



35th ANNUAL GENERAL MEETING

Disclaimer

This corporate presentation may contain forward-looking statements. All statements other than statements of historical facts contained in this presentation. Including, without limitation, those regarding our financial position, business strategies, plans and objectives of our Group for future operations, are forward looking statements.

Such forward-looking statements (if any) involve known and unknown risks, uncertainties, contingencies and other factors which may cause our actual results, performance or achievements, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements (if any) are based on numerous assumptions regarding our present and future business strategies and the environment in which we will operate in the future. Such forward-looking statements (if any) reflect our current view with respect to future events and are not a guarantee of future performance.

Our actual results may differ materially from the information contained in such forward-looking statements (if any) as a result of numerous factors beyond our control, including, without limitation (i) the generic economic, business, social, political and investment in Malaysia and globally (ii) government policies, legislations or regulations (iii) interest rates, foreign exchange rates and tax rates (iv) the competitive environment in our industry (v) fixed and contingent obligations and commitments (vi) the activities and financial health of our customers, suppliers and other business partners (vii) significant capital expenditure requirements and (viii) any other factors beyond our control.

Due to rounding, numbers presented throughout this corporate presentation may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

Subject to any applicable laws, rules, regulations and guidelines having the force of law, we expressly disclaim any obligation or undertaking to release any update or revision to any forward-looking statement contained in this presentation to reflect any change in our expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Information in this presentation shall not be taken as a recommendation, advice or an offer by Evergreen Fibreboard Berhad (“Group”), the advisers, or their affiliates, representatives, partners, directors, officers, employees, advisers or agents (collectively “The Relevant Parties”) or any person to enter into any transaction or an invitation to you or any other person to undertake any potential transaction. You should conduct your own due diligence on the Group. You should make your own independent appraisal of the financial condition, creditworthiness, affairs and status of the Group as the basis of any investment decision. You should be aware that any investment activity may expose them to a risk of losing the property invested. The Relevant Parties are not liable for any investment decision you make.

Table of Contents



About EVERGREEN



Business Overview



Financials



Challenges



Challenge Management



Opportunities



Looking Ahead

The background of the image consists of vertical wood panels. A horizontal banner with a light, textured appearance runs across the middle. The text is centered on this banner.


About **EVERGREEN**

EVERGREEN – A Quick Snapshot

- Started in **1972** as a timber trading and veneer manufacturing company
- Over **50** years, the Group has grown to a **multi-product entity** (e.g. veneer to laminates, to medium density fibreboard (MDF) and particleboard (PB), and then to ready-to-assemble furniture)
- Manufacturing facilities in **Malaysia, Thailand** and **Indonesia**. Employs approx. **1,900** workers
- Market presence in **>40** countries with **over 600** customers
- **>60%** MDF market share in Malaysia with more than **75%** of Group's revenue from export market

Financial Summary @ FYE 31 December 2025	
Revenue	RM 911 million
Gross Profits	RM 153 million
Loss Before Tax	RM 24 million
Loss after Tax	RM 28 million
Adjusted EBITDA	RM 62 million

Other Financial Info @ 31 December 2025	
Weighted Avg. No. of Shares	844.85 million
Net Assets	RM 987 million
Net Assets/Share	RM 1.12
Earnings per Share	-RM0.03
Net Gearing	0.17x

The image features a dark wood-grain background with a central horizontal banner of a lighter, warm yellowish-gold color. The banner contains the text "Business Overview" in a bold, black, sans-serif font.

Business Overview

Medium Density Fibreboard (MDF)



Manufacturing of MDF, an engineered wood product made by breaking down wood residual into wood fibres, combining it with wax and resin binder to form panels. Value-added products include laminated, embossed, paper or PVC overlay and direct print.

