currently being constructed by Helios Hibiscus Sdn Bhd, it is also expected to be the world's first ICL compressor powered using solar energy. The commissioning of the LPC has substantially increased production by enabling the recovery and processing of additional low pressure gas. Post start-up, the LPC system has been operating at a relatively high equipment uptime of 96% and production in low pressure mode has resulted in a 52% increase in gas and condensate production in the financial quarter ended 30 June 2026 compared to the financial quarter ended 31 March 2026.

During FY2026, the following two (2) major planned activities were executed:

- The FFSD campaign, which was carried out in September 2025 for a period of nineteen (19) days. For information, a FFSD campaign for this asset is conducted once every four (4) years, to facilitate a comprehensive inspection and maintenance of all wells and to enable overhaul activities across the production facilities; and
- The CY2025 well intervention campaign, which took place from April 2025 to October 2025.

In addition, an additional one (1)-day planned FFSD took place in early April 2026 prior to the LPC start-up to enable final tie-in activities to be carried out. Separately, a half-day ICL compressor unit shutdown for planned inspection activities took place post LPC start-up, after which operations resumed promptly.

The above events had some adverse impact to the operational performance of the Block B MLJ asset.

The collective impact of the abovementioned events resulted in the asset reporting an average net oil equivalent production rate of 5,629 boe/day and average OPEX/boe of USD7.34 for FY2026. The average net oil equivalent production rate and average OPEX/boe recorded in FY2025 were 6,400 boe/day and USD6.67 respectively.

In FY2025, the segment's operational performance was impacted by a stoppage of gas export experienced from 19 November 2024 to 27 November 2024 due to an unplanned shutdown of the customer, the Brunei LNG plant at Lumut.

In addition to costs associated with routine maintenance activities, OPEX incurred in FY2025 included full costs for the CY2024 and partial costs for the CY2025 well intervention campaigns. The CY2024 campaign took place from early August 2024 to end October 2024, and costs incurred in the second half of October 2024 were included in the post-acquisition profit or loss of this segment. For information, the CY2025 campaign commenced in April 2025 and was completed at the end of October 2025.

At the end of FY2026, the segment wrote off RM9.7 million capitalised costs related to carbon-related studies. These costs were incurred prior to the Group's acquisition of TotalEnergies EP Brunei. No additional expenditure for this scope had been incurred since the acquisition. Following post-acquisition technical assessments that were completed during FY2026, it was concluded that this area no longer aligns with the segment's current strategic direction. Accordingly, the capitalised carbon studies costs are no longer expected to generate future economic benefits and were duly written off during FY2026.

PBT recorded by the Block B MLJ asset in FY2026 of RM178.3 million was arrived at mainly after deducting the following non-cash items from an EBITDA of RM290.8 million:

- Depreciation of oil and gas assets of RM97.7 million;
- Depreciation of right-of-use assets of RM2.8 million; and
- Unwinding of discount on provision for decommissioning costs of RM8.0 million.

The tax expense incurred for FY2026 comprised tax charges from petroleum operations and non-petroleum operations at the rate of 55.0% and 18.5% respectively. Total net tax expense was RM93.8 million. The resulting effective tax rate over the PBT of 53.4% was higher than the weighted average tax rate for both tax regimes mentioned above, mainly caused by the non-tax deductibility of the capitalised amount of carbon studies costs written off in FY2026.

4. UK

During FY2026, the UK segment encountered several events that have caused the production levels at the Anasuria Cluster to be adversely impacted.

A summary of these events is as follows:

- Two (2) issues encountered at the Cook field in FY2026 which restricted its production output were:
  - o A hydrocarbon leakage encountered at the Christmas tree of the Cook well in October 2025 caused the field to be shut-in until the end of December 2025 (for information, a Christmas tree is a critical assembly of valves, spools, and fittings mounted atop a completed wellhead to control the production of oil or gas). This unplanned event was resolved by the end of December 2025, upon which production at the Cook well was reinstated. Costs incurred to remediate this failure were capitalised; and

Management Discussion and Analysis (continued)

  - Despite reinstating the Cook well in December 2025 as mentioned earlier, the well has been shut-in since early June 2026 when it failed to restart after completion of a short shutdown of the Anasuria FPSO in May 2026 due to gas lift system constraints. A gas lift deepening intervention was undertaken in September 2026, and production subsequently resumed within the same month;
- A dry gas seal failure was encountered in September 2025 which resulted in a total downtime of twenty (20) days, during which gas lifted wells were offline and all wells were shut-in for seven (7) days. Additional OPEX was incurred for repair works and integrity inspections during the outage, which formed part of FY2026's cost of sales. This technical issue was resolved in late September 2025, upon which full production resumed;
- Multiple operational disruptions were encountered at the Anasuria FPSO between October 2025 and December 2025 that affected overall production. These operational issues were resolved by the end of December 2025; and
- A planned 14-day shutdown on the Anasuria FPSO was carried out in May 2026 to perform key integrity and maintenance works.

To a lesser extent, a subsurface safety valve leak of well fluids into the subsea hydraulic returns system caused the Teal South well to be shut-in from September 2025 to June 2026. A well intervention campaign took place in October 2026, with production expected to resume thereafter. Due to the low production levels, there were only three (3) crude oil offtakes in FY2026. A total of 503,550 bbl of crude oil were sold at an average realised oil price of USD78.64/bbl in FY2026 as compared to 572,636 bbl of crude oil sold at an average realised oil price of USD73.85/bbl in FY2025.

Gas sold in FY2026 was also lower than normally expected, at 168 MMscf as compared to 280 MMscf sold in FY2025.

In comparison, the adverse events that impacted operational performance in FY2025 were not as severe.

A planned 2024 Offshore Turnaround (a maintenance exercise) took place from 3 August 2024 to 10 September 2024 for a period of 38 days to improve the reliability and integrity of the Anasuria FPSO in addition to ensuring a safe offshore working environment. Turnarounds typically occur every two (2) years.

Production at the Anasuria Cluster was brought back online on 10 September 2024. However, wells supported by gas lift were not returned to production until two (2) further operational issues were resolved by late October 2024:

- Leaking gasket on a gas scrubber; and
- Oil contamination event in the gas compression system.

As a result of the abovementioned events, both the average uptime and average daily oil equivalent production rate recorded for FY2026 were relatively low, at 65% and 1,297 boe/day respectively. By comparison, in FY2025, the average uptime was 76% and the average daily oil equivalent production rate was 1,778 boe/day.

The average OPEX/boe for FY2026 was USD69.18, compared to USD41.61 in FY2025.

During FY2026, Anasuria Hibiscus recorded higher costs for the following OPEX items:

- Increased diesel consumption for the operations of the Anasuria FPSO driven by a decline in the Cook well's gas production, and reduced gas fuel availability following the shut-in of the Cook well from October 2025 to December 2025 and again from June 2026 onwards; and
- High UK carbon prices under the UK Emissions Trading Scheme (ETS) which increased Anasuria Hibiscus' financial commitments for emissions from the Anasuria Cluster.

Due to the various operational-related challenges encountered and the higher operating cost structure recorded for FY2026, the UK segment recorded a low gross profit margin of 29.6% on the back of a gross profit of RM51.4 million. Gross profit attained in FY2025 was RM106.1 million (51.6% margin over revenue).

This segment recorded a LBT of RM114.7 million, which has been arrived at after absorbing the following non-cash charges:

- Amortisation of intangible assets and depreciation of oil and gas assets of RM52.1 million;
- Unwinding of discount on provision for decommissioning costs and contingent consideration of RM16.4 million and RM3.6 million respectively; and

- Provision for impairment in relation to Anasuria Hibiscus' 42.5% operated interest in Licence P2451 (Block 21/28b) containing the Fyne undeveloped field of RM10.4 million following the annual process to assess the recoverable amounts of exploration and evaluation assets included in the Group's non-current assets. The impact to the segment's results after taxation (after taking into account the related tax impact) was RM8.8 million.

In addition to the non-cash charges mentioned earlier, the LBT of the segment in FY2026 was adversely impacted by costs incurred in relation to the various projects in the UK, including Teal West and GMAD. There were also interest expenses recognised for borrowed funds from a prepayment facility and advances received from inter-companies to part finance the segment's capital expenditure (CAPEX) and working capital requirements. The abovementioned charges were partly offset by proceeds received which arose from a successful insurance claim for physical damage and consequent loss suffered in connection with the failure of the Guillemot riser in the financial year ended 30 June 2022 which amounted to RM20.4 million in FY2026.

Taxation

RM'000	Ring fenced		Non-ring fenced	Total
	RFCT and SC	EPL		
Total	115,495	92,654	(4,714)	203,435
Income tax	22,443	-	(4,714)	17,729
Deferred tax	93,052	92,654	-	185,706
- Deferred tax liabilities	(145,269)	(78,869)	-	(224,138)
- Recognition	(165,993)	(146,414)	-	(312,407)
- Reversal	20,724	67,545	-	88,269
- Deferred tax assets	238,321	171,523	-	409,844

(i) Ring fenced

The tax regime which applies to the exploration for, and production of, oil and gas in the UK, and is thus applicable to Anasuria Hibiscus, currently comprises ring fenced corporation tax (RFCT), supplementary charge (SC) and EPL.

- RFCT and SC

  The current rates for RFCT and SC are set at 30.0% and 10.0%, respectively.

  Anasuria Hibiscus was not liable for any taxes under the RFCT and SC regimes in FY2026.

  The segment recorded a net tax credit in FY2026 amounting to RM115.5 million. The resulting ETR of 100.7% was higher than the combined statutory rates of 40.0%. This was mainly due to recognition of accelerated investment allowances under the SC regime on qualifying CAPEX incurred for the Teal West project, which are available for tax deductions post first oil production on 4 July 2026.

  Included within the tax credit recognised was an income tax credit recognised for the financial year ended 30 June 2024 amounting to RM22.4 million. Under the UK tax regime, tax losses incurred in a financial year (in this case, in FY2025) can be utilised to reduce taxable profits generated in the immediate prior financial year (in this case, the financial year ended 30 June 2024), and enable taxes previously paid to be refunded. Accordingly, following the finalisation and submission of the income tax return for FY2025 during FY2026, tax losses recorded for FY2025 were carried back and utilised against the taxable profits in the financial year ended 30 June 2024, and resulted in a corresponding tax refund receivable.

- EPL

  The EPL regime took effect from 26 May 2022. The current rate for EPL is set at 38.0%.

  In FY2026, a net tax credit of RM92.7 million was recorded in relation to the EPL.

Management Discussion and Analysis (continued)

This arose mainly from the recognition of deferred tax assets computed on unutilised additional allowances generated from CAPEX investments that are expected to be offset against future taxable income and the reversal of deferred tax liabilities previously recognised on taxable temporary differences which are expected to reverse during the window for which the EPL regime applies.

There was no EPL payable by Anasuria Hibiscus in FY2026.

The Group's intention remains to phase our UK CAPEX programme such that we optimise tax incentives offered by the UK Government within its oil and gas sector.

For information, the Energy Security Investment Mechanism (ESIM), which was legislated on 24 May 2024, provides that the EPL will be permanently disapplied if average oil and gas prices are both at, or below, the ESIM price threshold for two consecutive quarters. These threshold prices are indexed annually from 1 April 2024 using the preceding December's Consumer Prices Index in the UK. For the UK Government's financial year 2026/2027 commencing 1 April 2026, the prices are USD78.65/bbl of oil and GBP0.61/therm of gas. The UK government is required to make regulations to change the law such that the current end date for EPL of 31 March 2030 will be replaced with the last day of the month in which the ESIM is triggered. The details of such an administrative process by which a new end date will be passed into law are unknown; however, any change will have a retrospective effect.

(ii) Non-ring fenced

The non-ring fenced taxation in the UK applies to income generated that does not arise from the exploration and production of oil and gas. In Anasuria Hibiscus, this mainly relates to interest income earned on restricted cash that was placed in trust for its obligations for decommissioning the facilities of the Anasuria Cluster. Such interest income is subject to tax at 45.0%. The segment recorded a net tax charge of RM4.7 million in FY2026.

5. Vietnam

The Vietnam operating segment consists of the Group's investment in its 70% interest in Block 46 Cai Nuoc PSC (Block 46), a tie-back asset to PM3 CAA located in Vietnamese waters. Block 46 contains the producing Cai Nuoc field and the undeveloped Hoa Mai field. PetroVietnam Exploration Production Corporation Limited (a wholly-owned subsidiary of Vietnam National Industry – Energy Group) holds the remaining participating interest in Block 46.

In FY2026, the Vietnam segment recorded a LAT of RM13.4 million. There was no sale of crude oil in FY2026.

As background, for Block 46, income tax of 50.0% is collected "at source" and the Vietnam National Industry - Energy Group settles the income tax due to the Vietnamese tax authorities on behalf of the PSC participants. Accordingly, the oil entitlement delivered to Block 46 participants is net of the related income tax amount and is also net of royalty and export duty. Despite remittance of the income tax amount to the Vietnamese tax authorities not being made by Talisman Vietnam Limited (TVL) directly, a deemed income tax expense is recognised for each tax year for the sale of crude oil, with a corresponding credit recognised in revenue (as if TVL 'sold' a portion of the crude oil and utilised the proceeds to settle the income tax liability). Practically, the provisional income tax amount due is confirmed by the Vietnamese tax authorities at a later date when a corporate income tax certificate (Tax Cert) is issued to the Block 46 participants. Upon the issuance of the Tax Cert, TVL reflects the finalised income tax amount in the profit or loss under taxation, with a corresponding entry under revenue.

The last crude oil offtake in Block 46 occurred in January 2025. When this offtake took place, the corresponding deemed income tax expense was charged to revenue. A Tax Cert for YA2025 was issued in March 2026, which confirmed the actual income tax amount for this offtake to be lower than the deemed income tax expense originally estimated. Hence, TVL reduced both the relevant income tax expense and corresponding revenue.

Expenses recorded mainly comprised the depreciation of oil and gas assets and the unwinding of discount on the provision for decommissioning costs.

In FY2025, a net total of 117,889 bbl of crude oil was sold at an average realised oil price of USD80.55/bbl in January 2025. Gross profit and gross profit margin achieved amounted to RM27.2 million and 48.1% respectively.

The PBT of RM23.2 million in FY2025 was arrived at after deducting depreciation of oil and gas assets and an unwinding of discount on the provision for decommissioning costs of RM2.1 million and RM0.5 million, respectively.

For Block 46, Vietnam income tax of 50.0% is paid by the PSC. The net tax expense recognised in FY2025 of RM13.4 million comprised RM14.3 million tax imposed on revenue earned during FY2025, partly offset by RM0.9 million net deferred tax credit. This credit arose from the reversal of deferred tax liabilities related to depreciation of oil and gas assets and recognition of deferred tax assets for decommissioning activities.

6. Others

This segment recorded a LAT of RM99.0 million in FY2026, which was RM23.6 million lower than the LAT of RM122.6 million incurred in FY2025.

There was a recognition of previously unrecognised deferred tax assets of RM22.1 million during FY2026. These deferred tax assets arose mainly from brought forward unutilised tax losses attributable to certain entities within the segment. An updated assessment performed on the availability of future taxable profits based on the latest assumptions of these entities' future financial position concluded that it is probable they will be able to fully utilise the existing unutilised tax losses against available future taxable profits before the expiry of such tax losses.

Total interest expenses incurred in FY2026 amounted to RM34.1 million, mainly comprised (i) RM17.6 million for term loans drawn down, (ii) RM13.9 million for revolving credit facilities, and (iii) RM2.5 million for a prepayment facility utilised. In FY2025, such interest expenses were higher, amounting to RM50.1 million.

In addition, the quantum of net unfavourable foreign exchange differences recognised in FY2026 of RM9.3 million was lower than the net unfavourable foreign exchange differences in FY2025 of RM18.9 million. The RM had appreciated against the USD as at 30 June 2026 when compared to 30 June 2025. As a significant portion of the foreign exchange differences arose from period-end revaluation of inter-company balances, there was no adverse impact to the Group.

The lower expenses in FY2026 highlighted above was partly offset by an additional provision for decommissioning costs amounting to RM11.2 million recognised during FY2026 for the Group's operations in Australia. The decommissioning scope associated with two legacy exploration wells, namely West Seahorse-3 and Wardie-1, in the undeveloped West Seahorse field of the VIC/RL17 permit was completed. The additional costs were mainly due to the costs incurred for extended vessel hire caused by adverse weather conditions during the execution phase of the decommissioning work.

There was also an impairment loss of RM3.7 million taken for the Group's investment in an associate, 3D Energi Limited, representing the full carrying value as at 30 June 2026. At the end of each reporting period, an impairment assessment is performed on this investment by comparing the higher of fair value less cost to sell and value in use against the carrying value of the investment. The prolonged suspension of trading of 3D Energi Limited's shares on the Australian Securities Exchange since 27 January 2026 increased the uncertainty surrounding the recoverability of the Group's investment and there were limited market indicators to enable a proper assessment of the recoverable amount.

Other major components of other expenses during FY2026 were corporate overheads, professional and consultancy fees, business development and corporate development activities and depreciation expense.

The net tax credit of RM17.0 million reported in FY2026 was mainly due to the recognition of previously unrecognised deferred tax assets mentioned earlier.

Management Discussion and Analysis (continued)

B. Statements of Financial Position

The Group's total assets and shareholders' funds as at 30 June 2026 amounted to RM7,600.5 million and RM2,925.1 million respectively. Included in shareholders' funds as at 30 June 2026 are retained earnings of RM2,834.0 million.

1. Non-current Assets

The Group's non-current assets as at 30 June 2026 amounted to RM5,938.7 million. This represents an increase of RM91.3 million from the balance as at 30 June 2025 of RM5,847.4 million.

The increase to the non-current assets balance was largely due to the substantial CAPEX invested throughout the Group in FY2026:

- UK
  - o CAPEX invested for Teal West, the Anasuria Cluster, GMAD and Fyne assets amounted to RM380.2 million, RM33.2 million, RM5.2 million and RM0.5 million respectively; and
  - o An amount of RM33.0 million relating to the acquisition of a 30.0% interest in the unitised Marigold field was capitalised during FY2026. This amount represents the net present value of the purchase consideration related to this acquisition.
- Malaysia (and Vietnam)
  - o PM3 CAA – RM127.4 million CAPEX invested mainly for the drilling of the Bunga Raya infill well and the Bunga Aster-2 appraisal well, engine change-out and the BKABKC10PL spool replacement campaign; and
  - o Kinabalu Oil – CAPEX of RM37.9 million was invested for debottlenecking activities and an engine change-out.
- Brunei
  - o Block B MLJ – The Group invested RM109.1 million mainly for the LPC project. The start-up date of this project was on 8 April 2026; and
  - o Brunei Solar Project – RM22.5 million CAPEX was incurred for the development of a new 12 MW peak solar farm for the LPC project for Block B MLJ field operations.

In addition to CAPEX invested across the Group, the increase in non-current assets was also driven by the following adjustments to the carrying value of the oil and gas assets:

- Upward adjustment to the carrying values to reflect the higher provision for decommissioning costs for PM3 CAA, North Sabah and Kinabalu Oil totalling RM56.8 million, following the finalisation of the respective independent third-party assessments in May 2026; and
- Corresponding entries to the carrying values due to additional provisions for decommissioning costs recognised for the Teal West field following completion of the project development, the Block B MLJ asset following the completion of its LPC project and the Brunei Solar Project, amounting to RM35.7 million, RM7.7 million and RM1.9 million respectively.

The reassessment and recognition of these decommissioning costs resulted in a corresponding increase in liabilities under provision for decommissioning costs.

The additions to non-current assets highlighted above were partly offset by the items below:

- Depreciation and amortisation of equipment, intangible assets and right-of-use assets charged in FY2026 amounted to RM541.1 million;
- Unfavourable foreign exchange differences of RM199.1 million which arose from the revaluation of the non-current assets balances of subsidiaries of which their functional currencies were not denominated in RM. This adjustment, which resulted in a decrease in the Group's non-current assets balances, was mainly caused by the depreciation of USD against RM as at 30 June 2026 when compared to 30 June 2025. For information, the corresponding double entry in the Group's financial statements was to other reserves (in the Statements of Financial Position) thus, there has been no impact on profit or loss;
- Impairment in relation to Anasuria Hibiscus' 42.5% operated interest in Licence P2451 (Block 21/28b) containing the Fyne undeveloped field of RM10.6 million; and
- Write-off of RM9.7 million capitalised costs related to carbon-related studies in Block B MLJ.

2. Current Assets

Current assets of the Group increased from RM1,585.9 million as at 30 June 2025 to RM1,661.7 million as at 30 June 2026.

The increased balance as at 30 June 2026 was mainly due to higher cash and bank balances by RM241.2 million. The increase in the cash and bank balances from 30 June 2025 to 30 June 2026 was largely due to the collection of proceeds from crude oil offtakes and the sale of gas from the Group's producing oil and gas assets.

This was partly offset by lower other receivables, deposits and prepayments balances of RM162.2 million. This was mainly due to lower amounts to be reimbursed by the respective joint venture partners of PM3 CAA, North Sabah and Block B MLJ by RM59.0 million, RM49.5 million and RM22.9 million respectively. In addition, receivables related to decommissioning cess recovery for the PM305 facilities decreased by RM27.4 million, following repayments made by PETRONAS.

3. Total Liabilities

The Group's total liabilities amounted to RM4,675.4 million as at 30 June 2026, a decrease of RM49.7 million from RM4,725.1 million as at 30 June 2025.

The decrease in the Group's total liabilities balance as at 30 June 2026 was mainly due to the following:

- Repayments made to outstanding balances of revolving credit facilities (principal only), a prepayment facility, lease liabilities and term loans (principal only) of RM556.0 million, RM315.1 million, RM161.9 million and RM109.5 million respectively, per the respective agreed repayment schedules;
- Lower operations-related payables and accruals for the North Sabah PSC by RM106.4 million mainly due to lower amounts incurred on CAPEX programmes and operational activities, coupled with payments made during FY2026. This was partly offset by higher operations-related payables and accruals in Anasuria Hibiscus and Block B MLJ by RM68.1 million and RM36.9 million respectively, mainly driven by increased operational activities;
- Lower deferred tax liabilities balance by RM172.9 million mainly due to a reversal of deferred tax liabilities as a result of depreciation and amortisation charged; and
- Repayments made in respect of decommissioning obligations relating to PM3 CAA, North Sabah, the VIC/RL17 permit and Block 46 amounting to RM36.3 million, RM25.5 million, RM20.0 million and RM8.1 million respectively.

These reductions to liabilities highlighted above were largely offset by the following:

- Drawdown of prepayment facilities by the Group amounting to RM653.5 million, revolving credit facilities amounting to RM481.5 million and term loans amounting to RM71.3 million to part finance the Group's CAPEX projects and working capital requirements;
- Increase in a provision for decommissioning costs contributed by:
  - o An upward adjustment to the provision for decommissioning costs, mainly for PM3 CAA, North Sabah and Kinabalu Oil of RM26.4 million, RM24.1 million and RM6.3 million respectively, following the finalisation of the respective independent third-party assessments in May 2026; and
  - o Additional provisions for decommissioning costs recognised for the Teal West field, Block B MLJ and the Brunei Solar Project, amounting to RM35.7 million, RM7.7 million and RM1.9 million respectively.

  The increase in the abovementioned provisions for decommissioning costs was correspondingly capitalised as part of the respective oil and gas assets carrying values in the Group's non-current assets; and
- An upward adjustment to the contingent consideration balance by RM32.9 million due to the acquisition of a 30.0% interest held by Ithaca Oil and Gas under the Unitisation and Unit Operating Agreement for the unitised Marigold field.

4. Total Equity

Total equity as at 30 June 2026 increased by RM216.9 million when compared to 30 June 2025.

This was mainly attributable to net earnings generated by the producing oil and gas assets of the Group.

Management Discussion and Analysis (continued)

The upside was partly offset by the declaration of RM59.0 million in dividends throughout FY2026. This amount consisted of the fifth interim and final single-tier dividends of RM3.7 million each, in respect of FY2025 and a total of RM51.6 million for the first, second and third interim single-tier dividends declared in respect of FY2026.

In addition, the Group is required to revalue the assets and liabilities of subsidiaries that have functional currencies which are denominated in currencies other than the RM at each reporting date. The resulting unrealised foreign exchange differences are required to be posted to other reserves. As at 30 June 2026, the Group had recognised unrealised unfavourable foreign exchange differences from this revaluation exercise amounting to RM85.4 million due to the depreciation of the USD compared to 30 June 2025.

C. Statements of Cash Flows

Cash flows remained robust with operating cash flows increasing by 14.9% year-on-year from RM747.1 million (excluding lease liabilities payments and net drawdowns of prepayment facilities of RM141.5 million and RM120.5 million respectively) to RM858.7 million (excluding net drawdowns of prepayment facilities and lease liabilities payments of RM346.1 million and RM161.9 million respectively).

1. Cash flows from operating activities

The Group's net cash generated from operating activities amounted to RM1,366.7 million.

It comprised mainly the aggregate of funds received from operations at the Group's producing oil and gas assets in Malaysia, the UK and Brunei, partly offset by group-wide OPEX, payment of taxation obligations and payment of decommissioning liabilities.

In addition, it also included net drawdowns of prepayment facilities amounting to RM346.1 million.

2. Cash flows used in investing activities

Net cash utilised by the Group for its investing activities during FY2026 amounted to RM747.8 million.

Amounts invested in various CAPEX programmes mainly by Anasuria Hibiscus, PM3 CAA, Block B MLJ, Kinabalu Oil and the Brunei Solar Project amounted to RM419.1 million, RM127.4 million, RM109.1 million, RM37.9 million and RM22.5 million respectively.

3. Cash flows used in financing activities

The cash flows used in the Group's financing activities amounted to RM371.5 million during FY2026.

The cash outflows were mainly payments made for the principal and interest portions of revolving credit facilities, lease liabilities and term loan facilities amounting to RM577.4 million, RM161.9 million and RM140.7 million respectively.

4. KEY RISKS AND MITIGATIONS

At Hibiscus Petroleum, effective risk management underpins the sustainability, resilience and long-term success of our business. Our industry operates within a dynamic and often volatile landscape, influenced by geopolitical developments, evolving regulatory requirements, market volatility and heightened environmental scrutiny. Consequently, we are exposed to a broad range of risks across operational, financial, regulatory, safety and environmental areas, which require ongoing monitoring and proactive management.

Operating within a Board-approved risk management framework, our Executive Risk Management Committee (ERMC) regularly assesses the Group's evolving risk landscape and oversees the implementation of strategies to mitigate potential issues, concerns and threats. While risks can never be entirely eliminated, we strive to minimise the possibility and potential impact of each risk through rigorous monitoring, robust internal controls and disciplined execution.

Outlined below are some of the key risks and the corresponding mitigation strategies we employ:

Key Risks	Mitigation Strategies
Price Volatility and Market Dynamics in the Global Oil and Gas Industry	• Employ real-time analytics to track oil and gas price trends for informed forecasting and operational planning, including deferment of non-critical capital expenditure and maintenance when prudent, while locking in the selling price of some of our production during favourable market conditions. • Streamline processes and optimise resource allocation using the Capital Allocation Framework. • Apply conservative oil and gas price projections as an integral component in the evaluation of new investments to ensure resilience across varying market conditions. • Continue to monitor the financial standing of key suppliers and contractors to safeguard operational performance and continuity.
Share Price Volatility and Market Confidence	• Deliver consistent performance across key metrics to strengthen investor confidence and contribute to share price stability, even in the midst of broader market volatility. • Conduct regular and proactive investor engagement and transparent disclosure practices to enhance understanding of the Group's strategy, performance, and long-term value proposition while bolstering market confidence. • Strengthen the Group's shareholder base and market profile through targeted investor relations initiatives and the consistent delivery of long-term business growth.
Liquidity Constraints and Funding Limitations	• Conduct holistic annual business planning and establish realistic, well-balanced budgets that are rigorously monitored through clearly defined accountability frameworks, fostering robust financial discipline across the organisation. • Enhance financial resilience by maintaining rigorous oversight of Group-wide cash flows, enforcing prudent resource allocation, and remaining vigilant about foreign exchange risks. We continue to practice strong financial and capital discipline to support sustainable growth whilst maintaining relatively low gearing levels. • Continue to foster strong relationships with established financial institutions and oil offtakers to enhance strategic alignment and secure reliable access to funding.
HSSE	• Ensure strict compliance with HSSE standards and management systems, with thorough risk assessments, audits and inspections. • Reinforce HSSE awareness and foster a strong HSSE culture through regular training, awareness programmes, and the sharing of lessons learned from incidents and industry events, while promoting accountability and positive behaviours through visible leadership, assurance activities and active workforce engagements. • Actively engage with our key stakeholders, including oil and gas regulators, partners, local authorities and communities to address environmental commitments such as climate action, waste management and protection of biodiversity. • Ensure operational readiness through robust emergency response and business continuity planning, aligned with government directives and industry standards. • Prioritise asset integrity through preventative and planned maintenance, predictive monitoring, targeted process safety initiatives and adherence to stringent standards, thereby enhancing operational reliability and reducing exposure to major accident hazards. • Monitor and prepare for the physical impacts of climate change, including extreme weather events that may disrupt offshore and onshore operations.
Cybersecurity Threats and Data Breaches	• Adopt a zero-trust approach to cybersecurity, supported by continuous upgrades of our Information Technology (IT) security systems and infrastructure to increase system resilience. • Maintain robust cybersecurity governance through continuous monitoring and regular audits, both internally and by external authorities, to ensure best practices are employed. • Promote a strong cybersecurity culture through awareness programmes to equip employees with the knowledge to identify and respond effectively to emerging cyber threats. • Extend cyber protection to Operational Technology (OT) environments and IT/OT convergence, particularly on offshore platforms, in compliance with regulatory requirements in the jurisdictions in which the Group operates, that is consistent with evolving industry practices.

Management Discussion and Analysis (continued)

Key Risks	Mitigation Strategies
Planning and Execution of Major Capital Projects	• Strengthen project delivery by incorporating robust uncertainty modelling and aligning forecasts with historical production data. • Build in-house technical capabilities and expertise to support execution excellence and strengthen organisational competence while progressively reducing reliance on external resources. • Stringent screening and selection of contractors and vendors to ensure technical and financial capabilities. • Strengthen front-end work including Front-End Engineering Design (FEED) to minimise changes and interruptions to project execution and contractual terms. • Maintain robust project controls, cost management and schedule assurance processes to support timely and cost-effective project delivery. • Mobilise strong project teams with experienced team members to support safe, efficient, reliable and fit-for-purpose execution of projects. • Conduct stringent peer reviews and decision-making processes, including the utilisation of external experts as and when necessary for large capital investment projects.
Hydrocarbon Reserves and Resources	• Enhance reservoir and field performance through robust operational excellence initiatives, addressing asset integrity and reliability challenges to optimise production, maximise recovery and improve field development outcomes.
Business Integrity and Compliance	• Foster a strong culture of corporate governance, integrity and ethical conduct through a zero tolerance policy on bribery and corruption, reinforced by ongoing training on our *Code of Conduct and Ethics* and *Anti-Corruption and Anti-Bribery Policy*. • Conduct regular internal audits as part of efforts to ensure adherence to governance standards across all business segments. • Provide confidential channels for stakeholders to report any allegations of suspected improper activities, misconduct or unethical behaviour as specified in our *Whistle Blower Policy*.
Regulations Related to Greenhouse Gas Emissions and Climate Change	• Remain committed to Net Zero emissions by 2050, with an interim target of reducing Scopes 1 and 2 emissions by 50% from FY2020 baseline levels by 2030. • Pursue initiatives that are focused on reducing the Group's carbon footprint, exploring low carbon opportunities and strengthening governance. • Prioritise alignment of emissions reduction efforts with evolving regulations and stakeholder expectations while delivering value to stakeholders. • Closely monitor fiscal and climate-related policy developments that may impact project economics and long-term value creation. • Engage with internal stakeholders, regulators, government agencies and industry partners to identify, evaluate and advance energy transition investment opportunities. • Build greater climate resilience by strengthening insights into climate-related impacts on our assets, supporting informed strategic decisions and ensuring continued adaptability in an ever-changing risk landscape.
Human Capital Management and Talent Retention	• Conduct regular remuneration reviews to maintain competitiveness and equitable compensation practices that are aligned with market benchmarks. • Advance workforce capability through targeted development programmes, skills enhancement, competency assessments and succession planning, ensuring continuity in critical roles and cultivating a future-ready talent pipeline to support organisational transformation and sustainable business growth. • Maintain open communication channels and regular performance reviews to align employee aspirations with organisational goals. • Recognise that regulatory and local content expectations may intensify competition for particular talents, necessitating stronger retention incentives. • Refresh and reinforce desired behaviours aligned with the Group's values through targeted culture and mindset initiatives.

5. OUR FUTURE AND STRATEGIES FOR CREATING VALUE

FY2026 has strengthened the platform for our next phase of growth, Hibiscus 3.0. Our 2030 Mission is to achieve net production of 70,000 boe/day and net 2P reserves of 150 MMboe. Oil and gas will remain our core business, complemented by selective energy transition initiatives.

The possible entry of new strategic investors could accelerate this ambition. Discussions with reputable parties are ongoing, with the objectives of accessing high-quality assets and funding for larger-scale opportunities, strengthening our equity base and attracting long-term shareholders. We would seek an issuance at a premium to limit dilution for existing shareholders. There is no certainty that these discussions will result in a transaction; any material developments will be announced.

Specifically, our value creation priorities are to:

- convert potential opportunities into sustainable cash flows safely; specifically by building scale through the conversion of contingent resources already in our portfolio in the PM3 CAA area, the PKNB Cluster and GMAD. Our roadmap envisages achieving production of 50,000 boe/day anchored by current projects, with new opportunity development in Brunei and acquisitions potentially closing the gap towards our 70,000 boe/day target;
- apply our Capital Allocation Framework, prioritising debt servicing, consistent declaration of annual dividends (subject to crude oil prices) and sanctioned capital expenditure, whilst maintaining conservative gearing; and
- pursue energy transition opportunities, including the 12 MW peak Brunei solar project and potential decentralised power generation initiatives in Malaysia, whilst targeting, by 2030, a 50% reduction in Scopes 1 and 2 emissions from FY2020 baseline levels and zero routine flaring and venting.

Across these initiatives, strong governance, entrepreneurial management and care for our people, communities and the environment will remain central to how we create enduring shareholder value.

6. CONCLUDING REMARKS

The global oil price environment remains volatile. Geopolitical tensions and supply disruptions delivered stronger realised prices towards the end of FY2026, but also increased costs and pressure on services provided to support our operations. Higher prices are an opportunity to build our financial resilience, but they are not a substitute for capital discipline and the delivery of safe and reliable operations.

Hibiscus 3.0 sets our direction: net production of 70,000 boe/day and net 2P reserves of 150 MMboe by 2030. Organic developments and selective acquisitions will underpin this ambition, whilst the possible entry of new strategic investors could accelerate its delivery.

Our nascent business in Brunei Darussalam is central to our next phase of growth. The successful start-up of the Block B MLJ LPC demonstrates our ability to unlock value from mature assets. Our existing operations provide a base from which to pursue further opportunities and advance our 2030 ambitions.

In parallel, we are gradually broadening our role into energy supply services. Our Brunei solar farm project and potential decentralised power generation initiatives in Malaysia offer practical avenues to diversify income sources and strengthen business resilience. This is an extension of our energy business, not a departure from our oil and gas core. Ultimately, Hibiscus 3.0 is about enduring shareholder value, not growth for its own sake. We remain committed to safe operations, strong governance, financial discipline and care for our people, communities and the environment. We have grown Hibiscus Petroleum over the past 15 years using these principles as our business foundation. They will continue to guide our next phase of development.

Thank you for your support.

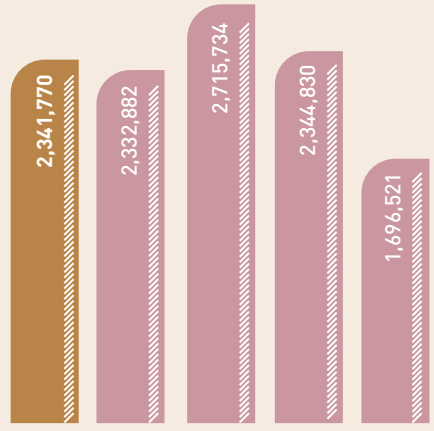
YBHG DATO' DR KENNETH GERARD PEREIRA
Managing Director
1 October 2026

FINANCIAL HIGHLIGHTS

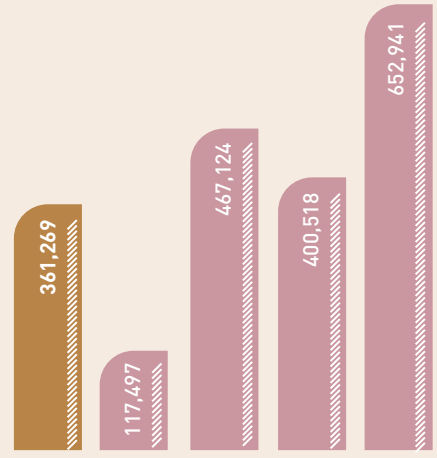
FINANCIAL YEAR ENDED (FY)	30.06.2026 RM'000	30.06.2025 RM'000	30.06.2024 RM'000	30.06.2023 RM'000	30.06.2022 RM'000
Revenue	**2,341,770**	2,332,882	2,715,734	2,344,830	1,696,521
Profit after taxation	**361,269**	117,497	467,124	400,518	652,941
Total assets	**7,600,481**	7,433,258	6,604,339	6,198,528	5,512,418
Shareholders' equity	**2,925,105**	2,708,196	3,100,390	2,689,759	2,202,017
Net assets per share	**RM3.97**	RM3.67	RM3.88	RM3.34*	RM2.74*
Basic earnings per share	**48.99 sen**	15.39 sen	58.22 sen	49.76 sen*	81.27 sen*

* For comparative purposes, the net assets per share and the basic earnings per share for certain prior financial years had been adjusted to reflect the effect of the share consolidation of every five shares into two consolidated shares completed on 20 October 2023.

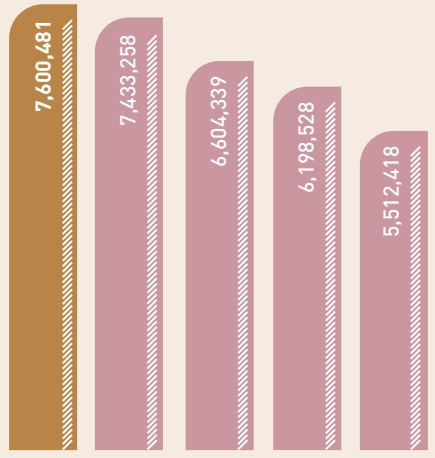
REVENUE
(RM'000)



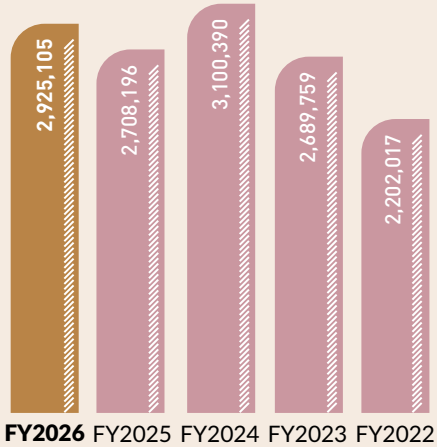
PROFIT AFTER TAXATION
(RM'000)



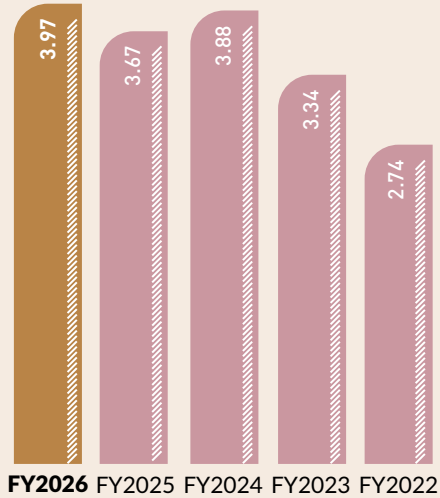
TOTAL ASSETS
(RM'000)



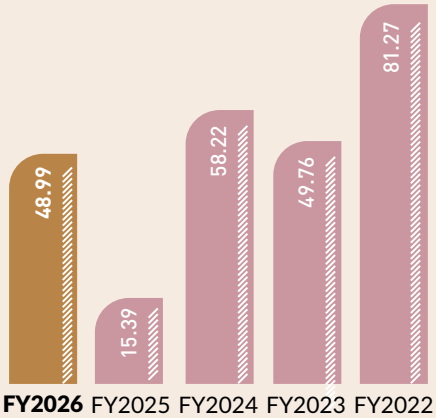
SHAREHOLDERS' EQUITY
(RM'000)



NET ASSETS PER SHARE
(RM)



BASIC EARNINGS PER SHARE
(SEN)



CALENDAR OF EVENTS

20 November 2025



Corporate:
Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company) won the ESG Excellence Award at the 6th British Malaysia Chamber of Commerce Business Excellence Awards 2025, recognising the Company's measurable commitment to sustainable growth across environmental performance, social impact and governance.

28 November 2025

Corporate:
- Successful drilling of Teal West development well;
- Revenue of RM433.1 million and earnings before interest, taxes, depreciation and amortisation (EBITDA) of RM190.9 million;
- Total oil and gas sales volumes hit 1.9 MMboe; and
- Declaration of the first interim single-tier dividend for the financial year ended 30 June 2026 (FY2026) of 2.0 sen per ordinary share.

7 January 2026

Anasuria Operations:
The Company's indirect wholly-owned subsidiary, Anasuria Hibiscus UK Limited (Anasuria Hibiscus) announced a 32% increase in proven and probable (2P) oil reserves of the Teal West field at 4.5 million barrels of oil (MMbbl) from the previous 3.4 MMbbl. This represents a positive development towards Hibiscus Petroleum's 2026 target of achieving 35,000 barrels of oil equivalent (boe) per day (boe/day), compared with 26,500 boe/day in 2025.

Calendar of Events (continued)

27 January 2026



LCOT Operations:
Awarded the Prime Minister's Hibiscus Award 2024/2025 for Exceptional Achievement in Environmental Performance recognising its environmental management practices and continued commitment to sustainable operations.

9 February 2026



Brunei Operations:
Hibiscus Petroleum announced the commencement of construction on its 12 megawatt (MW) peak ground-mounted solar photovoltaic farm, located on a 26-acre site at Sungai Liang Industrial Park, Brunei Darussalam. The facility will supply renewable electricity exclusively to the Group's Low Pressure Compressor (LPC) facility at the Lumut Onshore Processing Plant (OPP Lumut). Once operational, this project is expected to contribute stable cash flows, supporting predictable long-term returns and advance energy transition activities. Additionally, the solar farm will meaningfully reduce operational emissions while enhancing the reliability and sustainability of the OPP Lumut's energy supply.

27 February 2026

Corporate:
- Revenue of RM544.5 million, EBITDA of RM243.9 million and a profit after tax (PAT) of RM70.3 million;
- Declaration of a second interim single-tier dividend of 2.0 sen per ordinary share for FY2026; and
- Total oil and gas sales volumes reached 2.5 MMboe.

22 May 2026

Corporate:
- Revenue of RM517.8 million, EBITDA of RM273.8 million and PAT of RM80.1 million;
- The third interim single-tier dividend was declared for FY2026, 3.0 sen per ordinary share, targeting a total payout of 10.0 sen for the full fiscal year;
- The Brunei LPC project started up successfully in April 2026, delivering an incremental net production of over 1.5 thousand boe (kboe) per day (kboe/day); and
- Quarterly oil and gas sales volumes reached 2.3 MMboe.

4 June 2026



Brunei Operations:
Hibiscus EP (Brunei) B.V. (Hibiscus Brunei), the Company's indirect wholly-owned subsidiary, officially launched its LPC Project at OPP Lumut, Brunei Darussalam. This project marks a key milestone sustaining production from the Block B Maharajalela Jamalulalam (MLJ) field and establishes multiple industry milestones, including being the world's first water-saturated Integrated Compressor Line (ICL) compressor and Asia's first operational ICL compressor. Once integrated with the planned 12 MW peak solar farm currently under construction, it is expected to be the world's first solar-powered ICL compressor. Furthermore, the project achieved two million manhours without a Lost Time Injury (LTI) on 30 March 2026, contributing to Hibiscus Brunei's 27-year LTI-free milestone.

4 July 2026



Anasuria Operations:
Teal West field in the United Kingdom North Sea achieved first oil on 4 July 2026, with an initial production rate of approximately 6,000 bbl/day, within expected initial range of 4,000 to 10,000 bbl/day. Production is expected to increase progressively following well optimisation and stabilisation of operations.

28 August 2026

Corporate:
- Achieved revenue of RM2.3 billion (fourth consecutive year above RM2 billion), EBITDA of RM1.1 billion (fifth consecutive year above RM1 billion) and PAT of RM361.3 million for the financial year ended 30 June 2026 (FY2026), a 207% increase over the previous financial year (FY2025);
- Declared a fourth interim dividend of 2.0 sen per ordinary share and proposed a final dividend of 1.0 sen per ordinary share (subject to shareholders' approval), bringing the total FY2026 dividend to 10.0 sen per ordinary share, the highest-ever full year dividend;
- Brunei production up 52% from preceding quarter driven by the LPC Project; and
- FY2026 oil and gas sales volumes of 9.3 MMboe, a 4% increase over FY2025.

4 September 2026



Corporate:
Hibiscus Petroleum was recognised as the Best Company in Investor Relations by Sector (Mid/small-cap) – Energy at the inaugural Bursa Malaysia IR Awards 2026, held on 4 September 2026. The award recognises the Company's commitment to investor engagement, market communication and corporate transparency.

30 September 2026



Corporate:
Hibiscus Petroleum signed a Heads of Agreement with Seri Pajam Development Sdn Bhd to collaborate on power plant and energy solution projects involving gas turbines, gas engines, solar power and carbon capture systems on land owned by Seri Pajam Development and its affiliates in Malaysia. The collaboration aims to support growing power demand from data centres and industrial parks, in line with the Group's strategy to diversify into adjacent energy businesses.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Zainul Rahim bin Mohd Zain
- Non-Independent Non-Executive Chair

YBhg Dato' Dr Kenneth Gerard Pereira
- Managing Director

YBhg Dato' Sri Roushan Arumugam
- Non-Independent Non-Executive Director

Thomas Michael Taylor
- Senior Independent Non-Executive Director

YBhg Dato' Dr Zaha Rina Zahari
- Independent Non-Executive Director

Emeliana Dallan Rice-Oxley
- Independent Non-Executive Director

Zaidah binti Ibrahim
- Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Thomas Michael Taylor
- Chair

YBhg Dato' Dr Zaha Rina Zahari
- Member

YBhg Dato' Sri Roushan Arumugam
- Member

NOMINATING COMMITTEE

YBhg Dato' Dr Zaha Rina Zahari
- Chair

YBhg Dato' Sri Roushan Arumugam
- Member

Thomas Michael Taylor
- Member

Emeliana Dallan Rice-Oxley
- Member

Zaidah binti Ibrahim
- Member

REMUNERATION COMMITTEE

YBhg Dato' Sri Roushan Arumugam
- Chair

Thomas Michael Taylor
- Member

Emeliana Dallan Rice-Oxley
- Member

Zaidah binti Ibrahim
- Member

COMPANY SECRETARY

Khoo Ming Siang (MAICSA 7034037)
(SSM PC No. 202208000150)

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Fax : +603 2092 1301
Website : www.hibiscuspetroleum.com

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(LLP0014401-LCA & AF 1146)
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Jalan Rakyat
Kuala Lumpur Sentral
P.O. Box 10192
50706 Kuala Lumpur
Tel : +603 2173 1188
Fax : +603 2173 1288

STOCK EXCHANGE LISTING

The Main Market of Bursa Malaysia Securities Berhad
Stock Name : HIBISCS
Stock Code : 5199
Sector : Energy
Sub-sector : Oil & Gas Producers

SHARE REGISTRAR

Vistra Investor & Issuing House Services Sdn Bhd
(formerly known as Tricor Investor & Issuing House Services Sdn Bhd)
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : +603 2783 9299
E-mail : is.enquiry@vistra.com

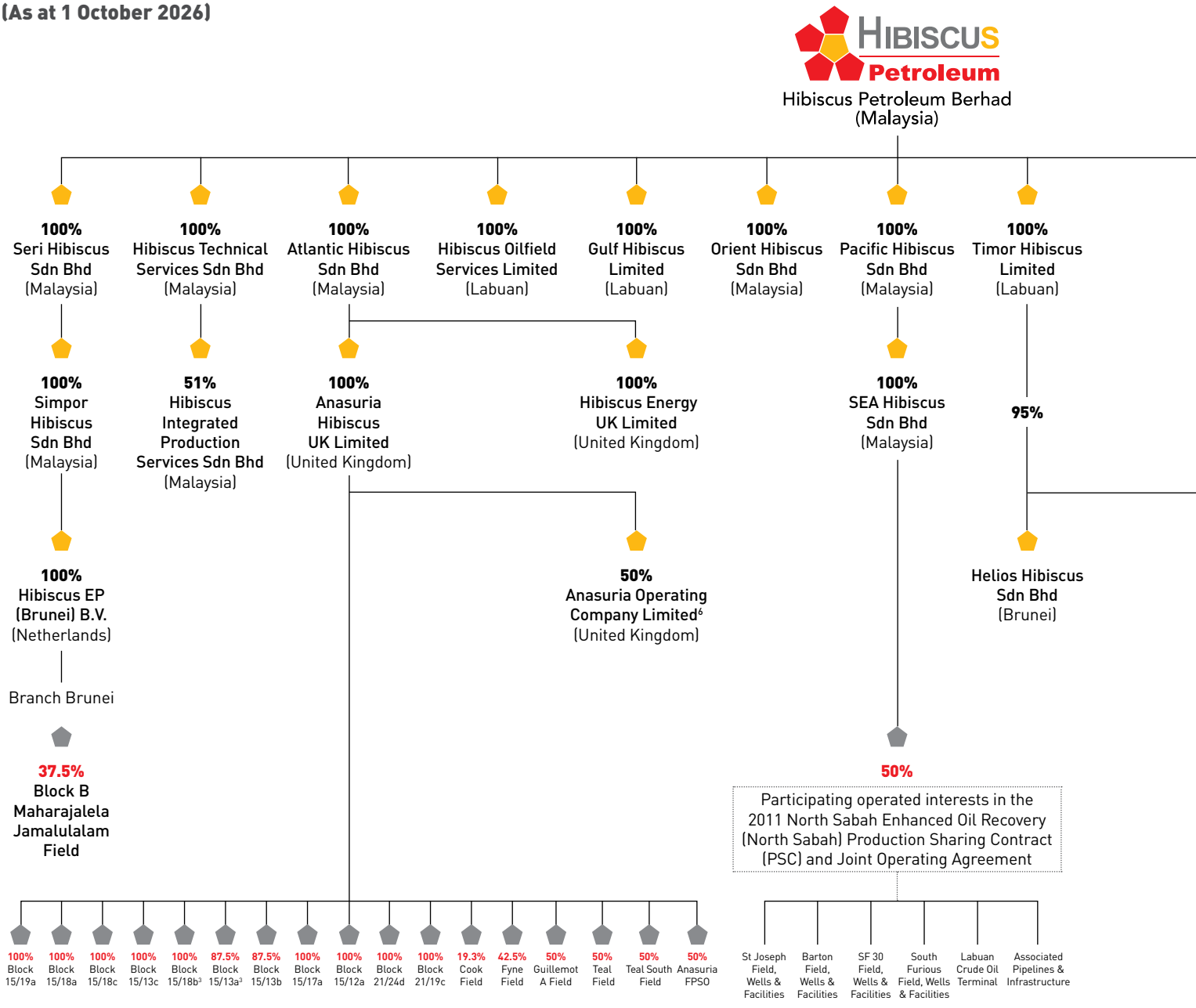
PRINCIPAL BANKERS

HSBC Bank Malaysia Berhad
HSBC Amanah Malaysia Berhad
Industrial and Commercial Bank of China (Malaysia) Berhad
Bank of China (Malaysia) Berhad
Bank Islam Malaysia Berhad
Bank Islam Brunei Darussalam Berhad
Baiduri Bank Sendirian Berhad


HIBISCUS
Petroleum

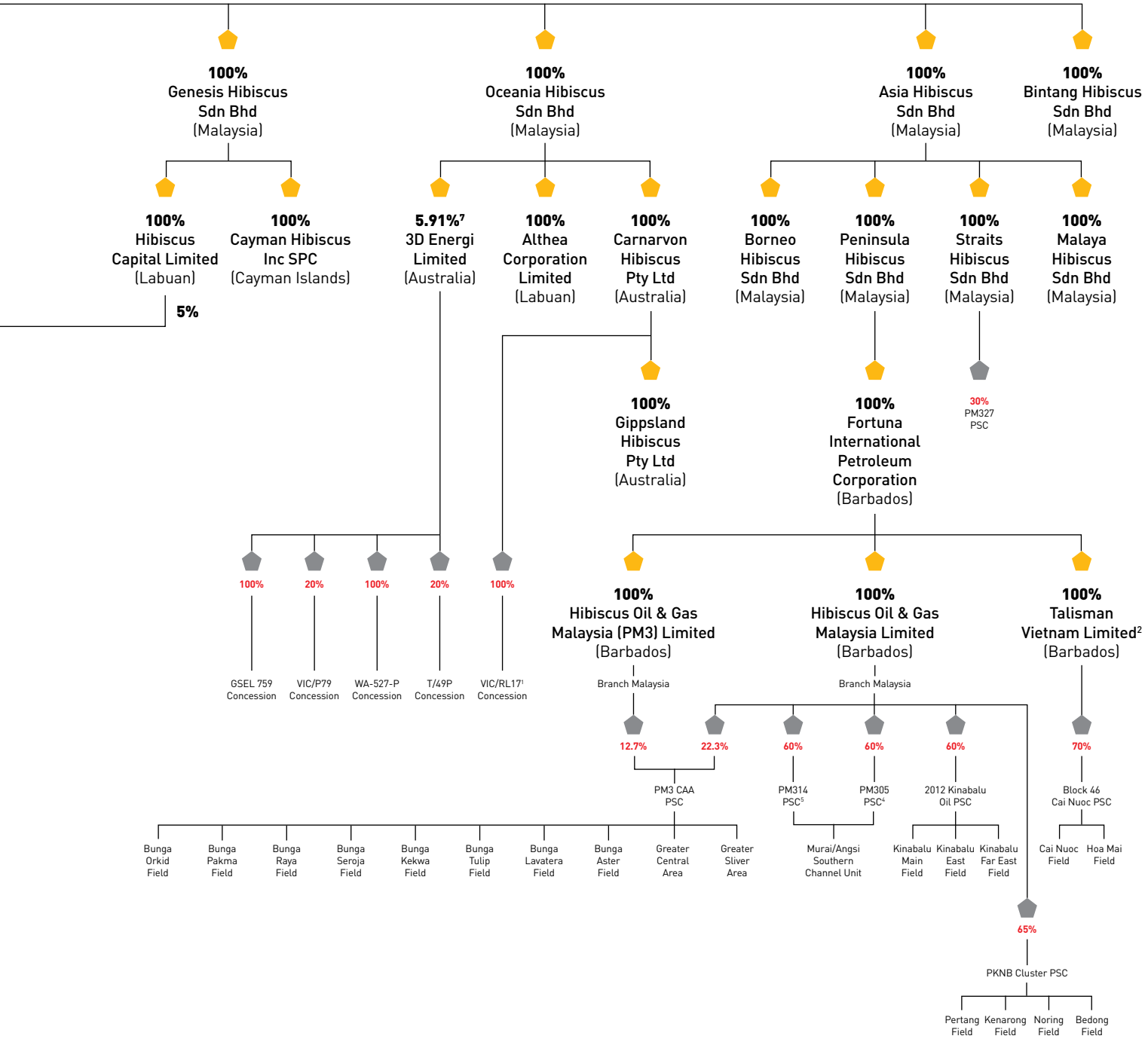
CORPORATE STRUCTURE

(As at 1 October 2026)



Notes:

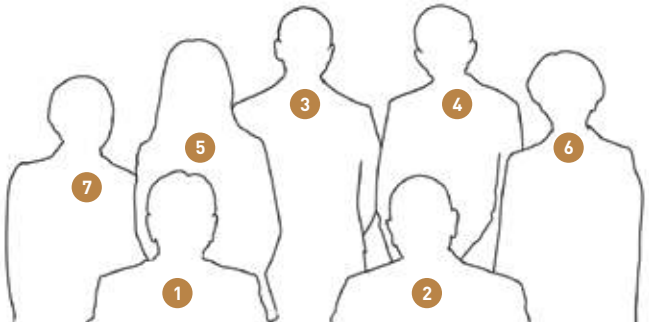
1. The VIC/RL17 Petroleum Retention Lease (previously known as the VIC/L31 production licence) will expire in November 2026, with all licence commitments having been fulfilled following National Offshore Petroleum Safety and Environmental Management Authority's confirmation dated 19 May 2026 that it was reasonably satisfied that the process of abandoning the well(s) had been carried out in accordance with the Well Operations Management Plan.
2. Entity to be renamed.
3. The Group holds a participation interest of 91.25%, following completion of the acquisition of Ithaca's entire equity interest in P2158 Block 15/18b and its entire 30% unit participation interest under the Unitisation and Unit Operating Agreement (UUOA) on 29 August 2025.
4. The Group's participating interest in PM305 ceased on 17 March 2024. The Group was obliged to complete the abandonment obligations for wells and facilities per the PSC terms of PM305. All well abandonment obligations required to be carried out were completed in August 2022, while the offshore decommissioning of the South Angsi-A facility was completed in July 2025, followed by the completion of onshore dismantling and disposal in February 2026. The Group is also in the process of finalising the cash settlement exercise in relation to underlift crude balances.
5. The Group's participating interest in PM314 ceased on 5 September 2020 and all abandonment obligations required to be carried out per the PSC terms of PM314 were completed in August 2022. The Group finalised the cash settlement exercise in relation to underlift crude balances in April 2025.
6. Anasuria Operating Company Limited performs the following functions:
   - Duty Holder for the Anasuria Floating Production, Storage and Offloading vessel.
   - Operator for the Teal, Teal South and Guillemot A fields.
7. Dilution pursuant to the issuance of new shares by 3D Energi Limited (3D Energi). The number of shares held by Oceania Hibiscus Sdn Bhd in 3D Energi remains unchanged.


100% Genesis Hibiscus Sdn Bhd (Malaysia)
100% Oceania Hibiscus Sdn Bhd (Malaysia)
100% Asia Hibiscus Sdn Bhd (Malaysia)
100% Bintang Hibiscus Sdn Bhd (Malaysia)
100% Hibiscus Capital Limited (Labuan)
100% Cayman Hibiscus Inc SPC (Cayman Islands)
5.91%7 3D Energi Limited (Australia)
100% Althea Corporation Limited (Labuan)
100% Carnarvon Hibiscus Pty Ltd (Australia)
100% Borneo Hibiscus Sdn Bhd (Malaysia)
100% Peninsula Hibiscus Sdn Bhd (Malaysia)
100% Straits Hibiscus Sdn Bhd (Malaysia)
100% Malaya Hibiscus Sdn Bhd (Malaysia)
5%
100% Gippsland Hibiscus Pty Ltd (Australia)
100% Fortuna International Petroleum Corporation (Barbados)
30% PM327 PSC
100% GSEL 759 Concession
20% VIC/P79 Concession
100% WA-527-P Concession
20% T/49P Concession
100% VIC/RL17[1] Concession
100% Hibiscus Oil & Gas Malaysia (PM3) Limited (Barbados)
100% Hibiscus Oil & Gas Malaysia Limited (Barbados)
100% Talisman Vietnam Limited[2] (Barbados)
Branch Malaysia
Branch Malaysia
12.7%
22.3%
60%
60%
60%
70%
PM3 CAA PSC
PM314 PSC[5]
PM305 PSC[4]
2012 Kinabalu Oil PSC
Block 46 Cai Nuoc PSC
Bunga Orkid Field
Bunga Pakma Field
Bunga Raya Field
Bunga Seroja Field
Bunga Kekwa Field
Bunga Tulip Field
Bunga Lavatera Field
Bunga Aster Field
Greater Central Area
Greater Sliver Area
Murai/Angsi Southern Channel Unit
Kinabalu Main Field
Kinabalu East Field
Kinabalu Far East Field
Cai Nuoc Field
Hoa Mai Field
65%
PKNB Cluster PSC
Pertang Field
Kenarong Field
Noring Field
Bedong Field

BOARD OF DIRECTORS

(As at 1 October 2026)





1 **Zainul Rahim bin Mohd Zain**
Non-Independent
Non-Executive Chair

2 **YBhg Dato' Dr Kenneth Gerard Pereira**
Managing Director

3 **YBhg Dato' Sri Roushan Arumugam**
Non-Independent
Non-Executive Director

4 **Thomas Michael Taylor**
Senior Independent
Non-Executive Director

5 **YBhg Dato' Dr Zaha Rina Zahari**
Independent
Non-Executive Director

6 **Emeliana Dallan Rice-Oxley**
Independent
Non-Executive Director

7 **Zaidah binti Ibrahim**
Independent
Non-Executive Director

ZAINUL RAHIM BIN MOHD ZAIN

Non-Independent Non-Executive Chair



Malaysian | 73 Age | Male

DATE APPOINTED TO THE BOARD
14 December 2010

DATE OF LAST RE-ELECTION
27 November 2024

ACADEMIC/PROFESSIONAL QUALIFICATION(S):
B.Eng majoring in Mechanical Engineering, University of Western Australia, Australia

PRESENT DIRECTORSHIP(S) IN OTHER COMPANIES:

Listed Entity:
Nil

Other Public Companies:
- Non-Executive Director, Standard Chartered Saadiq Berhad

WORK EXPERIENCE AND/OR PAST DIRECTORSHIP(S) AND/OR APPOINTMENT(S):
- 48 years of experience in the oil and gas exploration and production (E&P) industry
- Chair, Cenergi SEA Berhad
- Director, redT Energy PLC
- Director, PETRONAS Carigali Sdn Bhd
- Director, Bank Pembangunan Malaysia Berhad
- Director, UKM Holdings Sdn Bhd
- Adviser, Sime Darby Energy & Utilities Division
- Chairman, Shell companies in Egypt
- Managing Director, Shell Egypt N.V.
- Deputy Chairman, Shell Malaysia
- Chair, Malaysian Dutch Business Council
- Director, EUROCHAM Malaysia

Board of Directors (continued)

(As at 1 October 2026)



YBHG DATO' DR KENNETH GERARD PEREIRA

Managing Director

Malaysian | Age 68 | Male

DATE APPOINTED TO THE BOARD
13 September 2010

DATE OF LAST RE-ELECTION
5 December 2023

ACADEMIC/PROFESSIONAL QUALIFICATION(S):

- Doctorate in Business Administration, University of South Australia, Australia
- Masters in Business Administration (MBA), Cranfield University, United Kingdom
- B.Sc (Honours) in Engineering, Bath University, United Kingdom

PRESENT DIRECTORSHIP(S) IN OTHER COMPANIES:

Listed Entity:
Nil

Other Public Companies:
Nil

WORK EXPERIENCE AND/OR PAST DIRECTORSHIP(S) AND/OR APPOINTMENT(S):

- 38 years of experience in the oil and gas industry (both in services and E&P)
- Founded Hibiscus Petroleum Berhad in 2010 and was appointed to the Board in September 2010 as Managing Director
- Managing Director, Interlink Petroleum Ltd, an oil and gas E&P company listed on the BSE (formerly known as Bombay Stock Exchange)
- Chief Operating Officer (COO), SapuraCrest Petroleum Berhad (part of Sapura Energy Berhad Group (now known as Vantris Energy Berhad Group))
- Vice President, Energy Sector Projects of Sapura Energy Sdn Bhd
- Various positions at Sapura Group of companies
- Previously worked for Schlumberger Overseas (as a Field Engineer in North Africa, Asia and Europe)

YBHG DATO' SRI ROUSHAN ARUMUGAM

Non-Independent Non-Executive Director



Malaysian | 54 Age | Male

DATE APPOINTED TO THE BOARD
25 July 2011

DATE OF LAST RE-ELECTION
3 December 2025

ACADEMIC/PROFESSIONAL QUALIFICATION(S):

- MBA, Imperial College Business School, Imperial College, London, United Kingdom
- MA in Law, University of Bristol, United Kingdom
- MA in English Language and Literature, St Catherine's College, Oxford University, United Kingdom

MEMBERSHIP ON THE BOARD COMMITTEES:

- Chair, Remuneration Committee
- Member, Nominating Committee
- Member, Audit and Risk Management Committee

PRESENT DIRECTORSHIP(S) IN OTHER COMPANIES:

Listed Entity:
Nil

Other Public Companies:

- Director, South Pickenham Estate Company Ltd

OTHER PRESENT APPOINTMENT(S):

- Director, Sri Inderajaya Holdings Sdn Bhd
- Member of the Advisory Board of Oakhouse Partners

WORK EXPERIENCE AND/OR PAST DIRECTORSHIP(S) AND/OR APPOINTMENT(S):

- 27 years of experience in the financial services industry
- Investment Banker, Nomura Advisory Services, Malaysia
- Investment Banker, Deutsche Bank, London, United Kingdom
- Analyst, Emerging Markets Equity Research, Caspian Securities Ltd, London, United Kingdom
- Consultant, Price Waterhouse, London, United Kingdom
- Domus Fellow, St Catherine's College, Oxford University, United Kingdom
- Trustee, East West Trust, St Catherine's College, United Kingdom

Board of Directors (continued)

(As at 1 October 2026)



THOMAS MICHAEL TAYLOR

Senior Independent Non-Executive Director

British | Age 70 | Male

DATE APPOINTED TO THE BOARD
1 August 2016

DATE OF LAST RE-ELECTION
3 December 2025

ACADEMIC/PROFESSIONAL QUALIFICATION(S):

- MA, Engineering, University of Cambridge, United Kingdom
- Member of the Chartered Institute of Management Accountants

MEMBERSHIP ON THE BOARD COMMITTEES:

- Chair, Audit and Risk Management Committee
- Member, Nominating Committee
- Member, Remuneration Committee

PRESENT DIRECTORSHIP(S) IN OTHER COMPANIES:

Listed Entity:
Nil

Other Public Companies:
Nil

OTHER PRESENT APPOINTMENT(S):
Nil

WORK EXPERIENCE AND/OR PAST DIRECTORSHIP(S) AND/OR APPOINTMENT(S):

- 42 years of oil and gas industry experience
- Finance Director, Sakhalin Energy Investment Company
- Finance Director, Shell Malaysia
- Finance Director, Brunei Shell Petroleum
- Held board memberships in oil and gas companies, in all sectors of the industry in Malaysia, Brunei, Russia, Hungary and France

YBHG DATO' DR ZAHA RINA ZAHARI

Independent Non-Executive Director



Malaysian | 64 Age | Female

DATE APPOINTED TO THE BOARD
15 September 2017

DATE OF LAST RE-ELECTION
5 December 2023

ACADEMIC/PROFESSIONAL QUALIFICATION(S):
- Doctorate in Business Administration, Hull University, United Kingdom, focusing on capital markets research and specialising in derivatives
- MBA, Hull University, United Kingdom
- BA (Hons) Accounting and Finance, Leeds, United Kingdom
- Global Leadership Development Programme, International Centre Leadership in Finance (ICLIF)

MEMBERSHIP ON THE BOARD COMMITTEES:
- Chair, Nominating Committee
- Member, Audit and Risk Management Committee

PRESENT DIRECTORSHIP(S) IN OTHER COMPANIES:

Listed Entities:
- Chair, Pacific & Orient Berhad
- Senior Independent Director, IGB Berhad
- Director, Keck Seng (Malaysia) Berhad

Other Public Companies:
- Chair, Manulife Investment Management (M) Berhad
- Chair, Pacific & Orient Insurance Co. Berhad
- Director, Mizuho Bank (Malaysia) Berhad
- Director, Kuala Lumpur Business Club

OTHER PRESENT APPOINTMENT(S):
- Member, Appeals Committee of Bursa Malaysia Berhad
- Director, Sage 3 Sdn Bhd
- Director, L'Oreal Malaysia Sdn Bhd
- Director, Sri Communication Sdn Bhd
- Director, Tepuk-Tepuk Technology Services Sdn Bhd

WORK EXPERIENCE AND/OR PAST DIRECTORSHIP(S) AND/OR APPOINTMENT(S):
- More than 37 years of experience in financial (including Islamic), commodities and securities industries and the developing of the Malaysian Financial Market, mergers and acquisitions (M&A) in insurance and Takaful companies
- More than 17 years of experience as an Independent Board member of listed financial institutions as well as companies in the oil and gas and property industries
- Licensed by Securities Commission of Malaysia for corporate advisory services
- Chief Executive Officer, RHB Securities Sdn Bhd
- COO, Kuala Lumpur Options and Financial Futures Exchange
- Head of Exchanges, KLSE, MESDAQ, MDEX, Labuan Offshore Financial Exchange
- Consultant, Financial Technologies Middle East based in Bahrain (BFX)
- SV President, Royal Bank of Scotland Group, Singapore
- Member, Global Board of Adviser for XBRL
- Board Member, Commodity and Monetary Exchange of Malaysia
- Chair, Manulife Holdings Berhad
- Director, Hong Leong Industries Berhad
- Director, Tanah Makmur Berhad
- Director, MyCreative Ventures Sdn Bhd
- Director, Zurich Insurance Malaysia Berhad
- Director, MIMB Investment Bank Berhad
- Director, EON Capital Berhad
- Director, EON Bank Berhad
- Director, MAA Takaful Berhad
- Director, Malaysian Assurance Alliance Berhad
- Director, MAA Holdings Berhad
- Director, MAA International Assurance Ltd
- Director, FWU Malaysia Sdn Bhd
- Director, Pacific & Orient Properties Limited
- Board Member, Trustee for Malaysia AIDS Foundation
- Market Participants Committee (MPC) of Bursa Malaysia Berhad

Board of Directors (continued)

(As at 1 October 2026)



EMELIANA DALLAN RICE-OXLEY

Independent Non-Executive Director

Malaysian | Age 63 | Female

DATE APPOINTED TO THE BOARD
5 October 2022

DATE OF LAST RE-ELECTION
27 November 2024

ACADEMIC/PROFESSIONAL QUALIFICATION(S):

- B.Sc in Geology, University of South Carolina, United States of America
- Professional Certification in Decision Quality and Risk Management, Stanford University, Stanford, California, United States of America
- Advanced Management Program, Harvard Business School, United States of America
- Certified Associate Coach, Accredited International Coaching Federation, Corporate Coaching Academy, Kuala Lumpur (2026)

MEMBERSHIP ON THE BOARD COMMITTEES:

- Member, Nominating Committee
- Member, Remuneration Committee

PRESENT DIRECTORSHIP(S) IN OTHER COMPANIES:

Listed Entity:

- Director, Affin Bank Berhad

Other Public Companies:
Nil

OTHER PRESENT APPOINTMENT(S):
Nil

WORK EXPERIENCE AND/OR PAST DIRECTORSHIP(S) AND/OR APPOINTMENT(S):

- 39 years of experience in the oil and gas E&P industry
- Distinguished Achievement Award for Individuals (Offshore Technology Conference Asia 2022)
- 2019 Female Executive of the Year, Asia Pacific Energy Assembly
- Vice President, Exploration, Upstream, PETRONAS
- Vice President, Exploration Malaysia, PETRONAS
- Senior General Manager, Exploration Malaysia, PETRONAS
- Exploration Portfolio and Planning Manager for Asia Pacific region for Shell
- Held various technical and managerial roles for Shell in Malaysia, United Kingdom, Brazil, United States of America and Latin America
- Director, TGS ASA
- Director, PGS ASA
- Director, PETRONAS Management Training Sdn Bhd
- Director, PETRONAS Gas Berhad
- Director, PETRONAS E&P Overseas Ventures Sdn Bhd and various PETRONAS Carigali Overseas' private limited companies

ZAIDAH BINTI IBRAHIM

Independent Non-Executive Director



Malaysian | 66 Age | Female

DATE APPOINTED TO THE BOARD
1 January 2023

DATE OF LAST RE-ELECTION
5 December 2023

ACADEMIC/PROFESSIONAL QUALIFICATION(S):
- B.Eng in Electrical & Electronics Engineering, University of Wales, Institute of Science & Technology, United Kingdom
- Global Leader Forum, Executive Education of Columbia University in the City of New York
- New Leader Program, Executive Education of Thunderbird School of Global Management

MEMBERSHIP ON THE BOARD COMMITTEES:
- Member, Nominating Committee
- Member, Remuneration Committee

PRESENT DIRECTORSHIP(S) IN OTHER COMPANIES:

Listed Entities:
Nil

Other Public Companies:
Nil

WORK EXPERIENCE AND/OR PAST DIRECTORSHIP(S) AND/OR APPOINTMENT(S):
- 35 years of experience in the oil and gas industry, predominantly in ExxonMobil global businesses in North America, Europe, West Africa, Middle East, Asia Pacific
- Director, Imperial Oil Resources and Manager, Production, Upstream, Imperial Oil Ltd, Calgary, Canada
- Manager, Management of Change, Transformation Initiative, Upstream, Imperial Oil Ltd, Calgary, Canada
- Member, Alberta Executive Committee of Canadian Association of Petroleum Producers (CAPP)
- Manager, Planning & Business Analysis, ExxonMobil Global Production Company, Houston, United States of America
- Manager, Global Operations, ExxonMobil Global Production Company, Houston, United States of America
- Manager, Operations, ExxonMobil Canada Ltd, Halifax & St John's, Canada
- Manager, Production & Operations Technical, Esso Australia Ltd, Melbourne, Australia
- Manager (Special Projects, Operations, Operations Technical, Asset Leader), ExxonMobil Exploration & Production Malaysia Inc, Kuala Lumpur, Malaysia

Board of Directors (continued)

(As at 1 October 2026)

Declarations:

1. **Family Relationship with Director and/or Major Shareholder**
   None of the Directors has any family relationship with any Director and/or major shareholder of Hibiscus Petroleum Berhad (Hibiscus Petroleum).

2. **Conflict of Interest**
   None of the Directors has any conflict of interest or potential conflict of interest, including interest in any competing business with Hibiscus Petroleum or its subsidiaries during the financial year ended 30 June 2026 (FY2026) which is material pursuant to the Main Market Listing Requirements and Companies Act 2016.

3. **Conviction of Offences**
   None of the Directors has been convicted for offences within the past 5 years other than traffic offences, if any.

4. **Public Sanction/Penalty**
   None of the Directors has any public sanction or penalty imposed on them by any regulatory body* during FY2026.

5. **Attendance at Board Meetings**
   The details of attendance of each Director at Board Meetings are set out on page 94 of this Annual Report 2025/2026.

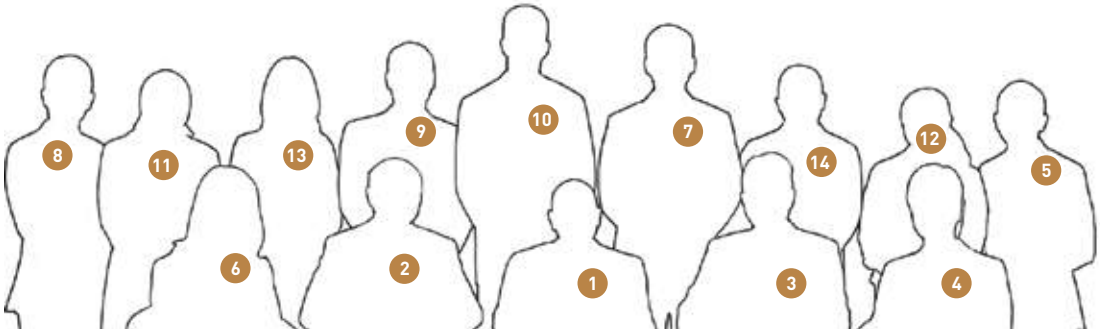
Note:

* Regulatory bodies refer to any regulator that regulates Hibiscus Petroleum or its subsidiaries or any authority or organisation which regulates the business activity of Hibiscus Petroleum or its subsidiaries. This includes Bursa Malaysia Securities Berhad, the Securities Commission of Malaysia, Bank Negara Malaysia, the Companies Commission of Malaysia, the Employees Provident Fund, the Inland Revenue Board, the Department of Environment and the local municipal councils, amongst others.

LEADERSHIP TEAM, MANAGEMENT TEAM AND TECHNICAL EXPERTS

Leadership Team (As at 1 October 2026)





1 **YBhg Dato' Dr Kenneth Gerard Pereira**
Managing Director

2 **Yip Chee Yeong**
Chief Financial Officer

3 **Dr Pascal Josephus Petronella Hos**
Country Head,
Malaysia and Vietnam

4 **Joyce Theresa Sunita Vasudevan**
Senior Vice President,
Corporate Finance

5 **Deepak Kumar Thakur, CFA**
Senior Vice President,
Economics and Business Planning

6 **Lai Wai Peng**
Senior Vice President,
International Assets

7 **Chong Chee Seong**
Senior Vice President,
Strategic Initiatives

8 **Ir Dr Ngiam Shi Song**
Country Head,
Brunei

9 **Justin Chow Kum Keong**
Group General Counsel

10 **Stewart Wayne McMickle**
Vice President,
New Ventures

11 **Syarifah Aliza Syed Azauddin**
Vice President,
Corporate Governance and Sustainability Reporting

12 **Noor Ashiah Yang**
Vice President,
Group Human Capital

13 **Lily Ling Leong Shuang**
Vice President,
Corporate Development

14 **Mohammed Farroukh Abdul Aziz**
Vice President,
Institutional Relations

Leadership Team, Management Team and Technical Experts (continued)

Leadership Team (As at 1 October 2026)

YBHG DATO' DR KENNETH GERARD PEREIRA

Managing Director

Malaysian | 68 | Male

Please refer to page 70 of this Annual Report 2025/2026.

YIP CHEE YEONG

Chief Financial Officer (CFO)

Malaysian | 52 | Male

DATE APPOINTED TO CURRENT DESIGNATION:

1 June 2019

QUALIFICATION(S):

- B.A (Honours) in Accounting and Finance, Middlesex University, United Kingdom
- Association of Chartered Certified Accountants, United Kingdom
- Member of the Malaysian Institute of Accountants, Malaysia and Fellow Member of the Association of Chartered Certified Accountants, United Kingdom
- Yale Global Executive Leadership Program, Yale School of Management, United States of America

WORKING EXPERIENCE:

- Joined Hibiscus Petroleum Berhad (Hibiscus Petroleum) in November 2013 and held the positions of Vice President, Finance and Group Controller before his appointment as CFO.
- Has over 32 years of accounting, taxation, corporate finance and consulting experience in various industries, namely oil and gas, manufacturing, technology, services, risk consulting, audit and taxation.
- Was the CFO at Microsoft (Malaysia) prior to joining Hibiscus Petroleum, where he was a key member of the senior management team and was responsible for company-wide financial management.
- Previously had work experiences at Saatchi & Saatchi (Malaysia and Singapore), Danone Dumex (Malaysia), Brook Crompton (England), Andersen (Singapore) and KPMG (Malaysia).

DR PASCAL JOSEPHUS PETRONELLA HOS

Country Head, Malaysia and Vietnam

Dutch | 55 | Male

DATE APPOINTED TO CURRENT DESIGNATION:

1 January 2024

QUALIFICATION(S):

- Doctorate in Mechanical Engineering, Rice University, Texas, United States of America
- B.Sc in Mechanical Engineering, Rice University, Texas, United States of America

WORKING EXPERIENCE:

- Joined Hibiscus Petroleum in February 2011 as Head of Petroleum Engineering and a co-founder. Redesignated as Chief Operating Officer (COO) of HiRex Petroleum Sdn Bhd in October 2014.
- Subsequently re-designated as Vice President, New Ventures in May 2016 before being appointed as the Chief Executive Officer (CEO), SEA Hibiscus Sdn Bhd (SEA Hibiscus) in September 2017, followed by Senior Vice President of New Ventures in March 2021 prior to commencing current role.
- Has over 26 years of experience in general management, field development, reservoir engineering, production technology and rock mechanics in major local and foreign companies. Includes experience in project management, field development planning, development project execution, well and reservoir management and reserves reporting.
- Previously worked at Schlumberger Sugar Land Technology Center, NASA Johnson Space Center, Shell International EP and Sarawak Shell Berhad.

JOYCE THERESA SUNITA VASUDEVAN

Senior Vice President, Corporate Finance

Malaysian | 58 Age | Female

DATE APPOINTED TO CURRENT DESIGNATION:
1 March 2026

QUALIFICATION(S):
- B.Economics, majoring in Accounting, La Trobe University, Melbourne, Australia

WORKING EXPERIENCE:
- Joined Hibiscus Petroleum on 1 January 2011 as co-founder and CFO. Currently Senior Vice President, Corporate Finance.
- Has more than 35 years of experience in strategy development, mergers and acquisitions (M&A), corporate restructurings and reorganisations, debt and equity fund raising, business planning, operations planning, investor relations, media relations and audit.
- Previously worked at Ernst & Young, Malaysian International Merchant Bankers Berhad, RHB Sakura Merchant Bankers Berhad, Carlsberg Brewery Malaysia Bhd and SapuraCrest Petroleum Berhad (now part of Sapura Energy Group).

OTHERS:
- Sits on the Finance Committee and Investment Committee of Women's Fund Asia, a non-profit organisation with headquarters in Sri Lanka and Australia.

DEEPAK KUMAR THAKUR, CFA

Senior Vice President, Economics and Business Planning

Indian | 43 Age | Male

DATE APPOINTED TO CURRENT DESIGNATION:
1 March 2026

QUALIFICATION(S):
- Chartered Financial Analyst (CFA), CFA Institute, Charlottesville, Virginia, United States of America
- Master of Business Administration (MBA) (Major in Finance), Indian Institute of Management (IIM), Bangalore, India
- B. Tech in Petroleum Engineering, Indian Institute of Technology (IIT), Dhanbad, India
- Advanced Management Program, Harvard Business School, United States of America

WORKING EXPERIENCE:
- Joined Hibiscus Petroleum in March 2012.
- Over 19 years of experience in the oil and gas industry in a career dedicated to developing financial models and cash flows, performing valuation, debt funding, M&A, corporate planning, corporate strategy, financial due diligence and petroleum engineering.
- Previously worked with Essar Group - Business Leadership Programme (BLP), Morgan Stanley and Prize Petroleum Ltd in India on multiple oil and gas opportunities based in Southeast Asia, United Kingdom, Australia, Africa and India.

LAI WAI PENG

Senior Vice President, International Assets

Malaysian | 49 Age | Female

DATE APPOINTED TO CURRENT DESIGNATION:
1 March 2026

QUALIFICATION(S):
- B.Sc in Chemical Engineering, National University Malaysia
- Advanced Management Program, Harvard Business School, United States of America

WORKING EXPERIENCE:
- Joined Hibiscus Petroleum in March 2023.
- Over 25 years' experience in the oil and gas industry with proven track record of establishing, creating value and monetising successful operated upstream oil and gas company.
- Worked in diverse roles across commercial, M&A, corporate finance, economics, strategy and planning, business development and Head of Business Unit in Malaysia, United Kingdom and Australia.
- Spent her career working in Accenture, Shell UK, Woodside Energy and Ping Petroleum.

Leadership Team, Management Team and Technical Experts (continued)

Leadership Team (As at 1 October 2026)

CHONG CHEE SEONG

Senior Vice President, Strategic Initiatives

Malaysian | 49 Age | Male

DATE APPOINTED TO CURRENT DESIGNATION:
1 July 2026

QUALIFICATION(S):
- Master of Mechanical Engineering, University of Cambridge, United Kingdom
- MA in Engineering, University of Cambridge, United Kingdom

WORKING EXPERIENCE:
- Joined Hibiscus Petroleum Group in December 2017 as the COO of SEA Hibiscus and appointed CEO in March 2021. Assumed the role of Vice President, Strategic Ventures in January 2024 prior to taking on current role in July 2026.
- Over 25 years' experience in the oil and gas industry, involving surface/subsurface engineering and business development, including design, fabrication, hook-up and commissioning (HUC) operations, production planning, petroleum economics and business process management.
- Joined ExxonMobil Exploration & Production Malaysia Inc in 2001 in the Development Projects Department as a Mechanical Engineer and subsequently transitioned through various technical and leadership roles, including assignments in Reservoir Engineering, Production Planning, Operations and Integrity Management.
- Previously worked at Newfield Malaysia (later acquired by Sapura Energy) initially as Business Planning Manager, subsequently assuming technical and operations responsibilities for the company's crude oil Production Sharing Contracts (PSCs) as its Oil Assets Manager.

IR DR NGIAM SHI SONG

Country Head, Brunei

Malaysian | 47 Age | Male

DATE APPOINTED TO CURRENT DESIGNATION:
15 May 2026

QUALIFICATION(S):
- PhD and MSc in Mechanical Engineering from University College London, United Kingdom
- BEng in Mechanical Engineering from University of Nottingham, United Kingdom

WORKING EXPERIENCE:
- Joined Hibiscus in September 2024 as Technical Manager of Hibiscus EP (Brunei) B.V. prior to assuming current role in May 2026.
- Over 24 years of international experience spanning general management, asset management, production operations, asset integrity and process safety, project management, engineering management and procurement management.
- Previously worked in Petrofac and held several senior management positions, including Asset Manager, Head of Production Operations, Operations Manager and Integrity & Engineering Manager.

JUSTIN CHOW KUM KEONG

Group General Counsel

Malaysian | 52 Age | Male

DATE APPOINTED TO CURRENT DESIGNATION:
1 April 2026

QUALIFICATION(S):
- Called to the Malaysian Bar in 1997 (High Court of Malaya)
- LLB (Honours) and Bachelor of Commerce (Economics and Finance) from Bond University, Australia
- Advanced Leadership Program, Executive Education of Thunderbird School of Global Management, Arizona, United States of America
- General Leadership Program, Executive Education of Thunderbird School of Global Management, Singapore
- Enterprise Leadership Program, Executive Education of INSEAD Business School, Singapore

WORKING EXPERIENCE:
- Joined Hibiscus Petroleum as General Counsel in December 2025.
- Has over 20 years of experience in the oil and gas industry, with deep expertise in regulatory compliance, complex litigation, high-value contract negotiations and strategic legal advisory to executive leadership.
- Previously worked at ExxonMobil as the General Counsel of its Malaysian group of companies and at Chooi & Co as an advocate and solicitor.

STEWART WAYNE MCMICKLE

Vice President, New Ventures

American | 60 Age | Male

DATE APPOINTED TO CURRENT DESIGNATION:
1 June 2023

QUALIFICATION(S):
- MBA (Finance), Tulane University, United States of America
- B.Sc in Mechanical Engineering, Louisiana Tech University, United States of America

WORKING EXPERIENCE:
- Joined Hibiscus Petroleum in March 2023.
- Over 35 years' experience in the oil and gas industry involving upstream business analysis, liquefied natural gas and gas marketing, business development and acquisition/ divestment of oil and gas properties. Early career spent in project engineering and maintenance engineering assignments in oil refineries.
- Worked in diverse roles including Marketing Manager for RasGas in Qatar, Divestment Manager accountable for sale of late life producing properties onshore of the United States of America and offshore of Gulf of Mexico, Middle East Business Development Executive focused on United Arab Emirates, Iraq and Oman and Project Executive for international divestment campaigns.
- Previously worked in Chevron, Mobil and ExxonMobil.

SYARIFAH ALIZA SYED AZAUDDIN

Vice President, Corporate Governance and Sustainability Reporting

Malaysian | 51 Age | Female

DATE APPOINTED TO CURRENT DESIGNATION:
1 August 2024

QUALIFICATION(S):
- Master's (MSt) in Sustainability Leadership, University of Cambridge, United Kingdom
- MBA, International Islamic University, Malaysia
- B.A (Honours) in Accountancy and Finance, Lancaster University, United Kingdom

WORKING EXPERIENCE:
- Joined Hibiscus Petroleum in September 2011. Initially held the position of Senior General Manager, Corporate Finance, Secretarial and Regulatory Compliance. Currently, she is Vice President, Corporate Governance and Sustainability Reporting.
- Approximately 30 years' experience across the energy, financial services and infrastructure sectors.
- Forward-thinking sustainability leader with a proven ability to institutionalise governance frameworks and drive organisational transformation for business sustainability resilience. In 2017, she mobilised the Hibiscus team to embrace the practical changes needed which have resulted in several recognitions for Environmental Social and Governance (ESG) performance obtained for the Company.
- Possesses a solid track record in corporate finance, corporate strategy, asset management, private equity, regulatory compliance, audit and general management encompassing production of Annual Reports (including Sustainability Reports), investor relations management and risk identification and mitigation.
- Previously the Deputy Head, Alternative Investment Group at KFH Asset Management Sdn Bhd, a subsidiary of Kuwait Finance House (Malaysia) Berhad (KFHMB) and worked with the International Business Team of KFHMB. Prior to that, she previously served at Artisan Encipta (M) Sdn Bhd (the venture capital arm of MIMOS Berhad). Career commenced in the Renong Berhad Group of companies, where she was instrumental in the Commercial and Marketing Department's efforts in its transportation unit, after having an initial stint in internal audit.

NOOR ASHIAH YANG

Vice President, Group Human Capital

Malaysian | 58 Age | Female

DATE APPOINTED TO CURRENT DESIGNATION:
1 February 2023

QUALIFICATION(S):
- B.A in Economics (Honours), Laurentienne University, Sudbury, Canada

WORKING EXPERIENCE:
- Joined Hibiscus Petroleum in February 2023.
- Over 28 years' experience in various areas of human capital namely organisational development, talent management, reward and compensation, employee engagement/ industrial relations, corporate governance and ESG.
- Previously worked at Velesto Energy Berhad as Vice President of Human Resources and headed human capital functions for various oil and gas and energy companies including Bumi Armada, SapuraCrest, Petra Energy, Dialog, Eden Group and Renong Group.

Leadership Team, Management Team and Technical Experts (continued)

Leadership Team (As at 1 October 2026)

LILY LING LEONG SHUANG

Vice President, Corporate Development

Malaysian | Age 43 | Female

DATE APPOINTED TO CURRENT DESIGNATION:

1 May 2023

QUALIFICATION(S):

- B.A (Honours) in Accounting, University of Hertfordshire, United Kingdom
- Fellow Member of the Association of Chartered Certified Accountants, United Kingdom

WORKING EXPERIENCE:

- Joined Hibiscus Petroleum in January 2020.
- Has 23 years of experience spanning investment banking, corporate finance, investor relations, corporate strategy, media relations, corporate communications, advisory and investment consulting, corporate social responsibility, finance and audit.
- Was with Sapura Energy Berhad prior to joining Hibiscus Petroleum, working in corporate finance and investor relations, and led the RM4 billion rights issue exercise in 2019.
- Previously served as a Director of Investment Banking at CIMB Investment Bank for 8 years, involved in the structuring, planning and execution of more than 20 corporate finance transactions across various industries, covering M&A, debt and equity capital markets, including two major initial public offerings with a combined transaction value of USD6.9 billion.
- Career commenced at Ernst & Young, leading the audit of companies in various industries.

MOHAMMED FARROUKH ABDUL AZIZ

Vice President, Institutional Relations

Malaysian | Age 54 | Male

DATE APPOINTED TO CURRENT DESIGNATION:

15 May 2026

QUALIFICATION(S):

- M.Sc in International Management, King's College London, United Kingdom
- B.Eng (Honours) in Mechanical Engineering, University of Warwick, United Kingdom

WORKING EXPERIENCE:

- Joined SEA Hibiscus in January 2023.
- Over 28 years of experience in the oil and gas industry in general management, strategic planning, asset management, development and production operations, financial performance management, risk mitigation and Health, Safety, Security and Environment management, procurement and stakeholder management.
- Previously worked in ExxonMobil, Petronas Carigali, Murphy Oil and SapuraOMV Malaysia.
- Recent roles in Hibiscus were as the Country Head for Hibiscus Brunei where he was managing the entry and transition phases of Hibiscus in Brunei as well as leading business activities in exploration, development, and production operations of Hibiscus EP (Brunei) B.V.'s Block B Maharajalela Jamalulalam (MLJ) field; as the Chief Operating Officer for SEA Hibiscus, managing the operations of the North Sabah fields; and as the Head of Contracts and Procurement for Hibiscus Malaysia, managing all contracting activities for its Malaysian operations.

Declarations:

1. **Family Relationship with Director and/or Major Shareholder**
   None of the Leadership Team has any family relationship with any Director and/or major shareholder of Hibiscus Petroleum.

2. **Conflict of Interest**
   None of the Leadership Team has any conflict of interest or potential conflict of interest with Hibiscus Petroleum or its subsidiaries during the financial year ended 30 June 2026 (FY2026) which is material pursuant to the Main Market Listing Requirements and Companies Act 2016.

3. **Conviction of Offences**
   None of the Leadership Team has been convicted for offences within the past 5 years other than traffic offences, if any.

4. **Public Sanction/Penalty**
   None of the Leadership Team has any public sanction or penalty imposed on them by any regulatory body* during FY2026.

5. **Directorship in Public Companies and Listed Issuers**
   None of the Leadership Team has any directorship in other public companies or listed issuers.

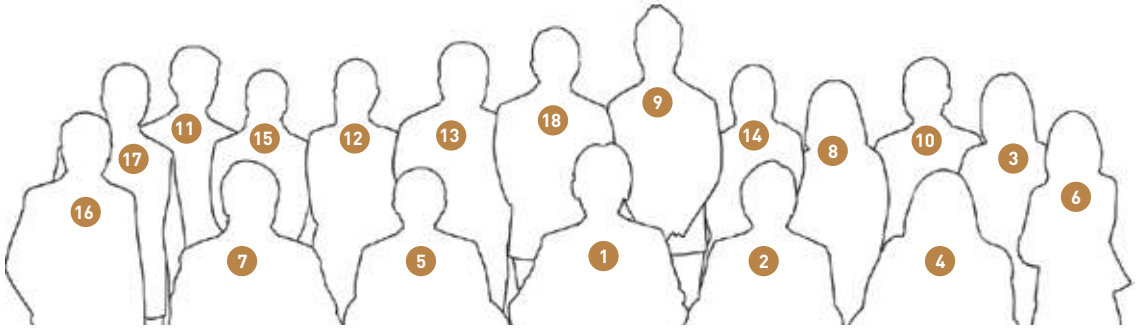
Note:

* Regulatory body refers to any regulator that regulates Hibiscus Petroleum or its subsidiaries or any authority or organisation which regulates the business activity of Hibiscus Petroleum or its subsidiaries. This includes Bursa Malaysia Securities Berhad, the Securities Commission Malaysia, Bank Negara Malaysia, the Companies Commission of Malaysia, the Employees Provident Fund, the Inland Revenue Board, the Department of Environment and the local municipal councils, amongst others.

