

RITAMIX GLOBAL LIMITED

利特米有限公司

(Incorporated in the Cayman Islands with limited liability)

Stock code: 1936

ANNUAL REPORT 2025





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CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Dato'Sri Lee Haw Yih (*Chairman and Chief Executive Officer*)
Datin Sri Yaw Sook Kean

Non-Executive Director

Mr. Lee Haw Shyang

Independent Non-Executive Directors

Ms. Ng Siok Hui
Mr. Lim Chee Hoong
Ms. Tee Pao Hwei

COMPANY SECRETARY

Ms. Wong Po Lam, CPA (*HKICPA*)

AUTHORISED REPRESENTATIVES

Ms. Wong Po Lam, CPA (*HKICPA*)
Dato'Sri Lee Haw Yih

BOARD COMMITTEES

Audit Committee

Mr. Lim Chee Hoong (*Chairman*)
Ms. Ng Siok Hui
Ms. Tee Pao Hwei

Remuneration Committee

Ms. Ng Siok Hui (*Chair*)
Mr. Lim Chee Hoong
Dato'Sri Lee Haw Yih

Nomination Committee

Ms. Tee Pao Hwei (*Chair*)
Ms. Ng Siok Hui
Dato'Sri Lee Haw Yih

REGISTERED OFFICE

Windward 3, Regatta Office Park
PO Box 1350
Grand Cayman KY1-1108
Cayman Islands

HEADQUARTERS

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UEP Industrial Park
40400 Shah Alam
Selangor Darul Ehsan
Malaysia

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

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302-308 Hennessy Road
Wan Chai
Hong Kong

CORPORATE INFORMATION (CONTINUED)



AUDITOR

Forvis Mazars PLT
Chartered Accountants, Malaysia
Wisma Golden Eagle Realty
11/F, South Block
142-A, Jalan Ampang
50450 Kuala Lumpur
Malaysia

COMPANY'S WEBSITE

www.ritamix-global.com

PRINCIPAL SHARE REGISTRAR

Ocorian Trust (Cayman) Limited
Windward 3, Regatta Office Park
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Grand Cayman KY1-1108
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR

Boardroom Share Registrars (HK) Limited
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148 Electric Road
North Point
Hong Kong

PRINCIPAL BANKERS

Malayan Bank Berhad
Subang Business Centre
2nd Floor, No. B-13, Jalan USJ25/1
Garden Shoppe, One City, USJ25
47650 Subang Jaya
Selangor Darul Ehsan
Malaysia

United Overseas Bank (Malaysia) Berhad
Uptown 1, Jalan SS21/58
Damansara Uptown
47400 Petaling Jaya
Selangor Darul Ehsan
Malaysia

STOCK CODE

1936

CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the board (the “**Board**”) of directors (the “**Directors**”), I am pleased to present the annual results of Ritamix Global Limited (the “**Company**”) and its subsidiaries (collectively, the “**Group**”) for the financial year ended 31 December 2025 (the “**Financial Year**”).

The global economy remained complex during the Financial Year, shaped by the lingering effects of the COVID-19 pandemic, persistent geopolitical tensions, and a prolonged period of elevated interest rates aimed at curbing inflation. While inflation has shown signs of moderation and monetary tightening is nearing its peak in several major economies, uncertainties surrounding external demand and geopolitical developments continue to pose downside risks to global growth.

As an open economy, Malaysia is not insulated from these global challenges. Nevertheless, the nation has demonstrated resilience, supported by its diversified economic structure, stable financial system, and sustained domestic demand. Ongoing policy measures and structural reforms by the Government and Bank Negara Malaysia are expected to underpin steady economic growth and strengthen Malaysia’s ability to navigate external uncertainties while capitalising on emerging opportunities.

BUSINESS REVIEW

The Group is a Malaysia-based company principally engaging in (i) the distribution of animal feed additives and, to a lesser extent, human food ingredient products; and (ii) the manufacturing of animal feed additives premixes with operational history since 1982.

The distribution business was a principal-to-principal business whereby the Group purchased brand products from suppliers and sold them independently to customers on our account. The Group will advise on the application of different types of products and provide technical support to customers, as well as provide after-sales services to keep track of the effects of the products on poultry and livestock.