Ready-to-Assemble (RTA) Furniture



Manufacturing of RTA furniture, or knock-down furniture, a form of furniture that requires assembly by the consumer, in which the components are value-added MDF & PB

Particleboard (PB)



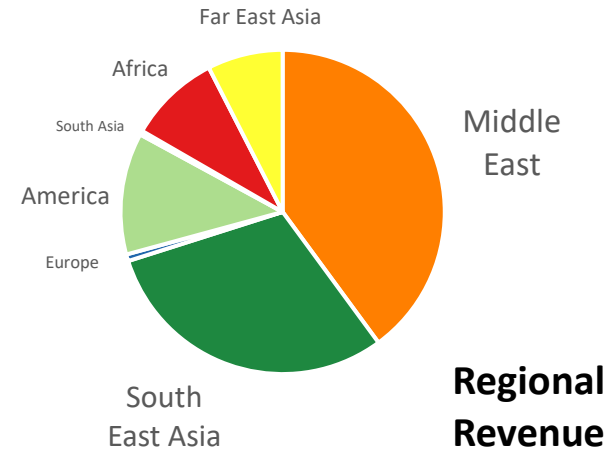
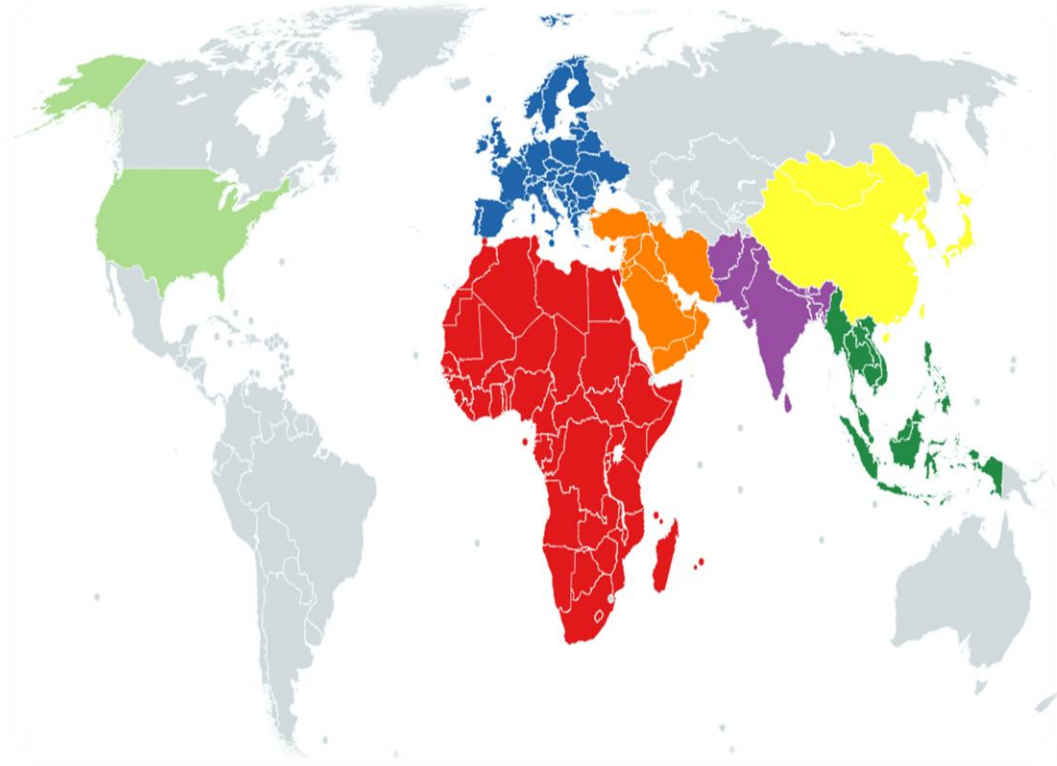
Manufacturing of PB, or chipboard, an engineered wood product manufactured from wood chips, sawmill shavings or sawdust, binded with synthetic resin