Leadership Team, Management Team and Technical Experts (continued)

Corporate Management Team (As at 1 October 2026)





1 **Lim Lung Fui @ Jack**
Group Internal Auditor

2 **Vivian Phang Mun Yee**
Senior General Manager,
Human Capital

3 **Kumari Meera Surin Derpall**
Head, Finance Compliance
and Transformation
and Operational Treasury

4 **Eyza Farizan Mokhtar**
Assistant General Counsel

5 **Liew Shau Teng**
Group Financial Controller

6 **Kalavathy Mahintheran**
General Manager,
Human Capital

7 **Poh Phei Ling**
Deputy General Manager,
Corporate Secretarial

8 **Doreen Hong Swee Leng**
Senior Manager,
Corporate Finance

9 **Ho Wei Han, Shaun**
Senior Manager,
Corporate Finance

10 **Julian Goh Hong Jun**
Senior Manager,
Corporate Finance

11 **Chong Yew Por**
Senior Manager,
New Ventures

12 **Chan Sine Yee**
Senior Manager,
Finance

13 **Ee Soon Phang**
Senior Manager,
Finance

14 **Syaiziyah Kamarudin**
Senior Manager,
Group Tax, Finance

15 **Golokavasini Ravi Pillai**
Senior Manager,
Commercial and Economics

16 **Sheng Kian Kong, Joel**
Information Technology Manager
and System Administrator

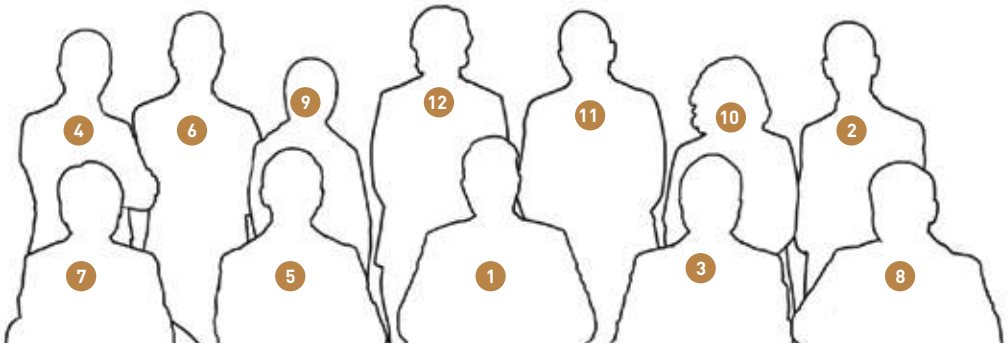
17 **Chetan Sooryanarayan Udupa**
Operations Solution Architect

18 **Shiva Kumar Maheendren**
Manager,
Strategic Enablement

Leadership Team, Management Team and Technical Experts (continued)

Hibiscus Malaysia - Senior Management Team (As at 1 October 2026)





1 **Dr Pascal Josephus Petronella Hos**
Country Head, Malaysia and Vietnam

2 **Michael Anthony Fox**
Head, Operated Asset - Peninsular

3 **Ahmad Fazmee Baharuden**
Head, Operated Asset - Sabah

4 **Robert Palmer**
Acting Head, Health, Safety, Security and Environment and Sustainability

5 **Goh Chun Kee**
Acting Head, Technical Services

6 **Suresh Vasudevan**
Head, Planning and Commercial

7 **Risnawati Yassin**
Head, Contract and Procurement

8 **Vincent Jacob Lee Nam Sang**
Head, Finance

9 **Nurzalina Jamaluddin**
Acting Head, Communication and Change

10 **Bhavani Manickam**
Head, Legal

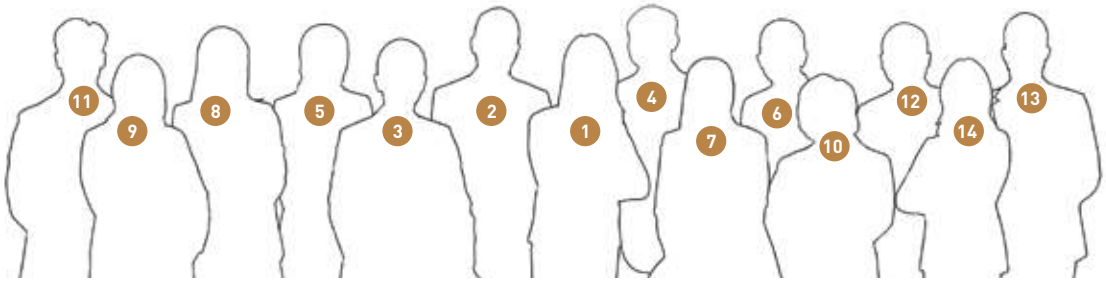
11 **Thevindran Thevaraj**
Head, InfoTech

12 **Wan Amri Wan Ahmad**
Head, Large Capital Projects

Leadership Team, Management Team and Technical Experts (continued)

Hibiscus Brunei Team (As at 1 October 2026)





1 **Lai Wai Peng**
Senior Vice President,
International Assets

2 **Mohammed Farroukh Abdul Aziz**
Vice President,
Institutional Relations

3 **Ir Dr Ngiam Shi Song**
Country Head,
Brunei

4 **Devarajan Indran**
Technical Manager

5 **Harina Ramlee**
Corporate Services Manager

6 **Mohamad Seruddin Salleh**
Exploration Manager

7 **Norashikin Mohamed**
Finance and Compliance Manager

8 **Ho Kae Shin**
Commercial and Business
Development Manager

9 **Hjh Salawati Kassim**
Health, Safety and Environment
Manager

10 **Josephine Tan**
Head, Joint Venture and Audit

11 **Sufian Suyoi**
Head, Contracts and Procurement

12 **Patrick Gou @ Firdaus Gou bin Abdullah**
Head, Subsurface

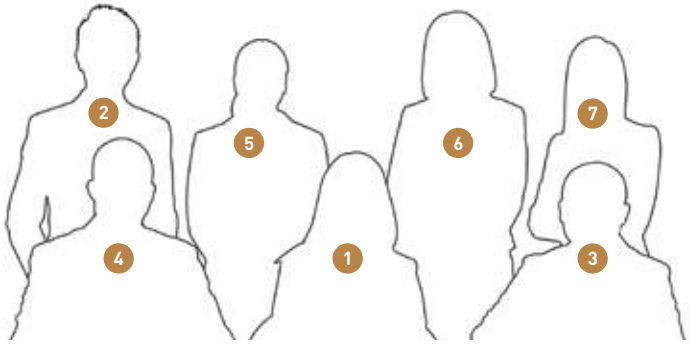
13 **Mohd Fadzil Harun**
Senior Reservoir Engineer

14 **Golokavasini Ravi Pillai**
Senior Manager,
Commercial and Economics

Leadership Team, Management Team and Technical Experts (continued)

Production/Development Projects - Anasuria Cluster and Greater Marigold Area Development Team (As at 1 October 2026)





1 **Lai Wai Peng**
Senior Vice President, International Assets

2 **Tioe Hak Jing, Eric**
Development Manager

3 **Patrick Gou @ Firdaus Gou bin Abdullah**
Head, Subsurface

4 **Mohd Fadzil Harun**
Senior Reservoir Engineer

5 **Golokavasini Ravi Pillai**
Senior Manager, Commercial and Economics

6 **Jinee Ng**
Manager, Finance

7 **Yee Shen Yann**
Asset Coordinator

CORPORATE GOVERNANCE OVERVIEW STATEMENT

At Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company), our Board of Directors (Board) is entrusted with the stewardship of the Company's and its subsidiaries' (Group) resources. This responsibility includes exercising sound judgement, due diligence and effective oversight to ensure sustainable value creation and the long-term resilience of the Group.



In alignment with the Group's strategic framework centred on the theme of **'Discipline. Execution. Returns.'**, the Board remains focused on strengthening capital discipline, enhancing project execution governance and reinforcing financial resilience across the Group. These priorities support the Group's 2030 Mission targets of achieving production of 70,000 barrels of oil equivalent per day (boe/day), proven and probable (2P) reserves of 150 million barrels of oil equivalent (MMboe) and advancing energy transition initiatives.

This Statement provides a concise overview of how the Group has applied the principles and practices of corporate governance (CG) as set out in the Malaysian Code on Corporate Governance 2021 (MCCG).

We have achieved this through the application of the following four key MCCG principles and practices:

1. Board Leadership and Effectiveness

Strong emphasis is placed on the ability of our Board to discharge its fiduciary duties and leadership functions with good governance and efficacy, particularly in overseeing capital allocation discipline, funding strategies and major project governance enhancements introduced in the financial year ended 30 June 2026 (FY2026).

2. Board Support and Capability

The Company supports this fundamental role of the Board by providing the necessary tools including relevant training to ensure that our Directors are aided, as necessary, to provide strategic direction to the Group and to incorporate sustainability considerations in their decision-making, including oversight of the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, namely IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) and the Group's readiness for their adoption.

3. Effective Audit and Risk Management

We prioritise the implementation of robust internal controls and risk management practices within our organisation to facilitate the identification, assessment and management of risks in an effective manner. In doing so, we believe the Group's assets are better protected to safeguard our shareholders' interests, including through enhanced monitoring of project execution risks and internal carbon pricing sensitivities.

4. Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

We maintain a high level of integrity in our corporate reporting processes. We strive to provide accurate and timely information to our stakeholders, to maintain their trust and confidence in the Group's Leadership Team, supported by enhanced disclosures relating to funding resilience, capital allocation priorities and decarbonisation initiatives.

Furthermore, we prioritise forging meaningful relationships with our stakeholders, and as far as practicable, we consider their perspectives and concerns in deciding a course of action.

By adhering to these four (4) key principles and practices, we demonstrate our commitment to upholding strong CG standards at Hibiscus Petroleum.

In the June 2026 review, Hibiscus Petroleum retained its place on the FTSE4Good Bursa Malaysia (F4GBM) Index, a recognition of our Environmental, Social and Governance (ESG) performance that we have held since December 2020. We also remain listed on the F4GBM Shariah Index and are constituents of the Bursa Malaysia Quality (BMQ) 50 Index and BMQ 50 Shariah Index. These results reaffirm our sustained commitment to responsible and ethical practices across all aspects of our operations.

We continue to maintain the Green Lane Policy (GLP) status granted by Bursa Malaysia Securities Berhad (Bursa Securities) in December 2019. The GLP status confers certain privileges, including the ability to issue 'non-complex' circulars without prior vetting by Bursa Securities and expedited processing for 'complex' circulars not covered by exemptions. This facilitates more efficient stakeholder engagement and supports our alignment with regulatory requirements.

In recognition of the Group's efforts in strengthening its Investor Relations (IR) engagement with the investment community, Hibiscus Petroleum was awarded Best Company in IR – Energy Sector (Mid/small-cap) at the inaugural Bursa Malaysia IR Awards 2026. The award recognises excellence in IR among Bursa Securities-listed companies, including the quality and transparency of corporate disclosures, accessibility and responsiveness to investors, and the effectiveness of stakeholder engagement. The recognition reflects the Group's continued efforts to enhance the quality of its communication and engagement with shareholders, analysts and the broader investment community.

This Statement is prepared in compliance with Bursa Securities' Main Market Listing Requirements (MMLR)[1]. It is intended to be read alongside Hibiscus Petroleum's CG Report 2026 (CG Report), which can be accessed on our corporate website at https://www.hibiscuspetroleum.com. The CG Report provides detailed disclosures on the application of MCCG practices during FY2026, including any alternative measures adopted to achieve the intended outcomes.

We encourage stakeholders to access comprehensive information about our governance practices and performance by referring to the following reports:

(1) Statement on Risk Management and Internal Control on pages 248 to 254 of this Annual Report 2025/2026.

(2) Reports from the following Board Committees:
   (i) Audit and Risk Management Committee (ARMC) on pages 244 to 247 of this Annual Report 2025/2026;
   (ii) Nominating Committee (NC) on pages 234 to 239 of this Annual Report 2025/2026; and
   (iii) Remuneration Committee (RC) on pages 240 to 243 of this Annual Report 2025/2026.

(3) Sustainability Report on pages 104 to 233 of this Annual Report 2025/2026.

These documents, collectively referred to as the 'Reports', provide further insights into Hibiscus Petroleum's governance and sustainability initiatives.

Explanations for Departures from the MCCG Practices

While the Company substantially complies with the MCCG, there are three (3) areas where departures have been adopted, with appropriate justification, in the best interests of the Company and its stakeholders.

(i) Practice 1.4: Chairman's Participation in Board Committees

Although the MCCG recommends that the Chairman should not be a member of Board Committees, the Company adopts a modified approach whereby the Chairman attends Committee meetings by invitation to gain insights into Committee deliberations which supports the effectiveness and efficiency of discussions, without having the same points repeated at Board meetings. This approach preserves the independence and objectivity of Committee decision-making.

Note:
[1] Compliance with Paragraphs 15.08A(3) and 15.25 as well as Practice Note 9 of the MMLR on the preparation of the NC Report and disclosure of CG-related information.

Corporate Governance Overview Statement (continued)

(ii) Practice 5.3: Tenure of Independent Directors

The MCCG recommends that the tenure of an Independent Non-Executive Director (INED) should not exceed a cumulative term of nine (9) years and that retention beyond nine (9) years be subject to a two-tier voting process. Under the two-tier voting framework recommended under the MCCG, Tier-1 comprises (among others) the largest shareholder of voting shares in the company, while Tier-2 consists of all other shareholders. For any resolution to pass, it must receive a majority of votes in both tiers. In the Company's view, the expressed intention behind this recommended structure is to safeguard shareholder interests and ensure that every vote carries equal weight.

At the 15th Annual General Meeting (AGM) held on 3 December 2025, the retention of Mr Thomas Michael Taylor (Mr Taylor) as an Independent Non-Executive Director beyond nine (9) years, as well as the continued retention of YBhg Dato' Dr Zaha Rina Zahari (YBhg Dato' Dr Zaha Rina), who completed her nine (9)-year tenure on 14 September 2026, were approved by shareholders via a single-tier voting process.

While the two-tier system is recommended, it is not mandatory. After careful consideration, a decision was made not to adopt a two-tier vote for our long-serving INEDs for the following reasons:

- Hibiscus has a unique shareholding profile rooted in our Special Purpose Acquisition Company origins, where all shareholders effectively began as minority shareholders. At the 15th AGM, the largest shareholder that would fall under Tier-1 held less than 15%, while the remaining shareholders collectively held over 85% and fall under Tier-2. Based on the MCCG recommendation whereby approval is required from both tiers, the single shareholder in Tier-1 (with less than 15% shareholding) would effectively hold a veto over the resolution.

  This would not reflect fairly on minority shareholders and does not align with the Company's understanding of MCCG's intended purpose - namely, to avoid concentrated influence by any single shareholder (especially, with less than 15% shareholding, on such a significantly disproportionate basis). A normal single-tier voting framework whereby every share carries equal weight, would, in the Company's view, also be more consistent with the underlying principles of the Companies Act 2016 to provide for equality of treatment of shareholders' voting rights in relation to resolutions under the same class of ordinary shares.

- In addition, the Board has safeguards in place to ensure independence of INEDs which include:

  - Independence is already assessed through formal, internal processes: The Board conducts annual independence and performance assessments of all INEDs; and
  - Our INEDs remain independent-minded, bring extensive experience and expertise and provide the necessary checks and balances to Board deliberations. The Company believes their continued contribution and understanding of the business provide stability and support the Board in making decisions in the best interest of the Company.

The Board had considered the circumstances at the time and was satisfied that the approach adopted remained appropriate.

Nevertheless, for the upcoming 16th AGM, the Board has strengthened its independence assessment by further expanding the depth of its checks on the independence of the INEDs.

At this juncture, the Board wishes to highlight that Mr Taylor, in respect of his proposed retention as an INED for a period of over nine (9) years, does not hold shares, provide any professional services nor have any commercial relationship with the Company.

(iii) Practice 8.2: Non-Disclosure of Top 5 Senior Management's Remuneration Components

While the MCCG encourages disclosure of the top five (5) Senior Management's remuneration on a named basis, the Company has elected not to do so. This approach is adopted to preserve the Group's ability to attract and retain qualified personnel, while safeguarding the privacy and security of Senior Management. Notwithstanding this, the Company maintains a structured and market-aligned remuneration framework with appropriate governance oversight.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

1. BOARD LEADERSHIP AND COMPANY PURPOSE

Our Board is committed to enhancing the Group's performance and sustainable value, while ensuring transparency and accountability to our stakeholders. This is achieved by aligning the Group's strategic plans and budgets to support long-term value creation, taking into account economic, environmental and social considerations.

In FY2026, the Board oversaw the implementation of the Group's strategic framework based around the theme of **'Discipline. Execution. Returns.'**, focusing on disciplined capital deployment, strengthening project execution governance, safeguarding asset value and maintaining funding resilience.

Throughout FY2026, the Group continued to operate in an environment of commodity price volatility, geopolitical developments and evolving fiscal and regulatory expectations, alongside increased attention to climate-related risks and disclosures. Developments in the Middle East contributed to uncertainty in global energy markets and fluctuations in oil prices. The Board monitored these developments and oversaw Management's initiatives to enhance operational efficiency, strengthen cost discipline and support organisational effectiveness.

The Group's focus on business agility, disciplined execution and the welfare of its people has supported steady operations and the continued delivery of value to stakeholders.

Our CG Framework

Our commitment to good governance is fundamental to our operations. At Hibiscus Petroleum, we have established a robust CG framework and adhere strictly to a defined set of values. This framework ensures compliance with all applicable laws and regulations while mitigating risks and fostering ethical behaviour throughout our organisation. We are dedicated to upholding high standards of business integrity, ethics and professionalism.

Central to our corporate culture are our TEPAT (Tenacious, Environmentally Responsible, People Focused, Agile and Trustworthy) Core Values. These values provide the foundation for expected behaviours and decision-making across the Group and are exemplified by our Board. They reinforce our commitment to ethical leadership, integrity and responsible corporate citizenship.

TENACIOUS	ENVIRONMENTALLY RESPONSIBLE	PEOPLE FOCUSED	AGILE	TRUSTWORTHY
Hibiscus succeeds because our people take ownership and are relentless in pursuit of our goals.	Our decision-making and actions shall safeguard the environment as far as reasonably practicable.	We can only succeed when everyone works as one, with common objectives in a safe, secure and respectful work environment.	Our uniqueness lies in our readiness to act and our ability to be flexible, balanced and adaptive to change.	We believe that trust and integrity are fundamental prerequisites to being a respected and valuable company.

Our Board operates within a well-defined governance framework that includes established procedures, clear lines of responsibility and delegated authorities. This framework ensures the effective implementation of the approved strategy and the assessment and mitigation of key risks.

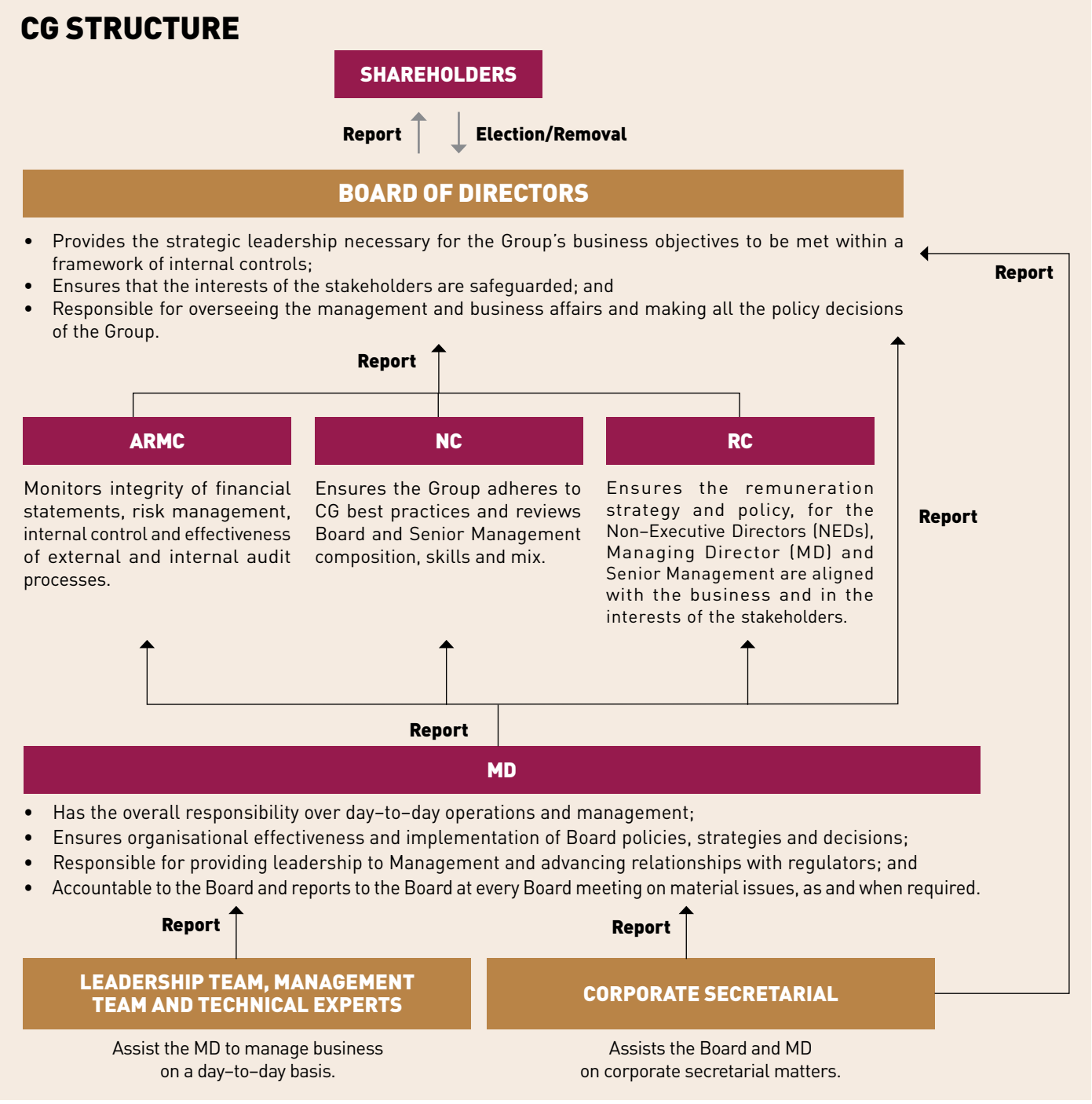
Within this governance framework, our Board exercises its oversight function, ensuring that the approved strategy is implemented effectively and that risks are identified, evaluated and effectively managed. In FY2026, this included enhanced oversight of major capital projects, with greater focus on project execution and cost management, aimed at mitigating execution risks and potential cost overruns.

Furthermore, our Board values meaningful engagement with the Group's stakeholders and ensures that there are sufficient channels for stakeholder input in order for their perspectives to be taken into consideration during decision-making processes.



Corporate Governance Overview Statement (continued)

Our CG structure is as depicted below:



Division of Responsibilities

The roles and responsibilities within our Board are clearly outlined to ensure effective leadership and governance. The Chair leads the Board, ensuring its proper effectiveness. The MD oversees the Group's operations, implements strategic initiatives and works closely with both the Board and the Leadership Team to drive business performance.

To ensure independent oversight, the Senior Independent Director is selected from among the NEDs. This individual acts as an alternative contact for stakeholders and provides additional support to the Chair.

The Board delegates authority to the MD through a *Limits of Authority (LOA)* framework, which establishes clear decision-making responsibilities across the Group. This enables the MD to delegate authority to members of Senior Management, ensuring operational efficiency while aligning with the Group's objectives.

The Group's *LOAs* are reviewed and updated regularly to ensure continued relevance and alignment with evolving business needs. In FY2026, the Board approved enhancements to governance frameworks, including the *LOA*, to streamline approval thresholds and enhance oversight of key decisions.

All key subsidiaries and projects continue to adhere to *LOA* frameworks customised to meet the specific operational, legal and regulatory requirements of their respective jurisdictions.

The following policies were reviewed and updated in May 2025 (save for the *Whistle Blower Policy* which was refined in November 2024) to align with evolving regulatory requirements, MCCG practices and the Group's strategic direction:

- *Code of Conduct and Ethics (Code)*
- *Anti-Corruption and Anti-Bribery (ACAB) Policy*
- *Whistle Blower Policy*
- *Anti-Modern Slavery Policy*
- *Dividend Policy*
- *Sustainability Policy*
- *Diversity Policy*
- *Corporate Disclosure Policies and Procedures*
- *ARMC Terms of Reference (TOR)*
- *NC TOR*
- *RC TOR*
- *Directors' Assessment Policy*
- *Independent Directors' Self-Assessment Checklist*

The *Independent Directors' Self-Assessment Checklist* is enforced annually, whereby all INEDs are required to provide responses on their independence, which are reviewed by the NC.

Strategic Planning

As part of our strategic planning and implementation, our Board conducted a review of matters reserved for the Board's decision and examined the criteria outlined in the MMLR and the MCCG to gauge whether additional self-regulation measures should be employed to complement market regulation.

In this regard, the Board reviewed and approved the calendar year 2026 Business Plan which outlined key business priorities focused on strengthening financial discipline, capital allocation and project execution, while taking into consideration sustainability-related factors in investment decisions. In its deliberation and assessment, the Board assessed the performance of the Group's producing assets and considered initiatives aimed at improving operational performance and sustaining asset value. In addition, the Board reviewed funding requirements and financing arrangements to support the Group's operations and capital commitments.

The Board conducted a mid-year review in August 2026, where the Group's performance and forward-looking priorities were discussed. The Board remains supportive of the Group's sustainability agenda, including its longer term emissions reduction aspirations.

Moreover, throughout FY2026, the Board provided oversight on operational streamlining, efficiency optimisation and capital discipline, ensuring asset development projects remained aligned with approved budgets and schedules.

The Board also guided Management in evaluating investment and portfolio opportunities through a disciplined Capital Allocation Framework and stress-tested investment cases against conservative pricing assumptions and carbon pricing sensitivities.

To support consistent performance management, the Board approved Group-wide key performance indicators (KPIs) aligned with financial resilience, production performance, safety standards and sustainability targets.

To ensure effective governance, the Board has delegated specific responsibilities to three (3) Board Committees: the ARMC, the NC and the RC. The Board is confident that these committees have adequate resources and time to carry out their duties effectively.

The *TOR* for each committee undergoes periodic review, revision and approval by the Board. The Chairs of each committee regularly report on their activities to the Board, with detailed *TORs* accessible on our corporate website.

Corporate Governance Overview Statement (continued)

The powers of the Board are governed by our Company's *Constitution*, which outlines the decision-making processes of the Board and the rights of shareholders to attend and vote at general meetings. Directors have access to our Management Team and, as necessary, can seek advice from independent advisors to discharge their responsibilities.

Our Board is supported by two (2) Company Secretaries[2] who are responsible for providing governance support, advice, administrative assistance, and the information and resources necessary to ensure the effective and efficient functioning of the Board. They oversee compliance with Board procedures and provide guidance to the Directors, while serving as secretaries to the ARMC, the NC and the RC.

Dividends

The Board considered dividend declarations having regard to the Group's financial performance and prevailing oil price environment.

During FY2026, the Company declared several interim dividends which were in line with the Company's minimum dividend guidance for FY2026, whereby the Company had indicated a targeted minimum dividend of 8.0 sen per ordinary share when average oil prices are between USD65/barrel (bbl) and USD75/bbl, and 10.0 sen per ordinary share when oil prices exceed USD75/bbl, subject to funding requirements and the Group's overall financial position.

The Board has recommended a final single-tier dividend of 1.0 sen per ordinary share for FY2026, subject to shareholders' approval at the forthcoming AGM to be held on 3 December 2026. If approved, the total dividend for FY2026 would amount to 10.0 sen per ordinary share. Further details of dividends declared during FY2026 are set out in the Audited Financial Statements section of this Annual Report 2025/2026.

At this juncture, it should be noted that the Group has provided the following dividend guidance for FY2027: a minimum total dividend of 10.0 sen per ordinary share if oil prices are between USD75/bbl and USD80/bbl and 11.0 sen if oil prices exceed USD80/bbl.

Board and Board Committee Meetings and Attendance

During FY2026, the Directors continued to demonstrate commitment in discharging their fiduciary duties through active participation in Board and Board Committee deliberations.

The Board held 11 scheduled meetings during FY2026. Additional meetings were convened as and when required to consider matters arising, including funding and capital-related decisions.

The attendance of Directors at Board and Board Committee meetings for FY2026 is summarised below:

Director	Board	ARMC	NC	RC
Zainul Rahim bin Mohd Zain	100% (11/11)	n/a	n/a	n/a
YBhg Dato' Dr Kenneth Gerard Pereira	100% (11/11)	n/a	n/a	n/a
YBhg Dato' Sri Roushan Arumugam	100% (11/11)	77.78% (7/9)	80% (4/5)	100% (3/3)
Thomas Michael Taylor	100% (11/11)	100% (9/9)	100% (5/5)	100% (3/3)
YBhg Dato' Dr Zaha Rina Zahari	100% (11/11)	100% (9/9)	100% (5/5)	n/a
Emeliana Dallan Rice-Oxley	90.91% (10/11)	n/a	100% (5/5)	100% (3/3)
Zaidah binti Ibrahim	100% (11/11)	n/a	100% (5/5)	100% (3/3)

Notes:

n/a denotes 'not applicable' as the Director is not a member of the relevant Board Committee during FY2026.

% The figures represent the percentage of meeting attendance for each Director at the respective meetings held during FY2026.

Note:

[2] Ms Law Wei Leng ceased to act as Company Secretary with effect from 30 June 2026 following her resignation. Ms Khoo Ming Siang continues to serve as the Company's sole Company Secretary.

The Directors' dedication to fulfilling their responsibilities remains integral to maintaining effective governance and oversight, reflecting their commitment to upholding high standards of corporate ethics and responsibility.

Promoting Good Business Conduct

Hibiscus Petroleum upholds ethical standards through its *Code*, which sets out expectations on integrity, transparency and the management of conflicts of interest.

In FY2026, refresher training on the *Code* and the *ACAB Policy* was conducted on 15 May 2026 to reinforce compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 (as amended).

The Group maintains a zero-tolerance approach to corruption and unethical practices. The *ACAB Policy* and *Whistle Blower Policy* provide channels for reporting and addressing concerns.

The *Anti-Modern Slavery Policy* guides the Group's approach to human rights and labour practices across its operations and supply chain.

To mitigate insider trading risks, Directors and employees, including Principal Officers, are regularly reminded of their obligations under the *Policy with Regard to Insider Trading*, including applicable trading blackout periods and disclosure requirements. In line with this, a training on the *Policy with Regard to Insider Trading* was conducted for employees on 18 September 2026.

The *Fit and Proper Policy for the Appointment and Re-election of Directors* supports the Board's assessment of integrity, competence and commitment of its members.

Sustainability Governance

At Hibiscus Petroleum, sustainability remains an important consideration in supporting the Group's long-term resilience. Sustainability considerations are integrated into strategic planning, capital allocation and operational activities, and its governance practices. Throughout the whole process, the Board provided oversight on Management's implementation of its role, aligning actions with relevant global frameworks, including the United Nations Sustainable Development Goals.

In FY2026, the Board reviewed the Group's decarbonisation initiatives under its 2025 to 2030 roadmap, including energy efficiency measures and emissions reduction efforts.

The Group continues to engage with stakeholders across Malaysia, Vietnam, Brunei and the United Kingdom (UK) supporting local development priorities and initiatives that contribute to economic participation and capability development.

Sustainability Reporting

The Board reviews and approves material sustainability matters relevant to the Group, supporting the oversight of ESG-related risks and opportunities.

In preparation for the anticipated adoption of IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) beginning FY2027, the Board reviewed efforts to enhance the Group's readiness to prepare the relevant climate scenario analysis and resulting financial impact for disclosure.

For further details on the Group's sustainability performance, please refer to the Sustainability Report in this Annual Report 2025/2026.

2. BOARD COMPOSITION, SUCCESSION AND EVALUATION

Our Board remains committed to maintaining an appropriate balance of skills, experience, diversity and independence to support the Group's long-term strategy and sustainable growth.

The NC oversees the appointment, re-election and succession planning of Directors and Senior Management. Board appointments are made on merit, taking into consideration the Company's *Diversity Policy, Fit and Proper Policy for the Appointment and Re-election of Directors,* the required mix of skills and experience, and the needs of the Board.

Hibiscus Petroleum continues to maintain a diverse and inclusive Board comprising individuals with experience across the oil and gas industry, business strategy, commercial, finance, sustainability, engineering, accounting, legal, risk and CG, providing a broad range of perspectives to support effective decision-making.

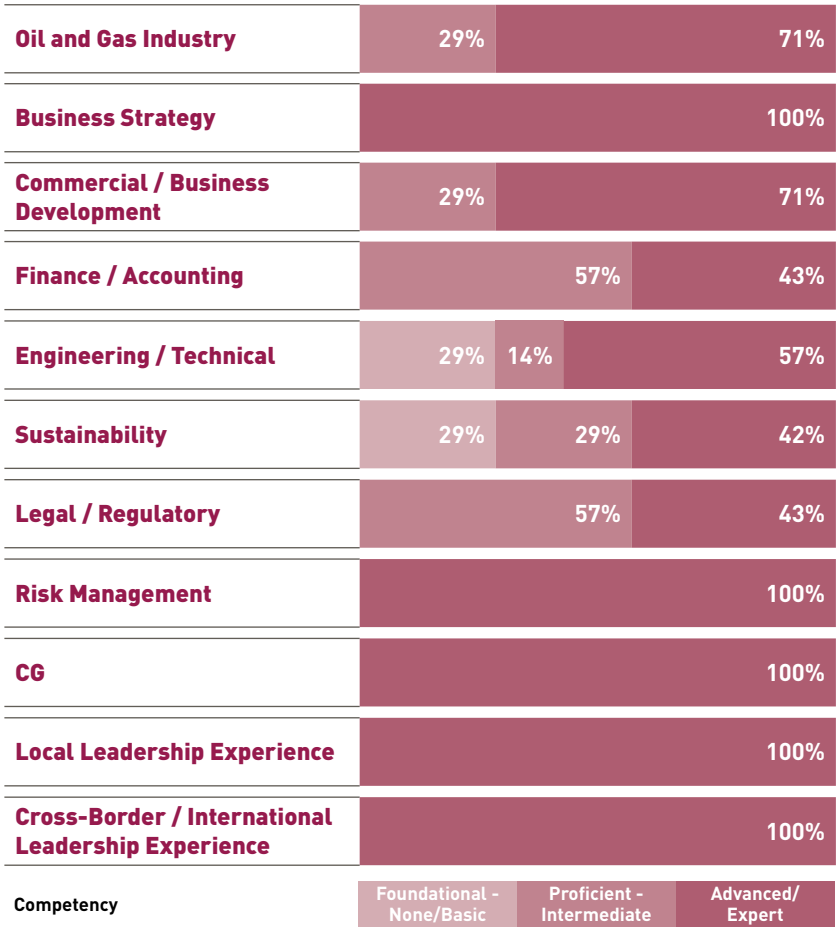
As at 30 June 2026, the Board remained compliant with the MCCG recommendation that at least half of the Board comprises INEDs. The Board recognises that diversity in skills, experience, age, gender, nationality and cultural background, together with an appropriate balance of independence, enhances the quality of Board deliberations, strengthens governance and supports effective oversight.

Corporate Governance Overview Statement (continued)

The charts below provide a visual representation of the Board's diversity, composition and collective competencies as at 30 June 2026. They illustrate the Board's skills and experience, age profile, ethnic background, gender and independence, reflecting the breadth of expertise and perspectives represented on the Board:

Board Diversity, Composition and Competencies

BOARD COMPETENCY COVERAGE



Notes:

- The Board Skills Matrix reflects Directors' self-assessed competencies as at the date of assessment.
- Directors continue to enhance their knowledge and skills through ongoing professional development programmes.

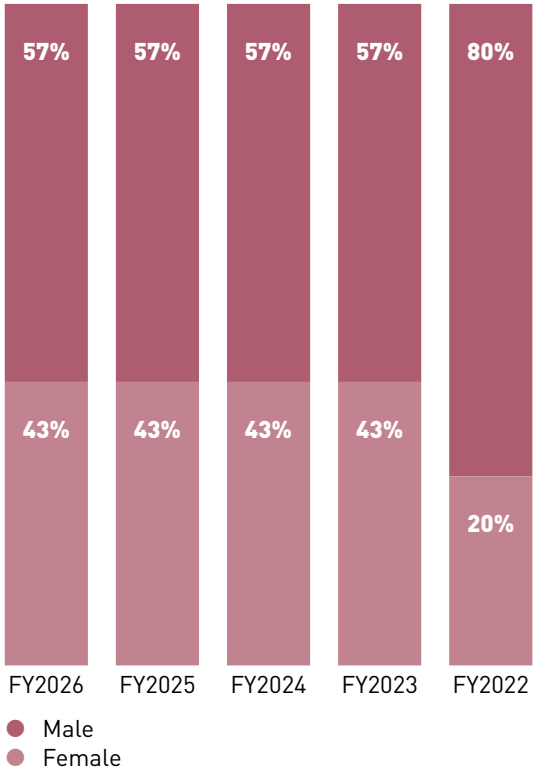
AGE PROFILE

50–65 years	66–75 years
57%	**43%**
4 Directors	3 Directors

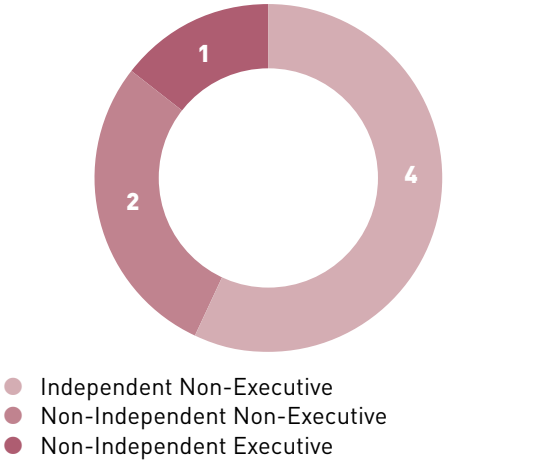
ETHNIC BACKGROUND

Malay / Bumiputera	Indian	European
57%	**29%**	**14%**
4 Directors	2 Directors	1 Director

GENDER DIVERSITY



COMPOSITION OF INDEPENDENT AND NON-INDEPENDENT DIRECTORS



Strengthening Governance

In line with the MCCG, the NC continues to undertake annual assessments of the independence, performance and tenure of Directors, as well as to oversee Board composition and renewal through periodic re-election.

At the forthcoming AGM, several Directors will be retiring in accordance with the Company's *Constitution* and, where applicable, will be offering themselves for re-election. This process supports orderly Board renewal and enables shareholders to assess the performance and continued suitability of Directors.

The MCCG also recommends that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years, after which shareholders' approval is required for continued retention as an Independent Director.

Further details on the Directors retiring at the forthcoming AGM and their re-election, as well as the proposed retention of Independent Directors, are set out below:

Re-election of Directors at the 16th AGM

YBhg Dato' Dr Kenneth Gerard Pereira (YBhg Dato' Dr Kenneth) and Puan Zaidah binti Ibrahim (Puan Zaidah), who are retiring in accordance with the Company's *Constitution*, have offered themselves for re-election at the forthcoming 16th AGM. YBhg Dato' Dr Zaha Rina, who is also retiring in accordance with the Company's *Constitution*, has informed the Board that she will not be seeking re-election and will retire from the Board upon the conclusion of the forthcoming 16th AGM. The Board records its sincere appreciation to YBhg Dato' Dr Zaha Rina for her invaluable contributions, guidance and commitment during her tenure with the Company.

YBhg Dato' Dr Kenneth and Puan Zaidah have the support and recommendation of the Board for their re-election. The Board recognises their contributions and believes that their continued service will provide continuity and relevant experience to the Board and its Committees.

Each of these Directors has contributed to the Board's deliberations and decision-making processes. Their experience and insights continue to support the Group in addressing business priorities and strategic matters.

The Board has conducted an assessment of the performance and suitability of these Directors in line with the Company's governance framework. They have completed the necessary *Fit and Proper* declarations, and the Board is satisfied that they continue to meet the required standards of competence, character, experience and integrity, as well as independence (where applicable).

The Board is of the view that the re-elections of YBhg Dato' Dr Kenneth and Puan Zaidah are in the best interest of the Company and its shareholders. The proposed re-elections of YBhg Dato' Dr Kenneth and Puan Zaidah are subject to shareholders' approval at the 16th AGM. Shareholders are encouraged to exercise their voting rights accordingly.

Retention of Mr Taylor at the 16th AGM

(a) Mr Taylor fulfils the criteria of an INED as stipulated in the Main Market Listing Requirements of Bursa Securities, ensuring his ability to provide independent and objective judgement to the Board. He also fulfils the independence criteria set by the NC, including not having any relationship with nor representing any shareholder, owning shares, providing any professional service, being involved in any transactional or commercial relationship, and other possible scenarios where there may be a conflict of interest. The Board is satisfied that he continues to demonstrate independence in character and judgement. His tenure has not impaired his ability to exercise objective oversight, and is considered a merit in itself due to his extensive knowledge and experience with the business and operations of the Company.

(b) In addition to the checks conducted above on his independence, the NC is satisfied with the track record of Mr Taylor as both the Senior Independent Director of the Board and Chair of the ARMC. As the former, he has credibly challenged Management over the years, presenting leadership during governance-sensitive situations. His prior leadership roles as Finance Director at Shell Malaysia and Brunei Shell Petroleum add significant strength to the ARMC and the Board. His present leadership as Chair of the ARMC is crucial in overseeing financial reporting, risk governance and capital discipline, as well as the material accuracy of financial reports and appropriateness of policies and governance practices. His skills and expertise are discussed in detail below, with his various contributions described on pages 236 to 238 of the NC Report. Mr Taylor has consistently demonstrated his dedication to the Group. Not only does he not have any other directorships, but he has actively participated in Board and Committee meetings in FY2026, and provided independent perspectives and guidance. His active engagement, constructive challenge and mentorship to Management remain integral to the effectiveness of the Board. Mr Taylor has attended all Board and Board Committee meetings, and his track record has been exemplary.

Corporate Governance Overview Statement (continued)

(c) He brings uncommon and highly specialised expertise to the Group, holding a Master of Arts in Engineering from the University of Cambridge, UK combined with membership of the Chartered Institute of Management Accountants, with over 42 years of experience in the oil and gas industry. His qualifications and experience in both finance and engineering, with lifelong international exposure to the oil and gas exploration and production industry, combined with current residence in Malaysia, are not easily replicated. He also possesses deep technical, commercial and financial understanding of the risks associated with the industry. The portfolio of assets held by the Group is diverse in terms of nature of asset (includes production, development and exploration), composition (gas, oil and condensate) and geography (Malaysia, Brunei, Vietnam and the UK). Further, each jurisdiction possesses a unique taxation system, and it is Mr Taylor's knowledge of the various nuances associated with the relevant fiscal regimes applicable to the petroleum industry that makes him stand out as a valuable Board member and an ideal ARMC Chair. His continued position on the Board is especially valuable as the Group seeks to develop its twin growth hubs in Malaysia and Brunei. He also has useful and significant professional relationships in Brunei, a country the Group entered two (2) years ago.

(d) The Group is currently in discussions with potential strategic investors. Their entry is expected to involve a strategic investment in the Company which will fund growth opportunities with the overarching aim of achieving the Group's 2030 Mission production and reserves targets. Maintaining Board stability during this period is therefore important, particularly as changes to its composition may arise in the future. The continued service of the current Board, and Mr Taylor in particular as both Senior Independent Director and Chair of the ARMC, will help preserve valuable institutional knowledge, support governance continuity, and facilitate an orderly transition while minimising disruption to the oversight and decision-making processes of the Group. The Board believes that the extensive industry experience and deep understanding of Mr Taylor of the business positions him well to provide informed oversight during this critical period. Drawing on his industry knowledge and experience throughout his career, Mr Taylor is well placed to assess complex, sector-specific issues, challenge management where appropriate, and uphold robust decision-making and risk oversight. Additionally, Mr Taylor is actively involved as a member of the NC in evaluating future Board composition, and advancing refreshment and succession planning initiatives. Given his familiarity with the operations, governance framework, and Board dynamics of the Group, it has been determined that his continued service will be instrumental in supporting an orderly transition and succession process, while maintaining stability and continuity as the Group progresses discussions with potential strategic investors.

The MCCG recognises that the Board may retain an INED beyond nine (9) years if it is satisfied that they continue to bring independent judgement to the Board, and if shareholders approve the retention. The Board, through the NC, conducted an annual evaluation on the performance and independence of Mr Taylor who has served as an INED of the Company for more than nine (9) years. It is satisfied with the outcome of the assessment, and recommends him for continued retention as an INED of the Company based on these justifications. Subject to the official entry of new strategic investors, and the anticipated impact that this would have on the Board, Mr Taylor upon the completion of the term under concern will retire from the Board at the 2027 AGM. Should additional time be required to ensure a smooth transition as the Board implements changes to its composition and succession planning in which his oversight would be necessary, the Board will promptly seek the approval of shareholders at the 2027 AGM accordingly.

The NC has also reviewed the performance and independence of all Directors and is satisfied that they continue to discharge their duties and responsibilities effectively.

Board Effectiveness and Performance Assessment for FY2026

The Board conducts an annual Board Effectiveness Evaluation (BEE) to assess the effectiveness of the Board, Board Committees and individual Directors and to ensure that the Board continues to possess the appropriate mix of skills, experience and competencies required to support the Group's strategic objectives.

In FY2026, an internal BEE was conducted to assess the effectiveness of the Board, Board Committees and individual Directors. The evaluation comprised self-assessments and peer assessments, with the process facilitated by the Company Secretaries. As part of the assessment, Directors also completed a Board Skills and Experience Self-Assessment Questionnaire to support the NC's review of the Board Skills Matrix and succession planning process.

The Board Skills Matrix assessed the collective competencies of the Board across key areas, including the oil and gas industry, business strategy, commercial and business development, finance and accounting, engineering and technical expertise, sustainability, legal and regulatory matters, risk management, CG, as well as local and cross-border leadership experience. This assessment enabled the NC to evaluate the Board's overall capabilities, identify strengths and determine areas where further development or future Board refreshment may be considered.

The overall evaluation confirmed that the Board continues to comprise an appropriate balance of perspectives, skills and experience, supporting constructive deliberations and effective decision-making. It also included an assessment of the Directors' contributions to business sustainability, taking into account economic, environmental and social considerations.

In addition, the FY2026 assessment considered the Board's oversight of capital discipline, funding resilience, project governance and assurance, sustainability governance, climate-related risks and disclosures, as well as the effectiveness of Board composition in supporting the Group's strategic priorities.

The assessment also identified opportunities for continuous improvement, including succession planning, capability development and maintaining an appropriate balance of skills and experience to support the Group's evolving business requirements.

The Board remains committed to continuously enhancing its effectiveness and ensuring that its composition remains aligned with the Group's long-term strategy and governance objectives.

Directors' Continuous Education Programme

At Hibiscus Petroleum, our commitment to continuous learning and development is reflected in the proactive engagement of our Board members in various training programmes throughout FY2026.

These included seminars, conferences and webinars, all designed to provide our Directors with relevant insights and knowledge.

This ongoing focus on education supports the Board's decision-making and enables the Company to be guided effectively. The Corporate Secretarial team ensures that Directors are informed of relevant external training programmes, while the annual Board assessment process helps identify areas where further development may be beneficial.

All Directors have completed the Mandatory Accreditation Programme (MAP) as required by Bursa Securities. Following their completion of MAP Part II: Leading for Impact, Directors continue to build on their understanding of sustainability-related matters, including evolving risks and opportunities, to support the Group's long-term value creation.

Through these programmes, the Directors continue to enhance their knowledge and keep abreast of industry developments, regulatory requirements and governance practices.

Beyond formal training, the Directors also participate and contribute as speakers or panellists at industry forums. They receive regular briefings from the MD, the Leadership Team, external auditors and consultants on market developments, the competitive landscape, and updates to accounting and regulatory standards. These briefings support the Board in making informed decisions.

During the year, the Board remained actively engaged in guiding the Company's strategic direction and overseeing key developments.

In FY2026, the Directors participated in the Group's annual Business Plan session, contributing to discussions with Management on operational priorities and forward plans. The Board also took part in strategic discussions with Management during the year, focusing on the Group's business direction, performance and key initiatives.

Recognising the importance of sustainability in the Group's operations, targeted briefings and training sessions were provided to both the Board and Management. These initiatives support a better understanding of sustainability-related matters and enable the Board to consider such factors in its deliberations.

Directors' Remuneration Framework

The RC is responsible for reviewing and recommending the remuneration of NEDs, MD and Senior Management, ensuring alignment with the Group's strategic objectives, performance and governance requirements.

The RC conducts an annual review of the Board's remuneration, taking into account market benchmarks from comparable companies, as well as the Group's size, complexity, performance and the responsibilities of the Board and its Committees. The proposed remuneration is subject to approval by shareholders at the AGM.

Individual Directors do not participate in discussions or decisions regarding their own remuneration.

For the period commencing the day after the 16th AGM until the conclusion of the next AGM in 2027, the Board, upon the RC's recommendation, proposes to maintain the existing remuneration structure for the Chairman and NEDs.

In conducting its annual review, the Board considered the existing remuneration framework and was satisfied that it remains appropriate, taking into account the Group's performance, the responsibilities undertaken by the NEDs and prevailing market practices.

The Board is satisfied that the existing remuneration structure remains fair, competitive and appropriate, providing a reasonable basis to support effective Board oversight while enabling the Company to continue attracting and retaining Directors with the experience and expertise required by the Group.

The existing fees and allowances, together with the continued provision of approved benefits, will be presented for shareholders' approval at the forthcoming AGM. Subject to shareholders' approval, the fees will be payable quarterly in arrears for the period following the 16th AGM until the next AGM in 2027.

Corporate Governance Overview Statement (continued)

Directors' Fees and Allowances (No Change)

Type of Fees / Allowances / Benefits	Existing Rate	Proposed Rate (from the day after the 16th AGM in December 2026 until the next AGM in 2027)
Non-Executive Chair's Annual Fee	RM412,500	No change
NEDs' Annual Fees (excluding Chair)	RM230,000	No change
Meeting Allowances (Chair)	RM4,500 per meeting	No change
Meeting Allowances (Member)	RM3,500 per meeting	No change
Specific Meeting Allowances	RM3,500 per meeting	No change
Other Benefits (Medical Coverage)	RM500,000 limit	No change

Please note that the actual remuneration figures for FY2026 are disclosed in the Audited Financial Statements section of this Annual Report 2025/2026 and CG Report for FY2026.

MD's Remuneration

The remuneration of our MD is determined in line with the terms outlined in his employment contract, approved by the Board. The package aligns with his responsibilities, performance targets, experience and the Group's overall financial and operational performance.

For FY2026, the MD's performance assessment incorporated capital discipline metrics, funding resilience, project execution milestones and sustainability-related KPIs in addition to production and financial targets.

Details of the MD's remuneration are disclosed in the Audited Financial Statements section of this Annual Report 2025/2026.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Internal Control and Risk Management

The Board recognises the importance of maintaining a sound system of internal controls to protect the Group's assets, manage risks, ensure regulatory compliance and support good governance practices.

The ARMC oversees the effectiveness of internal controls and financial reporting. It reviews financial statements, impairment assessments, funding strategies and the internal audit programme.

In FY2026, the ARMC focused on:

- Cash flow resilience under conservative oil price assumptions;
- Impairment risk assessments and asset value protection;
- Internal carbon pricing sensitivities in investment evaluations; and
- Project governance controls under the Major Projects Assurance framework.

To support risk oversight, the Executive Risk Management Committee, comprising Senior Management members, continues to carry out structured risk identification, assessment and mitigation processes.

The Group's internal control systems are reviewed annually to ensure that key risks are addressed. The Board is satisfied that the risk management and internal control systems for FY2026 are adequate and effective.

Business Sustainability Management Committee (BSMC)

The Board has entrusted the BSMC with oversight of environmental stewardship, occupational and process safety, asset security and overall sustainability governance.

In FY2026, the BSMC monitored progress against the Group's 2025 to 2030 decarbonisation roadmap, including emissions reduction and energy efficiency initiatives, as well as ongoing feasibility evaluations for zero routine flaring and venting.

The BSMC also supported Management in ongoing efforts to enhance governance processes in preparation for IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) compliance beginning FY2027.

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

Our Board places significant importance on maintaining transparent and effective communication with stakeholders.

We are committed to providing accurate and timely disclosure of financial, organisational, governance and transaction-related information. Our *Corporate Disclosure Policies and Procedures* guide all external communications to ensure consistency and compliance.

In FY2026, as part of the Group's Business Plan deliberations, the Board reviewed and discussed matters aligned with its strategic priorities, including funding resilience, capital allocation discipline, project execution and climate-related financial considerations.

Leveraging digital platforms, we continue to disseminate information through our website, investor briefings, announcements and reports.

Conduct of General Meetings

General meetings continue to serve as a key platform for shareholder engagement.

The 15th AGM was conducted on 3 December 2025 in a hybrid format, allowing both physical and virtual participation. The forthcoming 16th AGM is scheduled for 3 December 2026 and will also be conducted in a hybrid format to further enhance accessibility and shareholder engagement.

Online voting facilities continue to provide a secure and convenient method for shareholders to cast their votes.

The Board and Management remain committed to transparent engagement during these meetings, addressing shareholder questions and providing comprehensive explanations on strategic, financial and governance matters.

Enhanced Shareholder Engagement

The Company continues to issue AGM notices in advance of statutory minimum periods to facilitate informed shareholder participation.

We remain committed to maintaining open communication channels with shareholders, analysts, investors, employees and other stakeholders.

15th AGM: Shareholder Participation and Engagement

The Company's 15th AGM was held on 3 December 2025 in a hybrid format, with shareholders and proxies participating either physically at the broadcast venue or virtually via the Vistra Share Registry and IPO (MY) Portal. This format facilitated broader accessibility and enabled shareholders to participate regardless of location.

During the AGM, our MD delivered a comprehensive presentation outlining the Group's financial performance, operational highlights and key developments for the financial year ended 30 June 2025, as well as the outlook for the upcoming financial year.

The entire Board, together with members of the Leadership Team, attended the meeting either physically or virtually, reflecting their continued commitment to shareholder engagement. The Board and Management addressed shareholders' queries relating to the Group's performance, financial results, business operations and CG matters and provided the relevant clarifications.

A total of 277 proxy forms were received, representing approximately 51.91% of the Company's issued share capital. The AGM was attended by 334 persons. The shareholding represented at the AGM was approximately 57.11% of the Company's issued share capital. In addition, 90 shareholders and proxies had registered to participate via the remote participation and voting facilities, 48 hours prior to the commencement of the AGM.

The question-and-answer session was moderated by Deloitte Business Advisory Sdn Bhd (Deloitte), which facilitated orderly engagement between shareholders and the Board.

All resolutions tabled at the AGM were voted on by poll via electronic voting (e-Voting). Tricor Investor & Issuing House Services Sdn Bhd (now known as Vistra Investor & Issuing House Services Sdn Bhd), the Company's Share Registrar, acted as the Poll Administrator to manage the voting process for both physical and virtual participants. Deloitte was appointed as the Independent Scrutineer to verify and validate the poll results, ensuring transparency and integrity in the voting process.

The hybrid meeting format supported effective shareholder participation and reflects the Company's ongoing efforts to promote clear communication and meaningful engagement with its shareholders.

Availability of AGM Minutes for Stakeholder Access

As part of our commitment to transparency and accountability, the minutes of our AGM are made available on our corporate website to provide a valuable resource for shareholders and other interested parties to peruse the presentation delivered and the outcome of resolutions put forth for shareholders' approval at such meetings.

Engagement and Communication with Stakeholders

Furthermore, our Board actively invites stakeholders to engage with us and share any queries or concerns they may have. Shareholders and other stakeholders are encouraged to contact the Chair of the Board, Encik Zainul Rahim bin Mohd Zain (Encik Zainul Rahim) or our Senior INED, Mr Taylor, for any enquiries or issues.

Corporate Governance Overview Statement (continued)

For convenience, the contact details for both individuals are provided. We are committed to maintaining open lines of communication, fostering strong relationships with our stakeholders and ensuring that their voices are effectively heard and addressed.

Contact Information

Encik Zainul Rahim
(Chair of the Board)
Email : zainulrahim@hibiscuspetroleum.com
Tel : +603 2092 1300
Fax : +603 2092 1301

Mr Taylor
(Senior INED)
Email : tmiketaylor@hibiscuspetroleum.com
Tel : +603 2092 1300
Fax : +603 2092 1301

Shareholder Information – 16th AGM

The Company's 16th AGM is scheduled to take place on 3 December 2026. The Notice of the 16th AGM (Notice), containing the agenda and proposed resolutions, can be found on pages 373 to 380 of this Annual Report 2025/2026.

The Notice will be issued to shareholders at least 28 days prior to the meeting. In addition, the Notice together with the Form of Proxy, Administrative Guide, Annual Report 2025/2026 and CG Report will be made available on the Company's website at https://www.hibiscuspetroleum.com. This digital access ensures the immediate availability of essential documents and facilitates efficient communication with shareholders.

In line with the recommendations of the MCCG, the Company provides shareholders with sufficient time to review the proposed resolutions, make the necessary arrangements to attend the AGM, or appoint proxies to participate and vote on their behalf. The Company values the active participation and engagement of shareholders at its general meetings.

Consistent with the Company's commitment to environmental sustainability and the evolving digital landscape, shareholders are encouraged to opt for electronic communications for the receipt of AGM-related documents. Embracing electronic delivery helps reduce paper consumption and supports the MCCG's encouragement of digital engagement.

To complement this initiative, the Company adopts a "print-on-request" approach for the Annual Report 2025/2026 to minimise resource consumption and reduce its environmental footprint. A physical copy of the Annual Report 2025/2026 will therefore only be provided to shareholders upon request.

Following the successful conduct of the Company's first hybrid AGM in 2025, the forthcoming 16th AGM will also be held in a hybrid format. This allows shareholders to participate either in person at the designated meeting venue in Kuala Lumpur or remotely via live streaming and online voting facilities. The hybrid meeting format enhances accessibility and flexibility, enabling shareholders to engage in the meeting regardless of location.

CG Priorities: Strengthening Practices and Processes

At Hibiscus Petroleum, CG remains integral to supporting accountability, effective oversight and the long-term sustainability of the Group.

During the financial year, the Board continued to review and enhance the Group's governance framework to ensure alignment with regulatory requirements, industry practices and the Group's evolving business needs.

Key Areas of Focus

- Strengthening oversight of capital allocation and key business initiatives;
- Enhancing risk management and internal control processes;
- Reviewing and updating governance policies and procedures where appropriate; and
- Supporting effective communication and engagement with stakeholders.

Ongoing Priorities

- Continuous evaluation and refinement of the governance framework;
- Leveraging technology to support reporting and operational effectiveness; and
- Maintaining alignment between business strategy, risk management and sustainability considerations.

The Board remains committed to maintaining appropriate standards of governance and will continue to assess and enhance its practices in support of the long-term interests of the Company and its stakeholders.

This CG Overview Statement was approved by the Board on 1 October 2026.


OPERATING IN A SUSTAINABLE FINANCIAL POSITION



SUSTAINABILITY REPORT



1.0 Introduction/Executive Summary

2.0 Our Approach to Sustainability

3.0 Prioritisation and Validation of Material Business Sustainability Matters

4.0 Our Material Sustainability Matters

5.0 Health, Safety and Security (HSS)
- 5.1 Occupational Health and Safety (OH&S)
- 5.2 Process Safety and Asset Integrity
- 5.3 Emergency Crisis Preparedness and Security Management
- 5.4 Stakeholder Engagement and Capacity Building
- 5.5 Assurance

6.0 Environmental Management
- 6.1 Climate Change Management
- 6.2 Greenhouse Gas (GHG) Emissions Management
- 6.3 Energy Management
- 6.4 Waste Management
- 6.5 Water Management
- 6.6 Biodiversity
- 6.7 Environmental Audit and Certification
- 6.8 Stakeholder Engagement

7.0 Our People
- 7.1 Workforce Diversity and Inclusivity
- 7.2 Performance Management
- 7.3 Talent Development
- 7.4 Employee Management and Engagement
- 7.5 Employment and Training Initiatives

8.0 Our Community
- 8.1 Community Investment and Engagement

9.0 Our Society - Human Rights

10.0 Supply Chain Management - Economic Value Generation and Distribution

11.0 Information Technology (IT), Digitalisation and Cybersecurity

12.0 Our Commitment To Tax Corporate Governance

The Way Forward

Appendix 1- Centralised Sustainability Intelligence (CSI) Performance Table

Appendix 2 - Detailed Environmental Management Performance Indicators by Assets

Glossary for the Sustainability Report

1.0 INTRODUCTION/EXECUTIVE SUMMARY

This Sustainability Report (Report) narrates the continuous efforts of Hibiscus Petroleum Berhad Group (Group) towards enhancing our Environmental, Social and Governance (ESG) practices for the period from 1 July 2025 to 30 June 2026 (FY2026), unless stated otherwise. As an integral component of our FY2026 corporate reporting, this Report highlights our strategies, initiatives, and performance in managing our business efficiently, responsibly and ethically, in line with our vision to be the leading independent energy company in Southeast Asia.

The Group is cognisant of the relevance of sustainability-related matters, both in terms of how they impact our ability to create business value and how our operations may affect the economy, climate, environment and people. We are committed to addressing these effects and understanding evolving stakeholder expectations, to achieve an equitable balance between delivering value to our shareholders, attaining economic success, protecting the environment and fulfilling our ethical obligations towards the communities in locations where the Group is present.

Based on the latest assessment conducted in June 2026, Hibiscus Petroleum Berhad (Hibiscus Petroleum) continues to maintain its constituency on the FTSE4Good Bursa Malaysia (F4GBM) Index. Since its inclusion in December 2020, the Group has been assessed to demonstrate good ESG practices and has in fact, marginally improved on its performance results. Hibiscus Petroleum has also preserved its position on the F4GBM Shariah Index. Following the end of FY2026, on 13 July 2026, Hibiscus Petroleum has been selected for inclusion in the Bursa Malaysia Quality 50 Index and the Bursa Malaysia Quality 50 Shariah Index.

We regularly provide timely updates on our operations, aligning our business practices with the United Nations' (UN) Sustainable Development Goals (SDGs) and addressing the expectations of our stakeholders. Where possible, we strive to provide both quantitative and qualitative data to support our responses on sustainability matters.

This Report should be read together with the other reports included in this Annual Report 2025/2026, which cover aspects of sustainability, namely our Management Discussion and Analysis, Corporate Governance (CG) Overview Statement, CG Report and the Statement on Risk Management and Internal Control (SORMIC).



Sustainability Report (continued)

Scope and Basis of Scope

The Group is committed to being transparent about its reporting boundaries which focus on areas where we have operational control and active operations. For all the itemised areas below, corruption-related risk assessments have been conducted with 100% coverage over the last three (3) financial years i.e. financial year ended 30 June 2024 (FY2024), financial year ended 30 June 2025 (FY2025) and financial year ended 30 June 2026 (FY2026):

- 2011 North Sabah Enhanced Oil Recovery (North Sabah) Production Sharing Contract (PSC), located in Malaysia, which includes our Labuan Crude Oil Terminal (LCOT);
- PM3 Commercial Arrangement Area (CAA) PSC in Malaysia;
- Block 46 Cai Nuoc (Block 46) PSC located in Vietnamese waters;
- 2012 Kinabalu Oil (Kinabalu Oil) PSC in Malaysia;
- The Anasuria Cluster in the North Sea, the United Kingdom (UK) (Anasuria Cluster), which includes the Teal West Projects located in the UK Continental Shelf (UKCS) and the operation of the Anasuria Floating Production, Storage and Offloading (FPSO) facility;
- The Greater Marigold Area Development overseen by Anasuria Hibiscus UK Limited (Anasuria Hibiscus);
- Block B Maharajalela Jamalulalam (MLJ) field in Brunei Darussalam (Brunei); and
- Corporate Headquarters in Kuala Lumpur (KL), Malaysia.

For the Block B MLJ field, the performance data assessment is reported only post-acquisition by the Group on 14 October 2024.

For clarity, Block 46 PSC is accounted for under the PM3 CAA PSC as the Block 46 production wells are tied-back to the PM3 CAA's facilities. In addition, there is no reportable data for PM314 and PM305 PSCs as PM314 is no longer operating, while the abandonment obligations for PM305 PSC have been completed.

The Group also has operations in the UKCS vide Anasuria Operating Company Limited (AOCL). AOCL is equally owned by the Anasuria concessionaires i.e. Anasuria Hibiscus and Ping Petroleum UK PLC (Ping Petroleum).

Framework and Standards

This Report has been prepared in accordance with Bursa Malaysia Securities Berhad (Bursa Securities)' Main Market Listing Requirements (MMLR) and with reference to its Sustainability Reporting Guide and Toolkit (3rd Edition).

In addition, this Report adopted applicable guidance from, or is aligned with, the following:

- ESG themes and indicators utilised by the FTSE4Good Index;
- UN SDGs;
- Our Environmental Management System (EMS) which is certified based on ISO 14001:2015;
- Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard; and
- Global Warming Potential (GWP) factors, premised on the Intergovernmental Panel on Climate Change's 4th Assessment Report.

Our GHG accounting reports Scopes 1, 2 and 3 emissions within our operational control and are guided by each local regulatory requirement and reporting methodology in the respective countries in which we operate. In addition, an independent third-party annual audit report was conducted on Anasuria Cluster's GHG emissions data as part of a mandatory requirement for the UK Emissions Trading Scheme (ETS) reporting process.

Statement of Assurance from Internal Audit:

To strengthen the credibility of the Report, selected aspects of this Report have been subjected to an internal review by the Group's Internal Audit function and endorsed by the Audit and Risk Management Committee (ARMC).

Subject Matter:

The subject matters covered by the internal review include the indicators prescribed by Bursa Securities.

SUSTAINABILITY MATTERS										
Anti-corruption	**Community/ Society**	**Diversity**	**Energy Management**	**Health and Safety**	**Labour Practices and Standards**	**Supply Chain Management**	**Data Privacy and Security**	**Water**	**Waste Management**	**Emissions Management**
SUSTAINABILITY INDICATORS										
Percentage of employees who have received training on anti-corruption by employee category. Percentage of operations assessed for corruption-related risks. Confirmed incidents of corruption and action taken.	Total amount invested in the community where the target beneficiaries are external to the listed issuer. Total number of beneficiaries of the investment in communities.	Percentage of employees by gender and age group, for each employee category. Percentage of directors by gender and age group.	Total energy consumption.	Number of work-related fatalities. Lost time incident rate. Number of employees trained on health and safety standards.	Total hours of training by employee category. Percentage of employees that are contractors or temporary staff. Total number of employee turnover by employee category. Number of substantiated complaints concerning human rights violations.	Proportion of spending on local suppliers.	*Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.	Total volume of water used.	Total waste generated.	Scope 1 emissions (CO_2e tonnes). Scope 2 emissions (CO_2e tonnes). Scope 3 emissions (CO_2e tonnes) - business travel and upstream transportation and distribution.

Note:

**As Hibiscus Petroleum operates in the upstream segment of the energy industry, the prescribed indicator was deemed not to be relevant.*

Scope:

The boundary of the internal review was aligned with the Group's reporting boundaries, which cover areas where the Group has operational control and were actively operating as of 30 June 2026.

Within this scope, the audit provided limited assurance that the sustainability data presented in the Report were consistent with internal records as the information source and were not materially misstated. In addition, opportunities for continuous improvement have been identified and communicated to Management for implementation.

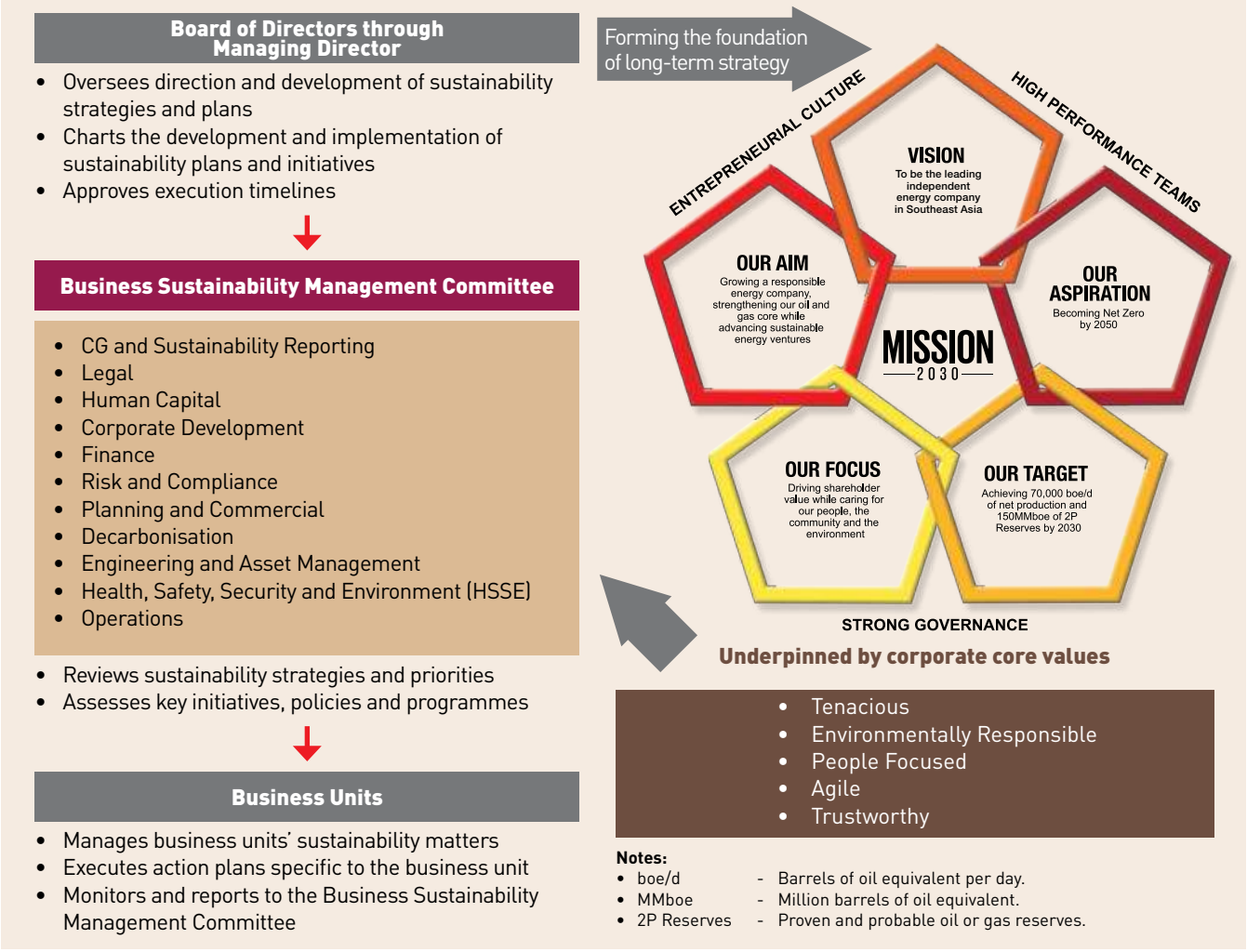
CSI Platform Performance Table:

Bursa Securities' CSI Platform Performance table, highlighting the Group's material business sustainability matters, can be found at Appendix 1 of this Report.

Sustainability Report (continued)

2.0 OUR APPROACH TO SUSTAINABILITY

Sustainability Governance



Hibiscus Petroleum's Sustainability Governance Structure.

The Group's sustainability oversight and reporting are implemented through a formal governance framework, anchored by Hibiscus Petroleum's core values. Strategic direction on managing sustainability is provided by the Board of Directors (Board) through the Managing Director (MD). Our Business Sustainability Management Committee (BSMC), comprising senior representatives from key business units and departments, meets monthly, ensuring structured management and reporting of sustainability-related matters.

Our actions are guided by the Group's Vision and Mission and further supported by the *Sustainability Policy*[1] and *Environment Policy*[2]. Through these, we reiterate our commitment to integrate ESG considerations, inclusive of tax governance, into our business operations and outline our position on sustainability matters.

Notes:

1 https://ir2.chartnexus.com/hibiscuspetroleum/docs/sustainability/Sustainability-Policy.pdf.

2 https://ir2.chartnexus.com/hibiscuspetroleum/docs/sustainability/Environment-Policy.pdf.

Materiality Review

In FY2026, an annual materiality review was conducted to identify and assess the most significant sustainability topics that influence our business strategy, targets and reporting. Our material sustainability matters are those over which the Group has operational influence, are of importance to stakeholders and have material implications to our risk profile. These include potential liabilities, maintaining our licence to operate, reputation and access to capital.



Materiality Review Process.

Identification of Business Sustainability Matters

To determine relevant business sustainability issues, the Group reviewed the following during FY2026:

- Current business strategy;
- Risk registers from the risk management framework; and
- Sustainability themes reported by industry peers in oil and gas exploration and production.

Stakeholder engagement is integral to this process and the input received from continuous engagement with them is duly considered during our materiality review process.

Our Key Stakeholders	
• Shareholders and Investment Community • Board and Management • Employees • Joint Venture Partners	• Governments and Regulators • Suppliers • Communities • Contractors

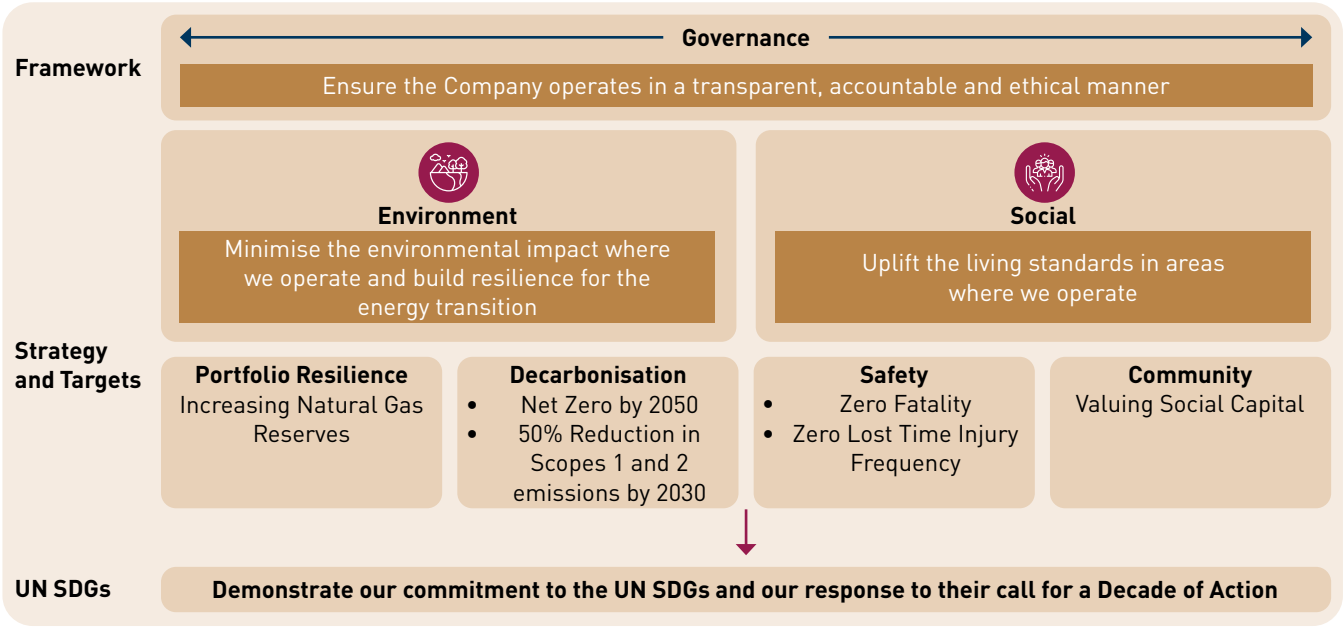
3.0 PRIORITISATION AND VALIDATION OF MATERIAL BUSINESS SUSTAINABILITY MATTERS

After initial identification of material sustainability issues, internal reviews were performed with Senior Management and the Board to shortlist and finalise key material themes including initiatives currently being implemented (and those planned for action), as well as relevant qualitative and quantitative indicators to measure our performance.

Criteria used for our impact assessment included how the issues could affect our stakeholders and our Group's business, through the lenses of legislation, reputational damage, employee turnover, licence to operate and stakeholder relationships. These were then considered in terms of how they could affect our business strategy, financial or operational performance. Whilst these considerations are critical to the conduct of a sustainable business, particular emphasis was placed on safety principles and business ethics.

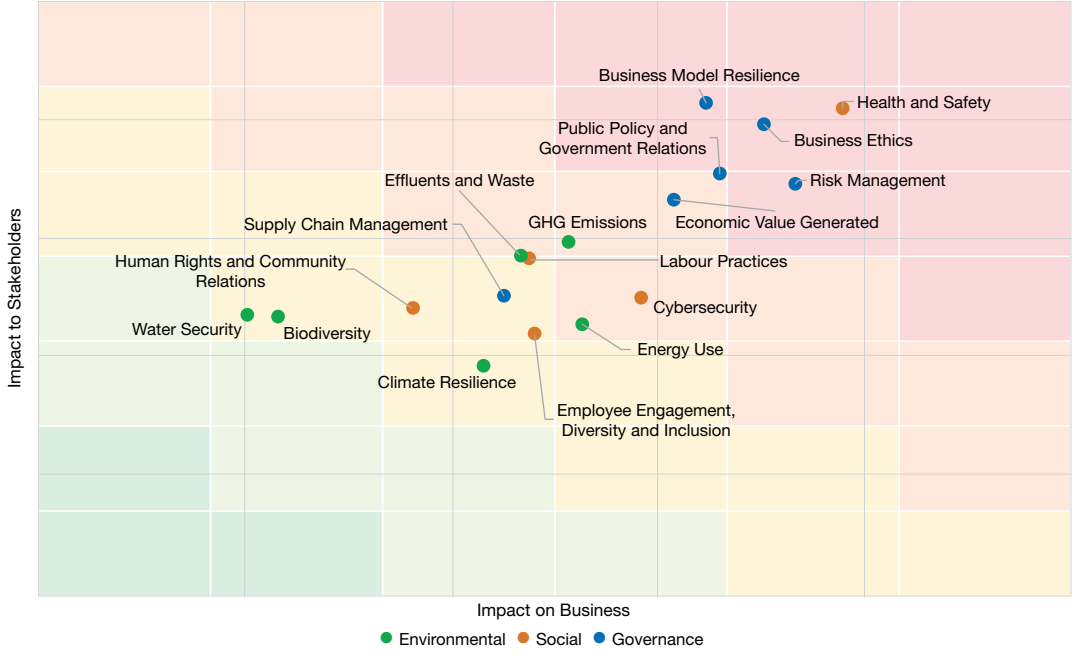
Sustainability Report (continued)

The Group prioritises ESG factors in its strategic decision-making and takes a holistic approach to sustainability in support of the identified material indicators within each ESG pillar.



Towards this objective, we apply a structured materiality assessment process to target the most impactful business sustainability matters material to the Group, which incorporates input from stakeholder engagement, relevant internal and external sources, and supported by an ESG-focused framework to leverage data analysis in our practised methodology of developing a clear prioritisation matrix. The final assessment undergoes a thorough evaluation, including assessment by Senior Management and an internal assurance process, to ensure accuracy and effectiveness.

Pursuant to the above, the following materiality matrix depicts that the most material ESG topics to internal and external stakeholders are Health and Safety, Business Model Resilience, Business Ethics, Public Policy and Government Relations and Risk Management. The topics of Water Security and Human Rights and Community Relations, although considered material, were not deemed to be of similar priority.



Materiality Matrix.

In this regard, stakeholders noted that the Group has demonstrated strong transparency in disclosing data, performance, and Management strategies. Enhanced improvements highlighted are with respect to execution and implementation of such strategies.

The Group's priorities and efforts are consistent with the materiality matrix results. Continuing advancements are being made to ensure stakeholders' priorities are addressed, amongst others, alongside strategies for business growth and upcoming regulatory compliance to the International Financial Reporting Standards (IFRS) S1 and S2 requirements (on a phased implementation timeline) commencing in the Group's financial year ended 30 June 2027 (FY2027) reporting period. This approach will strengthen our corporate resilience, safeguard capital preservation, maintain open access to capital markets and protect our market reputation.

Following due consideration, our material business sustainability matters of high importance were subsequently approved by the Board.

4.0 OUR MATERIAL SUSTAINABILITY MATTERS

FY2026 at a Glance Executive Summary

The Group continues to post consistently strong performance on the Business Ethics front, whereby its record has been upheld with no known incidents of bribery or corruption recorded. We have also maintained full compliance with labour regulations in the countries we operate in, with no labour standards or human rights violations recorded. In addition, there were no political contributions or donations made as part of our commitment to upholding our corporate governance principles.

Furthermore, the Group's Health and Safety efforts have maintained its zero-fatality record in FY2026, although there was a Lost Time Injury Rate (LTIR) of 0.80 recorded for the Anasuria Cluster detailed later in this Report. An investigation was conducted and the corrective action was tracked following the incident. Our Malaysian assets maintained the Occupational Health and Safety Management System (OHSMS) and EMS, in accordance with ISO 45001:2018 and ISO 14001:2015 standards and requirements, together with its Brunei assets.

The Group's aspirational target of becoming a Net Zero Emissions Producer by 2050 remains on track, with an interim target to reduce our Scopes 1 and 2 emissions by 50% by 2030, against the FY2020 baseline. Several steps to achieve these targets have been initiated and are in progress including the low pressure (LP) compressor re-aero project in Kinabalu Complex to allow more production gas to be sent to the Samarang platform and reduce flaring, and the proposed Hydrocarbon Contaminant Management (HCM) project. These initiatives are in addition to the completed Advanced Membrane project at PM3 CAA which had resulted in material methane emissions reduction, and the installed hybrid solar photovoltaic (PV) and wind turbine systems as an alternative power supply source for offshore platforms in North Sabah, PM3 CAA and Kinabalu Oil.

Furthermore, the Group is in the midst of developing a 12 Megawatt (MW) peak solar farm in Brunei to offset electricity demand and reduce emissions from the installation of the new LP Compressor (LPC) whilst exploring different fuel sources for power generation as potential replacement for existing systems.

In terms of Effluents and Waste, the Group has managed hazardous waste in accordance with the Environmental Quality (Scheduled Wastes) Regulations, 2005 and the Group's Waste Management Procedure. Improvement efforts include the development by AOCL of bespoke environmental training modules on waste management and atmospheric emissions, which were rolled out to all offshore personnel. Furthermore, in the UK, a new RegalTag recycling scheme was introduced offshore in Q1 2026 to improve waste segregation and recycling, supported by personnel briefings to encourage environmental awareness and waste minimisation.

For Water Security, the Group collaborated with authorities to investigate new ways to utilise the produced water from our oil and gas production. Meanwhile, for Biodiversity, a Mangrove Preservation Outreach Campaign was carried out as part of conservation education and restoration activities across Kota Kinabalu, Tuaran and Papar, on top of conservation and scientific efforts at Pulau Selirong as part of the collaboration and sponsorship programme on the Blue Carbon and Biodiversity Project with the Institute for Biodiversity and Environmental Research (IBER), Universiti Brunei Darussalam (UBD) (IBER-UBD).

In respect of Human Capital Initiatives, we have surpassed the 30% female representation on the Board with female directors constituting 43% embodiment therein, and approximately similar female constitution of 35.7% in the Leadership Team, showing that our diversity and inclusion efforts have been successful (although merit considerations are the overriding consideration in such appointments).

On the Community Investment and Engagement front, we adhered to our Corporate Social Responsibility (CSR) selection criteria in evaluating and approving all CSR initiatives with efforts in FY2026 benefiting 16,715 beneficiaries in the areas of education, capacity building, community improvements, environment and health.

As an additional safeguard to protecting the confidentiality of our operational documents, the Group implemented continuous enhancements of cybersecurity systems, guided by our *Infotech Security Policy*.

Sustainability Report (continued)

Tabulation of Material Business Sustainability Matters

The detailed list of material business sustainability matters, together with our progress in addressing the risks and opportunities related to each of these matters and their links to UN SDGs are summarised below:

Material Matters	Highlights for FY2026	Related UN SDGs	Detailed Discussion Location
Business Ethics	• Updated the *Anti-Corruption and Anti-Bribery (ACAB) Policy, Code of Conduct and Ethics (Code), Whistle Blower Policy* and *Anti-Modern Slavery Policy*[3] in May 2025 to align with the latest Bursa Securities' MMLR and the best practices outlined in the Malaysian Code on Corporate Governance 2021 and as part of our periodic review process; • An annual refresher ACAB training was conducted on 15 May 2026; • 99.72% of employees completed the *ACAB Policy* quiz as at 10 September 2026; and • There were no known incidents of bribery nor corruption in FY2026.		CG Overview Statement (pages 88 to 102) and SORMIC (pages 248 to 254) sections and CG Report on our corporate website.
Health and Safety	OH&S • Continued strict enforcement of our *HSSE Policy* and the *Drug and Alcohol Policy* introduced in January 2020; • Maintained zero work-related fatality record in FY2026; • Standardised practices through the seamless rollout of integrated HSSE-Management System (HSSE-MS) interface documents across the organisation and contractor workforce; • Embedded Human Performance Improvement (HPI) principles into leadership development and frontline operations, including the contractor workforce, supported by targeted leadership engagements; • Workplace Safety and Health Management System (WSHMS) audits validated health and safety-related regulatory compliance; • Conducted Anasuria FY2026 Health, Safety and Environment (HSE) Campaigns across the workforce: Stress Awareness, Mental Health, Atmospheric Emissions Awareness and Prevention of Personal Injury; and • Anasuria: Risk assessments were carried out specifically on health and safety aspects prior to commencement of new and ongoing operations or projects. Process Safety and Asset Integrity • Adopted the Process Safety Framework to manage asset integrity across our value chain and continued efforts to strengthen our process safety culture; • Malaysian assets maintained OHSMS and EMS, in accordance with ISO 45001:2018 and ISO 14001:2015 standards and requirements; • Launched a Loss of Primary Containment (LOPC) Management Framework which targeted specific LOPC pain points for Malaysian assets; • Development of the Chemical Reactivity Compatibility Matrix (CRCM) to support safe chemical handling across Sabah operations; • Hibiscus Brunei: Successfully underwent a regulatory inspection at the Onshore Processing Plant (OPP) Lumut by Safety, Health and Environment National Authority (SHENA) Brunei to verify compliance with the Workplace Safety and Health Act, Chapter 277; and • Anasuria: Operational Excellence stand-down days were delivered across both offshore and onshore teams to create the conditions necessary for Operational Discipline to be consistently embedded.	 	OH&S (pages 126 to 129) and Process Safety and Asset Integrity (pages 129 to 136) sections.

[3] https://www.hibiscuspetroleum.com/corporate-governance/.

Material Matters	Highlights for FY2026	Related UN SDGs	Detailed Discussion Location
Health and Safety (continued)	Emergency Crisis Preparedness • Continued implementation of robust emergency preparedness and response systems across the Group; • Maintained action plans capable of responding to any arising emergency, as contained in the Group's Crisis Management Plan; • Performed annual emergency response and preparedness exercises, including training and drills to ensure employee competence; • Implemented interim shoreline protection measures for LCOT in collaboration with key stakeholders while exploring alternative long-term solutions; • Continued enhancement of maritime security and emergency preparedness by standardising port procedures and aligning with Port Authority mandates to achieve full International Ship and Port Security (ISPS) Code compliance; • AOCL maintained membership of the Oil Spill Response Limited (OSRL) UK Mutual Aid Framework Agreement (MAFA), which aims to facilitate mutual aid of personnel between UK Operators in the event of a sustained incident response; and • Contracts were placed for Medical Emergency Response support coverage covering international medical assistance, healthcare, occupational health regulatory compliance consultation and medical evacuation support services.		Emergency Crisis Preparedness and Security Management (pages 137 to 148) section.
Climate Change and GHG Emissions	• Remain committed to our aspirational target of becoming a Net Zero Emissions Producer by 2050 as outlined in the Group's *Climate Change Framework (CCF)*[4], with an interim target to reduce 50% of our Scopes 1 and 2 emissions by 2030, against FY2020 baseline; • Subsurface studies for our HCM project were completed in 2025 and facilities conceptual studies concluded in Q1 2026. Front-End Engineering Design (FEED) studies planned to commence in Q4 2026; • The LP compressor re-aero project in Kinabalu Complex to allow more production gas to be sent to the Samarang platform and reduce flaring was completed in October 2025, with upgrade of the high pressure (HP) compressor commenced in Q3 2026 with completion targeted in Q4 2026; • The EMS for Sabah, the UK and Brunei operations are ISO 14001:2015 certified; • GHG audits for the 2024 data of the Malaysia and PM3 CAA assets were completed in Q1 2026; • Completed Zero Routine Flaring (ZRF) and Zero Routine Venting (ZRV) studies for Malaysia and PM3 CAA assets to identify flaring and venting sources and opportunities to achieve ZRF and ZRV; • In Calendar Year (CY) 2026, Anasuria undertook its third aerial methane survey at the FPSO in order to understand real-time methane emissions associated with FPSO operations and to support the development of the Anasuria Methane Action Plan which forms part of the Anasuria Emission Reduction Action Plan (ERAP). Another survey is planned in Q2/Q3 2027; and • A new flare tip was installed at OPP Lumut to enhance flaring efficiency and reduce emissions.		Climate Change Management (pages 157 to 160) and GHG Emissions Management (pages 160 to 166) sections.

[4] https://ir2.chartnexus.com/hibiscuspetroleum/docs/sustainability/Climate-Change-Framework.pdf.

Sustainability Report (continued)

Material Matters	Highlights for FY2026	Related UN SDGs	Detailed Discussion Location
Energy Use	• Implemented a fuel switching initiative from diesel gensets to a hybrid of solar PV panels and/or small wind turbines in unmanned platforms at North Sabah, PM3 CAA and Kinabalu Oil PSCs; • For Malaysia and PM3 CAA assets, installed and activated Vessel Fuel Monitoring System (VFMS) on long-term contract vessels to optimise fuel consumption, improve movement monitoring and reduce emissions; • Continued collaboration with Petroliam Nasional Berhad (PETRONAS) on an Energy Landscape Assessment to identify energy efficiency improvements and emission reduction opportunities for the St Joseph facility, following the completion of the assessment for PM3 CAA; • Commenced replacement of conventional streetlights at LCOT with solar-powered units; • Developing a 12 MW peak solar farm in Brunei to offset electricity demand and reduce emissions from the installation of the new LPC; and • Exploring different fuel sources for power generation as a potential replacement for existing systems.		Energy Management (pages 166 to 168) section.
Effluents and Waste	• Managed hazardous waste in accordance with the Environmental Quality (Scheduled Wastes) Regulations, 2005 and the Group's Waste Management Procedure; • Conducted monitoring of seawater for Malaysia, PM3 CAA and Brunei offshore assets, and monitoring of groundwater quality at our OPP Lumut; • Conducted initiatives to promote circularity including a Reuse and Recycling Campaign at LCOT; • Continued to conduct awareness trainings on waste management and oil spill response equipment (OSRE) in Anasuria, Kinabalu Oil and Brunei; • Participated in environmental clean-up activities at the beach area, north-side of OPP Lumut; • Implemented the My Spoon My Cup and Hydrate Without Waste initiatives at OPP Lumut and Tok Bali Supply Base (TBSB) respectively, to encourage employees to use reusable items and reduce reliance on single-use plastics; • AOCL developed bespoke environmental training modules on waste management and atmospheric emissions, which were rolled out to all offshore personnel. The training programme was completed in June 2026, with certificates issued to all participants; and • In the UK, a new RegalTag recycling scheme was introduced offshore in Q1 2026 to improve waste segregation and recycling, supported by personnel briefings to encourage environmental awareness and waste minimisation.		Waste Management section (pages 168 to 173) and Water Management (pages 173 to 176) sections.
Water Security	• Collaborated with authorities to investigate new ways to utilise produced water from our oil and gas production; • In the UK, there were no instances in FY2026 where produced water samples exceeded the regulatory spot sample limit of 100 mg/l, and therefore no Oil Pollution Prevention and Control (OPPC) Non-Compliance Notifications (NCNs) were submitted to the UK Regulator for this parameter. There have been no OPPC NCNs for exceedance of the produced water flash drum average Oil in Water (OIW) limit of 30 mg/l; • In CY2025, AOCL implemented an OIW Programme to strengthen offshore competency in OIW analysis. The programme includes structured training and assessments, with qualified Train the Trainer participants authorised to conduct onboard training and competency evaluations; and • In CY2026, AOCL plans to work closely with its new chemical supplier to progress its chemical substitution programme, identifying opportunities to replace products with substitution warnings with suitable alternatives where practicable.		Water Management (pages 173 to 176) section.

Material Matters	Highlights for FY2026	Related UN SDGs	Detailed Discussion Location
Biodiversity	• Performed marine environment monitoring on an annual basis (Sabah assets) or five-yearly basis (Peninsular and Brunei assets); • Repurposed the substructure of the decommissioned South Angsi-A (SAA) platform as an artificial reef to support marine life; • Conducted a three-part Mangrove Preservation Outreach Campaign from July to December 2025, engaging students, local communities and volunteers in conservation education and mangrove restoration activities across Kota Kinabalu, Tuaran and Papar; • Completed a seagrass planting study in collaboration with Universiti Malaysia Sabah (UMS) which confirmed the potential for seagrass transplantation at the intertidal coast area of LCOT; • Partnered with IBER-UBD to deliver biodiversity awareness and field-based training for employees in Brunei, while exploring future collaboration on biodiversity research and environmental monitoring; and • Ongoing collaboration and sponsorship with IBER-UBD on the Blue Carbon and Biodiversity Project, focusing on conservation and scientific efforts at Pulau Selirong.		Biodiversity (pages 176 to 181) section.
Supply Chain Management - Economic Value Generation	• Awarded contracts to indigenous contractors within the state where viable, generating job opportunities within local communities in Sabah, Sarawak and Terengganu; and • Distributed value in the form of: o payment of taxes and royalties totalling approximately RM326.8 million in FY2026 to host governments; o compensation to local service providers and suppliers for their expertise and resources amounting to approximately RM1,520.0 million; and o remuneration to our employees, totalling approximately RM211.6 million.		Supply Chain Management - Economic Value Generation and Distribution (page 204) section.
Human Capital Initiatives	<u>Workforce Diversity and Inclusivity</u> • Established our *Diversity Policy* to ensure inclusiveness and the Group *Recruitment Policy* to promote merit-based recruitment; • Achieved 43% women representation on the Board, surpassing the 30% target set; and • Achieved 35.7% female representation in the Leadership Team. <u>Performance Management</u> • Applied merit-based performance appraisal and incentives framework. <u>Employee Management and Engagement</u> • Adhered to our Employee Handbook and our *Code* in the management of employees; and • Continued regular employee engagement initiatives through townhall sessions, weekly and monthly meetings, management visits and festive celebrations. <u>Talent Development</u> • Continued our talent development programmes in FY2026 which comprise, amongst others, on-the-job training, mentoring and participation in relevant workshops, conferences and seminars; and • A total of 50,289 training hours were delivered across the Group. <u>Employment and Training Initiatives</u> • Provided on-the-job guidance and exposure to a total of 38 interns from local and foreign universities.		Workforce Diversity and Inclusivity (pages 187 to 188), Performance Management (page 188), Employee Management and Engagement (pages 190 to 191), Talent Development (pages 188 to 190), Employment and Training Initiatives (pages 191 to 192) sections.

Sustainability Report (continued)

Material Matters	Highlights for FY2026	Related UN SDGs	Detailed Discussion Location
Community Investment and Engagement	• Adhered to our CSR selection criteria in evaluating and approving all CSR initiatives; • Invested a total of RM1,267,294 in FY2026 for CSR initiatives reaching 16,715 beneficiaries; and • Sponsored CSR initiatives in the areas of education, capacity building, community improvements, environment and health, including: o Supported the 'Space Insight' learning module, an initiative developed by Planetarium Negara to make space science and astronomy more accessible to visually impaired learners in partnership with the Malaysian Ministry of Science, Technology and Innovation (MOSTI); o Introduced GNIUS: Artificial Intelligence (AI)-powered digital learning to adopted schools in Kelantan, improving access to quality education by modernising classroom access and narrowing the regional digital divide; o Signed a Memorandum of Understanding (MoU) with UBD and Universiti Teknologi Brunei (UTB) focused on educational development programmes; o Continued the Sabah Human Papillomavirus (HPV) Screening Programme, which has cumulatively screened over 7,000 women from underserved communities; o Established the Hibiscus Learn, Empower, Accelerate, Progress (LEAP) entrepreneurship and enterprise development programme to help scale long-term business sustainability; o Completed the Mangrove Preservation Outreach Campaign in collaboration with the Sabah Wetlands Conservation Society (SWCS); and o Participated in Brunei's Big Blue Hope programme: Reef Ball Fabrication and Coral Planting to support marine ecosystem conservation.		Community Investment and Engagement (pages 193 to 203) section.
Human Rights	• Adhered to our *Anti-Modern Slavery Policy* (updated in May 2025) whilst supporting freedom of association and collective bargaining; and • Maintained full compliance with labour regulations in the countries we operate in. No labour standards or human rights violations were recorded during FY2026.		Our Society – Human Rights (pages 203 to 204) section.
Public Policy and Government Relations	• Continued active participation in committees and workshops organised by government agencies and regulatory bodies aimed at advancing safety, security and environmental matters; • Continued fostering of relationships with the tax authorities to ensure due compliance with applicable tax laws and minimise the occurrence of disputes without compromising the Group's interests; and • There were no political contributions or donations made in FY2026.		Emergency Crisis Preparedness and Security Management (pages 137 to 148), Environmental Management (pages 156 to 186) and Tax Corporate Governance (page 206) sections.
Cybersecurity	• Implemented continuous enhancements of cybersecurity systems, guided by our *Infotech Security Policy*.		Information Technology (IT), Digitalisation and Cybersecurity (pages 204 to 206) section.