The manufacturing business on the other hand involves the Group sourcing raw materials from suppliers to produce its own brand of animal feed additives premixes. The Group provides customized services to customers by formulating premixes with specific dosages and combinations of ingredients that fit the customers’ needs to, among others, improve the fertility and livability of poultry, strengthen eggshell and coloring properties of egg yolks, and improve the feed conversion rate of livestock.

Notwithstanding with the headwinds pertaining to uncertain global economics and geopolitical tensions, the Group had recorded higher revenue of RM128.3 million for the Financial Year, represents approximately 4.7% of growth from RM122.5 million in financial year ended 31 December 2024. Both the Group’s manufacturing and distribution businesses contributed to the revenue growth. This was driven by organic expansion in animal products — particularly vitamins and minerals, as well as the successful launch of new human food products that gained positive traction in the market.

Supported by improved revenue performance, the Group had also achieved a better profit with RM9.1 million for the Financial Year as compared to RM7.7 million in the preceding year, represents an increase of 18.2%. Correspondingly, earnings per share rose to RM1.99 represented in cents for the Financial Year, up from RM1.76 represented in cents in the preceding year. For a more comprehensive analysis of the Group’s financial performance, please refer to the “Management Discussion and Analysis” section of this annual report.



PROSPECTS

In 2026, the Group solidified its position as a vital link in the global nutrition supply chain. The Group capitalized on the surging global demand for animal protein, which continues to drive the need for scientifically optimized feed solutions. Simultaneously, human nutrition segment benefited from rising consumer health consciousness and demand for functional and fortified foods.

However, the economic environment is expected to remain cautiously challenging in the year ahead with continued global macroeconomic uncertainty and ongoing geopolitical tensions. While inflationary pressures have generally eased and interest rates are stabilising in major economies, external demand may remain uneven.

In navigating this environment, the Group will continue to adopt a prudent and disciplined cost management approach to mitigate potential adverse impacts. The Group will also remain vigilant in monitoring global and industry developments while strengthening operational efficiency and supply chain resilience. In the meantime, the Group remains cautiously optimistic in pursuing strategic growth opportunities both domestically and internationally, supported by improving market conditions and ongoing industry recovery trends.

APPRECIATION

On behalf of the Board, I would like to express my deepest gratitude to our valued customers, business partners, suppliers, and shareholders of the Company (the “**Shareholders**”) for your unwavering support and trust. I would also like to thank my fellow Directors, and the entire management and staff team for their dedication and hard work throughout the past years.

Dato’Sri Lee Haw Yih (Howard)

Chairman

Malaysia, 30 March 2026

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW

The Group is a Malaysia-based company principally engaging in (i) distribution of animal feed additives and, to a lesser extent, human food ingredient products; and (ii) manufacturing of animal feed additives premixes.

The following table sets forth the breakdown of the revenue by nature of works for the financial years ended 31 December 2025 and 2024:

	2025		2024	
	RM'000	Approximately %	RM'000	Approximately %
Manufacturing	28,304	22.1	27,759	22.7
Distribution	99,987	77.9	94,775	77.3
Total	128,291		122,534	

The Group reported higher revenue of approximately RM128.3 million for the Financial Year, represents a marginal increase of approximately 4.7% or RM5.8 million from approximately RM122.5 million for the financial year ended 31 December 2024.

Manufacturing

Revenue from the manufacturing business grew steadily with approximately 1.8% or RM0.5 million to RM28.3 million for the Financial Year from approximately RM27.8 million for the financial year ended 31 December 2024. The increase was mainly contributed by better sales of vitamin and mineral products for animals.

Distribution

Revenue from the distribution business recorded stronger results of approximately RM100.0 million for the Financial Year compared to approximately RM94.8 million in the preceding year, represents an increase of approximately 5.5% or RM5.2 million. The increase was primarily driven by the successful launch of a new product range during the Financial Year, which received strong market acceptance.