Wood Pellets



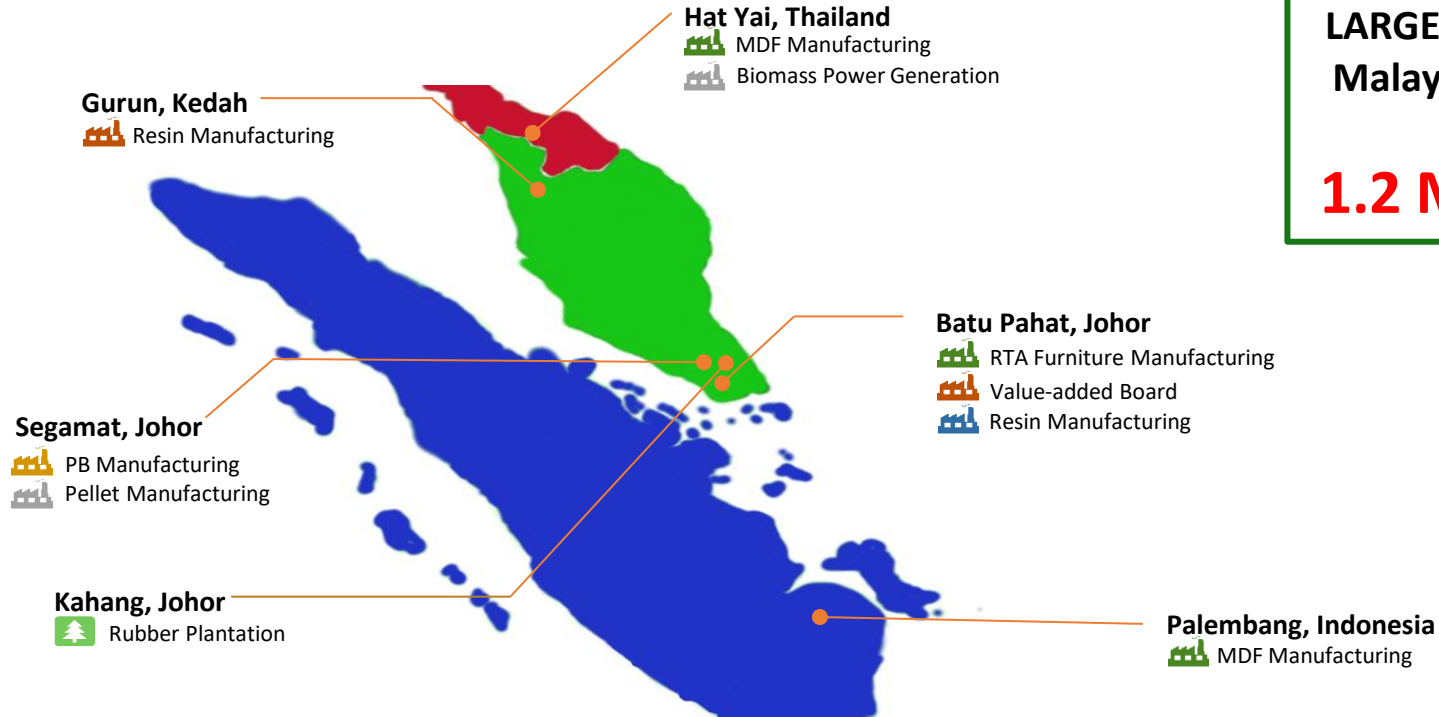
Manufacturing wood pellets as a renewable energy fuel source for biomass power plants. 100% natural without any chemical additives

Global Footprint



No customer concentration risk with no single customer accounts for > 5% of group revenue

Diversified Bases of Operations



**LARGEST Publicly Listed
Malaysian Panel Board
Producer**
1.2 MILLION M3

The image features a dark wood-grain background with a central horizontal band of a lighter, yellowish-gold color. The word "FINANCIALS" is centered in the light band in a bold, black, sans-serif font. There are four warm, glowing light sources at the top of the wood-grain area, creating a subtle gradient.