5.0 HEALTH, SAFETY AND SECURITY (HSS)

Leadership Commitment

At Hibiscus Petroleum, our unwavering commitment to HSS begins with safeguarding the workforce, contractors and surrounding communities, which is fundamental to sustainable and responsible operations. We uphold a Group-wide *"I Care for Your Safety"* culture, empowering individuals at all levels to take ownership of safety and fostering collective accountability. Leadership plays a critical role in setting expectations, modelling safe behaviours and ensuring that robust systems and controls are in place.

Our HSE Framework is designed to ensure that every individual working with us is protected, empowered and supported in maintaining a safe and healthy work environment. We are committed to upholding the highest standards of occupational health and hygiene and we actively promote a safety-first culture across all levels of the organisation. This includes strict adherence to national and international regulations, as well as full compliance to the International Association of Oil & Gas Producers' (IOGP) *Life Saving Rules*, which guide our daily operations and decision-making.

FY2026 Performance Highlights

In FY2026, HSS performance continued to reflect the organisation's commitment to safety and operational integrity, collectively driving safety leadership, enhancing frontline engagement and strengthening preventive measures. We fortify our HSS practices through proactive risk assessments, comprehensive training programmes and transparent incident reporting. Every incident, near-miss, or anomaly is thoroughly investigated, with corrective and preventive actions implemented and shared across the organisation. We conduct regular site visits, Permit to Work (PTW) audits and inspections to ensure compliance and foster continuous improvement. Our teams are trained and empowered to stop any activity that poses a risk to health or safety, reinforcing our commitment to a zero-harm workplace.

In particular, Hibiscus Malaysia's operations across Malaysia, Vietnam and the Malaysia-Vietnam CAA maintained strong HSSE performance with Zero Non-Compliance, Zero Summons or Compounds, Zero Major Spill and Fire, and Zero Total Recordable Occupational Illnesses, reflecting disciplined execution and full regulatory adherence. We also strengthened safety culture through the organisation-wide embedding of HPI principles into leadership development and frontline operations, including contractor workforce, supported by targeted leadership engagements.

Hibiscus Malaysia has successfully delivered five (5) process safety masterclass sessions involving senior management to elevate process safety awareness, technical competency and leadership accountability. Our occupational health programmes reinforce and complement the *'Resilience at Workplace, Safer Operations'* initiative, positioning psychological well-being as a key driver of safe, reliable and high-performing operations.

Enhanced contractor governance and HSSE assurance were achieved through joint audits with various line functions including Operations, Technical Services and Contracts and Procurement teams, which ensures compliance with HSSE requirements by strengthening cross-functional oversight and aligning procurement practices. We continued to strengthen HSSE culture by sustaining targeted campaigns, reinforcing adherence to *Life Saving Rules*, and promoting continuous improvement through structured, organisation-wide *'Learning From Incidents'* sharing.

Hibiscus Malaysia was also awarded the prestigious Prime Minister's Hibiscus Award (PMHA) on 27 January 2026 for exceptional environmental performance at LCOT, further reinforcing the organisation's leadership and commitment to environmental stewardship. Industry collaboration was further strengthened through co-hosting the PETRONAS Malaysia Petroleum Management (MPM) Zero Incident Zero Accident Campaign 2025 (East Coast Region) and partnering with MPM on the HSE Mentor-Mentee programme, reinforcing industry-wide safety culture and capability development.

On board the Anasuria FPSO, we work alongside third-party contractors who deliver proprietary products and specialist technical skills and services. To maintain a safe working environment within the supply chain, we attempt to ensure that our third-party contractors subscribe to our systems and processes. Our contractor management and selection process requires an assessment of their organisational safety performance. We have robust systems in place to ensure we only work with those who are non-compromising in their attitude towards safety performance.

Sustainability Report (continued)

Indicators[1]	FY2024	FY2025	FY2026
	Number of work-related fatalities		
Sabah operations	0	0	0
Peninsular operations	0	0	0
Brunei operations[2]	Not applicable	0	0
Anasuria Cluster	0	0	0
	LTIR[3]		
Sabah operations	0.05	0.00	0.00
Peninsular operations	0.00	0.06	0.00
Brunei operations[2]	Not applicable	0.00	0.00
Anasuria Cluster	0.00	0.00	0.80
	Number of staff trained in health and safety basic standards		
Sabah operations	224	206	582[10]
Peninsular operations	482	246	
Brunei operations[2]	Not applicable	14[4]	48
Anasuria Cluster[5]	15	29	51
	Total manhours		
Sabah operations	4,302,653	2,870,146	1,851,806
Peninsular operations	5,152,387	3,515,681	3,982,396
Brunei operations[2]	Not applicable	1,228,776	1,915,781
Anasuria Cluster	245,040	252,480	249,396
	Total Recordable Injury Rate (TRIR)[6]		
Sabah operations	0.05	0.00	0.22
Peninsular operations	0.16	0.06	0.00
Brunei operations[2]	Not applicable	0.16	0.10
Anasuria Cluster	0.00	2.38	1.60
	Incident free days (including lost time injuries (LTI), major spills, medical treatment case (MTC), major loss of process containment)		
Sabah operations[7]	336	131	272
Peninsular operations[8]	36	129	365
Brunei operations[2, 9]	Not applicable	61	290
Anasuria Cluster	366	362	362

Notes:

1 FY2024, FY2025 and FY2026 data shown in the table above are as of 30 June 2024, 30 June 2025 and 30 June 2026 respectively.

2 Data shown for FY2025 is from 14 October 2024 until 30 June 2025 (post-acquisition into the Hibiscus Group). Data shown for FY2026 is from 1 July 2025 until 30 June 2026.

3 LTIR is calculated based on the number of LTI (injuries/illness) (Fatality + Permanent Partial Disability (PPD) + Permanent Total Disability (PTD) + Lost Workdays Case (LWC)) per 200,000 hours worked by both employees and contractors.

4 Includes only Hibiscus Brunei employees. The figure for FY2025 has been restated to align with Hibiscus Brunei's Human Capital headcount, which excludes Technical Assistance Services data.

5 Includes only AOCL workforce.

6 TRIR is calculated based on the number of Recordable Case (injuries/illness) (Fatality + PPD + PTD + LWC + Restricted Work Case (RWC) + MTC) per 200,000 hours worked by both employees and contractors.

7 Incident free days for FY2026 are measured from the MTC on 1 October 2025. The incident occurred at South Furious when a contractor's blade slipped, resulting in finger injuries. A safety stand-down was conducted, the incident was investigated, and the lessons learned were shared to prevent recurrences.

8 No incidents (LTI, Major LOPC, MTC) for FY2026 in Peninsular operations.

9 Incident free days for FY2026 are from the last MTC on 13 September 2025. The incident was related to multiple personnel experiencing symptoms of food poisoning and only one affected personnel received medical treatment (IV drip) at the hospital. An investigation was carried out and lessons learned were communicated to reduce the probability of any future recurrences.

10 Post-integration in May 2025, Hibiscus Malaysia employees are supporting both Sabah and Peninsular operations.

In Anasuria, two recordable cases were reported during the period:

Date	Classification	Circumstances	Learnings
8 August 2025	LTI	Individual slipped on marine stairs and fell backwards onto his back.	Learnings from this event included engineering review of the stairs involved, focused trailing hand technique rollout, procedural updates and signage improvement on marine stairs.
16 November 2025	RWC	Individual suffered knee swelling following an impact injury when crossing over a cargo oil tank steel beam.	Personal Protective Equipment use was reviewed and lessons were shared with the crew, with focus on those involved with work within the cargo oil tanks, including importance of immediate incident reporting.

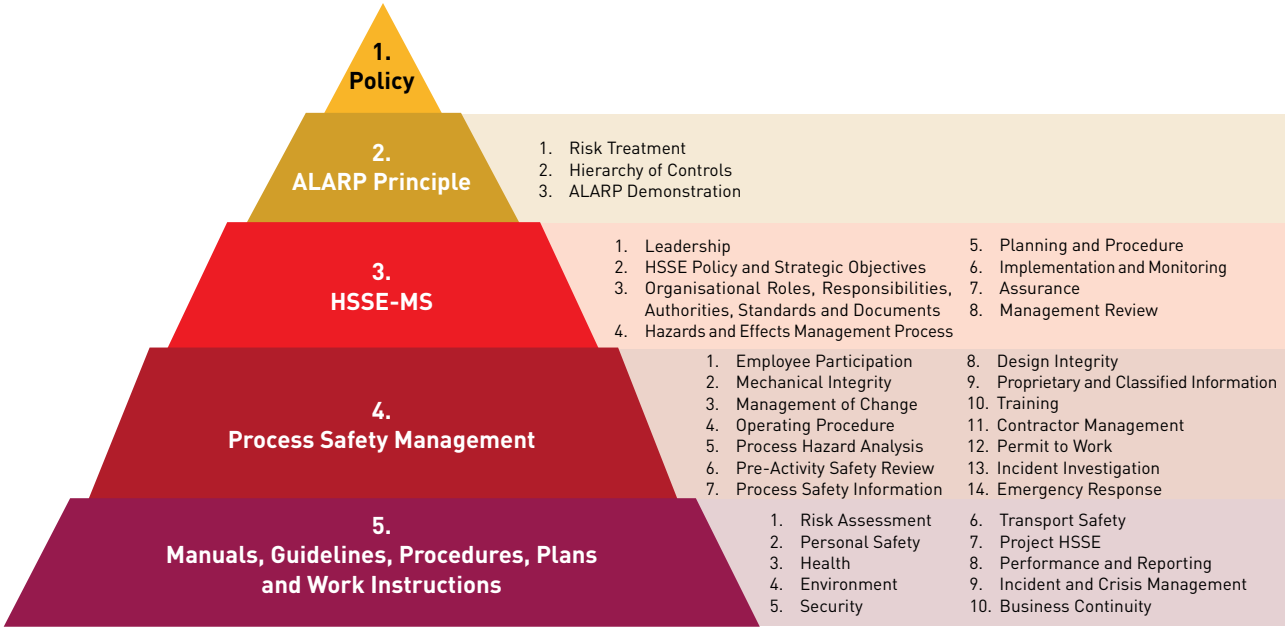
In the case of all incidents reported on the Anasuria asset, full investigations are conducted, root causes identified and actions are tracked to closure in the AOCL Action Tracking Management System (ATMS).

Governance and HSS Framework

- HSSE-MS

  At Hibiscus Malaysia, effective governance is anchored in a comprehensive HSSE-MS that drives operational integrity, regulatory compliance, and sustainable performance. Our integrated HSSE framework is implemented consistently across both Peninsular Malaysia and Sabah operations, ensuring a unified approach to managing HSSE risks. The system is fully aligned with ISO 45001, supporting our commitment to the best international practices in occupational health and safety.

  The HSSE Risk Control Framework provides a structured and prescriptive methodology to manage significant HSSE risks, including technical and operational risks. It is built on a five-tiered structure beginning with a clear policy commitment, followed by the application of the As Low As Reasonably Practicable (ALARP) principle to minimise risk through effective control measures. This is supported by our HSSE-MS which outlines the organisational strategy, leadership commitment, defined roles and responsibilities, risk management processes, assurance mechanisms and regular performance reviews. Process safety management elements further reinforce operational controls including asset integrity, contractor safety, emergency preparedness and incident investigation. These are underpinned by manuals, procedures and work instructions that guide a safe and consistent execution of tasks.



HSSE Risk Control Framework.

Sustainability Report (continued)

Our HSSE-MS is anchored on eight integrated elements that collectively ensure effective governance and support our long-term commitment to health, safety, security and sustainable development.



HSSE-MS Elements.

No.	HSSE-MS Elements	
1	Leadership	Visible commitment from all levels to foster a strong HSSE culture.
2	HSSE Policy and Strategic Objectives	Foundation for setting clear goals aligned with regulatory obligations and stakeholder expectations.
3	Organisational Roles, Responsibilities, Authorities, Standards and Documents	Accountabilities are well-defined and embedded across the organisation, including contractors.
4	Hazards and Effects Management Process	Risks are proactively identified, assessed and controlled to safeguard people and the environment.
5	Planning and Procedure	All operations, from routine to emergency scenarios, are supported by adequate documentation and preparedness.
6	Implementation and Monitoring	HSSE performance is tracked through robust indicators and transparent reporting.
7	Assurance	Audits and reviews are carried out to strengthen trust by validating compliance.
8	Management Review	A continuous improvement mechanism that allows top management to assess effectiveness and steer enhancements.

In addition, at Hibiscus Brunei, our Health-Hygiene, Safety, Security, Sustainable Development (Societal), Environment, Energy and Quality principle is central to how we operate. Our approach to health and hygiene extends beyond compliance—it is about creating a workplace where people feel safe and cared for. We ensure that all personnel are medically fit, well-informed and equipped to perform their duties safely. Hygiene protocols are rigorously maintained, especially in high-risk operational areas, to prevent illness and promote well-being. By embedding these principles into our daily operations, we continue to build a resilient and responsible workforce that drives our success.

- Leadership Oversight

Strong and consistent leadership oversight remains critical to embedding a resilient HSSE culture across all levels of the organisation. Through structured engagement at both strategic and operational fronts, senior leaders play a central role in shaping performance, strengthening accountability and integrating safety into day-to-day operations. Our key attributes are tabulated below:

Strategic	Operational
HSSE Bi-Monthly Committee Meetings	**Management Operation Visits**
• Platform for the Leadership Team to oversee execution of the HSSE agenda. • Focused governance on key risks, compliance and performance. • Uses leading and lagging indicators to guide data-driven decision-making. • Supports organisational resilience against business risks and strategic-to-operational alignment. • Reviews include performance metrics, assurance findings and HSSE plan progress.	• Conducted across key sites in FY2026. • Reinforces leadership visibility and workforce engagement. • Assesses implementation of the HSSE-MS. • Reviews Safety Critical Elements (SCEs) and promotes open dialogues. • Visits followed a structured approach with pre-planning, HSSE walkabouts, discussions and follow-ups. • Aims to drive continuous improvement and uphold operational integrity.

- Back-to-Basics Programme

Hibiscus Malaysia continues to strengthen its HSSE performance through the implementation of the Back-to-Basics programme, which has played a pivotal role in fostering a strong safety culture and reducing workplace incidents.

The programme focuses on the key areas that support the company's commitment to operational excellence and sustainability:

Key Areas	Execution Strategies
HSSE-MS Interface and Integration	• Commenced the structured rollout of integrated HSSE documents in 2024 to standardise practices and ensure alignment throughout the organisation and among contractor partners with expected completion by calendar year-end 2026. These rollout programmes include comprehensive communication, training and monitoring mechanisms to support effective adoption.
Implement Roles and Competence Requirement	• A key focus in the integration of process safety principles into leadership behaviours emphasises clear accountability and ownership of safety outcomes, ensuring leaders actively champion risk management, hazard identification and preventive controls within their respective areas of responsibility. We are also strengthening organisational resilience through structured HSSE training and competency development.
Strategic HSSE Capability Building	• Promote a strong culture of compliance through the yearly implementation of Structured Safety Campaigns and a Tiered Self-Assessment framework in compliance with PETRONAS requirements. These initiatives are designed to reinforce adherence to HSSE standards, enhance workforce awareness and drive continuous improvement through systematic performance evaluation and corrective actions. • Implementation of an enhancement programme of crisis and incident management capabilities to steer continuous improvement on strengthening response frameworks, refining escalation protocols and ensuring that response teams are adequately trained and equipped to manage incidents efficiently and minimise potential impacts.
HSSE Compliance	• Committed to maintaining full compliance with PETRONAS requirements and applicable local regulatory authorities through structured compliance reviews and robust governance processes. These measures ensure adherence to both internal standards and external regulatory obligations across all operations. • Established systematic mechanisms to track, monitor and report compliance status on an ongoing basis whereas regular reporting and performance reviews enable management to identify gaps, implement corrective actions and ensure continuous alignment with regulatory expectations.

Sustainability Report (continued)

Key Areas	Execution Strategies
Contractor HSSE Management	• Guided by IOGP principles and best practices, we drive organisation-wide adoption of HPI principles through our framework which was established in 2025, by embedding them into leadership development frameworks and frontline operations, including the contractor workforce to enhance safety culture, reduce human error and improve operational resilience. HPI supports the Group's HSSE Target ZERO aspiration: zero harm to people, zero environmental incidents and zero asset damage by cultivating a competent and mindful workforce that is committed to safe and sustainable operations. Comprehensive HPI materials are hosted on our internal portal with progress measured through the frequency of workforce training and engagement sessions. • Enhancing contractor HSSE performance through the execution of joint audits to ensure strict compliance with HSSE standards, cross-functional governance and aligning contracting practices with safety expectations.



PM3 CAA Offshore HPI Tools Engagement (July 2025).



HPI Champion Workshop at TBSB (March 2026).

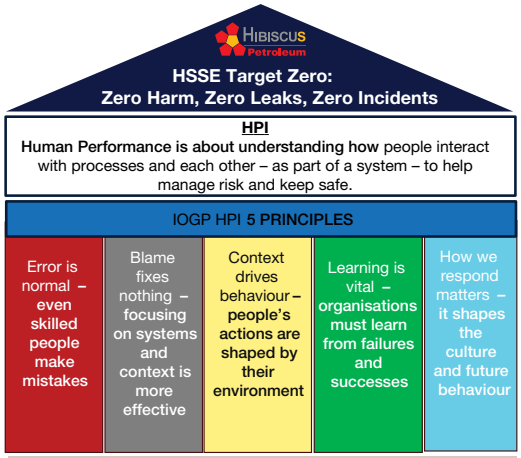


HPI materials hosted on our internal portal.

Human Performance in Action



HPI in Action.

Key Areas	Execution Strategies
Contractor HSSE Management (continued)	

HPI PRINCIPLE	RELATED TOOLS
People Are Fallible	**Self-Checking (S.T.A.R.), Peer Check and Verification and Validation**
Error-Likely Situations	**Pre-Job Brief, Questioning Attitude, Stop-Work Authority**
Context Drives Behaviour and Response Matters	**Procedure Use, Three-Way Communication**
Learning Culture	**Post-Job Review, Questioning Attitude**

"HPI is a philosophical shift in thinking and redefines safety - not the absence of incidents, but the presence of safeguards."

"Ultimately, Human Performance is about making our work easier to get right, and harder to get wrong."

HSSE Target Zero Aspiration.

During FY2026, there were campaigns to inculcate safety awareness within the workforce. Monthly campaigns were rolled out offshore for Anasuria including updates to the asset induction process for both new employees and experienced personnel. Our awareness campaigns are driven by internal operational trends, industry bodies such as Offshore Energies UK (OEUK) and healthcare providers. The following are examples of initiatives carried out onboard during asset safety meetings within the period:

- *Life Saving Rules*
- Waste Management
- 20-second Scan
- Suicide Awareness
- Donut[5] Escape Training
- Working in the Turret
- Take Care on Stairs
- Body Composition
- Hose Management
- Stress Awareness
- Mental Health
- Flu Vaccination
- Prevention of Personal Injury
- Atmospheric Emissions Awareness
- Hearing Protection and Hearing Loss
- 'Flush the Stigma' of Male Incontinence

In addition, for the Anasuria FPSO, Health, Safety, Environment and Quality (HSEQ) targets were set annually, using upper quartile industry performance as a benchmark. Actual performance was monitored and discussed at monthly review meetings.

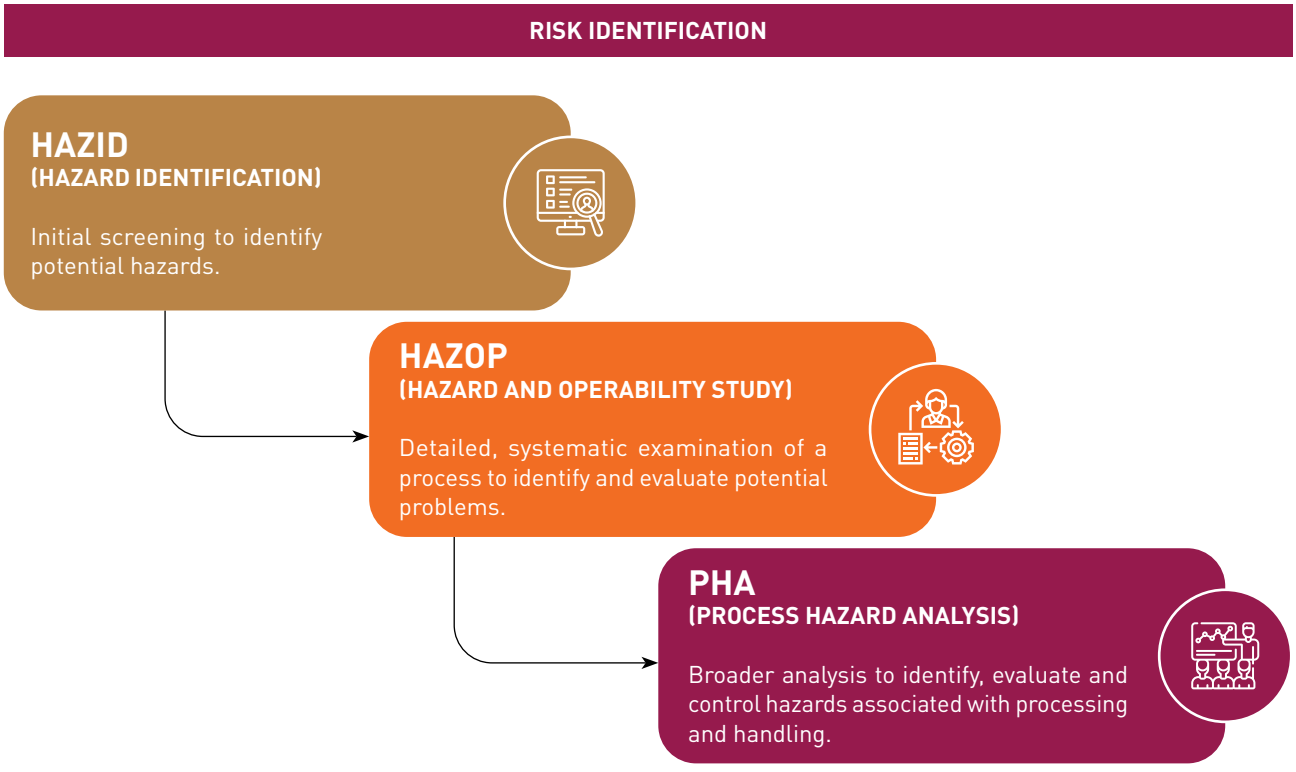
Proactive Risk Management

At Hibiscus Malaysia, proactive risk management is a cornerstone of our operational philosophy, integral to ensuring the safety and well-being of our personnel, integrity of our assets and protection of the environment. We employ a rigorous, multi-layered approach to systematically identify, assess and mitigate potential hazards before they escalate. This commitment extends across all facets of our operations, from initial project conceptualisation to daily execution, thereby fostering a resilient and secure working environment.

[5] A personal controlled descent device which is linked to a life raft. It provides a potential means of escape from the FPSO in an emergency situation.

Sustainability Report (continued)

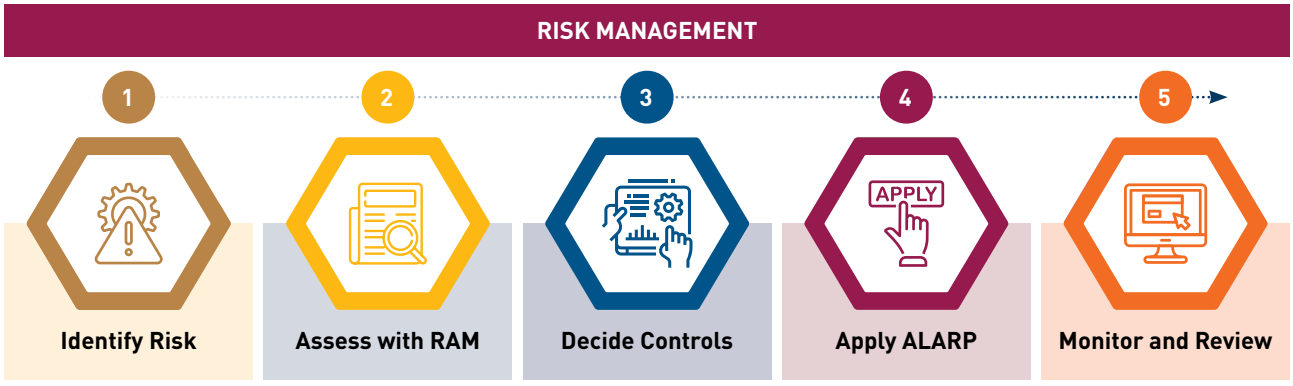
Establishing a comprehensive understanding of potential risks is the critical first step in this proactive strategy. Through systematic workshops and detailed analyses, we meticulously uncover potential hazards and operational deviations. The following diagram illustrates our structured approach, detailing the progression from initial hazard identification to in-depth process hazard analysis:



Building upon this robust foundation of risk identification, we implement a series of strategic initiatives designed to enhance our safety barriers, elevate contractor performance, and cultivate a deeply ingrained safety culture. These efforts are systematically executed to ensure continuous improvement and sustain operational excellence, as detailed in the table below:

Initiatives	Asset(s)	Description
HSSE Compliance	Peninsular assets	• A Tier-1 HSSE assurance programme was implemented to verify compliance across 21 critical risk areas through a structured, risk-based approach aligned with HSSE-MS standards.
Risk-Based Approach to Contractor Management	Peninsular assets	• Contractor performance is monitored using a band classification system, aiming to eliminate red-band contractors while promoting and mentoring yellow-band ones to achieve green-band status and strengthen safety maturity.

- Risk Assessment Matrix (RAM) and ALARP Principles



To proactively manage sustainability-related risks, we apply a structured RAM that enables subject matter experts to systematically evaluate potential impacts on key areas such as reputation, finances, operations, the environment, and social well-being. This disciplined approach provides a consistent framework for prioritising risks and informs sound risk-based decision-making that aligns with our organisational tolerance thresholds.

In line with our commitment to safety and operational excellence, all identified risks are managed to ALARP levels. This principle ensures that mitigation measures are implemented in a balanced, cost-effective manner—minimising risk while supporting sustainable business performance. Together, the RAM and ALARP principles remain fundamental to our risk management process, embedding safety, resilience and accountability into day-to-day operations across the company.

Our approach to HSSE, as summarised in the chart below, is addressed in detail in the following sections:



HSSE Approach.

Sustainability Report (continued)

5.1 Occupational Health and Safety (OH&S)

At Hibiscus Malaysia, OH&S is a core pillar of our commitment to protecting lives, promoting well-being and driving operational excellence. We recognise that a strong, proactive safety culture is vital to safeguarding our workforce and stakeholders while enabling long-term sustainable performance. Our approach to OH&S is anchored in a structured framework of five (5) strategic pillars that foster risk prevention, strong governance, resilience and behavioural ownership across all Malaysian operations.

During the reporting period, we implemented a range of initiatives that emphasised both preventive action and behavioural reinforcement—focusing on safety culture cultivation, mental and physical wellness, emergency preparedness and individual accountability at every level of the organisation. The table below highlights the key initiatives that supported our OH&S objectives.

Initiatives	Asset(s)	Description
Empowering *"Stop Work"* Culture	Malaysia assets	• All personnel are empowered to stop work immediately when faced with or observing unsafe conditions or acts. • Applies to any risk to people, environment, or assets. • Promotes proactive prevention and individual accountability.
Full Compliance to the IOGP's *Life Saving Rules*	Malaysia assets	• A culture of shared responsibility is fostered, where vigilance and care for one another's safety are continuously encouraged across the workforce. • Full compliance with the IOGP's *Life Saving Rules* is enforced, and any breach is addressed through fair consequences to ensure timely intervention and strengthen overall safety culture.
Resilience 2.0	Malaysia assets	• The 12-month Hibiscus Resilience Health Programme 2026 (Resilience 2.0) was officially launched on 24 April 2026, building on the foundation of Resilience 1.0 (2025). The launch also introduced the Offshore Healthy Eating and Non-Communicable Disease Reduction Programme, targeting nutrition and chronic disease prevention across the offshore workforce. As part of the Occupational Health 2026 initiative, this *'Rise into Resilience: Turning Change into Growth and Inner Strength'* programme provides resilience-building activities and mental health support aimed at strengthening employees' management of stress and overall well-being. 

Initiatives	Asset(s)	Description
HSSE Safety Day 2025 Highlights	Malaysia and Brunei assets	• The Hibiscus Malaysia Safety Day 2025, conducted on 30 October 2025, was organised together with Hibiscus Brunei across onshore and offshore locations (including OPP Lumut and Muara) to reinforce leadership and organisational dedication to a robust safety culture through proactive compliance, planning and systematic controls. Key awareness initiatives featured a Safety Video Contest, Biggest Loser Challenge and Target ZERO Champion. • Central to the event was the *"Target ZERO"* Pledge, where the combined workforce, business partners and contractors across the sites reaffirmed their commitment and accountability to safety as a fundamental value of the Group's operations and collective goal of achieving zero incidents through proactive action, accountability and care. • At OPP Lumut, a facility site visit was conducted to view operational safety practices in action. The event concluded with a symbolic hibiscus tree planting ceremony led by the Group MD, YBhg Dato' Dr Kenneth Gerard Pereira, representing a gesture of growth, care and a commitment to sustainability and safety.  
27 Years LTI-Free Celebration 2026	Brunei asset	• On 13 April 2026, Hibiscus Brunei achieved a milestone of 27 years without an LTI, reflecting not only our robust Health, Safety and Environment Management System (HSE-MS) but also the daily commitment of every individual towards the *"I Care for Your Safety"* programme. • To commemorate this, a Management HSE Site Tour and celebration was held at OPP Lumut on 15 April 2026. Leadership and Management reinforced that safety consistently remains a shared core value and operational priority across operations, including major initiatives such as the LPC project.  

Sustainability Report (continued)

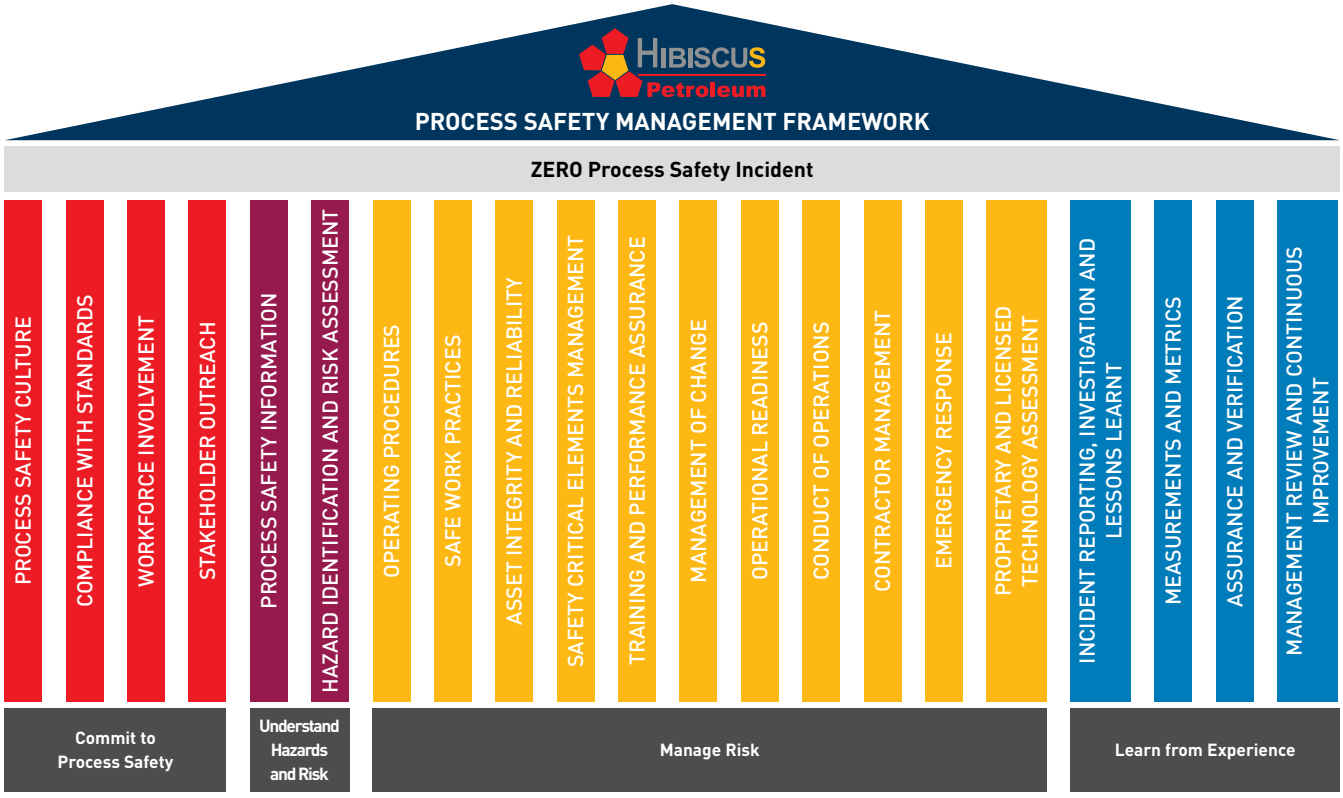
Initiatives	Asset(s)	Description
LPC Project: 2 Million Workhours without LTI Celebration	Brunei asset	• On 30 March 2026, the LPC project achieved and celebrated the milestone of 2 Million Workhours without LTI. This achievement reflected the collective workforce commitment and collaboration. 
Occupational Health Assurance and Programmes	Malaysia assets	i. Urine Drug and Alcohol Test (UDAT) Targeted UDATs were conducted in PM3 CAA and North Sabah with 100% compliance to effectively control substance misuse, identify non-negative cases early and ensure personnel fitness to work.  

Initiatives	Asset(s)	Description
Occupational Health Assurance and Programmes (continued)	Malaysia assets	ii. Designated First Aider Training In November 2025, basic first aid training was conducted to equip employees with emergency response skills to limit potential injury severity through improved emergency response times. The initiative promoted workplace safety compliance while building staff confidence to act effectively in critical situations.  

Under the UK regulations (Statutory Instrument No. 971), safety representatives are elected to represent the different worker groups offshore. On the Anasuria FPSO, regular meetings are held, chaired by the Offshore Installation Manager (OIM), with the minutes of such meetings posted on the FPSO's noticeboard. Furthermore, industry alerts are regularly discussed to benefit from lessons learnt from other locations.

5.2 Process Safety and Asset Integrity

The Hibiscus Malaysia Process Safety Management (PSM) System incorporates four (4) main pillars which act as its foundation, with each pillar consisting of individual elements to prevent and mitigate against Major Accident Events (MAE). The target is to achieve zero process safety incidents.



PSM Framework.

Sustainability Report (continued)

The focus of process safety is to prevent low-frequency, high-consequence catastrophic events including fires, explosions, loss of containment and structural collapse. These occurrences are classified as MAE, which are realised when a Major Accident Hazard (MAH) is not controlled. Process safety management is fundamental to our licence to operate and duty of care to the workforce, the surrounding community and the environment.

- Hibiscus Brunei

  Hibiscus Brunei integrates both Process Safety and Asset Integrity into its strategy to control and manage MAH and minimise risks to people, the environment, assets and reputation, while ensuring that critical elements and systems remain fit for purpose throughout their lifecycle.

  The MAH Management function ensures the availability and reliability of Safety and Environmental Critical Elements (SECEs), which serve as essential barriers to prevent major incidents. These systems were assessed and maintained against rigorous performance standards, reinforcing technical integrity and operational reliability across our assets.

  Recognising that robust asset integrity and equipment reliability are the foundation of strong process safety performance, Hibiscus Brunei demonstrated its commitment through:

  - Maintaining comprehensive asset registers actively used in inspection and maintenance planning;
  - Implementing Inspection, Testing and Preventive Maintenance (ITPM) regimes using risk-based and time-based methodologies tailored to equipment criticality;
  - Aligning ITPM activities with performance standards to assure asset integrity and SECE compliance;
  - Executing integrated inspection and maintenance plans, coordinated across departments to minimise operational disruptions;
  - Deploying qualified personnel to plan, supervise, and execute ITPM activities effectively;
  - Tracking and prioritising follow-up actions from ITPM findings, including corrective maintenance and improvement recommendations;
  - Subjecting any deferrals or downgrades from ITPM schedules to formal review and approval by appropriate authority; and
  - Periodically reviewing ITPM regimes to incorporate operational feedback, performance trends and industry best practices.

  This integrated approach ensures that every barrier is maintained, every system is reliable and every response is deliberate, supporting safe, compliant and sustainable operations across all assets.

- Anasuria Cluster

  Anasuria established a Process Safety Framework based on the Energy Institute's published process safety framework guidance. The framework drives Process Safety improvements in line with the Process Safety Improvement Plan. Areas progressed include engaging the organisation on the fundamentals of process safety and principles of process safety leadership.

  In parallel, extensive work has been completed to update key procedures, including Performance Standards and Platform Operations Manuals, ensuring alignment with current good practice.



Process Safety Framework.



Patron's Award for 27 consecutive Gold Awards for health and safety performance in Anasuria.

During the reporting period, the Anasuria asset achieved the Patron's Award for 27 consecutive Gold Awards for health and safety performance from the Royal Society for the Prevention of Accidents. AOCL has also won six (6) OEUK and Step Change in Safety Awards in the last four (4) years, the only operator in the North Sea to have done so. Furthermore, AOCL was shortlisted for five (5) awards in the August 2026 Awards, the first operator to be nominated for this in a single year. During the awards ceremony, our OIM, Colin Boud, was named Site Leader of the Year for his focused approach to leadership, commitment towards helping others and the positive safety culture he encouraged offshore.

In addition, AOCL has been featured for its exceptional process safety record in the OEUK magazine and the OEUK has subsequently requested that the organisation share our process safety journey with other operators. Such recognition has elevated the company's reputation, in addition to increasing employee morale with a robust safety culture in place together with enhanced operational efficiency.

Together with our partner Ping Petroleum, Anasuria Hibiscus continues to support AOCL, the Duty Holder of the Anasuria FPSO, in maintaining the asset's strong safety performance.

Process Safety Progress and Implementation Highlights

To strengthen process safety practices and promote operational discipline, a series of key initiatives were implemented across Hibiscus assets during the reporting period. These initiatives focus on enhancing risk awareness, improving barrier management and ensuring compliance with regulatory and internal safety standards.

Initiatives	Asset(s)	Description
MPM LOPC Management Framework Enhancement	Malaysia assets	• Launched a programme to reduce operational leaks and spills (known as LOPC) which targeted specific LOPC pain points for the assets. This successfully led to a 24% decrease in Tier-3 LOPC incidents across Hibiscus Malaysia in 2025 compared to 2024.
PM3 North HAZID, HAZOP, BowTie and SIL Workshops	Peninsular assets	• Participated in the HAZID, HAZOP, Safety Integrity Level (SIL) and BowTie workshops conducted in Q1 2026 to identify the potential MAH at PM3 North and subsequently update the HSSE Case accordingly.
MPM Joint Process Safety Work Group	Peninsular assets	• A quarterly engagement session was held between MPM and Petroleum Arrangement Contractors (PACs) to discuss performance, updates and sharing with regard to process safety.
Regulatory Compliance and Operational Assurance	Peninsular, Brunei and Anasuria Cluster assets	• Rolled out the updated offshore PM3 North HSSE Case in April 2026, incorporating Formal Safety Assessments covering fire, explosion and emergency evacuation scenarios. • Finalised, signed off and issued the offshore PM3 South HSSE Case in April 2026 with updates on vital HSSE commitments, requirements and responsibilities to maintain safe and efficient operations.



Sustainability Report (continued)

Initiatives	Asset(s)	Description
Regulatory Compliance and Operational Assurance (continued)	Peninsular, Brunei and Anasuria Cluster assets	• To enhance compliance with Brunei's Control of Major Accident Hazard regulations for MAH facilities, a Safety Case Animation Video was developed to condense critical information in a clear manner. This video runs on a continuous loop across screens throughout Hibiscus Brunei's operations as a practical tool to sustain awareness of Safety Case principles. A quiz to reinforce learnings was also implemented.  • In FY2026, the Anasuria Safety Case was revised twice, building upon the C1 revision published during the Duty Holder transition in June 2022. The C2 revision was completed in 2025 with interim updates incorporating minor stakeholder comments to more accurately reflect ongoing operations and a branding update. This was followed by a C3 revision incorporating a summary of the 2025 Thorough Review and three material changes including Teal West, Asset Life Extension and Big People in Lifeboats and Lifesaving Appliances. This was submitted to the Health and Safety Executive (HSEx) in February 2026 for review under Safety Case Regulations 24(1) and 24(2) and accepted in May 2026, prior to formal issue in June 2026. • Offshore Management Visit with Operated Asset Head was conducted alongside Senior Onshore Management personnel for assurance activities, verification of adherence to process safety requirements and to ensure safe operational practices are upheld.
SHENA Workplace Health and Safety Inspection	Brunei asset	• In August 2025, SHENA conducted a regulatory inspection at OPP Lumut to verify compliance with the Workplace Safety and Health Act, Chapter 277, and the regulations thereunder. The inspection confirmed that Hibiscus Brunei as the Duty Holder, had established systems for integrity management, occupational health and site safety. All identified key improvement areas have been formally resolved in April 2026. 

Initiatives	Asset(s)	Description
Development of CRCM	Sabah assets	• CRCM was developed collaboratively by the Process Safety and Production Chemistry teams to enhance awareness and understanding of chemical hazards at site level. This initiative supports safe chemical handling by clearly identifying incompatible substances and promoting hazard recognition across operations.
SCE Declassification	Malaysia assets	• Streamlined SCEs using a risk-based flowchart to ensure only elements with significant risk mitigation functions are retained.
Risk Assessment Refresher Training	Kota Kinabalu Operations Base (KKOB)	• Reinforced foundational risk assessment principles, covering definitions, best practices and the interpretation of Hibiscus Malaysia's RAM. • Communicated updates on the risk assessment approval matrix and risk assessment templates.
Job Risk Assessment Training	Brunei asset	• Conducted an internal Job Risk Assessment Training in June 2026 for personnel responsible for the daily evaluation of risk assessments to align with Hibiscus Brunei's HSE-MS Principle Number 4: Hazards and Effects Management Process, with the objective of enhancing risk assessment capability for the workforce to apply the appropriate control measures.
HAZID/Risk Assessment Workshops	Anasuria Cluster	• Combined operations HAZID/risk assessment workshops to bridge documents prepared and emergency response arrangements tested through exercises and drills. With respect to planned shutdowns, several planning meetings are held and the work packs prepared are subject to detailed risk assessments.
HAZOP Training	Brunei asset	• From 29 September 2025 to 3 October 2025, Hibiscus Brunei personnel completed a five (5)-day course on *"Process Hazard Assessment Using the HAZOP Technique"* and *"HAZOP Team Leader Training"* alongside representatives from the Petroleum Authority of Brunei Darussalam (PABD) and an external industry representative. The training enhanced internal capabilities in accident causation, risk assessment and leadership in hazard study environments. It also encouraged discussions about organisational HAZOP practices.
Integrity Management Review Board Meeting	Brunei asset	• On 28 January 2026, a review session was conducted to strengthen oversight of SECEs across multiple assets, ensuring that barriers essential to incident prevention remain effective and compliant. The session covered key integrity areas including wells, pipelines, structures, tanks and High Integrity Pressure Protection Systems. This engagement enabled the integration of collaborative risk management and operational feedback while strengthening Hibiscus Brunei's technical integrity framework.
SECE Workshop 2026	Brunei asset	• The June 2026 cross-functional SECE Workshop reviewed, rationalised and optimised SECE registers across MLJ1, MLJ2, MLJ3 and OPP Lumut to ensure that all SECEs are appropriately identified, consistently applied across assets and clearly linked to their roles in preventing or mitigating MAE. The roles and accountabilities of Safety Critical Personnel have also been addressed to ensure clear ownership and responsibility for each SECE.
MAE Awareness	Brunei asset	• A monthly awareness initiative was introduced in January 2026 to share MAEs via Viva Engage. Timed with historical incident anniversaries, each publication highlights notable industry incidents such as, amongst others, the Skikda LNG Plant Explosion, the Texas City Refinery Explosion and the Deepwater Horizon disaster, to reinforce the importance of major hazard awareness, maintenance of critical barriers and drive ongoing safety performance improvements across the organisation.
Management Offshore Integrity Tour 2026	Brunei asset	• A Management Offshore Integrity Tour across MLJ1 and MLJ2 offshore locations was conducted with joint venture partners in June 2026 as part of systematic on-site inspections and tests on all critical equipment to ensure these remain fit for purpose throughout their lifecycle. The tour included site-specific reviews of Downgraded Situations (DGS), with all findings and observations systematically documented and tracked through our established Asset Integrity Management System.

Sustainability Report (continued)

Initiatives	Asset(s)	Description
Operational Excellence Stand-down Days	Anasuria Cluster	• Four (4) Operational Excellence stand-down days were delivered across both offshore and onshore teams, led by our OIMs to define Operational Discipline and engage the workforce to identify how AOCL can create the conditions necessary for Operational Discipline to be consistently embedded.
PSM Programmes	Malaysia and Brunei assets	• A Lessons Learned session was organised from February to March 2026 based on the life-changing accident of refinery worker Charlie Morecraft in the late 1980s as a reminder on the importance of safety procedures. The session emphasised that safety extends beyond individuals to impact families, colleagues and communities, and that eliminating complacency and adhering to procedures ensure everyone returns home safely.
	LCOT	• On 15 April 2026, an Information to Public (ITP) on LCOT Control of Industrial Major Accident Hazards stakeholder engagement was held, reinforcing leadership commitment to safety, compliance and environmental stewardship. The session confirmed that the facility's hazard impact zones are contained strictly on-site. • An Exercise Kiamsam 2024 video was shown to demonstrate effective external emergency collaboration. Community enquiries regarding safety distances and emergency drills were also addressed, assuring the surrounding community of our emergency readiness. 
	Malaysia assets	• A PSM Masterclass 2026 was launched for Senior Management and Management-level employees, with five (5) sessions conducted in the first half of FY2026, and remaining sessions scheduled in 2026 via an e-learning platform to embed process safety leadership and strengthen accountability by analysing the consequences of process safety failures. Future programmes will involve other levels of personnel. 

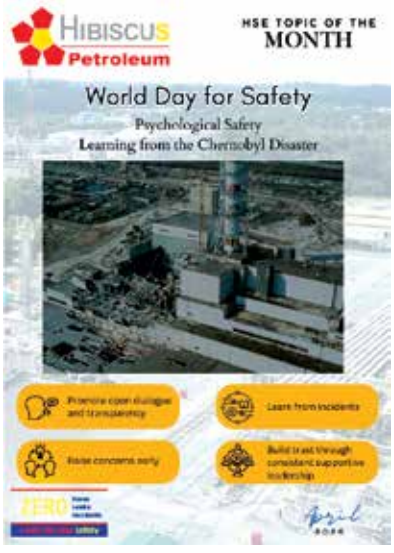
Initiatives	Asset(s)	Description
Bi-monthly PSM Committee Meeting	Sabah assets	• A bi-monthly meeting was conducted virtually for Senior Management and key personnel. • Reviewed process safety performance including leading and lagging key performance indicators (KPIs), key activities, and emerging issues, fostering cross-functional engagement and shared accountability in driving process safety performance.
Management of Change (MOC) Engagement	Brunei asset	• A new MOC procedure was rolled out during a Lounge and Learn session in September 2026 to systematically identify, assess and manage operational risks to an ALARP level using the 5x5 RAM. Key highlights of the new MOC procedure include consolidation of various types of MOC under one structure, Technical Authority Review for MOC as per Technical Authorities and Safety Critical Position Procedure and integration of previous Derogation Procedure (retired) under the MOC procedure. 

Contractor HSSE Management

- Brunei Asset

  To promote an integrated safety culture within the LPC project, Hibiscus Brunei conducted engagement sessions for contractors on the Group's HSE policies and procedures, *Life Saving Rules*, the Hibiscus Observation Card (HiOC) digital reporting system and the Start Work Check programme, a verification tool to confirm that the required control measures and safety barriers are in place before an activity begins. Targeted awareness campaigns also covered high-risk activities such as electrical safety, working at height and line of fire hazards. These sessions allowed contractors to raise site concerns, enhance their risk awareness and reflect Hibiscus Brunei's continuous commitment to workforce safety excellence and duty of care.







Sustainability Report (continued)

- Anasuria Cluster

As a practice, routine site contractors are subject to audit and assurance, and pre-contract HSEQ reviews are carried out on all non-routine offshore projects, such as diving and well intervention campaigns. AOCL has subscribed to the SEQual Supply Chain database during FY2026 which allows access to current information and assurance provided by more of our suppliers and validated by the SEQual team.

Since the Duty Holder transition from Petrofac Facilities Management Limited (Petrofac) to AOCL, a series of HSEx inspections have taken place. The following table shows the inspection focus areas and status of items raised during the inspection, including an open pre-Duty Holder transition deck seal vessel replacement targeted for completion in the later part of 2026, and a progressing post-transition item related to a survey on the open hazardous drains system. AOCL maintains regular engagement with the HSEx on these items and they are tracked in AOCL's ATMS system to closure.

AOCL's Inspection Focus Areas and Status

Inspection Title	Month and Year	Onshore	Offshore	Items Raised	Item Status
Petrofac Pre-Duty Holder Letter Items	-	-	-	12	11 Closed, 1 Open
Post-Duty Holder Letter Items Up to July 2026	-	-	-	26	20 Closed, 5 Commitments, 1 Open
Process Safety Leadership	July 2025	Yes	No	0	0
Marine Integrity - Asset Life Extension	July 2025	Yes	No	0	0
Annual Diving Review	February 2026	Yes	Yes	0	0
HSEx Offshore Inspection	February 2026	Yes	Yes	0	0
Major Hazard Management	March 2026	Yes	No	0	0

Annual environmental inspections are undertaken by the Offshore Petroleum Regulator for Environment and Decommissioning (OPRED) as a part of the environmental compliance process with UK Regulations. Following the last inspection in November 2024, no inspection took place in 2025 at OPRED's request as they were satisfied that AOCL has remained consistently strong in managing environmental risks to a good standard. OPRED plans to inspect the Anasuria FPSO again in October 2026.

The November 2024 OPRED inspection raised 13 findings/areas for improvement, all of which have since been addressed to the OPRED inspector during the Quarterly Engagement session in Q4 2025. These findings are separate from the 12 Petrofac pre-Duty Holder letter items shown in the table above, which were raised before AOCL became the Anasuria FPSO Duty Holder on 10 June 2022.



5.3 Emergency Crisis Preparedness and Security Management

Emergency Crisis Preparedness



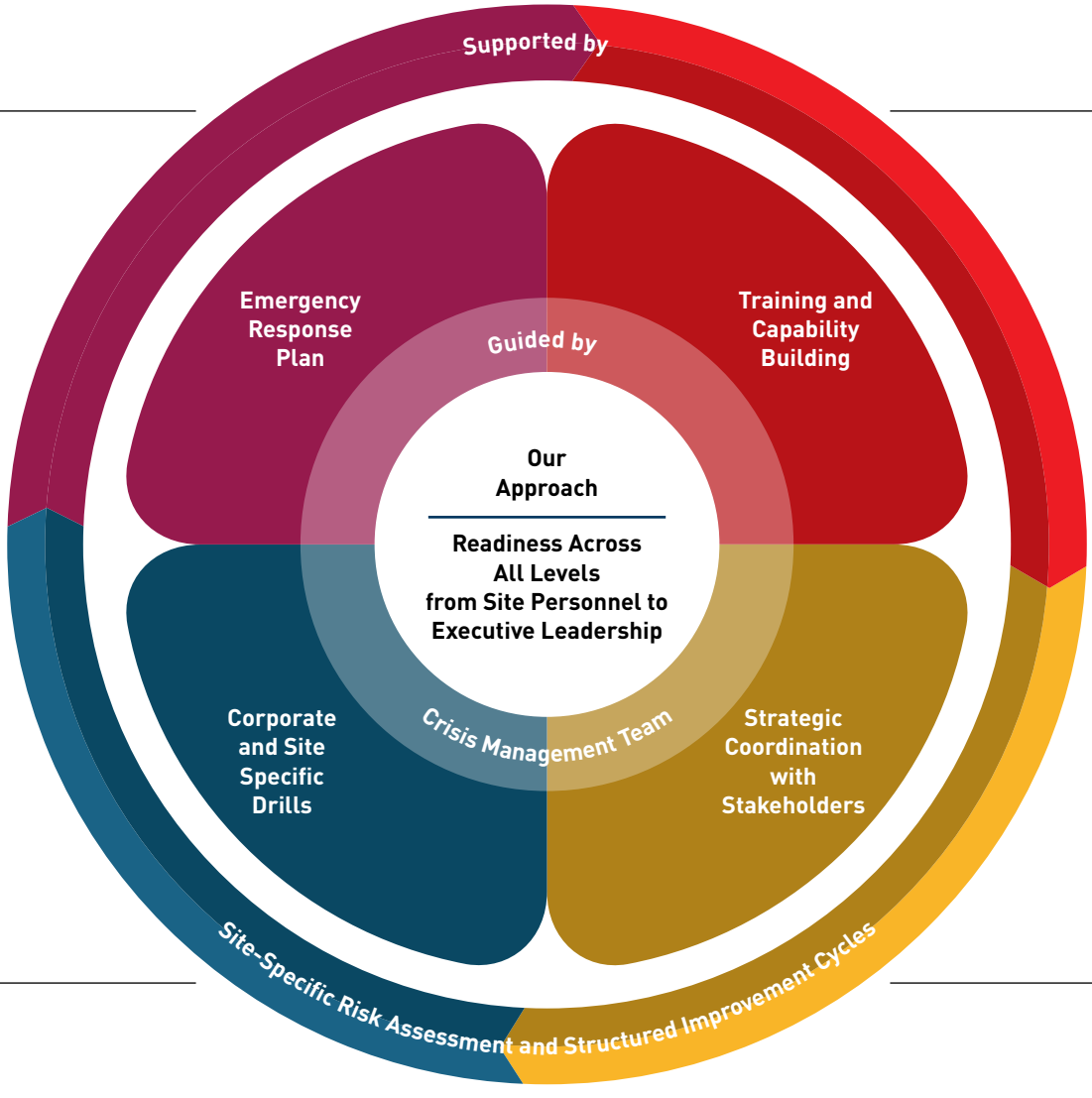
Hibiscus Malaysia maintains resilient emergency crisis preparedness and response systems through continuous evaluation and enhancements. This ensures that we can promptly resume regular business operations and activities in the unlikely event of an incident, minimising the likelihood of any adverse impacts to our workforce, local communities, operational productivity and profitability. We proactively collaborate with state and federal agencies, emergency management organisations and local first responders. Our KL-based Business Support Team (BST) manages critical events, leveraging on structured improvement cycles and site-specific risk assessments.



Sustainability Report (continued)

- Plans in place at the project, country, regional and global levels to address events caused by natural disasters, major fires, spills or social unrest.
- Tailored to business unit operations and site-specific risks.
- Covers all levels of the organisation and can be activated immediately.

- Employees and direct contractors are trained according to site and designated emergency roles.
  - o Shoreline oil spill protection and clean-up strategies for onshore operations staff.
  - o Facility emergency shutdown and offshore containment or dispersion strategies for marine and offshore operations staff.



- Emergency Response (ER) drills and exercises are embedded in annual HSSE activity plans.
- Both corporate-wide and site-specific simulations are conducted to test the effectiveness of ER plans.
- Drills are monitored by the HSSE Department to identify areas for improvement and ensure readiness.

- Regular engagement with local first responders and regulatory bodies ensures aligned expectations and seamless coordination.
- Emergency management programmes are periodically reviewed to integrate stakeholder feedback and regulatory updates.

Crisis Management Framework.

In our continuous pursuit to achieve desired readiness in FY2026, various training sessions, workshops and exercises were organised by Hibiscus Malaysia to exercise the Command, Control, Coordination and Communication (C4) principle between various facilities and the Incident Management Team (IMT) and BST.

Meanwhile, in FY2026, Hibiscus Brunei continued to recognise that readiness during a crisis and emergency is not merely a regulatory requirement but a core pillar of operational strength. Building on the foundation established in previous years, our focus remained on strengthening emergency preparedness to safeguard our people, assets, reputation and protect the environment, and ensure continuity of operations in the face of potential major incidents both onshore and offshore.

Our Crisis and Emergency Management framework was further reinforced to anticipate, plan for, and respond to a wide range of scenarios, including onshore and offshore emergencies, major equipment failures, severe weather events, and security threats. In line with this, we continued to refine site-specific emergency response plans, conduct regular drills and emergency exercises, and ensure seamless coordination across key stakeholders, including internal emergency response units and external agencies.

Through a risk-based and performance-driven approach, we maintain a high level of vigilance and capability across all operations. By sustaining these efforts into 2026, Hibiscus Brunei reaffirmed its commitment to operational resilience, demonstrating that preparedness is an ongoing discipline that strengthens confidence and capability across the organisation and the wider industrial community at OPP Lumut.

As a joint operator of the Anasuria Cluster and through our ownership of AOCL (the Duty Holder and owner of the Safety Case), we work closely to maintain alignment with AOCL's Management System Standards. This demonstrates that AOCL can operate the Anasuria facility safely and be responsible for the day-to-day management of the Anasuria FPSO and pipelines.

Foreseeable major accident scenarios within our direct control are identified and mapped to manage potential operational risks. We have implemented emergency response plans, facilities and procedures to ensure an effective and efficient response by an empowered organisation. Emergency response plans are regularly tested through drills and exercises, which incorporate severe weather events such as vessel mooring damage, hull breaches and weather-induced major pollution incidents. As part of our initiatives in this area, employees and contractors receive emergency response training appropriate to their roles and responsibilities.

We are also equipped to respond to Tier-2 and Tier-3 environmental events. Emergency Response procedures with detailed processes are in place to maintain a constant state of preparedness and to enable the proactive mobilisation of resources when responding to an emergency. The emergency response provision functions through an on-call Duty Manager with onshore incident management support located within the Chicago Bridge & Iron Company's Emergency Response Centre at Blaikies Quay, Aberdeen Harbour.

We also contract with an established integrated medical services provider which provides us with international medical assistance, healthcare and security services. The Coastguard Search and Rescue helicopter can also be called upon to provide emergency evacuation of casualties or those with serious illness.

Sustainability Report (continued)

The following table outlines key activities and initiatives carried out that supported emergency preparedness management across our assets:

Initiatives	Asset(s)	Description
Tier-3 Simulations	Sabah assets	• Hibiscus Malaysia's Disaster Management Masterclass in September 2025 saw the execution of a Tier-3 Emergency Response Exercise, an intensive, high-pressure simulation. This masterclass simulates C4 protocols under resource constraints and intense media scrutiny. Key participating stakeholders include Petroleum Industry of Malaysia Mutual Aid Group (PIMMAG), National Disaster Management Agency, Malaysia, Department of Environment, Malaysia (DOE), Marine Department, Malaysia, Department of Fisheries, Malaysia, Meteorology Department, Malaysia, Ministry of Communications, Malaysia and OSRL to strengthen multi-agency response capabilities.
Tiers 1 to 3 Simulations	Anasuria Cluster	• The Anasuria Offshore Oil Pollution and Emergency Plan (OPEP) governs our offshore Tiers 1 to 3 emergency response arrangements for both the installation and subsea infrastructure, supported by the Onshore AOCL OPEP. Additional Temporary Operation OPEPs and Communication and Interface Plans are developed and implemented where required. • In responding to emergencies, continuous team competency is maintained through training and exercise plans for all personnel. All Duty Managers are trained to OPEP level 2 and several HSEQ team members are trained to OPEP level 3. Both groups participate regularly in exercises organised by the Emergency Response Team, which they are a part of. • In November 2025, AOCL participated in an Environmental Emergency Response exercise to demonstrate implementation of the AOCL OPEPs and to test the interface arrangements between AOCL and various National Contingency Plan Cells. The AOCL IMT and Environmental Response Support Team (ERST) delivered a competent response to the exercise scenario (which involved a Guillemot pipeline crude release to sea) with no significant findings reported. This underlined the value of early mobilisation of the ERST.
Major Emergency Exercise (MEE) 2025	Brunei asset	• An MEE was conducted at OPP Lumut and the Hibiscus Brunei office in October 2025 to validate compliance with Hibiscus Brunei's ER Procedure and the revised Oil Spill Contingency Plan which aligns with local and international statutory requirements. • The Response Level 2 activations and our Incident Command System (ICS), a system that standardises collaborative emergency response, clarifies roles and ensures efficient information sharing during incident action planning and meetings, were also tested. • Public information management and stakeholder engagement readiness were also successfully assessed and refined for effective communication during any arising incident.
ICS 300 Training	Brunei asset	• The *"ICS 300: Expanding Incident"* training, focused on advanced application of ICS/ Integrated Management System (IMS) principles for expanding incidents (incidents that increase in scale and severity) in alignment with internationally recognised ICS standards, Brunei's National Oil Spill Contingency Plan and Hibiscus Brunei's emergency response procedures, was conducted in June 2026.

Initiatives	Asset(s)	Description
ICS 300 Training (continued)	Brunei asset	• The programme enabled personnel to develop incident action planning (IAP) skills that are distinct from tactical expertise. The training objectives emphasised ensuring efficient operations within ICS/IMS during complex events, establishment of cohesive management structures, delivery of IAPs and transitioning to a unified command.  
Integrated Emergency Response Web Platform and C4 System Activation	Malaysia assets	• Hibiscus Malaysia's Crisis and ER webpage functions as a centralised one-stop hub providing access to emergency and crisis management plans, duty rosters, training schedules, ER tools and key resources. It supports streamlined coordination and communication during emergencies through integrated platforms such as Microsoft Teams and MyOSH.  Hibiscus Malaysia's Crisis and Emergency Response Webpage. • C4 system activation ensures structured and effective emergency response by clearly defining leadership roles, streamlining decision-making, aligning interdepartmental efforts and maintaining seamless communication flow across all response levels.
Fire Safety Exercises	Brunei asset	• A fire drill exercise was conducted at the Pavo Point building (Hibiscus Brunei's corporate office) in December 2025 in partnership with the Brunei Fire and Rescue Department to test compliance with national emergency standards. The exercise assessed the building occupants' emergency evacuation readiness, the effectiveness of the Pavo Point Emergency Evacuation Plan, and the functionality of the fire alarm and Public Address systems to ensure reliable building-wide broadcast capabilities during emergencies. The exercise successfully demonstrated strong multi-company coordination. For increased future incident readiness, key improvements were successfully implemented, including interface improvement for emergency services, appointment of building chief fire marshals and company fire marshals.

Sustainability Report (continued)

Initiatives	Asset(s)	Description
Fire Safety Exercises (continued)	Brunei asset	• In addition, in May 2026, an internally organised Fire Extinguisher Internal Awareness session was conducted at OPP Lumut, training 34 OPP base crew members from onshore and offshore operations. This initiative combined practical and interactive learning on the type and use of fire extinguishers as a critical component in the workplace for effective response in the event of a fire.  
Effective Oil Spill Management and Engagement	Anasuria Cluster	• As an associate member of a specialist organisation, we have access to a global network of OSRE and expertise including the UK's Oil Spill Prevention and Response Advisory Group's well capping device which may be deployed to seal off oil leaking from an uncontrolled subsea oil well to minimise damage to the marine environment. The AOCL Duty Managers have the authority to mobilise these resources in response to an incident. • In relation to a well-related incident, an appointed Well Operator has been provided with the authority to mobilise these resources when they have primacy of the well during well activities. • AOCL and the appointed Well Operators are also members of the Offshore Pollution Liability Association. In addition, AOCL became a member of the OSRL UK MAFA in October 2024, which aims to facilitate mutual aid of personnel between UK Operators in the event of a sustained incident response.
Strategic Regulatory Engagement with Authorities	Malaysia assets	• Demonstrating our commitment to national oil spill preparedness and response capabilities, Hibiscus Malaysia has actively participated in the DOE and PETRONAS workshop reviewing the Government Assistance for Oil Spill Response Operations Guideline since 2020. The guidelines establish a Malaysia Oil Spill Contingency Plan-aligned framework for Tier-1 and Tier-2 operators to access government assistance for marine oil spill incidents, reinforcing industry-government coordination, resource mobilisation and marine environmental protection.  
	Malaysia, Vietnam and Brunei assets	• Hibiscus Malaysia maintains its operational readiness through its subscription to OSRL's services. In Malaysia, Vietnam and Brunei, OSRL provides Tier-3 preparedness and response support to oil and gas operators. This subscription facilitates collaboration with national Tier-2 organisations such as PIMMAG to coordinate regional emergency response capability.

Initiatives	Asset(s)	Description
Strategic Regulatory Engagement with Authorities (continued)	Sabah and Labuan assets	• To strengthen inter-agency collaboration, a series of crisis and security strategic meetings with key national authorities were held. These included the Malaysian National Security Council (MKN), Chief Government Security Officer Malaysia (CGSO), Malaysian Maritime Enforcement Agency (MMEA) and *Jabatan Bomba dan Penyelamat Malaysia*. These meetings aimed to foster mutual understanding, information sharing and security, safety and emergency preparedness.   
	LCOT	• The first on-site LCOT meeting with Labuan Corporation, attended by its Chairman, YBhg Dato' Mohd Husni Mohamad Salleh, was held during the reporting year to establish a formal regulatory relationship. The meeting addressed various operations-related themes and focused on aligning regulatory objectives and coordination for sustainable coastal management and addressing environmental challenges effectively. 
Strategic Emergency Support Partnerships and Simulation	Malaysia assets	• In preparation for the Search and Rescue Exercise Joint Aeronautical Search and Rescue (SAREX JASAR) 1/2026, which was hosted by Hibiscus Malaysia, a collaborative planning meeting was held with MPM, the Civil Aviation Authority of Malaysia and a third-party aviation service vendor to establish the emergency simulation scenario. Following this, the actual SAREX JASAR event was successfully held in July 2026, strengthening emergency response coordination among participating entities. 

Sustainability Report (continued)

Initiatives	Asset(s)	Description
Strategic Emergency Support Partnerships and Simulation (continued)	LCOT	• To mitigate LCOT's coastal erosion risks, discussions with key stakeholders (CGSO, Department of Irrigation and Drainage, DOE Labuan, Perbadanan Labuan MPM representatives and MKN Labuan) led to interim shoreline protection measures being implemented using Geobags and Geotubes while long-term solutions are being evaluated. • An ensuing meeting explored an alternative tax rebate mechanism to overcome the project's federal funding constraints to undertake this project. Hibiscus Malaysia is collaborating closely with local authorities while the proposal remains under review. 

Security Management

Hibiscus Malaysia continues to strengthen its security management framework to safeguard personnel, assets and strategic operations. Through collaboration with national security agencies, regulatory authorities and maritime enforcement bodies, we ensure continuous operational and infrastructure resilience which supports the sustainable development of essential offshore operations and energy assets.

Proactive security risk management and crisis preparedness capabilities minimise operational disruptions and strengthen stakeholder and regulatory confidence. These efforts contribute to safeguarding Malaysia's maritime interests and sovereignty while protecting the integrity of strategic national resources.

Hibiscus Malaysia's alignment with national security priorities and industry best practices reflects its commitment to responsible offshore development and upholding the highest standards of security, governance and operational integrity.

Ensuring security protocols played a key role in obtaining critical approvals from *Mesyuarat Penyelarasan Keselamatan - Majlis Keselamatan Negara* (MPK-MKN) and *Jawatankuasa Zon Ekonomi Eksklusif* (JKZEE) for projects within sensitive offshore areas such as Bunga Yarrow-1 Open Water Drilling.



Securing approval for Open Water Drilling Bunga Yarrow-1 from JKZEE.

The following table outlines key activities and initiatives carried out to support security management across our assets:

Initiatives	Asset(s)	Description
Auxiliary Police Professional Development	Sabah assets	• Hibiscus Malaysia personnel underwent the mandatory two (2)-month Basic Auxiliary Police Training (Siri 2/2025) held at the Police Training Centre for *Pasukan Gerakan Am* in Ulu Kinta, Perak. Following completion of this training, these personnel have been sworn in as Auxiliary Police officers and are now stationed at KKOB.  
Integrated Security Operations	Sabah and Labuan assets	• Conducted an engagement session at *Ibu Pejabat Polis Kontinjen Sabah* to strengthen strategic co-operation between Hibiscus Auxiliary Police and the Royal Malaysia Police (PDRM) in Sabah. The discussion focused on enhancing security preparedness, crime prevention, information sharing, and operational coordination to support a safer and more secure environment for communities and our business operations in Sabah.  • Participated in a collaborative engagement session with the Royal Malaysian Navy (TLDM) at the Eastern Fleet Headquarters, Teluk Sepanggar, alongside MPM, PETRONAS Group Security representatives and other PACs to strengthen partnerships, maritime security and joint response co-ordination against vessel encroachment and Foreign Law Enforcement Agencies Assets in Sabah waters. 

Sustainability Report (continued)

Initiatives	Asset(s)	Description
Strategic Security Partnership	Malaysia assets	• Through the Malaysia Auxiliary Police Association, Hibiscus Malaysia annually engages with the Auxiliary Police and PDRM to strengthen strategic security cooperation. With the sharing of best practices, the session optimises security threat response preparedness and stakeholder coordination to maintain a secure operational environment.
	Peninsular assets	• To ensure seamless cross-border activities for the B46/14 Project during its Operations and Maintenance phase, an engagement was held with MPM and the Ministry of Foreign Affairs' Cambodia, Laos, Myanmar, Vietnam and Oceania Division. The session mapped out regulatory compliance and inter-agency coordination for cross-border operations to facilitate future operations and maintenance activities.
	Malaysia assets	• The first 2026 Joint Security Working Group (JSecWG) meeting was hosted by Hibiscus Malaysia in Kota Kinabalu in January 2026, bringing together upstream oil and gas security stakeholders to strengthen security risk management. Organised quarterly by MPM Security, the JSecWG facilitates security threat-sharing, mitigation measures and strategic engagement with local authorities among PACs and key stakeholders. Visits to the TLDM Base in Teluk Sepanggar and PETRONAS' Integrated Security Control Centre were also organised to address security capabilities and resilience, including the evaluation of maritime surveillance via the Radar Surveillance Security System for Hibiscus Malaysia's South Furious (SF) and St Joseph fields in Sabah.
	LCOT	• As part of ongoing engagement requested by MPM HSSE under JSecWG, an operational visit was arranged at LCOT in January 2026 to review production operations and engage with employees and contractors. The visit focused on areas including LOPC, soil erosion and security threats. The resulting recommendations have been translated into actionable plans and monitored through regular performance reviews and reporting mechanisms to ensure continuous operational improvement.  
Strategic Regulatory Engagement with Authorities	Sabah assets	• A Maritime Transport Security Officer meeting was convened to achieve critical alignment with Port Authority mandates. The Maritime Transport Security Assessment is essential for our operations to ensure all port security measures are strategic and avoid arbitrary enforcement.
MPK-MKN	Peninsular assets	• In February and April 2026, MKN approved project plans and security risk assessments for the Pertang-Kenarong, Bunga Yarrow, HCM and Bunga Butang projects. The approvals indicated that the proposed security measures comply with the Executive Economic Zone Act 1984 and national safety standards, allowing the projects to proceed with effective security measures and coordination to safeguard personnel, assets and operations.  

Initiatives	Asset(s)	Description
MPK-MKN Special Seating for Khanh My and Dam Doi Development Project	Peninsular assets	• A special meeting was organised by Hibiscus Malaysia with Malaysian security agencies to discuss the development of the B46/13 area. As the area is located within Vietnamese waters, the meeting was crucial to ensure that Malaysia's sovereignty, security interests, and the safety of all Malaysian personnel involved in the project are properly safeguarded. The session was chaired by the Malaysian National Security Council.
Defence Services Asia	Malaysia assets	• Hibiscus Malaysia's participation during the 19th Defence Services Asia exhibition at the Malaysia International Trade and Exhibition Centre in April 2026 enabled insights into emerging risk trends, maritime security dynamics and regional security landscapes. This engagement also reviewed the latest technological security innovations and provided new security equipment procurement opportunities. 
Encroachment Management Programme (EMP) Workshop	Malaysia assets	• The EMP secures asset boundaries against unauthorised access, theft and operational disruptions to safeguard personnel and infrastructure. By reinforcing physical security controls with strategic communication and engagement, the initiative encourages voluntary boundary compliance and aligns stakeholder relations with marine resource stewardship and regulatory risk management: i. Kg Kuala Abai, Sabah (July 2025) A collaborative initiative with PETRONAS, MMEA Sabah and an industry peer engaged 250 local fishermen from *Persatuan Nelayan Kota Belud* with a combined focus on critical safety boundary briefing and legal implications near offshore platforms as well as distribution of Mini Fish Aggregating Devices (FADs), life jackets and food baskets. 

Sustainability Report (continued)

Initiatives	Asset(s)	Description
EMP Workshop (continued)	Malaysia assets	ii. Kuala Besut, Terengganu (August 2025) The programme in Kuala Besut, Terengganu was organised by PETRONAS MPM alongside an industry peer group which engaged 150 participants from the local fishing community. The programme included a beach clean-up and installation of a mandatory 500-metre safety-distance signage from our offshore platform.   iii. Pulau Mantanani, Sabah (October 2025) The programme engaged 150 local fishermen from *Persatuan Nelayan Pulau Mantanani*, Kota Belud on safety and encroachment risks. Conducted alongside MMEA Sabah and Hibiscus Group PACs, the initiative featured the contribution of Mini FADs and food baskets. These integrated activities promoted safe fishing protocols and supported local livelihoods. iv. EMP Workshop Hibiscus Malaysia participated in the EMP Workshop organised by PETRONAS MPM and MMEA Sabah. The session highlighted the concerns of PACs regarding fishermen encroachment and engaged Sabah government agencies to address risks. This workshop established a collaborative framework for participating stakeholders to develop a comprehensive action plan, which has since been implemented with ongoing refinement and coordination.  
Maritime Safety Awareness Day 2026	Sabah assets	• The Labuan Maritime Zone organised the annual Maritime Safety Awareness Day 2026 programme in June 2026 to promote public awareness on maritime safety. Hibiscus Malaysia supported the programme through interactive community engagement, distributing promotional tokens such as life jackets and waterproof bags, and highlighting safety concerns to the public in the event of encroachment to our operation locations occurs. 

5.4 Stakeholder Engagement and Capacity Building

Stakeholder engagement and capability building are integral to our operational excellence. We recognise that fostering strong, transparent and collaborative relationships with our stakeholders is essential to delivering long-term value and achieving our HSSE objectives. Both engagement and capability development are not standalone efforts but are integrated into the way we operate, enabling us to respond proactively to challenges, drive innovation and advance our collective progress towards a more sustainable future.

Initiatives	Asset(s)	Description
Muara-Serasa Community and Stakeholder Engagement	Brunei asset	• We conduct bi-annual engagement sessions with the community and relevant local stakeholders in Brunei's Muara-Serasa district, which serves as one of Hibiscus Brunei's operational locations housing our third-party logistics base and jetty. • During the community engagement session in July 2025, stakeholders were updated on operations, pipeline routes and the 500-metre restricted safety zones surrounding the MLJ1, MLJ2 and MLJ3 platforms, with clear reminders on the legal restrictions governing vessel entry and the risks of operational disruptions, threats to marine biodiversity and broader economic impacts from illegal, unreported and unregulated fishing activities. • A Near Miss Incident involving four unauthorised entries into the restricted zone resulted in Hibiscus Brunei renewing its reinforcement of safety protocols and active participation in the Offshore Platforms Security Taskforce established by the Prime Minister's Office Brunei to raise public awareness and coordinate the safety and security of all offshore installations in Brunei. This successfully culminated in zero safety breaches from January 2026 until the end of FY2026.  
SHENA's World Day for Safety and Health at Work (WDSHW)	Brunei asset	• To align with evolving regulatory landscapes and industry best practices, Hibiscus Brunei regularly participates in SHENA's annual conferences for WDSHW: o In July 2025, the conference highlighted the theme, *"Revolutionising Health and Safety: The Role of AI and Digitalisation at Work"*. This session emphasised how workplace practices can be transformed by digitisation through real-time hazard monitoring, predictive risk analysis and tailored safety training while managing data privacy concerns, ethical considerations and workforce readiness. Hibiscus Brunei cascaded these learnings by digitising routine safety forms and hazard reporting procedures. This session also provided regulatory updates regarding Workplace Safety and Health (Work at Heights) Regulations, 2025. o In May 2026, the SHENA WDSHW conference themed *"Good Psychosocial Working Environments: A Pathway to Thriving Workers and Strong Organisations"* highlighted the vital role of psychosocial well-being and leadership responsibility in building safe, healthy and resilient workplaces. This led to Hibiscus Brunei's own Lounge and Learn session on psychological safety and mental health awareness.

Sustainability Report (continued)

Initiatives	Asset(s)	Description
Meetings with SHENA	Brunei asset	• Hibiscus Brunei continues to reinforce its commitment to regulatory engagement through its HSE meetings with SHENA. • These meetings recently transitioned from quarterly engagements to a bi-annual schedule (October 2025 and February 2026), serving as a fundamental platform for reporting, collaboration and compliance assurance while tracking key highlights across occupational safety, process safety and operational performance. Additionally, these sessions also provide ongoing alignment with SHENA on risk mitigation strategies and monitor the timely closure of action items (if any). 
World Day for Safety (WDFS) Workshop	Brunei asset	• In conjunction with the 2025 WDFS, Hibiscus Brunei organised an awareness session in August 2025 with office-based personnel following the same event for OPP Lumut earlier in June 2025. • The initiative centred on the theme *"Critical Barriers and DGS"* and incorporated an interactive risk assessment exercise. The workshop aimed to strengthen the understanding of critical barriers and DGS across operational, technical and office-based personnel, particularly those managing DGS raised by the OPP Lumut team. 
Lounge and Learn: HiOC	Brunei asset	• In January 2026, the HSE team hosted a Lounge and Learn session to strengthen office-based employees' submission quality to the HiOC digital platform to support proactive risk management through factual anomaly descriptions, immediate corrective actions and risk evaluations. • The session successfully increased reporting submissions by over three times compared to the previous FY, demonstrating a strengthened collective safety culture. 

Initiatives	Asset(s)	Description
Field Operations (FOPS) Monthly HSE Meetings	Brunei asset	• Compulsory monthly FOPS HSE Meetings are held in-person at OPP Lumut to align departmental representatives to review key safety metrics, such as current DGS and monthly progress towards the final FY2026 total of 278 Perfect Days. • Comprehensive reviews of Observation Cards and PTW Audits are shared to provide insights into improvement trends and opportunities, which are then translated into practical safety measures that support risk mitigation alongside targeted in-house emergency response training. • To incentivise proactive risk management and reinforce accountability across operations, an ongoing recognition programme highlights personnel who demonstrate excellence in the following areas; best HiOC, best Stop Card, most number of HiOCs submitted and most PTW audits submitted.  
Indoor Air Quality Monitoring Survey (IAQMS) Report Feedback and Awareness	Brunei asset	• An IAQMS campaign was conducted for Hibiscus Brunei office-based personnel in November and December 2025, measured against guidelines which include the World Health Organization (WHO) and Malaysia's Department of Occupational Safety and Health benchmarks. • The results confirmed compliance with regulatory standards, with monitored parameters falling within acceptable limits and presenting no immediate health risks. Mitigation actions were completed in January 2026 to reinforce our commitment to a safe workplace by directly linking air quality to employee well-being and a conducive work environment.  
Psychological Safety Awareness Programmes	Brunei asset	i. PABD's WDSHW Psychological Safety Awareness Talk and Panel Discussion In conjunction with the WDSHW, PABD hosted an awareness talk on psychological safety in May 2026. Aligned with the theme of fostering a good psychosocial working environment to support a thriving workplace, the session emphasised moving from blame to a learning-oriented culture to build a thriving organisation. Overall, the event reinforced the importance of mental well-being and encouraged employees to speak up, share ideas and highlight improvement areas openly.  

Sustainability Report (continued)

Initiatives	Asset(s)	Description
Psychological Safety Awareness Programmes (continued)	Brunei asset	ii. Lounge and Learn: Psychological Safety and Mental Health Awareness To reinforce our HSE commitment of ensuring good well-being and occupational health of the workforce, and in conjunction with Hibiscus Brunei's WDFS, a Lounge and Learn session on Psychological Safety was held in Jusne 2026. The event featured an internal presentation on the critical role of safely and openly communicating safety hazard-related matters, alongside a mental health awareness talk by a representative of the Ministry of Health, Brunei entitled *"Looking After Our Mental Health at Work"*.  

5.5 Assurance

Robust assurance processes are fundamental to validating the effectiveness of our safety management systems and control measures.

Our assurance framework is designed to validate the effectiveness of established HSE standards, regulatory requirements and internal policies, driving our commitment to continuous safety excellence.

Activities	Asset(s)	Description
Operational Site Assurance	Malaysia and Brunei assets	i. Offshore Management Visit Management visits across LCOT, Asian Supply Base (ASB), KKOB, Kinabalu Offshore, North Sabah and PM3 (North and South) in 2025 and 2026 strengthened visible HSSE leadership and reinforced frontline alignment with HSSE-MS. ii. Bi-Weekly Management HSE Site Tour Hibiscus Brunei continued its structured bi-weekly Management HSE Site Tours across operational sites at OPP Lumut, which involved external stakeholders. These tours provide leadership visibility and direct engagement with frontline operations to verify workplace conditions. By observing operational practices and regularly engaging with site personnel, leadership demonstrates accountability and commitment to safety, in addition to reinforcing high safety performance standards and identifying opportunities for improvement (OFI). 

Activities	Asset(s)	Description
Operational Site Assurance (continued)	Malaysia and Brunei assets	iii. Bi-Annual Management Office HSE and Hygiene Inspection Conducted in June 2026 at the Hibiscus Brunei corporate office, the inspection recorded a total of 25 findings, primarily related to routine corporate office conditions, electrical cable management, housekeeping and fire safety equipment updates. For accountability, findings are logged into the HiOC platform with corrective actions tracked and assigned to specific owners. To-date, a total of 14 findings have been successfully closed with the remainder being actively managed to ensure timely closure. In line with the bi-annual plan, a follow-up inspection has been scheduled tentatively for the second half of CY2026 to verify resolution and to reinforce continuous improvement and sustain a safe and healthy office environment.  iv. IMS Internal Audit Conducted annually across Hibiscus Malaysia ISO-certified facilities to assess the effectiveness, implementation and compliance of the OHSMS and EMS, in accordance with ISO 45001:2018 and ISO 14001:2015 standards and requirements. Across the audited periods, the exercises recorded zero non-compliance. Findings from the 2025 cycle have been successfully resolved and closed, while the 2026 audit findings are being actively managed toward closure with zero overdue items recorded. Assets covered in the audit include: • LCOT in April 2025 and April 2026; • ASB Logistics in April 2025 and February 2026; • North Sabah: St Joseph, SF and Barton in June 2025 and July 2026; and • KKOB in September 2025. 

Sustainability Report (continued)

Activities	Asset(s)	Description
Operational Site Assurance (continued)	Malaysia and Brunei assets	v. HSSE Internal Audit The annual HSSE Internal Audits evaluate the implementation, effectiveness and continuous improvement of Hibiscus Malaysia's HSSE-MS. These reviews ensure strict compliance with legal requirements and Section 1 of the PETRONAS Governing Standard. Audits were executed across selected operational facilities including ASB Warehouse (WH) 7, Labuan in February 2026, TBSB in April 2025 and Kinabalu in July 2025, with zero non-compliances. All 2025 findings are closed while 2026 findings are being tracked towards closure with zero overdue items recorded. vi. Marine Facility Internal Audit at LCOT A Marine Facility Internal Audit was conducted at LCOT in August 2025 in collaboration with the Marine Facility Internal Audit Team to verify compliance with the approved Marine Facility Security Plan in accordance with the ISPS Code and Part V, Merchant Shipping Ordinance 1952. The audit reported zero non-compliances with all findings successfully closed. 
Contractor Audits	Malaysia assets	• In alignment with Hibiscus Malaysia's HSE objective to maintain ZERO Red-Band Contractors and increase the number of Green-Band Contractors, contractor audits were carried out for selected contractors in FY2026. These assessments verify compliance with local regulations, contractual terms and the HSSE-MS framework, and are carried out twice a year for different contractors. To-date, the contractor audits have reported zero non-compliances and all findings have been closed out.  

Activities	Asset(s)	Description
External Assurance	Malaysia and Brunei assets	i. National Institute of Occupational Safety and Health - Occupational Safety, Health and Environment Management System 2nd Surveillance Audit • The 2nd Surveillance Audit (November 2025) verified ISO 14001:2015 and ISO 45001:2018 compliance for the St Joseph platform (North Sabah), the SEA Hibiscus Sdn Bhd warehouse and KKOB. Recorded zero non-conformities, acknowledged four positive observations and four OFIs. The audit successfully recommended the continuation of both certifications.   ii. 2026 MPM Integrated Assurance Site Visit for HSE-MS Assurance • The MPM Integrated Assurance Site Visit in April 2026 concurrently evaluated the PM3 CAA Southern Field Complex, TBSB, ASB WH7, LCOT and St Joseph (North Sabah) assets to verify Hibiscus Malaysia's HSE-MS governance, operational controls and risk management and assurance frameworks. The exercise achieved zero non-compliance. Current operational findings are under active management with zero overdue items recorded to-date.   iii. WSHMS Audit 2025 In November 2025, a WSHMS Audit led by a SHENA-approved WSH Auditor was conducted. The audit criteria were based on SHENA's Code of Practice for WSHMS and Hibiscus Brunei's HSE-MS Manual. The audit recognised well-established HSE practices and standards such as strong leadership commitment and effective occupational health programmes. These included health fitness programmes, hearing-loss prevention, IAQMS and Air Quality Monitoring Survey in-office and at OPP Lumut respectively. Concurrently, audit findings identified key improvement areas for Hibiscus Brunei's HSE-MS, which are being actively addressed. Overall, the exercise validated local regulatory compliance, acknowledged leadership strengths and provided clear recommendations for the enhancement of integration, communication and system resilience across Brunei operations.

Sustainability Report (continued)

6.0 ENVIRONMENTAL MANAGEMENT

Environmental stewardship is integral to Hibiscus' approach to responsible and resilient business growth. By embedding sustainability considerations into our upstream oil and gas activities, we seek to strengthen operational performance while creating long-term value.

Guided by our *Environment* and *Sustainability Policies*, we implement initiatives that reduce GHG emissions, enhance resource efficiency and evaluate advanced solutions such as methane abatement, carbon capture technologies, and energy efficiency improvements. These efforts reinforce our commitment to operational excellence, regulatory compliance and continuous improvement.

As the global energy sector continues to evolve amid changing regulations and market expectations, we remain focused on investing in innovation, collaborating with stakeholders and adopting industry best practices into our environmental strategy. Through this approach, we aim to support a more resilient and sustainable future.

A summary of our Environmental Management performance data table is shown below:

Indicator	Unit	FY2024	FY2025	FY2026
Climate Change and GHG Emissions				
Total Operational GHG Emissions	**tonnes CO_2e**	**6,768,586**	**4,653,375**	**4,962,615**
Scope 1	tonnes CO_2e	6,766,312[3]	4,644,178	4,944,378
Scope 2	tonnes CO_2e	2,274[4]	9,198[4]	18,237
Payment to UK ETS	RM mil	25.3	18.1	14.4
Net GHG Emissions (Scope 1 and Scope 2) – Operational Control	**tonnes CO_2e**	**6,691,371**	**4,562,108**	**4,885,034**
Net GHG Emissions (Scope 1 and Scope 2) – Working Interest	**tonnes CO_2e**	**2,439,676**	**1,685,920**	**1,793,083**
Aggregate Net Emissions Intensity – Operational Control	**tonnes CO_2e/kboe**	**207.66**	**119.94**	**137.77**
Total Scope 3 GHG Emissions (Categories 4 and 6)[1]	tonnes CO_2e	60,361	54,468[5]	0[5]
Energy Management				
Total Energy Consumption	**MWh**	**6,577,857[6]**	**5,867,491**	**6,788,585**
Energy Intensity	**MWh/kboe**	**204**	**154**	**191**
Waste Management				
Total Waste Generated	**tonnes**	**3,446.68**	**2,612.72**	**3,383.96**
Hazardous Waste	tonnes	825.29[7]	1,099.14	2,359.51
Non-Hazardous Waste	tonnes	2,621.40[7]	1,513.59	1,024.45
Total Waste Generated by Type of Treatment				
Recycled	tonnes	2,322.06	1,055.71	2,039.32
Non-recycled	tonnes	1,124.62[7]	1,557.01	1,344.65
Environmental Fines and Penalties (Waste-related)	**RM**	**0**	**0**	**0**
Oil Spill	**kg**	**4,876**	**355**	**16**
Water Management				
Total Produced Water[2]	**megalitre**	**11,060**	**11,018**	**12,181**
Total Water Used	**megalitre**	**76.19**	**106.04**	**154.72**
Freshwater purchased from third-party	megalitre	43.92	72.93	95.31
Non-freshwater withdrawal	megalitre	31.55	32.38	58.67
Re-used water	megalitre	0.73	0.73	0.73
Total Water (Effluent) Discharge by Operation	**megalitre**	**11,136**	**11,124**	**12,336**
Environmental Fines and Penalties (Water-related)	**RM**	**0**	**0**	**0**

Indicator	Unit	FY2024	FY2025	FY2026
Air Emissions (Anasuria Cluster only)				
Nitrogen oxides (NO_X) emissions	tonnes	262[8]	251	317
Sulphur oxides (SO_X) emissions	tonnes	4	6	26
Volatile organic compounds (VOC) emissions	tonnes	390	441	283

Notes:

1 For Scope 3 emissions, the Group discloses Category 4 (Upstream Transportation and Distribution) and Category 6 (Business Travel).

2 There is no produced water discharge from Brunei Block B MLJ operations as all produced water generated is sent to Seria Crude Oil Terminal (SCOT) for treatment and disposal.

3 For Scope 1 emissions, figures for FY2024 have been restated from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification for Anasuria historical data.

4 For Scope 2 emissions, figures for FY2024 and FY2025 have been restated from the previously reported data in Annual Report 2024/2025 due to an update to the Grid Emission Factor (GEF) used in the measurement of emissions from electricity consumption of the corporate office in Malaysia.

5 Scope 3: Upstream Transportation for North Sabah PSC has been re-categorised to Scope 1: Mobile and Transportation from June 2025 since it is under our operational control.

6 For Energy Consumption, figures for FY2024 have been restated from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification for Anasuria historical data.

7 For Waste Management, figures for FY2024 have been revised from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification of historical data. The categorisation method for non-recycled waste data has also been updated to include Waste to Energy data.

8 For Air Emissions, figures for FY2024 have been restated from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification for Anasuria historical data.

9 For all environment indicators, figures from 1 January 2025 to 31 December 2025 are final. Provisional figures previously reported for FY2025 in the Annual Report 2024/2025 have been updated with the final figures.

10 For all environment indicators, figures from 1 January 2026 to 30 June 2026 are provisional.

11 Totals may not add up due to rounding.

6.1 Climate Change Management

Our Approach

Our *Climate Change Framework (CCF)*[6] establishes the position, policy principles and strategic direction that guide our response to climate-related challenges. The framework adopts a comprehensive approach that incorporates both mitigation and adaptation measures.

Our approach is informed by the principle of Common but Differentiated Responsibilities and Respective Capabilities under the United Nations Framework Convention on Climate Change, which acknowledges differing national circumstances and capabilities in addressing climate change.

Recognising the growing impacts of climate change on the energy sector, we believe that managing climate-related risks must be balanced with meeting the ongoing demand for affordable and reliable energy, supporting a just and orderly energy transition.



Climate Change Framework.

Note:

6 https://ir2.chartnexus.com/hibiscuspetroleum/docs/sustainability/Climate-Change-Framework.pdf.

Sustainability Report (continued)

Climate Risk Assessment

In 2025, the Group updated its climate-related transition risks through an internal assessment aligned with the recommendations of the Task Force on Climate-related Financial Disclosures, whose core principles are in congruence with the International Financial Reporting Standards (IFRS) S1 and IFRS S2, although the latter is tighter with more prescriptive rules on measurements, requiring detailed assumptions and simultaneous issuance with the primary financial statements.

The identified climate-related transition risks were subsequently integrated into the Group's Enterprise Risk Management (ERM) framework to strengthen the consideration of climate-related risks in business planning and decision-making. The Group is progressing towards compliance with the National Sustainability Reporting Framework requirements.

The table below outlines the key climate-related transition risks identified and highlights existing corresponding mitigation measures and opportunities for future exploration.

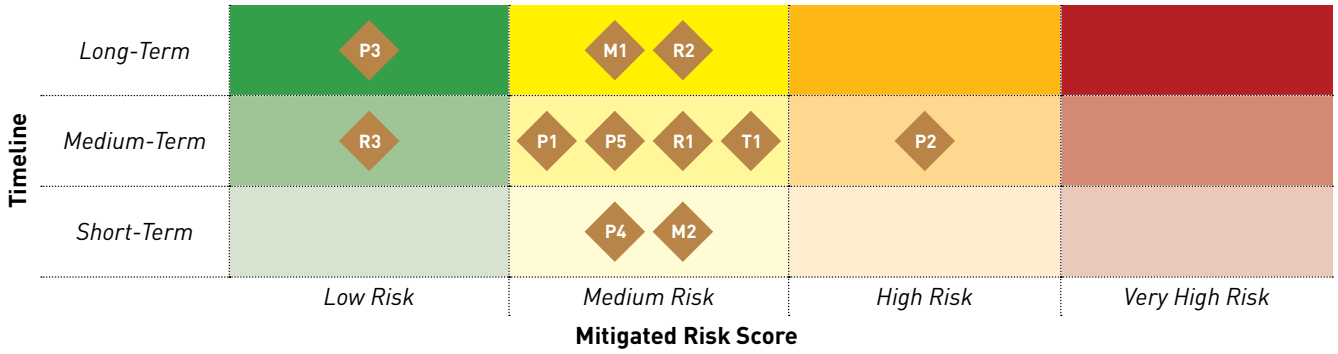
	Risk Category	Impacts	Mitigations and Opportunities
	Policy and Regulatory		
P1	Stricter emission regulations which require modifications to processes and assets.	• Increase in operational costs. • Production cutback impacting financial cash flows. • Reduction in funding streams. • Reputational impact due to high GHG emissions.	• Alignment of measurement, monitoring and reporting of emissions from material sources to achieve the respective Oil and Gas Methane Partnership (OGMP) level requirements for each asset. • Studies to identify flaring and venting sources and opportunities to achieve ZRF and ZRV. • Formation of Decarbonisation Joint Working Group comprising Operations, Engineering and HSSE. • Establishment of GHG Reduction Roadmap. • Equipment reliability improvement plans. • Process control optimisation. • Proactive surveillance and maintenance programme. • Exploration of new and innovative technologies in the market to increase gas processing reliability and flare reduction. • Development of carbon offset projects or investments in carbon capture and storage (CCS) technologies to mitigate emissions.
P2	Introduction of Carbon Pricing Mechanisms that will impose a carbon price on existing assets.	• Increase in financial burden from high-emission assets. • Reduction in profitability due to mitigation costs.	• Engagements with regulators to stay updated with the latest developments on the carbon market. • Internal carbon pricing inclusion in financial considerations as preparation for future carbon tax scenario. • Development of carbon offset projects or investments in CCS technologies to mitigate emissions. • Exploration of initiatives to reduce emissions.
P3	Reduced demand for oil and gas due to policy changes.	• Stranded assets. • Market shifts from oil and gas to renewables.	• Diversification of revenue by investing in renewable energy projects, clean technology ventures, or different business streams.
P4	Difficulty in securing capital for oil and gas.	• Reduced demand for oil and gas. • Stranded assets. • Market shifts from oil and gas to renewables.	• Exploration of wider funding options from different financial institutions. • Development of robust climate action plans.