Cost of sales

The Group's cost of sales mainly comprises the cost of inventories, direct labor costs, manufacturing overheads, and others. The following table sets out the breakdown of the Group's direct costs during the financial years ended 31 December 2025 and 2024:

	2025		2024	
	RM'000	Approximately %	RM'000	Approximately %
Cost of inventories	99,086	98.8	95,632	98.8
Direct labour cost, manufacturing overheads and others	1,183	1.2	1,133	1.2
Total	100,269		96,765	



Gross profit and gross profit margin

In tandem with the increase in revenue, the Group reported higher gross profit of approximately RM28.0 million for the Financial Year compared to approximately RM25.8 million for the financial year ended 31 December 2024, represents a growth of approximately 8.5% or RM2.2 million.

Gross profit of the manufacturing business for the Financial Year was approximately RM7.0 million (*Financial year ended 31 December 2024: approximately RM6.4 million*), representing a gross profit margin of 24.8% (*Financial year ended 31 December 2024: approximately 23.0%*). Improvement in the gross profit margin was resultant of better cost optimisation practised by the Group.

Gross profit of the distribution business for the Financial Year was approximately RM21.0 million (*Financial year ended 31 December 2024: approximately RM19.4 million*), representing a gross profit margin of 21.0% (*Financial year ended 31 December 2024: approximately 20.5%*). The modest increase in gross profit margin was primarily supported by sales from selected existing product ranges, as well as contributions from newly launched products during the Financial Year.

Other income and gains

The Group's recorded lower other income and gains of approximately RM4.0 million for the Financial Year, represents a decline of approximately 24.5% or RM1.3 million from approximately RM5.3 million for the financial year ended 31 December 2024. The decrease was mainly due to lower yield from bank interest income and other investments.

Administrative and other operating expenses

The Group reported slightly lower administrative and other operating expenses of approximately RM16.1 million for the Financial Year, compared to approximately RM16.3 million for the preceding year, reflecting consistent cost management and stable operating expenditure levels.

Finance costs on lease liabilities

For the financial years ended 31 December 2025 and 2024, the Group recorded finance costs on lease liabilities of approximately RM38,000 and RM93,000, respectively. The decrease in finance costs on lease liabilities was primarily due to certain tenancy agreements nearing end of its contract term prior to renewal.

Income tax expense

Income tax expense of the Group was approximately RM3.9 million and RM3.8 million for the financial years ended 31 December 2025 and 2024, respectively. The effective tax rate for the financial years ended 31 December 2025 and 2024 was approximately 30.2% and 33.0%, respectively. The effective tax rate of the Group for both financial years is higher than the statutory tax rate, primarily due to certain non-deductible expenses incurred.

Profit for the financial year and earnings per share

Reflecting the stronger performance, the Group posted a profit of approximately RM9.1 million for the Financial Year, an increase of approximately 18.2% or RM1.4 million from approximately RM7.7 million in financial year ended 31 December 2024. Earnings per share also slightly improved to RM1.99 represented in cents for the Financial Year, compared to RM1.76 represented in cents in the preceding year.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Key Financial Ratio

	Note	As at/for the financial years ended 31 December	
		2025	2024
Current ratio (times)	1	13.0	4.0
Quick ratio (times)	2	9.9	3.0
Gearing ratio (%)	3	1.3	1.4
Return on equity (%)	4	6.4	5.7
Return on total assets (%)	5	5.9	4.4

Notes:

1. Current ratio is total current assets divided by total current liabilities.
2. Quick ratio is total current assets less inventories divided by total current liabilities.
3. Gearing ratio is total debt which comprised of lease liabilities only divided by total equity.
4. Return on equity is profit for the financial year divided by total equity.
5. Return on assets is profit for the financial year divided by total assets.

LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE

As at 31 December 2025,

1. the Company's issued capital was HK\$4.72 million (equivalent to approximately RM2.6 million) and the number of its issued ordinary shares was 472,000,000 shares of HK\$0.01 each. There has been no change in the Company's share capital since 31 December 2024;
2. the Group's restricted bank balances were approximately RM0.7 million (2024: approximately RM0.7 million), and the Group's bank balances and cash were approximately RM43.5 million (2024: approximately RM60.3 million), most of which were denominated in United States Dollar ("USD"), Hong Kong Dollars ("HK\$"), Renminbi ("RMB") and Ringgit Malaysia ("RM");
3. the Group did not have any outstanding bank borrowings (2024: Nil). The Group had lease liabilities of approximately RM1.9 million (2024: approximately RM1.9 million). As at 31 December 2025 and 2024, lease liabilities included lease liabilities from Statesino Land & Shore (Hainan) Ltd which is not denominated in RM; and
4. the Group's total equity attributable to equity owners of the Company was approximately RM143.2 million (2024: approximately RM134.7 million). The capital of the Company mainly comprises share capital and reserves.