FINANCIALS

FY2025 Financial Performance Review

RM'm	FY 2023	FY 2024	FY 2025
Revenue	881.1	958.1	911.1
Gross Profit	136.6	172.8	152.9
PBT	(21.9)	12.8	(24.2)
PATAMI	(37.3)	2.0	(27.5)
EPS (cent)	(4.41)	0.24	0.24
GP Margin	15.5%	18.0%	16.8%
PBT Margin	--	1.3%	--
PATAMI Margin	--	0.2%	--

- Revenue decreased YoY due to lower sales volume and average selling price (ASP).
- Lower volume due to restructuring of inefficient Malaysian operations whilst lower ASP mainly due to stronger MYR against USD and regional currencies.
- MYR appreciated against USD by 6% in FY2025 vs FY2024, reducing export revenue by RM40mil.
- As such, Malaysia focuses more on Value-added segment which has higher selling price and requires more skilled workers. Panel board operations was right-sized to reduce cost, with one-time restructuring costs being incurred in FY2025.
- Thailand saw growing demand from Middle East. Profitability was lower due to flood impact (insurance income yet to be recognized) and downtime from biomass boilers undergoing upgrade to increase efficiency.
- Indonesia new line is running well and continually increasing in efficiency.
- The effective tax rate for the year was higher than the statutory tax rate mainly due to the tax expense is mainly from profitable companies and non-recognition of tax assets from some loss-making companies.

FY2025 Financial Performance Review

RM'm	FY 2023	FY 2024	FY 2025
Revenue	881.1	958.1	911.1
Gross Profit	136.6	172.8	152.9
PBT	(21.9)	12.8	(24.2)
PATAMI	(37.3)	2.0	(27.5)
EPS (cent)	(4.41)	0.24	0.24
GP Margin	15.5%	18.0%	16.8%
PBT Margin	--	1.3%	--
PATAMI Margin	--	0.2%	--

Major non-operational items impacting Income Statement in FY2025 vs FY2024:

- Loss on foreign exchange: RM8.9mil (FY24: Gain RM0.1mil)
- Loss from flooding: RM6.4mil (FY24: Nil)
- Inventories written down: RM2.7mil (FY24: Reversal of previous write down RM0.3mil)
- Gain from fair value adjustment on biological assets: RM1.4mil (FY24: RM3.7mil)
- Operations restructuring costs: RM9.0mil (FY24: Nil)

Resilient Financial Position to Face Challenges

RM'm	2023	2024	2025
PPE	851.4	886.3	834.9
Non-Current Assets	82.0	85.4	90.2
Current Assets ex Cash & Time Deposits	323.3	320.9	305.8
Cash & Time Deposits	199.6	140.0	82.9
Total Assets	1,456.3	1,432.6	1,313.8
Current Liabilities	330.2	310.3	237.7
Non Current Liabilities	130.0	135.2	132.8
Total Liabilities	460.2	445.5	370.5
Total Equity	996.1	987.1	943.3
Total Equity & Liabilities	1,456.3	1,432.6	1,313.8
<i>Net Asset/Share (RM)</i>	<i>1.18</i>	<i>1.17</i>	<i>1.12</i>
<i>Net Gearing</i>	<i>0.04x</i>	<i>0.13x</i>	<i>0.17x</i>
<i>Current Ratio</i>	<i>1.58x</i>	<i>1.49x</i>	<i>1.64x</i>

- Cash and deposits healthy level at **RM83m** @ 31 Dec 2025
- Lower PPE mainly due to depreciation.
- Lower current liabilities mainly due to repayment of bank facilities
- Net asset per share at **RM1.12** per share
- Net gearing remained low to maintain financial stability.
- Current ratio remained strong, ensuring sufficient asset liquidity to meet current obligations

Financial Flexibility to Pursue Growth

RM'm	2023	2024	2025
Net cash from OPERATING ACTIVITIES	85.0	18.4	6.5
Net cash used in INVESTING ACTIVITIES	(15.8)	(80.4)	(50.1)
Net cash (used in)/ generated from FINANCING ACTIVITIES	4.3	13.9	(13.6)
Net movement in CASH	73.5	(48.1)	(57.2)
Effects of foreign exchange rate changes	2.1	(4.0)	0.6
Beginning Cash Balance	115.7	191.3	139.2
Cash Balance at end of Financial Year	191.3	139.2	82.6

- The Group has **INFLOW** of operating cashflow of **RM6.5mil** for the FYE 2025. This is lower than the previous year but offset against reduction in cash used in investing activities.
- During FY2025, the Group repaid more bank facilities than was drawn-down.
- Cash balance as at 31 Dec 2025 stood at **RM83mil**.