	Risk Category	Impacts	Mitigations and Opportunities
P5	Increasingly stringent disclosure requirements for information and data as a public listed company.	• Management cost for data tracking and third-party verification. • Impact on company ratings which affect our reputation and ability to secure funding.	• Engagements with policymakers and regulators for latest updates on disclosure requirements and to advocate for market-based solutions. • GHG and climate-related reporting data assurance through third-party audit. • Investment in a CSI solution for data analytics, computation and reporting.
	Market		
M1	Reduced demand for oil and gas due to rapid adoption of renewable energy sources.	• Stranded assets. • Market shifts from oil and gas to renewables.	• Create a resilient portfolio with increasing gas production as a bridging fuel in energy transition. • Diversification of revenue by investing in renewable energy projects, clean technology ventures or different business streams. • Hedge against commodity price volatility through financial instruments or long-term contracts. • Investment in research and development to enhance the efficiency of existing operations and reduce production costs.
M2	Volatile oil and gas pricing.	• Cash flow uncertainties. • Margin compression if prices go too low.	• Build the business plan based on conservative estimates for oil and gas pricing. • Explore options to improve liquidity. • Prioritisation of funds.
	Reputation		
R1	Stigmatisation of the oil and gas sector.	• Damage to brand reputation. • Loss of licence to operate. • Potential impact on fund raising (debt and equity).	• Highlight importance of oil and gas in the National Energy Transition Roadmap and overall global energy mix. • Highlight Energy Transition Strategy in engagements with stakeholders to demonstrate our commitment to sustainability goals. • Maintain sustainability index constituency by meeting the increased threshold for climate change indicator requirements. • Implementation of robust ESG practices to improve transparency and accountability.
R2	Unable to recruit new graduates/ loss of experience.	• Difficulties attracting and developing talent.	• Collaborate on projects and invest in sponsorships with universities or transition leaders. • Workforce development via internal upskilling programmes. • Share knowledge and experience through regional collaborations.
R3	Climate litigation and legal exposure.	• Damage to brand reputation and investors' confidence. • Legal costs.	• Ensure all reporting meets Bursa requirements and maintain FTSE4Good constituency. • Third-party audit assurance.
	Technology		
T1	Internal capability gap to execute decarbonisation plans and adopt new technologies.	• Failure to meet climate targets. • Higher consulting and outsourcing costs. • Reduced credibility and stakeholder confidence.	• Engage technical experts or consultants to address the knowledge gaps in CCS well integrity and CCS subsurface modelling.

Each transition risk has been evaluated based on its potential impact, expected time horizon, and the effectiveness of existing mitigation measures. Residual risk scores were determined in accordance with the Group's RAM.

Sustainability Report (continued)

The chart below summarises the assessed transition risks according to their expected time horizon and mitigated risk scores. The results support the prioritisation of climate-related risks and inform the Group's risk management and strategic planning processes under the *CCF*.



Timeline Definitions:

Short-Term	<1 year
Medium-Term	>1 year to 3 years
Long-Term	>3 years

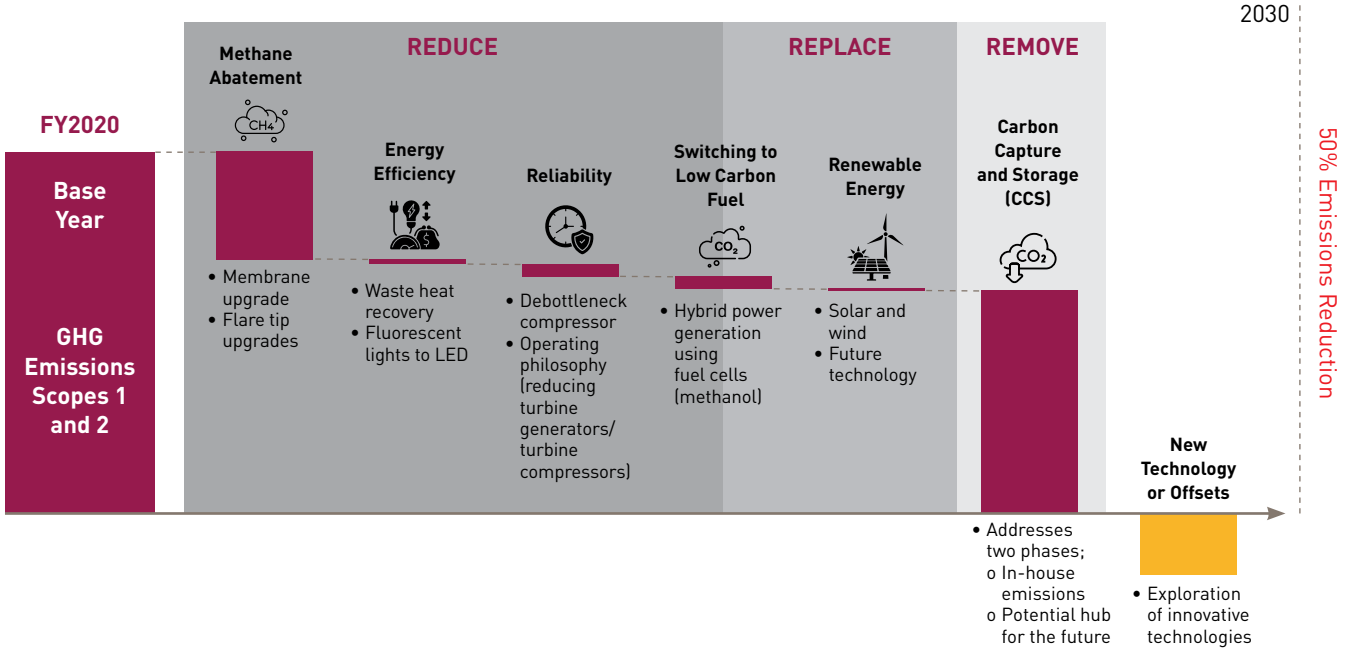
Risk Scores and Timelines for Evaluated Risk Events.

Building on this foundation, the Group is exploring enhancements to its climate risk assessment methodology through external collaboration using internationally recognised climate scenarios and advanced analytical tools. The proposed enhancements include asset-level physical climate risk modelling, transition risk analysis covering future carbon pricing scenarios, a broader evaluation of climate-related risks across the value chain, and a more structured assessment of climate-related opportunities. These enhancements are expected to provide deeper insights into potential financial impacts over the short, medium and long term, strengthen climate-informed decision-making, and enhance alignment with IFRS S1 and IFRS S2.

6.2 GHG Emissions Management

Our Strategy

Reducing GHG emissions across our upstream operations is a key priority of Hibiscus' climate strategy and risk management approach. Guided by our Energy Transition Strategy, our Decarbonisation Roadmap outlines a structured approach to emissions reduction through three complementary pillars: Reduce, Replace and Remove.

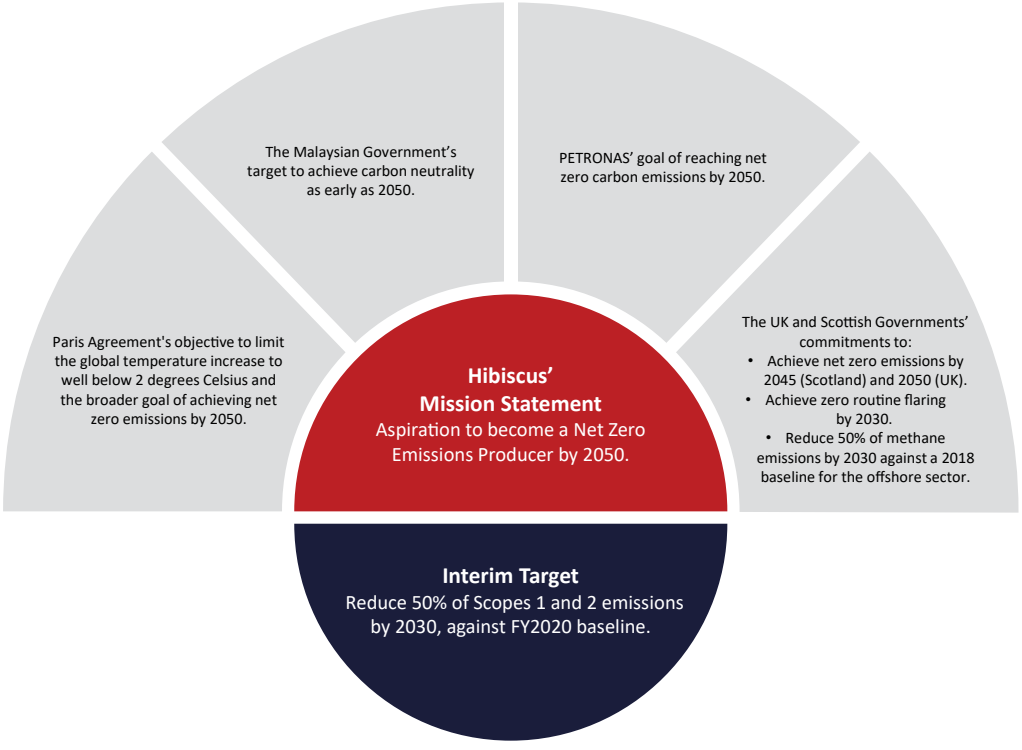


Our 2025-2030 Decarbonisation Roadmap.

Our Approach

As a producer of predominantly mid-to-late life oil assets, the Group faces inherent challenges in reducing emissions, as emissions intensity generally increases as production declines. We focus on practical and technically feasible emissions reduction opportunities that deliver meaningful improvements while safeguarding operational safety, reliability and asset performance.

Recognising these operational realities, the Group established its long-term aspiration in FY2021, followed by an interim target in FY2023. These targets are aligned with the climate ambitions of the jurisdictions in which we operate and support broader national and global efforts to achieve net zero emissions.



Alignment of the Group's Aspirations with Global and National Targets.

To accelerate progress towards our GHG emissions reduction targets, the Group formed the Decarbonisation Joint Working Group in April 2024. Bringing together expertise from across the business, the team assesses emission reduction initiatives of varying stages of maturity and prioritises opportunities that can be incorporated into the Group's decarbonisation roadmap.

For the Anasuria asset, AOCL developed a Net Zero Strategy to provide a structured framework supporting emissions reduction and informing future investment and development. The strategy is built around two core areas: alignment and benchmarking against sector and national targets, and targeted asset-level investments to reduce emissions. Building on the Net Zero Strategy, the Anasuria FPSO ERAP was developed in 2023 in line with the North Sea Transition Authority (NSTA)'s Net Zero Stewardship Expectation 11. The ERAP is further guided by the NSTA's Plan to Reduce UKCS Greenhouse Gas Emissions and the ERAP Reporting Explanatory Note, which clarifies compliance expectations.

The Anasuria ERAP sets out a portfolio of actions, projects and investment opportunities to reduce emissions from the Anasuria FPSO. The ERAP was initially submitted to the NSTA in March 2023 and was maintained on a bi-annual update cycle up to October 2025, with updates now scheduled to take place annually. In June 2025, AOCL held its second emission reduction Partner Workshop, involving AOCL management, discipline focal points, shareholders and the NSTA. The workshop reviewed Anasuria's emission reduction opportunities, pathways and scenarios aligned with the North Sea Transition Deal's targets for 2025, 2027 and 2030. Outputs from the workshop informed the October 2025 ERAP update.

Sustainability Report (continued)

Our Key Initiatives

Initiative	Asset(s)	Status
Leak Detection and Repair (LDAR)	All assets	• LDAR programmes for all our PSCs and LCOT facility have been developed. • Completed annual LDAR programme for North Sabah, Kinabalu Oil and PM3 CAA in December 2025, February 2026 and April 2026, respectively. • In October 2025, a Quantification, Leak Detection and Repair campaign was conducted at OPP Lumut and offshore platforms (MLJ1, 2 and 3). A total of 40 leaks were identified, an improvement from the previous 2024 campaign which recorded 81 leaks.
GHG Audit	Malaysia and PM3 CAA assets	• GHG audits are planned annually. • The 2024 GHG emissions inventory has been independently verified in accordance with ISO 14064-3:2019 and completed in March 2026.
Zero Routine Flaring and Venting (ZRFV) Study	Malaysia and PM3 CAA assets	• In Q3 2025, assessments on ZRFV commenced for PM3 CAA, North Sabah and Kinabalu Oil. • The studies involve a review of existing routine flaring and venting sources and identification of potential emissions reduction opportunities in line with ZRFV objectives. • As of July 2026, the ZRFV studies have concluded and all facilities were found to be aligned with ZRFV objectives, with routine emissions minimised by design and residual emissions demonstrated to be ALARP.
Drone Methane Survey	Malaysia and PM3 CAA assets	• Under the OGMP 2.0 Reporting Framework, PETRONAS has identified 38 upstream material assets in Malaysia to achieve the OGMP 2.0 Gold Standard by May 2027, supporting Malaysia's commitment under the Global Methane Pledge to reduce methane emissions by 30% by 2030 from 2020 levels. • Hibiscus Malaysia has been selected to undertake OGMP 2.0 Level 5 methane site-level measurements and reporting for PM3 CAA and North Sabah offshore assets. Field measurements using drone-based methane detection in accordance with the OGMP 2.0 Level 5 methodology have been completed for PM3 CAA in Q3 2026 and planned for North Sabah in Q4 2026. • To advance decarbonisation efforts by identifying and implementing additional GHG emissions reduction opportunities across operations, supporting the organisation's low carbon transition pathway.
Hydrocarbon Contaminant Management Study	PM3 CAA	• To assess the feasibility of injecting CO_2-rich gas into depleted PM3 CAA gas reservoirs. • The studies will focus on subsurface and topsides of the CCS project. • Subsurface studies were completed in 2025 and facilities conceptual studies concluded in Q1 2026. • Plan to commence FEED studies in Q4 2026.
Flare Reduction	Kinabalu Oil	• Enhance efficiency of LP and HP compressors to allow more gas to be transported to Samarang platform instead of flaring the gas. • The LP compressor re-aero was successfully completed in October 2025. • Installation of the HP compressor package has commenced in Q3 2026, with completion targeted in Q4 2026.
Aerial Methane Survey	Anasuria Cluster	• To gain real-time methane emissions data associated with FPSO operations and to support the development of the Anasuria Methane Action Plan. • In 2026, Anasuria undertook its third aerial methane survey at the FPSO. Another survey is planned in Q2/Q3 2027.
Air Quality Monitoring	Brunei asset	• Conducted air quality monitoring at OPP Lumut with a third-party consultant in November and December 2025. • The objective was to ensure that there are no negative impacts on air emissions at OPP Lumut and the nearest sensitive receptor to OPP Lumut (a residential area). • Samples were measured against the WHO Air Quality Guidelines (2000), Brunei's Air Quality Target and the Occupational Safety and Health Administration limits. • The results show no significant health, safety or environmental risks associated with OPP Lumut's activities to the surroundings.

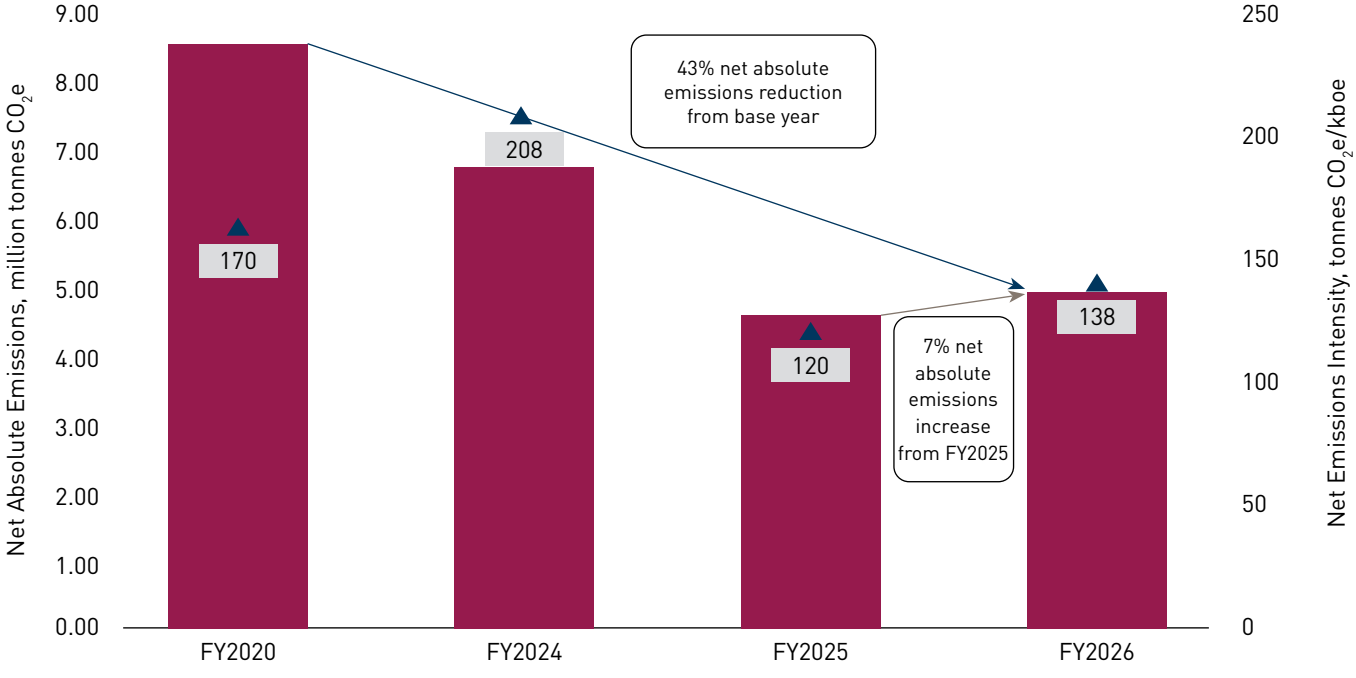
Initiative	Asset(s)	Status
Flare Tip Replacement	Brunei asset	• New flare tip was installed at OPP Lumut during the Full Field Shutdown (FFSD) in September 2025. • It aims to enhance flaring efficiency to reduce methane emissions.



Air quality monitoring at OPP Lumut.

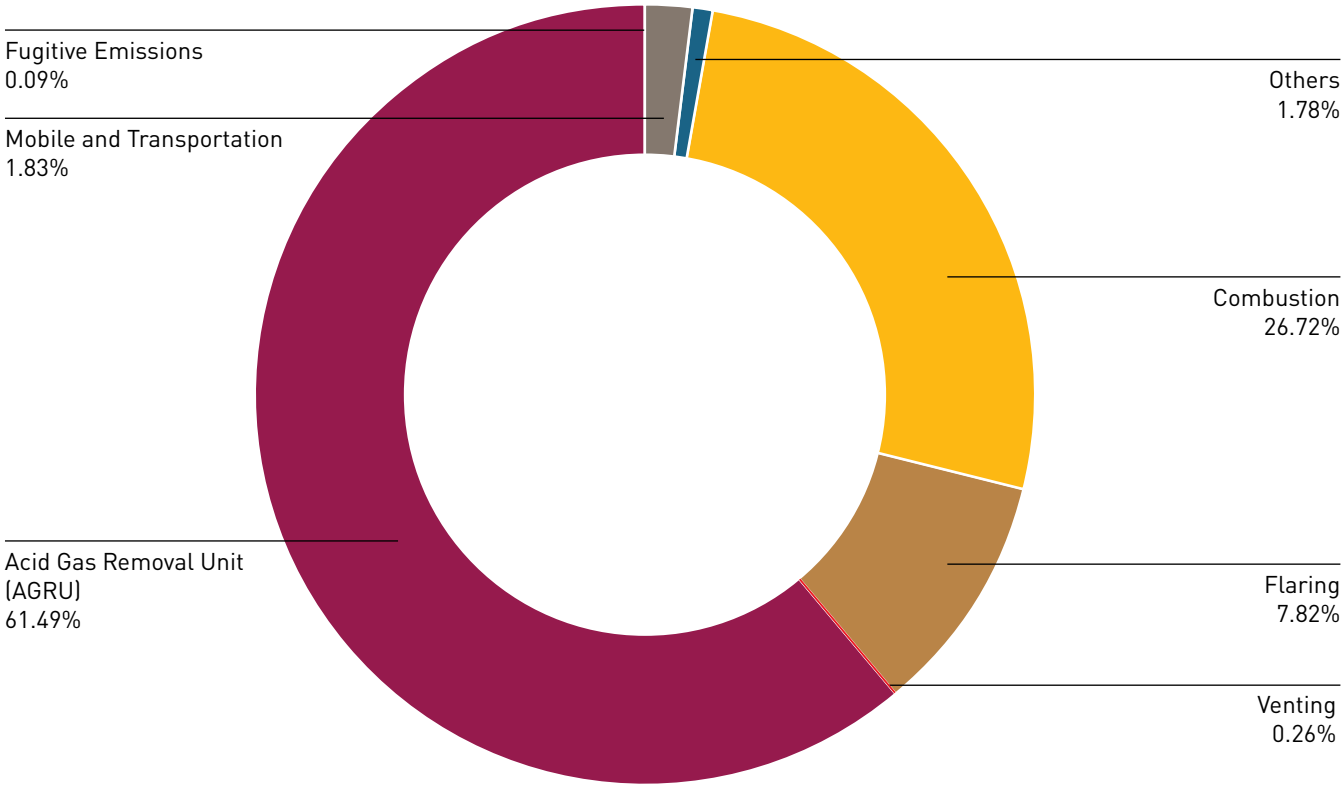
Our Performance

As of FY2026, the Group achieved a 43% reduction in net absolute emissions and a 19% reduction in net emissions intensity against the FY2020 baseline, reflecting the cumulative impact of our decarbonisation initiatives. Although net absolute emissions increased by 7% compared with FY2025 due to operational factors, overall emissions remained significantly below the baseline. These results represent continued progress towards the Group's interim target and net zero aspirations.



Group Net GHG Emissions Performance.

Sustainability Report (continued)



Breakdown of Total Scope 1 GHG Emissions by Source for FY2026.

Below are the consolidated indicators of the Group's GHG emissions:

Scope 1 Emissions				
Emissions by source	**Unit**	**FY2024**	**FY2025**	**FY2026**
Combustion	tonnes CO_2e	1,344,784[8]	1,207,141	1,321,384
Flaring	tonnes CO_2e	346,450	473,561	386,773
Venting	tonnes CO_2e	54,784	9,912	13,000
AGRU	tonnes CO_2e	4,831,194	2,812,062[7]	3,040,298
Fugitive Emissions	tonnes CO_2e	1,433[8]	1,324	4,441
Mobile and Transportation	tonnes CO_2e	123,841	97,022	90,251
Others	tonnes CO_2e	63,826	43,156	88,232
Total[1]	**tonnes CO_2e**	**6,766,312**	**4,644,178**	**4,944,378**
Emissions by type of gas	**Unit**	**FY2024**	**FY2025**	**FY2026**
Carbon dioxide	tonnes	4,529,012	3,726,827	4,018,613
Methane	tonnes	88,548	35,901	36,335
Nitrous oxide	tonnes	79	66	58
Hydrofluorocarbons (HFCs)	tonnes	0.01	0.02	0.00

Scope 2 Emissions[2]				
Emissions by source	**Unit**	**FY2024**	**FY2025**	**FY2026**
Purchased Electricity	tonnes CO_2e	2,274[9]	9,198[9]	18,237

Total GHG Emissions (Scopes 1 and 2)				
Indicator	**Unit**	**FY2024**	**FY2025**	**FY2026**
Total Operational GHG Emissions	tonnes CO_2e	6,768,586	4,653,375	4,962,615

Scope 3 Emissions				
Category	**Unit**	**FY2024**	**FY2025**	**FY2026**
Upstream Transportation and Distribution	tonnes CO_2e	60,361	54,468[10]	0[10]
Business Travel[3]	tonnes CO_2e	0	0	0
Total	**tonnes CO_2e**	**60,361**	**54,468**	**0**

UK ETS Payment	RM mil	25.3	18.1	14.4
Net GHG Emissions (Scopes 1 & 2) – Operational Control[4]	**tonnes CO_2e**	**6,691,371**	**4,562,108**	**4,885,034**
Net GHG Emissions (Scopes 1 & 2) – Working Interest[5]	**tonnes CO_2e**	**2,439,676**	**1,685,920**	**1,793,083**
Aggregate Net Emission Intensity – Operational Control	**tonnes CO_2e/kboe**	**207.66**	**119.94**	**137.77**

Notes:

1 Totals may not add up due to rounding.
2 Scope 2 Emissions include corporate office building emissions.
3 Scope 3: Business Travel GHG emissions are reported for AOCL only and are zero as there are no vehicles that are owned or rented by AOCL, or where AOCL is responsible for purchasing fuel for the purposes of business travel. GHG emissions from air travel, helicopters and supply vessels have not been accounted for. This category of Scope 3 is included in fulfilment of UK Government's Streamlined Energy and Carbon Reporting (SECR) requirements.
4 Net GHG Emissions – Operational Control refers to net emissions after payment to UK ETS. The UK ETS allocation has been updated following the latest amendments to operators' allowances due to Activity Level Changes as of April 2026.
5 Net GHG Emissions – Working Interest refers to the net emissions based on our equity share.
6 For the UK, an independent third-party has been commissioned to conduct an annual audit on carbon emissions data as part of a mandatory requirement for the UK ETS reporting process.
7 The decrease in AGRU figures in FY2025 is mainly due to improved separation efficiency with Advanced Membrane installation, lower CO_2 in feed gas and better methane recovery from the BRE vent system for PM3 CAA.
8 For Combustion and Fugitive Emissions, figures for FY2024 have been revised from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification for Anasuria historical data.
9 For Purchased Electricity, figures for FY2024 and FY2025 have been revised from the previously reported data in Annual Report 2024/2025 due to an update to the GEF used in the measurement of emissions from electricity consumption of the corporate office building in Malaysia.
10 Scope 3: Upstream Transportation for North Sabah PSC has been re-categorised to Scope 1: Mobile and Transportation from June 2025 since it is under our operational control.
11 Emissions figures from 1 January 2025 to 31 December 2025 are final. Provisional figures previously reported for FY2025 in the Annual Report 2024/2025 have been updated with the final figures.
12 Emissions figures from 1 January 2026 to 30 June 2026 are provisional.
13 Emissions data by each operation is detailed in Appendix 2.

Carbon Credit Policy

The Group recognises the crucial role of carbon credits in achieving net zero emissions. However, our priority remains on directly reducing emissions wherever possible, using carbon credits to bridge any remaining gaps or meet compliance obligations. These carbon offsets must be of high quality, ensuring environmental integrity, additionality, permanence and adherence to reputable standards.

AOCL participates in the UK ETS, the UK's mandatory carbon pricing mechanism, and purchases emissions allowances where emissions from the Anasuria Cluster exceed the available free allocation. AOCL continues to comply with all UK ETS requirements, including emissions monitoring, reporting, verification and annual allowance surrender. Reporting is undertaken through the '*Manage your UK ETS Reporting Service*', which is now the established digital platform for UK ETS permitting and reporting activities. In 2025, the UK ETS framework continued to evolve, including legislative and policy updates relating to free allocation. In particular, the start of the second free allocation period was moved from 2026 to 2027, with 2026 treated as a standalone scheme year.

Sustainability Report (continued)

Carbon pricing is integrated into AOCL's annual planning and budgeting process, with carbon price assumptions based on prevailing UK ETS market conditions. Separately, as Anasuria Hibiscus is the operator for Hibiscus' development assets in the UK, Anasuria Hibiscus has also incorporated the ETS costs as part of project economic evaluations. In 2026, Anasuria Hibiscus' internal carbon price assumption of USD74.25 per tonne has been applied to estimate the future ETS costs for assets that have progressed into the production phase. The increase from the previous year reflects updated foreign exchange assumptions used, with no material change in the underlying carbon price outlook.

The Group is committed to providing transparent disclosure on its use of carbon credits for compliance and voluntary markets through our annual Sustainability Report.

6.3 Energy Management

Our Strategy

The Group's energy management strategy focuses on reducing the carbon intensity of our operations by increasing the use of cleaner energy sources where technically and operationally feasible. We also continue to identify and evaluate technologies and innovative solutions that can improve energy efficiency across our assets. All potential initiatives are assessed for their technical feasibility and economic viability to ensure they deliver meaningful emissions reductions while maintaining safe, reliable and sustainable operations.

Our Approach

The Group is committed to managing energy and natural resources responsibly and efficiently across its operations. By optimising energy use and continuously improving operational performance, we aim to reduce energy consumption where practicable, minimise our environmental footprint and support operational excellence and cost efficiency.

Our Key Initiatives

Initiative	Asset(s)	Status
Offshore Hybrid Solar PV Installations	Malaysia and PM3 CAA assets	• Hybrid solar PV and wind turbine systems were installed offshore to provide an alternative power source, reducing reliance on diesel generators and lowering combustion emissions through improved battery capacity and renewable energy generation. • Completed installations (Solar PV): o St Joseph: SJJT-A, SJJT-B, SJJT-F and SJV-A o SF: SFJT-B and SFV-A o Barton: BTJT-A and BTV-A o PM3 South: BKC, BRC, BSA • Completed installations (Wind Turbine): o St Joseph: SJJT-F o Barton: BTJT-A o PM3 South: BKC, BRC, BSA • Plan to complete installation at BKA platform in CY2026.
VFMS	Malaysia and PM3 CAA assets	• In 2025, VFMS was installed and activated on vessels operating under long-term contracts to optimise fuel consumption, enhance movement monitoring and reduce carbon emissions. • Estimated fuel reduction of 15% to 25% for vessels installed with VFMS.
Power Study	PM3 CAA	• Feasibility study on usage of alternative power sources as a replacement for existing power systems at BOC are being explored.

Initiative	Asset(s)	Status
Energy Landscape Assessment (PETRONAS collaboration)	North Sabah	• An Energy Landscape Assessment led by PETRONAS for the St Joseph facility has commenced in April 2026, following the completion of the PM3 CAA study in 2024. • The study evaluates current and future facility energy performance by assessing fuel gas consumption and the efficiency of key turbomachinery. • Using PETRONAS' SETPACE digital tool, efficiency and gap analyses are conducted to identify opportunities for energy optimisation and electrification. • Plan to complete the study in December 2026.
Utilisation of Solar-Powered Lights	LCOT	• Initiated a phased replacement of conventional LCOT streetlights with solar-powered units to enhance energy efficiency, reduce environmental impact, and support long-term sustainable operations. • A total of 35 units were installed in 2025, with the installation of another 50 units planned for 2026.
Energy Efficiency Upgrades	Anasuria Cluster	• Upgrade of G-8030 turbine controls package and Power Management System to address poor operational efficiency. The upgrade will include electric control actuators for fuel changeovers which is expected to improve package reliability. This project is planned to take place in Q4 2026. • Upgrade of Waste Heat Recovery Unit (WHRU) to increase efficiency and operability of the existing G-8010/20 WHRU system. The detailed engineering phase for this project is ongoing.
Solar Farm Project	Brunei asset	• A 12 MW peak ground-mounted solar PV farm is being developed at the Sungai Liang Industrial Park to reduce emissions after the installation of an Integrated Compressor Line LPC. • The LPC will operate in hybrid mode and the solar power will offset an estimated 17% of the overall electricity demand of the LPC. • The project is targeted to be ready for start-up in January 2027.





Wind turbine solar hybrid installation at BSA.





Replacement of streetlights with solar powered units at LCOT.

Sustainability Report (continued)

Our Performance

The energy management disclosure is shown below:

Indicator	Unit	FY2024	FY2025	FY2026
Natural Gas	MWh	6,512,112[3]	5,769,407	6,226,050
Diesel	MWh	61,139	85,068	528,219
Grid Electricity	MWh	4,606	13,016	34,316
Total Energy Consumption[1]	**MWh**	**6,577,857**	**5,867,491**	**6,788,585**
Energy Intensity[2]	**MWh/kboe**	**204**	**154**	**191**

Notes:

1 Total Energy Consumption consists of natural gas, diesel and electricity consumed from our operations and office buildings based on operational control including the corporate office building's energy consumption.

2 Energy Intensity is calculated based on total energy consumption over the amount of total production based on operational control.

3 For Natural Gas, figures for FY2024 have been revised from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification for Anasuria historical data.

4 Energy Consumption figures from 1 January 2025 to 31 December 2025 are final. Provisional figures previously reported for FY2025 in the Annual Report 2024/2025 have been updated with the final figures.

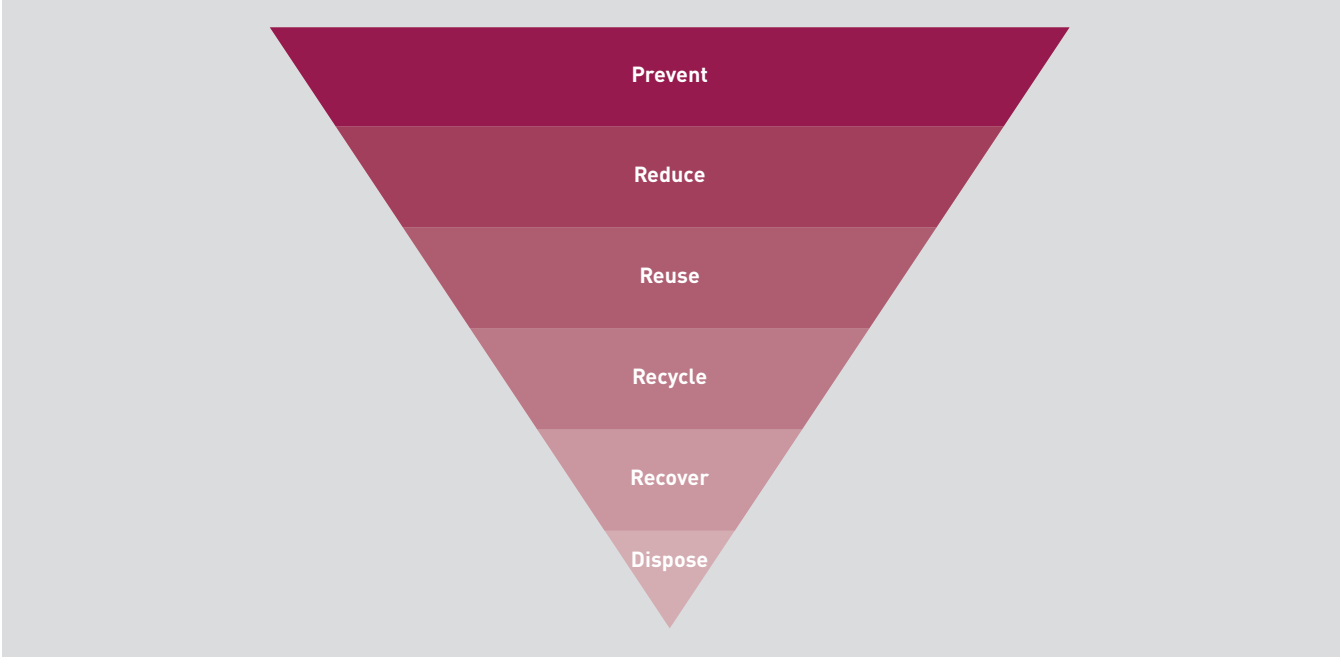
5 Energy Consumption figures from 1 January 2026 to 30 June 2026 are provisional.

6 Energy Consumption data by each operation is detailed in Appendix 2.

6.4 Waste Management

Our Strategy

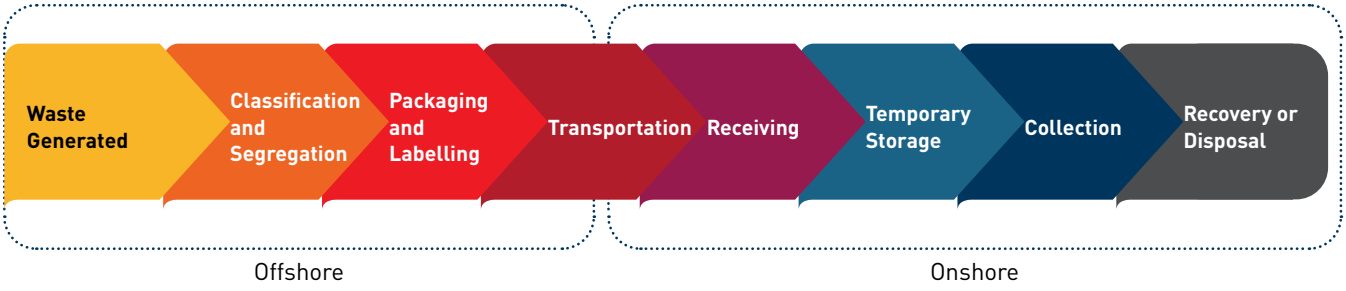
Guided by the Waste Management Hierarchy, we aim to minimise waste generation, promote resource efficiency through the 3Rs – reduce, reuse and recycle – and ensure the safe and compliant management of residual waste. Our strategy is supported by pollution prevention and preparedness measures, including comprehensive contingency plans and emergency response arrangements, to reduce environmental risks and strengthen our ability to manage incidents effectively.



Waste Management Hierarchy.

Our Approach

Across all our operations, we implement robust Waste Management Procedures and Waste Management Plans to ensure the safe, responsible and compliant handling of waste. Our approach emphasises waste segregation, tracking, transportation and disposal through structured and auditable systems, supported by qualified personnel and licensed waste management contractors. Hazardous waste transferred onshore is closely monitored to ensure compliance with applicable regulatory requirements and industry standards in Malaysia, the UK and Brunei.



General Waste Management Flow for Offshore Locations.

In Malaysia, waste management practices are guided by the Environmental Quality (Scheduled Wastes) Regulations (2005), PETRONAS' Exploration and Production (E&P) Minimum Environmental Specifications (MES) and the Exploration & Production Minimum Expectation on Scheduled Wastes Management for Offshore Operators (2025). Waste management activities are overseen by Certified Environmental Professional in Scheduled Waste Management personnel certified by DOE, who conduct monthly inspections and report hazardous waste inventories through the Electronic Scheduled Waste Information System. Scheduled and non-scheduled waste is transported by licensed carriers to government-approved disposal facilities or PETRONAS-authorised recovery centres. The Group endeavours to comply with the annual 3R Scheduled Waste limit set by PETRONAS annually, which has been set at ≥ 50% recovery for CY2026.

In the UK, hazardous waste streams are managed according to their specific characteristics, including composition, concentration, and flash point. Specialist waste streams, such as hazardous sludges, are handled by approved and licensed contractors. All hazardous waste transferred onshore is subject to Duty of Care requirements and is tracked through formal documentation and verification processes to ensure compliance with applicable legislation and regulatory standards.

We strengthen hazardous waste management practices through regular training and refresher programmes for employees and contractors across our offshore and onshore operations. These programmes cover key aspects of hazardous waste management, including waste identification and classification, safe handling and storage, emergency response procedures, and compliance with applicable regulatory requirements and internal standards.

Our Key Initiatives

Initiative	Asset(s)	Status
Waste Minimisation Campaign	LCOT and North Sabah	• Aims to eliminate reliance on disposable plastics and move towards circularity. • Focuses on significantly reducing single-use plastics within workplaces.
Waste Acceptance Criteria Review	LCOT	• Determines the characteristics and composition of waste for submission to DOE. • Total Threshold Limit Concentration analysis of oily sludge (Scheduled Waste (SW) 310) generated by crude oil storage tanks at LCOT planned in 2027.

Sustainability Report (continued)

Initiative	Asset(s)	Status
Hydrate without Waste – No More Plastic Bottles Campaign	TBSB	• The Hydrate without Waste – No More Plastic Bottles campaign was launched at TBSB in Q3 2025 to promote sustainable hydration practices and reduce single-use plastic waste. • Initiatives included replacing bottled water in meeting rooms with water jugs and reusable cups, encouraging the use of personal tumblers through accessible refill stations, and implementing a no-plastic-bottle policy for yard and jetty operations. • A dedicated committee and campaign ambassadors were established to conduct monthly awareness sessions and raise environmental topics during morning meetings. • Employees participated in a hiking and clean-up activity at Bukit Keluang, Terengganu to raise awareness on the negative impacts of the habitual use of plastic bottles towards the environment. Approximately ten (10) bags of various types of trash were collected, with nearly half consisting of plastic bottles.
Waste Management Training	Anasuria Cluster and Kinabalu Oil	• For Anasuria, bespoke AOCL environmental training material was developed covering waste management and atmospheric emissions. These modules were rolled out across all offshore crews, with certificates issued to all personnel. The rollout was completed in June 2026. • Scheduled Waste Awareness Training was completed at Kinabalu Oil in June 2026.
RegalTag Recycling Scheme	Anasuria Cluster	• In Q1 2026, a new RegalTag recycling scheme was introduced offshore to improve waste segregation and recycling. • The RegalTag TagAway® scheme is a specialist recycling programme designed for the collection and recycling of used RegalTag safety tags. Rather than disposing of used tags in general plastic waste, they are collected separately at specific collection points on the FPSO and returned to RegalTag for dedicated recycling. • The RegalTag TagAway® scheme is a free closed-loop recycling programme that enables used specialist safety tags to be segregated, returned to the manufacturer and recycled into new products, providing auditable evidence of recycling and supporting waste reduction and ISO 14001 objectives. • Personnel were briefed on the scheme requirements, reinforcing environmental awareness and encouraging active participation in waste minimisation.
OSRE Awareness	Brunei asset	• Maintenance and awareness sessions on OSRE are held bi-annually with a local oil spill consultant company. • Provided a refresher for the Hibiscus Brunei Emergency Response Team (ERT) on how to use the equipment and strategise oil spill response should there be an oil spill incident. • For FY2026, the sessions were held in December 2025 and June 2026. For the June 2026 session, an oil spill deployment was successfully simulated and addressed by the ERT personnel at the OPP Lumut beach area.
IMT Masterclass Training	Brunei asset	• In September 2025, personnel from Hibiscus Brunei attended the IMT Masterclass Training held in Kota Kinabalu, Sabah. • Organised by Hibiscus Malaysia and PIMMAG as the main training partner, with trainers and experts from the Malaysian government and OSRL. • The training included an introduction and practical session on the ICS 300, a presentation by the relevant authority on oil spill response and beach deployment exercise.
Beach Clean-Up	Brunei asset	• During the routine weekly site visit in April 2026, the OPP Lumut Management Team actively participated in environmental clean-up activities at the beach area, north-side of OPP Lumut. • 13 large bags of waste were collected, most of which were plastic bottles.
My Spoon My Cup Initiative	Brunei asset	• Since September 2024, the OPP Lumut canteen has discontinued the provision of eating utensils and cups during meal times, encouraging employees to bring and use their own reusable items. • The initiative aims to promote personal responsibility, reduce reliance on single-use plastics, and support better hygiene practices. By fostering environmentally conscious behaviours and individual accountability, the programme contributes to waste reduction, sustainability objectives and a healthier workplace environment.




Clean-up activity at Bukit Keluang, Terengganu as part of the Hydrate Without Waste campaign.








OSRE Awareness Training in Brunei.





IMT Masterclass Training in Kota Kinabalu, Sabah.

Sustainability Report (continued)





OPP Lumut beach area clean-up in Brunei.

Our Performance

Group Waste Generation

Indicator	Unit	FY2024	FY2025	FY2026
Hazardous waste	**tonnes**	**825.29**[1]	**1,099.14**	**2,359.51**
Non-recycled waste	tonnes	439.74	566.78	681.81
Recycled waste	tonnes	385.55	532.35	1,677.70
Non-Hazardous waste	**tonnes**	**2,621.40**[1]	**1,513.59**	**1,024.45**
Non-recycled waste	tonnes	684.88	990.23	662.83
Recycled waste	tonnes	1,936.51	523.36	361.62
Total Waste	**tonnes**	**3,446.68**	**2,612.72**	**3,383.96**
Environmental fines and penalties	**RM**	**0**	**0**	**0**

Notes:

1 For hazardous and non-hazardous waste, figures for FY2024 have been revised from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification of historical data. The categorisation method for non-recycled waste data has also been updated to include Waste to Energy data.

2 Waste figures from 1 January 2025 to 31 December 2025 are final. Provisional figures previously reported for FY2025 in the Annual Report 2024/2025 have been updated with the final figures.

3 Waste figures from 1 January 2026 to 30 June 2026 are provisional.

4 Waste generation data by each operation is detailed in Appendix 2.

Group Oil Spill

Indicator	Unit	FY2024	FY2025	FY2026
North Sabah PSC	kg	0	0	3[5]
PM3 CAA PSC	kg	0	10[3]	-
Kinabalu Oil PSC	kg	5[2]	0	-
Anasuria Cluster	kg	4,871[4]	345[4]	3[6]
Brunei Block B MLJ[1]	kg	-	0	9[7]
Total	**kg**	**4,876**	**355**	**16**

Notes:

1 For Brunei Block B MLJ, data is from 14 October 2024 onwards (after completion of the acquisition by the Group).

2 There was a minor oil spill recorded on the Kinabalu Oil PSC due to a spill at ASB which was caused by a faulty crane's hydraulic oil hose. The issue has been resolved and reported to the Labuan DOE. For clarity, this did not occur offshore.

3 Oil spill recorded at PM3 CAA PSC in February 2025 due to residual hydrocarbon escaped into the sea at FSO Orkid during activation of marine breakaway coupling caused by bad weather. The incident has been reported to DOE and MPM.

4 For the Anasuria Cluster, there was a Petroleum Operations Notice 1 (PON1) hydraulic oil release incident from an intermittent leak at the teal umbilical termination unit that spanned from September 2022 to July 2024. The incident was continuously assessed by OPRED until the faulty hose had been replaced and the leak had stopped. In July 2024, the total quantity for the leak was confirmed and the PON1 for this incident has been closed by OPRED.

5 In March 2026, a minor crude oil leak was detected at platform BTJT-A from the 2-inch of the out-going oil pipeline to SFP-A. Upon noticing the leak, offshore operation personnel immediately shut down the platform and isolated the section of the pipeline. The emergency repair team was deployed to the platform and rectification of the pipeline has been completed.

6 Two pinhole leaks in the hydrocyclone reject line resulted in a crude release onto deck in September 2025. Most of the released liquid was captured within the gulley drain, but a proportion of the liquid flowed into a section of the gulley drain which is not protected by a weir plate before reaching the sea. In September 2025, the reject line was fully inspected following the leak. A third-party vendor installed an engineering wrap to prevent any additional leaks.

7 Over FY2026, the following minor oil spill incidents occurred at Brunei Block B MLJ:

a. In October 2025, there was a hydrocarbon liquid leak caused by corroded piping at the MLJ1 platform. A temporary wrap was placed at the leak point and the corroded piping will be replaced at the next opportunity.

b. In March 2026, a small oil sheen was observed on the water surface. Investigation determined that the minor spill originated from residual oil remaining in the disconnected discharge hose of a blue drum which had been used to collect hydraulic fluid from an actuator leak. The hose was immediately reconnected and the connection was secured.

c. In April 2026, it was observed that oily produced water overflowed from the vent located on top of the Water Degassing drum, flowing down onto the floor and the ground beneath it. All incoming lines and the main feed were closed and the production team on-site deployed oil spill kits. Level transmitters were calibrated, verified with local gauges and confirmed to be in good working condition.

d. In June 2026, a hydrocarbon liquid leak (oily produced water) was observed dripping at the lower section of a pump on the suction side. The droplets were contained within the pump's containment tray and the pump was immediately stopped and isolated. Replacement and test run of the new pump was completed by 12 June 2026.

6.5 Water Management

Our Strategy

Although water scarcity is not considered a material risk within our operating regions, we recognise the importance of responsible water stewardship in protecting the environment and maintaining operational integrity.

As an upstream oil and gas operator, we seek to minimise our impact on water resources by applying robust practices and fit-for-purpose water management solutions. Where practicable, produced water management is incorporated into facility and production design with solutions such as reinjection for reservoir pressure maintenance, offshore disposal through dedicated wells or export to shore for treatment and reuse. Where offshore discharge is the only feasible option, potential impacts on the marine environment are assessed and appropriate mitigation measures are implemented.

Our Approach

Our approach is guided by a comprehensive management framework that incorporates regulatory compliance, routine monitoring and preventive measures. We manage all discharges, including produced water, slops and bilge water, in accordance with applicable environmental regulations across our operating jurisdictions. Due to the higher environmental risk, produced water receives enhanced oversight through site-specific management procedures that support both compliance requirements and our broader sustainability commitments.



Oil limits for produced water discharge according to regulatory bodies for each region.

Sustainability Report (continued)

Region	Approach
Malaysia	• Produced water is treated at Effluent Treatment Plants (ETP) before being safely discharged into the sea. • Oil and grease in effluent discharge is monitored daily, with measurements taken every eight hours and results submitted monthly to the DOE. • System oversight is provided by two (2) Certified Environmental Professional in the Operation of Industrial Effluent Treatment Systems professionals. • Additional monitoring performed includes parameters such as temperature, pH, biological oxygen demand and chemical oxygen demand.
UK	• Produced water is treated onboard the Anasuria FPSO before being safely discharged to sea. • Residual oil in water concentrations are monitored in compliance with the Offshore Petroleum Activities (Oil Pollution Prevention and Control) Regulations (2005). Any monthly average above the legal threshold is reported to OPRED. • Produced water is also sampled bi-annually and analysed for inorganic and organic constituents, radiology, and chemical residues.
Brunei	• Produced water is transferred for treatment and disposal to a third-party facility, Seria Crude Oil Terminal (SCOT), operated by Brunei Shell Petroleum.

Our Key Initiatives

Initiative	Asset(s)	Status
Monitoring seawater quality	Malaysia, PM3 CAA and Brunei assets	• In Malaysia, seawater quality is part of marine environmental monitoring required by DOE. Analytical results are compared against parameters and limits in the Malaysia Marine Water Quality Criteria and Standards (MMWQCS). o For Sabah assets, monitoring is conducted annually. Monitoring for St Joseph, SF and Kinabalu Oil was completed in August 2025 and all results were within limits. The next sampling for Sabah assets will be in October 2026, with results expected by November 2026. o For Peninsular assets, monitoring is done every five (5) years. Completed field work at PM3 CAA in February 2025 and results were found within the values of the MMWQCS. The results for sediment quality were found within the recommended limits of US National Oceanic and Atmospheric Administration (NOAA) Screening Quick Reference Tables (SQuiRTs). • In Brunei, seawater monitoring is part of the Offshore Environmental Monitoring Survey (EMoS) done every three (3) to five (5) years. The most recent EMoS around the MLJ platforms was completed in February 2025 and results indicated that marine quality is stable with no adverse environmental impacts.
Monitoring of groundwater quality	Malaysia and Brunei assets	• Annual groundwater monitoring is conducted at LCOT and supply bases in Malaysia and OPP Lumut in Brunei. • The objectives are to measure groundwater levels, analyse water quality, and assess potential risks on identified receptors to support contamination management. • Parameters include physio-chemical variables, hydrocarbons, heavy metals and VOCs. • Monitoring at the OPP Lumut was conducted in April 2026. The results indicated that the groundwater quality has no contamination from the site activities.
Recycling of water from Air Conditioning (AC) units	Kinabalu Oil	• As the Kinabalu Oil platform lacks a seawater desalination unit, it depends on freshwater delivered by support vessels. • To reduce the reliance on shore-supplied water, a system to recover and reuse condensation from AC units was introduced, providing a sustainable freshwater source for general washing and sanitation.

Initiative	Asset(s)	Status
OIW Management Programme	Anasuria Cluster	• In August 2025, a new OIW Management Programme was fully implemented in collaboration with a third-party. • Established to develop suitably qualified personnel across offshore crews to deliver structured OIW training and competency assessments to Operations Technicians and Production Operators, aligned with the standards and methodology of onshore OIW analysis training. • Personnel who have completed the Train the Trainer programme are authorised to conduct onboard training and competency assessments.
Chemical Substitution Programme	Anasuria Cluster	• In 2026, AOCL will continue working with its new chemical supplier to advance the chemical substitution programme. • Plan to replace products currently flagged with substitution warnings with identified substitution-free alternatives where feasible in 2026.
Utilisation of produced water	All assets	• Exploring opportunities to treat and repurpose produced water from our operations as an alternative water source, supporting long-term water resource conservation.



Groundwater quality monitoring at OPP Lumut in Brunei.





Benthic sediment sampling and marine quality monitoring.

Our Performance

The following summary presents the Group's water management indicators:

Water Produced

Indicator	Unit	FY2024	FY2025	FY2026
Produced water[1,2,3]	**megalitre**	**11,060**	**11,018**	**12,181**
Environmental fines and penalties	**RM**	**0**	**0**	**0**

Notes:

1 Produced water is water generated from our production and it is discharged back into the sea after treatment.

2 There is no produced water discharge from Brunei Block B MLJ operations as all produced water generated is sent to SCOT for treatment and disposal.

3 In FY2026, there were no reportable environmental incidents in relation to our produced water and slops discharges to sea for Anasuria Cluster. No OPPC NCN was submitted to OPRED during FY2026. All previously open OPPC NCNs have since been reviewed and formally closed by the UK regulator, with no further action required.

4 Totals may not add up due to rounding.

Sustainability Report (continued)

Water Usage and Discharge

Indicator	Unit	FY2024	FY2025	FY2026
Freshwater purchased from third-party[1]	megalitre	43.92	72.93	95.31
Non-freshwater withdrawal[2]	megalitre	31.55	32.38	58.67
Re-used water[3]	megalitre	0.73	0.73	0.73
Total water used[4]	**megalitre**	**76.19**	**106.04**	**154.72**
Total water (effluent) discharge[5]	**megalitre**	**11,136**	**11,124**	**12,336**

Notes:

1 Freshwater purchased is potable water used for consumption.
2 Non-freshwater withdrawal is withdrawal of seawater for desalination – used for sanitation and general washing. The reported data is for PM3 CAA PSC only.
3 Re-used water is water (condensate) from air conditioners. The reported data is for Kinabalu Oil PSC only.
4 Total water used includes freshwater purchased from third-party, non-freshwater withdrawn and re-used water. The reported data does not include Anasuria Cluster.
5 Total water discharge includes water used and produced water discharge.
6 Water figures from 1 January 2025 to 31 December 2025 are final.
7 Water figures from 1 January 2026 to 30 June 2026 are provisional.
8 Water management data (inclusive of OIW concentrations of the produced water discharged) by each operation is detailed in Appendix 2.
9 Totals may not add up due to rounding.

6.6 Biodiversity

Our Strategy

The Group recognises that biodiversity is essential to ecosystem resilience and ecological balance. We seek to preserve natural habitats and minimise our environmental footprint by embedding biodiversity considerations into project planning and operational decision-making. Our strategy is underpinned by proactive impact assessments, scientific studies and feasibility assessments that enable informed and responsible biodiversity management.

Our Approach

To minimise potential impacts on biodiversity, Environmental Impact Assessments (EIAs) are conducted prior to the commencement of new projects to ensure biodiversity considerations are incorporated from the planning stage. The findings are used to develop site-specific Environmental Management Plans, which are implemented throughout the project lifecycle.

For projects located within Key Biodiversity Areas, Biodiversity Action Plans (BAPs) are developed using the Biodiversity and Ecosystem Services Risk Assessment (BESRA) methodology. This involves desktop reviews, site visits and stakeholder interviews to better understand the significance of risks to local biodiversity and ecosystem services and incorporate the mitigation measures into site-specific BAPs. Implementation is supported by ongoing monitoring and evaluation to ensure effectiveness, with focus given to high-risk and biologically sensitive operating areas.

Our Key Initiatives

Initiative	Asset(s)	Status
Benthic and Sediment Studies	Malaysia, PM3 CAA and Brunei assets	• In Malaysia, benthic and sediment monitoring is part of marine environmental monitoring required by DOE. o Conducted at SF 30 and Kinabalu Oil yearly and completed in August 2025. For both SF 30 and Kinabalu Oil, results for sediment quality were found within the recommended limits of the US NOAA SQuiRTs. o For Peninsular assets, monitoring is done every 5 years. Completed field work at PM3 CAA in February 2025 and results were found within the values of MMWQCS. The results for sediment quality were found within the recommended limits of the US NOAA SQuiRTs. • In Brunei, macrobenthos and sediment monitoring is part of the EMoS done every 3 to 5 years. The most recent EMoS around the MLJ platforms was completed in February 2025 and results indicated that marine quality is stable with no adverse environmental impacts.
EIA	Malaysia assets	• Baseline environmental sampling for the EIA of the Bunga Saffron Development was completed in 2025. • In addition, the EIA study for the Pertang-Kenarong Development is currently underway to assess potential environmental impacts and inform responsible project planning.
In-situ Rig to Reef (R2R)	SAA platform	• Decommissioned SAA platform components, including boat landings and caissons, were cut and repurposed as artificial reef structures. Five of these custom-fabricated units were deployed at Pulau Tenggol, Terengganu in September 2024 to provide habitat for marine life. • The SAA platform (substructure and topside) was decommissioned in July 2025. The substructure was repurposed in-situ as an artificial reef, while the topside was transported to Labuan for dismantling and disposal, with the majority of the metal recovered and recycled. • The in-situ cutting and reefing of the SAA substructure in July 2025 created the largest R2R substructure in the region. The upper jacket was cut into two sections and positioned alongside the remaining base, providing a cost-effective decommissioning solution and creating a structurally complex habitat that supports marine life.
Mangrove Preservation Outreach Project	Sabah	• Launched a three-part Mangrove Preservation Outreach Campaign 2025 in collaboration with the SWCS to raise awareness on the ecological importance of mangrove ecosystems, strengthen youth engagement in environmental stewardship and support long-term coastal resilience in Sabah. • Conducted between July and December 2025, the campaign was held across Kota Kinabalu, Tuaran and Papar, engaging 142 students from 14 secondary schools and three (3) universities, alongside local communities and volunteers. • Featured educational talks on mangrove conservation and environmental stewardship, including the role of the oil and gas industry in environmental responsibility. • Participants took part in mangrove restoration activities, resulting in the planting of more than 150 mangrove saplings across the three (3) locations.

Sustainability Report (continued)

Initiative	Asset(s)	Status
Seagrass Planting Feasibility Site Assessment and Marine Conservation Awareness	LCOT	• Collaboration with UMS and Universiti Putra Malaysia (UPM) to assess the potential for seagrass transplantation at the intertidal coastal area of the LCOT operation site was conducted in August 2025. • Conducted during both low and high tide at the LCOT shoreline. The assessment confirmed the potential for seagrass planting at LCOT shoreline, with the recommendation that such efforts be integrated with associated mangrove flora to ensure long-term habitat stability and ecological balance. • Marine conservation experts from UPM delivered an interactive awareness session on seagrass biology, ecological importance, conservation challenges and successful seagrass restoration efforts in Malaysia to LCOT stakeholders.
Biodiversity Conservation Sharing with Stakeholders	LCOT	• As part of the BAP, a stakeholder engagement session was conducted in April 2026 on biodiversity conservation under the ITP initiative in line with Control of Industrial Major Accident Hazards (CIMAH) requirements. The session served as an awareness and knowledge-sharing platform to enhance understanding among stakeholders on LCOT's commitment to environmental protection, particularly in relation to biodiversity conservation within and around operational areas. • The session brought together key stakeholders including regulatory agencies, emergency response representatives, local authorities, village heads and community members. The engagement reflects LCOT's continued commitment to transparency, environmental stewardship and sustainable operations. • In addition, the session highlighted LCOT's environmental conservation initiatives, including macrobenthos studies and the BESRA, which demonstrate a science-based approach to understanding and protecting marine and coastal ecosystems. These efforts reinforce LCOT's strong commitment to safeguarding sensitive habitats through comprehensive environmental assessments and continuous improvement practices.
Biodiversity Awareness Programmes	Brunei	• In December 2025, Hibiscus Brunei collaborated with IBER-UBD on a biodiversity awareness training programme at the Kuala Belalong Field Studies Centre in the Ulu Temburong rainforest, which included a hands-on practical on forest ecology, presentations and field-based learning for employees. • In April 2026, IBER-UBD was invited to OPP Lumut to conduct a biodiversity awareness session on *"Why Biodiversity Matters to Us"* for the OPP Lumut site team, covering an introduction to biodiversity, Brunei's biodiversity landscape and opportunities for individual contributions to biodiversity conservation. The engagement also included a site visit to the plant, boundary perimeter and onshore pipeline right of way for the IBER-UBD team to explore potential future collaboration on biodiversity studies and environmental monitoring initiatives.
Blue Carbon and Biodiversity Project Sponsorship	Brunei	• In December 2025, Block B Joint Venture (BBJV) collaborated with IBER-UBD on the Pulau Selirong Blue Carbon and Biodiversity Project. • Aim to build upon existing IBER research projects by launching a three-year research project to strengthen conservation and scientific efforts at Pulau Selirong. • From April 2026, Hibiscus Brunei staff have volunteered with the IBER research team, gaining hands-on experience and contributing directly to the conservation efforts on the ground, on topics such as Mangrove Island Ecology and Biodiversity Survey of Avian and Mammal Species in Pulau Selirong.



Biodiversity Conservation presentation during stakeholders' engagement.





Feasibility Study on Seagrass Planting at LCOT Shoreline and Marine Conservation Awareness to LCOT stakeholders.




Mangrove Preservation Outreach Campaign 2025.

Sustainability Report (continued)



Biodiversity Awareness Programme in Ulu Temburong National Park.



Biodiversity Awareness Programme at OPP Lumut.



Hands-on fieldwork with the research team from IBER-UBD at Pulau Selirong Forest Recreation Park.

LCOT in Focus: Strategic Operations with a Sustainable Outlook

As one of Malaysia's crude oil terminal operators, Hibiscus Malaysia plays an important role in regional crude oil handling, contributing to energy security and economic development. The LCOT terminal is located within a 10km radius of two (2) biologically sensitive and protected areas—the Labuan Marine Park and the Kina Benuwa Wetland and Mangrove Forest. Recognising the ecological significance of its surrounding environment, LCOT operates in full compliance with DOE regulations while continuously strengthening its environmental performance through innovation and sustainable operational practices.

In line with the DOE's Guided Self-Regulation framework, LCOT has adopted the Environmental Mainstreaming tools and established the Environmental Regulatory Compliance Monitoring Committee. The committee convenes annually to review regulatory updates, environmental performance, operational issues, resource requirements and opportunities for continual improvement. LCOT's environmental management efforts were independently assessed through the PMHA programme, where the implementation and effectiveness of its environmental management practices received positive feedback from the appointed assessors. In recognition of these efforts, LCOT was awarded the PMHA 2024/2025 for Exceptional Achievement in Environmental Performance on 27 January 2026.



PMHA Award Presentation Ceremony.

Focus Area	Description
Sludge Farm	• **Exclusive Licence**: Only local oil and gas company in Malaysia licensed to operate a sludge farm for hazardous waste management. • **Regulatory Conditions**: The licence includes 55 stringent conditions. • **Sources of Sludge**: Various crude oil production facilities, including the emulsion and wax treatment plant, crude storage tanks, ETP, Free Water Knockout vessels and maintenance activities like pigging operations. • **Treatment Process**: Treatment via bacteria and nutrients through tilting, ploughing and water spraying. • **Duration**: Five (5) to eight (8) years. • **Disposal**: Designated landfill with necessary approvals from the DOE and Atomic Energy Licensing Board. • **Regulation and Monitoring**: Operations are regulated by DOE under the Environmental Quality Regulations 2006. Technologically Enhanced Naturally Occurring Radioactive Material monitoring is conducted to manage radioactive material levels in the sludge. • **Initiatives**: Exploring ways to reuse treated soil from the oil sludge for other purposes.
Air Quality	• Conduct annual dark smoke observations on all fuel-burning equipment (FBE) to reduce air pollution, following Environmental Quality (Clean Air) Regulations 2014. • Monitor dust particulate levels from three (3) furnaces and two (2) generator sets to meet regulatory standards. • Performed annual FBE Efficiency Assessment upon completion of gaseous emissions monitoring. For the assessment in August 2025, achieved outcomes were well within the recommended limits. • Ambient air monitoring compliance was conducted at three designated stations surrounding LCOT in August 2025; all parameters complied with the Malaysia Ambient Air Quality Standard, 2020. • Submit Emission Declaration to DOE annually for transparency and regulatory compliance.
Soil Quality	• Annual sampling and submission of report to DOE Labuan. • Total of eight (8) sampling points with ten (10) parameters for each sampling point to comply as per the standard requirement of Contaminated Land Management and Guidelines No.1: Malaysian Recommended Site Screening Levels for Contaminated Land.
Boundary Noise	• Conduct annual noise level monitoring in compliance with applicable regulatory requirements. • Within limits in Schedule 2 of the Recommended Permissible Sound Level (L_{aeq}) by Receiving Land Use of Existing Built-up Areas (Industrial Zones) prescribed under Guidelines of Environmental Noise Limits and Control by DOE.

Sustainability Report (continued)

6.7 Environmental Audit and Certification

In line with Section 33A of the Malaysian Environmental Quality Act 1974 (Amendment 1996), Hibiscus Malaysia undergoes independent Environmental Audits by DOE-registered auditors annually.

Our most recent DOE third-party Environmental Audits were conducted at LCOT and Kinabalu Oil platform on 25 November 2025 and 9 to 10 June 2026 respectively. For both audits, no non-conformance reports were identified, demonstrating strong compliance with environmental management requirements. OFIs were noted at each location, relating to scheduled waste management for LCOT and environmental reporting for Kinabalu Oil platform. In addition, several good practices were recognised during the audits, underscoring the maturity and effectiveness of our EMS and our ongoing commitment to operational excellence and continuous improvement.





DOE third-party Environmental Audit at LCOT.

The Role Of Environmental Audits In Driving Continuous Improvement Across Our Operations

Productivity Enhancement

Optimising operational efficiency while minimising environmental impact.

Cost Reduction

Identifying opportunities to streamline operations while achieving environmental compliance.

Environmental Protection

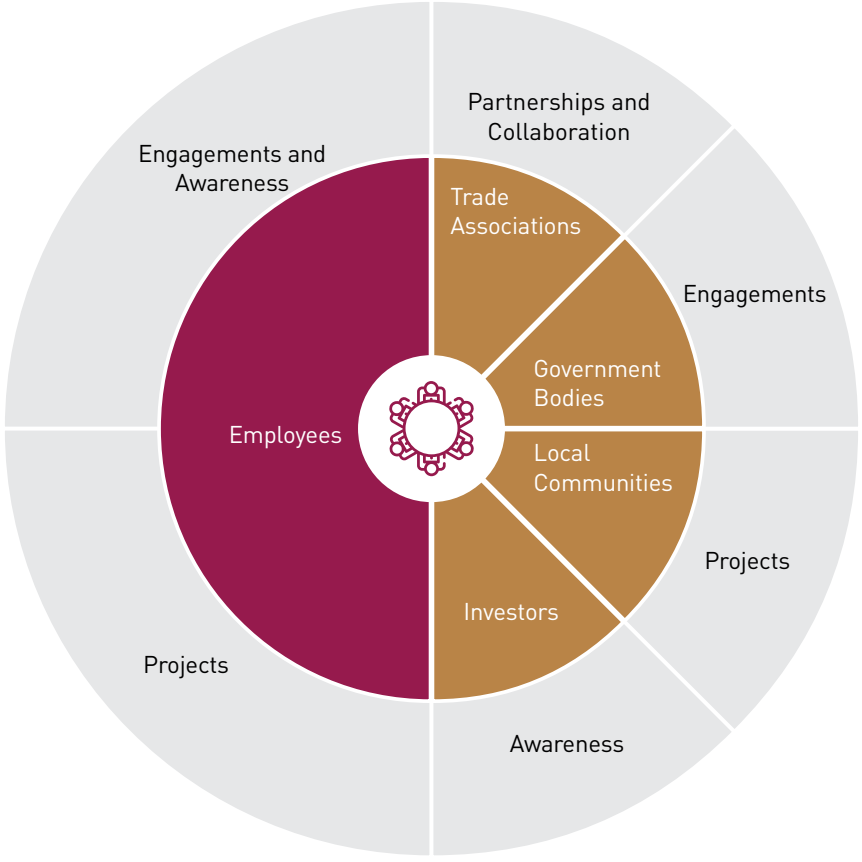
Upholding the highest environmental standards and proactively mitigating potential risks.

The EMS for Sabah, the UK and Brunei are ISO 14001:2015 certified, providing a systematic approach to managing environmental aspects through the Plan-Do-Check-Act model with a focus on continual improvement.

- In Sabah, the first and second IMS Surveillance Audits were completed in November 2024 and November 2025 respectively, with the third audit planned for 2026.
- In the UK, the first and second surveillance audits took place in February 2024 and February 2025 respectively. AOCL was recertified to ISO 14001:2015 on 26 March 2026. During the recertification process, all previously identified improvements have been completed, with no new vulnerabilities identified. The next annual surveillance audit is scheduled for Q1 2027.
- In Brunei, the first surveillance audit was conducted in February 2025, with the second audit conducted in January 2026 (onshore) and March 2026 (offshore). The recertification audit is planned for 2027.

6.8 Stakeholder Engagement

Constructive stakeholder engagement underpins the Group's sustainability efforts. We engage our employees through targeted programmes that promote awareness and responsible environmental practices, while collaborating with industry partners to share knowledge and advance innovation. Through ongoing engagement with regulators, including the DOE and PETRONAS, we remain informed of evolving regulatory expectations and continue to strengthen environmental compliance across our operations.



Our Key Partnerships and Memberships

Malaysian Gas Association (MGA)	MICCI PPSC Decarbonisation	OEUK
We recognise that natural gas plays a critical role in enabling a smoother shift towards lower-carbon alternatives through participation in the MGA.	Hibiscus represented and led the newly formed Decarbonisation Subcommittee under the Malaysian International Chamber of Commerce and Industry (MICCI) Petroleum Production Sharing Contractors (PPSC).	AOCL is a member of OEUK and is committed to collaborating with OEUK towards achieving the aims of its Roadmap 2035: A Blueprint for Net Zero.

Sustainability Report (continued)

Our Key Events

Mangrove Preservation Outreach Project
July 2025

- Collaborated with the SWCS to organise the three-part Mangrove Preservation Outreach Campaign 2025 across Kota Kinabalu, Tuaran and Papar from July to December 2025.
- Raised awareness of mangrove conservation and environmental stewardship among 142 students from 14 secondary schools and 3 universities, as well as local communities and volunteers.
- Combined educational talks with hands-on restoration activities, resulting in the planting of over 150 mangrove saplings.

National Oil Spill Contingency Plan (NOSCOP) Workshop
August 2025

- HSE representatives attended the NOSCOP Workshop which was organised by the Maritime and Port Authority of Brunei Darussalam (MPABD).
- MPABD updated the relevant stakeholders such as government, operators and consultants on the latest drafted NOSCOP revision 2026.

Malaysia Upstream Decarbonisation Leadership Forum
August 2025

- Collaborative session and leadership discussion within the industry in emissions reduction, climate change and sustainability organised by MPM.
- Participants include Country Heads, Heads of Production, Heads of Operation and HSE Managers from PACs across Malaysia Upstream.
- Presented enablers and case studies in Hibiscus' Decarbonisation Journey.

National Biodiversity Policy and Strategic Plan of Action (NBPSPA) 2024–2030 Workshop
August 2025

- Participated in the Brunei Darussalam Forestry Department's three-day workshop on the NBPSPA 2024–2030 as a member of its Technical Committee.
- Discussions focused on developing implementation actions, KPIs and lead agencies for the NBPSPA in alignment with the Kunming-Montreal Global Biodiversity Framework and the Convention on Biological Diversity.
- A follow-up Technical Committee meeting in October 2025 reviewed the proposed implementation actions and performance indicators.

IBER-UBD Field Guide Series Sponsorship
September 2025

- The BBJV collaborated with the IBER-UBD to promote environmental education, scientific research and biodiversity conservation in Brunei.
- Supporting the MoU between UBD and Hibiscus Brunei, the initiative includes sponsorship of educational field guides and posters featuring the biodiversity of Ulu Temburong National Park, including its herpetofauna, freshwater fauna and bird species.

China Galaxy Securities (CGS) International Malaysia Corporate Day 2026
January 2026

- Themed *"Racing Towards Singularity"*, this event by CGS International brought together corporate leaders, capital market players, fund managers and government officials to discuss structural reforms, emerging developments in Malaysia's economic and investment landscape, with a focus on ASEAN's energy transition and AI.
- Joined the panel session *"Will Carbon Capture, Utilisation and Storage (CCUS) take off in Malaysia? Lessons from Europe, the US and other developed countries"*, which covered the enablers for CCUS projects to take place and lessons from other countries.

Industrial Emissions Working Group (IEWG) Meeting
April 2026

- Attended the refreshed IEWG meeting organised by the Bruneian Prime Minister's Office, engaging with government agencies, industry and academia on national climate priorities, greenhouse gas reporting, emissions reduction pathways and low-carbon growth opportunities.
- The initiative reinforces Hibiscus Brunei's commitment to collaboration, effective emissions management and supporting Brunei's climate and sustainability agenda.

IOGP Summit 2026
May 2026

- Attended the IOGP Summit 2026, co-hosted by PETRONAS and IOGP, which brought together nearly 300 leaders from 20 countries to discuss collaborative pathways to delivering Asia's sustainable energy security.
- Participated as a speaker during the PETRONAS-moderated session, *"Scaling CCUS in Asia: Hubs, Policy Frameworks & Cross-Border Enablement"*.

Ocean Week Brunei 2026
May 2026

- As a Gold Sponsor of Ocean Week Brunei 2026, Hibiscus Brunei BBJV supported a national platform led by the Poni Foundation to advance ocean conservation and a sustainable blue economy.
- From May to July 2026, we participated in the Ocean Sustainability Conference, coral reef restoration through Reef Ball Fabrication and the Big Blue Hope project, while showcasing our CSR and biodiversity initiatives during the Brunei Ocean Week exhibition.
- Employees also took part in the Meragang Beach clean-up, where around 300 participants removed 1,356 kg of waste, and attended the launch of the Turtle Hatchery Pilot Project.

World Environment Day
June 2026

- Celebrated World Environment Day 2026 by organising climate action awareness programmes at the Brunei office and OPP Lumut site.
- In collaboration with IBER-UBD, employees at the Brunei office learned about Brunei's biodiversity, forest ecosystems, climate change and nature-based restoration initiatives, while participating in interactive activities to reinforce environmental awareness.
- The OPP Lumut session highlighted climate change, national sustainability commitments and practical measures to support environmental stewardship and emissions reduction.



NOSCOP Workshop.



NBPSPA 2024-2030 Workshop.





Ocean Week Brunei 2026: Ocean Sustainability Conference and Exhibition.





Ocean Week Brunei 2026: Reef Ball Fabrication.

Sustainability Report (continued)





Ocean Week Brunei 2026: Big Blue Hope Project.







Ocean Week Brunei 2026: Beach Clean-up.



CGS International Malaysia Corporate Day 2026.



IOGP Summit 2026.







Malaysia Upstream Decarbonisation Leadership Forum.

7.0 OUR PEOPLE

Building Capability for Sustainable Growth

Hibiscus Petroleum's ability to deliver safe, reliable and sustainable operations depends on the capability, commitment and integrity of its people. Our approach is guided by our TEPAT values: Tenacious, Environmentally Responsible, People Focused, Agile and Trustworthy which shape our leadership, communication and decision-making across the Group.

Across our global portfolios, we focus on maintaining and developing technical and leadership capabilities as appropriate, strengthening performance accountability, upholding ethical conduct and investing in local and future talent.

7.1 Workforce Diversity and Inclusivity

The Group's workforce planning approach seeks to ensure that Hibiscus Petroleum has a qualified talent pool in the right roles to support current operations and future growth.

As at 30 June 2026, the Group employed 1,107 personnel across its operating assets and corporate functions. Permanent employees form the core of our workforce, providing technical expertise, institutional knowledge and operational experience required to sustain long-term business performance. Fixed-term employees complement the workforce by supporting specific operational, project or business requirements. Such workforce composition reflects the specialised capabilities required in our operations.

The details of the Group's manpower composition are as follows:

Group Employee Gender Diversity by Employee Category

Employee Category		FY2024			FY2025			FY2026		
		Number of Employees	Male %	Female %	Number of Employees	Male %	Female %	Number of Employees	Male %	Female %
Level	Senior Management	12	58%	42%	13	62%	38%	13	62%	38%
	Middle Management	227	81%	19%	251	77%	23%	236	76%	24%
	Executive	474	64%	36%	539	64%	36%	569	64%	36%
	Non-Executive	229	96%	4%	272	94%	6%	289	94%	6%
Grand Total		**942**	**76%**	**24%**	**1,075**	**75%**	**25%**	**1,107**	**74%**	**26%**
Function	Technical	572	90%	10%	664	89%	11%	668	88%	12%
	Non-Technical	370	54%	46%	411	52%	48%	439	53%	47%
Grand Total		**942**	**76%**	**24%**	**1,075**	**75%**	**25%**	**1,107**	**74%**	**26%**

Group Employee Composition by Employment Type

Employee Type	FY2024		FY2025		FY2026	
	Number of Employees	%	Number of Employees	%	Number of Employees	%
Permanent	743	79%	852	79%	886	80%
Contract	199	21%	223	21%	221	20%
Grand Total	**942**	**100%**	**1,075**	**100%**	**1,107**	**100%**

Sustainability Report (continued)

Group Employee Age Diversity by Employee Category

Employee Category		FY2024						FY2025						FY2026					
		Total No.	≥60 %	50-59 %	40-49 %	30-39 %	20-29 %	Total No.	≥60 %	50-59 %	40-49 %	30-39 %	20-29 %	Total No.	≥60 %	50-59 %	40-49 %	30-39 %	20-29 %
Level	Senior Management	12	17%	33%	50%	0%	0%	13	15%	54%	31%	0%	0%	13	8%	61%	31%	0%	0%
	Middle Management	227	11%	33%	45%	11%	0%	251	10%	31%	50%	9%	0%	236	6%	34%	50%	11%	0%
	Executive	474	2%	11%	36%	42%	9%	539	1%	12%	39%	37%	11%	569	1%	12%	42%	35%	10%
	Non-Executive	229	1%	12%	31%	42%	14%	272	1%	14%	38%	34%	13%	289	2%	16%	37%	30%	15%
Grand Total		**942**	**4%**	**17%**	**37%**	**34%**	**8%**	**1,075**	**3%**	**17%**	**41%**	**29%**	**9%**	**1,107**	**2%**	**18%**	**42%**	**28%**	**9%**
Function	Technical	572	5%	17%	39%	32%	7%	664	4%	16%	42%	29%	9%	668	2%	18%	45%	26%	8%
	Non-Technical	370	3%	17%	35%	36%	9%	411	3%	19%	39%	30%	9%	439	2%	19%	37%	31%	11%
Grand Total		**942**	**4%**	**17%**	**37%**	**34%**	**8%**	**1,075**	**3%**	**17%**	**41%**	**29%**	**9%**	**1,107**	**2%**	**18%**	**42%**	**28%**	**9%**

Note:
Totals may not add up due to rounding.

While certain offshore and technical disciplines have a higher proportion of male employees, the Group provides equitable access to professional advancement opportunities across all employee groups, with employment and advancement decisions based on merit.

7.2 Performance Management

Sustainable business performance relies on clear objectives, regular feedback and a culture of accountability. During FY2026, the Group continued to implement its enhanced performance management framework to support defined performance differentiation and the application of standardised assessment criteria across corporate, departmental and individual objectives.

Employee performance is assessed through a balanced evaluation of operational delivery, financial outcomes, strategic contributions and qualitative behaviours, including the demonstration of the Group's TEPAT values. To reinforce alignment across the organisation, engagement sessions were conducted to communicate the Group's strategic priorities and support the cascading of Business Plan objectives into country, departmental and individual KPIs. This ensures employees have a clear line of sight between their individual contributions and the Group's overall strategic objectives.

The performance management process incorporates structured reviews by employees' immediate supervisors and Heads of Department, followed by oversight by the Talent Council and the MD. This multi-level review process strengthens governance over performance outcomes while promoting consistent and objective performance assessments across the Group.

7.3 Talent Development

We continuously strengthen organisational capability through an integrated approach to talent management, succession planning, leadership development and capability building, ensuring our workforce remains equipped to support the Group's evolving business priorities. Support has been given for selected members of the Leadership Team to pursue a Master's Degree and Educational Leadership/Advanced Management programmes at prestigious or top-ranked global institutions.

During the year, we have also expanded the Hibiscus Rise and Excel programme to recognise and retain key talent through structured development, targeted retention incentives and engagement opportunities.

We expanded our capability development offerings with programmes in functional communication, collaboration and high-performing team leadership. As part of our commitment to develop future leaders, we invest in formal leadership development by sponsoring selected high-potential employees to pursue Master of Business Administration programmes and other executive education opportunities, equipping them with broader business acumen and strategic leadership capabilities.

The People Managers Development Programme was also established in collaboration with a training partner to equip managers with practical skills in coaching, performance management and team leadership. In addition, we launched the TEPAT Core Values Leadership Alignment programme to embed our TEPAT values particularly People Focused, Agile and Trustworthy into everyday decisions and behaviours.

These initiatives lay a solid foundation to support the Group's long-term growth and sustainability by strengthening leadership accountability, employee engagement and talent retention across the organisation.



TEPAT Core Values Leadership Alignment Programme.

Employee Training Performance

Developing organisational capability remains fundamental to Hibiscus Petroleum's long-term success. We continue to invest in learning and development to equip our employees with the technical expertise, leadership capabilities and professional skills required to support safe, reliable and efficient operations across the Group.

Employee Training Hours		FY2024	FY2025	FY2026
		Number of Hours	Number of Hours	Number of Hours
Total Training Hours		38,052	37,932	50,289
Employee Category		**FY2024**	**FY2025**	**FY2026**
		Number of Hours	**Number of Hours**	**Number of Hours**
Level	Senior Management	440	598	56
	Middle Management	8,834	7,446	6,682
	Executive	19,870	15,337	18,003
	Non-Executive	8,908	14,551	25,548
Grand Total		**38,052**	**37,932**	**50,289**
Function	Technical	29,094	29,135	40,557
	Non-Technical	8,958	8,797	9,732
Grand Total		**38,052**	**37,932**	**50,289**

During FY2026, the Group delivered 50,289 training hours, representing a nearly 33% increase from the previous financial year, reflecting our continued commitment to workforce capability development. Technical training remained the primary focus, supporting operational excellence, regulatory compliance and the specialised competencies required across our operations, while leadership and professional development programmes continued to strengthen organisational capability across all employee levels.

Sustainability Report (continued)



Lean Six Sigma Programme.

7.4 Employee Management and Engagement

Compliance expectations are supported by the Group's *Code*, *Employee Handbook*, *Diversity Policy, ACAB Policy* and *Whistle Blower Policy*, amongst others. To reinforce ACAB awareness across our operations, the Group conducts annual ACAB training. As at 10 September 2026, 1,104 employees had completed the quiz, representing a completion rate of 99.7%.

2026 ACAB Completion Rate

Employee Category	Senior Management	Middle Management	Executive	Non-Executive
Non-Technical	91.67%	98.84%	99.64%	100.00%
Technical	100.00%	100.00%	100.00%	99.55%

2025 ACAB Completion Rate

Employee Category	Senior Management	Middle Management	Executive	Non-Executive
Non-Technical	91.67%	98.84%	100.00%	100.00%
Technical	100.00%	100.00%	99.65%	99.10%

2024 ACAB Completion Rate

Employee Category	Senior Management	Middle Management	Executive	Non-Executive
Non-Technical	100.00%	99.36%	99.14%	98.35%
Technical	100.00%	97.20%	99.00%	100.00%

Communication, Well-being and Workplace Concerns

Regular communication ensures workforce alignment with the Group's priorities, business development and organisational changes. During FY2026, employee engagement was maintained through Group and asset townhalls, leadership briefings, departmental meetings, internal communication channels and site visits. Additionally, employees may raise workplace concerns through their immediate supervisor, the Human Capital team or the Group's whistleblowing mechanism. Employees who raise concerns in good faith are protected against retaliation in accordance with the Group's policies.

In addition, as part of our continuous efforts to align with best practices in human capital development, our UK joint-venture operator, AOCL, successfully secured the Gold Tier We Invest in People accreditation from Investors in People. Earning Gold status signifies that principles of transparency and trust are deeply embedded across AOCL's operations, driving high employee engagement for the strong leadership ethos practiced.

Through Hibiscus Brunei's Fitness Fridays programme held together with the Ministry of Health, Brunei and local healthcare and fitness partners to cultivate a healthier workforce, a total of 130 employees participated in health talks, fitness sessions and health screenings to track their health.

In conjunction with this programme, a blood donation drive was also organised to encourage employee participation in contributing to Brunei's blood supply and supporting the wider community.

Talent Retention and Workforce Stability

Retaining technical expertise and operational experience is vital for business continuity and organisational resilience. The Group reviews attrition trends to understand workforce stability, identify potential capability risks and support workforce planning. The attrition rate recorded for FY2026 is 8.45%, compared to 8.57% in FY2025.

		FY2024	FY2025	FY2026
Turnover number		95	89	95
Attrition Rate		11.12%	8.57%	8.45%
Employee Category		**FY2024**	**FY2025**	**FY2026**
		Number of Employees	**Number of Employees**	**Number of Employees**
Level	Senior Management	2	0	1
	Middle Management	22	15	31
	Executive	65	67	55
	Non-Executive	6	7	8
Grand Total		**95**	**89**	**95**
Function	Technical	44	41	45
	Non-Technical	51	48	50
Grand Total		**95**	**89**	**95**

Where turnover is concentrated in specific employee categories, functions, locations or critical roles, Management reviews the underlying factors and where appropriate, implements targeted measures. These include providing development opportunities, succession planning, targeted retention measures or market-related remuneration review, where justified.

7.5 Employment and Training Initiatives

Developing local and future talent supports Hibiscus Petroleum's commitment to creating long-term value within our operational locations. During FY2026, the Group supported 38 interns through practical industry exposure, structured learning and professional mentorship.

Across our operations, we continue to prioritise the employment and development of qualified local talent, recognising that a capable local workforce contributes to operational sustainability, community development and long-term business resilience.

Intern Placement	Degree/Diploma Major
Corporate Headquarters	Bachelor of Mechanical Engineering, Universiti Kuala Lumpur (UniKL)
	Bachelor of Engineering (Hons), Universiti Teknologi MARA (UiTM)
	Bachelor of Financial Economics, UCSI University
	Diploma in Maritime Law, Netherlands Maritime University College

Sustainability Report (continued)

Intern Placement	Degree/Diploma Major
Corporate Headquarters (continued)	Bachelor of Commerce and Economics, The University of New South Wales
	Diploma in Maritime Transportation Management, Netherlands Maritime University College
	Bachelor (Honours) in Finance, Sunway University
	Bachelor of Science (Chemistry) with Honours, Universiti Teknologi Malaysia (UTM)
	Bachelor of Science in Statistics, UiTM
	Bachelor of Analytical Economics (Hons)(Finance), Multimedia University
	Bachelor of Science, Economics and Finance, Queen Mary University of London
	Bachelor of Accounting with Honours, Universiti Tenaga Nasional
	Bachelor of Economics, Universiti Malaya
Hibiscus Oil & Gas Malaysia Limited	Bachelor of Chemical Engineering, Universiti Kebangsaan Malaysia
	Bachelor of Chemical Engineering, UiTM
	Bachelor of Engineering Technology (Offshore), UniKL - Malaysia Institute of Marine Engineering Technology
	Bachelor of Science Statistics, UiTM
	Bachelor Degree in Electrical and Electronics Engineering, University of Birmingham
	Bachelor of Accountancy, UiTM
	Bachelor in Computer System Security, UniKL
	Bachelor of Petroleum Engineering, Universiti Teknologi PETRONAS (UTP)
	Diploma Mechanical Engineering, Politeknik Kota Kinabalu
	Mechanical Maintenance Technology, Institut Latihan Perindustrian Labuan
	Diploma of Chemical Engineering, Politeknik Tun Syed Nasir Syed Ismail
	Bachelor of Mechanical Engineering Technology (Manufacturing), Universiti Tun Hussein Onn Malaysia
	Bachelor of Science (Chemical Sciences), Universiti Malaysia Terengganu
	Bachelor of Science (Geology), Universiti Malaysia Sabah
	Master in Engineering in Chemical Engineering, Heriot-Watt University Malaysia
	Bachelor of Financial Technology, UCSI University
	Mathematical Sciences, Nanyang Technological University, Singapore
	Bachelor in Business Management, UTP
	Diploma in Computer Science, UTM
Hibiscus Integrated Production Services Sdn Bhd	Bachelor of Finance (Islamic Finance) (Honours), International Islamic University Malaysia
	Bachelor of Business Administration (Hons) in Management and Entrepreneurship, UniKL
Hibiscus Brunei	Diploma in Petroleum Engineering, Politeknik Brunei
	Level 5 Diploma in Electrical Engineering, Politeknik Brunei
	Level 5 Diploma in Mechanical Engineering, Politeknik Brunei
	Bachelor in Islamic Management (Hons), Management and Science University Malaysia

In Malaysia, we support and comply with PETRONAS' requirement for affirmative action with respect to the award of supply and service contracts to PETRONAS' licensed companies in Malaysia.

In Brunei, we are equally committed to local employment and in this regard, as of 30 June 2026, 91% of the workforce are Bruneians. We also support the Brunei national workforce development scheme by nurturing local talent through structured learning programmes and strategic partnerships. This contributes to the national objectives under Brunei's *Wawasan 2035*.

8.0 OUR COMMUNITY

We are dedicated to operating in a manner that respects the rights of those impacted by our activities, particularly our local communities in the areas where we operate. Our presence in these areas gives us the opportunity to understand and support the communities that support us, in line with the Group's commitment to valuing social capital through engagement and by investing in community welfare.

We also recognise the importance of cultivating positive relationships with our communities and providing lasting socio-economic benefits. By implementing inclusive initiatives, we not only build trust with local communities, but also establish strong partnerships with regulatory bodies and stakeholders. Through collaborations with organisations that share our core values, we strive to generate a lasting positive impact within our areas of operation.

8.1 Community Investment and Engagement

The Group applies comprehensive CSR selection criteria and review processes to evaluate and approve all CSR initiatives on a Group-wide basis. CSR proposals are assessed by the CSR Review Panel on the BSMC, utilising a set of criteria that covers, amongst others, relevance to business operations, social and environmental reach, cost-effectiveness, risks and programme sustainability. This is performed under the direction of the Group's MD, who is the Committee Chair. Separate specific working committees are formed to undertake additional research and groundwork (e.g. site visits) for shortlisted projects, which are then presented to the CSR Review Panel for evaluation. Such initiatives which meet the required pre-determined conditions are then forwarded to the relevant approving authority in accordance with Hibiscus Petroleum's *Limits of Authority*. Throughout this process, the Board is apprised of the activities conducted and recommended by the BSMC on a continuing basis for its consideration and input.

Our CSR programmes are predominantly delivered under the Education, Health, Environment and Community pillars. These programmes support the UN SDGs below, with UN SDG 17 (Partnerships for the Goals) underpinning all initiatives. This alignment helps ensure that our CSR efforts contribute to global sustainability priorities while addressing the needs of communities within and around our areas of operation.



A summary of our CSR contributions and beneficiaries from FY2024 to FY2026 is presented in the Group CSR Spending and Reach table below:

Group CSR Spending and Reach

	FY2024	FY2025	FY2026
Total Spent (RM)	1,410,741	1,316,648	1,267,294
Beneficiaries	46,556	56,642	16,715

Note:
The total spent for FY2026 includes miscellaneous expenses such as travel, site visits and communication collateral.

Education

- Space Insight Learning Module for Inclusive Education

  In FY2026, we supported the 'Space Insight' learning module initiative to make space science and astronomy more accessible to visually impaired learners. Endorsed by the Malaysian Ministry of Science, Technology and Innovation (MOSTI), developed by Planetarium Negara and designed with guidance from *Dewan Bahasa dan Pustaka* and the KL Braille Resources, Malaysia's first module comprises tactile Braille educational kits, three-dimensional learning materials and immersive audio resources. The initiative was launched in July 2025 and officiated by Yang Berhormat (YB) Datuk Chang Lih Kang, Minister of Science, Technology and Innovation. The handover to all participating schools was completed in December 2025.

Sustainability Report (continued)

This initiative incurred RM232,800 and benefited 1,780 visually impaired students across 12 Ministry of Education (MOE), Malaysia's selected primary and secondary schools, nationwide:

- Wilayah Persekutuan: Sekolah Kebangsaan (SK) Pendidikan Khas (SKPK) Jalan Batu, Kuala Lumpur and SK Presint 18 (1) Putrajaya;
- Selangor: SK Klang;
- Kelantan: SKPK Kelantan and SK Kampung Sireh;
- Terengganu: SKPK Besut and SKPK Kuala Terengganu;
- Kedah: SKPK Sungai Petani;
- Johor: SKPK Princess Elizabeth;
- Sabah: SKPK Tuaran; and
- Sarawak: SKPK Miri and SKPK Kuching.

To scale its impact, Planetarium Negara has also shared the module with its network of international space education agencies in the ASEAN region. This initiative contributes towards UN SDG 4 (Quality Education), UN SDG 9 (Industry, Innovation and Infrastructure), UN SDG 10 (Reduced Inequalities) and UN SDG 17 (Partnerships for the Goals).



Space Insight Learning Module launch with Encik Zainul Rahim, Chairman of Hibiscus Petroleum, alongside YB Datuk Chang Lih Kang, Minister of Science, Technology and Innovation and Planetarium Negara representatives.



Handover of the Space Insight Learning Module to representatives from MOE and Planetarium Negara.

- GNIUS: AI-Powered Digital Learning

The programme introduces AI-powered digital learning to adopted schools in Kelantan, improving access to quality education by modernising classroom access and narrowing the regional digital divide. Through a personalised learning platform featuring MOE-approved content, real-time progress analytics and AI-driven recommendations, the programme helps students strengthen academic performance while equipping teachers with resources and data-driven insights to enhance classroom delivery and monitor learning progress.

In FY2026, RM40,500 was incurred to provide access to the GNIUS platform as a pilot project for 449 students across four (4) schools in Kelantan: SK Tok Bali and SK Dalam Rhu in Tok Bali, Sekolah Menengah Kebangsaan (SMK) Cherang Ruku and SMK Sungai Petai in Pasir Puteh. This project will run until the end of 2026 and supports educational access and teacher enablement, while contributing towards UN SDG 4 (Quality Education), UN SDG 10 (Reduced Inequalities) and UN SDG 17 (Partnerships for the Goals).





GNIUS programme launch with participating schools' representatives.

- Strategic Partnership with UBD and UTB

  Hibiscus Petroleum signed an MoU with UBD and UTB during the International Conference on Business, Economics and Finance (ICBEF) in October 2025, establishing a collaborative framework to implement several educational development programmes under a unified partnership. Key programmes under this partnership include, amongst others, the following:

  ICBEF 2025

  The 5th annual ICBEF 2025 was held from 14 to 15 October 2025 in Brunei. The conference was officiated by Brunei's Deputy Minister of Finance and Economy, Yang Mulia Dato Seri Paduka Awang Haji Khairuddin bin Haji Abdul Hamid, underscoring the importance of cross-sector collaboration between academia, industry and government for sustainable development. The platform enabled 146 participants to gain insights on global energy transition and evidence-based climate solutions from Professor Jinhua Zhao of Cornell University, United States of America (US).

  The event provided a platform for the Group to strengthen its collaboration with UBD in translating academic insights into practical solutions that generate lasting value for institutions, industry, the environment and society. This programme incurred RM78,756 in FY2026 and reinforces our commitment to Brunei's *Wawasan 2035*, while contributing to UN SDG 8 (Decent Work and Economic Growth), UN SDG 9 (Industry, Innovation and Infrastructure), UN SDG 13 (Climate Action) and UN SDG 17 (Partnerships for the Goals).



MoU signing between Hibiscus Brunei and UBD representatives during ICBEF 2025.



Hibiscus Petroleum representatives with Professor Jinhua Zhao of Cornell University, US.



UBD Deputy Vice Chancellor presenting a token of appreciation to Mohammed Farroukh Abdul Aziz, Hibiscus Petroleum's senior representative.

Sustainability Report (continued)

UBD and UTB Top Achievers Awards 2025

Through the UBD and UTB Top Achievers Awards, Hibiscus Petroleum sponsored cash prizes of RM1,575 (BND500) each for ten (10) top-achieving students (five (5) students from each institution). This initiative incentivises academic excellence, talent development and youth empowerment to help cultivate a future-ready workforce for Brunei. The awards advance Brunei's *Wawasan 2035* while contributing to UN SDG 4 (Quality Education), UN SDG 8 (Decent Work and Economic Growth) and UN SDG 17 (Partnerships for the Goals).



UBD and UTB Top Achievers Awards recipients with Hibiscus Brunei representatives.