TREASURY POLICY

The Group has adopted a prudent treasury management policy to (i) ensure that the Group's funds are properly and efficiently collected and deployed such that there is no material shortfall in cash that may interrupt the Group's daily business obligations; (ii) maintain sufficient level of funds to settle the Group's capital commitment when they fall due; and (iii) maintain adequate liquidity to cover the Group's operating cash flows and administrative expenses. The Board closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities, and other commitments can meet its funding requirements all the time.

DIVIDEND

	2025 RM'000	2024 RM'000
<i>In respect of the financial year ended 31 December 2024</i>		
Special dividend	—	29,521

On 13 December 2024, a special dividend of HK\$0.11 (equivalent to approximately RM0.063) per share, amounting to a total of approximately HK\$51,340,000 (equivalent to approximately RM29,521,000) was approved by the board of directors and paid on 15 January 2025.

The directors of the Company did not propose the payment of any further dividend in respect of the financial years ended 31 December 2025 and 31 December 2024.

SIGNIFICANT INVESTMENTS, MATERIAL ACQUISITIONS OR DISPOSALS OF SUBSIDIARIES AND ASSOCIATED COMPANIES

Save as disclosed below, the Group has no significant investments, material acquisitions or disposals of subsidiaries and associated companies during the Financial Year.

Investments in financial assets measured at fair value through profit or loss ("FVTPL")

The following table sets forth the fair value of the significant investments in the Fund (as defined herein) of the Group as at 31 December 2025:

Financial assets measured at FVTPL	For the Financial Year Fair value gain RM'000	As at 31 December 2025 Fair value RM'000	Approximate percentage to the total assets	As at 31 December 2024 Fair value RM'000
			As at 31 December 2025	
Significant Investments				
Affin Hwang Select Bond Fund (the "Fund")	362	25,475	16.5%	25,101

The above significant investment was managed by AHAM Asset Management Berhad, an independently managed, institutionally-owned asset management firm in Malaysia that started its roots in 2001 and specialises in customised solutions and invests into equities, bonds, money market, structured products and other alternative investment instruments to generate returns for its clients.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

To the best of the Directors' knowledge, information and belief, having made all reasonable enquiries, the Fund, the Manager, the respective trustees of the Fund (capitalised terms shall have the same meanings as defined in the circular of the Company dated 18 May 2021) and their respective ultimate beneficial owners are independent of and not connected with the Company or any connected persons (as defined under the Rules Governing the Listing of Securities on the Stock Exchange (the "**Listing Rules**")) of the Company.

As the Redemptions as disclosed above were made by the Group within a 12-month period and were all entered into with the Manager, pursuant to Rule 14.22 of the Listing Rules, the Redemptions would be aggregated as a series of transactions. As the highest applicable percentage ratio (as defined under Rule 14.07 of the Listing Rules) in relation to the Redemptions exceeds 5% but is less than 25%, the Redemptions (on an aggregate basis) constituted a discloseable transaction of the Company which is subject to the reporting and announcement requirements under Chapter 14 of the Listing Rules.

Details of the Redemptions have been set out in the announcement of the Company dated 13 May 2022.

CHARGES ON THE GROUP'S ASSETS

There was no charge on the Group's assets as of 31 December 2025 and 2024.

PLEDGE OF ASSETS

Details of pledge of assets of the Group as of 31 December 2025 and 2024 are set out in note 21 to the consolidated financial statements in this annual report.

FUTURE PLAN FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

Save as disclosed in this annual report and the prospectus of the Company dated 24 April 2020 (the "**Prospectus**"), the Group does not have any concrete plan for material investments or capital assets for the coming year.

CONTINGENT LIABILITIES

As of 31 December 2025 and 2024, the Group did not have any contingent liabilities.