The image features a background of vertical wood-grain panels. A horizontal band of a lighter, yellowish-gold color runs across the center, containing the word "CHALLENGES" in bold black text. The wood grain is darker and more pronounced in the top and bottom sections, with some light-colored spots or knots visible.

CHALLENGES

GEOPOLITICS, GOVERNMENT POLICIES & FOREX

○ Increased geopolitical instability

- In addition to the on-going Russia-Ukraine war, the biggest disruption is coming from the Iran war.
- Blockade of Straits of Hormuz severely limits shipping to UAE, Qatar and Damam Port (Saudi Arabia)
- High cost of oil increases shipping cost and cost of adhesives.
- Higher pump prices in worldwide may reduce consumer spending

○ Higher cost of operations

- Malaysia's cost of electricity has risen by 30% due to AFA adjustments since Dec 2025
- *Strict enforcement of truck weight limit and higher diesel prices have increased transportation cost in Malaysia.

○ Stronger Ringgit

- A stronger MYR reduces competitive advantage of Malaysian exports.

The image features a background of vertical wood-grain panels. A horizontal white banner is centered across the middle of the image. The text "CHALLENGE MANAGEMENT" is written in a bold, black, sans-serif font on this banner. The lighting is warm, with a slight glow at the top of the wood panels.

CHALLENGE MANAGEMENT

STRATEGIES & TEAM EFFORTS

○ Responding to geopolitical instability

- Alternative routes via Red Sea, Panama Canal and develop markets in Eastern Mediterranean countries
- Develop our market presence in East Asia
- Sharing the burden of higher costs with customers to achieve sustainable win-win business relationships

○ Responding to higher cost of operations

- Pass on higher cost. *Limitation in trucking capacity and higher transportation charges have discouraged imports from Thailand, allowing local sales price to more accurately reflect higher costs
- Expanding transport options to rail services to overcome trucking capacity limitations

○ Responding to a stronger Ringgit

- Increased engagement with Ministry of Plantation and Commodities to lower cost of doing business in Malaysia
- Further develop production capabilities in Indonesia to take advantage of lower cost environment

The image features a vertical wood-grain texture. A horizontal band of light, yellowish-gold color is centered across the image. The word "OPPORTUNITIES" is written in bold, black, uppercase letters within this light band.

OPPORTUNITIES

Playing to Strengths

○ Thailand

- Improving the efficiency of biomass energy plants to reduce cost of electricity.
- Established reputation as preferred MDF board supplier to some major Mid East buyers, thus well-positioned to meet rebound in demand once peace is achieved.

○ Indonesia

- The new MDF line in Indonesia continues to mature – improving productivity and efficiency
- Benefit from local costs in Rupiah, export in USD. Complement Thailand operations to meet demand rebound.
- Potential to further develop local sales due to barriers that increases the cost of imported goods.

○ Malaysia

- Benefit from lower cost structure from past restructuring activities.
- Well-situated to meet Malaysian furniture manufacturers demand for smaller-batched orders with short lead time.
- Limited trucking capacity and higher cost are more manageable as we are near to our customers, compared to imported particleboards.

The image features a dark wood-grain background with a central horizontal band of a lighter, yellowish-gold color. The text "LOOKING AHEAD" is centered within this band in a bold, black, sans-serif font.

LOOKING AHEAD

PROSPECTIVE IMPROVEMENTS

○ Rebuilding after the war

- Expected surge in demand for furniture and building materials required for rebuilding and reconstruction works in the Middle East with potentially more volume and higher sales price
- We have strong reputation, wide sales network and production capacities in Thailand and Indonesia to take advantage of the surge in demand.

○ Unlocking value and strengthening financial buffer

- Unloading some Malaysian assets to unlock their value and generating cash
- Strengthen the Group's balance sheet and improve liquidity

○ Increased revenue stream from renewable energy

- High potential to increase the Group's wood pellet production capacity
- There are synergistic opportunities between wood pellet and the Group's other operations

The image features a dark wood-grain background with a horizontal band of lighter, glowing light in the center. The text "Thank You" is centered within this light band.

Thank You