International Summer Leadership Programme

As part of our commitment to further fuel future lives through education, we collaborated with UBD by delivering interactive lectures on leadership and conducting mentoring sessions during its annual International Summer Leadership Programme. Organised by UBD, this annual programme is designed to develop a resilient talent pipeline by equipping students with future-ready and cross-cultural leadership capabilities. It focuses on strengthening decision-making, risk mitigation and strategic communication skills to prepare them for increasingly complex and interconnected real-world and professional environments.

A total of 35 university degree students from UBD and their partner universities across ASEAN participated in the programme. Participants were selected by UBD and its partner universities based on their demonstrated leadership potential, active involvement in university or community activities and motivation to develop their leadership capabilities.

The programme is held annually in July with Hibiscus Brunei's CSR Strategy and In-Country Value Lead delivering the lectures and mentoring sessions.

Beyond nurturing future leaders, the programme fosters regional collaboration and cross-cultural peer-to-peer knowledge sharing while contributing to UN SDG 4 (Quality Education), UN SDG 8 (Decent Work and Economic Growth) and UN SDG 17 (Partnerships for the Goals).



International Summer Leadership Programme's interactive lecture.

Innovation Festival (InnovFest)

Hibiscus Group partnered with UBD's InnovFest in Brunei, a platform for driving local youth entrepreneurship. Held from 11 to 12 November 2025 and 28 to 29 April 2026, we mentored nine (9) UBD students, providing guidance in strategic and critical thinking, while supporting them in developing empathy-driven, values-based and sustainable innovations across the fields of the arts, social science, business and economics, as well as engineering.

Through structured idea-pitching presentations featuring academic institutions and innovation stakeholders, participants were able to refine the feasibility and potential social, environmental or economic impact and applicability of their proposed solutions.

This initiative fosters innovation, entrepreneurship and youth development to create impact on the local economy while contributing to UN SDG 4 (Quality Education), UN SDG 8 (Decent Work and Economic Growth), UN SDG 9 (Industry, Innovation and Infrastructure) and UN SDG 17 (Partnerships for the Goals).



InnovFest mentees with Yusrein Hady Abd Ghani, a Hibiscus Brunei representative.

Sustainability Youth Ambassador Programme

Through a strategic partnership with UBD, we established the Sustainability Youth Ambassador Programme on 5 June 2026 to develop future sustainability leaders. The programme upskilled 33 students with practical insights into sustainability challenges and opportunities, empowering them to lead and drive positive community impact. The programme also covered ESG principles, with a primary focus on environmental sustainability. Through this, participants strengthened their awareness on climate-related issues and were guided to develop practical, sustainable solutions for their institutions and local communities.

As part of the programme, a leadership session conducted by a Hibiscus Brunei representative highlighted how sustainability challenges often arise from the way decisions are made and initiatives are led, encouraging participants to adopt a more strategic and responsible leadership approach. This was complemented by a session delivered by the SDG Unit under Brunei's Prime Minister's Office, which provided insights into the nation's sustainability priorities and challenges, enabling students to develop solutions that are relevant to local needs and aligned with national aspirations.

This initiative reinforces our support for Brunei's *Wawasan 2035* while contributing to UN SDG 4 (Quality Education), UN SDG 13 (Climate Action) and UN SDG 17 (Partnerships for the Goals), by preparing the next generation to lead, work together and think sustainably.



Lead with Purpose: Turning Passion into Impact session during the Sustainability Youth Ambassador Programme.

- Start Safe: Super *Sarapan* Programme

The programme provides nutritious breakfast meals on school days for underprivileged students, with the aim of reducing food insecurity, supporting student well-being and encouraging better school attendance. Since its launch in 2024, Hibiscus Petroleum Group has expanded the programme to seven adopted schools across Kelantan, Sabah and Labuan. The programme is expected to continue until the end of 2027, with one additional school in Kelantan, SMK Sungai Petai, planned for inclusion.

In FY2026, the programme incurred RM281,050 which benefited 280 students across the following institutions:

  - Kelantan: SK Tok Bali, SK Dalam Rhu and SMK Cherang Ruku;

Sustainability Report (continued)

- Sabah: SMK Usukan and SK Tampasuk 1; and
- Labuan: SK Lubok Temiang and SMK Rancha-Rancha, which were added as adopted schools in 2026.

The programme was implemented in collaboration with Yayasan Generasi Gemilang, the respective State Education Departments, Hibiscus Petroleum Group volunteers and the respective schools' stakeholders. This programme supports UN SDG 2 (Zero Hunger), UN SDG 3 (Good Health and Well-being), UN SDG 4 (Quality Education) and UN SDG 17 (Partnerships for the Goals).



Hibiscus Petroleum's representatives during a site visit to an adopted school.

Health

- HPV Screening Programme in Sabah

  From June 2021 to May 2026, the Group implemented the Sabah HPV Screening Programme for women aged 20 to 65 in the bottom 40th and middle 40th percentile of household income brackets, pledging approximately RM2.5 million in total. We collaborated with the Sabah State Health Department, local general practitioners, Hospital Universiti Malaysia Sabah and civil societies like the Malaysian Medical Association and the Obstetrical and Gynaecological Society of Malaysia to drive early HPV detection.

  Since its inception, a total of 7,574 women have been screened with 208 HPV cases detected. For FY2026, the programme incurred costs of RM181,420, screening 1,510 individuals and identifying 40 new cases. Affected individuals were guided on the next medical course of action. This initiative supports UN SDG 3 (Good Health and Well-being) and UN SDG 17 (Partnerships for the Goals).

- Breast Cancer Awareness and Prevention

  Hibiscus Petroleum Group collaborated with Pink Unity, a support group under the National Cancer Society of Malaysia to implement peer support and knowledge-building programmes on breast cancer. In FY2026, we conducted six home and hospital visits, three Purple Touch excursions to uplift the spirits of those in palliative stage, two (2) Green Fun Day workshops to support participants' mental health and stress management during treatment and two knowledge-sharing sessions on Facial Therapy and Home First Aid.

  Financial support of RM30,000 was provided for these initiatives, which benefitted 110 breast cancer patients, survivors and caregivers. This programme aligns with UN SDG 3 (Good Health and Well-being) and UN SDG 17 (Partnerships for the Goals).



Breast cancer patients and survivors undergo horticultural therapy while learning new skills during the Green Fun Day workshop.



Pink Unity participants learning home first aid skills from the Malaysian Red Crescent Society.

- Vision Aid Project

  The Vision Aid Project Agreement with the Brunei Ophthalmology Society (BOS) was signed in conjunction with the International Day of Persons with Disabilities on 5 December 2025, marking the start of a collaboration providing inclusive access to essential vision care, particularly for those with limited access to these services. The project aligns with Brunei's national health priorities by delivering targeted vision screenings and public awareness campaigns.

  Initial on-site vision screenings were conducted for nine (9) beneficiaries from *Pusat Bahagia* and *Kompleks Rumah Kebajikan* (KRK) with long-term plans to expand outreach to underserved communities throughout 2026. This programme incurred RM55,579 (BND17,644) in FY2026 and supports UN SDG 3 (Good Health and Well-being) and UN SDG 17 (Partnerships for the Goals).



MoU signing between BOS and Hibiscus Brunei witnessed by YB Dato Seri Setia Awang Haji Nazmi bin Haji Mohamad, Minister at the Prime Minister's Office for Civil Service Governance, Brunei.



Eye screening session for *Pusat Bahagia* and KRK.

- Drug-Free Living and Hygiene Programme in Kelantan

  Hibiscus Petroleum Group continued its Drug-Free Living and Hygiene Programme from the previous year in Pasir Puteh, Kelantan. Partners including Universiti Malaysia Kelantan, MOE, the Kelantan State Education Department and the National Anti-Drugs Agency supported the programme's delivery of drug prevention, counselling and family support, Youth Ambassador development to advocate for drug-free living, healthy life skills workshops, community clean-ups and recycling.

  The programme benefited 1,765 participants, including 947 students from Hibiscus Petroleum's adopted and neighbouring schools in our areas of operation, 295 family and household members, 45 trained Youth Ambassadors, as well as teachers, facilitators and members of the local community. This initiative contributes towards UN SDG 3 (Good Health and Well-being), UN SDG 4 (Quality Education), UN SDG 10 (Reduced Inequalities), UN SDG 11 (Sustainable Cities and Communities), UN SDG 12 (Responsible Consumption and Production) and UN SDG 17 (Partnerships for the Goals).



Training of Trainers Workshop and Youth Ambassador appointment under the Drug-Free Living and Hygiene Programme.

Environment

- Mangrove Forest Preservation in Sabah

  Recognising the importance of protecting coastal ecosystems, Hibiscus Petroleum completed the Mangrove Preservation Outreach Campaign in collaboration with the SWCS. Running across Kota Kinabalu in July 2025, Tuaran in September 2025 and Papar in December 2025, this environmental education and conservation initiative aimed to raise community awareness on the importance of mangrove ecosystems.

Sustainability Report (continued)

This multi-district programme incurred RM54,410 in FY2026 with a total of 166 participants comprising students and educators. The programme extended its reach by including the District Education Office, Department of Energy and Sabah Environment Protection Department, as well as surrounding community stakeholders. Participants combined environmental awareness sessions with hands-on conservation by planting over 150 mangrove saplings which will be periodically monitored by SWCS to support their growth and survival. Through this initiative, we promote environmental stewardship, biodiversity conservation and community engagement while contributing towards UN SDG 4 (Quality Education), UN SDG 13 (Climate Action), UN SDG 14 (Life Below Water), UN SDG 15 (Life on Land) and UN SDG 17 (Partnerships for the Goals).



Students and teaching personnel planting mangrove saplings.



Mangrove Preservation Outreach Campaign launch at the Kota Kinabalu Wetland Ramsar Site.

- Ocean Week Brunei 2026

  As part of Ocean Week Brunei 2026, the Group together with industry peers participated in two (2) initiatives under the Big Blue Hope programme: Reef Ball Fabrication on 25 May 2026 and Coral Planting on 10 June 2026 to support marine ecosystem conservation. During the Reef Ball Fabrication session at the Department of Fisheries in Serasa, participants built artificial reef structures scheduled for ocean deployment in due course to provide long-term habitats for marine life and support coral regeneration. The subsequent Coral Planting initiative brought together 72 participants from 20 partners comprising government agencies, the oil and gas industry, non-governmental organisations and local communities. 333 coral fragments were successfully planted at Pulau Pilong-Pilongan (Pelong Rocks), a protected marine sanctuary situated approximately 50km from Block B MLJ, highlighting the environmental significance of the surrounding offshore ecosystem. This initiative directly supports coral reef habitat restoration and coastline resilience.

  These campaigns support collaborative environmental stewardship and conservation while contributing to UN SDG 13 (Climate Action), UN SDG 14 (Life Below Water) and UN SDG 17 (Partnerships for the Goals).



YBhg Dato' Dr Zaha Rina Zahari, Hibiscus Petroleum's Independent Non-Executive Director, with Her Royal Highness Paduka Seri Pengiran Anak Isteri Pengiran Anak Sarah, Crown Princess of Brunei and participants displaying coral fragments prepared for planting.



Coral planting session.



Reef Ball Fabrication session participants.

Community

- Entrepreneurship Upskilling and Mentorship Programmes

  Hibiscus Brunei implemented several programmes in Brunei under the theme of Entrepreneurship Upskilling and Mentorship, which are outlined below:

  Hibiscus LEAP

  Hibiscus LEAP, an entrepreneurship and enterprise development programme, is a collaboration which commenced in November 2025 with the Brunei Economic Development Board, Bruneian Made, *Projek Terkumpulnya Nilai Usahawan Strategik*, Bank Islam Brunei Darussalam (BIBD), Special Entrepreneurial Empowerment and Development, BIBD Advocating Life-Long Learning for an Aspiring Future, Politeknik Brunei, UBD and *1 Kampong 1 Produk*.

  29 representatives from 27 local product-based startups were selected by our partners to participate in an intensive four (4)-day bootcamp to refine their sustainable business and financial capabilities which include one-on-one coaching sessions and a final pitch to Hibiscus Brunei representatives serving as jury members.

  This programme incurred RM110,779 (BND35,168) in FY2026. To further accelerate the businesses' growth, seed grants totalling RM141,750 (BND45,000) will be awarded to five (5) outstanding start-ups that scored highest in innovation, technical complexity, feasibility, industry relevance and presentation quality during the pitching session by the end of 2026. Recipients transition into post-programme mentorship with mandatory quality check-ins to monitor their progress, identify any remaining or emerging gaps, and determine how these can be addressed to scale their businesses and strengthen long-term sustainability. This initiative contributes to UN SDG 4 (Quality Education), UN SDG 8 (Decent Work and Economic Growth), UN SDG 9 (Industry, Innovation and Infrastructure) and UN SDG 17 (Partnerships for the Goals).



Hibiscus LEAP grant award recipients with Hibiscus Brunei and Brunei Darussalam's Ministry of Finance and Economy representatives, including YB Dato Seri Setia Dr Awang Haji Mohd Amin Liew Abdullah, Minister at the Prime Minister's Office and Minister of Finance and Economy II, Brunei.

The Future Leaders (FLY) Academy

The FLY Academy, endorsed by the Brunei Ministry of Education, is a structured leadership development programme designed to nurture future leaders by bridging academic learning with real-world perspectives on effective strategic thinking, risk mitigation and problem-solving. The programme benefited a total of 185 students in FY2026 from leading higher education institutions including the Institute of Brunei Technical Education, Politeknik Brunei, UBD, UTB, Universiti Islam Sultan Sharif Ali, and Maktab Duli Pengiran Muda Al-Muhtadee Billah. Since its inception in 2025, a total of 300 students have benefited from the programme.

Hibiscus Brunei's representatives also contributed to the programme through sharing sessions and mentoring at participating higher education institutions.

Sustainability Report (continued)

This initiative incurred RM31,500 (BND10,000) in FY2026 and it reinforces our role in developing future leaders while contributing to UN SDG 4 (Quality Education), UN SDG 8 (Decent Work and Economic Growth) and UN SDG 17 (Partnerships for the Goals), in addition to supporting Brunei's *Wawasan 2035*.



FLY Academy participants.



Learning and mentoring sessions delivered under the FLY Academy by Ir Dr Ngiam Shi Song, Hibiscus Brunei's Country Head.

Other Community Services

- *'Berbuka Bersama'* session with KRK and *Pusat Bahagia* in Brunei

  A *'Berbuka Bersama'* session was held with 127 residents of KRK and *Pusat Bahagia* during the holy month of Ramadan in FY2026. KRK provides temporary shelter, care and protection to individuals facing social and welfare-related challenges, while *Pusat Bahagia* offers guidance and basic skills training for persons with disabilities, supporting their well-being, independence and social inclusion.

  The gathering incurred RM36,383 (BND11,550) and fostered inclusivity and community engagement, while supporting UN SDG 3 (Good Health and Well-being), UN SDG 10 (Reduced Inequalities), UN SDG 11 (Sustainable Cities and Communities) and UN SDG 17 (Partnerships for the Goals).



Hibiscus Petroleum representatives with KRK and *Pusat Bahagia* residents during the *'Berbuka Bersama'* session.

- Donation Drive Brunei

  As part of our ongoing community efforts in Brunei, donation drives at a cost of RM11,353 (BND3,604) were organised to support vulnerable families in Serasa, Lumut and Kampong Bolkiah. In partnership with local community bodies and UBD, essential food items were distributed to 85 beneficiaries. The initiative contributes to community well-being and is aligned with UN SDG 1 (No Poverty), UN SDG 10 (Reduced Inequalities), UN SDG 11 (Sustainable Cities and Communities) and UN SDG 17 (Partnerships for the Goals).



Donation distribution to beneficiaries in Lumut.



Donation distribution to beneficiaries in Serasa.



Donation distribution to beneficiaries in Kampong Bolkiah.



Hibiscus Petroleum representatives during the donation distribution programme.

- Small-scale Contributions

  We continue to support communities within and around our operational areas through small-scale CSR initiatives, including contributions to charities, non-governmental organisations and government bodies. In FY2026, these initiatives included the Voices of Hospices, Labuan Blood Donation Campaign and *Persatuan Isteri-Isteri Kakitangan & Kakitangan Wanita PETRONAS* Orchid Run & Ride 2026, among others.

  Each small-scale contribution was below RM30,000 in a single disbursement. In total, RM164,117 was contributed to these small-scale initiatives for the reporting year. The initiatives being supported align with UN SDG 3 (Good Health and Well-being), UN SDG 4 (Quality Education), UN SDG 10 (Reduced Inequalities) and UN SDG 17 (Partnerships for the Goals).

9.0 OUR SOCIETY – HUMAN RIGHTS

We are committed to upholding the rights of all individuals, from our employees to the communities in which we operate and those within our supply chain. This aligns with globally recognised human rights and labour standards, such as the UN Guiding Principles on Business and Human Rights (2011) and the UN International Covenant on Economic, Social and Cultural Rights which guide businesses on how to effectively respect human rights, which improve both workplace standards and employee well-being. To demonstrate our ongoing dedication to human rights, we have implemented the following policies:

Anti-Modern Slavery Policy

The *Anti-Modern Slavery Policy* emphasises the prevention of the use of forced, bonded, or underage labour and sets out the Group's commitment to addressing the risk of slavery within our operations and supply chain. We continuously assess the potential risk of non-compliance with international labour standards across our operations, mindful of the varying regulatory environments in each region we operate.

The ARMC serves as the designated Board Committee for receiving complaints or information and overseeing the follow-up actions taken by the Group Internal Auditor, who is responsible for any further investigation. We continuously assess the risks of modern slavery and human trafficking in our operations, taking reasonable steps to ensure these practices are not present within our Group or supply chain. Going forward, we will further reinforce our message to suppliers, emphasising our commitment to eliminating modern slavery in our business.

The *Anti-Modern Slavery Policy* was reviewed and updated in May 2025 to reflect current legal and regulatory requirements.

Code of Conduct and Ethics (Code)

Along with our commitment to the *Anti-Modern Slavery Policy*, we also adhere to the Group's *Code* which highlights the importance of respecting internationally recognised human rights and labour standards. We also conduct due diligence on suppliers and contractors to ensure alignment with our ethical standards.

As part of our commitment to governance and compliance, the *Code* was revised in May 2025, with periodic reviews conducted to align with regulatory developments.

Sustainability Report (continued)

Diversity Policy

Our *Diversity Policy* ensures that inclusivity is at the core of everything we do, from recruitment to talent development and our mentoring and coaching programmes. We value the range of ideas that stem from diverse perspectives and the different ways people tackle challenges, which in turn enhances the quality of our decision-making process.

The *Diversity Policy* was updated in May 2025 to reflect our ongoing commitment to fostering an inclusive workplace.

Whistle Blower Policy

Our *Whistle Blower Policy* extends to external parties, as part of our commitment to our stakeholders, including the communities in which we operate. We encourage all our stakeholders to report any non-compliance or breach of human rights arising from our business activities to our confidential and anonymous whistleblowing channel detailed in the *Whistle Blower Policy*.

As part of our dedication to transparency and accountability, the *Whistle Blower Policy* undergoes regular review, with the latest revision approved in November 2024.

Drug and Alcohol Policy

We acknowledge that safeguarding the health and safety of our employees, contractors and all those involved in our operations is essential to our overall business performance. The *Drug and Alcohol Policy* was introduced in January 2020 to demonstrate the Group's commitment to providing a safe and healthy work environment for all.

Right to Collective Bargaining and Freedom of Association

Additionally, we respect our employees' right to freedom of association and collective bargaining, in line with local labour laws. We seek to ensure full compliance with the applicable labour regulations of the countries in which we operate. Across our operations, we strive to maintain strict compliance with local labour regulations and uphold ethical labour practices.

During the period from 1 July 2023 to 30 June 2026, the Group has not been informed of, or identified, any substantiated violations of labour standards or human rights.

10.0 SUPPLY CHAIN MANAGEMENT – ECONOMIC VALUE GENERATION AND DISTRIBUTION

We aim to make a positive contribution by delivering long-term tangible benefits to our key stakeholders. We generated and distributed value in the following manner during FY2026:

- Payment of taxes and royalties totalling approximately RM326.8 million to the host governments, which grant us our licences to operate;
- Payment of remuneration of approximately RM211.6 million to our employees; and
- Use of contractors and suppliers located in our host countries, when they possess the necessary expertise and utilise a high level of localised resources. In this regard, we have compensated local service providers and suppliers approximately RM1,520.0 million.

Proportion of Spending on Malaysian Suppliers

Indicator	FY2024	FY2025	FY2026
Total Spending on All Suppliers	RM1,739.5 million	RM1,792.0 million	RM1,664.3 million
Percentage of Spending on Malaysian Suppliers	83.0%	68.7%*	50.0%

Note:
* The percentage disclosed in the FY2025 report in relation to total spending on Malaysian suppliers has been restated to reflect an updated classification of supplier spend.

11.0 IT, DIGITALISATION AND CYBERSECURITY

FY2026 Performance Overview

In FY2026, the InfoTech and Digitalisation function continued to advance its business support agenda, building upon the integration, consolidation and digitalisation foundations established in FY2024.

A key milestone achieved during the year was the completion of the Brunei asset integration, alongside further harmonisation of IT infrastructure across Malaysia and regional operations, resulting in improved operational consistency and system standardisation across the Group.

The Group also made meaningful progress in driving its digitalisation strategy, with expanded adoption of cloud technologies, data platforms and advanced analytics capabilities, enabling improved decision-making and more efficient operational workflows.

Cybersecurity remains a priority focus area, with enhancements to the Group's security architecture, governance framework, and compliance posture, particularly in aligning with the Malaysia Cybersecurity Act 2024 (Act 854) and strengthening IT/Operational Technology (OT) integration controls.

Key Sustainability-Linked Achievements

(i) Strengthening a Data-Driven Organisation

During FY2026, the Group further advanced its journey towards becoming a data-driven organisation, through the expansion of centralised data platforms and improved accessibility to enterprise information.

Enhancements in data governance, structured data transformation and analytics capabilities enabled:

- Improved visibility of operational performance;
- More informed asset management decisions; and
- Greater efficiency in technical workflows.

(ii) Knowledge Hub and Workforce Upskilling

The Knowledge Hub and Hi-Tech eLearning platform continued to be expanded, supporting cross-functional collaboration and workforce capability development.

Key outcomes included:

- Increased accessibility of technical and business knowledge;
- Improved tracking of workforce competencies; and
- Strengthened digital and cybersecurity awareness across employees.

This aligns with the Group's commitment to building a multi-skilled, agile workforce capable of navigating the energy transition.

(iii) Digitalisation and Paperless Operations

The rollout of the Electronic Document Management System (EDMS) gained further traction during FY2026, improving document accessibility, workflow automation and collaboration across field and corporate environments.

From a sustainability perspective, this initiative contributed to:

- Reduction in paper usage;
- Improved operational efficiency; and
- Enhanced governance of technical and environmental records.

This directly supports the Group's carbon footprint reduction strategy through digital enablement.

(iv) Cloud Adoption and Infrastructure Optimisation

The continued consolidation of data centres and migration to cloud platforms resulted in:

- Lower hardware dependency and waste;
- Improved scalability and system resilience; and
- Reduced energy consumption and cooling requirements with shared infrastructure.

These initiatives reinforce the Group's digital sustainability objectives, aligning technology investments with environmental performance goals.

(v) Predictive Analytics and Operational Efficiency

The Group expanded its use of predictive analytics and machine learning to enhance asset reliability and reduce unplanned downtime.

These technologies contributed to:

- Optimised maintenance schedules;
- Improved resource allocation; and
- Reduced environmental risks associated with equipment failure.

(vi) Cybersecurity and Digital Resilience

Significant enhancements were made to the Group's cybersecurity capabilities, including:

- Strengthened endpoint protection (Endpoint Detection Response/Managed Detection Response (MDR));
- Enhanced privileged access controls;
- Deployment of centralised log management; and
- Continued rollout of zero-trust access frameworks.

In parallel, governance and compliance were reinforced through:

- Updated InfoTech Security Policy;
- Development of OT Security Policy; and
- Ongoing IT General Compliance-aligned controls and audits.

Employee awareness initiatives, including cybersecurity training and phishing simulations, further strengthened the Group's security culture and human firewall.

Sustainability Report (continued)

Outlook for FY2027

Looking ahead to FY2027, InfoTech and Digitalisation will focus on deepening digital maturity, enhancing sustainability impact, and strengthening cyber resilience across the Group.

(i) Scaling Data-Driven Capabilities

- Expansion of the central data hub and enterprise analytics capabilities;
- Increased adoption of AI and machine learning for operational insights; and
- Greater integration of IT and OT data for real-time decision-making.

(ii) Advanced Digitalisation and Automation

- Acceleration of intelligent automation and digital workflows;
- Further enhancement of EDMS and knowledge management systems; and
- Expansion of predictive technologies across additional asset classes.

(iii) Cybersecurity Maturity and Zero-Trust Architecture

- Full operationalisation of zero-trust security model;
- Enhanced threat detection and response capabilities (MDR, Security Information and Event Management integration); and
- Continued alignment with regulatory requirements and evolving cyber threats.

(iv) Workforce Transformation and Capability Building

- Continued investment in digital and cybersecurity upskilling;
- Development of cross-functional IT and OT competencies; and
- Strengthening leadership capabilities in digital innovation.

A new function, the Strategic Enablement team, has been formed to work closely with the business and InfoTech and Digitalisation, to scour data-rich areas of the Group and ultimately translate digital investments and efforts into maximised enterprise and asset value via fit-for-purpose embedding of AI and machine learning tools into our evolving digital ecosystem.

InfoTech and Digitalisation remains committed to enabling sustainable growth through the responsible application of technology. The continued focus on digital innovation, cybersecurity resilience, and operational efficiency positions the Group to respond effectively to industry challenges while supporting long-term value creation for stakeholders.

Note:
Disclosure on substantial complaints concerning breaches of customer privacy and losses of customer data: Hibiscus Petroleum does not store any personally identifiable information (PII) for consumers; hence, it is not applicable to the Company.

12.0 OUR COMMITMENT TO TAX CORPORATE GOVERNANCE

The Group is committed to maintaining strong governance when managing its tax affairs.

We are committed to managing our tax affairs by complying in good faith with all applicable tax laws and regulations of the countries in which we operate, paying taxes in a responsible and efficient manner and maintaining cooperative working relationships with tax authorities.

The Group conducts its tax affairs based on the following key principles:

- Ensuring compliance with applicable tax laws and regulations, both in terms of the letter and the spirit of these laws and regulations;
- Developing and maintaining professional and cooperative relationships with tax authorities;
- Managing tax risks in line with the Group's risk management framework, including embedding adequate monitoring and mitigating procedures and ensuring tax positions taken are well supported and defendable; and
- Seeking out and applying available tax benefits appropriately. Tax planning will be undertaken only where there are business operations with genuine commercial presence and economic substance.

The Group also observes its core values when managing tax matters. The five core values are (i) Tenacious, (ii) Environmentally Responsible, (iii) People Focused, (iv) Agile and (v) Trustworthy. These values underpin our commitment to ethical conduct, responsible decision-making and sustainable business practices.

The Group's *Tax Policy* lists out our approach towards tax corporate governance, premised on the following key areas – tax compliance, tax governance, control and risk management, tax planning and relationships with tax authorities.

We are committed to continuously reviewing and enhancing our *Tax Policy*, processes and procedures so as to strengthen our tax corporate governance and bring value to our stakeholders.

The Group's *Tax Policy* is available on our corporate website.

THE WAY FORWARD

This Report provides an overview of the initiatives undertaken throughout FY2026 and those we intend to pursue in the future, aimed at addressing material sustainability issues within our Group and those impacting our stakeholders. The dedication of our people is one of the key drivers to our progress as a business. Hibiscus Petroleum's core corporate values lay down the foundation for our Business Sustainability Principles. With these values guiding us, we are confident that we can meet our commercial goals of achieving profit and growth while responsibly tapping the planet's resources and ensuring the safety and well-being of our employees.

As we continue to strengthen our presence in the oil and gas sector, we are focused on becoming a sustainable, long-term player. Our longevity as a commercial organisation depends on our ability to act responsibly today and into the future. We strive to make sustainability a core element of our operations, being cognisant that this is essential for sensibly delivering shareholder value in an ever-changing business environment. We assure our stakeholders that the Board and Management are fully committed to these goals.

This Report has been approved by the Board of Hibiscus Petroleum Berhad on 1 October 2026.



HIBISCUS PETROLEUM BERHAD

BMLR Transition Period

Date & Time: 2026-10-15_10:23:56

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category: Senior Management	Percentage	92.30	100.00	—	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category: Middle Management	Percentage	99.60	99.58	—	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category: Executive	Percentage	99.80	99.82	—	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category: Non-Executive	Percentage	99.30	99.65	—	Internal
Anti-Corruption	Percentage of operations assessed for corruption--related risks	Percentage	100.00	100.00	—	Internal
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0	—	Internal
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,316,648.00	1,267,294.30	—	Internal
Community/Society	Total number of beneficiaries of the investment in communities	Number	56,642	16,715	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Age Group by Employee Category: Senior Management Between 19 to 29	Percentage	0.00	0.00	—	Internal
Diversity	Age Group by Employee Category: Senior Management Between 30 to 39	Percentage	0.00	0.00	—	Internal
Diversity	Age Group by Employee Category: Senior Management Between 40 to 49	Percentage	31.00	31.00	—	Internal
Diversity	Age Group by Employee Category: Senior Management Between 50 to 59	Percentage	54.00	62.00	—	Internal
Diversity	Age Group by Employee Category: Senior Management 60 and above	Percentage	15.00	8.00	—	Internal
Diversity	Age Group by Employee Category: Middle Management Between 19 to 29	Percentage	0.00	0.00	—	Internal
Diversity	Age Group by Employee Category: Middle Management Between 30 to 39	Percentage	9.00	11.00	—	Internal
Diversity	Age Group by Employee Category: Middle Management Between 40 to 49	Percentage	50.00	50.00	—	Internal

HIBISCUS PETROLEUM BERHAD
BMLR Transition Period

Date & Time: 2026-10-15_10:23:56
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Age Group by Employee Category: Middle Management Between 50 to 59	Percentage	31.00	34.00	—	Internal
Diversity	Age Group by Employee Category: Middle Management 60 and above	Percentage	10.00	6.00	—	Internal
Diversity	Age Group by Employee Category: Executive Between 19 to 29	Percentage	11.00	10.00	—	Internal
Diversity	Age Group by Employee Category: Executive Between 30 to 39	Percentage	37.00	35.00	—	Internal
Diversity	Age Group by Employee Category: Executive Between 40 to 49	Percentage	39.00	42.00	—	Internal
Diversity	Age Group by Employee Category: Executive Between 50 to 59	Percentage	12.00	12.00	—	Internal
Diversity	Age Group by Employee Category: Executive 60 and above	Percentage	1.00	1.00	—	Internal
Diversity	Age Group by Employee Category: Non-Executive Between 19 to 29	Percentage	13.00	15.00	—	Internal
Diversity	Age Group by Employee Category: Non-Executive Between 30 to 39	Percentage	34.00	30.00	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Age Group by Employee Category: Non-Executive Between 40 to 49	Percentage	38.00	37.00	—	Internal
Diversity	Age Group by Employee Category: Non-Executive Between 50 to 59	Percentage	14.00	16.00	—	Internal
Diversity	Age Group by Employee Category: Non-Executive 60 and above	Percentage	1.00	2.00	—	Internal
Diversity	Gender Group by Employee Category: Senior Management Male	Percentage	62.00	62.00	—	Internal
Diversity	Gender Group by Employee Category: Senior Management Female	Percentage	38.00	38.00	—	Internal
Diversity	Gender Group by Employee Category: Middle Management Male	Percentage	77.00	76.00	—	Internal
Diversity	Gender Group by Employee Category: Middle Management Female	Percentage	23.00	24.00	—	Internal
Diversity	Gender Group by Employee Category: Executive Male	Percentage	64.00	64.00	—	Internal
Diversity	Gender Group by Employee Category: Executive Female	Percentage	36.00	36.00	—	Internal
Diversity	Gender Group by Employee Category: Non-Executive Male	Percentage	94.00	94.00	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Gender Group by Employee Category: Non-Executive Female	Percentage	6.00	6.00	—	Internal
Diversity	Percentage of directors by gender group: Male	Percentage	57.00	57.00	—	Internal
Diversity	Percentage of directors by gender group: Female	Percentage	43.00	43.00	—	Internal
Diversity	Percentage of directors by age group: Between 50 to 65	Percentage	57.00	57.00	—	Internal
Diversity	Percentage of directors by age group: Between 66 to 75	Percentage	43.00	43.00	—	Internal
Energy Management	Total energy consumption	Megawatt	5,866,962.00	6,788,585.00	—	Internal
Health and Safety	Number of work-related fatalities	Number	0	0	—	Internal
Health and Safety	Lost time incident rate	Rate	0.03	0.03	—	Internal
Health and Safety	Number of employees trained on health and safety standards	Number	495	681	—	Internal
Labour Practices and Standards	Total hours of training by employee category: Senior Management	Hours	598	56	—	Internal
Labour Practices and Standards	Total hours of training by employee category: Middle Management	Hours	7,446	6,682	—	Internal
Labour Practices and Standards	Total hours of training by employee category: Executive	Hours	15,337	18,003	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour Practices and Standards	Total hours of training by employee category: Non-Executive	Hours	14,551	25,548	—	Internal
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff	Percentage	21.00	20.00	—	Internal
Labour Practices and Standards	Total number of employee turnover by employee category: Senior Management	Number	0	1	—	Internal
Labour Practices and Standards	Total number of employee turnover by employee category: Middle Management	Number	15	31	—	Internal
Labour Practices and Standards	Total number of employee turnover by employee category: Executive	Number	67	55	—	Internal
Labour Practices and Standards	Total number of employee turnover by employee category: Non-Executive	Number	7	8	—	Internal
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	0	—	Internal
Supply Chain Management	Proportion of spending on local suppliers	Percentage	63.90	50.0	—	Internal
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	Internal
Water	Total volume of water used	Megalitres	106.04	154.72	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Waste Management	Total waste generated	Metric tonnes	2,498.33	3,383.96	—	Internal
Waste Management	Total waste diverted from disposal	Metric tonnes	1,055.71	2,039.32	—	Internal
Waste Management	Total waste directed to disposal	Metric tonnes	1,442.62	1,344.65	—	Internal
Emissions Management	Scope 1 emissions in tonnes of CO2e	Metric tonnes	4,643,102.00	4,944,378.00	—	Internal
Emissions Management	Scope 2 emissions in tonnes of CO2e	Metric tonnes	9,201.00	18,237.00	—	Internal
Emissions Management	Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	54,468.00	0	—	Internal

Notes:

1 The performance data table has been downloaded from Bursa Securities' CSI Platform.

2 The figures in this table have been internally assured for FY2025 and FY2026. In view of the inherent parameters of the CSI Platform, the internally assured figures for FY2024 are reported at the end of this section.

3 Under Energy Management (total energy consumption), the figure for FY2025 has been restated to 5,867,491 MWh as it was previously reported in last year's Report that the figures from January to June 2025 are provisional due to the timing cut-off required to publish the Report. For the same reason, the figures from January to June 2026 are also provisional.

4 Under Supply Chain Management (proportion of spending on local suppliers), the percentage disclosed in the FY2025 report has been restated to 68.7% to reflect an updated classification of supplier spend.

5 Under Waste Management, the total waste generated for FY2025 and total waste directed to disposal have been restated to 2,612.72 tonnes and 1,557.01 tonnes, respectively, as the figures reported from January to June 2025 were previously reported as provisional in last year's Report. For the same reason, the figures from January to June 2026 are also provisional.

6 Under the Emissions Management section, the data for total Scopes 1 and 2 emissions for FY2025 have been restated to 4,644,178 tonnes CO_2e and 9,198 tonnes CO_2e, respectively, as the figures reported from January to June 2025 were previously stated as being provisional in last year's Report. For the same reason, the figures from January to June 2026 are also provisional. For Scope 2 emissions, there was also an update to the GEF used in the measurement of emissions from electricity consumption of the corporate office building in Malaysia.

7 Under Emissions Management, Scope 3 emissions only include data for Business Travel for the Anasuria Cluster and Upstream Transportation and Distribution for North Sabah, as the requirement for Scope 3 disclosure is not mandatory under Bursa Securities' MMLR at this time for the Company. The data for total Scope 3 emissions is stated as zero in FY2026. For Malaysia, Scope 3: Upstream Transportation has been re-categorised to Scope 1: Mobile and Transportation from June 2025 since it is under our operational control. Furthermore, Scope 3: Business Travel GHG emissions are zero as there are no vehicles that are owned or rented by AOCL, or where AOCL is responsible for purchasing fuel for the purposes of business travel. GHG emissions from air travel, helicopters and supply vessels have not been accounted for. This category of Scope 3 is included in fulfilment of the UK Government's SECR requirements.

8 Under Data Privacy and Security, the figures for number of substantiated complaints concerning breaches of customer privacy and losses of customer data were deemed not to be relevant as Hibiscus Petroleum operates in the upstream segment of the energy industry and does not store any PII of customers.

9 Further details on the indicators in the CSI performance table can be found at the relevant sections of this Report.

Sustainability Matter	Metric	Measurement Unit	FY2024
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category: Senior Management	Percentage	100.00
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category: Middle Management	Percentage	98.68
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category: Executive	Percentage	99.58
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category: Non-Executive	Percentage	98.69
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage	100.00
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,410,741.00
Community/Society	Total number of beneficiaries of the investment in communities	Number	46,556
Diversity	Age Group by Employee Category: Senior Management Between 19 to 29	Percentage	0.00
Diversity	Age Group by Employee Category: Senior Management Between 30 to 39	Percentage	0.00
Diversity	Age Group by Employee Category: Senior Management Between 40 to 49	Percentage	50.00

Sustainability Report (continued)

Sustainability Matter	Metric	Measurement Unit	FY2024
Diversity	Age Group by Employee Category: Senior Management Between 50 to 59	Percentage	33.00
Diversity	Age Group by Employee Category: Senior Management 60 and above	Percentage	17.00
Diversity	Age Group by Employee Category: Middle Management Between 19 to 29	Percentage	0.00
Diversity	Age Group by Employee Category: Middle Management Between 30 to 39	Percentage	11.00
Diversity	Age Group by Employee Category: Middle Management Between 40 to 49	Percentage	45.00
Diversity	Age Group by Employee Category: Middle Management Between 50 to 59	Percentage	33.00
Diversity	Age Group by Employee Category: Middle Management 60 and above	Percentage	11.00
Diversity	Age Group by Employee Category: Executive Between 19 to 29	Percentage	9.00
Diversity	Age Group by Employee Category: Executive Between 30 to 39	Percentage	42.00
Diversity	Age Group by Employee Category: Executive Between 40 to 49	Percentage	36.00
Diversity	Age Group by Employee Category: Executive Between 50 to 59	Percentage	11.00
Diversity	Age Group by Employee Category: Executive 60 and above	Percentage	2.00
Diversity	Age Group by Employee Category: Non-Executive Between 19 to 29	Percentage	14.00
Diversity	Age Group by Employee Category: Non-Executive Between 30 to 39	Percentage	42.00
Diversity	Age Group by Employee Category: Non-Executive Between 40 to 49	Percentage	31.00
Diversity	Age Group by Employee Category: Non-Executive Between 50 to 59	Percentage	12.00
Diversity	Age Group by Employee Category: Non-Executive 60 and above	Percentage	1.00
Diversity	Gender Group by Employee Category: Senior Management Male	Percentage	58.00
Diversity	Gender Group by Employee Category: Senior Management Female	Percentage	42.00
Diversity	Gender Group by Employee Category: Middle Management Male	Percentage	81.00
Diversity	Gender Group by Employee Category: Middle Management Female	Percentage	19.00
Diversity	Gender Group by Employee Category: Executive Male	Percentage	64.00

Sustainability Matter	Metric	Measurement Unit	FY2024
Diversity	Gender Group by Employee Category: Executive Female	Percentage	36.00
Diversity	Gender Group by Employee Category: Non-Executive Male	Percentage	96.00
Diversity	Gender Group by Employee Category: Non-Executive Female	Percentage	4.00
Diversity	Percentage of directors by gender group: Male	Percentage	57.00
Diversity	Percentage of directors by gender group: Female	Percentage	43.00
Diversity	Percentage of directors by age group: Between 50 to 65	Percentage	71.00
Diversity	Percentage of directors by age group: Between 66 to 75	Percentage	29.00
Energy Management	Total energy consumption	Megawatt	6,580,080.00[2]
Health and Safety	Number of work-related fatalities	Number	0
Health and Safety	LTIR	Rate	0.02
Health and Safety	Number of employees trained on health and safety standards	Number	721
Labour Practices and Standards	Total hours of training by employee category: Senior Management	Hours	440
Labour Practices and Standards	Total hours of training by employee category: Middle Management	Hours	8,834
Labour Practices and Standards	Total hours of training by employee category: Executive	Hours	19,870
Labour Practices and Standards	Total hours of training by employee category: Non-Executive	Hours	8,908
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff	Percentage	21.00
Labour Practices and Standards	Total number of employee turnover by employee category: Senior Management	Number	2
Labour Practices and Standards	Total number of employee turnover by employee category: Middle Management	Number	22
Labour Practices and Standards	Total number of employee turnover by employee category: Executive	Number	65
Labour Practices and Standards	Total number of employee turnover by employee category: Non-Executive	Number	6
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0
Supply Chain Management	Proportion of spending on local suppliers	Percentage	83.00
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Water	Total volume of water used	Megalitres	76.190000

Sustainability Report (continued)

Sustainability Matter	Metric	Measurement Unit	FY2024
Waste Management	Total waste generated	Metric tonnes	3,400.16[3]
Waste Management	Total waste diverted from disposal	Metric tonnes	2,322.06
Waste Management	Total waste directed to disposal	Metric tonnes	1,078.10[3]
Emissions Management	Scope 1 emissions in tonnes of CO_2e	Metric tonnes	6,766,328.00[4]
Emissions Management	Scope 2 emissions in tonnes of CO_2e	Metric tonnes	2,275.00[5]
Emissions Management	Scope 3 emissions in tonnes of CO_2e (at least for the categories of business travel and employee commuting)	Metric tonnes	60,361.00

Notes:

1 FY2024 refers to the financial year which ends on 30 June 2024.

2 Under Energy Management, the total energy consumption has been restated to 6,557,857 MWh due to improvements in data collection and verification for Anasuria historical information.

3 Under Waste Management, the total waste generated and total waste directed to disposal have been restated to 3,446.68 tonnes and 1,124.62 tonnes, respectively, due to improvements in data collection and verification of historical data. The categorisation method for non-recycled waste data has also been updated to include Waste to Energy data.

4 Under Emissions Management, Scope 1 emissions figures have been restated to 6,766,312 tonnes CO_2e due to improvements in data collection and verification for Combustion and Fugitive Emissions for Anasuria historical data.

5 Under Emissions Management, Scope 2 emissions figures have been restated to 2,274 tonnes CO_2e due to an update to the GEF used in the measurement of emissions from electricity consumption of the corporate office building in Malaysia.

APPENDIX 2 - DETAILED ENVIRONMENTAL MANAGEMENT PERFORMANCE INDICATORS BY ASSETS

GHG Emission Management

North Sabah PSC

Scope 1 Emissions

Emissions by source	Unit	FY2024	FY2025	FY2026
Combustion	tonnes CO_2e	148,137	143,081	145,970
Flaring	tonnes CO_2e	163,013	233,072[2]	167,144
Venting	tonnes CO_2e	54,643	0[3]	0[3]
Fugitive Emissions	tonnes CO_2e	1,359	1,053	379
Mobile and Transportation	tonnes CO_2e	32	3,958[4]	30,912[4]
Others[1]	tonnes CO_2e	0	0	11,157
Total	**tonnes CO_2e**	**367,185**	**381,164**	**355,563**

Emissions by type of gas	Unit	FY2024	FY2025	FY2026
Carbon dioxide	tonnes	288,845	347,864	322,557
Methane	tonnes	3,063	1,233	1,149
Nitrous oxide	tonnes	5.94	8.32	14

Scope 2 Emissions

Emissions by source	Unit	FY2024	FY2025	FY2026
Purchased Electricity	tonnes CO_2e	1,650	1,557	1,410

Total GHG Emissions (Scopes 1 and 2)

Indicator	Unit	FY2024	FY2025	FY2026
Total Operational GHG Emissions	**tonnes CO_2e**	**368,835**	**382,721**	**356,972**

Scope 3 Emissions

Category	Unit	FY2024	FY2025	FY2026
Upstream Transportation and Distribution	tonnes CO_2e	60,361	54,468[5]	0[5]

Notes:

1 Others include compressors, pneumatic controls and pumps and LOPC.

2 The increase in flaring figures in FY2025 is due to an unplanned shutdown of the K-2400 compressor at St Joseph triggered by excessive vibration, resulting in elevated flaring. Rectification of the K-2400 compressor was completed at the end of October 2024.

3 No venting in FY2025 and FY2026 due to good reliability of auto-ignitor at the flare stack.

4 The increase in Mobile and Transportation figures from FY2025 is due to inclusion of diesel usage from vessels supporting Sabah assets from June 2025. Additionally, from January 2025, the Mobile and Transportation figures for Kinabalu Oil PSC have been consolidated under North Sabah PSC due to vessel sharing for Sabah assets.

5 Scope 3: Upstream Transportation and Distribution has been re-categorised to Scope 1: Mobile and Transportation from June 2025 since it is under our operational control.

6 Totals may not add up due to rounding.

Sustainability Report (continued)

PM3 CAA PSC

Scope 1 Emissions

Emissions by source	Unit	FY2024	FY2025	FY2026
Combustion	tonnes CO_2e	1,071,897	958,549	1,058,692
Flaring	tonnes CO_2e	75,154	102,931	100,338
AGRU[1]	tonnes CO_2e	4,831,194	2,811,028[3]	3,039,758[5]
Fugitive Emissions	tonnes CO_2e	52	236	4,060
Mobile and Transportation	tonnes CO_2e	87,236	77,040	55,288[6]
Others[2]	tonnes CO_2e	62,682	7,336[4]	26,019
Total	**tonnes CO_2e**	**6,128,214**	**3,957,119**	**4,284,154**

Emissions by type of gas	Unit	FY2024	FY2025	FY2026
Carbon dioxide	tonnes	3,979,486	3,102,044	3,419,120
Methane	tonnes	85,345	33,649	34,188
Nitrous oxide	tonnes	51	46	35

Scope 2 Emissions

Emissions by source	Unit	FY2024	FY2025	FY2026
Purchased Electricity	tonnes CO_2e	396	462	535

Total GHG Emissions (Scopes 1 and 2)

Indicator	Unit	FY2024	FY2025	FY2026
Total Operational GHG Emissions	**tonnes CO_2e**	**6,128,611**	**3,957,581**	**4,284,689**

Notes:

1 Acid Gas Removal Unit (AGRU).

2 Others include compressors, pneumatic controls and pumps and LOPC.

3 The decrease in AGRU figures in FY2025 is due to improved separation efficiency with Advanced Membrane installation, lower CO_2 in feed gas and better methane recovery from BRE vent system.

4 The decrease in Others figures in FY2025 is due to an updated emission calculation method. In CY2022 and CY2023, the Others figures for 1) pneumatic control and pumps and 2) compressors were initially calculated based on design basis and worst-case scenarios. In CY2024, there was a verification process with MPM, after which the calculation method was revised following MPM recommendations.

5 The increase in AGRU figures in FY2026 was due to higher sales gas production during the reporting period, which contributed to the overall increase in emissions.

6 The decrease in Mobile and Transportation in FY2026 was based on operational activities and fuel management. The VFMS practices supported improved marine fuel efficiency; however, overall marine fuel consumption was also influenced by other factors such as vessel idle periods, project requirements and vessel utilisation.

7 Totals may not add up due to rounding.

Kinabalu Oil PSC

Scope 1 Emissions

Emissions by source	Unit	FY2024	FY2025	FY2026
Combustion	tonnes CO_2e	44,951	30,705	30,907
Flaring	tonnes CO_2e	90,767	85,677	83,607
Venting	tonnes CO_2e	0	0	0
Fugitive Emissions	tonnes CO_2e	0.35	2.72	0
Mobile and Transportation	tonnes CO_2e	36,574	8,388[2]	0
Others[1]	tonnes CO_2e	1,144	359[4]	2
Total	**tonnes CO2e**	**173,436**	**125,132**	**114,517**

Emissions by type of gas	Unit	FY2024	FY2025	FY2026
Carbon dioxide	tonnes	167,408	114,374	105,300
Methane	tonnes	52	372	347
Nitrous oxide	tonnes	16	5	2

Scope 2 Emissions

Emissions by source	Unit	FY2024	FY2025	FY2026
Purchased Electricity	tonnes CO_2e	174	88[3]	38

Total GHG Emissions (Scopes 1 and 2)

Indicator	Unit	FY2024	FY2025	FY2026
Total Operational GHG Emissions	**tonnes CO_2e**	**173,610**	**125,221**	**114,554**

Notes:

1 Others include compressors, pneumatic controls and pumps and LOPC.

2 The decrease in Mobile and Transportation figures in FY2025 is due to vessel sharing with North Sabah PSC assets from January 2025 onwards. From January 2025, the figures for Mobile and Transportation for Kinabalu Oil PSC have been consolidated under the North Sabah PSC.

3 The decrease in Purchased Electricity figures from FY2025 is due to data being reported from a single location (ASB WH7) only from FY2025 onwards.

4 The decrease in Others figures in FY2025 is due to an updated emission calculation method. In CY2022 and CY2023, the Others figures for 1) pneumatic control and pumps and 2) compressors were initially calculated based on design basis and worst-case scenarios. In CY2024, there was a verification process with MPM, after which the calculation method was revised following MPM recommendations.

5 Totals may not add up due to rounding.

Sustainability Report (continued)

Anasuria Cluster

Scope 1 Emissions

Emissions by source	Unit	FY2024	FY2025	FY2026
Combustion	tonnes CO_2e	79,799[6]	69,851	79,279
Flaring	tonnes CO_2e	17,515	46,866	25,630
Venting	tonnes CO_2e	140	119	81
Fugitive Emissions	tonnes CO_2e	22[6]	32	2
Total	**tonnes CO_2e**	**97,477[6]**	**116,867**	**104,992**

Emissions by type of gas	Unit	FY2024	FY2025	FY2026
Carbon dioxide	tonnes	93,273	110,252	100,536
Methane	tonnes	88	184	101
Nitrous oxide	tonnes	7	7	6
HFCs[2]	tonnes	0.01	0.02	0.00

Scope 2 Emissions[3]

Emissions by source	Unit	FY2024	FY2025	FY2026
Purchased Electricity	tonnes CO_2e	0	0	0

Total GHG Emissions (Scopes 1 and 2)

Indicator	Unit	FY2024	FY2025	FY2026
Total Operational GHG Emissions	**tonnes CO_2e**	**97,477[6]**	**116,867**	**104,992**

Scope 3 Emissions

Category	Unit	FY2024	FY2025	FY2026
Business Travel[4]	tonnes CO_2e	0	0	0

Payment to UK ETS

Indicator	Unit	FY2024	FY2025	FY2026
UK ETS Payment[5]	RM million	25.3	18.1	14.4

Notes:

1 GHG emissions comprise carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulphur hexafluoride and nitrogen trifluoride. The GWP factors used are in accordance with the UK Government's guidance for reporting of GHG emissions.

2 HFCs or Hydrofluorocarbons are included in the reporting.

3 Scope 2 GHG emissions are zero as there is no purchased electricity for the Anasuria FPSO operations, as all activities are conducted offshore. Office use of electricity is not measured separately as this is included in the office rent.

4 Scope 3: Business Travel GHG emissions are zero as there are no vehicles that are owned or rented by AOCL, or where AOCL is responsible for purchasing fuel for the purposes of business travel. GHG emissions from air travel, helicopters and supply vessels have not been accounted for. This category of Scope 3 is included in fulfilment of the UK Government's SECR requirements.

5 Payments for the UK ETS are on a gross basis.

6 Figures for FY2024 have been revised from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification of historical data.

7 Emissions figures from 1 January 2025 to 31 December 2025 are final. Provisional figures previously reported for FY2025 in the Annual Report 2024/2025 have been revised with the final figures.

8 Emissions figures from 1 January 2026 to 30 June 2026 are provisional.

9 Totals may not add up due to rounding.

Brunei Block B MLJ

Scope 1 Emissions

Emissions by source	Unit	FY2024[3]	FY2025[4]	FY2026
Combustion	tonnes CO_2e	-	4,956[5]	6,535
Flaring	tonnes CO_2e	-	5,015[5]	10,054[6]
Venting	tonnes CO_2e	-	9,793	12,919[7]
AGRU[1]	tonnes CO_2e	-	1,033	539
Fugitive Emissions	tonnes CO_2e	-	0	0
Mobile and Transportation	tonnes CO_2e	-	7,637	4,051
Others[2]	tonnes CO_2e	-	35,461	51,054
Total	**tonnes CO_2e**	**-**	**63,895**	**85,152**

Emissions by type of gas	Unit	FY2024	FY2025	FY2026
Carbon dioxide	tonnes	-	52,292[5]	71,099
Methane	tonnes	-	464[5]	550
Nitrous oxide	tonnes	-	0	1

Scope 2 Emissions

Emissions by source	Unit	FY2024	FY2025	FY2026
Purchased Electricity	tonnes CO_2e	-	7,023	16,180[8]

Total GHG Emissions (Scopes 1 and 2)

Indicator	Unit	FY2024	FY2025	FY2026
Total Operational GHG Emissions	**tonnes CO_2e**	**-**	**70,918**	**101,332**

Notes:

1 Acid Gas Removal Unit (AGRU).
2 Others include process CO_2 emissions.
3 For FY2024, we have not disclosed any GHG emission data for Brunei Block B MLJ assets.
4 For FY2025, all GHG emissions data covers the full reporting year (1 July 2024 to 30 June 2025) to provide a common basis for comparison with the base year which has incorporated the full year emissions of the newly acquired assets for FY2020 (this is permitted under the GHG Protocol Corporate Accounting and Reporting Standard). For all other Environmental data (Energy Management, Water Management and Waste Management), only data post-acquisition from 14 October 2024 was included.
5 There have been updates to the figures previously reported for FY2025 in the Annual Report 2024/2025 due to reverification of historical data.
6 The increase in flaring in FY2026 is due to the FFSD, flash gas compressor trips, LPC commissioning activities, LPC trips and maintenance activities during the reporting period.
7 Higher venting in FY2026 is due to well offloading offshore activities in May and June 2026.
8 Higher purchased electricity in FY2026 is due to the electrical consumption from the LPC start-up in April 2026.
9 Totals may not add up due to rounding.

Sustainability Report (continued)

ENERGY MANAGEMENT

North Sabah PSC

Indicator	Unit	FY2024	FY2025	FY2026
Natural Gas	MWh	704,724	658,365	672,339
Diesel	MWh	10,481	7,955	121,546[2]
Grid Electricity	MWh	3,458	2,939	2,688
Total Energy Consumption[1]	**MWh**	**718,663**	**669,258**	**796,573**

Notes:

1 Total Energy Consumption consists of natural gas, diesel and electricity consumed from our operations and office buildings based on operational control.

2 The increase in Diesel figure in FY2026 is mainly due to the inclusion of diesel usage from marine vessels for Sabah assets. Diesel consumption at SF was also higher as the Gas Generator was down during FY2026, requiring the use of diesel generators for operations.

3 Totals may not add up due to rounding.

PM3 CAA PSC

Indicator	Unit	FY2024	FY2025	FY2026
Natural Gas	MWh	5,252,121	4,665,820	5,225,121
Diesel	MWh	23,481	21,052	215,251[2]
Grid Electricity	MWh	538	533	782[3]
Total Energy Consumption[1]	**MWh**	**5,276,140**	**4,687,405**	**5,441,154**

Notes:

1 Total Energy Consumption consists of natural gas, diesel and electricity consumed from our operations and office buildings based on operational control.

2 The higher Diesel figure in FY2026 was due to the inclusion of diesel usage from marine vessels.

3 The increase in Grid Electricity figure in FY2026 is due to allocation of all TBSB and KL office data to PM3 CAA PSC from FY2026 onwards.

4 Totals may not add up due to rounding.

Kinabalu Oil PSC

Indicator	Unit	FY2024	FY2025	FY2026
Natural Gas	MWh	187,412	127,151	127,871
Diesel	MWh	2,678	668[2]	907
Grid Electricity	MWh	538	533	72[3]
Total Energy Consumption[1]	**MWh**	**190,628**	**128,353**	**128,851**

Notes:

1 Total Energy Consumption consists of natural gas, diesel and electricity consumed from our operations and office buildings based on operational control.

2 The decrease in Diesel figure in FY2025 is due to lower platform activity.

3 The decrease in Grid Electricity figure in FY2026 is due to data being reported from a single location (ASB WH7) only from FY2026 onwards.

4 Totals may not add up due to rounding.

Anasuria Cluster

Indicator	Unit	FY2024	FY2025	FY2026
Natural Gas	MWh	367,855[2]	303,044	170,653[3]
Diesel	MWh	24,499	37,567	173,977[3]
Grid Electricity	MWh	0	0	0
Total Energy Consumption[1]	**MWh**	**392,354[2]**	**340,611**	**344,630**

Notes:

1 Total Energy Consumption consists of natural gas, diesel and electricity consumed from our operations and office buildings based on operational control.

2 For Natural Gas, figures for FY2024 have been revised from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification of historical data.

3 In FY2026, fuel gas consumption decreased significantly due to operational constraints associated with well integrity issues at the Cook well, which resulted in the well being offline during Q4 2025. As the Cook well is the primary source of fuel gas for the FPSO, its unavailability created a fuel gas deficit. To maintain safe and continuous operations during this period, the FPSO relied on diesel as an alternative fuel source for power generation, leading to a corresponding increase in diesel consumption. Fuel gas issues continued intermittently in 2026, where an increase in diesel use was also required.

4 Energy consumption figures from 1 January 2025 to 31 December 2025 are final. Provisional figures previously reported for FY2025 in the Annual Report 2024/2025 have been revised with the final figures.

5 Energy consumption figures from 1 January 2026 to 30 June 2026 are provisional.

6 Totals may not add up due to rounding.

Brunei Block B MLJ

Indicator	Unit	FY2024[2]	FY2025[3]	FY2026
Natural Gas	MWh	-	15,027	30,065[4]
Diesel	MWh	-	17,826	16,538
Grid Electricity	MWh	-	8,919	30,672[5]
Total Energy Consumption[1]	**MWh**	**-**	**41,772**	**77,275**

Notes:

1 Total Energy Consumption consists of natural gas, diesel and electricity consumed from our operations and office buildings based on operational control.

2 For FY2024, we have not disclosed any energy consumption data for Brunei Block B MLJ assets.

3 For FY2025, all data is from 14 October 2024 onwards (post-acquisition completion).

4 The increase in natural gas consumption in FY2026 is due to the reinstatement of the amine charge pump from March 2025 onwards, following a period of unavailability of the pump from November 2024 to mid-March 2025. The amine charge pump consumes steam generated from the Fuel Gas Boiler, resulting in higher fuel gas consumption once it was reinstated.

5 The increase in Grid Electricity in FY2026 is due to the start-up of the LPC in April 2026.

6 Totals may not add up due to rounding.

WATER MANAGEMENT

North Sabah PSC

Water Produced

Indicator	Unit	FY2024	FY2025	FY2026
Produced water[1]	**megalitre**	**4,400**	**4,609**	**4,404**
Environmental fines and penalties	**RM**	**0**	**0**	**0**
OIW Concentration of Produced Water Discharge	**mg/l**	**20.26**	**18.90**	**19.59**

Note:

1 Produced water is water generated from our production and it is discharged back into the sea after treatment.

Sustainability Report (continued)

Water Usage and Discharge

Indicator	Unit	FY2024	FY2025	FY2026
Freshwater purchased from third-party[1]	megalitre	0	33.74[5]	42.22
Non-freshwater withdrawal[2]	megalitre	0	0	6.42[6]
Total water used[3]	**megalitre**	**0**	**33.74**	**48.64**
Total water (effluent) discharge[4]	**megalitre**	**4,400**	**4,643**	**4,453**

Notes:
1 Freshwater purchased is potable water used for consumption.
2 Withdrawal of seawater for desalination – used for sanitation and general washing.
3 Total water used includes freshwater purchased from third-party only.
4 Total water discharge includes water used and produced water discharge.
5 The increase in freshwater figures in FY2025 is due to inclusion of freshwater bunkering data by vessels for North Sabah PSC.
6 Figures for non-freshwater withdrawal are reported from FY2026 following the expansion of the reporting coverage for North Sabah PSC.
7 Totals may not add up due to rounding.

PM3 CAA PSC

Water Produced

Indicator	Unit	FY2024	FY2025	FY2026
Produced water[1]	**megalitre**	**4,588**	**4,496**	**5,725**
Environmental fines and penalties	**RM**	**0**	**0**	**0**
OIW Concentration of Produced Water Discharge	**mg/l**	**18.60**	**18.91**	**18.56**

Note:
1 Produced water is water generated from our production and it is discharged back into the sea after treatment.

Water Usage and Discharge

Indicator	Unit	FY2024	FY2025	FY2026
Freshwater purchased from third-party[1]	megalitre	36.02[5]	28.73	23.27
Non-freshwater withdrawal[2]	megalitre	31.55	32.38	52.25
Total water used[3]	**megalitre**	**67.56**	**61.11**	**75.52**
Total water (effluent) discharge[4]	**megalitre**	**4,656**	**4,557**	**5,800**

Notes:
1 Freshwater purchased is potable water used for consumption.
2 Withdrawal of seawater for desalination – used for sanitation and general washing.
3 Total water used includes freshwater purchased from third-party and non-fresh water withdrawn.
4 Total water discharge includes water used and produced water discharge.
5 There was an increase in freshwater purchased from a third-party due to freshwater bunkering at supply bases by vessels for wells, drilling and production.
6 Totals may not add up due to rounding.

Kinabalu Oil PSC

Water Produced

Indicator	Unit	FY2024	FY2025	FY2026
Produced water[1]	**megalitre**	**1,020**	**913**	**1,084**
Environmental fines and penalties	**RM**	**0**	**0**	**0**
OIW Concentration of Produced Water Discharge	**mg/l**	**23.89**	**17.81**	**19.22**

Note:
1 Produced water is water generated from our production and it is discharged back into the sea after treatment.

Water Usage and Discharge

Indicator	Unit	FY2024	FY2025	FY2026
Freshwater purchased from third-party[1]	megalitre	7.90	0.85	13.77
Re-used water[2]	megalitre	0.73	0.73	0.73
Total water used[3]	**megalitre**	**8.63**	**1.58**	**14.50**
Total water (effluent) discharge[4]	**megalitre**	**1,029**	**915**	**1,098**

Notes:
1 Freshwater purchased is potable water used for consumption.
2 Re-used water is water (condensate) from air conditioners.
3 Total water used includes freshwater purchased from third-party and re-used water.
4 Total water discharge includes water used and produced water discharge.
5 Totals may not add up due to rounding.

Anasuria Cluster

Water Produced

Indicator	Unit	FY2024	FY2025	FY2026
Produced water[1]	**megalitre**	**1,052**	**1,000**	**969**
Environmental fines and penalties	**RM**	**0**	**0**	**0**
OIW Concentration of Produced Water Discharge	**mg/l**	**16.08**	**15.90**	**15.43**

Note:
1 Produced water is water generated from our production and it is discharged back into the sea after treatment.

Water Usage and Discharge

Indicator	Unit	FY2024	FY2025	FY2026
Total water (effluent) discharge[1]	**megalitre**	**1,052**	**1,000**	**969**

Notes:
1 Total water discharge includes produced water discharge only.
2 Water figures from 1 January 2025 to 31 December 2025 are final.
3 Water figures from 1 January 2026 to 30 June 2026 are provisional.
4 Totals may not add up due to rounding.

Brunei Block B MLJ

Water Usage and Discharge

Indicator	Unit	FY2024[4]	FY2025[5]	FY2026
Freshwater purchased from third-party[1]	megalitre	-	9.61	16.05
Total water used[2]	**megalitre**	**-**	**9.61**	**16.05**
Total water (effluent) discharge[3]	**megalitre**	**-**	**9.61**	**16.05**

Notes:
1 Freshwater purchased includes routine water, demineralised water and service water.
2 Total water use includes freshwater purchased from third-party only.
3 Total water discharge includes water used only. There is no produced water discharge from Brunei Block B MLJ operations as all produced water generated is sent to SCOT for treatment and disposal.
4 For FY2024, we have not disclosed any water data for Brunei Block B MLJ assets.
5 For FY2025, all data is from 14 October 2024 onwards (post-acquisition completion).
6 Water figures from 1 January 2025 to 31 December 2025 are final.
7 Water figures from 1 January 2026 to 30 June 2026 are provisional.
8 Totals may not add up due to rounding.

Sustainability Report (continued)

Waste Management

North Sabah PSC

Indicator	Unit	FY2024	FY2025	FY2026
Hazardous waste	**tonnes**	**154.12**	**214.58**	**1,585.44**
Non-recycled waste	tonnes	50.35	14.52	9.88
Recycled waste	tonnes	103.77	200.06	1,576.56[2]
Non-Hazardous waste	**tonnes**	**18.85**	**496.18**	**223.43**
Non-recycled waste	tonnes	18.85	256.33	221.00
Recycled waste	tonnes	0	239.85[1]	2.43
Total Waste	**tonnes**	**172.96**	**710.76**	**1,808.86**
Environmental fines and penalties	**RM**	**0**	**0**	**0**

Notes:
1 The increase in non-hazardous recycled waste from FY2024 to FY2025 is due to inclusion of scrap waste data.
2 The increase in recycled hazardous waste in FY2026 was due to planned tank maintenance activities, which resulted in higher generation of sludge waste treated at the LCOT sludge farm.
3 Totals may not add up due to rounding.

PM3 CAA PSC

Indicator	Unit	FY2024	FY2025	FY2026
Hazardous waste	**tonnes**	**360.20**	**721.44**	**184.78**
Non-recycled waste	tonnes	264.78	448.72	159.24
Recycled waste	tonnes	95.42	272.73	25.54
Non-Hazardous waste	**tonnes**	**2,170.66**	**284.00**	**542.75**
Non-recycled waste	tonnes	385.40	284.00	257.60
Recycled waste	tonnes	1,785.26	0	285.15
Total Waste	**tonnes**	**2,530.86**	**1,005.44**	**727.53**
Environmental fines and penalties	**RM**	**0**	**0**	**0**

Notes:
1 Inclusive of waste from PM305.
2 Totals may not add up due to rounding.

Kinabalu Oil PSC

Indicator	Unit	FY2024	FY2025	FY2026
Hazardous waste	**tonnes**	**265.60**	**27.13**	**35.37**
Non-recycled waste	tonnes	88.45	8.57	1.42
Recycled waste	tonnes	177.15	18.56	33.95
Non-Hazardous waste	**tonnes**	**299.31**	**466.61**	**60.39[1]**
Non-recycled waste	tonnes	229.44	279.00	60.39
Recycled waste	tonnes	69.87	187.61	0
Total Waste	**tonnes**	**564.90**	**493.74**	**95.76**
Environmental fines and penalties	**RM**	**0**	**0**	**0**

Notes:
1 The decrease in non-hazardous waste in FY2026 is due to no scrap disposal activities being carried out during the reporting period.
2 Totals may not add up due to rounding.

Anasuria Cluster

Indicator	Unit	FY2024	FY2025	FY2026
Hazardous waste	**tonnes**	**45.38[2]**	**57.51**	**37.62**
Non-recycled waste	tonnes	36.16	43.85	28.72
Recycled waste	tonnes	9.22	13.66	8.90
Non-Hazardous waste	**tonnes**	**132.58[2]**	**169.72**	**127.20**
Non-recycled waste	tonnes	51.20	92.71	60.03
Recycled waste	tonnes	81.38	77.01	67.17
Total Waste	**tonnes**	**177.96**	**227.23**	**164.82**
Environmental fines and penalties	**RM**	**0**	**0**	**0**

Notes:
1 Totals may not add up due to rounding.
2 For hazardous and non-hazardous waste, figures for FY2024 have been revised from the previously reported data in Annual Report 2024/2025 following improvements in data collection and verification of historical data. The categorisation method for non-recycled waste data has also been updated to include Waste to Energy data.
3 Waste figures from 1 January 2025 to 31 December 2025 are final. Provisional figures previously reported for FY2025 in the Annual Report 2024/2025 have been revised with the final figures.
4 Waste figures from 1 January 2026 to 30 June 2026 are provisional.

Brunei Block B MLJ

Indicator	Unit	FY2024[1]	FY2025[2]	FY2026
Hazardous waste	**tonnes**	**-**	**78.47**	**516.31**
Non-recycled waste	tonnes	-	51.12	482.56[3]
Recycled waste	tonnes	-	27.35	33.75
Non-Hazardous waste	**tonnes**	**-**	**97.08**	**70.69**
Non-recycled waste	tonnes	-	78.19	63.82
Recycled waste	tonnes	-	18.89	6.87
Total Waste	**tonnes**	**-**	**175.55**	**587.00**
Environmental fines and penalties	**RM**	**-**	**0**	**0**

Notes:
1 For FY2024, we have not disclosed any waste data for Brunei Block B MLJ assets.
2 For FY2025, all data is from 14 October 2024 onwards (post-acquisition completion).
3 The increase in non-recycled hazardous waste in FY2026 is due to high waste generation from the FFSD in September 2025.
4 Totals may not add up due to rounding.

Sustainability Report (continued)

GLOSSARY FOR THE SUSTAINABILITY REPORT

#	
3Rs	- Reduce, Reuse and Recycle

A	
AC	- Air Conditioning
ACAB	- Anti-Corruption and Anti-Bribery
AGRU	- Acid Gas Removal Unit
AI	- Artificial Intelligence
ALARP	- As Low As Reasonably Practicable
Anasuria	- Anasuria Cluster
Anasuria Hibiscus	- Anasuria Hibiscus UK Limited
AOCL	- Anasuria Operating Company Limited
ARMC	- Audit and Risk Management Committee
ASEAN	- Association of Southeast Asian Nations
ASB	- Asian Supply Base
ATMS	- Action Tracking Management System

B	
BAP	- Biodiversity Action Plan
BBJV	- Block B Joint Venture
BESRA	- Biodiversity and Ecosystem Services Risk Assessment
BIBD	- Bank Islam Brunei Darussalam
BKA	- Bunga Kekwa-A
BKC	- Bunga Kekwa-C
Block 46 PSC	- Block 46 Cai Nuoc Production Sharing Contract
Block B MLJ	- Block B Maharajalela Jamalulalam
BOC	- Bunga Orkid-C
BOS	- Brunei Ophthalmology Society
BND	- Bruneian Dollar
BRC	- Bunga Raya-C
BRE	- Bunga Raya-E
Brunei	- Brunei Darussalam
BSA	- Bunga Seroja-A
BSMC	- Business Sustainability Management Committee
BST	- Business Support Team
BT	- Barton
Bursa Securities	- Bursa Malaysia Securities Berhad

C	
C4	- Command, Control, Coordination and Communication
CAA	- Commercial Arrangement Area
CCF	- Climate Change Framework
CCS	- Carbon Capture and Storage
CCUS	- Carbon Capture, Utilisation and Storage
CG	- Corporate Governance
CGS	- China Galaxy Securities
CGSO	- Chief Government Security Officer, Malaysia
CO_2	- Carbon dioxide
CO_2e	- Carbon dioxide equivalent
Code	- Code of Conduct and Ethics
CRCM	- Chemical Reactivity Compatibility Matrix
CSI	- Centralised Sustainability Intelligence
CSR	- Corporate Social Responsibility
CY	- Calendar Year

D	
DGS	- Downgraded Situation
DOE	- Department of Environment, Malaysia

E	
E&P	- Exploration and Production
EDMS	- Electronic Document Management System
EIA	- Environmental Impact Assessment
EMP	- Encroachment Management Programme
EMS	- Environmental Management System
EMoS	- Environmental Monitoring Survey
ER	- Emergency Response
ERAP	- Emissions Reduction Action Plan
ERST	- Environmental Response Support Team
ERT	- Emergency Response Team
ESG	- Environmental, Social and Governance
ETP	- Effluent Treatment Plant
ETS	- Emissions Trading Scheme

F	
F4GBM	- FTSE4Good Bursa Malaysia
FAD	- Fish Aggregating Devices
FBE	- Fuel Burning Equipment
FEED	- Front-End Engineering Design
FFSD	- Full Field Shutdown
FLY	- Future Leaders
FOPS	- Field Operations
FPSO	- Floating Production, Storage and Offloading
FTSE	- Financial Times Stock Exchange
FY	- Financial Year

G

GEF	- Grid Emission Factor
GHG	- Greenhouse gas
Group	- Hibiscus Petroleum Berhad Group
GWP	- Global Warming Potential

H

HAZID	- Hazard Identification
HAZOP	- Hazard and Operability analysis
HCM	- Hydrocarbon Contaminant Management
HFC	- Hydrofluorocarbon
Hibiscus Brunei	- Hibiscus EP (Brunei) B.V.
Hibiscus Petroleum	- Hibiscus Petroleum Berhad
HiOC	- Hibiscus Observation Card
HP	- High Pressure
HPI	- Human Performance Improvement
HPV	- Human Papillomavirus
HSE	- Health, Safety and Environment
HSE-MS	- Health, Safety and Environment Management System
HSEQ	- Health, Safety, Environment and Quality
HSEx	- Health & Safety Executive
HSS	- Health, Safety and Security
HSSE	- Health, Security, Safety and Environment
HSSE-MS	- Health, Security, Safety and Environment Management System

I

IAP	- Incident Action Planning
IAQMS	- Indoor Air Quality Monitoring Survey
IBER-UBD	- Institute for Biodiversity and Environmental Research, Universiti Brunei Darussalam
ICBEF	- International Conferences on Business, Economics and Finance
ICS	- Incident Command System
IEWG	- Industrial Emissions Working Group
IFRS	- International Financial Reporting Standards
IMS	- Integrated Management System
IMT	- Incident Management Team
InnovFest	- Innovation Festival
IOGP	- International Association of Oil & Gas Producers
ISPS	- International Ship and Port Security
IT	- Information Technology
ITP	- Information to Public
ITPM	- Inspection, Testing, and Preventive Maintenance

J

JKZEE	- *Jawatankuasa Zon Ekonomi Eksklusif*
JSecWG	- Joint Security Working Group
JT-A, -B, -D, -F	- Jacket A, B, D, F

K

kg	- kilogram
Kinabalu Oil PSC	- 2012 Kinabalu Oil Production Sharing Contract
KKOB	- Kota Kinabalu Operations Base
KL	- Kuala Lumpur
KPI	- Key Performance Indicator
KRK	- *Kompleks Rumah Kebajikan*

L

L_{aeq}	- Recommended Permissible Sound Level
LCOT	- Labuan Crude Oil Terminal
LDAR	- Leak Detection and Repair
LEAP	- Learn, Empower, Accelerate, Progress
LED	- Light Emitting Diode
LOPC	- Loss of Primary Containment
LP	- Low Pressure
LPC	- Low Pressure Compressor
LTI	- Lost Time Injury
LTIR	- Lost Time Injury Rate
LWC	- Lost Workday Case

M

MAE	- Major Accident Event
MAFA	- Mutual Aid Framework Agreement
MAH	- Major Accident Hazard
MD	- Managing Director
MDR	- Managed Detection Response
MEE	- Major Emergency Exercise
MES	- Minimum Environment Specification
MGA	- Malaysian Gas Association
MICCI PPSC	- Malaysian International Chamber of Commerce and Industry Petroleum Production Sharing Contractors
MKN	- Malaysian National Security Council
MLJ	- Maharajalela Jamalulalam
MMEA	- Malaysian Maritime Enforcement Agency
MMLR	- Main Market Listing Requirements

Sustainability Report (continued)

MMWQCS	- Malaysia Marine Water Quality Criteria and Standards
MOC	- Management of Change
MOE	- Ministry of Education
MOSTI	- Ministry of Science, Technology and Innovation
MoU	- Memorandum of Understanding
MPABD	- Maritime and Port Authority of Brunei Darussalam
MPK	- *Mesyuarat Penyelarasan Keselamatan*
MPM	- Malaysia Petroleum Management
MTC	- Medical Treatment Case
MW	- Megawatt
MWh	- Megawatt-hour
MYR	- Malaysian Ringgit

N

NBPSPA	- National Biodiversity Policy and Strategic Plan of Action
NCN	- Non-Compliance Notification
North Sabah PSC	- 2011 North Sabah Enhanced Oil Recovery Production Sharing Contract
NOAA	- National Oceanic and Atmospheric Administration
NOSCOP	- National Oil Spill Contingency Plan
NO_X	- Nitrogen Oxides
NSRF	- National Sustainability Reporting Framework
NSTA	- North Sea Transition Authority, UK

O

OEUK	- Offshore Energies UK
OGMP	- Oil and Gas Methane Partnership
OFI	- Opportunity for Improvement
OH&S	- Occupational Health and Safety
OHSMS	- Occupational Health and Safety Management System
OIM	- Offshore Installation Manager
OIW	- Oil in Water
OPEP	- Oil Pollution and Emergency Plan
OPRED	- Offshore Petroleum Regulator for Environment and Decommissioning, UK
OPP	- Onshore Processing Plant
OPPC	- Oil Pollution Prevention and Control
OSRE	- Oil Spill Response Equipment
OSRL	- Oil Spill Response Limited
OT	- Operational Technology

P

PABD	- Petroleum Authority of Brunei Darussalam
PAC	- Petroleum Arrangement Contractor
PDRM	- *Polis DiRaja Malaysia*
Petrofac	- Petrofac Facilities Management Limited
PETRONAS	- Petroliam Nasional Berhad
PHA	- Process Hazard Analysis
PII	- Personally Identifiable Information
PIMMAG	- Petroleum Industry of Malaysia Mutual Aid Group
Ping Petroleum	- Ping Petroleum UK PLC
PM3 CAA PSC	- PM3 Commercial Arrangement Area Production Sharing Contract
PMHA	- Prime Minister's Hibiscus Award
PON1	- Petroleum Operations Notice 1
PPD	- Permanent Partial Disability
PSC	- Production Sharing Contract
PSM	- Process Safety Management
PTD	- Permanent Total Disability
PTW	- Permit to Work
PV	- Photovoltaic

Q

Q1, 2, 3, 4	- Quarter 1, 2, 3, 4

R

R2R	- Rig-to-Reef
RAM	- Risk Assessment Matrix
Report	- Sustainability Report
RWC	- Restricted Work Case

S

SAA	- South Angsi-A
SAREX JASAR	- Search and Rescue Exercise Joint Aeronautical Search and Rescue
SCE	- Safety Critical Element
SCOT	- Seria Crude Oil Terminal
SDG	- Sustainable Development Goal
SECEs	- Safety Environmental Critical Element
SECR	- Streamlined Energy and Carbon Reporting
SF	- South Furious
SHENA	- Safety, Health and Environment National Authority, Brunei
SIL	- Safety Integrity Level
SJ	- St Joseph
SK	- Sekolah Kebangsaan
SKPK	- Sekolah Kebangsaan Pendidikan Khas

SMK	- Sekolah Menengah Kebangsaan
SORMIC	- Statement on Risk Management and Internal Control
SO_X	- Sulphur Oxides
SQuiRTs	- Screening Quick Reference Tables
SW	- Scheduled Waste
SWCS	- Sabah Wetlands Conservation Society

T

TBSB	- Tok Bali Supply Base
TEPAT	- Tenacious, Environmentally Responsible, People Focused, Agile, and Trustworthy
TLDM	- Royal Malaysian Navy
TRIR	- Total Recordable Injury Rate

U

UBD	- Universiti Brunei Darussalam
UDAT	- Urine Drug and Alcohol Test
UiTM	- Universiti Teknologi MARA
UK	- United Kingdom
UKCS	- United Kingdom Continental Shelf
UK ETS	- UK Emissions Trading Scheme
UMS	- Universiti Malaysia Sabah
UN	- United Nations
UniKL	- Universiti Kuala Lumpur
UN SDG	- United Nations' Sustainable Development Goal
UPM	- Universiti Putra Malaysia
US	- United States of America
USD	- United States Dollar
UTB	- Universiti Teknologi Brunei
UTM	- Universiti Teknologi Malaysia
UTP	- Universiti Teknologi PETRONAS

V

VFMS	- Vessel Fuel Monitoring System
VOC	- Volatile Organic Compounds

W

WDFS	- World Day for Safety
WDSHW	- World Day for Safety and Health at Work
WH	- Warehouse
WHO	- World Health Organization
WHRU	- Waste Heat Recovery Unit
WSHMS	- Workplace Safety and Health Management System

Y

YB	- Yang Berhormat
YBhg	- Yang Berbahagia

Z

ZRF	- Zero Routine Flaring
ZRFV	- Zero Routine Flaring and Venting
ZRV	- Zero Routine Venting

NOMINATING COMMITTEE REPORT



YBHG DATO' DR ZAHA RINA ZAHARI
Chair of the Nominating Committee

This report has been prepared in compliance with Paragraph 15.08A(3) of the Main Market Listing Requirements (MMLR). It provides an overview of the activities undertaken by our Nominating Committee (NC) during the financial year ended 30 June 2026 (FY2026).

The NC has reviewed this report and it has been subsequently approved by the Board of Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company) for inclusion in the Annual Report 2025/2026.

Composition

The establishment of the NC was sanctioned by our Board on 26 February 2011. The composition of our NC complies with Paragraph 15.08A of the MMLR of Bursa Malaysia Securities Berhad (Bursa Securities). According to the MMLR, the NC must comprise solely Non-Executive Directors (NEDs), with a majority of them being independent.

YBhg Dato' Dr Zaha Rina Zahari (YBhg Dato' Dr Zaha Rina), an Independent Non-Executive Director (INED), chairs the NC. This appointment aligns with Practice 5.8 of the Malaysian Code on Corporate Governance 2021 (MCCG), which recommends that the NC be chaired by an Independent Director or the Senior Independent Director. There have been no changes to the NC composition during FY2026.

The Company maintains 43% female representation on the Board, exceeding the 30% target recommended under Practice 5.9 of the MCCG. We also wish to highlight that Board appointments are made based on merit, having regard to the candidate's skills, experience, competence, independence, integrity, diversity and the ability to contribute to the Company's success.

The NC comprises members with the appropriate mix of skills, experience and independence to discharge its responsibilities effectively. In reviewing Board composition, the NC is committed to maintaining a balanced and inclusive representation.

Meeting Attendance

The NC plans its meetings in advance, adhering to a minimum quorum of two (2) members as specified in the NC's *Terms of Reference (TOR).* Throughout FY2026, a total of five (5) meetings were conducted, providing a platform for substantive discussions and decision-making. Our Company Secretaries[1] fulfil the role of Secretary to our NC.

The current composition of the NC adheres to Practice 1.4 of the MCCG, which discourages the Chair of the Board from serving on Board Committees to maintain impartiality in Committee discussions.

This practice supports objective deliberations during the main Board meetings. Although the Chair of the Board is not a member of any Board Committee, he is invited to attend all Board Committee meetings as we believe that this approach makes effective use of all our NEDs' valuable time whilst ensuring the independence and objectivity of the Board Committees' recommendations remain intact. Such a process also ensures that the Chair of the Board is well-informed of the recommendations made, whilst avoiding unnecessary repetition of Committee discussions at the Board level, facilitating timely decision-making.

Note:

[1] Ms Law Wei Leng ceased to act as Company Secretary with effect from 30 June 2026 following her resignation. Ms Khoo Ming Siang continues to serve as the Company's sole Company Secretary.

The Managing Director (MD) participates in NC meetings to provide Management's perspectives and recommendations, except where matters relating to his own appointment, performance evaluation or remuneration are being considered. This approach supports informed deliberations while preserving the independence of the NC's decision-making process.

The NC Chair reports the key discussions and recommendations of the NC to the Board, seeking approvals as needed. This process facilitates alignment with the Company's strategic direction.

For an overview of the proposals discussed and recommended by the NC to the Board for approval in FY2026, please refer to the Summary of Key Activities section on pages 238 to 239 of this Annual Report 2025/2026.

The members of our NC and their attendance at the NC meetings held during FY2026 are as follows:

Name of NC Member	Appointment Date	Designation	Attendance at NC Meetings[1]
YBhg Dato' Dr Zaha Rina Zahari	30 May 2018	Chair, INED	100% (5/5)
Thomas Michael Taylor	15 August 2016	Member, Senior INED	100% (5/5)
YBhg Dato' Sri Roushan Arumugam	28 March 2013	Member, Non-INED	80% (4/5)
Emeliana Dallan Rice-Oxley	1 January 2023	Member, INED	100% (5/5)
Zaidah binti Ibrahim	1 January 2023	Member, INED	100% (5/5)

Note:

[1] The percentage figures represent the percentage of meeting attendance of each Director who is a member of the NC during FY2026.

Key Responsibilities of the NC

The NC is responsible for the selection and nomination process of new Board members. In appointing new NEDs, the NC considers recommendations from existing Board members, industry contacts and independent sources to identify potential candidates for further assessment. The NC maintains a candidate pool from these various sources, and such candidates are assessed against criteria set by the Company, which take into consideration the business strategy and objectives of the Company. The NC also reviews the Board Skills Matrix, *Diversity Policy* and *Fit and Proper Policy for the Appointment and Re-election of Directors* to ensure that the Board continues to possess the appropriate balance of skills, experience, independence and diversity.

In addition, the NC oversees Board succession planning and periodically reviews Board composition, taking into consideration the tenure of Independent Directors, future leadership requirements and the evolving needs of the Group.

Beyond the appointment of NEDs, the NC also provides guidance to Management on leadership succession planning and talent development to support the Group's long-term organisational needs. This includes reviewing succession plans for key leadership positions and monitoring initiatives to develop and retain talent across the Group.

To ensure continued effectiveness, the NC periodically reviews its *TOR*, which sets out its roles, responsibilities and procedures. The *TOR* was last updated in May 2025. The latest version is available on the Company's corporate website at: https://ir2.chartnexus.com/hibiscuspetroleum/docs/sustainability/NC-TOR.pdf.

In fulfilling these responsibilities, the NC supports the Company's governance framework and contributes to its long-term success.

1. Directors' Appointments and Re-election

The process for the selection and nomination of new Board members is guided by the Company's *Diversity Policy* and *Fit and Proper Policy for the Appointment and Re-election of Directors*. These policies are designed to ensure that Directors possess the necessary qualities, experience, integrity, competence and commitment to discharge their responsibilities effectively.

Directors are expected to demonstrate the following attributes:

- Proven leadership and experience in areas relevant to Hibiscus Petroleum's strategies and business plan.
- Character and Integrity:
  - (a) *Probity:* Compliance with legal and regulatory requirements, as well as professional standards.
  - (b) *Personal Integrity:* Demonstrated honesty and a clean record without any abuse of position that contradicts the principles of good corporate governance (CG).
  - (c) *Financial Integrity:* Prudent management of financial obligations.
  - (d) *Reputation:* An untarnished reputation for integrity and sound business judgement.

Nominating Committee Report (continued)

- Experience and Competence:

  (a) Qualifications, training and skills.
  (b) Relevant past and current experience and expertise, including a commendable performance record in driving, leading and implementing business performance, operations and CG.

- Time and Commitment:

  (a) Ability to dedicate sufficient time to fulfil responsibilities as a Board member and any appointed Board Committee(s).
  (b) Openness and objectivity to consider diverse perspectives, make independent and informed judgements, demonstrate passion for the role and participate in the Group's activities or events outside of boardroom meetings.

Our Board Skills Matrix and *Diversity Policy* guide the identification of the knowledge, skills, experience and competencies required to support the Group's strategic direction and evolving business needs.

The chart below outlines the process for Board appointments:



2. Re-election of Directors at the 16th Annual General Meeting (AGM)

In accordance with the Company's *Constitution*, YBhg Dato' Dr Kenneth Gerard Pereira (YBhg Dato' Dr Kenneth), YBhg Dato' Dr Zaha Rina and Puan Zaidah binti Ibrahim (Puan Zaidah) retire by rotation at the forthcoming 16th AGM. YBhg Dato' Dr Kenneth and Puan Zaidah have offered themselves for re-election, while YBhg Dato' Dr Zaha Rina has informed the Board that she will not be seeking re-election and will retire from the Board upon the conclusion of the 16th AGM.

In considering the suitability for re-election of YBhg Dato' Dr Kenneth and Puan Zaidah, the NC reviewed, among others, the results of the annual Board Effectiveness Evaluation (BEE), the *Fit and Proper* declarations completed by the Directors, as well as their performance, contribution, independence (where applicable), skills, experience, attendance, preparedness and ability to devote sufficient time to discharge their responsibilities effectively.

The NC further considered YBhg Dato' Dr Kenneth's leadership as MD and his extensive industry experience, which continue to provide strategic direction for the Group. The NC noted his in-depth understanding of the Group's operations, asset portfolio and growth initiatives, as well as his leadership in driving operational performance, business development and long-term strategic priorities. The NC was satisfied that he continues to make effective contributions to the Board and to the execution of the Group's strategy.

In assessing Puan Zaidah's suitability for re-election, the NC considered her extensive leadership experience in the upstream oil and gas industry, particularly in exploration, production and operations. The NC noted her active participation in Board deliberations and her contributions to discussions on operational excellence, technical matters, sustainability and strategic developments. The NC was satisfied that her technical expertise and practical industry experience continue to provide valuable perspectives to the Board, particularly on operational, project development and business matters.

Following its assessment, the NC was satisfied that YBhg Dato' Dr Kenneth and Puan Zaidah continue to meet the requirements of the Company's *Fit and Proper Policy for the Appointment and Re-election of Directors* and continue to make effective contributions to the Board and its Board Committees. Accordingly, the NC recommended to the Board their re-election at the forthcoming 16th AGM.

3. Retention of Mr Thomas Michael Taylor (Mr Taylor) as an INED

The NC undertook its annual assessment of the independence and performance of Mr Taylor, who is subject to the nine (9)-year tenure recommendation for an Independent Director under the MCCG.

Mr Taylor exceeded the nine-year tenure recommendation on 31 July 2025. In accordance with the MCCG's recommendations, the continued retention of an Independent Director beyond nine (9) years is subject to annual shareholders' approval.

In assessing his continued retention as an Independent Director, the NC considered, among others, the results of the annual BEE and the Independent Directors' Self-Assessment Checklist in determining his independence, performance, contribution to Board and Board Committee deliberations, preparedness, skills, experience, commitment and ability to devote sufficient time to discharge his responsibilities effectively. The NC also considered the importance of Board renewal and succession planning, taking into account the Group's evolving business, international operations and future leadership requirements.

Following its assessment, the NC was satisfied that Mr Taylor's length of tenure has not impaired his independence, objectivity or effectiveness. He continues to exercise independent judgement, provide constructive challenge during Board deliberations and act in the best interests of the Company.

Having considered all relevant factors, including the Company's Board renewal and succession planning initiatives, the NC was satisfied that the continued retention of Mr Taylor as an INED remains appropriate. The NC therefore recommended his continued retention for shareholders' approval at the forthcoming 16th AGM.

(a) Mr Taylor fulfils the criteria of an INED as stipulated in the MMLR of Bursa Securities, ensuring his ability to provide independent and objective judgement to the Board. He also fulfils the independence criteria set by the NC, including not having any relationship with nor representing any shareholder, owning shares, providing any professional service, being involved in any transactional or commercial relationship, and other possible scenarios where there may be a conflict of interest. The Board is satisfied that he continues to demonstrate independence in character and judgement. His tenure has not impaired his ability to exercise objective oversight, and is considered a merit in itself due to his extensive knowledge and experience with the business and operations of the Company.

(b) In addition to the checks conducted above on his independence, the NC is satisfied with the track record of Mr Taylor as both the Senior INED of the Board and Chair of the Audit and Risk Management Committee (ARMC). As the former, he has credibly challenged Management over the years, presenting leadership during governance-sensitive situations. His prior leadership roles as Finance Director at Shell Malaysia and Brunei Shell Petroleum add significant strength to the ARMC and the Board. His present leadership as Chair of the ARMC is crucial in overseeing financial reporting, risk governance and capital discipline, as well as the material accuracy of financial reports and appropriateness of policies and governance practices. Mr Taylor has consistently demonstrated his dedication to the Group. Not only does he not have any other directorships, but he has actively participated in Board and Committee meetings in FY2026, and provided independent perspectives and guidance. His active engagement, constructive challenge and mentorship to Management remain integral to the effectiveness of the Board. Mr Taylor has attended all Board and Board Committee meetings, and his track record has been exemplary.

(c) He brings uncommon and highly specialised expertise to the Group, holding a Master of Arts in Engineering from the University of Cambridge, the United Kingdom (UK) combined with membership of the Chartered Institute of Management Accountants, with over 42 years of experience in the oil and gas industry. His qualifications and experience in both finance and engineering, with lifelong international exposure to the oil and gas exploration and production industry, combined with current residence in Malaysia, are not easily replicated. He also possesses deep technical, commercial and financial understanding of the risks associated with the industry. The portfolio of assets held by the Group is diverse in terms of nature of asset (includes production, development and exploration), composition (gas, oil and condensate) and geography (Malaysia, Brunei, Vietnam and UK). Further, each jurisdiction possesses a unique taxation system and it is Mr Taylor's knowledge of the various nuances associated with the relevant fiscal regimes applicable to the petroleum industry that makes him stand out as a valuable Board member and an ideal ARMC Chair. His continued position on the Board is especially valuable as the Group seeks to develop its twin growth hubs in Malaysia and Brunei. He also has useful and significant professional relationships in Brunei, a country the Group entered two (2) years ago.

(d) The Group is currently in discussions with potential strategic investors. Their entry is expected to involve a strategic investment in the Company which will fund growth opportunities with the overarching aim of achieving the Group's 2030 Mission production and reserves targets. The NC is of the view that maintaining Board stability during this period is therefore important, particularly as changes to its composition may arise in the future. The continued service of the current Board, and Mr Taylor in particular, as both Senior INED and Chair of the ARMC, will help preserve valuable institutional knowledge, support governance continuity, and facilitate an orderly transition while minimising disruption to the oversight and decision-making processes of the Group. The Board believes that Mr Taylor's extensive industry experience and deep understanding of the business positions him well to provide informed oversight during this critical period. Drawing on his industry knowledge and experience throughout his career, Mr Taylor is well placed to

Nominating Committee Report (continued)

assess complex, sector-specific issues, challenge management where appropriate, and uphold robust decision-making and risk oversight. Additionally, Mr Taylor is actively involved as a member of the NC in evaluating future Board composition, and advancing refreshment and succession planning initiatives. Given his familiarity with the operations, governance framework and Board dynamics of the Group, it has been determined that his continued service will be instrumental in supporting an orderly transition and succession process, while maintaining stability and continuity as the Group progresses discussions with potential strategic investors.

The MCCG 2021 recognises that the Board may retain an INED beyond nine (9) years if it is satisfied that they continue to bring independent judgement to the Board, and if shareholders approve the retention. The Board, through the NC, conducted an annual evaluation on the performance and independence of Mr Taylor who has served as an INED of the Company for more than nine (9) years. It is satisfied with the outcome of the assessment and recommends him for continued retention as an INED of the Company based on these justifications. Subject to the official entry of new strategic investors, and the anticipated impact that this would have on the Board, Mr Taylor upon the completion of the term under concern will retire from the Board at the 2027 AGM. Should additional time be required to ensure a smooth transition as the Board implements changes to its composition and succession planning in which his oversight would be necessary, the Board will promptly seek the approval of shareholders at the 2027 AGM accordingly.

4. BEE and Continuous Improvement

The NC oversees the annual BEE to assess the effectiveness of the Board, Board Committees and individual Directors, and to identify opportunities for continuous improvement. The outcomes of the BEE support the NC in discharging its responsibilities relating to Board composition, succession planning and Directors' re-election and retention.

The BEE for FY2026 was conducted internally through a structured evaluation process facilitated by the Company Secretaries. Directors completed detailed questionnaires covering the effectiveness of the Board, Board Committees and individual Directors, complemented by peer assessments and self-assessments, where appropriate.

The evaluation considered, among others, the Board's composition, diversity, skills and experience, quality of deliberations, Board dynamics, strategic oversight, risk governance and sustainability oversight. The assessment also considered the effectiveness of the Board's oversight of matters such as capital discipline and funding resilience, project governance and assurance, and climate-related and other sustainability matters, reflecting the Group's evolving business priorities.