PRINCIPAL RISKS AND UNCERTAINTIES

The key risks and uncertainties identified by the Group relating to its business are as follows:

- (i) the outbreak of animal diseases or any other similar epidemic could adversely affect its business;
- (ii) the demand for and market price of products offered by it fluctuate at times and are largely determined by forces outside its control which could materially affect its financial performance;
- (iii) its business, financial condition, and operating results may be adversely affected by the volatility of prices and the interruption of supply of animal feed additives and human food ingredients sourced from chemical and feed ingredients companies;
- (iv) the fluctuation of product demand may affect the effectiveness of its inventory management and result in an excessive inventory level;

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)



- (v) it requires various licenses, permits, and government approvals to operate its business in Malaysia and for importing, exporting and manufacturing its animal feed additives and human food ingredients. Failure to obtain and maintain one or all of these licenses and permits could adversely affect its business and future expansion plans;
- (vi) its distribution business depends on a stable source of supply and its business relationship with suppliers;
- (vii) its business and reputation may be affected by the quality, safety, and performance of brand products and raw materials sourced from suppliers that are beyond its control; and
- (viii) any major disruption at its manufacturing plant, such as a breakdown of machinery, power, or utility shortage, could adversely affect its business, financial condition, results of operations, and prospects.

However, the above is not an exhaustive list. Investors are advised to make their own judgment or consult their own investment advisors before making any investment in the shares of the Company (the “**Shares**”).

The Company has implemented various measures to mitigate these risks and uncertainties. Further reviews are set out in the section headed “Corporate Governance Report — Risk Management and Internal Control” in this annual report.

FOREIGN CURRENCY RISK

The Group operates mainly in Malaysia, fluctuations in the RM’s value against other currencies will create foreign currency translation gains or losses and may hurt the Group’s business, financial condition, and results of operations. Any imposition, variation, or removal of foreign exchange controls may adversely affect the value, translated or converted into, of the Group’s net assets, earnings, or any declared dividends. Consequently, this may adversely affect the Group’s ability to pay dividends or satisfy other foreign exchange requirements.

The management will monitor foreign currency exposure of the Group and will consider undertaking foreign exchange hedging activities to reduce the impact of foreign exchange rate movements on the Group’s operating results. The Group had not used any derivative financial instruments during the financial years ended 31 December 2025 and 2024.

EMPLOYEES AND REMUNERATION POLICY

As of 31 December 2025, the Group had 54 (2024: 52) employees, all of whom were directly hired by the Group. The Group’s employees are invaluable assets of the Group, and we are dedicated to managing human capital. The Directors believe that ongoing and continuous staff training and development will not only improve the Group’s employees’ performance but will also enhance loyalty and staff morale. For its recruits, the Group offers induction training courses that cover practical and technical aspects of their work, together with its corporate culture and core values. The remuneration package offered by the Group to its staff includes basic salary, discretionary bonuses, and allowance. The Group’s total staff costs (including Directors’ emoluments) for the Financial Year were approximately RM7.8 million (2024: approximately RM7.5 million). The Directors review the performance of the Group’s employees on a periodical basis to determine salary adjustments and promotions and keep the Group’s remuneration package competitive.

The Group also requisite contributions to the Employees Provident Fund Scheme (the “**EPF Scheme**”) and Social Security Organisation (“**SOCSSO**”) under the Employees Provident Fund Act 1991 and Employee Insurance System Act 2017, respectively for qualifying employees of the Group in Malaysia. The Group has contributed 13.0% of relevant monthly salaries for the employees who render monthly salaries of RM5,000 or below; and 12.0% of relevant monthly salaries for the employees who render monthly salaries of more than RM5,000 to the EPF Scheme. The Group’s contributions to the EPF Scheme vest fully and immediately with the employees. Accordingly, there were no forfeited contributions that arose upon employees leaving the EPF Scheme before their interests in the Group’s contribution became fully vested and thus there were no such forfeited contributions that were available to reduce the Group’s existing level of contributions to the EPF Scheme as at 31 December 2025 and 2024.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

USE OF PROCEEDS

The net proceeds (the “**Net Proceeds**”) received by the Company from successfully listed on the Main Board of Stock Exchange on 13 May 2020 (the “**Listing Date**”) through the share offer amounted to approximately HK\$72.4 million, after deducting the underwriting fees, commissions, and other listing expenses.