The NC also assessed the independence of the INEDs, taking into consideration their ability to exercise objective and independent judgement, provide constructive challenge and devote sufficient time and commitment to discharge their responsibilities effectively.

The evaluation determined that the Board and its Board Committees continue to operate effectively, with an appropriate mix of skills, experience and perspectives to support the Group's strategic direction and governance responsibilities. The evaluation also identified areas for further enhancement, including Board succession planning and the continued review of the Board Skills Matrix to ensure the Board remains well-positioned to support the Group's future priorities.

The NC reviewed the findings of the evaluation and recommended appropriate follow-up actions to the Board as part of the Company's commitment to continuous improvement and effective CG.

Summary of Key Activities in FY2026

During FY2026, the NC's key activities included the following:

1. Board Effectiveness Evaluation

- Reviewed the annual assessment of the Board's effectiveness, including the effectiveness of the Board, Board Committees and individual Directors, the required mix of skills, experience and size of the Board, the level of independence of the INEDs, and the performance of the Managing Director.
- Reviewed the term of office and performance of the Board Committees.
- Reviewed the training attended by Directors and identified their continuous training and development needs.
- Recommended the inclusion of the NC Report in the Company's Annual Report 2024/2025.

2. Organisational Structure and Appointments

- Reviewed the Board composition, Board Skills Matrix and Board Committee composition to ensure the Board continues to possess an appropriate balance of skills, experience, independence and diversity.
- Considered Board succession planning, including tenure analysis, governance requirements, succession sourcing strategies, appointment and onboarding processes.
- Reviewed potential Board composition developments arising from future business and strategic developments.
- Recommended the re-election of Directors retiring by rotation at the 15th AGM.
- Evaluated the independence of the INEDs.
- Evaluated the continued independence of INEDs serving beyond nine (9) years and recommended their retention for shareholders' approval at the 15th AGM.
- Oversaw the review of Hibiscus Malaysia's organisational structure and workforce to ensure that the revised structure remains aligned with the Group's business requirements and supports organisational effectiveness and efficiency.

3. Leadership Performance and Human Capital

- Reviewed the performance of the Group Internal Auditor, Leadership Team and the MD.
- Discussed and recommended the extension of the MD's employment contract.
- Reviewed and recommended the renewal of the fixed-term service agreements for identified Leadership Team members.
- Reviewed the proposed succession plan for Senior Leaders to support leadership continuity and organisational capability.
- Reviewed proposed Human Capital matters and organisational development initiatives.

4. Performance Management and Reward

- Reviewed and recommended the annual performance ratings for employees.
- Reviewed and recommended annual bonus payments arising from the performance review exercise.
- Reviewed and recommended salary enhancements and adjustments for identified Leadership Team members.

Through these activities, the NC continued to support the effectiveness of the Board and Leadership Team by overseeing Board composition, succession planning, leadership development and performance management. The NC also supported initiatives to strengthen organisational culture and leadership behaviours through the refresh of the Group's Vision Statement and reinforcement of the TEPAT (Tenacious, Environmentally Responsible, People Focused, Agile and Trustworthy) Core Values, with a view to fostering greater alignment, accountability and performance across the Group. The NC also ensured that appointments, re-election and retention recommendations, as well as remuneration-related matters within its remit, were considered through an objective and structured evaluation process.

The NC will continue to discharge its responsibilities in accordance with its *TOR* to ensure that the Board and Leadership Team remain well-positioned to support the Group's strategic priorities and long-term sustainability.

This Report is dated 1 October 2026.

REMUNERATION COMMITTEE REPORT



YBHG DATO' SRI ROUSHAN ARUMUGAM
Chair of the Remuneration Committee

This report has been reviewed by the Remuneration Committee (RC) and subsequently approved by the Board of Directors (Board) of Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company) for inclusion in this Annual Report 2025/2026.

Composition

Our RC, established on 26 February 2011, is made up entirely of Non-Executive Directors (NEDs), with a majority being Independent Directors, consistent with Guidance 7.2 of the Malaysian Code on Corporate Governance 2021 (MCCG). YBhg Dato' Sri Roushan Arumugam, as a Non-Independent NED, chairs the RC. There have been no changes to the RC composition during the financial year ended 30 June 2026 (FY2026).

The RC benefits from a diverse group of experienced and independent Directors, which supports its effectiveness in providing advice and insights on remuneration matters at Hibiscus Petroleum.

The RC plays a key role in assisting the Board in establishing and overseeing remuneration frameworks and policies that align with the Company's strategic objectives, support performance and uphold sound corporate governance.

Meeting Attendance

Our RC meetings are scheduled annually in advance. Per the RC's *Terms of Reference (TOR)*, a minimum of two (2) members must be present to constitute a quorum.

During FY2026, the RC held three (3) meetings, with full attendance by all members. This strong participation reflects the members' active engagement and commitment to fulfilling the RC's responsibilities effectively.

The Company Secretaries[1] provide administrative support to the RC to ensure smooth meeting proceedings. The Managing Director (MD) attends RC meetings except when matters concerning his own remuneration or performance assessment are discussed. His participation contributes to productive deliberations.

The RC Chair reports key discussions and recommendations to the Board, with all proposals subject to Board approval. Shareholders also approve NED fees and meeting allowances at the Annual General Meeting (AGM), based on recommendations from the RC and the Board, thereby reinforcing transparency and accountability.

Note:

[1] Ms Law Wei Leng ceased to act as Company Secretary with effect from 30 June 2026 following her resignation. Ms Khoo Ming Siang continues to serve as the Company's sole Company Secretary.

The attendance of the RC members at the RC meetings held during FY2026 is as follows:

Name of RC Member	Appointment Date	Designation	Attendance at RC Meetings[1]
YBhg Dato' Sri Roushan Arumugam	28 March 2013	Chair, Non-Independent NED	100% (3/3)
Thomas Michael Taylor	15 August 2016	Member, Senior Independent NED (INED)	100% (3/3)
Emeliana Dallan Rice-Oxley	1 January 2023	Member, INED	100% (3/3)
Zaidah binti Ibrahim	1 January 2023	Member, INED	100% (3/3)

Note:

[1] Attendance figures represent the percentage of meeting attendance for each Director who served on the RC during FY2026.

Key Responsibilities of the RC

The RC oversees remuneration matters at Hibiscus Petroleum, holding several key responsibilities, including:

1. Remuneration of the MD and the Leadership Team

The RC ensures that the MD and the Leadership Team are fairly rewarded for meeting the Group's key performance indicators (KPIs), aligning incentives with the Company's performance, strategic objectives and long-term sustainability. Performance assessment and market benchmarking guide the RC in maintaining competitive remuneration packages.

2. Monitoring Remuneration Policies

The RC reviews remuneration policies for the entire workforce, ensuring alignment with corporate objectives, competitiveness, fairness and compliance with applicable regulations and best practices.

3. Directors' Remuneration Policy and RC's TOR

Periodic reviews of the *Directors' Remuneration Policy* and the RC's *TOR* ensure these remain relevant and support transparent, fair and accountable remuneration decisions. These documents are available on the Company's corporate website.

4. NEDs' Remuneration

The RC assists the Board in establishing the remuneration packages for NEDs that reflect their roles and contributions. NEDs receive a fixed fee and meeting allowance, in addition to being reimbursed for reasonable expenses incurred in the course of carrying out their duties. This structure supports their effective participation while providing fair compensation that commensurates with their responsibilities and the time commitment required.

5. Share and Pension Schemes

NEDs do not participate in share or pension schemes and the Company currently does not offer such schemes for NEDs or employees.

Proposed NEDs' Remuneration for Approval at the 16th AGM

To attract and retain capable Board members, Hibiscus Petroleum maintains a *Directors' Remuneration Policy* which emphasises fairness, transparency and alignment with the Company's performance.

Following its annual review, the RC concluded that the existing remuneration structure for NEDs remains appropriate and competitive, taking into consideration the scope and complexity of the Board's responsibilities, prevailing market practices and benchmarking against comparable public listed companies in the oil and gas industry.

Accordingly, the Board recommends that the existing NED remuneration package be maintained for the period from 4 December 2026 until the date of the next AGM in 2027, as follows:

Type of Fee	Existing Rate	Proposed Rate
Non-Executive Chair	RM412,500	No change
Other NEDs	RM230,000	No change

Meeting allowances shall also remain unchanged, as follows:

- RM4,500 per meeting for NEDs chairing Board or Committee meetings.
- RM3,500 per meeting for NEDs attending as members.
- RM3,500 per meeting for specific third-party or internal meetings requested by the Chair.

The current rates are deemed appropriate and continue to reflect the value and contribution of NEDs to the Group.

Remuneration Committee Report (continued)

Medical coverage for NEDs, previously approved at the 15th AGM, is proposed to be renewed for another year with the same RM500,000 cap, provided through company-secured insurance and/or direct reimbursement.

The existing Directors' fees, meeting allowances and medical coverage for NEDs are proposed to be maintained and will be tabled for shareholders' approval at the 16th AGM.

Note:
The specific details of the proposed resolutions are provided in the Notice of the 16th AGM section of this Annual Report 2025/2026.

Rationale for Maintaining the Current Remuneration Structure

The current remuneration structure has been reviewed, taking into consideration the Board's evolving responsibilities, prevailing market practices and benchmarking against comparable public listed companies in the oil and gas industry. Having considered these factors, the RC is satisfied that the existing remuneration structure remains appropriate, competitive and aligned with the scope of responsibilities undertaken by the Board. The rationale for maintaining the current remuneration structure is set out below:

1. Expanded Governance Responsibilities

- The Board continued to oversee the Group's strategic growth initiatives, including the successful commissioning of the Brunei Low Pressure Compressor Project, the progression of the Pertang, Kenarong, Noring and Bedong Cluster, advancement of the Teal West Development (which achieved first oil on 4 July 2026) and planning activities for the Greater Marigold Area Development.

- The Board also devoted considerable attention to matters relating to reserves and resources reporting, long-term production planning, funding strategies, potential strategic investment initiatives and evolving geopolitical and commodity market developments.

2. Increased Technical and Operational Oversight

As the Group continues to develop its asset portfolio, the Board's oversight responsibilities have increased in complexity. The Directors continue to devote significant time to reviewing technically complex projects, production enhancement initiatives, capital allocation decisions and operational performance across multiple jurisdictions.

3. Enhanced Sustainability and Climate-related Governance

The Board continued to strengthen its oversight of sustainability matters, including climate-related risks and opportunities, emissions reduction initiatives and readiness for International Financial Reporting Standards (IFRS) S1 and IFRS S2 reporting. Sustainability considerations continue to be incorporated into the Board's strategic deliberations and risk oversight.

4. Sustained Financial and Operational Performance

The Group continued to deliver solid financial and operational performance during FY2026, supported by disciplined capital allocation, operational execution and prudent financial management. The Board continued to oversee the Group's funding strategies, financial resilience and capital deployment to support sustainable growth.

5. Governance and Risk Management

The Board continued to strengthen governance practices, internal controls and risk management processes to ensure that the Group remains responsive to evolving regulatory requirements, industry developments and stakeholder expectations.

6. Retention and Continuity of Board Leadership

Maintaining a competitive remuneration structure supports the retention of experienced and capable NEDs, ensuring continuity of Board leadership and effective oversight as the Group continues to navigate increasing business complexity and regulatory expectations.

Summary of Key Activities in FY2026

During FY2026, the RC undertook the following:

1. Review of Executive Compensation and Bonus Allocations

- Assessed and recommended the bonus pool for calendar year 2025 based on overall business performance and financial outcomes.
- Reviewed the bonus allocations to various employee groups, guided by the achievement of KPIs set out in the Annual Performance Scorecard for calendar year 2025.
- Considered and recommended bonus payouts for the Leadership Team in recognition of their contributions towards the Group's operational and strategic targets.
- Reviewed the proposed bonus allocation for the Group Internal Auditor, taking into account performance and scope of responsibilities.
- Evaluated and recommended the MD's bonus for calendar year 2025, ensuring alignment with the Group's corporate achievements and remuneration framework.

2. Remuneration of Key Personnel

The RC assessed and discussed the proposed remuneration packages and employment contract arrangements for identified members of the Leadership Team. Recommendations were made with reference to prior recommendations from the NC, taking into consideration individual performance, responsibilities and market competitiveness.

3. Remuneration of Other Employees and Workforce Matters

- Reviewed and recommended annual salary review proposals for employees across the Group.
- Reviewed workforce planning and organisational structure initiatives to support the Group's operational requirements and organisational effectiveness.

4. Review of RC Report for Annual Report 2024/2025

The RC reviewed the RC Report and recommended its inclusion in the Company's Annual Report 2024/2025.

5. Non-Executive Directors' Remuneration

- Reviewed the remuneration package for NEDs, including Directors' fees, meeting allowances and medical benefits.
- Following its annual review and benchmarking exercise, recommended that the existing remuneration structure be maintained and proposed the renewal of medical coverage for NEDs for shareholders' approval at the forthcoming 16th AGM.

The RC is committed to maintaining transparency and responsible remuneration practices, ensuring fair compensation to attract and retain talent while reinforcing accountability.

This Report is dated 1 October 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT



MR THOMAS MICHAEL TAYLOR
Chair of the Audit and Risk Management Committee

This report has been prepared in compliance with Paragraph 15.15 of the Main Market Listing Requirements (MMLR) of Bursa Malaysia Securities Berhad (Bursa Securities). It provides an overview of the activities undertaken by the Audit and Risk Management Committee (ARMC) during the financial year ended 30 June 2026 (FY2026).

The ARMC has reviewed this report, and it has been approved by the Board of Directors (Board) of Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company) for inclusion in this Annual Report 2025/2026.

Composition of ARMC and Meeting Attendance

The establishment of the ARMC was sanctioned by the Board on 26 February 2011. The composition of our ARMC complies with Paragraph 15.09(1)(b) of the MMLR of Bursa Securities, which requires the ARMC to be composed solely of Non-Executive Directors, with a majority being Independent Directors.

Mr Thomas Michael Taylor (Mr Taylor), our Senior Independent Non-Executive Director (INED), chairs the ARMC. This appointment is consistent with Practice 9.1 of the Malaysian Code on Corporate Governance 2021 (MCCG), which recommends that the ARMC Chair not be the Chair of the Board. There were no changes to the ARMC's composition during FY2026.

In line with Paragraph 15.09(1)(c) of the MMLR, the ARMC includes a member with requisite financial qualifications and experience. Mr Taylor satisfies this requirement as a member of the Chartered Institute of Management Accountants. He has more than four decades of experience in the oil and gas industry, having served in senior finance roles in Shell Malaysia, Brunei Shell Petroleum and Sakhalin Energy Investment Company. His background provides the ARMC with the appropriate financial oversight capability in discharging its responsibilities.

The ARMC is structured to ensure effective oversight of financial reporting, internal controls, risk management and audit processes, with members possessing the relevant experience, independence and competencies to discharge their responsibilities effectively. The Board, through the Nominating Committee, conducted the annual performance assessment of the ARMC and its members in FY2026, as required under Paragraph 15.20 of the MMLR. The assessment was conducted internally to ensure the ARMC discharged its functions in accordance with its *Terms of Reference (TOR)*, which is available on the Company's website at https://www.hibiscuspetroleum.com. As part of the periodic review process, the ARMC *TOR* was updated in May 2025 to adhere to the latest regulatory updates and align with recommended practices which correspond with our internal policies.

The ARMC comprises the following members. Their attendance at the ARMC meetings held during FY2026 is set out below:

Name of ARMC Member	Appointment Date	Designation	Attendance at ARMC Meetings[1]
Thomas Michael Taylor	1 August 2016	Chair, Senior INED	100% (9/9)
YBhg Dato' Dr Zaha Rina Zahari	17 October 2017	Member, INED	100% (9/9)
YBhg Dato' Sri Roushan Arumugam	1 January 2023	Member, Non-INED	77.78% (7/9)

Note:

[1] The minimum number of ARMC meetings required in a financial year is four (4) meetings. Additional meetings may be convened at the discretion of the ARMC Chair.

Summary of the ARMC Activities for FY2026

The ARMC carried out the following activities in discharging its functions and duties during FY2026:

1. Financial Reporting

- Reviewed the draft audited financial statements of the Group and of the Company for the financial year ended 30 June 2025 (FY2025) (annual results), together with the Directors' and Auditors' Reports thereon prior to submission to the Board of Hibiscus Petroleum for consideration and approval; and
- Reviewed the unaudited quarterly financial reports (including Corporate and Business Updates) for FY2025 prior to submission to the Board for consideration and approval.

2. External Audit

- Reviewed and discussed with Management and the external auditors the key audit areas connected to the review of the annual results and actions to be taken to address such matters, focusing primarily on:
  - o significant matters highlighted by Management, including financial reporting issues, significant judgements made by Management, significant and unusual events or transactions and how these matters were addressed;
  - o compliance with accounting standards and other legal or regulatory requirements to ensure that the financial statements give a true and fair view of the state of affairs of the Group and of the Company;
  - o financial results and cash flows of the Group and of the Company;
  - o changes or implementation of accounting policies and standards; and
  - o compliance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and provisions of the Companies Act 2016 as well as the MMLR;
- Reviewed and discussed with the external auditors the nature and scope of their audit and ensured that the audit covered the key risk areas affecting financial reporting;
- Reviewed the external auditors' audit plan and the audit fee of the Group for FY2026;
- Considered the findings by the external auditors during the review of the annual results and Management's response thereto;
- Discussed new developments in financial reporting and standards with the external auditors in relation to future financial years/periods;
- Reviewed the performance and effectiveness of the external auditors in the provision of statutory audit services;
- Reviewed the external auditors' internal control recommendations and Management's response;
- Ensured appropriate actions were taken to ensure the effectiveness of the internal control systems based on feedback received from the external auditors;
- Reviewed the fees and type of non-audit services provided by the external auditors;
- Assessed the independence of the external auditors by obtaining a written confirmation and as set out in the Group's *External Auditor Independence Policy*, evaluated the quality and rigour of the audit performed, the quality of service provided, the audit firm's reputation, the compliance with the engagement partners' rotation period in accordance with the terms of all relevant professional and regulatory requirements, and the suitability, objectivity, performance and independence of the external auditors;
- Recommended the re-appointment of the external auditors to the Board, subject to shareholders' approval at the Company's Annual General Meeting; and
- Conducted meetings with the external auditors without Management being present.

3. Internal Audit

- Reviewed and approved the internal audit plan for FY2026;
- Monitored the effectiveness of the internal audit function and assessed the performance of the Group Internal Auditor;
- Reviewed and noted the annual declaration made by the Group Internal Auditor confirming the independence and objectivity of the internal audit function for FY2026, in accordance with the Group's *Internal Audit Charter*;
- Reviewed and discussed the internal audit reports which incorporated findings, recommendations and Management responses for the Group. Key areas covered during FY2026 were:
  - o Group-level Corporate Social Responsibility Programme Review, including the governance and administration of donations, disbursement, documentation and delivery to the intended beneficiaries;
  - o Group-level Follow-up Review of Operational Technology Cybersecurity, focusing on the progress of agreed remediation measures and enhancements achieved through cross-functional coordination;

Audit and Risk Management Committee Report (continued)

- Peninsula Hibiscus Sdn Bhd and its subsidiaries (Peninsula Hibiscus Group)'s inventory management review at the Tok Bali Supply Base, encompassing the adequacy and effectiveness of inventory controls, inventory planning and utilisation, procurement practices, and the management of inventory movements and backloaded items;
- Peninsula Hibiscus Group's Post-Award Contractor Readiness Review, covering the contractor's overall preparedness and capability to fulfil the contracted scope of services;
- Peninsula Hibiscus Group's Follow-up Review of Management's Control Over Diesel Consumption, with emphasis on the implementation of agreed corrective measures and the effectiveness and efficiency of controls over diesel fuel bunkering activities;
- SEA Hibiscus Sdn Bhd and Peninsula Hibiscus Group's Review of Vessel Technical Evaluations, covering the objectivity and procedural rigour of the evaluation, qualification and contract award processes, including the governance and documentation of technical assessments and compliance with PETRONAS Procurement Standards; and
- Sustainability Report review for FY2025, including the Statement of Assurance and Common Sustainability Matters, to assess accuracy, completeness, reliability and compliance with Bursa Securities' Sustainability Reporting Guide and internal policies;

- Reviewed and discussed the Group Internal Auditor's investigation reports;
- Reviewed with the Group Internal Auditor the results of the audit progress reports and whether appropriate actions were being taken on the recommendations of the internal audit function; and
- Conducted meetings with the Group Internal Auditor without Management being present.

4. Related Party Transactions (RPTs)

- Reviewed RPTs on a quarterly basis. During FY2026, there were no RPTs that triggered the disclosure threshold under the MMLR and required shareholders' approval.

5. Conflict of Interest (COI)

- Pursuant to the review of actual or potential COI matters disclosed and/or submitted to the ARMC last year, there were nine (9) new potential COIs identified at Group level, arising from declarants' interests. These new potential COIs mainly pertain to close personal relationships that employees and/or their family members have with counterparties dealing with or likely to deal with the Group. Such potential COIs were assessed, resolved and mitigated and will be continually monitored by the ARMC with additional necessary actions taken, as and when required. The Board was informed of these matters; and
- Discussed challenges and pre-emptive methods of managing potential fraud opportunities, emphasising strong controls, prompt and effective actions through a structured and timely investigation process and organisation of multidisciplinary internal and external support for the process.

6. Risk Management and Internal Control

- Reviewed the adequacy and effectiveness of the Group's risk management framework and the appropriateness of the Executive Risk Management Committee (ERMC)'s responses to key risk areas;
- Recommended the ARMC Report and Statement on Risk Management and Internal Control for inclusion in the Company's Annual Report 2024/2025 for FY2025 to the Board for consideration and approval; and
- Received a presentation on "*The Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies 2025*" and its key reporting requirements relating to risk management and internal control.

7. Other Matters

- Reviewed the Group's key risks (including corruption-related risks) and mitigation plans adopted or to be adopted by Management to control and mitigate such risks based on the recommendations of the ERMC;
- Reviewed the Reserves and Contingent Resources reports of Tetra Tech RPS Energy Limited, for the following Production Sharing Contracts (PSCs) and licences, and recommended the same to the Board for consideration and approval:
  - PM3 Commercial Arrangement Area PSC;
  - 2011 North Sabah Enhanced Oil Recovery PSC;
  - 2012 Kinabalu Oil PSC;
  - Pertang, Kenarong, Noring and Bedong Cluster PSC;
  - Block B Maharajalela Jamalulalam;
  - Anasuria Cluster;
  - Teal West; and
  - Greater Marigold Area Development;

- Discussed the impact of the different basis of calculations for Sabah State Sales Tax during FY2026; and

- Reviewed and approved the establishment of an Investigation Committee and its role in overseeing investigations arising from whistleblowing reports and other alleged misconduct within the Group.

Internal Audit Function

The Group's internal audit function supports the ARMC and the Board in discharging their duties and responsibilities by providing independent and objective assessment on the adequacy and effectiveness of internal control and governance processes and framework of the Group. The Group's internal audit function is guided by the Group's *Internal Audit Charter*, which sets out the purpose, authority, scope, independence and responsibilities of the Group's internal audit function.

The Group's internal audit function is led by the in-house Group Internal Auditor, Lim Lung Fui @ Jack, who is a member of the Malaysian Institute of Accountants and possesses a Master's Degree in Business Administration. The internal audit function operates in accordance with the Global Internal Audit Standards issued by The Institute of Internal Auditors. To ensure independence from Management and operations, the in-house Group Internal Auditor reports directly to the ARMC, which reviews the annual internal audit plan and scope of work for the Group as well as the performance of the Group Internal Auditor in undertaking the internal audit function.

As of 30 June 2026, the Group's internal audit function consists of three (3) members (inclusive of the Group Internal Auditor). All members have confirmed and declared that they are free from relationships and COI situations that could impair their objectivity and independence when performing internal audit assignments.

Through the internal audit function, the Group conducts regular and structured reviews of the system of internal controls so as to provide reasonable assurance that these controls continue to operate satisfactorily and effectively. The system of internal controls offers reasonable but not absolute assurance against material misstatements or losses. The Group proactively and continuously improves and enhances the system of internal controls through collaboration among all lines of defence. By maintaining constant engagement, the Group not only enables the prompt identification of potential issues and builds in preventive controls but also ensures the timely implementation of effective remedial actions through robust corrective controls.

During the financial year under review, the Group's internal audit function conducted various engagements in accordance with the approved risk-based internal audit plan. The internal audit plan was meticulously developed based on the information provided by Management through enterprise risk assessments conducted by the ERMC, as well as areas of concern deemed important by the ARMC and/or Management.

Details of the internal audit activities carried out by the Group's internal audit function for FY2026 are as follows:

(i) Established and presented risk-based annual internal audit plans for FY2026, which included the internal audit strategy and key focus areas taking into consideration the Group's business strategic plans, regulatory requirements and Management inputs for the ARMC's deliberation and approval;

(ii) Conducted audit reviews based on the approved audit plan, as follows:

  - Evaluated and appraised the design, adequacy and operating effectiveness of internal controls and governance processes within the areas reviewed across the Group;

  - Assessed whether the operations and business activities reviewed complied with applicable internal policies and procedures, as well as relevant external standards and requirements, where applicable; and

  - Identified and recommended opportunities for improvements to the existing system of internal controls and processes in the Group;

(iii) Undertook ad hoc assignments on areas that required urgent and in-depth assessments outside the scope of the approved internal audit plan for FY2026; and

(iv) Reported results of internal audit reviews to the ARMC on a regular basis.

The sum of RM2,029,506 was incurred by the Group for the internal audit function for FY2026.

This statement is made in accordance with the resolution of the Board dated 1 October 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL



The Board of Directors (Board) of Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company) affirms its commitment towards maintaining a sound framework of risk management and internal control in Hibiscus Petroleum Group (the Group) and is pleased to provide the following statement. This statement outlines the nature and scope of risk management and internal control as managed within the Group during the financial year ended 30 June 2026 (FY2026) and it further applies up to the date of this statement.

BOARD RESPONSIBILITY

The Board is responsible and accountable for the Group's risk management framework and system of internal control. This responsibility and accountability include the establishment of an appropriate risk management framework and control environment, as well as reviewing its effectiveness, adequacy and integrity. The Group's system of internal control encompasses governance, financial, organisational, operational and compliance controls. Due to the limitations inherent in any system of internal control, this system is designed to manage, rather than eliminate, the risk of failure to achieve the Group's desired objectives. Accordingly, it can only provide reasonable, rather than absolute, assurance against material misstatement or loss.

Management has applied judgement in assessing the risks faced by the Group, identifying the Group's ability to reduce the incidence and impact of risks, and ensuring that the benefits outweigh the costs of operating the controls. The Board, through the Audit and Risk Management Committee (ARMC), ensures that measures are taken in areas that are identified for improvement, as part of Management's continued efforts to strengthen the Group's system of internal control.

REVIEW OF RISK MANAGEMENT AND INTERNAL CONTROL EFFECTIVENESS

Risk Management Framework

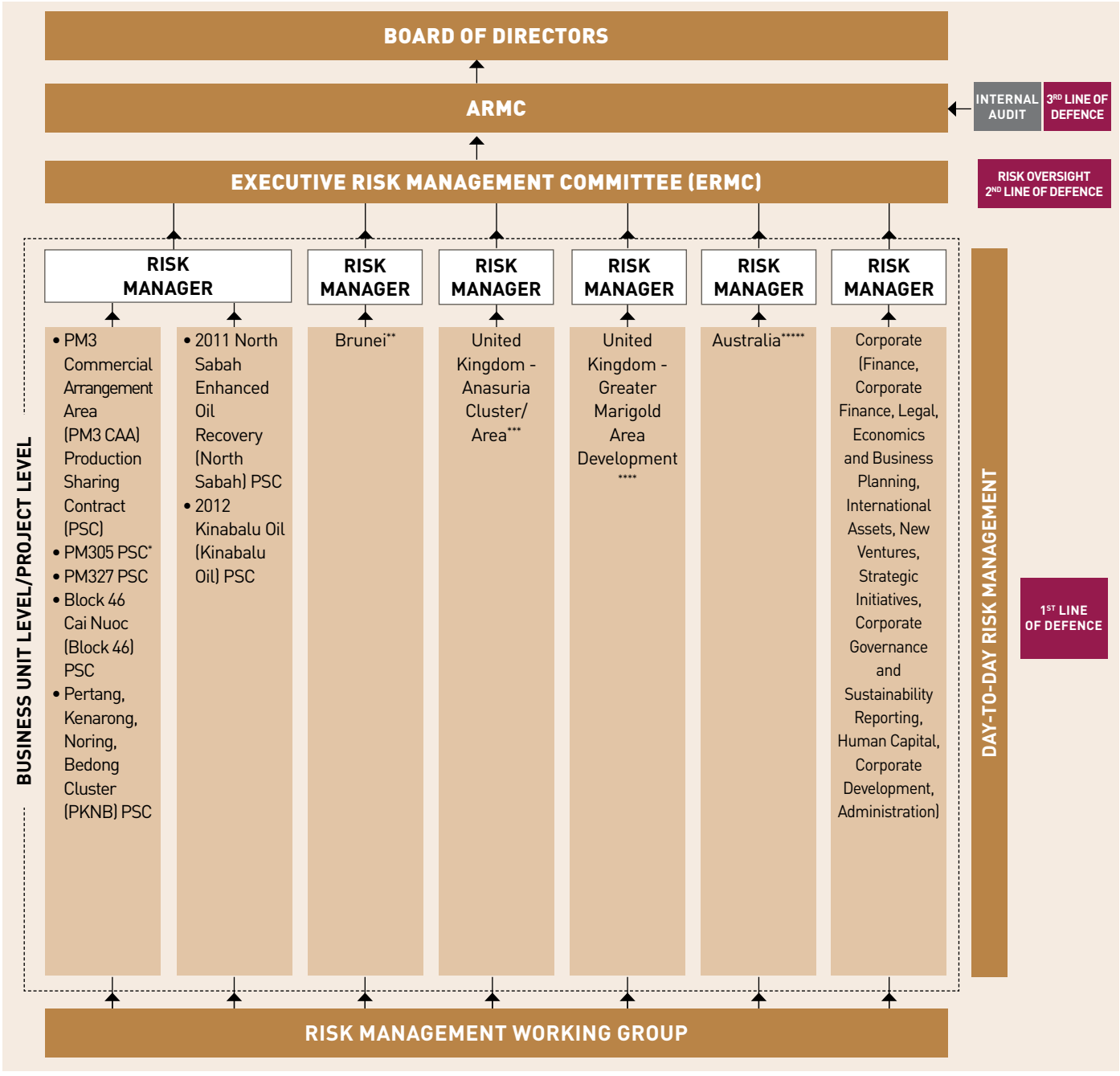
Risk management is firmly embedded in the Group's system of internal control as it is regarded by the Board as being integral to our operations. The management of risk is a collective responsibility and is therefore integrated into the Group's governance, business processes and operations. It is a reiterative process, consisting of steps which enable continuous improvement in decision-making.

To this end, the Group has established a comprehensive risk management framework that encompasses processes for identifying, evaluating and managing significant risks, including corruption-related risks, faced by the Group. Risk assessment and evaluation are integral to the Group's strategic planning and day-to-day operations. Detailed risk management processes are in place to identify and address the key risks the Group faces at enterprise, business unit and/or project level. This information is reviewed by Management as part of the strategic review and periodic business performance process. Pursuant to a periodic assessment of our risk management framework, the necessary refinements are made progressively to accommodate our growing business and address changes to our operating environment and to ensure that the internal control systems in place remain comprehensive and holistic.

As part of its risk management process, the Group also monitors emerging risks that may impact the achievement of its strategic objectives and long-term sustainability. Key areas of focus include energy transition and climate-related matters, cybersecurity and digitalisation, geopolitical developments, evolving regulatory requirements and other developments that may affect the Group's operational, financial and sustainability objectives. Consistent with the Group's *Sustainability Policy*, *Climate Change Framework* and *Environment Policy*, climate-related considerations are incorporated into the Group's risk management and strategic planning process.

In the event of any identified breaches in our system of internal control, immediate actions are taken to notify the ARMC and relevant stakeholders, and appropriate remedial measures are implemented to address such breaches in a timely manner.

Risk Management Structure



Notes:

* The PM305 PSC is included for assessment as part of the Group's risk management process pending finalisation of the cash settlement exercise in relation to underlift crude balances.

** Block B Maharajalela Jamalulalam field.

*** Guillemot A, Teal and Teal South fields (Licence P013 (Blocks 21/25a and 21/30a)), Cook field (Licence P185 (Block 21/20a)), Teal West field (Licence P2535 (Block 21/24d)), Cook West field (Licence P2532 (Block 21/19c)) and Fyne discovery (Licence P2451 (Block 21/28b)).

**** Marigold (Licence P198 (Block 15/13a) and Licence P2158 (Block 15/18b)) and Sunflower (Licence P198 (Block 15/13b)) fields, Kildrummy discovery (Licence P2518 (Blocks 15/12a and 15/17a)), Crown discovery (Licence P2608 (Blocks 15/18a and 15/19a)), Cross prospect and hydrocarbon lead northwest of the Marigold field (Licence P2635 (Blocks 15/13c and 15/18c)).

***** The VIC/RL17 Petroleum Retention Lease will expire on 4 November 2026, with all licence commitments having been fulfilled after National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA)'s confirmation that the process of abandoning the well(s) had been carried out in accordance with the Well Operations Management Plan.

Statement on Risk Management and Internal Control (continued)

- **Management**

  Management acknowledges that they are responsible for implementing the processes for identifying, evaluating, monitoring and reporting risks and for taking appropriate and timely corrective or mitigating actions as needed. Management has further assured the ERMC and the Board that the Group's risk management framework and internal control systems are operating adequately and effectively in all material aspects.

  The risk profile of the Group has been established based on the principles of enterprise risk management. Through this approach, significant risks are identified, and assessments of key risk indicators and risk mitigation plans are conducted regularly.

  Management has implemented the necessary processes to:

  (a) identify risks that are pertinent to the Group's business and align mitigation plans with its objectives and strategies;
  (b) design, implement and continuously monitor the risk management framework in accordance with the Group's strategic vision and overall risk appetite; and
  (c) identify any changes to existing risks or emerging risks, taking appropriate mitigating actions and promptly informing the Board of such developments.

  These efforts underscore Management's commitment towards fostering a proactive risk management culture and ensuring that the Group's operations are safeguarded against potential uncertainties.

  Under the risk management framework, responsibilities are allocated in the following manner:

  Business Unit level or Project level

  Detailed risk assessments and mitigation plans of each business unit or project are led by the relevant Risk Manager involving health, safety, security and environment (HSSE) specialists, geologists, petroleum engineers, facilities or project engineers, primary contractors and joint venture representatives. The scope of these assessments encompasses critical areas such as resources and reserves, production and cost, HSSE, planning and execution, legal, political and regulatory, financial and capital, human capital, reputation, commercial and business continuity.

  The designated Risk Managers identify key risks in their respective business units and projects. They assume the responsibility for evaluating the likelihood and impact of these risks while overseeing the implementation of risk mitigation plans.

  Enterprise level

  The respective Risk Managers report key risks regularly to the ERMC for monitoring and review. The ERMC, led by the Chair of the ERMC, comprises key management personnel from various technical, commercial, operational and financial disciplines, appointed by the ARMC. The ERMC is accountable for ensuring effective risk governance and implementation within the Group. It convenes at least once every quarter to review and update the risk events, procedures and mitigating measures, proposing new mitigation measures to address persistent risks. The Chair of the ERMC provides regular updates to the ARMC based on these reviews.

  The key risk profiles at the business unit level and the project level are also regularly discussed with Management to ensure risks and controls are designed to meet the agreed business objectives.

  Corruption risk assessments are an integral part of the risk identification, assessment, mitigation and management process at all levels.

  Furthermore, measures have been taken to reinforce the adequacy of existing procedures to minimise potential risks, including the tightening of existing initiatives and the introduction of new processes as necessary.

- **Internal Audit**

  Internal audit complements the role of the ERMC by independently reviewing the adequacy and effectiveness of the controls implemented based on identified risk profiles and risk management strategies relevant to the audit engagement.

  The Group Internal Auditor assists in the assessment of the quality of the Group's risk management and internal control systems, and reports to the ARMC on the status of specific areas identified for improvement based on its audit plan.

- **Board**

  In evaluating the effectiveness of the risk oversight and internal control activities of the Group, the Board considers whether business risks have impacted or are likely to impact the Group's achievement of its objectives and strategies. The Board also assesses the effectiveness of the risk management and internal control systems in managing those risks.

  The ERMC Chair meets with the ARMC regularly to highlight and discuss the key risks as well as the status of mitigation plans.

The ARMC, on behalf of the Board:

(a) reviews the adequacy of the Group's risk management framework;
(b) through the internal audit process, reviews the effectiveness of the internal control systems deployed by Management to address those risks;
(c) reviews and recommends corrective measures to be undertaken to remedy any failings and/or weaknesses;
(d) reviews status updates from internal audit on recommended corrective actions;
(e) reviews and undertakes monitoring of principal risks which may affect the Group directly or indirectly, and if deemed necessary, recommends additional courses of action to mitigate such risks;
(f) monitors and communicates the risk assessment results to the Board;
(g) reviews the actual and potential impact of any failure or weakness of the internal controls in place, particularly those related to financial performance or conditions affecting the Group; and
(h) reviews any conflict of interest situation that arose, persists or may arise within the Group, including any transaction, procedure or course of conduct that raises questions on Management's integrity, a framework to monitor any conflict of interest situation that may arise within the Group and measures taken to resolve, eliminate or mitigate such conflicts and report the same to the Board.

The responsibilities of the Board for the governance of risk and related issues and the institution of controls include:

(a) approving the Group's risk philosophy/policy;
(b) approving the Group's risk portfolio and determining the Group's risk tolerance and risk appetite;
(c) assessing and monitoring key business risks to safeguard shareholders' investments and the Group's assets;
(d) providing effective oversight on assessment of principal risks and the appropriate systems to manage these risks; and
(e) reviewing the adequacy and integrity of the Group's internal control systems to safeguard shareholders' investments and the Group's assets.

Throughout FY2026 and up to the date of this statement, as part of an annual review, the Board has considered all key issues that have been highlighted, and how these had been addressed. The Board has also sought any additional information deemed necessary to ensure it had taken into account all significant aspects of risk factors and internal controls of the Group. Among the matters considered were:

(a) changes in the nature and the extent of significant risk factors since the previous assessment and how the Group has responded to changes in its business and the external environment;
(b) the effectiveness of the Group's risk management and internal control systems;
(c) the work of its internal audit, risk management team and other assurance providers, including the external auditors and Competent Persons;
(d) the extent and adequacy of the communication of the results from the monitoring to the Board;
(e) the incidence of any control failure or weakness that was identified at any time during FY2026 and its impact on the Group's performance or financial, business or operational conditions;
(f) events that had not been anticipated by Management which impacted the achievement of the Group's objectives; and
(g) the adequacy and effectiveness of the risk management and internal control policies as a whole.

INTERNAL CONTROL FRAMEWORK AND ASSESSMENT

The Group's internal control framework and assessment are segregated into two (2) inter-related components, as follows:

1. Control Environment

The control environment is the organisational structure and culture created by Management and employees to sustain organisational support for effective internal control. It is the foundation for all the other components of internal control, providing discipline and structure. Management's commitment to establishing and maintaining effective internal control is cascaded downwards and permeates the Group's control environment, aiding in the successful implementation of internal control.

Key elements include:

Organisation Structure

The Group has a well-defined organisation structure that is aligned to its business requirements and ensures check and balance through a segregation of duties. Clear reporting lines and authority limits govern the approval processes, driven by the *Limits of Authority (LOA)* framework set by the Board.

All key strategic, business and investment plans are approved and monitored by the Board. Comprehensive Board papers, which include both financial and non-financial matters such as cash flow forecasts, business strategies, business opportunities, corporate exercises and any other key matter to be considered for the Group, are escalated to the Board for deliberation and approval.

LOA

The Board's approving authority is in part delegated to Management through a clear and formally defined *LOA* framework which deals with areas of corporate, financial, operational, human capital and work plans and

Statement on Risk Management and Internal Control (continued)

budgets. The *LOA* framework is the primary instrument that governs and manages the Group's business decision process. Whilst the objective of the *LOA* framework is to empower Management, the key principle adhered to in its formulation is to ensure that a system of internal control of checks and balances are incorporated therein. The *LOA* framework is periodically reviewed and updated to ensure its relevance to the Group's business. *LOAs* are implemented at corporate level, including at operating subsidiary level (in the integrated Hibiscus Malaysia organisation that covers Peninsula Hibiscus Sdn Bhd and its subsidiaries, SEA Hibiscus Sdn Bhd, Straits Hibiscus Sdn Bhd, Malaya Hibiscus Sdn Bhd and Bintang Hibiscus Sdn Bhd), in Hibiscus Integrated Production Services Sdn Bhd, in Helios Hibiscus Sdn Bhd and in Hibiscus EP (Brunei) B.V. (Hibiscus Brunei), at project level (in Anasuria Hibiscus UK Limited (Anasuria Hibiscus) and in Carnarvon Hibiscus Pty Ltd (Carnarvon Hibiscus)), as well as at the joint operating entity level (Anasuria Operating Company Limited (AOCL)).

Board and Management Committees

The various Board Committees, namely the ARMC, Nominating Committee and Remuneration Committee are all governed by clearly defined *Terms of Reference (TOR)*.

The *TOR* of the ARMC was updated in May 2025 as part of a periodic review to ensure alignment with the latest amendments to the Main Market Listing Requirements (MMLR) of Bursa Malaysia Securities Berhad (Bursa Securities), the Malaysian Code on Corporate Governance and internal policies. These amendments require the ARMC to review any conflict of interest situation that arose, persists or may arise within the Group, including any transaction, procedure or course of conduct that raises questions on Management's integrity. The ARMC is also tasked with overseeing a framework to monitor any conflict of interest situation that may arise within the Group and measures taken to resolve, eliminate or mitigate them and report these matters to the Board.

The Group has also established internal controls and risk management measures within the Board and Management Committees. These controls are regularly monitored and reviewed to ensure their effectiveness and alignment with the Group's governance framework.

The ARMC comprises a majority of Independent Directors with wide-ranging in-depth experience from different backgrounds, knowledge and expertise. Its members meet regularly and have had full and unimpeded access to both the internal and external auditors during the financial year.

Investigation Committee

An Investigation Committee was established in FY2026 to oversee investigations arising from whistleblowing reports and other alleged misconduct within the Group.

Human Capital Policies and Procedures

The Group's Human Capital policies and procedures serve to govern all key aspects of human capital management, including talent acquisition, learning and development, performance management, employee relations and cessation of employment. These policies and procedures are reviewed and updated as necessary, taking into account operational requirements and applicable local laws. They provide a framework to support consistent human capital practices and the development of employees with the competencies required to perform their roles effectively.

Code of Conduct and Ethics (Code)

Directors and employees are required to read, understand and adhere to the *Code*.

The *Code* was updated in May 2025 to provide further clarification to employees on what constitutes a conflict of interest situation and steps to be taken in the event such a situation occurs. More information on the *Code* is available on the Company's website.

For FY2026, no substantiated cases of non-compliance with the *Code* were identified through the audits conducted.

HSSE Policy

The Group continues to inculcate awareness and build commitment to HSSE throughout the whole organisation. The goal is zero injuries, with the safe delivery of projects being a critical success factor.

Whistle Blower Policy

The policy covers all parties including external stakeholders and members of the public (where relevant). This policy outlines the reporting process when there are occurrences of known and/or suspected malpractices or wrongdoings.

Anti-Modern Slavery Policy

The policy, which supports the *Code*, reiterates the Group's stand to respect internationally recognised human rights and labour standards, and extends to external third-parties working with the Group.

Anti-Corruption and Anti-Bribery Policy

The Group practices a zero tolerance policy against all forms of corruption and bribery.

Consistent recurrent training, including quizzes to gauge employees' understanding of the policy, has been carried out to ensure full compliance with the policy.

All contracts with third-parties entered by the Group impose *Anti-Corruption and Anti-Bribery Policy* compliance requirements on such third-parties.

Drug and Alcohol Policy

The Group recognises that the protection of the health and safety of our employees, contractors and others involved in the Group's operations is an integral part of business performance. This policy demonstrates the Group's commitment and seriousness in ensuring a safe and healthy work environment for all parties.

Sustainability Policy

The Group acknowledges the importance of sustainability and its increasing impact on the business. This policy is aligned with the United Nations' Sustainable Development Goals and their call to a Decade of Action, which supports our commitment to use energy and natural resources wisely and efficiently, and to ensure our environmental management system continually assesses the impact of our operations on the surrounding environment, while maintaining action plans capable of responding to any arising emergency. In support of this policy, the Group also adopted a *Climate Change Framework* to define our position and our adaptation and mitigation principles related to climate change.

Other Policies

Key policies and procedures covering *Related Party Transactions, Information Technology, Accounting, Contracting and Procurement, Information Management, Risk Management, Corporate Disclosure, Succession Planning, Insider Trading, External Auditor Independence, Environment* and *Diversity* are available via the Group's SharePoint facility. These are revised periodically to meet changing business, operational and statutory reporting needs.

2. Monitoring

Monitoring the effectiveness of internal controls is embedded in the normal course of the business. Periodic assessments are integral to the Management's continuous monitoring, upgrading and tightening of internal controls to reflect the Group's operations.

The Group's overall strategic business plan which maps out its objectives, business direction and highlights project risks (with particular focus on its oil and gas assets in Malaysia, Vietnam, Brunei, the United Kingdom and Australia), was presented by Management to the Board for their deliberation and approval. Following alignment between the Board and Management on the business objectives to be pursued, the Group's overall performance and the potential crystallisation of identified risks were continuously monitored throughout the execution phase of the plan.

The Group operates the following PSCs in Malaysia and Vietnam – the Kinabalu Oil PSC, the PM3 CAA PSC, the Block 46 PSC, the PKNB PSC and the North Sabah PSC through an integrated organisation that is known as Hibiscus Malaysia.

The respective management teams of Hibiscus Malaysia and Hibiscus Brunei have established a structure for the monitoring of internal controls, which is in compliance with processes and procedures established by the Malaysian, Vietnamese and Bruneian regulators (as applicable) and which reports regularly to the Company and to the Board. Any key management decisions related to the respective organisations are deliberated with the Company's key management personnel, including the Managing Director (MD), before being presented to the Board for approval, if such an approval is required under the Group's *LOA*.

The Company, together with Ping Petroleum UK PLC, has established the joint operating company, AOCL, as the Licence Operator for the Anasuria Cluster. The Company, through a specific team, monitors the progress of work plans of the Anasuria Cluster via AOCL and provides the Board with regular updates.

For non-operated assets like the Cook field, the Cook West field and the PM327 PSC, the Company has instituted the following best practices as a non-operator:

(a) understanding the terms of the respective joint operating agreements;
(b) engaging in regular communication with the operator;
(c) reviewing the operator's reports and documentation;
(d) monitoring the operator's performance metrics;
(e) participating in decision-making processes as far as practicable;
(f) ensuring the operator's compliance with regulations;
(g) monitoring the operator's financial reports and assessing cost overruns, if any;
(h) leveraging technical expertise by, if possible, bringing in internal or external technical experts to provide independent assessments of operational performance and strategic decisions;
(i) addressing disputes and issues with proper assessments and documentation; and
(j) building strong relationships with the operator and other joint venture parties on a transparent basis.

The Company's indirect wholly-owned subsidiary, Anasuria Hibiscus is the operator of the Marigold (Licence P198 (Block 15/13a) and Licence P2158 (Block 15/18b)) and Sunflower (Licence P198 (Block 15/13b)) fields, the Teal West field (Licence P2535 (Block 21/24d)), the Kildrummy discovery (Licence P2518 (Blocks 15/12a and 15/17a)), the Fyne discovery (Licence P2451 (Block 21/28b)), the Crown discovery (Licence P2608 (Blocks 15/18a and 15/19a)) and the Cross prospect and hydrocarbon lead northwest of the Marigold field (Licence P2635 (Blocks 15/13c and 15/18c)). The Anasuria Hibiscus project team deliberates key management decisions with the Company and the Board, where required. The Board regularly receives status updates on the progress of the various projects.

Statement on Risk Management and Internal Control (continued)

All required abandonment obligations for the VIC/RL17 Petroleum Retention Lease have been completed and NOPSEMA issued a confirmation that the process of abandoning the well(s) had been carried out in accordance with the Well Operations Management Plan. The permit is expected to be returned to the National Offshore Petroleum Titles Administrator after its expiry on 4 November 2026.

Significant changes in the business and the external environment, and strategic plans to address these changes are reported by Management to the Board on an ongoing basis.

Quarterly financial results and other information are provided to the ARMC and the Board to enable the Board to monitor and evaluate the business and financial performance.

Management and Board Meetings

The Board meets regularly with a set agenda of matters, which are required to be brought to its attention for discussion, thus ensuring that it maintains full and effective supervision over appropriate controls. The MD and key management personnel lead the presentation of Board papers and explain pertinent issues. In arriving at any decision on recommendation by Management, a thorough deliberation and discussion by the Board is a prerequisite.

Internal Audit

The internal audit function is undertaken in-house, led by the Group Internal Auditor. The internal audit role is to validate the adequacy and effectiveness of internal controls, and to provide an independent and objective assurance to add value and improve the internal controls of the Group. The internal audit function achieves its objectives by bringing a systematic, risk-based approach to evaluate the Group's governance, risk management and internal controls. The Group Internal Auditor assists both the Board and the ARMC by conducting ongoing reviews of risks and internal controls to ensure that key financial, operational, system and compliance controls established by the Board and Management are operating effectively.

To ensure independence from Management, the Group Internal Auditor reports directly to the ARMC.

The internal audit plans are approved by the ARMC on an annual basis. However, it may be revised at the request of the ARMC to accommodate emerging priorities which may arise during the financial year. The ARMC also monitors major internal audit findings to ensure they are promptly addressed and resolved. Significant findings and recommendations for improvements are highlighted to Management and the ARMC, with follow-up and reviews of action plans.

Further details on the Group's internal audit function, including its independence, resources and the qualifications of the Group Internal Auditor, are set out in the ARMC Report.

Joint Ventures and Associate

The Group's system of internal control does not apply to its associate company, which falls within the control of its majority shareholders. The Group's internal control systems described in this statement apply to joint ventures where the Group is the Operator and has the ability to participate in the key decision-making process of the joint ventures. For non-operated joint ventures with minority stakes, the Group participates in an operations committee or in board meetings and reviews the management accounts received. These provide the Board with performance-related information to enable informed and timely decision-making on the Group's investments in such companies.

Penalties and Fines

There have been no material unresolved penalties or fines which may adversely affect the Group for the financial year under review and up to the date of this statement.

REVIEW OF THE STATEMENT BY THE BOARD OF DIRECTORS

This Statement on Risk Management and Internal Control has been prepared in compliance with Paragraph 15.26(b) of the MMLR and Main Market Practice Note 9 of Bursa Securities and in accordance with *The Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies (SORMIC Guide 2025)*. In making this statement, the Board has received assurance from the MD and Chief Financial Officer that the Group's risk management and internal control systems are operating adequately and effectively in all material aspects, based on the risk management model adopted by the Group.

The Board considers the system of internal control described in this statement to be effective and the risks to be at an acceptable level within the context of the Group's business environment and risk appetite set by the Board. The Board and Management will continue to take measures to strengthen the risk management processes and internal control environment and monitor the risks and the effectiveness of the internal control framework.

For the financial year under review, the Board is satisfied with the adequacy, integrity and effectiveness of the systems of risk management and internal control and save as disclosed in the financial report for FY2026, there was no other material loss, contingency or uncertainty requiring separate disclosure.

This Statement on Risk Management and Internal Control is made in accordance with the resolution of the Board dated 1 October 2026.

ADDITIONAL COMPLIANCE INFORMATION

1. Material Contracts Involving the Interests of the Directors and Major Shareholder

Save as disclosed below, there were no other material contracts of Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company) and its subsidiaries (Group) involving the interests of the directors and major shareholder, either still subsisting at the end of the financial year ended 30 June 2026 or entered into since the end of the previous financial year:

(a) Hibiscus Petroleum entered into a Service Agreement with YBhg Dato' Dr Kenneth Gerard Pereira on 1 January 2011 in connection with his appointment as Managing Director (MD) of the Company. On 19 July 2018, a new Service Agreement was executed to renew his appointment as MD following his attainment of 60 years of age, in accordance with the Company's policy under which employment automatically ceases at the age of 60 unless extended at the Company's discretion.

With effect from August 2020, the MD's appointment has been renewed for successive two-year terms. The most recent renewal is for a further two-year term commencing on 1 August 2026.

2. Contracts Relating to Loans

There was no contract relating to loans of the Company involving the interests of the directors and major shareholder.

3. Non-Audit Fees

During the financial year under review, non-audit fees to the external auditors of the Group and of the Company amounted to RM86,618 and RM52,400 respectively, incurred for advisory services related to tax compliance scopes and regulatory filing requirements.

The scope and terms of the non-audit work scope were negotiated and discussed independently by the Group and by the Company in accordance with the Group's and the Company's relevant policies and procedures. The work scope was not prohibited under the *External Auditor Independence Policy*, which complies with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards).

4. Disclosure of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2026 (RM'000)	2025 (RM'000)
Total Income		
Revenue	2,341,770	2,332,882
Other income	41,678	35,548
Total	**2,383,448**	**2,368,430**
Total Assets	**7,600,481**	**7,433,258**

(b) Business Activities

	Group	
	2026 (RM'000)	2025 (RM'000)
Shariah Non-Compliant Activities		
Insurance income	20,423	-
Interest income	17,382	22,909
Total	**37,805**	**22,909**

Additional Compliance Information (continued)

(c) Component of Financial Position

(i) Cash Component

	Group	
	2026 (RM'000)	2025 (RM'000)
Islamic Account/Instruments		
Cash at bank (exclude cash in hand)	236,867	21,057
Deposits with licensed bank	41,642	80,776
Cash in hand	48	68
Total	**278,557**	**101,901**
Conventional Account/Instruments		
Cash restricted in use	304,972	321,839
Deposits with licensed bank	193,392	128,393
Cash at bank (exclude cash in hand)	92,571	89,872
Total	**590,935**	**540,104**

(ii) Debts Component

	Group	
	2026 (RM'000)	2025 (RM'000)
Islamic Financing		
Current		
Revolving credit	201,190	186,470
Term loan	31,176	24,174
Non-Current		
Term loan	227,417	211,182
Total	**459,783**	**421,826**

	Group	
	2026 (RM'000)	2025 (RM'000)
Conventional Borrowing		
Current		
Contract liabilities	273,943	120,523
Term loan	163,277	83,764
Revolving credit	-	88,867
Non-Current		
Contract liabilities	180,686	-
Term loan	13,753	166,838
Total	**631,659**	**459,992**

Note: Each year refers to our financial period from 1 July to 30 June.

For information, the Group's business activity, cash and debt ratios are within the prescribed thresholds applied for Shariah screening purposes.

THE BOARD OF DIRECTORS' RESPONSIBILITY STATEMENT

In respect of the preparation of the Annual Audited Financial Statements

The Board of Directors (Board) of Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company) is required by the Companies Act 2016 (Act) to prepare financial statements for each financial year in accordance with the applicable approved accounting standards in Malaysia and that give a true and fair view of the financial position of the Group and of the Company at the end of the financial year and of the results and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements of the Group and of the Company, the Directors have:

- selected and applied appropriate accounting policies consistently;
- made reasonable and appropriate judgements and estimates;
- ensured all applicable approved accounting standards in Malaysia and the provisions of the Act and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad have been complied with; and
- based on a going concern basis as the Directors have a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue in operational existence for at least the next 12 months from the date of approval of the financial statements.

The Board has the responsibility for ensuring that the Group and the Company keep accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company to enable them to ensure the financial statements comply with the Act.

The Board has overall responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and for the implementation and continued operation of adequate accounting and internal control systems for the prevention, detection of fraud and other irregularities.

The Board is satisfied that it has met its obligation to present a balanced and comprehensible assessment of the Group's position and prospects in the Directors' Report from pages 259 to 265 and the financial statements from pages 272 to 369 of this Annual Report 2025/2026.

This statement is made in accordance with the resolution of the Board dated 1 October 2026.

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DIRECTORS' REPORT

The Directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 30 June 2026.

PRINCIPAL ACTIVITIES

The Group and the Company are principally engaged in the business of exploring for, and producing oil and gas. The Group and the Company also develop oil and gas fields, hold investments, and provide project management, technical and other services relating to the oil and gas exploration and production industry. There have been no significant changes in the nature of these activities during the financial year.

FINANCIAL RESULTS

	Group RM'000	Company RM'000
Profit/(loss) after taxation for the financial year	361,269	(23,811)

DIVIDENDS

The amount of dividends paid by the Company since 30 June 2025 are as follows:

	RM'000
In respect of the financial year ended 30 June 2026	
First interim single-tier dividend of 2.00 sen per ordinary share, paid on 27 January 2026	14,748
Second interim single-tier dividend of 2.00 sen per ordinary share, paid on 22 April 2026	14,748
Third interim single-tier dividend of 3.00 sen per ordinary share, paid on 17 July 2026	22,122
In respect of the financial year ended 30 June 2025	
Fourth interim single-tier dividend of 1.00 sen per ordinary share, paid on 18 July 2025	7,374
Fifth interim single-tier dividend of 0.50 sen per ordinary share, paid on 23 October 2025	3,687
Final single-tier dividend of 0.50 sen per ordinary share, paid on 27 January 2026	3,687
	66,366

On 28 August 2026, the Directors:

- Declared a fourth interim single-tier dividend of 2.00 sen per ordinary share in respect of the financial year ended 30 June 2026, payable on 22 October 2026. The financial statements for the current financial year do not reflect this dividend. This dividend will be accounted for in shareholders' equity as an appropriation of retained earnings in the financial year ending 30 June 2027; and

- Recommended a final single-tier dividend of 1.00 sen per existing ordinary share in respect of the financial year ended 30 June 2026, which is subject to approval by the Company's shareholders at the forthcoming Annual General Meeting ("AGM").

DIRECTORS' REPORT (CONTINUED)

SHARE CAPITAL

There were no changes in the issued ordinary share capital of the Company during the financial year.

RESERVES AND PROVISIONS

All material transfers to or from reserves or provisions during the financial year are disclosed in the financial statements.

OPTIONS GRANTED OVER UNISSUED SHARES

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

BAD AND DOUBTFUL DEBTS

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

At the date of this report, the Directors are not aware of any circumstances which would render the amount written off for bad debts or the impairment of receivables inadequate to any substantial extent.

VALUATION METHODS

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

CURRENT ASSETS

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps to ascertain 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.

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

CONTINGENT AND OTHER LIABILITIES

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

(i) Any charges on the assets of the Group and of the Company that have arisen since the end of the financial year which secures the liabilities of any other person; and

(ii) Any contingent liabilities in the Group and in the Company which have arisen since the end of the financial year.

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

CHANGE OF CIRCUMSTANCES

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

ITEMS OF A MATERIAL AND UNUSUAL NATURE

In the opinion of the Directors, the results of the Group's and of the Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

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

DIRECTORS

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

Zainul Rahim bin Mohd Zain
YBhg Dato' Dr Kenneth Gerard Pereira
Thomas Michael Taylor
YBhg Dato' Sri Roushan A/L Arumugam
YBhg Dato' Dr Zaha Rina binti Zahari
Emeliana Dallan Rice-Oxley
Zaidah binti Ibrahim

In accordance with Clause 125 of the Constitution of the Company, YBhg Dato' Dr Kenneth Gerard Pereira shall retire by rotation from the Board of Directors at the forthcoming AGM of the Company and being eligible, offers himself for re-election.

In accordance with Clause 134 of the Constitution of the Company, YBhg Dato' Dr Zaha Rina binti Zahari and Zaidah binti Ibrahim shall retire by rotation from the Board of Directors at the forthcoming AGM. Zaidah binti Ibrahim, being eligible, offers herself for re-election.

YBhg Dato' Dr Zaha Rina binti Zahari will retire at the conclusion of the forthcoming AGM and has expressed her intention not to seek re-election. Hence, she will remain in office until the conclusion of the upcoming AGM.

LIST OF DIRECTORS OF SUBSIDIARIES

Pursuant to Section 253 of the Act, the Directors of the subsidiaries (excluding Directors who are also 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 the report are:

Chong Chee Seong
Devarajan Indran
Harina binti Haji Ramlee
Ian Edward Gregory
Jeremy Andrew Marryshow
Justin Chow Kum Keong (appointed on 31 March 2026)
Lai Wai Peng
Lim Kock Hooi (resigned on 31 March 2026)
Mohammed Farroukh bin Abdul Aziz
Dr Pascal Josephus Petronella Hos
Poh Phei Ling
Sir Trevor Austin Carmichael

DIRECTORS' REPORT (CONTINUED)

DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Act, none of the Directors who held office at the end of the financial year held any shares or debentures in the Company or its subsidiaries during the financial year except as follows:

	Number of ordinary shares			
	At 01.07.2025	Bought	Sold	At 30.06.2026
Direct interests:				
YBhg Dato' Dr Zaha Rina binti Zahari	1,800,000	-	-	1,800,000
YBhg Dato' Sri Roushan A/L Arumugam	498,000	-	-	498,000
YBhg Dato' Dr Kenneth Gerard Pereira	29,914,000	-	-	29,914,000
Indirect interests:				
YBhg Dato' Dr Kenneth Gerard Pereira*	49,209,040	-	-	49,209,040
YBhg Dato' Sri Roushan A/L Arumugam**	14,992,280	-	-	14,992,280

* Deemed interested via his 63.75% equity interest in Hibiscus Upstream Sdn. Bhd. and 100% equity interest in Hibiscus Energy Sdn. Bhd.

** Deemed interested via his 100.0% equity interest in Littleton Holdings Pte Ltd.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director has received or become entitled to receive any benefit (other than the benefits shown under Directors' Remuneration as set out on page 262 of the Directors' Report) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest and any benefit that may deemed to have been received by certain Directors.

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

DIRECTORS' REMUNERATION

The aggregate amounts of emoluments received and/or receivable by Directors of the Group and of the Company during the financial year are as follows:

	Group RM'000	Company RM'000
Executive Director:		
- salaries	4,410	4,410
- bonus	4,850	4,850
- defined contribution plan	2,130	2,130
- other benefits	8	8
	11,398	11,398
Non-executive Directors:		
- fees and allowances	2,514	2,310
	13,912	13,708

DIRECTORS' REMUNERATION (CONTINUED)

There are two types of Directors for the Company's subsidiaries, namely Directors who are also employees of the Group and Directors who are external parties. Employees of the Group do not receive any separate additional remuneration for serving as Directors of the Company's subsidiaries. Total emoluments received by the Directors of the Company's subsidiaries during the financial year in the form of salaries and bonus, defined contribution plan and other benefits in their capacity as employees of the Group and Directors' fees amounted to RM15,633,430 and RM233,851 respectively.

The Company effected a Directors' and Officers' Liability Insurance (subject to applicable sub-limits and terms) for the Directors and Officers of the Group at a total insurance premium cost of RM542,480 in the financial year.

SUBSIDIARIES

The details of the subsidiaries of the Company are as follows:

Name of company	Principal activities	Country of incorporation	Group's effective equity interest (%)
Gulf Hibiscus Limited	Provision of project management, technical and other services	Malaysia	100
Hibiscus Oilfield Services Limited	Provision of project management, technical and other services	Malaysia	100
Orient Hibiscus Sdn. Bhd.	Investment holding	Malaysia	100
Oceania Hibiscus Sdn. Bhd. ("Oceania Hibiscus")	Investment holding	Malaysia	100
Genesis Hibiscus Sdn. Bhd. ("Genesis Hibiscus")	Investment holding	Malaysia	100
Hibiscus Technical Services Sdn. Bhd. ("Hibiscus Technical Services")	Provision of project management, technical and other services	Malaysia	100
Timor Hibiscus Limited ("Timor Hibiscus")	Investment holding	Malaysia	100
Atlantic Hibiscus Sdn. Bhd. ("Atlantic Hibiscus")	Investment holding	Malaysia	100
Pacific Hibiscus Sdn. Bhd. ("Pacific Hibiscus")	Investment holding	Malaysia	100
Asia Hibiscus Sdn. Bhd. ("Asia Hibiscus")	Investment holding	Malaysia	100
Seri Hibiscus Sdn. Bhd. ("Seri Hibiscus")	Investment holding	Malaysia	100
Subsidiaries of Oceania Hibiscus			
Carnarvon Hibiscus Pty Ltd ("Carnarvon Hibiscus")	Exploration and development of oil and gas	Australia	100
Althea Corporation Limited	Investment holding	Malaysia	100
Subsidiaries of Genesis Hibiscus			
Cayman Hibiscus Inc SPC	Dormant	Cayman Islands	100
Hibiscus Capital Limited	Investment holding	Malaysia	100

DIRECTORS' REPORT (CONTINUED)

SUBSIDIARIES (CONTINUED)

The details of the subsidiaries of the Company are as follows: (continued)

Name of company	Principal activities	Country of incorporation	Group's effective equity interest (%)
Subsidiaries of Atlantic Hibiscus			
Anasuria Hibiscus UK Limited	Exploration and production of oil and gas	United Kingdom ("UK")	100
Hibiscus Energy UK Limited	Exploration and production of oil and gas	UK	100
Subsidiary of Pacific Hibiscus			
SEA Hibiscus Sdn. Bhd.	Exploration and production of oil and gas	Malaysia	100
Subsidiaries of Asia Hibiscus			
Peninsula Hibiscus Sdn. Bhd. ("Peninsula Hibiscus")	Exploration and production of oil and gas	Malaysia	100
Borneo Hibiscus Sdn. Bhd.	Exploration and production of oil and gas	Malaysia	100
Straits Hibiscus Sdn. Bhd.	Exploration and production of oil and gas	Malaysia	100
Malaya Hibiscus Sdn. Bhd.	Exploration and production of oil and gas	Malaysia	100
Subsidiary of Timor Hibiscus			
Helios Hibiscus Sdn. Bhd.[1]	Provision of electric power generated from renewable sources including installation, operation, maintenance, sale of electricity to the grid and other services relating to the renewable energy industry	Brunei Darussalam ("Brunei")	100
Subsidiary of Hibiscus Technical Services			
Hibiscus Integrated Production Services Sdn. Bhd.	Provision of operations, maintenance, shutdown, or turnaround and associated services relating to oil and gas production, and storage facilities, installations or platforms	Malaysia	51
Subsidiary of Seri Hibiscus			
Simpor Hibiscus Sdn. Bhd. ("Simpor Hibiscus")	Exploration and production of oil and gas	Malaysia	100
Subsidiary of Simpor Hibiscus			
Hibiscus EP (Brunei) B.V.	Exploration and production of gas	Netherlands	100
Subsidiary of Carnarvon Hibiscus			
Gippsland Hibiscus Pty Ltd	Exploration and development of oil and gas	Australia	100

SUBSIDIARIES (CONTINUED)

The details of the subsidiaries of the Company are as follows: (continued)

Name of company	Principal activities	Country of incorporation	Group's effective equity interest (%)
Subsidiary of Peninsula Hibiscus			
Fortuna International Petroleum Corporation ("Fortuna International")	Investment holding	Barbados	100
Subsidiaries of Fortuna International			
Hibiscus Oil & Gas Malaysia (PM3) Limited	Oil and gas exploration, development and production	Barbados	100
Hibiscus Oil & Gas Malaysia Limited	Oil and gas exploration, development and production	Barbados	100
Talisman Vietnam Limited	Oil and gas exploration, development and production	Barbados	100

(1) Incorporated in Brunei on 26 August 2025.

AUDITORS' REMUNERATION

The aggregate amounts of auditors' remuneration paid and/or payable of the Group and of the Company during the financial year amounted to RM3,148,385 and RM448,723 respectively.

AUDITORS

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), have expressed their willingness to continue in office.

The auditors, PricewaterhouseCoopers PLT, have included (as part of the terms of their audit engagement for the financial year) a limited indemnity from the Company with regard to certain costs of proceedings and third-party liability (as provided under the Act). No indemnity claim was received by the Company during the current financial year.

This report was approved by the Board of Directors on 1 October 2026. Signed on behalf of the Board of Directors:

DATO' DR KENNETH GERARD PEREIRA
DIRECTOR

ZAINUL RAHIM BIN MOHD ZAIN
DIRECTOR

Kuala Lumpur

STATEMENT BY DIRECTORS

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

We, Dato' Dr Kenneth Gerard Pereira and Zainul Rahim bin Mohd Zain, two of the Directors of Hibiscus Petroleum Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 272 to 369 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026 and financial performance of the Group and of the Company for the financial year ended 30 June 2026 in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Signed on behalf of the Board of Directors in accordance with their resolution dated 1 October 2026.

DATO' DR KENNETH GERARD PEREIRA
DIRECTOR

ZAINUL RAHIM BIN MOHD ZAIN
DIRECTOR

Kuala Lumpur

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1) (b) OF THE COMPANIES ACT 2016

I, Yip Chee Yeong, the officer primarily responsible for the financial management of Hibiscus Petroleum Berhad, do solemnly and sincerely declare that, the financial statements set out on pages 272 to 369 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declaration Act, 1960.

YIP CHEE YEONG
(MIA No. CA-22753)

Subscribed and solemnly declared by the abovenamed at Kuala Lumpur in the Federal Territory on 1 October 2026.

Before me

RAJEEV SAIGAL A/L RAMLABAYA SAIGAL [W681]
COMMISSIONER FOR OATHS

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HIBISCUS PETROLEUM BERHAD
(Incorporated in Malaysia)
(Registration Number: 200701040290 (798322-P))

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the financial statements of Hibiscus Petroleum Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the statements of financial position as at 30 June 2026 of the Group and of the Company, and the statements of profit or loss, statements of 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 a summary of material accounting policies, as set out on pages 272 to 369.

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"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HIBISCUS PETROLEUM BERHAD (CONTINUED)
(Incorporated in Malaysia)
(Registration Number: 200701040290 (798322-P))

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters (continued)

Group

Key audit matters	How our audit addressed the key audit matters
Recoverability of the carrying amounts of intangible assets, equipment and right-of-use assets *Refer to Note 4(k)(ii) - Summary of material accounting policies: Impairment of non-financial assets, Note 5(a) - Critical accounting estimates and judgements: Estimation of oil and gas reserves, Note 5(b) - Critical accounting estimates and judgements: Impairment review of intangible assets, equipment and right-of-use assets, Note 14 – Joint Operations, Note 15 - Intangible assets, Note 16 - Equipment and Note 17 - Right-of-use assets.* As at 30 June 2026, the Group's carrying amounts of intangible assets, equipment and right-of-use assets (collectively, "Upstream Assets") amounted to RM1,450.5 million, RM3,954.6 million and RM110.7 million respectively. These Upstream Assets are grouped at the lowest level cash generating units ("CGUs") for which separate identifiable cash flows are available. Management considered the following material CGUs for impairment assessments: • 2011 North Sabah Enhanced Oil Recovery Production Sharing Contracts ("PSC") ("North Sabah"); • 2012 Kinabalu Oil PSC ("Kinabalu"); • PM3 Commercial Arrangement Area PSC ("PM3 CAA"); • Anasuria Area (Anasuria Cluster, Licence P2451, Licence P2532 and Licence P2535); • Greater Marigold Area Development ("GMAD") (Marigold and Sunflower fields, Licence P2518, Licence P2608 and Licence P2635); • PM327 PSC ("PM327"); and • Block B Maharajalela Jamalulalam ("Block B MLJ"). As at 30 June 2026, management had performed the impairment assessments for Upstream Assets using the fair value less costs to sell ("FVLCTS") of each CGU.	We performed the following audit procedures for each of the material CGUs: • Evaluate the appropriateness of management's assessment of the relevant CGUs identified for impairment assessment as approved by the Directors; • Agreed the cash flows projections to management's projections as approved by the Directors and considered any adjustments relevant to FVLCTS; • Compared life-of-field assumptions with the production profiles within the licence period for the CGUs; • Agreed production profiles incorporated into the cash flows projections to reserves estimates prepared by internal geological and geophysical teams. For certain reserves estimates that were reviewed by an external expert during the current financial year, agreed the production profiles incorporated into the cash flows projections to the reports from the external expert; • Assessed reasonableness of forecasted oil and gas prices incorporated into the cash flows projections by comparing to available market data from independent third parties' forecast; • Agreed future operating and capital expenditure included in the cash flows projections to supporting documents; • Assessed the reliability of inputs to the cash flows projections by comparing actual production, operating expenditure and capital expenditure to previous financial year's forecast; • Assessed the competence and capabilities of internal geological and geophysical teams who produced reserves estimates; • Assessed the competence, capabilities and objectivity of the external expert who reviewed the reserves estimates; • Checked reasonableness of the discount rates for CGUs and commercial risk factors incorporated into the cash flows projections for North Sabah, Kinabalu, PM3 CAA, GMAD and Block B MLJ with the assistance of our valuation experts by benchmarking to industry reports;

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters (continued)

Group (continued)

Key audit matters	How our audit addressed the key audit matters
Recoverability of the carrying amounts of intangible assets, equipment and right-of-use assets (continued) We focused on this area due to the significant balances of Upstream Assets and because the recoverable amounts of CGUs are determined based on FVLCTS which involve significant judgements in determining key assumptions on future cash flows generated from these CGUs. In addition, significant judgement has been applied for certain Exploration & Evaluation ("E&E") assets on the probability of success of extending the exploration period or retaining its development rights to the assets.	We performed the following audit procedures for each of the material CGUs: (continued) • For PM327 and GMAD, considered management's legal basis and judgements applied in assessing the probability of success in extending the exploration period and retaining the development rights to the assets; • Reviewed the sensitivity analysis by changing the key assumptions used in the cash flows projections on oil and gas prices, production volumes, capital expenditure and discount rates in consideration of the possible impact due to potential market uncertainties; and • Evaluated the adequacy of the disclosures in the financial statements. We did not find any material exceptions from the procedures performed.

We have determined that there are no key audit matters to report for the Company.

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 Directors' Report and Statement on Risk Management and Internal Control, which we obtained prior to the date of this auditors' report, and other sections in the Annual Report 2025/2026, which is expected to be made available to us after that date. Other information 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 and will 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 on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HIBISCUS PETROLEUM BERHAD (CONTINUED)
(Incorporated in Malaysia)
(Registration Number: 200701040290 (798322-P))

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Responsibilities of the Directors for the financial statements

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

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

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:

(a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

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

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on 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.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Auditors' responsibilities for the audit of the financial statements (continued)

(e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

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

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 18 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

PAULINE HO
02684/11/2027 J
Chartered Accountant

Kuala Lumpur
1 October 2026

STATEMENTS OF PROFIT OR LOSS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Revenue	6	**2,341,770**	2,332,882	**89,026**	393,505
Cost of sales	7	**(811,290)**	(944,224)	**-**	-
Gross profit		**1,530,480**	1,388,658	**89,026**	393,505
Other income	8	**41,678**	35,548	**6,155**	770
Administrative and other operating expenses		**(390,014)**	(322,611)	**(115,481)**	(90,666)
Supplemental payments		**(98,628)**	(60,233)	**-**	-
Net write-back/(write-off) of well exploration costs	15	**1,634**	(59,139)	**-**	-
Impairment of receivables		**(90)**	(11,460)	**-**	-
Write-off of equipment		**(9,667)**	(811)	**-**	-
Impairment of intangible assets	15	**(10,356)**	-	**-**	-
Impairment of equipment	16	**(17,856)**	(28,129)	**-**	-
(Net impairment)/reversal of impairment of amounts owing by subsidiaries	23	**-**	-	**(24,094)**	40
Other administrative and operating expenses		**(255,051)**	(162,839)	**(91,387)**	(90,706)
Other expenses		**(614,655)**	(613,672)	**(8,102)**	(3,667)
Finance costs	9	**(161,386)**	(134,120)	**(5,675)**	(4,384)
Share of results of an associate		**(267)**	(589)	**-**	-
Profit/(loss) before taxation	10	**405,836**	353,214	**(34,077)**	295,558
Taxation	11	**(44,567)**	(235,717)	**10,266**	(597)
Profit/(loss) after taxation		**361,269**	117,497	**(23,811)**	294,961
Profit/(loss) after taxation attributable to:					
- Owners of the Company		**361,269**	117,497	**(23,811)**	294,961
Earnings per share (sen)					
- Basic	12	**48.99**	15.39		
- Diluted	12	**48.99**	15.39		

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

STATEMENTS OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit/(loss) after taxation	**361,269**	117,497	**(23,811)**	294,961
Other comprehensive expenses:				
Item that may be subsequently reclassified to profit or loss:				
- Foreign currency translation	**(85,368)**	(312,339)	**-**	-
Total comprehensive income/(expenses) for the financial year	**275,901**	(194,842)	**(23,811)**	294,961
Total comprehensive income/(expenses) attributable to:				
- Owners of the Company	**275,901**	(194,842)	**(23,811)**	294,961

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

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
ASSETS					
NON-CURRENT ASSETS					
Intangible assets	15	**1,450,482**	1,518,824	**12**	30
Equipment	16	**3,954,551**	3,696,402	**4,200**	4,450
Right-of-use assets	17	**110,677**	140,422	**824**	296
Other receivables	22	**61,968**	141,930	**-**	-
Amount owing by a subsidiary	23	**-**	-	**-**	87,089
Investments in subsidiaries	18	**-**	-	**1,000**	-
Investment in an associate	19	**-**	3,867	**-**	-
Other investment		**51**	51	**-**	-
Restricted cash and bank balances	25	**280,755**	294,491	**-**	-
Tax recoverable		**58,070**	48,222	**-**	-
Deferred tax assets	33	**22,192**	3,188	**8,932**	-
		5,938,746	5,847,397	**14,968**	91,865
CURRENT ASSETS					
Inventories	20	**190,543**	182,402	**-**	-
Trade receivables	21	**365,466**	372,990	**-**	-
Other receivables, deposits and prepayments	22	**485,623**	647,828	**2,567**	2,616
Amounts owing by subsidiaries	23	**-**	-	**256,721**	318,796
Cash and bank balances	25	**588,737**	347,514	**72,669**	17,641
Tax recoverable		**31,366**	35,127	**204**	51
		1,661,735	1,585,861	**332,161**	339,104
TOTAL ASSETS		**7,600,481**	7,433,258	**347,129**	430,969

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

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
EQUITY AND LIABILITIES					
EQUITY					
Share capital	26	**152,078**	152,078	**152,078**	152,078
Treasury shares	27	**-**	-	**-**	-
Other reserves	28	**(60,955)**	24,413	**-**	-
Retained earnings		**2,833,982**	2,531,705	**60,815**	143,618
		2,925,105	2,708,196	**212,893**	295,696
NON-CURRENT LIABILITIES					
Other payables	30	**183,881**	9,935	**-**	-
Borrowings	31	**355,420**	605,784	**198**	171
Contingent consideration	32	**74,848**	39,857	**-**	-
Deferred tax liabilities	33	**899,633**	1,072,509	**-**	1,434
Provision for decommissioning costs	34	**1,101,712**	1,022,405	**-**	-
		2,615,494	2,750,490	**198**	1,605
CURRENT LIABILITIES					
Trade payables	29	**3,065**	27,515	**-**	-
Other payables and accruals	30	**1,242,255**	1,100,516	**42,918**	31,278
Borrowings	31	**545,251**	521,344	**90,790**	102,025
Amounts owing to subsidiaries	23	**-**	-	**329**	364
Amount owing to a related party	24	**-**	-	**1**	1
Contingent consideration	32	**4,227**	2,060	**-**	-
Provision for decommissioning costs	34	**50,153**	96,624	**-**	-
Provision for taxation		**214,931**	226,513	**-**	-
		2,059,882	1,974,572	**134,038**	133,668
TOTAL LIABILITIES		**4,675,376**	4,725,062	**134,236**	135,273
TOTAL EQUITY AND LIABILITIES		**7,600,481**	7,433,258	**347,129**	430,969

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	*Non-distributable* Share capital RM'000	Other reserves RM'000	Foreign exchange reserve RM'000	Retained earnings RM'000	Total RM'000
Group						
At 01.07.2025		**152,078**	**389**	**24,024**	**2,531,705**	**2,708,196**
Profit after taxation		**-**	**-**	**-**	**361,269**	**361,269**
Other comprehensive expenses:						
- Foreign currency translation		**-**	**-**	**(85,368)**	**-**	**(85,368)**
Total comprehensive (expenses)/ income for the financial year		**-**	**-**	**(85,368)**	**361,269**	**275,901**
Dividends	41	**-**	**-**	**-**	**(58,992)**	**(58,992)**
Total transactions with owners of the Company		**-**	**-**	**-**	**(58,992)**	**(58,992)**
At 30.06.2026		**152,078**	**389**	**(61,344)**	**2,833,982**	**2,925,105**

	Note	*Non-distributable* Share capital RM'000	Treasury shares RM'000	Other reserves RM'000	Foreign exchange reserve RM'000	Retained earnings RM'000	Total RM'000
Group							
At 01.07.2024		166,014	(16,121)	389	336,363	2,613,745	3,100,390
Profit after taxation		-	-	-	-	117,497	117,497
Other comprehensive expenses:							
- Foreign currency translation		-	-	-	(312,339)	-	(312,339)
Total comprehensive (expenses)/ income for the financial year		-	-	-	(312,339)	117,497	(194,842)
Dividends	41	-	-	-	-	(78,903)	(78,903)
Purchase of treasury shares	27	-	(118,206)	-	-	(243)	(118,449)
Cancellation of treasury shares		(13,936)	134,327	-	-	(120,391)	-
Total transactions with owners of the Company		(13,936)	16,121	-	-	(199,537)	(197,352)
At 30.06.2025		152,078	-	389	24,024	2,531,705	2,708,196

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

	Note	*Non-distributable* Share capital RM'000	Retained earnings RM'000	Total RM'000
Company				
At 01.07.2025		**152,078**	**143,618**	**295,696**
Loss after taxation/Total comprehensive expenses for the financial year		**-**	**(23,811)**	**(23,811)**
		152,078	**119,807**	**271,885**
Dividends	41	**-**	**(58,992)**	**(58,992)**
Total transactions with owners of the Company		**-**	**(58,992)**	**(58,992)**
At 30.06.2026		**152,078**	**60,815**	**212,893**

	Note	*Non-distributable* Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	Total RM'000
Company					
At 01.07.2024		166,014	(16,121)	48,194	198,087
Profit after taxation/Total comprehensive income for the financial year		-	-	294,961	294,961
		166,014	(16,121)	343,155	493,048
Dividends	41	-	-	(78,903)	(78,903)
Purchase of treasury shares	27	-	(118,206)	(243)	(118,449)
Cancellation of treasury shares		(13,936)	134,327	(120,391)	-
Total transactions with owners of the Company		(13,936)	16,121	(199,537)	(197,352)
At 30.06.2025		152,078	-	143,618	295,696

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit/(loss) before taxation		**405,836**	353,214	**(34,077)**	295,558
Adjustments for:					
Depreciation and amortisation of equipment, intangible assets and right-of-use assets		**541,055**	519,958	**1,998**	1,849
Finance costs		**161,386**	134,120	**5,675**	4,384
Net provision/(reversal of provision) for inventories obsolescence		**17,950**	(967)	**-**	-
Impairment of equipment		**17,856**	28,129	**-**	-
Impairment of intangible assets		**10,356**	-	**-**	-
Write-off of equipment		**9,667**	811	**-**	-
Unrealised loss on foreign exchange		**5,790**	28,326	**6,104**	1,817
Impairment/(reversal of impairment) of investment in an associate		**3,661**	(532)	**-**	-
Share of results of an associate		**267**	589	**-**	-
Impairment of receivables		**90**	11,460	**-**	-
Net impairment/(reversal of impairment) of amounts owing by subsidiaries		**-**	-	**24,094**	(40)
Gain on disposal of investment		**-**	(41)	**-**	-
Dividend income		**-**	-	**(44,500)**	(339,000)
Gain on lease termination		**(199)**	-	**-**	-
Net (write-back)/write-off of well exploration costs		**(1,634)**	59,139	**-**	-
Interest income		**(19,854)**	(29,446)	**(5,259)**	(4,907)
Operating profit/(loss) before working capital changes		**1,152,227**	1,104,760	**(45,965)**	(40,339)
Inventories		**(31,546)**	4,236	**-**	-
Trade receivables		**(4,573)**	392,739	**-**	-
Other receivables, deposits and prepayments		**250,480**	48,748	**48**	(1,216)
Trade payables		**(21,939)**	2,707	**-**	-
Other payables, accruals and provisions		**251,961**	(189,750)	**(3,076)**	(3,577)
Amounts owing by subsidiaries		**-**	-	**(13,456)**	(2,259)
CASH GENERATED FROM/(USED IN) OPERATIONS		**1,596,610**	1,363,440	**(62,449)**	(47,391)
Tax paid		**(226,593)**	(370,149)	**(253)**	(231)
Movement in restricted cash and bank balances		**(3,292)**	15,805	**-**	-
NET CASH GENERATED FROM/(USED IN) OPERATING ACTIVITIES		**1,366,725**	1,009,096	**(62,702)**	(47,622)

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

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
CASH FLOWS FROM INVESTING ACTIVITIES					
Interest received		**11,434**	29,446	**6,264**	2,039
Dividends received from subsidiaries		**-**	-	**167,500**	150,000
Repayment of advances to subsidiaries		**-**	-	**113,740**	46,674
Investment in a subsidiary		**-**	-	**(1,000)**	-
Advances to subsidiaries		**-**	-	**(99,536)**	(40,169)
Other investment		**-**	(51)	**-**	-
Net cash outflow arising from business combination		**-**	(514,910)	**-**	-
Acquisition of intangible assets		**(27,109)**	(90,372)	**-**	-
Purchase of equipment		**(732,137)**	(722,252)	**(650)**	(1,661)
NET CASH (USED IN)/GENERATED FROM INVESTING ACTIVITIES		**(747,812)**	(1,298,139)	**186,318**	156,883
CASH FLOWS FROM FINANCING ACTIVITIES					
Drawdown of revolving credit		**481,546**	293,832	**90,130**	115,501
Drawdown of term loan		**71,274**	242,763	**-**	-
Advance from a subsidiary		**-**	-	**42,182**	3,107
Repayment of advance from a subsidiary		**-**	-	**(42,182)**	(2,219)
Purchase of treasury shares		**-**	(118,449)	**-**	(118,449)
Dividends paid		**(44,244)**	(87,500)	**(44,244)**	(87,500)
Interest paid		**(52,602)**	(33,390)	**(5,721)**	(3,626)
Repayment of term loan		**(109,465)**	(86,613)	**-**	-
Repayment of lease liabilities		**(161,933)**	(141,518)	**(1,148)**	(1,144)
Repayment of revolving credit		**(556,027)**	(8,893)	**(106,732)**	(8,893)
NET CASH (USED IN)/GENERATED FROM FINANCING ACTIVITIES		**(371,451)**	60,232	**(67,715)**	(103,223)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		**247,462**	(228,811)	**55,901**	6,038
EFFECTS OF FOREIGN EXCHANGE RATE CHANGES		**(3,108)**	(61,018)	**(873)**	(223)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		**320,166**	609,995	**17,641**	11,826
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	25	**564,520**	320,166	**72,669**	17,641

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

1 GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). The registered office and principal place of business are as follows:

Registered office	: Unit 521, 5th Floor, Lobby 6, Block A, Damansara Intan, No. 1, Jalan SS20/27, 47400 Petaling Jaya, Selangor Darul Ehsan.
Principal place of business	: 2nd Floor, Syed Kechik Foundation Building, Jalan Kapas, Bangsar, 59100 Kuala Lumpur.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors dated 1 October 2026.

2 PRINCIPAL ACTIVITIES

The Group and the Company are principally engaged in the business of exploring for, and producing oil and gas. The Group and the Company also develop oil and gas fields, hold investments, and provide project management, technical and other services relating to the oil and gas exploration and production industry. The principal activities of the subsidiaries are set out in Note 18 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

3 BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with the provisions of the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 ("Act").

The financial statements have been prepared under the historical cost convention, except as disclosed in the summary of material accounting policies in Note 4 to the financial statements.

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting 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 revenues and expenses during the reported period. It also requires Directors to exercise their judgement in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgements are based on the Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 5 to the financial statements.

3 BASIS OF PREPARATION (CONTINUED)

(a) Amendments to published standards that are applicable to the Group and the Company but not yet effective are as follows:

Effective for financial periods beginning on or after 1 January 2026

- Amendments to MFRS 9 and MFRS 7 'Amendments to the Classification and Measurement of Financial Instruments and Contracts Referencing Nature-Dependent Electricity'
- Annual improvements to MFRS Accounting Standards – Volume 11 'MFRS 7 Financial Instruments: Disclosures, Guidance on implementing MFRS 7 Financial Instruments: Disclosures, MFRS 9 Financial Instruments, MFRS 10 Consolidated Financial Statements, MFRS 107 Statement of Cash Flows'

Effective for financial periods beginning on or after 1 January 2027

- MFRS 18 'Presentation and Disclosure in Financial Statements'
- MFRS 19 and Amendments to MFRS 19 'Subsidiaries without Public Accountability: Disclosures'

The Group and the Company will adopt the standards and amendments when they become effective in the respective financial periods. The Group and the Company are in the process of assessing the impact of the adoption of these standards and amendments to existing standards.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES

(a) Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries as of 30 June 2026.

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Intragroup transactions, balances, unrealised gains and unrealised losses are eliminated on consolidation. Where necessary, adjustments are made to the financial statements of subsidiaries to ensure consistency of accounting policies with those of the Group.

Business combination

The acquisition method of accounting is used to account for business combinations by the Group. The consideration transferred for acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group at the acquisition date. Acquisition-related costs, other than the costs to issue debt or equity securities, are expensed as incurred.

Non-controlling interests in the acquiree may be initially measured either at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets at the date of acquisition. The choice of measurement basis is made on a transaction-by-transaction basis.

Goodwill is initially measured as the excess of the aggregate of the consideration transferred and the fair value of non-controlling interest over the net identifiable assets acquired and liabilities assumed, and is recognised in the statements of financial position. If the aggregate of the consideration transferred and the fair value of non-controlling interest is lower than the net identifiable assets acquired and liabilities assumed, the difference is recognised in profit or loss. The accounting policy on goodwill is set out in Note 4(i)(iv) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Basis of consolidation (continued)

Disposal of subsidiaries

Upon loss of control of a subsidiary, the profit or loss on disposal is calculated as the difference between:

- The aggregate of the fair value of the consideration received and the fair value of any retained interest in the former subsidiary; and
- The previous carrying amount of the assets (including goodwill), and liabilities of the former subsidiary less any non-controlling interests.

In addition, any amounts previously recognised in other comprehensive income ("OCI") in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in OCI are reclassified to profit or loss.

(b) Oil and gas expenditure - exploration and evaluation ("E&E") assets

E&E assets comprise rights and concessions and conventional studies related to licensed areas of interest in the exploration phase. Following the acquisition of a concession right to explore a licensed area, the costs directly associated with an exploration well such as licence acquisition, geological and geophysical surveys, drilling, commercial appraisal costs and other directly attributable costs of exploration and appraisal including technical and administrative costs, are capitalised as conventional studies, and presented as intangible assets.

Oil and gas expenditure incurred is accumulated in respect of each identifiable area of interest. These costs are only carried forward in relation to each area of interest to the extent that the following conditions are satisfied:

- The rights to the tenure of an area of interest are current; and
- At least one of the following conditions is also met:
    - E&E expenditures are expected to be recouped through successful development and exploitation of the area of interest, or alternatively, by its sale; or
    - E&E activities in the area of interest have not, at the reporting date, reached a stage which permits reasonable assessment of the existence or otherwise of economically recoverable reserves, and active and significant operations in, or in relation to, the areas of interest are continuing.

Accumulated costs in relation to an abandoned area are written off in full to profit or loss in the financial period in which the decision to abandon the area is made.

When production commences, the accumulated costs for the relevant area of interest are amortised over the life of the area according to the rate of depletion of the proven and probable developed reserves.

E&E assets are assessed for impairment when facts and circumstances suggest that the carrying amount of an E&E asset may exceed its recoverable amount. The Group allocates E&E assets to cash generating units ("CGUs") or groups of CGUs for the purpose of assessing such assets for impairment. Each CGU or group of units to which an E&E asset is allocated will not be larger than an operating segment as disclosed in Note 37 to the financial statements.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Currency translation

(i) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates, which is the functional currency.

The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is the functional and presentation currency of the Company.

(ii) Transactions and balances

Transactions in a currency other than the functional currency are translated into the functional currency using exchange rates applicable at the dates of the transactions. Currency translation differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rate at the reporting date are recognised in profit or loss.

Non-monetary assets and liabilities are translated using exchange rates that existed when the values were determined.

(iii) Translation of Group entities' financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities are translated at the closing exchange rates at the reporting date;
- Income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions);
- All resulting currency translation differences are recognised in OCI and accumulated in the foreign exchange reserve;
- On consolidation, exchange differences arising from translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in OCI; and
- Goodwill and fair value adjustments arising from the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the reporting date. Exchange differences are recognised in OCI.

(d) Financial instruments

Financial instruments are recognised in the statements of financial position when the Group and the Company have become a party to the contractual provisions of the instruments.

Financial instruments are classified as assets, liabilities or equity in accordance with the substance of the contractual arrangement. Interests, dividends, gains and losses relating to a financial instrument classified as a liability or an asset are reported as an expense or income. Distributions to holders of financial instruments classified as equity are charged directly to equity.

Financial instruments are offset when the Group and the Company have a legally enforceable right to offset and intend to settle either on a net basis or to realise the asset and settle the liability simultaneously.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Financial instruments (continued)

(i) Financial assets

- Classification

  The Group and the Company have classified its financial assets in the following measurement categories:

  - Those to be measured subsequently at fair value (either through OCI or through profit or loss); and
  - Those to be measured at amortised cost.

- Recognition and derecognition

  Purchases and sales of financial assets are recognised on trade-date, the date on which the Group and the Company commit to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Company have transferred substantially all the risks and rewards of ownership.

- Measurement

  At initial recognition, the Group and the Company measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

  Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest ("SPPI").

  Debt instruments

  - Subsequent measurement of debt instruments depends on the Group's and the Company's business model for managing the asset and the cash flow characteristics of the asset. The Group and the Company reclassify debt instruments only when its business model for managing those assets changes.
  - There are three measurement categories into which the Group and the Company classify its debt instruments:
    - Amortised cost

      Assets that are held for collection of contractual cash flows where those cash flows represent SPPI are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising from derecognition is recognised directly in profit or loss and presented in other income or other expenses together with foreign exchange gains and losses. Impairment losses are presented as separate line items in profit or loss as applicable.

    - Fair value through other comprehensive income ("FVOCI")

      Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent SPPI, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other income or other expenses. Interest income from these financial assets is included in other income using the effective interest rate method. Foreign exchange gains and losses are presented in other income or other expenses and impairment expenses are presented as separate line items in profit or loss as applicable.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Financial instruments (continued)

(i) Financial assets (continued)

- FVTPL

  Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. The Group and the Company may also irrevocably designate financial assets at FVTPL if doing so significantly reduces or eliminates a mismatch created by assets and liabilities being measured on different bases. Fair value changes are recognised in profit or loss and presented net within other income or other expenses in the period which it arises.

- Subsequent measurement – Impairment for debt instruments

  The Group and the Company assess on a forward looking basis the expected credit loss ("ECL") associated with its debt instruments carried at amortised cost and at FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

  The Group and the Company have four types of financial instruments that are subject to the ECL model:

  - Trade receivables;
  - Other receivables;
  - Deposits; and
  - Amounts owing by subsidiaries.

  While cash and bank balances are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

  ECL represents a probability-weighted estimate of the difference between present value of cash flows according to contract and present value of cash flows the Group and the Company expect to receive, over the remaining life of the financial instrument.

  The measurement of ECL reflects:

  - An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
  - The time value of money; and
  - Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Financial instruments (continued)

(i) Financial assets (continued)

General 3-stage approach for other receivables, deposits and amounts owing by subsidiaries

- At each reporting date, the Group and the Company measure ECL through a loss allowance at an amount equal to 12 months ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required.

Simplified approach for trade receivables

- The Group applies the MFRS 9 simplified approach to measure ECL which uses a lifetime ECL for all trade receivables.