On 4 October 2021, the Board resolved to reallocate the use of its unutilised net proceeds in acquiring or partnering with a company selling animal feed additives products amounted to approximately HK\$13.4 million to invest in a company engaged in animal feed additives and/or veterinary related industry (the “**Change of Use in Net Proceeds**”).

According to the annual report of the Company for the financial year ended 31 December 2022 published on 26 April 2023, the Board has resolved to revise the expected timeline for the use of Net Proceeds (the “**1st Timeline Revision**”). On 27 September 2023, the Board resolved to further extend the expected timeline for the use of Net Proceeds (the “**2nd Timeline Revision**”).

On 27 December 2024, the Board resolved to further extend the timeline for the use of the Unutilised Net Proceeds (the “**3rd Timeline Revision**”).

The allocation of the Net Proceeds following the Change of Use in Net Proceeds, the status of the utilisation of Net Proceeds during the period from the Listing Date and up to 31 December 2025 (the “**Relevant Period**”), the expected timeline to use the Net Proceeds following the 1st Timeline Revision, the 2nd Timeline Revision and the 3rd Timeline Revision is as follows:

	Planned use of the Net Proceeds (HK\$ million)	Actual use of the Net Proceeds during the Relevant Period (HK\$ million)	Unutilised amount as at 31 December 2025 (the “Unutilised Net Proceeds”) (HK\$ million)	Expected timeline to use the Net Proceeds (as per 1st Timeline Revision)	Expected timeline to use the Net Proceeds (as per 2nd Timeline Revision)	Expected timeline to use the Net Proceeds (as per 3rd Timeline Revision)
Construct a new manufacturing plant	42.1	—	42.1	30 June 2024	31 December 2025	31 December 2026
Funding potential investment in a company that is engaged in animal feed additives and/or veterinary- related industry	13.4	7.8	5.6	31 December 2023	31 December 2025	31 December 2026
Conduct sales and marketing activities	1.7	1.7	—	30 June 2024	31 December 2024	31 December 2025
Set up a new testing laboratory	3.5	—	3.5	30 June 2024	31 December 2025	31 December 2026
Set up a centralised Enterprise Resources Planning system	3.7	0.4	3.3	31 December 2023	31 December 2025	31 December 2026
Hire additional workforce	3.0	1.0	2.0	31 December 2023	31 December 2025	31 December 2026
Purchase trucks for logistics services and vehicles for sales personnel	1.4	1.4	—	Not applicable	Not Applicable	Not Applicable
General working capital	3.6	3.6	—	Not applicable	Not applicable	Not Applicable
Total	72.4	15.9	56.5			



Construct a new manufacturing plant

Approximately HK\$42.1 million of the Unutilised Net Proceeds allocated for constructing a new manufacturing plant remains unutilised by the Group. Since 2020, the COVID-19 pandemic has adversely impacted the global economy. Several of the Group's key customers have slowed down their planned business expansion activities, amongst others, including the acquisition of poultry farms and the increase in broiler production capacity. Consequently, the Group experienced delays in securing previously forecasted additional orders from these existing customers.

Moreover, the disruption to supply chains caused by COVID-19 has led to shortages of shipping containers and negatively affected the Group's overseas sales due to logistical challenges. Additionally, outbreaks of animal diseases such as avian influenza (H5N1) and African Swine Fever in several regions where the Group's brand of animal feed additives and premixes are sold have further exacerbated the situation.

The industry and the Group continue to face intense competition locally and from China as a result of a slower-than-expected recovery from the African Swine Fever. This has further reduced the Group's production and delayed plans for constructing a new manufacturing plant. In response to such circumstances, the Group adopted a cautious approach to further assess market demand for its animal feed additives premixes before increasing its production capacity and expanding its product portfolio. It is expected that the unutilised proceeds will be extended and fully utilised on or before 31 December 2026.

Funding potential investment in a company that is engaged in animal feed additives and/or veterinary-related industry

Approximately HK\$5.6 million of the Unutilised Net Proceeds allocated for funding potential investment in a company that is engaged in animal feed additives and/or veterinary-related industry remains unutilised by the Group.