Significant increase in credit risk

The Group and the Company consider the probability of a default upon initial recognition of an asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset at the reporting date with the risk of default as at the date of initial recognition. The Group and the Company also consider available reasonable and supportable forward-looking information.

The following indicators are considered:

- Internal credit rating;
- External credit rating (as far as available);
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- Actual or expected significant changes in the operating results of the debtor;
- Significant increases in credit risk on other financial instruments of the same debtor;
- Significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements; and
- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtor in the Group and the Company and changes in the operating results of the debtor.

Macroeconomic information (such as market interest rates or growth rates) is incorporated as part of the internal rating model.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Financial instruments (continued)

(i) Financial assets (continued)

Definition of default and credit-impaired financial assets

The Group and the Company define a financial instrument as in default, which is fully aligned with the definition of credit-impaired, when it meets one or more of the following criteria:

Quantitative criteria

- The Group and the Company define a financial instrument as in default, when the counterparty fails to make contractual payment within 90 days of when they fall due.

Qualitative criteria

- The debtor meets unlikeliness to pay criteria, which indicates the debtor is in significant financial difficulty. The Group and the Company consider the following instances:
  - The debtor is in breach of financial covenants;
  - Concessions have been made by the lender relating to the debtor's financial difficulty;
  - It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
  - The debtor is insolvent.

Financial instruments that are credit-impaired are assessed on an individual basis.

Write-off

Trade receivables

- Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments. Impairment losses on trade receivables are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Other receivables

- The Group and the Company write off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on the unavailability of a debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. The Group and the Company may write off financial assets that are still subject to enforcement activity. Subsequent recoveries of amounts previously written off will result in impairment gains.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Financial instruments (continued)

(ii) Financial liabilities

All financial liabilities are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method other than those categorised as FVTPL.

FVTPL category comprises financial liabilities that are either held for trading or are designated to eliminate or significantly reduce a measurement or recognition inconsistency that would otherwise arise. Derivatives are also classified as held for trading unless they are designated as hedges. The Group and the Company did not enter into any hedging activities over the reporting period.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

(iii) Equity instruments

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from proceeds.

Dividends on ordinary shares are recognised as liabilities when approved for appropriation.

(iv) Treasury shares

When issued ordinary shares are repurchased, the amount of the consideration paid, including directly attributable costs, is recognised as a deduction from equity. Repurchased shares that are not subsequently cancelled are classified as treasury shares and are presented as a deduction from equity attributable to owners of the Company. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of treasury shares.

When treasury shares are reissued by resale, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to owners of the Company. An amount equivalent to the original purchase cost of the treasury shares will be deducted from retained earnings upon the distribution of any treasury shares as share dividends.

(v) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount presented in the statements of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

(e) Investments in subsidiaries

Investments in subsidiaries are carried at cost in the statements of financial position of the Company and are reviewed for impairment at the end of each reporting period if events or changes in circumstances indicate that the carrying values may not be recoverable.

On the disposal of investments in subsidiaries, the difference between the net disposal proceeds and the carrying amounts of the investments is recognised in profit or loss.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(f) Investment in an associate

Associate is an entity, in which the Group has significant influence, but not control, over the financial and operating policies.

Investment in an associate is accounted for using the equity accounting method. Under the equity method, the investment is initially recognised at cost less any impairment losses, unless it is classified as available for sale or distribution. The cost of the investment includes transaction costs. The consolidated financial statements include the Group's share of the profit or loss and OCI or expense of the associate, after adjustments, if any, to align the accounting policies with those of the Group, from the date that significant influence commences until the date that significant influence ceases. The Group's investment in associate includes goodwill identified on acquisition.

In respect of an equity accounted associate, the carrying amount of goodwill is included in the carrying amount of the investment and an impairment loss on such an investment is not allocated to any asset, including goodwill that forms part of the carrying amount of the equity accounted associate.

Goodwill is initially measured as the excess of the aggregate of the consideration transferred over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the associate acquired, the difference is recognised in profit or loss.

When the Group's share of losses exceeds its interest in an associate, the carrying amount of that interest including any long-term investments is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the associate.

Unrealised gains on transactions between the Group and the associate are eliminated to the extent of the Group's interest in the associate. Unrealised losses are eliminated unless the cost cannot be recovered.

On the disposal of the investment in an associate, the difference between the net disposal proceeds and the carrying amount of the investment is recognised in profit or loss.

(g) Investments in joint arrangements

The Group is a party to a joint arrangement when there is a contractual arrangement that confers joint control over the relevant activities of the arrangement to the Group and at least one other party. Joint control is assessed under the same principles as control over subsidiaries.

The Group classifies its interests in joint arrangements as either:

(i) Joint ventures: where the Group has rights to only the net assets of the joint arrangement; or

(ii) Joint operations: where the Group has both the rights to assets and obligations for the liabilities of the joint arrangement.

In assessing the classification of interests in joint arrangements, the Group considers:

- The structure of the joint arrangement;
- The legal form of joint arrangements structured through a separate vehicle;
- The contractual terms of the joint arrangement agreement; and
- Any other facts and circumstances (including any other contractual arrangements).

The Group accounts for its interests in joint ventures in the same manner as investments in associates (i.e. using the equity method - refer above).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Investments in joint arrangements (continued)

Any premium paid for an investment in a joint venture above the fair value of the Group's share of the identifiable assets, liabilities and contingent liabilities acquired is capitalised and included in the carrying amount of the investment in the joint venture. Where there is objective evidence that an investment in a joint venture has been impaired, the carrying amount of the investment is tested for impairment in the same way as that of other non-financial assets.

The Group accounts for its interests in joint operations by recognising its share of assets, liabilities, revenues and expenses in accordance with its contractually conferred rights and obligations.

(h) Production Sharing Contract

The Company's subsidiaries which are parties to Production Sharing Contract ("PSC") arrangements are SEA Hibiscus Sdn. Bhd. ("SEA Hibiscus"), Hibiscus Oil & Gas Malaysia Limited ("Hibiscus Oil & Gas"), Hibiscus Oil & Gas Malaysia (PM3) Limited ("Hibiscus Oil & Gas (PM3)"), Talisman Vietnam Limited ("TVL") and Straits Hibiscus Sdn. Bhd. ("Straits Hibiscus").

Under the terms of the PSCs, assets procured by the contractors for petroleum operations in each contract area become the property of the host government in which the PSC operates, with the contractors retaining the rights of use of those assets for the duration of the PSC.

The Group classifies the PSCs as joint operations and recognises its share of assets, liabilities, revenues and expenses in accordance with the contractually conferred rights and obligations stated in the PSCs and the joint operating agreements ("JOAs").

Under the JOAs, the operator is allowed to recover its indirect charges for administrative contributions for supporting the joint operation by charging the non-operator the portion of allowed overhead calculated based on agreed percentages under the JOAs. This charge of the allowed overhead is to compensate for the operator's administrative contribution for performing services that are not to be considered as direct charge for the benefit of the joint operation. The portion of the allowed overhead, when charged to the non-operator, is recognised as a reduction in the operator's cost of sales upon being incurred.

Under the PSCs, contractors fund the work outlined in an approved work programme and budget and are entitled to recover costs from production, subject to the cost recovery limits of the PSCs. The cost recovery mechanism of the PSCs enables contractors to recover costs incurred via an entitlement to production volume. Costs unrecovered in a particular quarter can be carried forward for recovery against production in subsequent quarters. The contractors' share of production also includes an element of profit.

(i) Intangible assets

(i) Other intangible assets

Other intangible assets comprise rights and concessions, and conventional studies related to licensed areas of interest in the development and production phases. Intangible assets acquired separately are measured at cost. The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Where the consideration to acquire the intangible assets includes a contingent consideration arrangement, intangible assets are initially recognised, which includes an estimate for the contingent consideration which derives from future anticipated variable costs. A liability will be recognised for the contingent consideration at the same time. The contingent consideration is subsequently measured at amortised cost. Subsequent changes in contingent consideration will be recognised against the cost of the intangible assets or, in certain circumstances, in profit or loss.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(i) Intangible assets (continued)

(i) Other intangible assets (continued)

Following initial recognition, intangible assets are measured at cost less any accumulated amortisation and accumulated impairment losses.

Intangible assets with finite useful lives are amortised over their estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

Amortisation of other intangible assets is computed based on the unit of production method using proven and probable reserves.

Cost associated with production and general corporate activities are expensed in the period incurred. Amortisation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted, if appropriate.

(ii) Computer software

Costs incurred to acquire computer software that do not form an integral part of the related hardware are capitalised as intangible assets when the computer software is ready for its intended use. Computer software is amortised on a straight-line basis over the estimated useful life of three years.

The costs of computer software initially recognised include purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the intended manner.

When an indication of impairment exists, the carrying amount of the intangible assets is assessed for impairment. Refer to Note 4(k)(ii) to the financial statements for the accounting policy on impairment of non-financial assets.

(iii) Emission trading schemes

The Group operates in an energy intensive industry and as part of the regulatory and legislative requirements in the United Kingdom ("UK"), is required to partake in emission trading schemes ("ETS"). UK emissions allowances ("UKAs") are purchased to settle the Group's liabilities related to emissions.

UKAs are presented under cost of sales in profit or loss when utilised against the Group's emissions liabilities in the UK. UKAs purchased but are not utilised against emissions liabilities are recognised in the statements of financial position as an intangible asset, at cost.

(iv) Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired is allocated, from the acquisition date to each of the Group's CGUs that are expected to benefit from the synergies of the combination.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(i) Intangible assets (continued)

(iv) Goodwill (continued)

The CGU to which goodwill has been allocated is tested for impairment annually and whenever there is an indication the CGU may be impaired, by comparing the carrying amount of the CGU, including the allocated goodwill, with the recoverable amount of the CGU. Where the recoverable amount of the CGU is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses recognised for goodwill are not reversed in subsequent periods.

Where goodwill forms part of a CGU and part of the operation within the CGU is disposed off, the goodwill associated with the operation disposed off is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed off in these circumstances is measured on the relative fair values of the operations disposed off and the portion of the CGU retained.

Intangible assets acquired separately are measured at cost. The cost of intangible assets acquired in a business combination is its fair value as at the date of acquisition. Following initial acquisition, intangible assets are measured at cost less any accumulated amortisation and accumulated impairment losses.

(j) Equipment

Equipment is initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses, if any.

The cost of an item of equipment initially recognised includes a purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation of the following assets is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives:

Furniture and fittings	7 years to 10 years
Office equipment	3 years to 5 years
Office renovation	3 years to 10 years
Floating production storage and offloading vessel ("FPSO")	20 years

The depreciation method, useful lives and residual values are reviewed, and adjusted as appropriate, at the end of each reporting period to ensure that the amounts, method and periods of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of the equipment. The effects of any revision are recognised in profit or loss when the changes arise.

Expenditure on the construction, installation and completion of infrastructure facilities for oil and gas assets is capitalised within equipment.

Subsequent expenditure relating to equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably. The carrying amount of parts that are replaced is derecognised. All other repair and maintenance expenses are recognised in profit or loss when incurred.

On disposal of an item of equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(j) Equipment (continued)

Expenses incurred for the construction of tangible assets attributable to ongoing projects incurred are capitalised as 'work in progress'. Capitalisation is made within tangible assets according to the nature of the expenditure. No depreciation is charged during this phase until the asset is ready for use. The depreciation rate is calculated based on the useful life of the asset to be assessed once it is ready for use.

Depreciation of oil and gas assets comprising subsea facilities and equipment is computed based on the unit-of-production method using proven and probable developed reserves.

(k) Impairment

(i) Impairment of financial assets

The accounting policies for impairment of financial assets are set out in Note 4(d)(i) to the financial statements.

(ii) Impairment of non-financial assets

Assets that have an indefinite useful life or intangible assets not ready for use, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment when there is an indication that these assets may be impaired. Impairment is measured by comparing the carrying values of the assets with their recoverable amounts. The recoverable amount of an asset is the higher of the assets' fair value less costs to sell ("FVLCTS") and their value in use, which is measured by reference to discounted future cash flows. For the purpose of assessing impairment, assets are grouped at the lowest level for which there is separately identifiable cash flows.

An impairment loss is recognised in profit or loss immediately.

In respect of assets other than goodwill, and when there is a change in the estimates used to determine the recoverable amount, a subsequent increase in the recoverable amount of an asset is treated as a reversal of the previous impairment loss and is recognised to the extent of the carrying amount of the asset that would have been determined (net of amortisation and depreciation) had no impairment loss been recognised.

(l) Inventories

Inventories of crude oil, spares and diesel are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Cost of petroleum products includes direct costs and transportation charges incurred in bringing the inventories to their present condition and location and is determined on a weighted average basis.

(m) Cash and bank balances

Cash and bank balances in the statements of financial position comprise cash in hand, bank balances, and fixed deposits with licensed banks. In the statements of cash flows, cash equivalents are short-term and highly liquid investments for the purpose of meeting short-term commitments rather than for investments or other purposes, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value and exclude restricted cash.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(n) Provisions

(i) Decommissioning costs

Provisions for future decommissioning costs are made in full or in part when the Group has an obligation to dismantle and remove a facility or an item of plant and to restore the site on which it is located, and when a reasonable estimate of that liability can be made. Periodic estimates are made for such future facility decommissioning costs. The estimated cost of decommissioning and restoration is discounted to its net present value. An amount equivalent to the discounted initial provision for decommissioning costs is capitalised and amortised over the life of the underlying asset on a unit-of-production basis over proven and probable developed reserves. Any change in the present value of the estimated expenditure is reflected as an adjustment to the provision and the underlying related asset.

The unwinding of the discount applied to future decommissioning provisions is included under finance costs in profit or loss. The estimated interest rate used in discounting the cash flows is reviewed at least once annually.

Where the Group has obligations to contribute to a decommissioning fund, the amount paid to the fund by the Group reduces the provision for decommissioning costs to the extent that the contributions should also reduce the Group's obligations in relation to such future decommissioning costs.

(ii) Other provisions

Provisions are recognised when the Group and the Company have a present obligation as a result of past events, when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and when a reliable estimate of the amount can be made. Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. Where the effect of the time value of money is material, the provision is the present value of the estimated expenditure required to settle the obligation. The increase in the provision due to passage of time is recognised as finance cost.

(o) Contract liabilities

Contract liabilities relate to advance billings issued or consideration received by the Group for which the performance obligations are yet to be satisfied.

(p) Current and deferred taxation

Current income tax for current and prior periods is recognised at the amount expected to be paid to, or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred tax arises either from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred tax liability is recognised on temporary differences on investments in subsidiaries, except where the Group and the Company are able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(p) Current and deferred taxation (continued)

Deferred tax is measured:

(i) At the tax rates that are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date; and

(ii) Based on the tax consequence that will follow from the manner in which the Group and the Company expect, at the reporting date, to recover or settle the carrying amounts of its assets and liabilities.

Income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities. Deferred tax assets and liabilities are offset when the deferred tax assets and liabilities relate to taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Current and deferred taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from business combination is adjusted against goodwill on acquisition, if any.

(q) Leases

Accounting by lessee

A lease is recognised as a right-of-use asset and a corresponding liability at the date on which the leased asset is available for use by the Group and the Company (i.e. the commencement date).

Contracts may contain both lease and non-lease components. The Group and the Company allocate the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

- Lease term

  In determining the lease term, the Group and the Company consider all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

  The Group and the Company reassess the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and the Company and ascertain whether the Group and the Company are reasonably certain to exercise an option not previously included in the determination of the lease term, or not to exercise an option previously included in the determination of the lease term. A revision in the lease term results in a remeasurement of the lease liabilities. Refer below for reassessment of lease liabilities.

- Right-of-use assets

  Right-of-use assets are initially measured at cost comprising the following:

  - The amount of the initial measurement of lease liability;
  - Any lease payments made at or before the commencement date less any lease incentive received;
  - Any initial direct costs; and
  - Decommissioning or restoration costs.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(q) Leases (continued)

Accounting by lessee (continued)

Right-of-use assets that are not investment properties are subsequently measured at cost, less accumulated depreciation and impairment loss, if any. The right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group and the Company are reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. In addition, the right-of-use assets are adjusted for certain remeasurement of the lease liabilities.

- Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at that date. The lease payments include the following:

- Fixed payments (including in-substance fixed payments), less any lease incentive receivable;
- Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- The exercise prices of purchase and extension options if the Group and the Company are reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising that option.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the lessee's incremental borrowing rate is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use assets in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance costs. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group and the Company present the lease liabilities within borrowings in the statements of financial position. Interest expense on the lease liabilities is presented within the finance cost in profit or loss.

- Reassessment of lease liabilities

The Group is also exposed to potential future increases in variable lease payments that depend on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is remeasured and adjusted against the right-of-use assets.

- Short-term leases and leases of low value assets

Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise small items of office furniture. Payments associated with short-term leases of equipment and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(r) Employee benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(i) Short-term benefits

Wages, salaries, paid annual leave and sick leave, bonuses and non-monetary benefits are recognised in profit or loss in the financial period in which the associated services are rendered by employees of the Group and the Company. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

(ii) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group and the Company pay fixed contributions into separate entities such as the Employee Provident Fund on a mandatory, contractual or voluntary basis. The Group and the Company have no further payment obligations once the contributions have been paid.

(s) Revenue

Revenue from contracts with customers

(i) Sale of oil and gas products

Oil and gas revenues that comprise the Group's share of sales of hydrocarbons are recognised at the point in time when control of the asset is transferred to the customer. No element of financing is deemed present as the sales are made with a credit term of 10 to 30 days, which is consistent with market practice.

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

(ii) Project management, technical and other services

Revenue is recognised over the period in which the project management, technical and other services relating to the oil and gas exploration and production industry are rendered, when it is probable that future economic benefits will flow to the Group and the Company, and the amount of revenue can be measured reliably.

(iii) Processing services

Processing services represent the sale of hydrocarbons produced from a unitisation area, involving a third-party arrangement. Revenue is recognised at the point when the control of the hydrocarbons produced from a unitisation area is transferred to the customer.

Revenue from other sources

(i) Interest income

The Group's and the Company's interest income is recognised using the effective interest method. Interest income consists of income from deposits with licensed banks and financial institutions.

The Company's interest income includes interest received from advances to subsidiaries.

(ii) Dividend income

Dividend income is recognised when the Group's and the Company's right to receive payment is established.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(t) Under/overlift

An underlift asset is initially measured at the market price of crude oil at the date of lifting and remeasured to the current market price of crude oil at the reporting date. Change arising from the remeasurement is included in profit or loss.

The measurement of an overlift liability depends on the terms of agreement. If the agreement allows the net settlement of overlift balances in cash, the balances will fall within the scope of MFRS 9. Overlift balances that fall within the scope of MFRS 9 are to be initially measured at market price of crude oil at the date of lifting and remeasured to the current market price of crude oil at the reporting date. However, if the agreement restricts the net settlement of overlift balances to be settled in kind only, the transactions will not fall within the scope of MFRS 9. Overlift balances that do not fall within the scope of MFRS 9 are to be initially measured at estimated future production costs at the date of lifting and remeasured at the lower of carrying amount and current market price of crude oil at the reporting date. Changes arising from the remeasurement is included in profit or loss.

(u) Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. An operating segment's operating results are reviewed regularly by the Chief Operating Decision Makers ("CODM") to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

The Board of Directors, Managing Director and leadership team are the Group's CODM.

5 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated by the Directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under current circumstances.

The Group and the Company make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the corresponding actual results. To enhance the information content of the estimates, certain key variables that are anticipated to have a material impact on the Group's and the Company's results and financial positions are tested for sensitivity to changes in the underlying parameters. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

(a) Estimation of oil and gas reserves

Oil and gas reserves are a key element in the Group's investment decision making process. They are also an important element in the assessment for impairment. Changes in proven and probable developed oil and gas reserves will affect unit-of-production depreciation charges to profit or loss. Proven oil and gas reserves are the estimated quantities of crude oil, natural gas and natural gas liquids which geological and engineering data demonstrate with reasonable certainty to be recoverable in future years from known reservoirs under existing economic and operating conditions, i.e. prices and costs as of the date the estimate is made.

Proven developed reserves are reserves that can be expected to be recovered through existing wells with existing equipment and operating methods. Estimates of oil and gas reserves are inherently imprecise, require the application of judgement and are subject to future revision. Accordingly, financial and accounting measures (such as the discounted cash flows ("DCF"), depreciation, depletion and amortisation charges and decommissioning provisions) that are based on proven reserves are also subject to change.

5 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

(a) Estimation of oil and gas reserves (continued)

Proven reserves are estimated by reference to available reservoir and well information, including production and pressure trends for producing reservoirs and, in some cases, subject to definitional limits, to similar data from other producing reservoirs. Proven reserves estimates are attributed to future development projects only where there is a significant commitment to project funding and execution and for which applicable governmental and regulatory approvals have been secured or are reasonably certain to be secured. Furthermore, estimates of proven reserves only include volumes for which access to market is assured with reasonable certainty. All proven reserves estimates are subject to revision, either upward or downward, based on new information, such as from development drilling and production activities or from changes in economic factors, including product prices, contract terms or development plans.

Probable reserves are those unproven reserves which analysis of geological and engineering data suggests are more likely than not to be recoverable. In this context, when probabilistic methods are used, there should be at least a 50.0% probability that the quantities actually recovered will equal or exceed the sum of estimated proven plus probable reserves.

In general, changes in the technical maturity of hydrocarbon reserves resulting from new information becoming available from development and production activities have tended to be the most significant cause of annual revisions. In general, estimates of reserves for undeveloped or partially developed fields are subject to greater uncertainty over their future life than estimates of reserves for fields that are substantially developed and depleted. As a field goes into production, the amount of proven reserves will be subject to future revision once additional information becomes available through, for example, the drilling of additional wells or the observation of long-term reservoir performance under producing conditions. As those fields are further developed, new information may lead to revisions.

Changes to the Group's estimates of proven and probable reserves, particularly proven and probable developed reserves, also affect the amount of depreciation and amortisation recorded for oil and gas assets in equipment and rights and concessions in intangible assets related to any such revisions. A reduction in proven and probable developed reserves will increase depreciation and amortisation charges (assuming constant production) and reduce profit before taxation.

Although the possibility exists for changes in reserves to have a material impact on depreciation and amortisation charges and, therefore, profit before taxation, it is expected that in the normal course of business, the Group will continue to prioritise exploration of near-field discovered resources through timely project delivery which ultimately results in maximisation of reserve recovery and will thus constrain the likelihood for changes to occur.

(b) Impairment review of intangible assets, equipment and right-of-use assets

Carrying amounts of the Group's intangible assets, equipment and right-of-use assets are assessed for indicators of impairment and reviewed for possible impairment when indicators of impairment exist. For the purpose of assessing impairment, assets are grouped at the lowest level CGUs for which there is a separately identifiable cash flow available. These CGUs are based on operating areas, represented by the 2011 North Sabah Enhanced Oil Recovery PSC ("North Sabah"), the 2012 Kinabalu Oil PSC ("Kinabalu"), the PM3 CAA PSC ("PM3 CAA"), the Pertang, Kenarong, Noring and Bedong Cluster PSC ("PKNB"), the PM327 PSC ("PM327"), the Block 46 Cai Nuoc PSC ("Block 46"), the Block B Maharajalela Jamalulalam field ("Block B MLJ"), the Anasuria Area (consists of the Anasuria Cluster, Licence P2451, Licence P2532 and Licence P2535) and the Greater Marigold Area Development ("GMAD") (consists of the Marigold and Sunflower fields, Licence P2518, Licence P2608 and Licence P2635) and the VIC/RL17 petroleum retention lease ("VIC/RL17").

Estimates of future cash flows of each CGU are based on management estimates of future crude oil and gas prices, market supply and demand, product margins, expected future capital expenditure and expected future production volumes. Other factors that can lead to changes in estimates may include variations in regulatory environments and continued validity of the licence. Expected future production volumes, which include proven and probable reserves, are used for impairment testing because the Group believes this to be the most appropriate indicator of expected future cash flows.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

5 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

(b) Impairment review of intangible assets, equipment and right-of-use assets (continued)

A discount rate based on the rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the future cash flow estimates have not been adjusted is used in impairment testing. The discount rate applied is reviewed on an annual basis.

Refer to Note 15 to the financial statements for the key assumptions on the impairment review of intangible assets, equipment and right-of-use assets.

(c) Provision for deferred taxes

Judgement is involved in determining the Group's and the Company's provision for deferred taxes as there may be transactions and computations for which the final tax determination is uncertain at the reporting date. Where the final outcome of these matters is different from the amounts that were initially estimated, such differences will impact the deferred tax provisions in the period in which such determination is uncertain.

6 REVENUE

	Group		Company	
	2026 RM'000	2025 RM'000	**2026 RM'000**	2025 RM'000
Revenue from contracts with customers:				
Crude oil and condensate sales	**1,645,740**	1,638,468	**-**	-
Gas sales	**612,317**	571,754	**-**	-
Processing services	**71,160**	107,288	**-**	-
Project management, technical and other services fees	**11,238**	11,560	**39,267**	49,598
	2,340,455	2,329,070	**39,267**	49,598
Revenue from other sources:				
Dividend income	**-**	-	**44,500**	339,000
Interest income	**1,315**	3,812	**5,259**	4,907
	1,315	3,812	**49,759**	343,907
	2,341,770	2,332,882	**89,026**	393,505

Processing services represent the sale of hydrocarbons produced from a unitisation area, involving a third-party arrangement. Revenue is recognised at the point when the control of the hydrocarbons produced from a unitisation area is transferred to the customer.

Included in interest income of the Group and of the Company are profit income received from deposits with licensed Islamic banks amounting to RM472,593 (2025: RM551,103) and RM385,058 (2025: RM474,812) respectively.

7 COST OF SALES

	Group	
	2026 RM'000	2025 RM'000
Cost of operations	**657,291**	748,108
Tariff and transportation expenses	**153,999**	196,116
	811,290	944,224

8 OTHER INCOME

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Insurance income	**20,423**	-	**-**	-
Interest income	**18,539**	25,634	**-**	-
Sundry income	**2,716**	9,873	**-**	-
Gain on disposal of investment	**-**	41	**-**	-
Realised gain on foreign exchange	**-**	-	**6,155**	770
	41,678	35,548	**6,155**	770

The realised gain on foreign exchange has neither been derived from the trading of futures contracts nor futures foreign exchange trading.

9 FINANCE COSTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Unwinding of discount on contingent consideration (Note 32)	**3,628**	2,267	**-**	-
Unwinding of discount on provision for decommissioning costs (Note 34)	**56,182**	54,611	**-**	-
Interest expenses[1]	**101,576**	77,242	**5,675**	4,384
	161,386	134,120	**5,675**	4,384

[1] Included in interest expenses is interest on lease liabilities of RM11,627,350 (2025: RM9,990,190), net of finance income arising from finance lease receivables from joint operating partners of RM14,466,351 (2025: RM16,447,103).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

10 PROFIT/(LOSS) BEFORE TAXATION

	Group		Company	
	2026 RM'000	2025 RM'000	**2026 RM'000**	2025 RM'000
Profit/(loss) before taxation is arrived at after charging/(crediting):				
Auditors' remuneration:				
- fees for statutory audit				
- PricewaterhouseCoopers PLT, Malaysia	**1,633**	1,742	**396**	388
- member firms of PricewaterhouseCoopers International Limited	**1,045**	1,221	**-**	-
- fees for audit related services				
- PricewaterhouseCoopers PLT, Malaysia	**384**	372	**-**	-
- fees for other services				
- member firms of PricewaterhouseCoopers PLT, Malaysia	**68**	269	**52**	44
- member firms of PricewaterhouseCoopers International Limited	**19**	55	**-**	-
Depreciation and amortisation of equipment, intangible assets and right-of-use assets[1]	**541,055**	519,958	**1,998**	1,849
Rental expenses	**65,700**	61,637	**176**	108
Development project-related expenses	**58,508**	15,192	**-**	-
State sales tax[1]	**44,123**	52,026	**-**	-
Net provision/(reversal of provision) for inventories obsolescence[2]	**17,950**	(967)	**-**	-
Impairment of equipment	**17,856**	28,129	**-**	-
Impairment of intangible assets	**10,356**	-	**-**	-
Write-off of equipment	**9,667**	811	**-**	-
Impairment/(reversal of impairment) of investment in an associate	**3,661**	(532)	**-**	-
Share of results of an associate	**267**	589	**-**	-
Impairment of receivables	**90**	11,460	**-**	-
Net impairment/(reversal of impairment) of amounts owing by subsidiaries	**-**	-	**24,094**	(40)
Gain on lease termination	**(199)**	-	**-**	-
Net (write-back)/write-off of well exploration costs	**(1,634)**	59,139	**-**	-
Staff costs:				
- Directors' fees and allowances	**2,514**	2,406	**2,310**	2,186
- salaries and bonus	**172,869**	163,427	**43,138**	34,462
- defined contribution plan	**23,061**	20,377	**6,663**	5,246
- other benefits	**13,121**	13,198	**476**	862
Losses on foreign exchange[1]:				
- unrealised	**5,790**	28,326	**6,104**	1,817
- realised	**13,090**	14,932	**-**	-
Gains on foreign exchange:				
- realised	**-**	-	**(6,155)**	(770)

10 PROFIT/(LOSS) BEFORE TAXATION (CONTINUED)

Rental expenses recognised are related to short-term and low value leases.

State sales tax represents sales tax imposed by the Sabah State Government on petroleum products sold by North Sabah in SEA Hibiscus and Kinabalu in Hibiscus Oil & Gas.

The unrealised and realised losses/(gains) on foreign exchange have neither been derived from the trading of futures contracts nor futures foreign exchange trading.

Directors' remuneration included in staff costs is as disclosed in Note 35 to the financial statements.

(1) Included in other expenses in profit or loss.

(2) In the current financial year, the Group recognised a provision for inventories obsolescence amounting to RM17,950,291 (2025: reversal of provision for inventories obsolescence of RM966,631) following routine inventory reviews that identified items with limited future utilisation and recoverability of the identified inventory items.

11 TAXATION

	Group		Company	
	2026 RM'000	2025 RM'000	**2026 RM'000**	2025 RM'000
Current tax:				
Malaysian income tax				
- Current year provision	**185,520**	106,992	**-**	114
- (Over)/under accrual in prior years	**(6,162)**	(15,499)	**100**	(19)
Foreign income tax				
- Current year provision	**59,218**	75,695	**-**	-
- Over accrual in prior years	**(36,985)**	(801)	**-**	-
	201,591	166,387	**100**	95
Deferred tax expense (Note 33):				
- Origination and reversal of temporary differences	**(157,024)**	69,330	**(10,366)**	502
	44,567	235,717	**(10,266)**	597

In the previous financial year, deferred tax expenses amounting to RM173,088,601 were recognised upon the introduction of the following changes to the Energy Profits Levy ("EPL") regime in the UK:

- Increase in the levy rate from 35.0% to 38.0%; and
- Extension of the period in which the EPL regime applies until, from 31 March 2028 to 31 March 2030.

They will be fully reversed to profit or loss during the EPL regime period, which ends on 31 March 2030.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

11 TAXATION (CONTINUED)

A reconciliation of income tax expense/(credit) applicable to the profit/(loss) before taxation at the statutory tax rate to income tax expense/(credit) at the effective tax rate of the Group and of the Company is as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit/(loss) before taxation	**405,836**	353,214	**(34,077)**	295,558
Tax at the statutory tax rate of 24.0% (2025: 24.0%)	**97,401**	84,771	**(8,178)**	70,934
Non-deductible expenses	**159,005**	93,757	**12,718**	2,785
Non-taxable income	**(65,168)**	(59,690)	**(109)**	(69,554)
Effects of different tax rates in different jurisdictions/ regimes	**(48,608)**	(30,666)	**-**	-
Deductions for supplementary charge in different jurisdictions	**(50,666)**	(14,678)	**-**	-
Share of post tax results from investments accounted for using the equity method	**64**	141	**-**	-
Temporary differences not recognised	**3,288**	11,316	**-**	2,474
Recognition of previously unrecognised temporary differences	**(36,485)**	(6,023)	**(14,797)**	(6,023)
One-off effect arising from changes to the EPL	**-**	173,089	**-**	-
(Over)/under accrual in prior years	**(14,264)**	(16,300)	**100**	(19)
Income tax expense/(credit) for the financial year	**44,567**	235,717	**(10,266)**	597

Included in income tax expense of the Group and of the Company are tax savings amounting to RM4,097,132 (2025: RM3,416,958) and RM3,951,893 (2025: RM3,175,794) respectively from the utilisation of current and previous financial years' tax losses.

12 EARNINGS PER SHARE

The basic earnings per share is derived by dividing the Group's profit attributable to the owners of the Company of RM361,269,041 (2025: RM117,497,087) by the weighted average number of ordinary shares in issue during the financial year of 737,395,328 shares (2025: 763,511,238 shares), excluding ordinary shares purchased by the Company and held as treasury shares.

The diluted earnings per share is determined by dividing the Group's profit attributable to the owners of the Company by the weighted average number of ordinary shares in issue, adjusted for the effects of all dilutive potential ordinary shares.

		Group	
		2026	2025
Profit after taxation attributable to owners of the Company (RM'000)	(A)	**361,269**	117,497
Weighted average number of shares for basic earnings per share computation ('000)	(B)	**737,395**	763,511
Weighted average number of shares for diluted earnings per share computation ('000)	(C)	**737,395**	763,511
Basic earnings per share (sen)	(A/B)	**48.99**	15.39
Diluted earnings per share (sen)	(A/C)	**48.99**	15.39

13 BUSINESS COMBINATION

In the previous financial year, on 14 October 2024 ("Completion Date"), the Company's indirect wholly-owned subsidiary, Simpor Hibiscus, completed the acquisition of the entire equity interest in TotalEnergies EP (Brunei) B.V. ("TotalEnergies EP Brunei") from TotalEnergies Holdings International B.V. ("TotalEnergies Holdings") for a cash purchase consideration of United States Dollars ("USD") 245,000,000 (subject to agreed adjustments).

TotalEnergies EP Brunei is incorporated in the Netherlands. TotalEnergies EP Brunei through its branch in Brunei Darussalam ("Brunei") owns a 37.5% operated interest in Block B MLJ.

Block B MLJ is a joint operation. The parties holding the remaining interest in Block B MLJ are as follows:

- Shell Deepwater Borneo B.V. (formerly known as Shell Deepwater Borneo Limited) (35.0%); and
- Brunei Energy Exploration Sdn. Bhd. (formerly known as PB Expro Sendirian Berhad) (27.5%) is owned by Brunei Energy Holding Sdn. Bhd. which in turn is owned by the Brunei Minister for Finance Corporation.

The activities of the joint operation constitute a business, hence the acquisition of the interest in Block B MLJ is accounted for using MFRS 3 'Business Combinations'.

The purchase consideration per the sale and purchase agreement ("SPA") with TotalEnergies Holdings was USD245,000,000 (equivalent to RM1,052,716,000). In calculating the final purchase consideration, the following agreed adjustments were made (pursuant to the SPA):

	RM'000
Purchase price per the SPA (USD245,000,000)	1,052,716
Add: Time value amount	73,046
Add: Net cash	192,789
Less: Working capital	(130,972)
Less: Pre-closing dividend	(279,292)
Less: Leakage adjustment amount	(67,597)
Final purchase consideration (USD195,654,918)	840,690
Less: Cash and cash equivalents of subsidiary acquired	(94,500)
Net cash outflow arising from business combination	746,190
Net cash outflow arising from business combination:	
Cash outflow in the financial year ended 30 June 2025	514,910
Deposit paid in the financial year ended 30 June 2024	231,280
	746,190

The resulting final purchase consideration was USD195,654,918 (equivalent to RM840,690,052).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

13 BUSINESS COMBINATION (CONTINUED)

The fair value of the identifiable assets and liabilities of TotalEnergies EP Brunei has been determined in accordance with the provisions of MFRS 3 'Business Combinations' and assigned to the identifiable assets and liabilities on Completion Date. The fair value of the identifiable assets and liabilities of TotalEnergies EP Brunei as at Completion Date was as follows:

	RM'000
Assets	
Equipment	1,100,481
Right-of-use assets	18,528
Inventories	13,639
Trade receivables	266,365
Other receivables, deposits and prepayments	49,859
Cash and bank balances	94,500
	1,543,372
Liabilities	
Other payables and accruals	334,646
Borrowings	50,752
Provision for decommissioning costs	158,892
Provision for taxation	137,282
Deferred tax liabilities	286,317
	967,889
Total identifiable net assets at fair value	575,483
Goodwill from business combination (USD61,721,990)	265,207
Final purchase consideration (after adjustments)	840,690

As at the reporting date, the goodwill recognised of USD61,721,990 was translated at the closing rate adopted for conversion to RM of 4.0800 (2025: 4.2183) to RM251,825,719 (2025: RM260,361,870) and was reported in the statements of financial position. The exchange differences are recognised in other comprehensive income.

In acquiring TotalEnergies EP Brunei, the Group has assumed various benefits associated with a strategic market entry via a matured and established existing operational set-up. They include:

- A long-standing established business presence in Brunei;
- An experienced and knowledgeable assembled workforce; and
- Strong established business processes (operational processes, operational data and operational contracts) which provide a platform to acquire more licences or assets which will contribute positively to Group's revenue.

On Completion Date, TotalEnergies EP Brunei changed its name to Hibiscus EP (Brunei) B.V. ("Hibiscus EP Brunei").

For the purposes of reporting the financial performance of Hibiscus EP Brunei (and as disclosed based on MFRS 8 'Operating Segments'), the Group has classified Hibiscus EP Brunei under the Brunei operating segment.

13 BUSINESS COMBINATION (CONTINUED)

In the previous financial year (for the period from 15 October 2024 to 30 June 2025), Hibiscus EP Brunei contributed revenue of RM303,137,903 and profit after taxation generated from operations of RM56,037,674.

Had Hibiscus EP Brunei been acquired on 1 July 2024, the Group's revenue and profit after taxation for the previous financial year would have been RM2,484,143,330 and RM141,738,599 respectively.

Transaction costs and professional fees incurred relating to the acquisition of RM7,175,836 was expensed to profit or loss as part the Group's administrative expenses in the previous financial year.

14 JOINT OPERATIONS

Under the terms of the joint agreements below, the Group has a direct share in all of the assets employed by the arrangements and is liable for its share of the liabilities incurred. There is no legal or contractual separation between the arrangement and the parties to the arrangement. The Group has therefore classified these arrangements as joint operations. It has included its interests in the assets, liabilities, revenue and expenses in the appropriate line items in the statements of financial position and profit or loss respectively, in accordance with the accounting policy.

(a) North Sabah

The North Sabah asset is located approximately 33 kilometres from Kota Kinabalu, Malaysia.

On 31 March 2018, SEA Hibiscus completed the acquisition of the North Sabah asset from Sabah Shell Petroleum Company Limited ("Sabah Shell Petroleum") and Shell Sabah Selatan Sdn. Bhd. and successfully assumed the role of operator for the assets from Sabah Shell Petroleum. The responsibilities of SEA Hibiscus as the operator of North Sabah and under the JOA are the management of the operations of:

- Production of petroleum from four existing oil fields, namely St Joseph, South Furious, South Furious 30 and Barton; and
- Existing pipeline infrastructure, the Labuan Crude Oil Terminal ("LCOT") and all other equipment and assets relating to the PSC.

The four producing fields are located in the South China Sea, off the coast of Sabah. Each field is operated from its respective main platform/complex. Each field is connected via an inter-field pipeline to a main trunk line which transports hydrocarbons to LCOT, an onshore processing plant and oil export terminal.

The expiry date of the PSC is on 31 December 2040.

(b) Hibiscus Oil & Gas holds the operatorship of Kinabalu, PM3 CAA, PKNB, PM305 and PM314. The responsibilities of Hibiscus Oil & Gas as the operator of these PSCs and under the JOAs are the management of the operations of:

(i) Kinabalu

- Production of petroleum from three existing oil fields, namely Kinabalu Main, Kinabalu East and Kinabalu Far East.
- The expiry of the PSC is on 25 December 2032.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

14 JOINT OPERATIONS (CONTINUED)

(b) Hibiscus Oil & Gas holds the operatorship of Kinabalu, PM3 CAA, PKNB, PM305 and PM314. The responsibilities of Hibiscus Oil & Gas as the operator of these PSCs and under the JOAs are the management of the operations of: (continued)

(ii) PM3 CAA

- Production of petroleum, gas and condensate from eight oil and gas fields, namely Bunga Orkid, Bunga Pakma, Bunga Lavatera, Bunga Raya, Bunga Seroja, Bunga Kekwa, Bunga Tulip and Bunga Aster.
- Exploration activities in two existing areas, namely the PM3 CAA Exploration Sub-Blocks and the Silver Gas Holding Area.
- The PSC tenure of PM3 CAA was extended for 20 years in the previous financial year, from 31 December 2027 to 31 December 2047.

(iii) PKNB

- Development of four discovered resource opportunities (gas fields), namely the Pertang, Kenarong, Noring and Bedong fields.
- The expiry of the PSC is on 30 June 2048.

(iv) PM305

- Production of petroleum from Murai field through the Angsi Southern Channel, a unitised area operated by PETRONAS Carigali Sdn. Bhd. ("PETRONAS Carigali").
- The participating interest in PM305 ceased on 17 March 2024.

(v) PM314

- Production of petroleum has ceased since September 2019.
- The participating interest in PM314 ceased on 5 September 2020.

(c) PM327

PM327 is an exploration block located to the south of PM3 CAA.

Straits Hibiscus signed a farm-in agreement to acquire a 30.0% participating interest in PM327. The effective date of the farm-in agreement was 5 July 2024.

PETRONAS Carigali is the operator of PM327.

The PSC has a contract duration of up to 14 February 2051. However, the exploration period of the PSC expires on 14 February 2027. As at the reporting date, the Group is working with PETRONAS Carigali, to obtain an extension to the exploration period which will enable the Group to fulfil the outstanding minimum work commitment under the PSC. The outcome of the extension is subject to agreement with Petroliam Nasional Berhad ("PETRONAS").

(d) TVL holds the operatorship of Block 46. The responsibility of TVL as the operator of Block 46 and under the JOA is the management of the operations of production of petroleum from Cai Nuoc oil field.

The expiry of the PSC is on 31 December 2027.

14 JOINT OPERATIONS (CONTINUED)

(e) Anasuria Area

(i) Anasuria Cluster

(i) Licence P013 and the Anasuria FPSO

The Group, via its indirect wholly-owned subsidiary, Anasuria Hibiscus UK Limited ("Anasuria Hibiscus"), together with Ping Petroleum UK PLC ("Ping Petroleum") has established the joint operating company, Anasuria Operating Company Limited ("Anasuria Operating Company") in Aberdeen and this company has been approved as the Licence Operator for Licence P013 by the Secretary of State for Energy and Climate Change of the UK Government. Anasuria Hibiscus holds 50.0% interest in Anasuria Operating Company.

Anasuria Operating Company operates the fields under Licence P013 (Block 21/25a and Block 21/30a) and the Anasuria FPSO, which are located approximately 175 kilometres east of Aberdeen in the UK Central North Sea.

Anasuria Hibiscus' interest in Licence P013 consists of:

- 50.0% interest in the Guillemot A field and the related field facilities;
- 50.0% interest in the Teal field and the related field facilities; and
- 50.0% interest in the Teal South field and the related field facilities.

There is no expiry date for the licence covering the Guillemot A, Teal and Teal South fields.

Anasuria Hibiscus also holds 50.0% interest in the Anasuria FPSO and the related equipment.

(ii) Licence P185

Anasuria Hibiscus' interest in Licence P185 (Block 21/20a) contains 19.325% interest in the Cook field and the related field facilities. The remaining interest is held by Ithaca Energy UK Limited ("Ithaca Energy") and Ping Petroleum with 61.35% and 19.325% interest respectively. Ithaca Energy is the operator for the field.

The UK's North Sea Transition Authority ("NSTA") had on 12 March 2018 extended the licence for the Cook field into a life of field licence. The licence is terminable only if there is a continuous minimum 12-month period in which production has fallen below a minimum production level.

(ii) Licence P2451

Licence P2451 (Block 21/28b) contains the Fyne discovery, which is located approximately 20 kilometres from the Anasuria FPSO. The Fyne discovery is a potential tieback candidate to the Anasuria FPSO.

Anasuria Hibiscus is the appointed operator of the field development stage.

On 20 March 2024, the NSTA approved the licence extension to 30 September 2026. A condition of the extension is that by 30 September 2026, Anasuria Hibiscus will have secured approval of a Field Development Plan ("FDP") and Production Consent.

On 11 April 2024, Anasuria Hibiscus received a No Objection Letter from the NSTA in response to a Concept Select Report submitted by Anasuria Hibiscus as operator and on behalf of the Licence P2451 licencees.

Subsequent to the reporting date, the NSTA approved an application submitted on 30 June 2026 for an extension to the licence to 30 September 2027.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

14 JOINT OPERATIONS (CONTINUED)

(e) Anasuria Area (continued)

(iii) Licence P2532

Licence P2532 (Block 21/19c) contains the Cook West prospect, which is a potential extension to the existing Cook field.

This block is contiguous with the Cook field (Licence P185 (Block 21/20a)) and reflects a similar equity holding as that of the Cook field.

Ithaca Energy is the operator for the fields.

(f) GMAD

The Marigold and Sunflower fields, which are part of the UK Continental Shelf ("UKCS") Petroleum Production Licence P198 (Block 15/13a and Block 15/13b) respectively, are located approximately 250 kilometres northeast of Aberdeen in the UK Central North Sea.

Anasuria Hibiscus is the operator of Licence P198.

Anasuria Hibiscus acquired 50.0% interest in the two blocks in October 2018 and increased it by 37.5% interest to 87.5% interest in January 2021. As per the terms of the farm-in agreement for the additional 37.5% interest with Caldera Petroleum (UK) Ltd ("Caldera Petroleum"), its joint venture partner for the fields, Anasuria Hibiscus in return agreed to pay all amounts attributable to Caldera Petroleum's retained interest of 12.5% up to first oil delivered from the fields.

Pending the development and finalisation of a Unitisation and Unit Operating Agreement ("UUOA"), Anasuria Hibiscus and Caldera Petroleum entered into a Governance Agreement on 5 May 2022, with Ithaca Oil and Gas Limited ("Ithaca Oil and Gas") to jointly develop the resources found in Licence P198 Block 15/13a and Ithaca Oil and Gas' Licence P2158 Block 15/18b (which is adjacent to the Marigold field) (herein collectively referred to "unitised Marigold field") via a tieback to the Piper B platform.

On 15 September 2023, Anasuria Hibiscus, Caldera Petroleum and Ithaca Oil and Gas entered into the UUOA to allow an optimal field development solution to be implemented for the unitised Marigold field. Pursuant to the UUOA, the unit participation percentages for Anasuria Hibiscus, Caldera Petroleum and Ithaca Oil and Gas in the unitised Marigold field are 61.25%, 8.75% and 30.0% respectively, with Anasuria Hibiscus being the operator for the unitised Marigold field. The UUOA is a pre-requisite for the submission of an FDP for the unitised Marigold field.

On 29 August 2025, Anasuria Hibiscus completed the acquisition of 30.0% interest held by Ithaca Oil and Gas under the UUOA for the unitised Marigold field. The acquisition was accounted for as an asset acquisition. Pursuant to the completion of the acquisition, the unit participation percentages for Anasuria Hibiscus and Caldera Petroleum in the unitised Marigold field are 91.25% and 8.75% respectively. Interests in Licence P198 Block 15/13b (Sunflower field) remain unchanged, with Anasuria Hibiscus holding 87.5% interest and Caldera Petroleum holding 12.5% interest.

Anasuria Hibiscus subsequently progressed the development concept, from a tieback to the Piper B platform to an FPSO development concept.

On 9 July 2026, Anasuria Hibiscus received a No Objection Letter from the NSTA in response to the GMAD's Concept Select Report submitted by Anasuria Hibiscus as operator. On the same date, while approval for the requested extension to the Related Work Element deadline for Licence P198 was not obtained, the NSTA had no objection to the preparation of GMAD Phase 1 FDP. The Group continues to engage with the NSTA and to progress the project in accordance with the licence requirements.

The Marigold field is expected to be in production by 2030, upon which Licence P198 would then be expected to be valid for the life of the fields.

14 JOINT OPERATIONS (CONTINUED)

(g) Block B MLJ

Subsequent to the completion of the acquisition of TotalEnergies EP Brunei, the Group assumes the role of operator of the Block B MLJ field, located approximately 50km offshore Brunei.

Hibiscus EP Brunei (formerly known as TotalEnergies EP Brunei) owns a 37.5% operated interest in the Block B MLJ field.

The Block B MLJ field is a producing gas asset.

The expiry of the concession is on 23 November 2029, with an option to extend the concession until 23 November 2039.

15 INTANGIBLE ASSETS

	Goodwill RM'000	Rights and concessions RM'000	Conventional studies RM'000	Computer software RM'000	Emission trading schemes RM'000	Total RM'000
Group						
At 01.07.2025	**260,362**	**1,079,946**	**176,254**	**2,262**	**-**	**1,518,824**
Additions	**-**	**31,225**	**12,555**[1]	**3,208**	**14,724**	**61,712**
Changes in estimates	**-**	**2,506**	**-**	**-**	**-**	**2,506**
Amortisation	**-**	**(56,145)**	**-**	**(1,560)**	**-**	**(57,705)**
Impairment[2]	**-**	**(6,401)**	**(3,955)**	**-**	**-**	**(10,356)**
Utilisation	**-**	**-**	**-**	**-**	**(14,724)**	**(14,724)**
Exchange differences	**(8,536)**	**(35,376)**	**(5,788)**	**(75)**	**-**	**(49,775)**
At 30.06.2026	**251,826**	**1,015,755**	**179,066**	**3,835**	**-**	**1,450,482**
At 01.07.2024	-	1,200,434	227,810	3,729	5,102	1,437,075
Additions	-	57,666	30,786	793	1,127	90,372
Acquisition through business combination (Note 13)	265,207	-	-	-	-	265,207
Changes in estimates	-	2,799	-	-	-	2,799
Amortisation	-	(55,257)	-	(1,908)	-	(57,165)
Reclassification	-	2,164	-	-	-	2,164
Utilisation	-	-	-	-	(5,986)	(5,986)
Write-offs	-	-	(59,139)	-	-	(59,139)
Exchange differences	(4,845)	(127,860)	(23,203)	(352)	(243)	(156,503)
At 30.06.2025	260,362	1,079,946	176,254	2,262	-	1,518,824

[1] Included write-back of RM1,633,625 well exploration costs as disclosed in Note 15(d) to the financial statements.

[2] The details of the impairment are disclosed in Note 15(f) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

15 INTANGIBLE ASSETS (CONTINUED)

	Computer software RM'000
Company	
At 01.07.2025	**30**
Amortisation	**(18)**
At 30.06.2026	**12**
At 01.07.2024	50
Amortisation	(20)
At 30.06.2025	30

The carrying amounts of E&E assets included in rights and concessions and conventional studies are RM280,205,464 and RM140,059,200 respectively (2025: RM261,478,796 and RM137,134,240 respectively).

Included in rights and concessions are the carrying amounts of producing field licences in the Anasuria Cluster amounting to RM489,629,048 (2025: RM527,754,986), producing field licences in North Sabah amounting to RM240,969,876 (2025: RM284,397,588), capitalised acquisition and related transaction costs of the Marigold and Sunflower fields and Licence P2451 amounting to RM236,392,576 and Nil respectively (2025: RM205,684,347 and RM6,895,024 respectively), capitalised acquisition and related transaction costs of PM327 amounting to RM43,812,888 (2025: RM48,899,426) and producing field licences in PM3 CAA amounting to RM4,950,980 (2025: RM6,314,667). Capitalised expenditures are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Conventional studies relate to conceptual study costs incurred for the development of the Marigold and Sunflower fields amounting to RM104,339,342 (2025: RM104,372,198), Licence P2535 amounting to RM38,055,847 (2025: RM39,120,236), PM3 CAA amounting to RM23,098,348 (2025: RM23,271,820), PM327 amounting to RM10,470,551 (2025: RM2,730,564), PKNB amounting to RM2,150,959 (2025: RM2,223,871), North Sabah amounting to RM819,405 (2025: RM847,181), Anasuria Cluster amounting to RM131,720 (2025: RM136,184) and Licence P2451 amounting to Nil (2025: RM3,552,425).

The Group has assessed the recoverable amounts of the intangible assets, equipment and right-of-use assets as follows:

(a) North Sabah

The recoverable amounts of the intangible assets, equipment and right-of-use assets relating to North Sabah were determined using the FVLCTS model based on DCF derived from the expected cash inflows and outflows over the production life of North Sabah.

The key assumptions applied to determine the recoverable amount for North Sabah were as follows:

(i) Discount rate of 10.0% (2025: 10.0%);

(ii) Oil price forecast based on the oil price forward curve from an independent party;

(iii) Future oil production profile based on assessments by oil and gas reserves experts; and

(iv) Commercial risk factors applied to the valuation derived, as a result of the uncertain commerciality surrounding development projects included in the valuation model.

Fair value measurement was performed based on Level 3 hierarchy.

15 INTANGIBLE ASSETS (CONTINUED)

(a) North Sabah (continued)

In the current financial year, based on the assessments performed, the Group concluded that the recoverable amount is greater than the carrying amount. The most sensitive assumption in the DCF economic model was the oil price forecast. A 5.0% decrease in the oil price forecast did not result in the carrying amount exceeding its recoverable amount. The cost to sell is estimated to be immaterial.

In the previous financial year, the Group has written off net well exploration costs amounting to RM42,096,434.

Exploration drilling campaign in North Sabah

In the financial year ended 30 June 2024, SEA Hibiscus carried out an exploration drilling campaign to drill three exploration wells, namely South Furious Ungu, South Furious Ungu Side Track and South Furious Merah, to evaluate prospective Near Field exploration targets within the boundaries of the North Sabah permit. The campaign commenced at the South Furious Ungu well location on 29 October 2023 and drilling was carried out on both the South Furious Ungu and the South Furious Ungu Side Track wells from this site. The drilling of the third and final exploration target of this campaign, the South Furious Merah well, started on 19 January 2024 and was completed on 5 March 2024. All costs relating to this campaign were funded by internal resources and the costs associated with the campaign have been included in SEA Hibiscus' cost recovery pool.

Assessments based on the data and samples collected for the respective exploration wells were carried out.

The summary of the assessments and their impact to the financial statements are as follows:

- South Furious Ungu

  The lab analysis and follow up studies conducted on the data collected completed in the previous financial year did not support the likelihood of commercial viability of the resources and accordingly, RM29,177,969 net of tax impact (for information, the corresponding amount omitting any tax impact was RM47,061,238), which was previously capitalised as a non-current intangible asset, was written off to profit or loss in the previous financial year.

- South Furious Ungu Side Track

  In the financial year ended 30 June 2024, an assessment performed on the hydrocarbon sample collected concluded that hydrocarbon volumes seen in this well would not achieve commercial viability. Following this, RM24,149,298 net of tax impact (for information, the corresponding amount omitting any tax impact was RM38,950,481) was written off to profit or loss in the financial year ended 30 June 2024.

- South Furious Merah

  In the financial year ended 30 June 2024, an assessment performed on the hydrocarbon sample collected concluded that hydrocarbon volumes seen in this well would not achieve commercially viable economic thresholds. Following this, RM27,072,786 net of tax impact (for information, the corresponding amount omitting any tax impact was RM43,665,784) was written off to profit or loss in the financial year ended 30 June 2024.

  The amount written off in the financial year ended 30 June 2024 was partly written back to profit or loss in the previous financial year upon finalisation of the actual drilling costs, which were lower than original accrued estimates. The net of tax amount written back in the previous financial year was RM3,078,179 (for information, the corresponding amount omitting any tax impact was RM4,964,804).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

15 INTANGIBLE ASSETS (CONTINUED)

(b) Kinabalu

The recoverable amounts of the intangible assets, equipment and right-of-use assets relating to Kinabalu were determined using the FVLCTS model based on DCF derived from the expected cash inflows and outflows over the production life of Kinabalu.

The key assumptions applied to determine the recoverable amount for Kinabalu were as follows:

(i) Discount rate of 10.0% (2025: 10.0%);

(ii) Oil price forecast based on the oil price forward curve from an independent party;

(iii) Future oil production profile based on assessments by oil and gas reserves experts; and

(iv) Commercial risk factors applied to the valuation derived, as a result of the uncertain commerciality surrounding development projects included in the valuation model.

Fair value measurement was performed based on Level 3 hierarchy.

Based on the assessments performed, the Group concluded that the recoverable amount is greater than the carrying amount. The most sensitive assumption in the DCF economic model was the oil production volume forecast. A 5.0% decrease in the oil production volume forecast would not result in the carrying amount to materially exceed its recoverable amount. The cost to sell is estimated to be immaterial.

(c) PM3 CAA

The recoverable amounts of the intangible assets, equipment and right-of-use assets relating to PM3 CAA were determined using the FVLCTS model based on DCF derived from the expected cash inflows and outflows over the production life of PM3 CAA.

The key assumptions applied to determine the recoverable amount for PM3 CAA were as follows:

(i) Discount rate of 10.0% (2025: 10.0%);

(ii) Oil and gas price forecast based on the oil price forward curve from an independent party;

(iii) Future oil and gas production profile based on assessments by oil and gas reserves experts; and

(iv) Commercial risk factors applied to the valuation derived, as a result of the uncertain commerciality surrounding development projects included in the valuation model.

Fair value measurement was performed based on Level 3 hierarchy.

Based on the assessments performed, the Group concluded that the recoverable amount is greater than the carrying amount. The most sensitive assumption in the DCF economic model was the oil and gas price forecast. A 5.0% decrease in the oil and gas price forecast did not result in the carrying amount exceeding its recoverable amount. The cost to sell is estimated to be immaterial.

15 INTANGIBLE ASSETS (CONTINUED)

(d) PM327

The recoverable amounts of the intangible assets relating to PM327 were determined using the FVLCTS model based on DCF derived from the expected cash inflows and outflows over the production life of PM327.

The key assumptions applied to determine the recoverable amount for PM327 were as follows:

(i) Discount rate of 10.0% (2025: 10.0%);

(ii) Oil price forecast based on the oil price forward curve from an independent party;

(iii) Future oil production profile based on assessments by oil and gas reserves experts; and

(iv) First oil being achieved in year 2032 (2025: 2031).

Fair value measurement was performed based on Level 3 hierarchy.

Based on the assessments performed, the Group concluded that the recoverable amount is greater than the carrying amount. The conclusion is also subject to the judgement relating to approval from PETRONAS to extend the current exploration period, which is expiring on 14 February 2027. The most sensitive assumption in the DCF economic model was the oil price forecast. A 5.0% decrease in the oil price forecast did not result in the carrying amount exceeding its recoverable amount. The cost to sell is estimated to be immaterial.

In the previous financial year, the Group had written off the Rosebay-1 well exploration costs amounting to RM17,042,626. The Rosebay-1 exploration well, being a commitment well in Block PM327 was drilled by the operator, PETRONAS Carigali. The well was drilled on 3 December 2024 and reached its final depth on 28 December 2024. The operator has classified Rosebay-1 well as a technical success as two minor gas sands in the H-45 and I-45 reservoirs were encountered. The results of this well have provided a better understanding of the subsurface prospectivity of the area and the learnings will be applied to enhance the chance of success for future exploration wells in Block PM327. Whilst the data obtained from this well may contribute to future discoveries and developments in the PM327 area, it did not support the likelihood of commercial development of the resources in the Rosebay-1 well. Accordingly, the Group wrote off its share of the exploration costs incurred.

The amount written off in the previous financial year was partly written back to profit or loss in the current financial year based on the updated report received from the operator, which confirmed the latest cost estimates were lower compared to what had been estimated. The amount written back in the current financial year is RM1,633,625.

(e) Block 46

TVL has a 70.0% interest in Block 46. At the reporting date, the carrying amounts of equipment relating to Block 46 are not material.

(f) Anasuria Area

The recoverable amounts of the intangible assets, equipment and right-of-use assets relating to the Anasuria Area (which includes the Anasuria Cluster, Licence P2451, Licence P2532 and Licence P2535) were determined using the FVLCTS model based on DCF derived from the expected cash inflows and outflows over the production life of the Anasuria Area.

The key assumptions applied to determine the recoverable amount for the Anasuria Area were as follows:

(i) Discount rate of 10.0% (2025: 10.0%);

(ii) Oil and gas price forecast based on the oil and gas prices forward curve from independent parties;

(iii) Future oil and gas production profile based on assessments by oil and gas reserves experts; and

(iv) Licence P2535's first oil being achieved on 4 July 2026 (2025: middle of year 2026).

Fair value measurement was performed based on Level 3 hierarchy.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

15 INTANGIBLE ASSETS (CONTINUED)

(f) Anasuria Area (continued)

Based on the assessments performed, the Group concluded that the recoverable amount is greater than the carrying amount. The most sensitive assumption in the DCF economic model was the oil and gas price forecast. A 5.0% decrease in the oil and gas price forecast did not result in the carrying amount exceeding its recoverable amount. The cost to sell is estimated to be immaterial.

Apart from the impairment assessment explained above, the Group recognised a provision for impairment in relation to Licence P2451 amounting to RM10,355,855 in the current financial year, having taken into consideration the uncertainties surrounding the economic outcome of the licence.

In the previous financial year, the Group recognised an impairment of equipment amounting to RM28,128,923 in relation to Licence P2535. The impairment was necessitated by events and circumstances which relate to an apparently major incident on a well being drilled by another operator in the drilling sequence prior to the Teal West well, which resulted in Anasuria Hibiscus needing to defer the drilling of the Teal West well and the installation of the subsea infrastructure connecting the Teal West well to the Anasuria FPSO. Additionally, the Group recognised an impairment of other receivables amounting to RM11,201,649, following an assessment of recoverability based on the events and circumstances mentioned above. In the current financial year, the Group wrote off the equipment and other receivables previously impaired, as the related amounts were no longer expected to be recoverable.

(g) GMAD

The Group has assessed the recoverable amount of the intangible assets and equipment relating to GMAD. The recoverable amount was determined using the FVLCTS model based on DCF derived from the expected cash inflows and outflows over the production life of GMAD.

The key assumptions applied to determine the recoverable amount for GMAD were as follows:

(i) Discount rate of 10.0% (2025: 10.0%);

(ii) Oil price forecast based on the oil price forward curve from an independent party;

(iii) Future oil production profile based on assessments by oil and gas reserves experts;

(iv) First oil being achieved in year 2030 (2025: year 2028); and

(v) Commercial risk factors applied to the valuation derived, as a result of the uncertain commerciality surrounding development projects included in the valuation model.

Fair value measurement was performed based on Level 3 hierarchy.

Based on the assessments performed, the Group concluded that the recoverable amount is greater than the carrying amount, subject to certain key assumptions, including the judgement on the continued validity of the licence. The most sensitive assumption in the DCF economic model was the oil price forecast. A 5.0% decrease in the oil price forecast did not result in the carrying amount exceeding its recoverable amount. The cost to sell is estimated to be immaterial.

15 INTANGIBLE ASSETS (CONTINUED)

(h) VIC/RL17

VIC/RL17 has been fully impaired in the financial year ended 30 June 2022 after due assessments on its recoverable amount were performed subsequent to the National Offshore Petroleum Titles Administrator ("NOPTA") granting approval of a Retention Lease application on 5 November 2021.

All abandonment obligations required to be carried out were completed in March 2026. The permit will be returned to the NOPTA upon its expiry on 4 November 2026.

(i) Block B MLJ

The recoverable amounts of the intangible asset, equipment and right-of-use assets relating to the Block B MLJ field were determined using the FVLCTS model based on DCF derived from the expected cash inflows and outflows over the production life of the Block B MLJ field.

The key assumptions applied to determine the recoverable amount for Block B MLJ were as follows:

(i) Discount rate of 10.0% (2025: 10.0%);

(ii) Oil and gas price forecast based on the oil price forward curve from an independent party;

(iii) Future oil and gas production profile based on assessments by oil and gas reserves experts; and

(iv) Commercial risk factors applied to the valuation derived, as a result of the uncertain commerciality surrounding development projects included in the valuation model.

Fair value measurement was performed based on Level 3 hierarchy.

Based on the assessments performed, the Group concluded that the recoverable amount is greater than the carrying amount. The most sensitive assumption in the DCF economic model was the oil and gas price forecast. A 5.0% decrease in the oil and gas price forecast did not result in the carrying amount exceeding its recoverable amount. The cost to sell is estimated to be immaterial.

Apart from the impairment assessment explained above, the Group has written off RM9,667,295 in respect of capitalised costs relating to carbon-related studies incurred prior to the Group's acquisition of TotalEnergies EP Brunei. The write-off followed post-acquisition technical assessments that were completed in the current financial year which concluded that this area no longer aligns with the Hibiscus EP Brunei's current strategic direction and is no longer expected to generate future economic benefits.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

16 EQUIPMENT

	Furniture and fittings RM'000	Office equipment RM'000	Office renovation RM'000	Oil and gas assets RM'000	FPSO RM'000	Work in progress RM'000	Total RM'000
Group							
Cost							
At 01.07.2024	1,217	10,770	3,905	2,616,645	84,464	605,392	3,322,393
Additions	50	7,575	(713)	643,295[1]	134	508,565	1,158,906
Acquisition through business combination (Note 13)	-	4,289	6,955	889,639	-	199,598	1,100,481
Write-off	-	(457)	-	-	-	(354)	(811)
Changes in estimates	-	-	-	(33,492)	-	-	(33,492)
Transfer	-	-	2,375	594,085	11,497	(607,957)	-
Exchange differences	(22)	(989)	(324)	(337,343)	(9,393)	(64,015)	(412,086)
At 30.06.2025/01.07.2025	**1,245**	**21,188**	**12,198**	**4,372,829**	**86,702**	**641,229**	**5,135,391**
Additions	**2**	**14,772**	**221**	**88,815**	**414**	**672,554**	**776,778**
Write-off	**-**	**-**	**-**	**-**	**-**	**(35,932)**[2]	**(35,932)**
Changes in estimates	**-**	**-**	**-**	**56,414**	**-**	**-**	**56,414**
Transfer	**-**	**-**	**-**	**417,659**	**9,427**	**(427,086)**	**-**
Exchange differences	**(8)**	**(549)**	**(246)**	**(143,994)**	**(2,853)**	**(21,548)**	**(169,198)**
At 30.06.2026	**1,239**	**35,411**	**12,173**	**4,791,723**	**93,690**	**829,217**	**5,763,453**
Accumulated depreciation							
At 01.07.2024	671	8,875	2,873	1,037,576	20,117	-	1,070,112
Depreciation	122	2,883	943	401,852	6,873	-	412,673
Reclassification	-	-	-	2,164	-	-	2,164
Exchange differences	(16)	(607)	(247)	(124,704)	(2,384)	-	(127,958)
At 30.06.2025/01.07.2025	**777**	**11,151**	**3,569**	**1,316,888**	**24,606**	**-**	**1,356,991**
Depreciation	**108**	**7,283**	**1,090**	**409,171**	**8,106**	**-**	**425,758**
Exchange differences	**(5)**	**(230)**	**(80)**	**(43,625)**	**(816)**	**-**	**(44,756)**
At 30.06.2026	**880**	**18,204**	**4,579**	**1,682,434**	**31,896**	**-**	**1,737,993**

16 EQUIPMENT (CONTINUED)

	Furniture and fittings RM'000	Office equipment RM'000	Office renovation RM'000	Oil and gas assets RM'000	FPSO RM'000	Work in progress RM'000	Total RM'000
Group (continued)							
Accumulated impairment							
At 01.07.2024	-	-	-	61,399	-	-	61,399
Impairment	-	-	-	-	-	28,129[2]	28,129
Exchange differences	-	-	-	(6,526)	-	(1,004)	(7,530)
At 30.06.2025/01.07.2025	**-**	**-**	**-**	**54,873**	**-**	**27,125**	**81,998**
Write-off	**-**	**-**	**-**	**-**	**-**	**(26,265)**[2]	**(26,265)**
Impairment	**-**	**3**	**-**	**17,853**[3]	**-**	**-**	**17,856**
Exchange differences	**-**	**-**	**-**	**(1,820)**	**-**	**(860)**	**(2,680)**
At 30.06.2026	**-**	**3**	**-**	**70,906**	**-**	**-**	**70,909**
Net book value							
At 30.06.2025	468	10,037	8,629	3,001,068	62,096	614,104	3,696,402
At 30.06.2026	**359**	**17,204**	**7,594**	**3,038,383**	**61,794**	**829,217**	**3,954,551**

[1] Included additional provision for decommissioning costs for PM3 CAA amounting to RM399,787,815 arising from the extension of the PM3 CAA PSC and the Upstream Gas Sales Agreement for an additional 20 years commencing 1 January 2028 (with an expiry date of 31 December 2047) as disclosed in Note 34 to the financial statements.

[2] The details are disclosed in Note 15(f) and Note 15(i) to the financial statements.

[3] Related to provision for drilling inventories obsolescence.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

16 EQUIPMENT (CONTINUED)

	Furniture and fittings RM'000	Office equipment RM'000	Office renovation RM'000	Work in progress RM'000	Total RM'000
Company					
Cost					
At 01.07.2024	1,024	2,220	1,569	1,837	6,650
Additions	-	407	716	538	1,661
Transfer	-	-	2,375	(2,375)	-
At 30.06.2025/01.07.2025	**1,024**	**2,627**	**4,660**	**-**	**8,311**
Additions	**2**	**594**	**54**	**-**	**650**
At 30.06.2026	**1,026**	**3,221**	**4,714**	**-**	**8,961**
Accumulated depreciation					
At 01.07.2024	530	1,841	720	-	3,091
Depreciation	94	249	427	-	770
At 30.06.2025/01.07.2025	**624**	**2,090**	**1,147**	**-**	**3,861**
Depreciation	**93**	**336**	**471**	**-**	**900**
At 30.06.2026	**717**	**2,426**	**1,618**	**-**	**4,761**
Net book value					
At 30.06.2025	400	537	3,513	-	4,450
At 30.06.2026	**309**	**795**	**3,096**	**-**	**4,200**

17 RIGHT-OF-USE ASSETS

	Leasehold land RM'000	Office equipment RM'000	Equipment RM'000	Vessels RM'000	Leasehold buildings RM'000	Motor vehicles RM'000	Total RM'000
Group							
Cost							
At 01.07.2024	-	9,357	14,945	243,625	29,749	-	297,676
Additions	-	185	-	35,075	9,860	-	45,120
Acquisition through business combination (Note 13)	-	-	176	16,716	1,229	407	18,528
Write-offs	-	(7,376)	(13,850)	(52,678)	(18,747)	-	(92,651)
Exchange differences	-	(374)	(1,097)	(25,126)	(2,506)	(7)	(29,110)
At 30.06.2025/01.07.2025	**-**	**1,792**	**174**	**217,612**	**19,585**	**400**	**239,563**
Additions	**15,682**	**7,051**	**8,634**	**-**	**3,256**	**1,312**	**35,935**
Write-offs	**-**	**(340)**	**-**	**-**	**(4,301)**	**-**	**(4,641)**
Lease termination	**-**	**-**	**-**	**(3,646)**	**(151)**	**(43)**	**(3,840)**
Lease modification	**-**	**-**	**-**	**-**	**(213)**	**-**	**(213)**
Exchange differences	**(126)**	**(46)**	**(16)**	**(7,129)**	**(515)**	**(15)**	**(7,847)**
At 30.06.2026	**15,556**	**8,457**	**8,792**	**206,837**	**17,661**	**1,654**	**258,957**
Accumulated depreciation							
At 01.07.2024	-	7,232	13,660	112,490	21,644	-	155,026
Depreciation	-	1,042	1,224	40,516	7,177	161	50,120
Write-offs	-	(7,376)	(13,850)	(52,678)	(18,747)	-	(92,651)
Exchange differences	-	(197)	(1,001)	(11,558)	(592)	(6)	(13,354)
At 30.06.2025/01.07.2025	**-**	**701**	**33**	**88,770**	**9,482**	**155**	**99,141**
Depreciation	**373**	**1,436**	**349**	**48,223**	**6,949**	**262**	**57,592**
Write-offs	**-**	**(340)**	**-**	**-**	**(4,301)**	**-**	**(4,641)**
Lease termination	**-**	**-**	**-**	**(506)**	**(102)**	**(18)**	**(626)**
Exchange differences	**(3)**	**(11)**	**(3)**	**(2,962)**	**(202)**	**(5)**	**(3,186)**
At 30.06.2026	**370**	**1,786**	**379**	**133,525**	**11,826**	**394**	**148,280**
Net book value							
At 30.06.2025	-	1,091	141	128,842	10,103	245	140,422
At 30.06.2026	**15,186**	**6,671**	**8,413**	**73,312**	**5,835**	**1,260**	**110,677**

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

17 RIGHT-OF-USE ASSETS (CONTINUED)

	Office equipment RM'000	Leasehold buildings RM'000	Total RM'000
Company			
Cost			
At 01.07.2024	179	3,328	3,507
Additions	185	223	408
Write-offs	(106)	-	(106)
At 30.06.2025/01.07.2025	**258**	**3,551**	**3,809**
Additions	**38**	**1,570**	**1,608**
Write-offs	**-**	**(3,551)**	**(3,551)**
At 30.06.2026	**296**	**1,570**	**1,866**
Accumulated depreciation			
At 01.07.2024	105	2,455	2,560
Depreciation	48	1,011	1,059
Write-offs	(106)	-	(106)
At 30.06.2025/01.07.2025	**47**	**3,466**	**3,513**
Depreciation	**53**	**1,027**	**1,080**
Write-offs	**-**	**(3,551)**	**(3,551)**
At 30.06.2026	**100**	**942**	**1,042**
Net book value			
At 30.06.2025	211	85	296
At 30.06.2026	**196**	**628**	**824**

18 INVESTMENTS IN SUBSIDIARIES

	Company	
	2026 RM'000	2025 RM'000
Unquoted shares in Malaysia, at cost	**589,053**	588,053
Less: Impairment losses	**(588,053)**	(588,053)
	1,000	-
Amounts owing by subsidiaries	**57,236**	57,236
Less: Impairment losses	**(57,236)**	(57,236)
	1,000	-

During the current financial year, the Company made an additional investment in Pacific Hibiscus Sdn. Bhd. ("Pacific Hibiscus") through the subscription of 999,998 ordinary shares at RM1 per share, for a total consideration of RM999,998.

18 INVESTMENTS IN SUBSIDIARIES (CONTINUED)

The details of the subsidiaries are as follows:

Name of company	Principal activities	Country of incorporation	Group's effective equity interest (%) 2026	2025
Gulf Hibiscus Limited ("Gulf Hibiscus")	Provision of project management, technical and other services	Malaysia	**100**	100
Hibiscus Oilfield Services Limited ("Hibiscus Oilfield")	Provision of project management, technical and other services	Malaysia	**100**	100
Orient Hibiscus Sdn. Bhd.	Investment holding	Malaysia	**100**	100
Oceania Hibiscus Sdn. Bhd. ("Oceania Hibiscus")	Investment holding	Malaysia	**100**	100
Genesis Hibiscus Sdn. Bhd. ("Genesis Hibiscus")	Investment holding	Malaysia	**100**	100
Hibiscus Technical Services Sdn. Bhd. ("Hibiscus Technical Services")	Provision of project management, technical and other services	Malaysia	**100**	100
Timor Hibiscus Limited ("Timor Hibiscus")	Investment holding	Malaysia	**100**	100
Atlantic Hibiscus Sdn. Bhd. ("Atlantic Hibiscus")	Investment holding	Malaysia	**100**	100
Pacific Hibiscus	Investment holding	Malaysia	**100**	100
Asia Hibiscus Sdn. Bhd. ("Asia Hibiscus")	Investment holding	Malaysia	**100**	100
Seri Hibiscus Sdn. Bhd. ("Seri Hibiscus")	Investment holding	Malaysia	**100**	100
Subsidiaries of Oceania Hibiscus				
Carnarvon Hibiscus Pty Ltd ("Carnarvon Hibiscus")[2]	Exploration and development of oil and gas	Australia	**100**	100
Althea Corporation Limited	Investment holding	Malaysia	**100**	100
Subsidiaries of Genesis Hibiscus				
Cayman Hibiscus Inc SPC[2]	Dormant	Cayman Islands	**100**	100
Hibiscus Capital Limited ("Hibiscus Capital")	Investment holding	Malaysia	**100**	100
Subsidiaries of Atlantic Hibiscus				
Anasuria Hibiscus[1]	Exploration and production of oil and gas	UK	**100**	100
Hibiscus Energy UK Limited[1]	Exploration and production of oil and gas	UK	**100**	100
Subsidiary of Pacific Hibiscus				
SEA Hibiscus	Exploration and production of oil and gas	Malaysia	**100**	100

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

18 INVESTMENTS IN SUBSIDIARIES (CONTINUED)

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

Name of company	Principal activities	Country of incorporation	Group's effective equity interest (%) 2026	2025
Subsidiaries of Asia Hibiscus				
Peninsula Hibiscus Sdn. Bhd. ("Peninsula Hibiscus")	Exploration and production of oil and gas	Malaysia	**100**	100
Borneo Hibiscus Sdn. Bhd.	Exploration and production of oil and gas	Malaysia	**100**	100
Straits Hibiscus	Exploration and production of oil and gas	Malaysia	**100**	100
Malaya Hibiscus Sdn. Bhd.	Exploration and production of oil and gas	Malaysia	**100**	100
Subsidiary of Timor Hibiscus				
Helios Hibiscus Sdn. Bhd.[1][3]	Provision of electric power generated from renewable sources including installation, operation, maintenance, sale of electricity to the grid and other services relating to the renewable energy industry	Brunei	**100**	-
Subsidiary of Seri Hibiscus				
Simpor Hibiscus Sdn. Bhd. ("Simpor Hibiscus")	Exploration and production of oil and gas	Malaysia	**100**	100
Subsidiary of Simpor Hibiscus				
Hibiscus EP Brunei[1]	Exploration and production of gas	Netherlands	**100**	100
Subsidiary of Carnarvon Hibiscus				
Gippsland Hibiscus Pty Ltd[2]	Exploration and development of oil and gas	Australia	**100**	100
Subsidiary of Peninsula Hibiscus				
Fortuna International Petroleum Corporation ("Fortuna International")[1]	Investment holding	Barbados	**100**	100
Subsidiaries of Fortuna International				
Hibiscus Oil & Gas (PM3)[1]	Oil and gas exploration, development and production	Barbados	**100**	100
Hibiscus Oil & Gas[1]	Oil and gas exploration, development and production	Barbados	**100**	100
TVL[1]	Oil and gas exploration, development and production	Barbados	**100**	100

18 INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(1) Audited by a member firm of PricewaterhouseCoopers International Limited which is a separate and independent legal entity from PricewaterhouseCoopers PLT, Malaysia.

(2) The financial statements were not required to be audited based on the regulations of its country of incorporation.

(3) Incorporated in Brunei on 26 August 2025.

At the reporting date, the Company performed an impairment assessment on its investments in subsidiaries for any potential indicators of impairment. Based on the result of the impairment assessment, no impairment is required in the current and previous financial years.

19 INVESTMENT IN AN ASSOCIATE

	Group	
	2026 RM'000	**2025 RM'000**
At 01.07.2025/01.07.2024	**3,867**	4,456
Share of post-acquisition results and reserves	**(206)**	(1,121)
(Impairment)/reversal of impairment	**(3,661)**	532
At 30.06.2026/30.06.2025	**-**	3,867
Fair value of quoted shares	**-**	11,125

Fair value measurement was performed based on Level 3 hierarchy (2025: Level 1).

An impairment assessment was performed for the Group's investment in 3D Energi Limited ("3D Energi") by comparing the higher of FVLCTS and value in use against the carrying amount of the investment.

In the current financial year, a payment default by 3D Energi in relation to the Otway Phase 1 Drilling Program and the prolonged suspension of the trading of 3D Energi's shares on the Australian Securities Exchange since 27 January 2026, increased the uncertainty surrounding the recoverability of the Group's investment in 3D Energi. In addition, there were limited market indicators available to enable a reliable assessment of the recoverable amount. As a result, an impairment of investment in an associate of RM3,661,085 was recognised during the financial year.

In the previous financial year, the recoverable amount was based on FVLCTS, which was derived from the market price of the shares. Based on the assessment performed, the Group concluded that the recoverable amount was higher than the carrying amount and as a result, a reversal of impairment of the Group's investment in an associate of RM531,579 was recognised in the previous financial year. The cost to sell is estimated to be immaterial.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

19 INVESTMENT IN AN ASSOCIATE (CONTINUED)

Set out below is the summarised financial information for 3D Energi which is accounted for using the equity method:

	Group	
	2026 RM'000	**2025 RM'000**
Revenue and other income	**168**	123
Loss after taxation/Total comprehensive expenses	**(3,869)**	(4,207)
Non-current assets	**87,575**	46,485
Current assets	**8,285**	2,461
Non-current liabilities	**(9,135)**	(9,016)
Current liabilities	**(29,973)**	(1,566)
Net assets	**56,752**	38,364
Group's share of net assets 5.91% (2025: 9.28%)	**3,354**	3,560
Impairment of investment in an associate	**(3,661)**	-
Transaction costs capitalised	**307**	307
Carrying amount	**-**	3,867

The information above reflects the amounts presented in the financial statements of the associate (and not the Group's share of those amounts) adjusted for differences in accounting policies between the Group and the associate.

Nature of investment in an associate is as follows:

Name of company	Principal activities	Place of business/ Country of incorporation	Measurement method	Group's effective equity interest (%)	
				2026	**2025**
3D Energi	Exploration and development of upstream oil and gas assets	Australia	Equity	**5.91**	9.28

The Group's effective equity interest in 3D Energi was diluted as a result of an additional shares issuance by 3D Energi in the current financial year.

There were no contingent liabilities relating to the Group's interest in the associate.

20 INVENTORIES

	Group	
	2026 RM'000	2025 RM'000
Crude oil	**38,216**	32,188
Spares	**149,882**	149,380
Diesel	**2,445**	834
	190,543	182,402

Inventories recognised as expenses during the financial year amounted to RM481,540,381 (2025: RM577,386,187). These were included in cost of sales as disclosed in Note 7 to the financial statements.

21 TRADE RECEIVABLES

	Group	
	2026 RM'000	2025 RM'000
Sales of crude oil	**171,431**	227,497
Sales of gas	**180,360**	111,972
Processing services	**12,769**	32,885
Provision of project management, technical and other services	**906**	636
	365,466	372,990

The amounts are unsecured and are to be settled in cash.

22 OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current				
Other receivables	**61,968**	141,930	**-**	-
Current				
Other receivables and deposits				
Other receivables	**449,357**	599,423	**4,340**	4,613
Deposits	**4,919**	3,979	**807**	807
Less: Impairment of other receivables[1]	**(5,990)**	(16,947)	**(4,296)**	(4,296)
	448,286	586,455	**851**	1,124
Prepayments	**37,337**	61,373	**1,716**	1,492
	485,623	647,828	**2,567**	2,616

[1] As disclosed in Note 15(f) to the financial statements, an impairment of RM11,201,649 that was recognised in the previous financial year was written off in the current financial year as the related amounts were no longer expected to be recoverable.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

22 OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS (CONTINUED)

Other receivables

Other receivables consist mainly joint interest billings receivable from joint venture partners of RM287,988,904 (2025: RM415,016,100) and finance leases receivable of RM144,706,178 (2025: RM220,778,163).

Finance leases receivable

Finance leases receivable are in relation to right-of-use assets for SEA Hibiscus, Hibiscus Oil & Gas and Hibiscus EP Brunei. The following table sets out the maturity analysis of the finance leases receivable, showing the undiscounted lease payments to be received after the reporting date.

	Group	
	2026 RM'000	**2025 RM'000**
Within one year	**96,038**	99,255
Later than one year but not later than five years	**60,948**	145,351
Later than five years	**-**	5,034
Minimum lease payments	**156,986**	249,640
Future finance income	**(12,280)**	(28,862)
Net investment in finance leases	**144,706**	220,778
Non-current	**57,281**	138,867
Current	**87,425**	81,911
	144,706	220,778

23 AMOUNTS OWING BY/(TO) SUBSIDIARIES

	Company	
	2026 RM'000	**2025 RM'000**
Amounts owing by subsidiaries:		
Non-current		
Non-trade	**-**	87,089
Current		
Trade	**48,627**	42,477
Less: Impairment of receivables (trade)	**-**	(2,284)
Non-trade	**276,914**	321,045
Less: Impairment of receivables (non-trade)	**(68,820)**	(42,442)
	256,721	318,796
Amounts owing to subsidiaries:		
Non-trade	**(329)**	(364)

23 AMOUNTS OWING BY/(TO) SUBSIDIARIES (CONTINUED)

The trade balance of amounts owing by subsidiaries represent receivables on demand and to be settled in cash. Included in the non-trade balance are advances that bear interest rates from 4.10% to 8.06% (2025: 2.95% to 5.16%) per annum. The remaining non-trade balance represents payments made on behalf of subsidiaries and dividends receivable from subsidiaries which are unsecured and interest-free.

At the reporting date, the Company performed an assessment on the amounts owing by subsidiaries for impairment. Based on the result of the assessment, an impairment loss of RM24,093,500 (2025: Nil) on amounts owing by subsidiaries was recognised.

The non-trade balance of amounts owing to subsidiaries is unsecured, repayable on demand and interest-free.

24 AMOUNT OWING TO A RELATED PARTY

Amount owing to a related party is in relation to the provision of project management, technical and other services relating to the oil and gas exploration and production industry and a share of administrative expenses. The amount is unsecured and is to be settled in cash.

25 CASH AND BANK BALANCES

For the purpose of the statements of cash flows, cash and cash equivalents comprise the following:

	Group		Company	
	2026 RM'000	2025 RM'000	**2026 RM'000**	2025 RM'000
Cash and bank balances	**869,492**	642,005	**72,669**	17,641
Less: Cash restricted in use	**(304,972)**	(321,839)	**-**	-
Cash and cash equivalents	**564,520**	320,166	**72,669**	17,641
Cash restricted in use represented by:				
Non-current	**280,755**	294,491	**-**	-
Current	**24,217**	27,348	**-**	-
	304,972	321,839	**-**	-

Non-current cash restricted in use represents monies placed in trust for the Group's obligations for the estimated cost of decommissioning the facilities of the Anasuria Cluster. Such decommissioning activities are expected to be carried out at the end of life of the Anasuria Cluster and therefore, these monies in the trust are classified as non-current assets.

Current cash restricted in use represents deposits placed with a financial institution as security for banking facilities obtained for Asia Hibiscus.

25 CASH AND BANK BALANCES (CONTINUED)

Reconciliation of liabilities arising from financing activities:

	At 01.07.2025 RM'000	Proceeds from borrowings RM'000	Principal and interest payments RM'000	Non-cash changes: Additions RM'000	Non-cash changes: Interest expense RM'000	Non-cash changes: Lease termination and modification RM'000	Non-cash changes: Transaction costs RM'000	Non-cash changes: Foreign exchange movement RM'000	At 30.06.2026 RM'000
Group									
Lease liabilities	**365,833**	**-**	**(161,933)**	**46,770**	**26,094**	**(7,184)**	**-**	**(5,722)**	**263,858**
Term loan	**485,958**	**71,274**	**(140,720)**	**-**	**35,105**	**-**	**-**	**(15,994)**	**435,623**
Revolving credits	**275,337**	**481,546**	**(577,374)**	**-**	**24,792**	**-**	**(2,610)**	**(501)**	**201,190**
Total liabilities arising from financing activities	**1,127,128**	**552,820**	**(880,027)**	**46,770**	**85,991**	**(7,184)**	**(2,610)**	**(22,217)**	**900,671**

	At 01.07.2025 RM'000	Proceeds from borrowings RM'000	Principal and interest payments RM'000	Non-cash changes: Additions RM'000	Non-cash changes: Interest expense RM'000	Non-cash changes: Foreign exchange movement RM'000	At 30.06.2026 RM'000
Company							
Lease liabilities	**308**	**-**	**(1,148)**	**1,608**	**86**	**-**	**854**
Revolving credits	**101,888**	**90,130**	**(112,453)**	**-**	**5,446**	**5,123**	**90,134**
Advance from a subsidiary	**-**	**42,182**	**(42,182)**	**-**	**-**	**-**	**-**
Total liabilities arising from financing activities	**102,196**	**132,312**	**(155,783)**	**1,608**	**5,532**	**5,123**	**90,988**

25 CASH AND BANK BALANCES (CONTINUED)

Reconciliation of liabilities arising from financing activities: (continued)

				Non-cash changes				
	At 01.07.2024 RM'000	Proceeds from borrowings RM'000	Principal and interest payments RM'000	Acquisition through business combination (Note 13) RM'000	Additions RM'000	Interest expense RM'000	Foreign exchange movement RM'000	At 30.06.2025 RM'000
Group								
Lease liabilities	377,527	-	(141,518)	50,752	80,195	26,438	(27,561)	365,833
Term loan	371,533	242,763	(114,702)	-	-	31,551	(45,187)	485,958
Revolving credits	-	293,832	(14,194)	-	-	7,488	(11,789)	275,337
Total liabilities arising from financing activities	749,060	536,595	(270,414)	50,752	80,195	65,477	(84,537)	1,127,128

				Non-cash changes				
	At 01.07.2024 RM'000	Proceeds from borrowings RM'000	Principal and interest payments RM'000	Additions RM'000	Interest expense RM'000	Foreign exchange movement RM'000	Offsetting with the amount owing by a subsidiary RM'000	At 30.06.2025 RM'000
Company								
Lease liabilities	981	-	(1,144)	408	63	-	-	308
Revolving credits	-	115,501	(12,519)	-	4,276	(5,370)	-	101,888
Advance from a subsidiary	-	3,107	(2,219)	-	-	(44)	(844)	-
Total liabilities arising from financing activities	981	118,608	(15,882)	408	4,339	(5,414)	(844)	102,196

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

26 SHARE CAPITAL

	Number of shares	Share capital RM
Ordinary shares		
At 01.07.2024	804,967,428	166,013,525
Cancellation of treasury shares	(67,572,100)	(13,935,822)
At 30.06.2025/30.06.2026	**737,395,328**	**152,077,703**

Issued ordinary shares repurchased by the Company were initially held as treasury shares as disclosed in Note 27 to the financial statements. There were no purchases or cancellation of treasury shares during the current financial year.

In the previous financial year, on 27 November 2024, the Company cancelled 36,566,600 of its treasury shares following a resolution passed by the Board. The remaining 31,005,500 treasury shares were subsequently cancelled following a resolution passed by the Board on 19 June 2025. In accordance with Section 127(14) of the Act, the issued capital of the Company shall be diminished by the treasury shares so cancelled.

27 TREASURY SHARES

	Number of shares	Treasury shares RM
Treasury shares		
At 01.07.2024	6,385,200	16,120,738
Purchase of treasury shares	61,186,900	118,205,913
Cancellation of treasury shares	(67,572,100)	(134,326,651)
At 30.06.2025/30.06.2026	**-**	**-**

The Company held 6,385,200 treasury shares as at the beginning of the previous financial year.

During the previous financial year, the Company repurchased 61,186,900 of its issued ordinary shares from the open market of Bursa Securities. The cost of repurchasing these shares amounted to RM118,205,913.

On 27 November 2024, the Company cancelled 36,566,600 of its treasury shares following a resolution passed by the Board. The remaining 31,005,500 treasury shares were subsequently cancelled following a resolution passed by the Board on 19 June 2025.

On 3 December 2025, the shareholders approved the renewal of the share buy-back authority for the Company to purchase its own shares of up to 10.0% of the total number of issued ordinary shares of the Company. The mandate is valid until the next Annual General Meeting or earlier if the shareholders pass an ordinary resolution in a general meeting.

28 OTHER RESERVES

(a) Foreign exchange reserve

The foreign exchange reserve arose from the translation of the financial statements of entities and operations with different functional currencies and is not distributable by way of dividends.

(b) Other reserves

Other reserves consist of the Group's share of a joint venture's share-based payment reserve and are not distributable by way of dividends.

29 TRADE PAYABLES

Trade payables are related to the direct cost of delivering sales of crude oil and gas in producing field licences, direct cost of delivering processing services and direct cost of executing exploration and development activities in non-producing field licences. The amounts are unsecured and are to be settled in cash.

30 OTHER PAYABLES AND ACCRUALS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current				
Other payables	**3,195**	9,935	**-**	-
Contract liabilities	**180,686**	-	**-**	-
	183,881	9,935	**-**	-
Current				
Other payables	**198,611**	134,457	**2,785**	5,268
Accruals	**715,782**	805,287	**18,011**	18,636
Contract liabilities	**305,740**	153,398	**-**	-
Dividend payable	**22,122**	7,374	**22,122**	7,374
	1,242,255	1,100,516	**42,918**	31,278

Other payables and accruals

Other payables and accruals are mainly related to costs incurred for well services, facilities management, logistics and maintenance.

Contract liabilities

Included in contract liabilities is an amount of RM454,628,571 (2025: RM120,522,857) arising from trade arrangements with counterparties that bears an interest rate ranging from 7.12% to 7.46% (2025: 7.81% to 8.35%) per annum. This amount will be settled either via future crude oil offtakes proceeds or in cash, in accordance with the contractual repayment schedules from the utilisation of the trade arrangement within thirty-nine months (2025: within twelve months). The amount of RM120,522,857 recognised in the previous financial year was fully settled during the current financial year through proceeds received from crude oil offtakes.

In addition, included in contract liabilities is an amount of RM31,796,718 (2025: RM32,874,533) arising from advance billings, for which the related performance obligations are expected to be satisfied within twelve months, upon which the corresponding revenue will be recognised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

31 BORROWINGS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current				
Secured				
Lease liabilities	**114,250**	227,764	**198**	171
Term loan	**241,170**	378,020	**-**	-
	355,420	605,784	**198**	171
Current				
Secured				
Lease liabilities	**149,608**	138,069	**656**	137
Term loan	**194,453**	107,938	**-**	-
Revolving credit	**111,056**	173,449	**-**	-
	455,117	419,456	**656**	137
Unsecured				
Revolving credit	**90,134**	101,888	**90,134**	101,888
	545,251	521,344	**90,790**	102,025

The Group's term loan and revolving credit facilities are subject to covenants of the lending banks, which include liquidity and solvency ratios. The Group has complied with these parameters.

Lease liabilities

	Group	
	2026 RM'000	2025 RM'000
Commitments in relation to lease liabilities are payable as follows:		
Within one year	**163,176**	163,919
Later than one year but not later than five years	**107,774**	236,919
Later than five years	**22,136**	9,576
Minimum lease payments	**293,086**	410,414
Future finance charges	**(29,228)**	(44,581)
Recognised as liabilities	**263,858**	365,833
The present value of lease liabilities are as follows:		
Within one year	**149,608**	138,069
Later than one year but not later than five years	**98,337**	218,481
Later than five years	**15,913**	9,283
Lease liabilities	**263,858**	365,833

31 BORROWINGS (CONTINUED)

	Company	
	2026 RM'000	2025 RM'000
Commitments in relation to lease liabilities are payable as follows:		
Within one year	**693**	153
Later than one year but not later than five years	**213**	192
Minimum lease payments	**906**	345
Future finance charges	**(52)**	(37)
Recognised as liabilities	**854**	308
The present value of lease liabilities are as follows:		
Within one year	**656**	137
Later than one year but not later than five years	**198**	171
Lease liabilities	**854**	308

As at 30 June 2026, the Group's and the Company's lease liabilities have remaining terms up to twenty-one years (2025: up to seven years) and up to four years (2025: up to five years) respectively.

Term loan

The term loan facilities of the Group are secured by corporate guarantees from the Company and certain subsidiaries and charges over the shares of certain subsidiaries.

At the reporting date, the facilities bear interest rates ranging from 4.00% to 8.35% per annum (2025: 6.52% to 9.38% per annum).

Revolving credit

The secured revolving credit facilities of the Group are secured by charges over the shares of certain subsidiaries and bear interest rates ranging from 5.85% to 7.14% (2025: 6.46% to 7.20%) per annum.

The unsecured revolving credit facility of the Group and of the Company is with a maximum twelve-month rollover period and bears an interest rate ranging from 6.13% to 6.74% (2025: 6.85% to 7.09%) per annum.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

32 CONTINGENT CONSIDERATION

	Group	
	2026 RM'000	**2025 RM'000**
Non-current		
At 01.07.2025/01.07.2024	**39,857**	43,307
Additions	**32,969**	-
Changes in estimates	**2,506**	610
Transfer to current liabilities	**(2,766)**	(1,682)
Unwinding of discount (Note 9)	**3,628**	2,267
Exchange differences	**(1,346)**	(4,645)
At 30.06.2026/30.06.2025	**74,848**	39,857
Current		
At 01.07.2025/01.07.2024	**2,060**	1,691
Settlement	**(529)**	(1,113)
Transfer from non-current liabilities	**2,766**	1,682
Exchange differences	**(70)**	(200)
At 30.06.2026/30.06.2025	**4,227**	2,060

The contingent consideration of the Group at the end of the current financial year relates to the Marigold and Sunflower fields amounting to RM79,074,485 (2025: RM41,653,652). In addition, included in the previous financial year was the contingent consideration relating to the Fyne field amounting to RM262,833 which was reversed during the current financial year.

For the Marigold and Sunflower fields, as per the terms of the farm-in agreement entered into by Anasuria Hibiscus with Caldera Petroleum for an additional 37.5% interest in Licence P198 Block 15/13a and Block 15/13b, Anasuria Hibiscus agreed to pay all amounts attributable to Caldera Petroleum's retained interest of 12.5% up to first oil arising from the fields, as disclosed in Note 14(f) to the financial statements.

As part of the acquisition of 30.0% interest held by Ithaca Oil and Gas under the UUOA for the unitised Marigold field as disclosed in Note 14(f) to the financial statements, an additional contingent consideration of RM32,968,646 is payable to TotalEnergies E&P North Sea UK Limited ("TotalEnergies E&P North Sea") and Ithaca Oil and Gas. The contingent consideration payable to TotalEnergies E&P North Sea represents a nominal amount payable upon approval of the FDP, which is currently forecast to occur in December 2027. The contingent consideration payable to Ithaca Oil and Gas represents the estimated amount payable upon achievement of first oil, which is currently forecast to occur in June 2030.

For the Fyne field, Anasuria Hibiscus and Ping Petroleum each entered into a separate but identical farm-in agreement with Rapid Oil Production Ltd ("Rapid Oil") to acquire 42.5% equity interest each in Block 21/28b under Licence P2451, with the balance 15.0% equity interest to remain with Rapid Oil. As per the terms of the farm-in agreement, a contingent consideration is payable to Rapid Oil upon achieving first oil from the field. Following the provision for impairment for the full carrying value of Licence P2451 in the current financial year as disclosed in Note 15(f) to the financial statements, the payment of the contingent consideration is no longer considered probable. Accordingly, the contingent consideration previously recognised was reversed during the current financial year.

33 DEFERRED TAX (ASSETS)/LIABILITIES

	Group	
	2026 RM'000	2025 RM'000
Deferred tax liabilities	**899,633**	1,072,509
Deferred tax assets	**(22,192)**	(3,188)
	877,441	1,069,321

	Group	
	2026 RM'000	2025 RM'000
At 01.07.2025/01.07.2024	**1,069,321**	807,044
Recognised in profit or loss (Note 11)	**(157,024)**	69,330
Acquisition through business combination (Note 13)	**-**	286,317
Exchange differences	**(34,856)**	(93,370)
At 30.06.2026/30.06.2025	**877,441**	1,069,321

	Company	
	2026 RM'000	2025 RM'000
Deferred tax (assets)/liabilities	**(8,932)**	1,434

	Company	
	2026 RM'000	2025 RM'000
At 01.07.2025/01.07.2024	**1,434**	932
Recognised in profit or loss (Note 11)	**(10,366)**	502
At 30.06.2026/30.06.2025	**(8,932)**	1,434

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

33 DEFERRED TAX (ASSETS)/LIABILITIES (CONTINUED)

The movements in deferred tax assets and liabilities during the financial year are as follows:

	Equipment RM'000	Intangible assets RM'000	Others RM'000	Total RM'000
Group				
Deferred tax liabilities				
At 01.07.2025	**1,293,890**	**513,455**	**24,493**	**1,831,838**
Recognised in profit or loss	**322,116**	**(35,906)**	**7,422**	**293,632**
Exchange differences	**(42,533)**	**(17,043)**	**(763)**	**(60,339)**
At 30.06.2026	**1,573,473**	**460,506**	**31,152**	**2,065,131**
Offsetting				**(1,165,498)**
Deferred tax liabilities (after offsetting) at 30.06.2026				**899,633**

	Equipment RM'000	Decom-missioning costs RM'000	Intangible assets RM'000	Tax losses RM'000	Provision and other payables RM'000	Others RM'000	Total RM'000
Group							
Deferred tax assets							
At 01.07.2025	**(707)**	**(469,017)**	**(3,270)**	**(195,261)**	**(23,632)**	**(70,630)**	**(762,517)**
Recognised in profit or loss	**(46,978)**	**(32,230)**	**3,166**	**(363,090)**	**(4,687)**	**(6,837)**	**(450,656)**
Exchange differences	**79**	**15,413**	**104**	**6,785**	**778**	**2,324**	**25,483**
At 30.06.2026	**(47,606)**[1]	**(485,834)**	**-**	**(551,566)**[1]	**(27,541)**	**(75,143)**	**(1,187,690)**
Offsetting							**1,165,498**
Deferred tax assets (after offsetting) at 30.06.2026							**(22,192)**

[1] Included in the balances are accumulated investment allowances and accumulated tax losses arising from the respective development asset and E&E asset amounting to RM47,515,839 (2025: Nil) and RM10,121,057 (2025: RM2,687,641) respectively. The recognition of the related deferred tax assets is dependent on the generation of sufficient future taxable profits from the assets against which the tax losses can be utilised. In assessing the probability of generating sufficient future taxable profits, the Group has considered the expected future cash flows from the assets, based on the same cash flow projections used in the Group's impairment assessments of the carrying amounts of the assets. Based on the assessment performed, the Group concluded that it is probable that sufficient future taxable profits will be generated to enable the utilisation of the accumulated tax losses.

33 DEFERRED TAX (ASSETS)/LIABILITIES (CONTINUED)

The movements in deferred tax assets and liabilities during the previous financial year are as follows:

	Equipment RM'000	Intangible assets RM'000	Others RM'000	Total RM'000
Group				
Deferred tax liabilities				
At 01.07.2024	644,952	573,353	55,276	1,273,581
Recognised in profit or loss	351,855	1,084	(25,952)	326,987
Acquisition through business combination (Note 13)	385,230	-	-	385,230
Exchange differences	(88,147)	(60,982)	(4,831)	(153,960)
At 30.06.2025	1,293,890	513,455	24,493	1,831,838
Offsetting				(759,329)
Deferred tax liabilities (after offsetting) at 30.06.2025				1,072,509

	Equipment RM'000	Decom-missioning costs RM'000	Intangible assets RM'000	Tax losses RM'000	Provision and other payables RM'000	Others RM'000	Total RM'000
Group							
Deferred tax assets							
At 01.07.2024	(89)	(248,390)	-	(124,236)	(24,332)	(69,490)	(466,537)
Recognised in profit or loss	(651)	(165,619)	(3,391)	(87,347)	(1,957)	1,308	(257,657)
Acquisition through business combination (Note 13)	-	(88,944)	-	-	-	(9,969)	(98,913)
Exchange differences	33	33,936	121	16,322	2,657	7,521	60,590
At 30.06.2025	(707)	(469,017)	(3,270)	(195,261)	(23,632)	(70,630)	(762,517)
Offsetting							759,329
Deferred tax assets (after offsetting) at 30.06.2025							(3,188)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

33 DEFERRED TAX (ASSETS)/LIABILITIES (CONTINUED)

	Foreign source income RM'000	Total RM'000
Company		
Deferred tax liabilities		
At 01.07.2025	**1,434**	**1,434**
Recognised in profit or loss	**458**	**458**
At 30.06.2026	**1,892**	**1,892**
Offsetting		**(1,892)**
Deferred tax liabilities (after offsetting) at 30.06.2026		**-**

	Tax losses RM'000	Provision RM'000	Others RM'000	Total RM'000
Company				
Deferred tax assets				
At 01.07.2025	**-**	**-**	**-**	**-**
Recognised in profit or loss	**(10,230)**	**(610)**	**16**	**(10,824)**
At 30.06.2026	**(10,230)**	**(610)**	**16**	**(10,824)**
Offsetting				**1,892**
Deferred tax assets (after offsetting) at 30.06.2026				**(8,932)**

	Foreign source income RM'000	Total RM'000
Company		
Deferred tax liabilities		
At 01.07.2024	932	932
Recognised in profit or loss	502	502
At 30.06.2025	1,434	1,434
Offsetting		-
Deferred tax liabilities (after offsetting) at 30.06.2025		1,434

33 DEFERRED TAX (ASSETS)/LIABILITIES (CONTINUED)

Deferred tax assets have not been recognised in respect of the following deductible temporary differences because it is not probable that future taxable profits will be available against which the Group and the Company can utilise the benefits therefrom:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Tax losses	**207,250**	280,067	**-**	59,092
Unabsorbed capital allowance	**76,287**	228,582	**-**	-
Provisions and other payables	**200,017**	215,617	**-**	2,563
	483,554	724,266	**-**	61,655

In accordance with the Malaysian Finance Act 2021 gazetted on 31 December 2021, the Group's and the Company's unutilised tax losses can now be carried forward for ten consecutive YAs.

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Limit of utilisation				
YA 2028	**19,414**	38,059	**15,673**	32,140
YA 2029	**10,962**	10,962	**10,962**	10,962
YA 2030	**13,065**	13,065	**12,341**	12,341
YA 2031	**8,466**	8,466	**3,649**	3,649
YA 2032	**5,416**	5,416	**-**	-
YA 2033	**2,155**	2,155	**-**	-
YA 2034	**839**	839	**-**	-
YA 2035	**5,013**	5,013	**-**	-
	65,330	83,975	**42,625**	59,092

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

34 PROVISION FOR DECOMMISSIONING COSTS

	Group	
	2026 RM'000	**2025 RM'000**
At 01.07.2025/01.07.2024	**1,119,029**	617,783
Additions	**45,268**	435,717
Changes in estimates	**67,171**	(32,349)
Payment	**(89,937)**	(55,501)
Unwinding of discount (Note 9)	**56,182**	54,611
Acquisition through business combination (Note 13)	**-**	158,892
Exchange differences	**(45,848)**	(60,124)
At 30.06.2026/30.06.2025	**1,151,865**	1,119,029
Represented by:		
Non-current	**1,101,712**	1,022,405
Current	**50,153**	96,624
At 30.06.2026/30.06.2025	**1,151,865**	1,119,029

The Group makes provisions for the future costs of decommissioning of its oil and gas production facilities and pipelines on a discounted basis.

Included in additions in the previous financial year is an amount of RM399,787,815 arising from the extension of the PM3 CAA PSC and the Upstream Gas Sales Agreement for an additional 20 years commencing 1 January 2028 (with an expiry date of 31 December 2047).

35 DIRECTORS' REMUNERATION

(a) The aggregate amounts of emoluments received and/or receivable by Directors of the Group and of the Company during the financial year are as follows:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Executive Director:				
- salaries	**4,410**	4,200	**4,410**	4,200
- bonus	**4,850**	4,850	**4,850**	4,850
- defined contribution plan	**2,130**	2,082	**2,130**	2,082
- other benefits	**8**	8	**8**	8
	11,398	11,140	**11,398**	11,140
Non-executive Directors:				
- fees and allowances	**2,514**	2,406	**2,310**	2,186
	13,912	13,546	**13,708**	13,326

35 DIRECTORS' REMUNERATION (CONTINUED)

(b) Details of Directors' emoluments of the Group and of the Company received/receivable for the financial year in bands of RM50,000 are as follows:

	Group	
	2026	**2025**
Executive Director:		
RM11,350,001 – RM11,400,000	**1**	-
RM11,300,001 – RM11,350,000	**-**	-
RM11,250,001 – RM11,300,000	**-**	-
RM11,200,001 – RM11,250,000	**-**	-
RM11,150,001 – RM11,200,000	**-**	-
RM11,100,001 – RM11,150,000	**-**	1
Non-executive Directors:		
RM500,001 – RM550,000	**1**	1
RM450,001 – RM500,000	**-**	-
RM400,001 – RM450,000	**-**	-
RM350,001 – RM400,000	**2**	1
RM300,001 – RM350,000	**3**	4
RM250,001 – RM300,000	**-**	-
RM200,001 – RM250,000	**-**	-
RM150,001 – RM200,000	**-**	-
RM100,001 – RM150,000	**2**	2
RM50,001 – RM100,000	**-**	-
RM1 – RM50,000	**-**	-
	9	9

	Company	
	2026	**2025**
Executive Director:		
RM11,350,001 – RM11,400,000	**1**	-
RM11,300,001 – RM11,350,000	**-**	-
RM11,250,001 – RM11,300,000	**-**	-
RM11,200,001 – RM11,250,000	**-**	-
RM11,150,001 – RM11,200,000	**-**	-
RM11,100,001 – RM11,150,000	**-**	1
Non-executive Directors:		
RM500,001 – RM550,000	**1**	1
RM450,001 – RM500,000	**-**	-
RM400,001 – RM450,000	**-**	-
RM350,001 – RM400,000	**2**	1
RM300,001 – RM350,000	**3**	4
RM250,001 – RM300,000	**-**	-
RM200,001 – RM250,000	**-**	-
	7	7

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

36 SIGNIFICANT RELATED PARTIES DISCLOSURES

(a) Identities of related parties

The related parties of the Group and of the Company are:

(i) Its subsidiaries and an associate as disclosed in Note 18 and Note 19 to the financial statements; and

(ii) The Directors and leadership team who are the key management personnel.

(b) In addition to information detailed elsewhere in the financial statements, set out below are other significant transactions and outstanding balances with related parties during the financial year:

	Transaction values		Balances outstanding	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Group				
Project management, technical and other services fees receivable from:				
Ping Petroleum[1]	**2,888**	2,750	**743**	637
Company				
Project management, technical and other services fees receivable from:				
Oceania Hibiscus[2]:				
Gross	**17**	29	**1,306**	1,290
Less: Impairment of receivables	**(17)**	-	**(1,306)**	(1,222)
	-	29	**-**	68
Hibiscus Technical Services[2]:				
Gross	**28,907**	26,675	**35,261**	40,040
Less: Impairment of receivables	**-**	-	**-**	(2,284)
	28,907	26,675	**35,261**	37,756
Anasuria Hibiscus[2]	**5,071**	5,809	**2,274**	3,004
SEA Hibiscus[2]	**70**	221	**172**	291
Gulf Hibiscus[2]:				
Gross	**1**	1	**1,378**	1,377
Less: Impairment of receivables	**(1)**	-	**(1,378)**	(1,376)
	-	1	**-**	1

36 SIGNIFICANT RELATED PARTIES DISCLOSURES (CONTINUED)

(b) In addition to information detailed elsewhere in the financial statements, set out below are other significant transactions and outstanding balances with related parties during the financial year: (continued)

	Transaction values		Balances outstanding	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Company (continued)				
Project management, technical and other services fees receivable from: (continued)				
Peninsula Hibiscus[2]	**155**	117	**2,016**	2,059
Hibiscus Oil & Gas[2]	**565**	2,785	**144**	1,554
Asia Hibiscus[2]	**3**	17	**122**	120
Hibiscus EP Brunei[2]	**4,267**	12,526	**6,386**	12,526
Simpor Hibiscus[2]	**(224)**	637	**413**	637
Straits Hibiscus[2]	**280**	743	**2**	471
Helios Hibiscus[2]	**143**	-	**142**	-
Dividend income:				
Asia Hibiscus[2]	**-**	164,000	**116,000**	164,000
Pacific Hibiscus[2]	**44,500**	175,000	**-**	75,000
Payment on behalf of:				
Gulf Hibiscus[2]:				
Gross	**32**	13	**11,877**	11,846
Less: Impairment of receivables	**(32)**	-	**(11,877)**	(11,833)
	-	13	**-**	13
Oceania Hibiscus[2]:				
Gross	**21,521**	2,633	**80,788**	58,932
Less: Impairment of receivables	**(21,521)**	-	**(80,788)**	(54,745)
	-	2,633	**-**	4,187
Hibiscus Technical Services[2]	**373**	1,089	**391**	1,106

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

36 SIGNIFICANT RELATED PARTIES DISCLOSURES (CONTINUED)

(b) In addition to information detailed elsewhere in the financial statements, set out below are other significant transactions and outstanding balances with related parties during the financial year: (continued)

	Transaction values		Balances outstanding	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Company (continued)				
Payment on behalf of: (continued)				
Timor Hibiscus[2]:				
Gross	**53**	23	**27,919**	27,867
Less: Impairment of receivables	**-**	-	**(27,844)**	(27,844)
	53	23	**75**	23
Peninsula Hibiscus[2]	**-**	-	**16**	16
Hibiscus Capital[2]:				
Gross	**68**	62	**433**	368
Less: Impairment of receivables	**-**	-	**(309)**	(309)
	68	62	**124**	59
Asia Hibiscus[2]	**2,715**	1,945	**3,151**	1,341
Simpor Hibiscus[2]	**3,192**	2,934	**5,877**	2,921
Pacific Hibiscus[2]	**814**	-	**1,121**	303
Payment on behalf by:				
Hibiscus Oilfield[2]	**21**	-	**333**	367
Advances to:				
Anasuria Hibiscus[2]	**2,400**	-	**62,591**	85,931
Asia Hibiscus[2]	**39,309**	-	**-**	-
SEA Hibiscus[2]	**48,072**	40,169	**-**	-
Peninsula Hibiscus[2]	**8,420**	-	**8,160**	-
Helios Hibiscus[2]	**1,335**	-	**1,335**	-

36 SIGNIFICANT RELATED PARTIES DISCLOSURES (CONTINUED)

(b) In addition to information detailed elsewhere in the financial statements, set out below are other significant transactions and outstanding balances with related parties during the financial year: (continued)

	Transaction values		Balances outstanding	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Company (continued)				
Interest income on advances to:				
Anasuria Hibiscus[2]	**3,244**	3,580	**11,070**	8,040
Hibiscus Technical Services[2]	**-**	18	**-**	1,727
Peninsula Hibiscus[2]	**514**	-	**516**	3,879
Asia Hibiscus[2]	**463**	7	**486**	23
SEA Hibiscus[2]	**570**	640	**351**	-
Helios Hibiscus[2]	**18**	-	**18**	-
Advances from:				
Asia Hibiscus[2]	**42,182**	3,107	**-**	844
Interest expense on advances from:				
Asia Hibiscus[2]	**141**	45	**800**	688

The Group and the Company entered into the abovementioned related party transactions with parties whose relationships are set out below:

[1] Shareholder of a joint operating company of the Group.

[2] Subsidiaries of the Group.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

36 SIGNIFICANT RELATED PARTIES DISCLOSURES (CONTINUED)

(c) Key management personnel compensation

	Group		Company	
	2026 RM'000	2025 RM'000	**2026 RM'000**	2025 RM'000
Directors:				
- fees and allowances	**2,514**	2,406	**2,310**	2,186
- salaries	**4,410**	4,200	**4,410**	4,200
- bonus	**4,850**	4,850	**4,850**	4,850
- defined contribution plan	**2,130**	2,082	**2,130**	2,082
- other benefits	**8**	8	**8**	8
	13,912	13,546	**13,708**	13,326
Key management personnel other than Directors:				
- salaries, bonus and fees	**24,028**	25,838	**12,448**	17,045
- defined contribution plan	**2,504**	2,022	**1,589**	1,609
- other benefits	**1,566**	1,344	**181**	118
	28,098	29,204	**14,218**	18,772

37 OPERATING SEGMENTS

Operating segments are presented in respect of the Group's business activities. The Group's activities have been grouped into the following principal areas:

(i) Peninsular Malaysia — Group's investments and operations in Peninsular Malaysia, consisting of (i) PM3 CAA, (ii) PM305 and PM314, (iii) PKNB and (iv) PM327.

PM3 CAA

Group's investment in its 35.0% participating interest in PM3 CAA, located within the CAA between Malaysia and Vietnam. The investment includes the management of the operations relating to the production from eight oil and gas fields (namely Bunga Orkid, Bunga Pakma, Bunga Lavatera, Bunga Kekwa, Bunga Raya, Bunga Seroja, Bunga Tulip and Bunga Aster).

PM305 and PM314

(a) PM305

- Group's investment in its 60.0% participating interest in PM305, located off the eastern coast of Peninsular Malaysia in the Malay Basin. The participating interest in PM305 ceased on 17 March 2024.

  The Group has the obligation to complete the abandonment of the wells and facilities per the PSC terms of PM305. All well abandonment obligations required to be carried out were completed in August 2022. The remaining abandonment obligations of the South Angsi-A facility were completed in December 2025.

  The Group is also in the process of finalising the cash settlement exercise in relation to underlift crude balances.

37 OPERATING SEGMENTS (CONTINUED)

Operating segments are presented in respect of the Group's business activities. The Group's activities have been grouped into the following principal areas: (continued)

(i) Peninsular Malaysia (continued)

(b) PM314

- Group's investment in its 60.0% participating interest in PM314, located off the eastern coast of Peninsular Malaysia in the Malay Basin. The participating interest in PM314 ceased on 5 September 2020 and all abandonment obligations required to be carried out per the PSC terms of PM314 were completed in August 2022.

  The Group has finalised the cash settlement exercise in relation to underlift crude balances in April 2025. Following this, all balances and obligations under this PSC have been fully settled and extinguished in the previous financial year.

PKNB

Group's investment in its 65.0% participating interest in PKNB, located in shallow waters between 65 and 75 metres depth offshore the east coast of Peninsular Malaysia.

The investment includes the management of operations relating to the four discovered resource opportunities (gas fields), namely the Pertang, Kenarong, Noring and Bedong fields.

PM327

Group's investment in its 30.0% non-operated participating interest in PM327, an exploration block located to the south of the PM3 CAA.

The segment's functional currency is the USD. The average and closing rates adopted for conversion to RM in the current financial year are 4.0845 and 4.0800 respectively.

(ii) Sabah Malaysia

Group's investments and operations in Sabah, Malaysia, consisting of (i) North Sabah and (ii) Kinabalu.

North Sabah

Group's investment in its 50.0% participating interest in North Sabah, located off the coast of Sabah, Malaysia. The investment includes the management of the operations relating to the production from four existing oil fields (namely St Joseph, South Furious, South Furious 30 and Barton), existing pipeline infrastructure, the LCOT and all other equipment and assets relating to the PSC.

Kinabalu

Group's investment in its 60.0% participating interest in Kinabalu, located off the coast of Sabah, Malaysia. The investment includes the management of the operations relating to the production from three existing oil fields (namely Kinabalu Main, Kinabalu East and Kinabalu Far East).

The segment's functional currency is the USD. The average and closing rates adopted for conversion to RM in the current financial year are 4.0845 and 4.0800 respectively.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

37 OPERATING SEGMENTS (CONTINUED)

Operating segments are presented in respect of the Group's business activities. The Group's activities have been grouped into the following principal areas: (continued)

(iii) Brunei

Group's investments and operations in Brunei, consisting of (i) the Block B MLJ field and (ii) the Brunei Solar Project.

Block B MLJ

Group's investment in its 37.5% operated interest in the Block B Concession containing the Block B MLJ field, located offshore Brunei. The Block B MLJ field is a producing gas asset.

Block B MLJ's functional currency is the USD. The average and closing rates adopted for conversion to RM in the current financial year are 4.0845 and 4.0800 respectively.

Brunei Solar Project

Group's investment in a new 12 megawatt solar farm to provide renewable energy for the Low-Pressure Compressor ("LPC") project in Brunei for Block B MLJ field operations. Government approvals were obtained in March 2026 for the commencement of the construction phase. The objective is to achieve a fixed cost of electricity for Block B MLJ's LPC project.

The Brunei Solar Project's functional currency is the Brunei Dollar ("BND"). The average and closing rates adopted for conversion to RM in the current financial year are 3.1783 and 3.1528 respectively.

(iv) United Kingdom

Group's investments and operations in the UK, consisting of (i) the Anasuria Area and (ii) GMAD, all located offshore in the UKCS.

Anasuria Area

(a) Anasuria Cluster

- Group's investment in its:

  (i) 50.0% jointly operated interest in the Licence P013 (Blocks 21/25a and 21/30a) containing the Guillemot A, Teal and Teal South producing fields;

  (ii) 19.3% non-operated interests in the Licence P185 (Block 21/20a) containing the Cook producing field;

  (iii) 50.0% interest in the Anasuria FPSO; and

  (iv) 50.0% interest in Anasuria Operating Company Limited.

(b) Licence P2451

- Group's investment in its 42.5% operated interest in Licence P2451 (Block 21/28b) containing the Fyne undeveloped field.

(c) Licence P2532

- Group's investment in its 19.3% non-operated interest in Licence P2532 (Block 21/19c) containing Cook West field extension. Ithaca Energy is the operator.

37 OPERATING SEGMENTS (CONTINUED)

Operating segments are presented in respect of the Group's business activities. The Group's activities have been grouped into the following principal areas: (continued)

(iv) United Kingdom (continued)

(d) Licence P2535

- Group's investment in its 100.0% operated interest in Licence P2535 (Block 21/24d) containing the Teal West field, which is contiguous to the Teal field and is located approximately 4 kilometres from the Teal manifold. The Teal West field is planned to be produced to the Anasuria FPSO where the well fluids will be processed and exported via the Anasuria infrastructure.

GMAD

(a) Marigold field

- Group's investment in its 91.25% operated unit participation in Licence P198 (Block 15/13a) and Licence P2158 (Block 15/18b) containing the unitised Marigold field, pursuant to the UUOA executed on 15 September 2023.

(b) Sunflower field

- Group's investment in its 87.5% operated interest in Licence P198 (Block 15/13b) containing the Sunflower discovery.

(c) Licence P2518

- Group's investment in its 100.0% operated interest in Licence P2518 (Block 15/12a and Block 15/17a) containing the Kildrummy discovery.

(d) Licence P2608

- Group's investment in its 100.0% operated interest in Licence P2608 (Block 15/18a and Block 15/19a) containing the Crown discovery.

(e) Licence P2635

- Group's investment in its 100.0% operated interest in Licence P2635 (Block 15/13c and Block 15/18c) containing the Cross prospect and hydrocarbon lead northwest of the Marigold field.

The segment's functional currency is the USD. The average and closing rates adopted for conversion to RM in the current financial year are 4.0845 and 4.0800 respectively.

(v) Vietnam

Group's investment in its 70.0% operated interest in Block 46, a tie-back asset to PM3 CAA located in Vietnamese waters. Block 46 contains the producing Cai Nuoc field and the undeveloped Hoa Mai field.

The segment's functional currency is the USD. The average and closing rates adopted for conversion to RM in the current financial year are 4.0845 and 4.0800 respectively.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

37 OPERATING SEGMENTS (CONTINUED)

Operating segments are presented in respect of the Group's business activities. The Group's activities have been grouped into the following principal areas: (continued)

(vi) Others

Other segment comprised of the Group's operations in Australia and investment holding and group activities.

Australia

Group's operations in VIC/RL17 for the West Seahorse field and investment in 3D Energi.

All abandonment obligations required to be carried out were completed in March 2026. The permit will be returned to the NOPTA upon its expiry on 4 November 2026.

The functional currency is the Australian Dollar ("AUD"). The average and closing rates adopted for conversion to RM in the current financial year are 2.7740 and 2.8132 respectively.

Investment holding and group activities

Investments in companies owning/operating oil and gas concessions, and provision of project management, technical and other services relating to the oil and gas exploration and production industry. The investment holding and group activities are located in Malaysia.

37 OPERATING SEGMENTS (CONTINUED)

	Peninsular Malaysia RM'000	Sabah Malaysia RM'000	Brunei RM'000	United Kingdom RM'000	Vietnam RM'000	Others RM'000	Group RM'000
30.06.2026							
Non-current assets	**1,048,944**	**1,309,521**	**1,439,883**	**2,103,532**	**13,707**	**23,159**	**5,938,746**
Additions to non-current assets	**168,844**	**91,954**	**158,698**	**486,105**	**9,876**	**2,262**	**917,739**
Sales of crude oil and gas	**790,688**	**936,134**	**369,424**	**173,739**	**(11,928)**[1]	**-**	**2,258,057**
Processing service	**-**	**-**	**71,160**	**-**	**-**	**-**	**71,160**
Project management, technical and other services	**-**	**-**	**-**	**-**	**-**	**11,238**	**11,238**
Interest income	**-**	**-**	**-**	**-**	**-**	**1,315**	**1,315**
Revenue	**790,688**	**936,134**	**440,584**	**173,739**	**(11,928)**[1]	**12,553**	**2,341,770**
Cost of sales	**(277,911)**	**(283,473)**	**(127,536)**	**(122,370)**	**-**	**-**	**(811,290)**
Depreciation and amortisation	**(196,349)**	**(183,511)**	**(100,868)**	**(52,066)**	**(6,257)**	**(2,004)**	**(541,055)**
Profit/(loss) from operations	**264,607**	**319,019**	**197,211**	**(75,829)**	**(19,690)**	**(78,422)**	**606,896**
Provision for inventories obsolescence	**(11,450)**	**(6,500)**	**-**	**-**	**-**	**-**	**(17,950)**
Impairment of equipment	**(7,747)**	**(10,106)**	**-**	**(3)**	**-**	**-**	**(17,856)**
Impairment of intangible assets	**-**	**-**	**-**	**(10,356)**	**-**	**-**	**(10,356)**
Write-off of equipment	**-**	**-**	**(9,667)**	**-**	**-**	**-**	**(9,667)**
Impairment of investment in an associate	**-**	**-**	**-**	**-**	**-**	**(3,661)**	**(3,661)**
Share of results of an associate	**-**	**-**	**-**	**-**	**-**	**(267)**	**(267)**
Impairment of receivables	**(90)**	**-**	**-**	**-**	**-**	**-**	**(90)**
Write-back of well exploration costs	**1,634**	**-**	**-**	**-**	**-**	**-**	**1,634**
Finance costs	**(39,717)**	**(33,151)**	**(12,359)**	**(41,724)**	**(343)**	**(34,092)**	**(161,386)**
Interest income	**2,495**	**1,907**	**503**	**13,187**	**19**	**428**	**18,539**
Taxation	**(91,239)**	**(86,602)**	**(93,798)**	**203,435**	**6,635**	**17,002**	**(44,567)**
Profit/(loss) after taxation	**118,493**	**184,567**	**81,890**	**88,710**	**(13,379)**	**(99,012)**	**361,269**

[1] Represents an adjustment to the deemed income tax expense arising from the sale of crude oil upon the issuance of the Corporate Income Tax Certificate by the Vietnamese tax authorities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

37 OPERATING SEGMENTS (CONTINUED)

	Peninsular Malaysia RM'000	Sabah Malaysia RM'000	Brunei RM'000	United Kingdom RM'000	Vietnam RM'000	Others RM'000	Group RM'000
30.06.2025							
Non-current assets	1,182,339	1,466,662	1,443,564	1,737,403	8,689	8,740	5,847,397
Included in the segments assets is:							
Investment in an associate	-	-	-	-	-	3,867	3,867
Additions to non-current assets	597,424	407,694	140,349	169,340	476	2,120	1,317,403
Sales of crude oil and gas	817,551	934,867	195,850	205,448	56,506	-	2,210,222
Processing service	-	-	107,288	-	-	-	107,288
Project management, technical and other services	-	-	-	-	-	11,560	11,560
Interest income	-	-	-	-	-	3,812	3,812
Revenue	817,551	934,867	303,138	205,448	56,506	15,372	2,332,882
Cost of sales	(345,839)	(346,190)	(123,531)	(99,339)	(29,325)	-	(944,224)
Depreciation and amortisation	(236,001)	(145,027)	(74,398)	(60,581)	(2,062)	(1,889)	(519,958)
Profit/(loss) from operations	224,144	290,903	98,597	(5,829)	23,595	(70,393)	561,017
Net write-off of well exploration costs	(17,043)	(42,096)	-	-	-	-	(59,139)
Impairment of equipment	-	-	-	(28,129)	-	-	(28,129)
Impairment of receivables	(82)	(176)	-	(11,202)	-	-	(11,460)
Share of results of an associate	-	-	-	-	-	(589)	(589)
Finance costs	(22,890)	(17,921)	(6,880)	(35,844)	(475)	(50,110)	(134,120)
Interest income	6,063	3,035	2,044	14,049	98	345	25,634
Taxation	(49,340)	(81,646)	(37,724)	(51,688)	(13,442)	(1,877)	(235,717)
Profit/(loss) after taxation	140,852	152,099	56,037	(118,643)	9,776	(122,624)	117,497

Revenue from external customers mainly derived from the sale of crude oil and gas and processing services amounted to RM2,329,216,733 (2025: RM2,317,509,929). Revenue mainly derived from each of the four (2025: four) major customers amounted to RM760,052,710, RM604,049,639, RM313,717,165 and RM181,394,879 respectively (2025: RM720,979,452, RM625,392,439, RM266,338,701 and RM256,776,196 respectively).

38 COMMITMENTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Approved and contracted for:				
Capital commitments	**349,939**	311,739	**74**	50
Share of a joint operation's capital commitments	**5,769**	11,300	**-**	-
	355,708	323,039	**74**	50
Share of a joint operation's other material commitments	**21,856**	23,401	**-**	-
	377,564	346,440	**74**	50

39 FINANCIAL INSTRUMENTS

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

(a) Financial risk management policies

The Group's policies in respect of the major areas of treasury activity are as follows:

(i) Market risk

Price risk

Commodity price risk related to crude oil is the Group's market risk exposure. Crude oil prices and quality differentials are influenced by worldwide factors such as Organization of the Petroleum Exporting Countries + ("OPEC+") actions, political events and supply and demand fundamentals. The Group is also exposed to natural gas price movements. Natural gas prices are generally influenced by oil prices and local market conditions. The Group's expenditures are subject to the effects of inflation, and prices received for the product sold are not readily adjustable to cover any increase in expenses from inflation. The Group may periodically use different types of derivative instruments to manage its exposure to price volatility, thus mitigating fluctuation in commodity-related cash flows.

Foreign currency risk

The Group is exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the functional currencies against which they are measured. Foreign currency risk does not arise from financial instruments that are non-monetary items or from financial instruments denominated in the functional currency. The currencies giving rise to this risk are primarily USD, AUD, Great Britain Pound ("GBP") and BND. Foreign currency risk is monitored closely on an on-going basis to ensure that the net exposure is at an acceptable level.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(i) Market risk (continued)

Foreign currency risk (continued)

The Group's and the Company's exposure to foreign currency is as follows:

	USD RM'000	RM RM'000	AUD RM'000	GBP RM'000	BND RM'000	Others RM'000	Total RM'000
Group							
30.06.2026							
Financial assets							
Trade receivables	**363,804**	**-**	**-**	**1,662**	**-**	**-**	**365,466**
Other receivables and deposits	**391,062**	**92,923**	**-**	**9,621**	**5,916**	**63**	**499,585**
Other investment	**-**	**51**	**-**	**-**	**-**	**-**	**51**
Cash and bank balances	**478,921**	**85,648**	**1,445**	**298,187**	**5,230**	**61**	**869,492**
Intra-group balances	**2,766,825**	**688,516**	**21,735**	**10,358**	**212**	**486**	**3,488,132**
	4,000,612	**867,138**	**23,180**	**319,828**	**11,358**	**610**	**5,222,726**
Financial liabilities							
Trade payables	**2,348**	**-**	**-**	**717**	**-**	**-**	**3,065**
Other payables and accruals	**274,640**	**390,801**	**184**	**129,792**	**37,957**	**19,266**	**852,640**
Borrowings	**766,554**	**103,698**	**-**	**65**	**30,354**	**-**	**900,671**
Contingent consideration	**79,075**	**-**	**-**	**-**	**-**	**-**	**79,075**
Intra-group balances	**2,880,341**	**735,002**	**131,955**	**9,460**	**187**	**486**	**3,757,431**
	4,002,958	**1,229,501**	**132,139**	**140,034**	**68,498**	**19,752**	**5,592,882**
Net financial (liabilities)/assets	**(2,346)**	**(362,363)**	**(108,959)**	**179,794**	**(57,140)**	**(19,142)**	**(370,156)**
Less: Net financial (assets)/liabilities denominated in respective entities' functional currencies	**(76,941)**	**(141,614)**	**99,977**	**395**	**37,067**	**-**	**(81,116)**
	(79,287)	**(503,977)**	**(8,982)**	**180,189**	**(20,073)**	**(19,142)**	**(451,272)**

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(i) Market risk (continued)

Foreign currency risk (continued)

The Group's and the Company's exposure to foreign currency is as follows: (continued)

	USD RM'000	RM RM'000	AUD RM'000	GBP RM'000	BND RM'000	Others RM'000	Total RM'000
Group							
30.06.2025							
Financial assets							
Trade receivables	370,555	-	-	2,435	-	-	372,990
Other receivables and deposits	524,052	180,424	1	723	962	55	706,217
Other investment	-	51	-	-	-	-	51
Cash and bank balances	217,332	115,282	167	306,938	2,235	51	642,005
Intra-group balances	3,282,445	924,762	4,216	8,502	177	1,715	4,221,817
	4,394,384	1,220,519	4,384	318,598	3,374	1,821	5,943,080
Financial liabilities							
Trade payables	918	12	-	26,585	-	-	27,515
Other payables and accruals	594,836	262,399	184	44,406	19,752	12,846	934,423
Borrowings	986,459	140,608	-	61	-	-	1,127,128
Contingent consideration	41,917	-	-	-	-	-	41,917
Intra-group balances	3,412,682	937,678	108,311	9,350	177	1,291	4,469,489
	5,036,812	1,340,697	108,495	80,402	19,929	14,137	6,600,472
Net financial (liabilities)/assets	(642,428)	(120,178)	(104,111)	238,196	(16,555)	(12,316)	(657,392)
Less: Net financial liabilities/(assets) denominated in respective entities' functional currencies	511,754	(286,113)	94,805	47	-	-	320,493
	(130,674)	(406,291)	(9,306)	238,243	(16,555)	(12,316)	(336,899)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(i) Market risk (continued)

Foreign currency risk (continued)

The Group's and the Company's exposure to foreign currency is as follows: (continued)

	USD RM'000	RM RM'000	AUD RM'000	GBP RM'000	BND RM'000	Others RM'000	Total RM'000
Company							
30.06.2026							
Financial assets							
Other receivables and deposits	**8**	**844**	**-**	**-**	**-**	**-**	**852**
Amounts owing by subsidiaries	**80,541**	**164,993**	**4,067**	**6,531**	**199**	**390**	**256,721**
Cash and bank balances	**45,357**	**27,312**	**-**	**-**	**-**	**-**	**72,669**
	125,906	**193,149**	**4,067**	**6,531**	**199**	**390**	**330,242**
Financial liabilities							
Other payables and accruals	**609**	**26,423**	**-**	**350**	**16**	**144**	**27,542**
Borrowings	**90,134**	**855**	**-**	**-**	**-**	**-**	**90,989**
Amount owing to a related party	**-**	**-**	**-**	**1**	**-**	**-**	**1**
Amount owing to subsidiaries	**329**	**-**	**-**	**-**	**-**	**-**	**329**
	91,072	**27,278**	**-**	**351**	**16**	**144**	**118,861**
Net financial assets	**34,834**	**165,871**	**4,067**	**6,180**	**183**	**246**	**211,381**
Less: Net financial assets denominated in the Company's functional currency	**-**	**(165,871)**	**-**	**-**	**-**	**-**	**(165,871)**
	34,834	**-**	**4,067**	**6,180**	**183**	**246**	**45,510**

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(i) Market risk (continued)

Foreign currency risk (continued)

The Group's and the Company's exposure to foreign currency is as follows: (continued)

	USD RM'000	RM RM'000	AUD RM'000	GBP RM'000	BND RM'000	Others RM'000	Total RM'000
Company							
30.06.2025							
Financial assets							
Other receivables and deposits	-	850	-	-	-	-	850
Amounts owing by subsidiaries	63,238	330,246	2,439	8,463	177	1,322	405,885
Cash and bank balances	661	16,980	-	-	-	-	17,641
	63,899	348,076	2,439	8,463	177	1,322	424,376
Financial liabilities							
Other payables and accruals	4,915	23,790	-	206	2	1,044	29,957
Borrowings	101,888	308	-	-	-	-	102,196
Amount owing to a related party	-	-	-	1	-	-	1
Amount owing to subsidiaries	364	-	-	-	-	-	364
	107,167	24,098	-	207	2	1,044	132,518
Net financial (liabilities)/assets	(43,268)	323,978	2,439	8,256	175	278	291,858
Less: Net financial assets denominated in the Company's functional currency	-	(323,978)	-	-	-	-	(323,978)
	(43,268)	-	2,439	8,256	175	278	(32,120)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(i) Market risk (continued)

Foreign currency risk (continued)

Foreign currency risk sensitivity analysis

The following table details the sensitivity analysis to a reasonable, possible level of change in the foreign currency exchange rates as at the end of the financial year, with all other variables held constant:

	Group		Company	
	2026 (Decrease)/ Increase RM'000	**2025 (Decrease)/ Increase RM'000**	**2026 Increase/ (Decrease) RM'000**	**2025 (Decrease)/ Increase RM'000**
Effects on profit/(loss) before taxation/equity:				
USD				
- strengthened by 5.0%	**(3,964)**	(6,534)	**1,742**	(2,163)
- weakened by 5.0%	**3,964**	6,534	**(1,742)**	2,163
AUD				
- strengthened by 5.0%	**(449)**	(465)	**203**	122
- weakened by 5.0%	**449**	465	**(203)**	(122)
GBP				
- strengthened by 5.0%	**9,009**	11,912	**309**	413
- weakened by 5.0%	**(9,009)**	(11,912)	**(309)**	(413)
RM				
- strengthened by 5.0%	**(25,199)**	(20,315)	**-**	-
- weakened by 5.0%	**25,199**	20,315	**-**	-
BND				
- strengthened by 5.0%	**(1,004)**	(828)	**9**	9
- weakened by 5.0%	**1,004**	828	**(9)**	(9)
Others				
- strengthened by 5.0%	**(957)**	(616)	**12**	14
- weakened by 5.0%	**957**	616	**(12)**	(14)

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(i) Market risk (continued)

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's interest rate risk arises from its floating rate borrowings and trade arrangements with counterparties.

The Group continuously monitors its debt portfolio, allowing the Group to capitalise on less expensive financing in a low-interest rate environment to achieve a certain level of protection against rate hikes.

The interest rate profile of the Group's interest-bearing borrowings based on the carrying amounts as at the end of the financial year is as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Floating rate instruments:				
- Borrowings	**636,813**	761,295	**90,134**	101,888

Interest rate sensitivity

At the reporting date, if annual interest rates had been 50 basis points higher/lower respectively, with all other variables in particular foreign exchange rates being held constant, the Group's profit before tax would have been lower/higher by RM3,165,445 (2025: RM3,804,907) as a result of an increase or a decrease in interest expense on these floating rate instruments.

(ii) Credit risk

Trade receivables

The Group and the Company manage their exposure to credit risk or the risk of counterparties defaulting, arising from trade receivables by monitoring the timely receipt of receivables on an on-going basis.

The Group's major concentration of credit risk relates to trade receivables due from eight (2025: nine) customers which constituted 100.0% (2025: 100.0%) of its total trade receivables as at the end of the financial year.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk is represented by the carrying amount of the financial assets as at the end of the financial year.

The Group and the Company apply the MFRS 9 simplified approach to measure ECL which uses lifetime ECL allowances for all trade receivables.

As at 30 June 2026, in view of the good historical payment experience with the counterparties and the collections received subsequent to the reporting date, the Group and the Company do not expect any counterparty to fail to meet its obligations. Therefore, the Group and the Company are of the view that ECL are not material.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(ii) Credit risk (continued)

Other financial assets

The Group's and the Company's exposure to credit risks for other financial assets arises from other receivables and deposits, and amounts owing by subsidiaries. Management has taken reasonable steps to ensure these financial assets are recoverable.

These financial assets are assessed on an individual basis for ECL measurement and the impairment losses recognised are disclosed in Note 18, Note 22 and Note 23 to the financial statements.

For cash and bank balances, the Group and the Company minimise credit risk by dealing exclusively with counterparties possessing high credit ratings. While cash and bank balances are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs if a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

The Company has issued corporate guarantees for trade arrangements with counterparties and banking facilities in its indirect wholly-owned subsidiaries. The Company has assessed that the subsidiaries have the financial capacity to meet the contractual cash flow obligations and hence, does not expect significant credit losses arising from these guarantees.

As at the end of the financial year, the exposure to credit risk in relation to the corporate guarantees given by the Company amounted to RM1,006,841,988 (2025: RM787,999,475).

(iii) Liquidity risk

As at 30 June 2026, the Group is in a net current liability position of RM398,151,105 (2025: net current liability position of RM388,712,084).

Liquidity risk arises mainly from the risk of insufficient cash flows from business activities and funding to meet the Group's financial obligations when they fall due. The Group practises prudent risk management by maintaining sufficient cash balances to meet the Group's operational and financing needs as and when they fall due, ensuring availability of funding via credit lines, whilst meeting external debt covenant compliance.

The Group's cash requirements for the next twelve months from the date of the approval of the financial statements are primarily for operational requirements and capital commitments for PM3 CAA, North Sabah, Kinabalu, the Anasuria Area, Block B MLJ, PM327, Block 46, PKNB, GMAD, corporate overheads and other relevant obligations which include the settlement of trade arrangements with counterparties and the repayments of revolving credit facilities and term loan.

The Directors expect to fund their operating, investing and financing obligations for the next twelve months from the date of the approval of the financial statements via cash inflow from the operations of PM3 CAA, Kinabalu, North Sabah, the Anasuria Area and Block B MLJ. If required, the Group may continue to draw upon the availability of unutilised funding from trade arrangements with counterparties and banking facilities with commercial banks. The Directors have also considered the impact of the volatility in future oil and gas prices based on existing macro trends and any other relevant known obligations to maintain positive cash balances for the next twelve months from the date of the approval of the financial statements.

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(iii) Liquidity risk (continued)

The Company expects to fund its short-term obligations through the provision of advances from its indirect wholly-owned revenue generating subsidiaries and the distribution of dividends from its wholly-owned subsidiaries.

Based on the above, the Directors are of the view that the Group and the Company are able to meet their cash requirements for the next twelve months from the date of the approval of the financial statements.

The following table sets out the maturity profile of the financial liabilities as at the end of the financial year based on contractual undiscounted cash flows:

	Carrying amount RM'000	Contractual undiscounted RM'000	Within 1 year RM'000	Within 1-2 years RM'000	More than 2 years RM'000
Group					
30.06.2026					
Trade payables	**3,065**	**3,065**	**3,065**	**-**	**-**
Other payables and accruals	**852,640**	**853,147**	**849,650**	**2,885**	**612**
Borrowings	**900,671**	**986,605**	**580,343**	**118,329**	**287,933**
Contingent consideration	**79,075**	**92,798**	**4,364**	**15,967**	**72,467**
	1,835,451	**1,935,615**	**1,437,422**	**137,181**	**361,012**
30.06.2025					
Trade payables	27,515	27,515	27,515	-	-
Other payables and accruals	934,423	935,455	924,488	7,382	3,585
Borrowings	1,127,128	1,264,785	591,549	358,163	315,073
Contingent consideration	41,917	45,860	2,099	27,718	16,043
	2,130,983	2,273,615	1,545,651	393,263	334,701

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

39 FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management policies (continued)

(iii) Liquidity risk (continued)

The following table sets out the maturity profile of the financial liabilities as at the end of the financial year based on contractual undiscounted cash flows: (continued)

	Carrying amount RM'000	Contractual undiscounted RM'000	Within 1 year RM'000	Within 1-2 years RM'000	More than 2 years RM'000
Company					
30.06.2026					
Other payables and accruals	**27,542**	**27,542**	**27,542**	**-**	**-**
Borrowings	**90,989**	**91,655**	**91,442**	**120**	**93**
Amount owing to a related party	**1**	**1**	**1**	**-**	**-**
Amounts owing to subsidiaries	**329**	**329**	**329**	**-**	**-**
Financial guarantee contracts	**-**	**1,006,842**	**1,006,842**	**-**	**-**
	118,861	**1,126,369**	**1,126,156**	**120**	**93**
30.06.2025					
Other payables and accruals	29,957	29,957	29,957	-	-
Borrowings	102,196	103,381	103,189	62	130
Amount owing to a related party	1	1	1	-	-
Amounts owing to subsidiaries	364	364	364	-	-
Financial guarantee contracts	-	787,999	787,999	-	-
	132,518	921,702	921,510	62	130

(b) Capital risk management

The Group manages its capital, which comprises share capital and retained earnings stated in the statements of financial position, to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support their businesses and maximise shareholders' value. To achieve this objective, the Group may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividends declared, returning of capital to shareholders or issuing of new shares.

Under the requirements of Bursa Securities Practice Note No. 17/2005, the Company is required to maintain a consolidated shareholders' equity (total equity attributable to owners of the Company) equal to or not less than 25.0% of the Company's issued and paid-up ordinary share capital (excluding treasury shares) and such shareholders' equity is not less than RM40 million. The Company has complied with this requirement.

The Group's borrowings are subject to the covenants of the lending banks. These include liquidity and solvency ratios, and the Group has complied with these parameters.

39 FINANCIAL INSTRUMENTS (CONTINUED)

(c) Classification of financial instruments

	2026 RM'000	2025 RM'000
Group		
Financial assets		
Financial assets at amortised cost		
Trade receivables	**365,466**	372,990
Other receivables and deposits	**499,585**	706,217
Cash and bank balances	**869,492**	642,005
	1,734,543	1,721,212
Financial assets at FVTPL		
Other investment	**51**	51
Financial liabilities		
Financial liabilities at amortised cost		
Trade payables	**3,065**	27,515
Other payables and accruals	**852,640**	934,423
Borrowings	**900,671**	1,127,128
	1,756,376	2,089,066
Financial liabilities at FVTPL		
Contingent consideration	**79,075**	41,917
Company		
Financial assets		
Financial assets at amortised cost		
Other receivables and deposits	**852**	850
Amounts owing by subsidiaries	**256,721**	405,885
Cash and bank balances	**72,669**	17,641
	330,242	424,376
Financial liabilities		
Financial liabilities at amortised cost		
Other payables and accruals	**27,542**	29,957
Borrowings	**90,988**	102,196
Amounts owing to subsidiaries	**329**	364
Amount owing to a related party	**1**	1
	118,861	132,518

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

39 FINANCIAL INSTRUMENTS (CONTINUED)

(d) Offsetting financial assets and financial liabilities

Financial assets and liabilities are offset and the net amount reported in the statements of financial position where the Company currently has a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

	Gross amounts RM'000	Offsetting impact RM'000	Net amounts as presented in the statements of financial position RM'000
Company			
30.06.2026			
Financial assets			
Amounts owing by subsidiaries	**281,356**	**(24,635)**	**256,721**
Financial liabilities			
Amounts owing to subsidiaries	**24,964**	**(24,635)**	**329**
30.06.2025			
Financial assets			
Amounts owing by subsidiaries	419,141	(13,256)	405,885
Financial liabilities			
Amounts owing to subsidiaries	13,620	(13,256)	364

(e) Fair values of financial instruments

All financial instruments are carried at amounts not materially different from their fair values as at 30 June 2026.

Fair value estimates are made at a specific point in time and based on relevant market data and information about the financial instruments. These estimates are subjective in nature, involve uncertainties and matters of significant judgement and therefore cannot be determined with precision. Changes in assumptions could significantly affect the estimates.

Financial instruments other than those carried at fair value

The carrying amounts of the financial assets and liabilities of the Group and of the Company at the reporting date approximate their fair values.

39 FINANCIAL INSTRUMENTS (CONTINUED)

(f) Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
Financial instrument at fair value through profit or loss:				
Asset				
Other investment				
At 01.07.2024	-	-	-	-
Addition	-	-	51	51
At 30.06.2025/30.06.2026	**-**	**-**	**51**	**51**
Liability				
Contingent consideration				
At 01.07.2024	-	-	44,998	44,998
Settlement	-	-	(1,113)	(1,113)
Changes in estimates	-	-	610	610
Unwinding of discount	-	-	2,267	2,267
Exchange differences	-	-	(4,845)	(4,845)
At 30.06.2025/01.07.2025	**-**	**-**	**41,917**	**41,917**
Additions	**-**	**-**	**32,969**	**32,969**
Settlement	**-**	**-**	**(529)**	**(529)**
Changes in estimates	**-**	**-**	**2,506**	**2,506**
Unwinding of discount	**-**	**-**	**3,628**	**3,628**
Exchange differences	**-**	**-**	**(1,416)**	**(1,416)**
At 30.06.2026	**-**	**-**	**79,075**	**79,075**

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONTINUED)

40 MATERIAL LITIGATION

Notice to Arbitrate ("Notice") received by Hibiscus Oil & Gas

Hibiscus Oil & Gas received the Notice dated 2 March 2023 from lawyers acting for Oceancare Corporation Sdn. Bhd. ("Oceancare"). The Notice relates to a dispute arising from a contract entered into between Hibiscus Oil & Gas (as operator of the relevant PSCs) and Oceancare titled "Provision of Integrated Well Services for Intervention, Workover & Abandonment for Petroleum Arrangement Contracts (PACs) Package (B): Integrated Workover for Production Enhancement and for Abandonment", in which Oceancare is claiming a total principal amount of RM36,574,760.86 alleging, amongst other things, variation to original scope of work, which Hibiscus Oil & Gas denies.

On 30 March 2023, Hibiscus Oil & Gas served its response to the Notice and put forward its counterclaim. This arbitration has been registered by the Asian International Arbitration Centre ("AIAC") and pursuant thereto, Hibiscus Oil & Gas made payment of a provisional advance deposit in the sum of RM185,797.25 to the AIAC in May 2023. In April 2025, Oceancare paid its portion of the provisional advance deposit to AIAC, indicating its intention to proceed with arbitration. Oceancare formally served its Statement of Claim on 19 September 2025, and Hibiscus Oil & Gas submitted its Statement of Defence and Counterclaim on 31 October 2025, in accordance with the arbitration timeline. Both Parties thereafter have filed their respective responses to the Statement of Defence and Counterclaim. The process of document discovery is currently underway. The arbitration hearing has tentatively been scheduled for January 2027.

The Directors are of the opinion that the Group has a reasonably good basis to defend the claim.

41 DIVIDENDS

	Group/Company			
	2026		2025	
	Gross dividend per share sen	Amount of dividend, net of tax RM'000	Gross dividend per share sen	Amount of dividend, net of tax RM'000
In respect of the financial year ended 30 June 2026:				
First interim single-tier dividend, paid on 27 January 2026	**2.00**	**14,748**	-	-
Second interim single-tier dividend, paid on 22 April 2026	**2.00**	**14,748**	-	-
Third interim single-tier dividend, paid on 17 July 2026	**3.00**	**22,122**	-	-
In respect of the financial year ended 30 June 2025:				
First interim single-tier dividend, paid on 22 January 2025	**-**	**-**	2.00	15,176
Second interim single-tier dividend, paid on 21 April 2025	**-**	**-**	3.00	22,289
Third interim single-tier dividend, paid on 2 May 2025	**-**	**-**	2.00	14,748
Fourth interim single-tier dividend, paid on 18 July 2025	**-**	**-**	1.00	7,374
Fifth interim single-tier dividend, paid on 23 October 2025	**0.50**	**3,687**	-	-
Final single-tier dividend, paid on 27 January 2026	**0.50**	**3,687**	-	-
In respect of the financial year ended 30 June 2024:				
Fourth interim single-tier dividend, paid on 25 October 2024	**-**	**-**	1.50	11,728
Final single-tier dividend, paid on 22 January 2025	**-**	**-**	1.00	7,588
Dividend recognised as distribution to ordinary equity holders of the Company	**8.00**	**58,992**	10.50	78,903

41 DIVIDENDS (CONTINUED)

On 28 August 2026, the Directors:

- Declared a fourth interim single-tier dividend of 2.00 sen per ordinary share in respect of the financial year ended 30 June 2026, payable on 22 October 2026. The financial statements for the current financial year do not reflect this dividend. This dividend will be accounted for in shareholders' equity as an appropriation of retained earnings in the financial year ending 30 June 2027; and

- Recommended a final single-tier dividend of 1.00 sen per existing ordinary share in respect of the financial year ended 30 June 2026, which is subject to approval by the Company's shareholders at the forthcoming Annual General Meeting.

ANALYSIS OF THE HOLDINGS OF ORDINARY SHARES

AS AT 30 SEPTEMBER 2026

Total number of issued shares : 737,395,328 ordinary shares

Voting Rights : One vote for every ordinary share held

DISTRIBUTION OF ORDINARY SHAREHOLDERS

Category	No. of Shareholders	No. of Ordinary Shares	% of Total Shareholdings
Less than 100	1,552	63,981	0.01
100 – 1,000	4,085	2,193,084	0.30
1,001 – 10,000	6,775	27,481,963	3.72
10,001 – 100,000	2,233	69,474,358	9.42
100,001 to less than 5% of issued shares	548	550,441,876	74.65
5% and above of issued shares	2	87,740,066	11.90
Total	**15,195**	**737,395,328**	**100.00**

SUBSTANTIAL SHAREHOLDERS AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 30 SEPTEMBER 2026

No.	Name	Direct No. of Ordinary Shares	% of Total Shareholdings	Indirect No. of Ordinary Shares	% of Total Shareholdings
1	Hibiscus Upstream Sdn Bhd	43,509,040	5.90	-	-
2	YBhg Dato' Dr Kenneth Gerard Pereira	29,914,000	4.06	49,209,040[1]	6.67
3	Polo Investments Limited	38,961,300	5.28	-	-
4	Mettiz Capital Sdn Bhd	51,078,726	6.93	-	-
5	YBhg Datuk Michael Tang Vee Mun	-	-	90,040,026[2]	12.21
6	Mettiz Capital Limited	-	-	38,961,300[3]	5.28
7	Polo Resources Limited	-	-	38,961,300[4]	5.28

Notes:

1 Deemed interest by virtue of his interest in Hibiscus Upstream Sdn Bhd and Hibiscus Energy Sdn Bhd pursuant to Section 8 of the Companies Act 2016 (the Act).

2 Deemed interest by virtue of his interest in Polo Investments Limited and Mettiz Capital Sdn Bhd pursuant to Section 8 of the Act.

3 Deemed interest by virtue of their interest in Polo Investments Limited pursuant to Section 8 of the Act, based on the latest notification/confirmation received by the Company as at 31 December 2024 from Mettiz Capital Limited. This information may not reflect any subsequent changes or the current position, as no further notification or update has been received from Mettiz Capital Limited since the said date.

4 Deemed interest by virtue of their interest in Polo Investments Limited pursuant to Section 8 of the Act, based on the latest notification/confirmation received by the Company as at 31 December 2024 from Polo Resources Limited. This information may not reflect any subsequent changes or the current position, as no further notification or update has been received from Polo Resources Limited since the said date.

DIRECTORS' SHAREHOLDINGS AS PER REGISTER OF DIRECTORS' SHAREHOLDINGS AS AT 30 SEPTEMBER 2026

No.	Name	Direct No. of Ordinary Shares	Direct % of Total Shareholdings	Indirect No. of Ordinary Shares	Indirect % of Total Shareholdings
1	Zainul Rahim bin Mohd Zain	-	-	-	-
2	YBhg Dato' Dr Kenneth Gerard Pereira	29,914,000	4.06	49,209,040[1]	6.67
3	YBhg Dato' Sri Roushan Arumugam	498,000	0.07	14,992,280[2]	2.03
4	Thomas Michael Taylor	-	-	-	-
5	YBhg Dato' Dr Zaha Rina Zahari	1,800,000	0.24	-	-
6	Emeliana Dallan Rice-Oxley	-	-	-	-
7	Zaidah binti Ibrahim	-	-	-	-

Notes:
[1] Deemed interest by virtue of his interest in Hibiscus Upstream Sdn Bhd and Hibiscus Energy Sdn Bhd pursuant to Section 8 of the Act.
[2] Deemed interest by virtue of his interest in Littleton Holdings Pte Ltd pursuant to Section 8 of the Act.

LIST OF TOP 30 SHAREHOLDERS AS AT 30 SEPTEMBER 2026

No.	Name	No. of Ordinary Shares	% of Total Shareholdings
1	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Mettiz Capital Sdn. Bhd.	44,231,026	6.00
2	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Hibiscus Upstream Sdn. Bhd.	43,509,040	5.90
3	CIMSEC Nominees (Asing) Sdn Bhd CIMB for Polo Investments Limited (PB)	31,726,700	4.30
4	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Kenneth Gerard Pereira	20,839,500	2.83
5	HSBC Nominees (Asing) Sdn Bhd J.P. Morgan Securities PLC	18,273,460	2.48
6	Cartaban Nominees (Asing) Sdn Bhd Exempt AN for Standard Chartered Bank Singapore Branch (SG PVB CL AC)	14,992,280	2.03
7	CitiGroup Nominees (Asing) Sdn Bhd Exempt AN for CitiGroup Global Markets Inc (PRIME FINC CLR)	13,658,300	1.85
8	Cartaban Nominees (Asing) Sdn Bhd Exempt AN for Barclays Capital Securities Ltd (SBL/PB)	11,365,341	1.54
9	Cartaban Nominees (Asing) Sdn Bhd BBH (LUX) SCA for Fidelity Asian Smaller Companies Pool (FIDELITY FUNDS)	11,360,400	1.54
10	CitiGroup Nominees (Asing) Sdn Bhd UBS AG	10,693,247	1.45
11	CitiGroup Nominees (Asing) Sdn Bhd GSCO LLC for Truffle Hound Global Value LLC	10,000,000	1.36
12	Cartaban Nominees (Tempatan) Sdn Bhd icapital.biz Berhad	9,172,080	1.24

Analysis of the Holdings of Ordinary Shares

As at 30 September 2026 (continued)

No.	Name	No. of Ordinary Shares	% of Total Shareholdings
13	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Kenneth Gerard Pereira	9,074,500	1.23
14	Cartaban Nominees (Asing) Sdn Bhd The Bank of New York Mellon for Acadian Emerging Markets Small Cap Equity Fund, LLC	7,497,700	1.02
15	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	7,438,940	1.01
16	CGS International Nominees Malaysia (Asing) Sdn. Bhd. Pledged Securities Account for Polo Investments Limited (M3831C)	7,234,600	0.98
17	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Emerging Markets Stock Index Fund	7,003,820	0.95
18	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account for Mettiz Capital Sdn Bhd (MY3831)	6,847,700	0.93
19	CitiGroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (AMUNDI)	6,194,800	0.84
20	CIMB Group Nominees (Tempatan) Sdn Bhd CIMB Bank Berhad (EDP 2)	5,914,800	0.80
21	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Hibiscus Energy Sdn. Bhd.	5,700,000	0.77
22	CitiGroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (PHEIM)	5,508,600	0.75
23	CIMSEC Nominees (Tempatan) Sdn Bhd CIMB for Lai Ming Chun @ Lai Poh Lin (PB)	5,506,400	0.75
24	HSBC Nominees (Asing) Sdn Bhd Morgan Stanley & Co. International PLC (FIRM A/C)	5,368,671	0.73
25	CitiGroup Nominees (Tempatan) Sdn Bhd Great Eastern Life Assurance (Malaysia) Berhad (LEEF)	5,325,100	0.72
26	Cartaban Nominees (Asing) Sdn Bhd BBH (LUX) SCA for Fidelity Funds Pacific	5,176,800	0.70
27	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Fidelity Asian Values PLC	5,098,700	0.69
28	Kumpulan Wang Persaraan (DIPERBADANKAN)	4,993,600	0.68
29	Cartaban Nominees (Asing) Sdn Bhd Exempt AN for Interactive Brokers (U.K.) Limited (CLIENT)	4,954,800	0.67
30	CitiGroup Nominees (Asing) Sdn Bhd Merrill Lynch International	4,733,580	0.64

NOTICE OF THE 16TH ANNUAL GENERAL MEETING (AGM)

NOTICE IS HEREBY GIVEN THAT the 16th AGM of Hibiscus Petroleum Berhad (Hibiscus Petroleum or the Company) will be held at Nexus, Connexion Conference & Event Centre (Connexion), Grand Nexus Ballroom (Level 3A), Bangsar South City, No. 7, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia (Physical Meeting Venue) (Main Venue) and virtually by way of electronic means via the Vistra Share Registry and IPO (MY) Portal (Vistra SRMY Portal) at https://srmy.vistra.com or https://srmy.vistra.com.my (MYNIC No.: D1A434536) (Virtual Meeting Platform) on Thursday, 3 December 2026 at 9.30 a.m. or at any adjournment thereof, whichever is later, for the purpose of considering and if thought fit, to pass the following resolutions (with or without modifications):

AGENDA

As Ordinary Business

1. To receive the Audited Financial Statements of the Company and the Group for the financial year ended 30 June 2026 together with the Reports of the Directors and Auditors thereon. **(Please refer to Explanatory Note 1)**

2. To approve the payment of a final single-tier dividend of RM0.01 per ordinary share in respect of the financial year ended 30 June 2026. **[Ordinary Resolution 1]**

3. To approve the payment of Non-Executive Directors (NEDs)' fees amounting to RM412,500 per annum to the Chair of the Board and RM230,000 per annum to each NED (save for the Chair of the Board) for the period from 4 December 2026 until the date of the next AGM in year 2027, to be paid quarterly in arrears. **[Ordinary Resolution 2]**

4. To approve the payment of NEDs' meeting allowances for the period from 4 December 2026 until the date of the next AGM in year 2027 at the following rates (as applicable), to be paid quarterly in arrears: **[Ordinary Resolution 3]**

   - RM4,500 for each meeting of the Board and of the Board Committees attended by a NED serving as the Chair of the meeting; or
   - RM3,500 for each meeting of the Board and of the Board Committees attended by a NED serving as a member of the Board or Board Committee.

5. To approve payments for additional attendances and time expended by any NED for the Company's purposes (or on behalf of the Company) such as meetings and/or third-party events involving external party(ies) or attendance at meetings with Group personnel at the specific request of the Chair of the Board, other than those referred to under Ordinary Resolution 3 above, in the NED's capacity as a Director of the Company, for the period from 4 December 2026 until the date of the next AGM in year 2027, at the rate of RM3,500 per meeting or event, to be paid quarterly in arrears. **[Ordinary Resolution 4] (Please refer to Explanatory Note 2)**

6. To approve the payment of the medical coverage benefit, subject to a maximum limit of RM500,000 for the NEDs, for the period from 4 December 2026 until the date of the next AGM in year 2027. **[Ordinary Resolution 5] (Please refer to Explanatory Note 3)**

7. To re-elect YBhg Dato' Dr Kenneth Gerard Pereira who is retiring pursuant to Clause 125 of the *Constitution* of the Company and, being eligible, has offered himself for re-election. **[Ordinary Resolution 6] (Please refer to Explanatory Note 4)**

8. To re-elect Puan Zaidah binti Ibrahim who is retiring pursuant to Clause 134 of the *Constitution* of the Company and, being eligible, has offered herself for re-election. **[Ordinary Resolution 7] (Please refer to Explanatory Note 4)**

9. To re-appoint Messrs PricewaterhouseCoopers PLT as Auditors of the Company for the financial year ending 30 June 2027 and to authorise the Directors to fix their remuneration. **[Ordinary Resolution 8]**

Notice of the 16th Annual General Meeting (AGM) (continued)

As Special Business

To consider and, if thought fit, to pass the following resolutions:

10. AUTHORITY FOR THE DIRECTORS TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

[Ordinary Resolution 9] (Please refer to Explanatory Note 5)

"THAT subject always to the Companies Act 2016 (the Act), the *Constitution* of the Company and the approvals of the relevant regulatory authorities, the Directors be and are hereby empowered pursuant to Sections 75 and 76 of the Act, to allot and issue new ordinary shares in the Company at any time and from time to time and upon such terms and conditions to such persons and for such purposes as the Directors may in their discretion deem fit PROVIDED THAT the aggregate number of new ordinary shares to be issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued ordinary shares of the Company for the time being and that such authority shall, unless revoked or varied by an ordinary resolution by the shareholders of the Company in a subsequent general meeting, commence upon the passing of this resolution and expire at the next AGM of the Company AND THAT the Directors are further authorised to do all such things and upon such terms and conditions as the Directors may deem fit and expedient in the best interest of the Company to give effect to the issuance of new ordinary shares under this resolution including making such applications to Bursa Malaysia Securities Berhad (Bursa Securities) for the listing of and quotation for the new ordinary shares to be issued pursuant to this resolution.

AND THAT the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that may be declared, made or paid before the date of allotment of such new shares."

11. PROPOSED RENEWAL OF THE AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES OF UP TO 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY (PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY)

[Ordinary Resolution 10] (Please refer to Explanatory Note 6)

"THAT, subject to the Companies Act 2016 (the Act), the *Constitution* of the Company, Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Securities) (Listing Requirements) and all other applicable laws, rules, regulations, orders, guidelines and requirements, the Company be and is hereby authorised to purchase such number of the issued ordinary shares of the Company (Shares) as may be determined by the Board of Directors of Hibiscus Petroleum (Board) from time to time through Bursa Securities upon such terms and conditions as the Board may deem fit, necessary and expedient in the best interest of the Company, PROVIDED THAT:

(a) the maximum aggregate number of Shares which may be purchased by the Company or held as treasury shares shall not exceed 10% of the total number of issued Shares of the Company at any point in time;

(b) the maximum amount of funds to be allocated by the Company for the purpose of purchasing its Shares shall not exceed the total amount of retained earnings of the Company; and

(c) the authority conferred by this resolution will be effective immediately upon the passing of this resolution and shall continue to be in force until:

(i) the conclusion of the next AGM of the Company, being the 17th AGM;

(ii) the expiration of the period within which the 17th AGM of the Company is required by law to be held; or

(iii) the authority is revoked or varied by ordinary resolution passed by the shareholders in a general meeting,

whichever occurs first, but shall not prejudice the completion of the purchase(s) by the Company of its own Shares before the aforesaid expiry date and in any event, in accordance with the provisions of the Listing Requirements and/or any applicable laws, rules, regulations, orders, guidelines and/or requirements issued by Bursa Securities and/or any other relevant authorities.

THAT, upon completion of the purchase by the Company of its own Shares, the Board be and is hereby authorised to deal with the Shares so purchased (Purchased Shares) in their absolute discretion in the following manner:

(a) cancel all or part of the Purchased Shares; or

(b) retain all or part of the Purchased Shares as treasury shares; or

(c) retain part of the Purchased Shares as treasury shares and cancel the remainder of the Purchased Shares; or

(d) deal with the treasury shares in such other manner as allowed under the Act, Listing Requirements and/or applicable laws, rules, regulations, orders, guidelines and/or requirements of any relevant authorities.

AND THAT the Board be and is hereby empowered and authorised to take all such steps and do all acts, deeds and things (including the opening and maintaining of depository account(s) under the Securities Industry [Central Depositories] Act, 1991) and to execute, sign, deliver and cause to be delivered on behalf of the Company all such documents and/or agreements (including, without limitation, the affixing of the Company's common seal, where necessary) as the Board may consider necessary, expedient and/or relevant to finalise, implement, give full effect to and complete the Proposed Renewal of Share Buy-Back Authority with full powers to assent to any conditions, terms, modifications, variations and/or amendments in any manner as may be required or imposed by the relevant authorities or as the Board may in their discretion deem fit, necessary, expedient or relevant and to do all such acts and things the Board may consider necessary or expedient in the best interest of the Company."

12. RETENTION OF MR THOMAS MICHAEL TAYLOR AS AN INDEPENDENT NON-EXECUTIVE DIRECTOR (INED)

[Ordinary Resolution 11]
(Please refer to Explanatory Note 7)

THAT approval be and is hereby given to Mr Thomas Michael Taylor, whose tenure as an INED of the Company has exceeded nine (9) years, to continue to act as an INED of the Company until the conclusion of the next AGM in year 2027.

13. To transact any other matters that may be transacted at an AGM of which due notice shall have been given in accordance with the Act and the *Constitution* of the Company.

Notice of the 16th Annual General Meeting (AGM) (continued)

NOTICE OF DIVIDEND PAYMENT AND CLOSURE OF REGISTER

NOTICE IS HEREBY GIVEN THAT, a final single-tier dividend of RM0.01 per ordinary share in respect of the financial year ended 30 June 2026, if approved by the shareholders, will be paid on 27 January 2027 to shareholders registered in the Record of Depositors at the close of business on 31 December 2026 (Depositor).

A Depositor shall qualify for entitlement to the dividend only in respect of:

(a) Shares transferred into the Depositor's securities account before 4.30 p.m. on 31 December 2026 in respect of transfers; and
(b) Shares bought on Bursa Securities on a cum entitlement basis according to the Rules of Bursa Securities.

By Order of the Board
HIBISCUS PETROLEUM BERHAD

KHOO MING SIANG (MAICSA 7034037) (SSM Practising Cert. No.: 202208000150)
Company Secretary

Selangor Darul Ehsan
30 October 2026

Notes:

1. *The 16th AGM of the Company will be held in a hybrid mode, whereby member(s), proxy(ies), corporate representative(s) or attorney(s) have the option to:*

   (a) Attend physically in person at the Physical Meeting Venue (Physical Attendance); or

   (b) Attend virtually using the Remote Participation and Voting (RPV) facilities available on the Vistra SRMY Portal at https://srmy.vistra.com (Virtual Attendance).

   For the purpose of determining members entitled to attend and vote at the 16th AGM in accordance with Clauses 72(b) and 72(c) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act, 1991, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a General Meeting Record of Depositors as at 24 November 2026.

   Only shareholders whose names appear on such Record of Depositors shall be entitled to:

   (i) Attend, participate, speak and vote at the 16th AGM; and
   (ii) Appoint proxy(ies), corporate representative(s), or attorney(s) to attend, participate, speak and vote on his/her behalf.

   Physical Attendance

   All member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 16th AGM physically are required to register for the meeting at the Physical Meeting Venue.

   Virtual Attendance

   All member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 16th AGM remotely may do so through live streaming and online remote voting via RPV facilities, administered by the Poll Administrator and Share Registrar, Vistra Investor & Issuing House Services Sdn Bhd (Vistra), through the Vistra SRMY Portal at https://srmy.vistra.com.

   To attend remotely, participants must first register as a user with the Vistra SRMY Portal and pre-register their attendance. Members who appoint a proxy, authorised representative or attorney to attend virtually must ensure that their appointed person registers for RPV via the Vistra SRMY Portal.

   Please refer to the Administrative Guide for the detailed procedures for Physical Attendance and Virtual Attendance at the 16th AGM.

2. *A member of the Company who is entitled to participate at the 16th AGM may appoint up to two (2) proxies to attend and vote at the 16th AGM. Where a member appoints more than one (1) proxy, the appointments shall be invalid unless he/she specifies the proportions of his/her holdings to be represented by each proxy. A proxy appointed to attend and vote at the 16th AGM shall have the same right as a member to speak at the 16th AGM.*

3. *A proxy or attorney or a duly authorised representative may, but need not be a member of the Company. There shall be no restrictions as to the qualification of the proxy.*

4. *Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 which is exempted from compliance with the provisions of subsection 25A(1) of the Securities Industry (Central Depositories) Act, 1991 (Exempt Authorised Nominee) which holds Ordinary Shares in the Company for multiple beneficial owners in one (1) securities account (Omnibus Account), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds. Where the Exempt Authorised Nominee appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.*

5. *Members who wish to appoint a proxy may do so either by using a hard copy form or through electronic means, following the procedure outlined below. The proxy appointment must be deposited with Vistra not less than forty-eight (48) hours before the time appointed for holding the 16th AGM or any adjourned meeting. 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 Chair of the meeting as his/her proxy, provided always that the rest of the Form of Proxy, other than the particulars of the proxy, has been duly completed by the member(s).*

   To facilitate the proxy appointment process, please follow the guidelines below:

   (a) Hard Copy Form

   The completed Form of Proxy must be deposited with:

   (i) Vistra Investor & Issuing House Services Sdn Bhd
   Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

   or alternatively

   (ii) The Drop-in Box located at:
   Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

   (b) By Electronic Means

   Submit the Form of Proxy electronically via the Vistra SRMY Portal at https://srmy.vistra.com.

   Please refer to the Administrative Guide for the 16th AGM for the detailed procedures on both physical and electronic proxy submission.

6. *Please ensure ALL the particulars required in the Form of Proxy are completed and the Form of Proxy is signed and dated accordingly.*

7. *The last date and time for submitting the Form of Proxy is Tuesday, 1 December 2026 at 9.30 a.m.*

8. *If the Form of Proxy is signed under the hands of an appointor or his attorney duly authorised (or if the appointor is a corporation, the Form of Proxy must be executed under its common seal or under the hands of an officer or attorney duly authorised), it should be accompanied by a statement reading "signed as authorised officer under Authorisation Document which is still in force, no notice of revocation having been received". If the Form of Proxy is signed under the attorney duly appointed under a Power of Attorney, it should be accompanied by a statement reading "signed under Power of Attorney which is still in force, no notice of revocation having been received". A copy of the Authorisation Document or the Power of Attorney, which should be valid in accordance with the laws of the jurisdiction in which it was created and is exercised, should be enclosed in the Form of Proxy.*

9. *Any authority pursuant to which such an appointment is made by a Power of Attorney must be deposited with Vistra or alternatively the Drop-in Box at the address stated under item 5(a) not less than forty-eight (48) hours before the time appointed for holding the 16th AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the Power of Attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.*

10. *By submitting the duly executed Form of Proxy, the member and his/her proxy(ies) 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 16th AGM or any adjournment thereof.*

11. *Pursuant to Paragraph 8.29A of the Listing Requirements of Bursa Securities, all resolutions set out in this Notice of the 16th AGM will be put to vote by way of poll. An Independent Scrutineer has been appointed to verify the poll results.*

EXPLANATORY NOTES

1. Audited Financial Statements of the Company and the Group for the Financial Year Ended 30 June 2026 (Audited Financial Statements)

The Audited Financial Statements are laid before the shareholders pursuant to Section 340(1)(a) of the Act, for discussion only. The Audited Financial Statements do not require approval of the shareholders and therefore, will not be put forward for voting.

Notice of the 16th Annual General Meeting (AGM) (continued)

2. Ordinary Resolution 4: Extended Engagements and Time Allocation of NEDs for Company Activities and External Events

The Group envisions leveraging the extensive expertise, capabilities and wide-ranging business network of its NEDs to advance the Group's interests. This strategic move is prompted by escalated business activities and enhanced production operations. The proposed supplemental payments align with the projected increased participation and involvement of NEDs, as and when required.

The Company is seeking shareholders' approval for remunerating additional NEDs' attendances and expended time, encompassing participation in meetings and external events involving third-party(ies) or attendance at meetings with Group personnel at the specific request of the Chair of the Board (excluding those mentioned in Ordinary Resolution 3), for and on behalf of the Company.

3. Ordinary Resolution 5: Proposed NEDs' Medical Coverage Benefit

The medical coverage benefits for NEDs were approved by shareholders at the previous AGM and are proposed to be continued from 4 December 2026 until the date of the next AGM in year 2027. The coverage will remain unchanged, subject to a maximum limit of RM500,000, and may be provided through Company-secured insurance and/or directly by the Company up to the specified capped limit.

This proposal reflects our ongoing support for the well-being of our Directors, which is important for their continued effectiveness and commitment in their roles. Maintaining this benefit is in line with our governance practices that prioritise their health and well-being.

4. Ordinary Resolutions 6 and 7: Re-election of Directors

The Nominating Committee (NC) has assessed the performance and suitability of the retiring Directors based on, among other factors, the outcome of the Board Effectiveness Evaluation, their respective performance and contributions, skills and experience, attendance and preparedness, time commitment and compliance with the Company's *Fit and Proper Policy for the Appointment and Re-election of Directors*. The NC is satisfied that YBhg Dato' Dr Kenneth Gerard Pereira and Puan Zaidah binti Ibrahim continue to discharge their duties and responsibilities effectively and are eligible to stand for re-election.

The Board, having considered the recommendation of the NC, is satisfied that their re-election is in the best interests of the Company and its shareholders. Both Directors have abstained from deliberations and decisions on their own re-election at the respective NC and/or Board meetings.

YBhg Dato' Dr Zaha Rina Zahari, who retires in accordance with the Company's *Constitution* at the forthcoming 16th AGM, has informed the Board that she will not be seeking re-election and will retire upon the conclusion of the 16th AGM.

5. Ordinary Resolution 9: Authority for Directors to Allot and Issue Shares pursuant to Sections 75 and 76 of the Act

During its 15th AGM on 3 December 2025, the Company obtained shareholders' approval for the general mandate to issue shares under Sections 75 and 76 of the Act (2025 Mandate). As of this Notice date, the Company has not issued any shares under the 2025 Mandate.

Ordinary Resolution 9 is a renewal of this general mandate for share issuance under Sections 75 and 76 of the Act. If approved, this mandate will empower the Directors to speedily allot and issue new shares, not exceeding 10% of the total issued shares, for capital expenditure, working capital purposes, potential business expansion and debt repayment. This eliminates delays and costs related to convening a general meeting for shareholder approval. Unless revoked or varied by the Company at a general meeting, the authority will remain valid until the next AGM.

6. Ordinary Resolution 10: Proposed Renewal of Share Buy-Back Authority

Ordinary Resolution 10, if passed, will empower the Company to purchase its own ordinary shares of up to 10% of the total number of issued Shares of the Company through Bursa Securities as may be determined by the Directors of the Company at any time within the stipulated period based on the retained earnings of the Company in accordance with the latest Audited Financial Statements and/or management accounts available at the time of the purchase.

Further information on the Proposed Renewal of Share Buy-Back Authority is set out in the Proposed Renewal of Share Buy-Back Authority Statement of the Company dated 30 October 2026.

7. Ordinary Resolution 11: Retention of Mr Thomas Michael Taylor as INED

The Malaysian Code on Corporate Governance 2021 (MCCG) recognises that the Board may retain an INED beyond nine (9) years if it is satisfied that the INED continues to exercise independent judgement on the Board, and if shareholders approve the retention.

The Board, through the NC, conducted an annual performance evaluation and assessment on the performance and independence of Mr Thomas Michael Taylor (Mr Taylor), who has served as INED of the Company for more than nine (9) years. The Board is satisfied with the outcome of the assessment and recommends him for continued retention as an INED of the Company, based on the following justifications:

(a) He fulfils the criteria of an INED as stipulated in the Listing Requirements, ensuring his ability to provide independent and objective judgement to the Board. He also fulfils the independence criteria set by the NC, including not having any relationship with nor representing any shareholder, owning shares, providing any professional service, being involved in any transactional or commercial relationship, and other possible scenarios where there may be a conflict of interest. The Board is satisfied that he continues to demonstrate independence in character and judgement. His tenure has not impaired his ability to exercise objective oversight and is considered a merit in itself due to his extensive knowledge and experience with the business and operations of the Company.

(b) In addition to the checks conducted above on his independence, the NC is satisfied with the track record of Mr Taylor as both the Senior Independent Non-Executive Director of the Board and Chair of the Audit and Risk Management Committee (ARMC). As the former, he has credibly challenged Management over the years, presenting leadership during governance-sensitive situations. His prior leadership roles as Finance Director at Shell Malaysia and Brunei Shell Petroleum add significant strength to the ARMC and the Board. His present leadership as Chair of the ARMC is crucial in overseeing financial reporting, risk governance and capital discipline, as well as the material accuracy of financial reports and appropriateness of policies and governance practices. His skills and expertise are discussed in further detail below, with his various contributions described in the NC Report on pages 236 to 238. Mr Taylor has consistently demonstrated his dedication to the Group. He does not have any other directorships and has attended all Board and Committee meetings in FY2026, while providing independent perspectives and guidance. His active engagement, constructive challenge and mentorship to Management remain integral to the effectiveness of the Board.

(c) He brings uncommon and highly specialised expertise to the Group, holding a Master of Arts in Engineering from the University of Cambridge, United Kingdom, together with membership of the Chartered Institute of Management Accountants, and over 42 years of experience in the oil and gas industry. His qualifications and experience in both finance and engineering, together with his lifelong international exposure to the oil and gas exploration and production industry and current residence in Malaysia, are not easily replicated. He also possesses deep technical, commercial and financial understanding of the risks associated with the industry. The portfolio of assets held by the Group is diverse in terms of nature of asset, composition and geography, covering production, development and exploration assets across Malaysia, Brunei, Vietnam and the United Kingdom. Each jurisdiction also possesses a unique taxation system, and it is Mr Taylor's knowledge of the various nuances associated with the relevant fiscal regimes applicable to the petroleum industry that makes him a valuable Board member and an ideal ARMC Chair. His continued position on the Board is particularly valuable as the Group seeks to develop its twin growth hubs in Malaysia and Brunei. He also has useful and significant professional relationships in Brunei, a country the Group entered two (2) years ago.

(d) The Group is currently in discussions with potential strategic investors. Their entry is expected to involve a strategic investment in the Company which will fund growth opportunities with the overarching aim of achieving the Group's 2030 Mission production and reserves targets. Maintaining Board stability during this period is therefore important, particularly as changes to its composition may arise in the future. The continued service of the current Board, and Mr Taylor in particular, as both Senior Independent Non-Executive Director and Chair of the ARMC, will help preserve valuable institutional knowledge, support governance continuity, and facilitate an orderly transition while minimising disruption to the oversight and decision-making processes of the Group. The Board believes that Mr Taylor's extensive industry experience and deep understanding of the business positions him well to provide informed oversight during this critical period. He is also actively involved as a member of the NC in evaluating future Board composition and advancing Board refreshment and succession planning initiatives. Given his familiarity with the operations, governance framework and Board dynamics of the Group, his continued service will be instrumental in supporting an orderly transition and succession process while maintaining stability and continuity as the Group progresses discussions with potential strategic investors.

Subject to the official entry of new strategic investors, and the anticipated impact that this would have on the Board, Mr Taylor, upon the completion of the term under concern, will retire from the Board at the 2027 AGM. Should additional time be required to ensure a smooth transition as the Board implements changes to its composition and succession planning in which his oversight would be necessary, the Board will promptly seek the approval of shareholders at the 2027 AGM accordingly.

The above Ordinary Resolution, if passed, will enable Mr Taylor, who has served more than nine (9) years, to be retained and to continue acting as an INED, in line with the *Board Charter* and the *Board Assessment Policy* of the Company.

Notice of the 16th Annual General Meeting (AGM) (continued)

PERSONAL DATA POLICY

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, participate and vote at the 16th AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents/service providers) for the purpose of the processing and administration by the Company (or its agents/service providers) of the proxies and representatives appointed for the 16th AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 16th AGM (including any adjournment thereof), and in order for the Company (or its agents/service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents/service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents/service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

FORM OF PROXY

FOR THE 16TH ANNUAL GENERAL MEETING

No. of Ordinary Shares Held	
CDS Account Number	

HIBISCUS PETROLEUM BERHAD
Registration Number: 200701040290 (798322–P)

I/We _____
(Full Name In Block Letters)

NRIC/Passport/Registration/Company No.: _____

of _____
(Full Address)

Mobile No.: _____

Email Address: _____

being a member of **HIBISCUS PETROLEUM BERHAD** ("**HIBISCUS PETROLEUM**" or "**COMPANY**") hereby appoint:

Full Name (In Block Letters)	**NRIC/Passport No.**	**Mobile No.**	**Proportion of Shareholdings**	
			No. of Shares	**%**
Full Address		**Email Address**		

and/or (delete as appropriate)

Full Name (In Block Letters)	**NRIC/Passport No.**	**Mobile No.**	**Proportion of Shareholdings**	
			No. of Shares	**%**
Full Address		**Email Address**		

or failing him/her, the CHAIR OF THE MEETING as my/our proxy, to vote for me/us on my/our behalf at the 16th Annual General Meeting (AGM) of the Company to be held at Nexus, Connexion Conference & Event Centre (Connexion), Grand Nexus Ballroom (Level 3A), Bangsar South City, No. 7, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia (Physical Meeting Venue) (Main Venue) and virtually by way of electronic means via the Vistra Share Registry and IPO (MY) Portal (Vistra SRMY Portal) at https://srmy.vistra.com (Virtual Meeting Platform) on Thursday, 3 December 2026 at 9.30 a.m. or at any adjournment thereof, whichever is later, on the following resolutions (with or without modifications) referred to in the Notice of the 16th AGM by indicating an "X" in the space provided below:

Item	**Agenda**			
1.	To receive the Audited Financial Statements of the Company and the Group for the financial year ended 30 June 2026 together with the Reports of the Directors and Auditors thereon.			
	Ordinary Business	**Ordinary Resolution**	**For**	**Against**
2.	To approve the payment of a final single-tier dividend of RM0.01 per ordinary share in respect of the financial year ended 30 June 2026.	1		
3.	To approve the payment of Non-Executive Directors (NEDs)' fees amounting to RM412,500 per annum to the Chair of the Board and RM230,000 per annum to each NED (save for the Chair of the Board) for the period from 4 December 2026 until the date of the next AGM in year 2027, to be paid quarterly in arrears.	2		
4.	To approve the payment of NEDs' meeting allowances for the period from 4 December 2026 until the date of the next AGM in year 2027 at the following rates (as applicable), to be paid quarterly in arrears: • RM4,500 for each meeting of the Board and of the Board Committees attended by a NED serving as the Chair of the meeting; or • RM3,500 for each meeting of the Board and of the Board Committees attended by a NED serving as a member of the Board or Board Committee.	3		
5.	To approve payments for additional attendances and time expended by any NED for the Company's purposes (or on behalf of the Company) such as meetings and/or third-party events involving external party(ies) or attendance at meetings with Group personnel at the specific request of the Chair of the Board, other than those referred to under Ordinary Resolution 3 above, in the NED's capacity as a Director of the Company, for the period from 4 December 2026 until the date of the next AGM in year 2027, at the rate of RM3,500 per meeting or event, to be paid quarterly in arrears.	4		
6.	To approve the payment of the medical coverage benefit, subject to a maximum limit of RM500,000 for the NEDs, for the period from 4 December 2026 until the date of the next AGM in year 2027.	5		
7.	To re-elect YBhg Dato' Dr Kenneth Gerard Pereira who is retiring pursuant to Clause 125 of the *Constitution* of the Company and, being eligible, has offered himself for re-election.	6		
8.	To re-elect Puan Zaidah binti Ibrahim who is retiring pursuant to Clause 134 of the *Constitution* of the Company and, being eligible, has offered herself for re-election.	7		
9.	To re-appoint Messrs PricewaterhouseCoopers PLT as Auditors of the Company for the financial year ending 30 June 2027 and to authorise the Directors to fix their remuneration.	8		
	Special Business	**Ordinary Resolution**	**For**	**Against**
10.	Authority for the Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.	9		
11.	Proposed Renewal of Share Buy-Back Authority.	10		
12.	Retention of Mr Thomas Michael Taylor as an Independent Non-Executive Director.	11		

Dated this _____ day of _____ 2026

Note: Please refer to the Notice of the 16th AGM for full details of the proposed Ordinary Resolutions.

(Please indicate with an "X" in the spaces provided whether you wish your vote to be cast for or against the Ordinary Resolutions.
In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit).

_____
Signature/Common Seal of Shareholder(s)

Notes:

1. *The 16th AGM of the Company will be held in a hybrid mode, whereby member(s), proxy(ies), corporate representative(s) or attorney(s) have the option to:*

   (a) Attend physically in person at the Physical Meeting Venue (Physical Attendance); or

   (b) Attend virtually using the Remote Participation and Voting (RPV) facilities available on the Vistra SRMY Portal at https://srmy.vistra.com (Virtual Attendance).

   For the purpose of determining members entitled to attend and vote at the 16th AGM in accordance with Clauses 72(b) and 72(c) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act, 1991, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a General Meeting Record of Depositors as at 24 November 2026.

   Only shareholders whose names appear on such Record of Depositors shall be entitled to:

   (i) Attend, participate, speak and vote at the 16th AGM; and

   (ii) Appoint proxy(ies), corporate representative(s), or attorney(s) to attend, participate, speak and vote on his/her behalf.

   Physical Attendance

   All member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 16th AGM physically are required to register for the meeting at the Physical Meeting Venue.

   Virtual Attendance

   All member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 16th AGM remotely may do so through live streaming and online remote voting via RPV facilities, administered by the Poll Administrator and Share Registrar, Vistra Investor & Issuing House Services Sdn Bhd (Vistra), through the Vistra SRMY Portal at https://srmy.vistra.com.

   To attend remotely, participants must first register as a user with the Vistra SRMY Portal and pre-register their attendance. Members who appoint a proxy, authorised representative or attorney to attend virtually must ensure that their appointed person registers for RPV via the Vistra SRMY Portal.

   Please refer to the Administrative Guide for the detailed procedures for Physical Attendance and Virtual Attendance at the 16th AGM.

2. *A member of the Company who is entitled to participate at the 16th AGM may appoint up to two (2) proxies to attend and vote at the 16th AGM. Where a member appoints more than one (1) proxy, the appointments shall be invalid unless he/she specifies the proportions of his/her holdings to be represented by each proxy. A proxy appointed to attend and vote at the 16th AGM shall have the same right as a member to speak at the 16th AGM.*

3. *A proxy or attorney or a duly authorised representative may, but need not be a member of the Company. There shall be no restrictions as to the qualification of the proxy.*

4. *Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 which is exempted from compliance with the provisions of subsection 25A(1) of the Securities Industry (Central Depositories) Act, 1991 (Exempt Authorised Nominee) which holds Ordinary Shares in the Company for multiple beneficial owners in one (1) securities account (Omnibus Account), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds. Where the Exempt Authorised Nominee appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.*

5. *Members who wish to appoint a proxy may do so either by using a hard copy form or through electronic means, following the procedure outlined. The proxy appointment must be deposited with Vistra not less than forty-eight (48) hours before the time appointed for holding the 16th AGM or any adjourned meeting. In the event the member(s) duly execute the Form of Proxy but does not name any proxy, such member(s) shall be deemed to have appointed the Chair of the meeting as his/her proxy, provided always that the rest of the Form of Proxy, other than the particulars of the proxy have been duly completed by the member(s).*

   To facilitate the proxy appointment process, please follow the guidelines below:

   (a) Hard Copy Form

   The completed Form of Proxy must be deposited with:

   (i) Vistra Investor & Issuing House Services Sdn Bhd
   Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

   or alternatively

   (ii) The Drop-in Box located at:
   Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

   (b) By Electronic Means

   Submit the Form of Proxy electronically via the Vistra SRMY Portal at https://srmy.vistra.com.

   Please refer to the Administrative Guide for the 16th AGM for the detailed procedures on both physical and electronic proxy submission.

6. *Please ensure ALL the particulars required in the Form of Proxy are completed and the Form of Proxy is signed and dated accordingly.*

7. *The last date and time for submitting the Form of Proxy is Tuesday, 1 December 2026 at 9.30 a.m.*

8. *If the Form of Proxy is signed under the hands of an appointor or his attorney duly authorised (or if the appointor is a corporation, the Form of Proxy must be executed under its common seal or under the hands of an officer or attorney duly authorised), it should be accompanied by a statement reading "signed as authorised officer under Authorisation Document which is still in force, no notice of revocation having been received". If the Form of Proxy is signed under the attorney duly appointed under a Power of Attorney, it should be accompanied by a statement reading "signed under Power of Attorney which is still in force, no notice of revocation having been received". A copy of the Authorisation Document or the Power of Attorney, which should be valid in accordance with the laws of the jurisdiction in which it was created and is exercised, should be enclosed in the Form of Proxy.*

9. *Any authority pursuant to which such an appointment is made by a Power of Attorney must be deposited with Vistra or alternatively the Drop-in Box at the address stated under item 5(a) not less than forty-eight (48) hours before the time appointed for holding the 16th AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the Power of Attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.*

10. *By submitting the duly executed Form of Proxy, the member and his/her proxy(ies) 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 16th AGM or any adjournment thereof.*

11. *Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 16th AGM will be put to vote by way of poll. An Independent Scrutineer has been appointed to verify the poll results.*

PERSONAL DATA POLICY

By submitting an instrument appointing proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of the 16th AGM dated 30 October 2026.

AFFIX
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Share Registrar

VISTRA INVESTOR & ISSUING HOUSE SERVICES SDN BHD
(formerly known as Tricor Investor & Issuing House Services Sdn Bhd)
Registration Number: 197101000970 (11324-H)
Unit 32-01, Level 32, Tower A
Vertical Business Suite, Avenue 3
Bangsar South
No. 8, Jalan Kerinchi
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