The Group has remained prudent in its investment in light of the effects of the COVID-19 pandemic and the challenges in this industry due to the African Swine Fever outbreak. As a result, the Group has not been able to identify any potential investment that meets its criteria and will continue to seek suitable investment opportunities. It is expected that the unutilised proceeds will be fully utilised on or before 31 December 2026.

Set up a new testing laboratory

Approximately HK\$3.5 million of the Unutilised Net Proceeds allocated for setting up a new testing laboratory remains unutilised by the Group. Setting up a new laboratory would enable the Group to provide complementary laboratory testing services to customers. The Group has also decided to construct a new testing laboratory within the new manufacturing plant. As a result, the timeline has been extended in line with the construction of a new manufacturing plant to 31 December 2026.

Set up a centralised Enterprise Resources Planning ("ERP") system

Approximately HK\$3.3 million of the Unutilised Net Proceeds allocated for setting up a centralised ERP system remains unutilised by the Group. The Group believes having a centralised ERP system will enhance operational efficiency, improve management of decentralised locations, support higher production capacity, and drive revenue growth in the future. The delay in constructing a new manufacturing plant has lessened the immediate need for a centralised ERP system.

The Group plans to set up the centralised ERP system once the new manufacturing plant is constructed, the unutilised proceeds will be fully utilised on or before 31 December 2026.

Hire additional workforce

Approximately HK\$2.0 million of the Unutilised Net Proceeds allocated for hiring an additional workforce remains unutilised by the Group. Delays in the construction of the new manufacturing plant and the set up of the new testing laboratory have postponed the Group's hiring plan for additional workforce on both sides.

The Group plans to proceed with recruitment once the expansion plans for the new manufacturing plant and the new testing laboratory are finalised and market demand shows signs of improvement. The unutilised proceeds will be fully utilised on or before 31 December 2026.

Looking ahead, the Group will also closely monitor the global economy and continuously assess the appropriate timing for utilising the Unutilised Net Proceeds. Nonetheless, the Group has been actively exploring suitable business and investment opportunities in line with the planned use of the Net Proceeds as set out per above. Accordingly, it is anticipated that the Unutilised Net Proceeds will be fully utilised on or before 31 December 2026. For more information on the expected timeline for use of the Net proceeds, please refer to the Company's announcements dated 27 July 2023, 27 September 2023 and 27 December 2024.

Further, as at 31 December 2025, part of the Unutilised Net Proceeds were invested in the USD Hedged-class Units of Affin Hwang Select Bond Fund for an aggregate amount of USD3.2 million (equivalent to approximately HK\$25.5 million). The Company will redeem part of the investment in the fund as and when the Company utilises the Net Proceeds according to the abovementioned planned use. As at 31 December 2025, the remaining Unutilised Net Proceeds were deposited in licensed banks in Hong Kong and Malaysia. Overall, the Company will ensure that there is no adverse impact to the use of the Net Proceeds and no change in the planned use of the Net Proceeds.

DIRECTORS AND SENIOR MANAGEMENT



EXECUTIVE DIRECTORS

Dato'Sri Lee Haw Yih ("Dato'Sri Lee"), aged 57, was appointed as a Director on 29 October 2018 and was re-designated as an executive Director on 18 December 2018. He also serves as the chairman of our Board (the "**Chairman**"), the chief executive officer of the Company (the "**Chief Executive Officer**") and one of authorised representatives of the Company (the "**Authorised Representative(s)**"). He is a member of our remuneration committee and nomination committee. He is primarily responsible for the overall management and formulation of business strategies of our Group. He is the spouse of Datin Sri Yaw, brother of Mr. HS Lee and father of Mr. Lee.

Dato'Sri Lee has over 20 years of experience in the feed supplements and additives, food supplements and additives products industry. In August 1995, Dato'Sri Lee joined our Group and started working as a product development promotion executive in Gladron Chemicals Sdn. Bhd. ("**Gladron Chemicals**"). Since June 1996, he has been serving as a director of Gladron Chemicals and involving in the management of our Group. He currently serves as a director of all the subsidiaries of our Group.

Dato'Sri Lee graduated from McMaster University in Canada in June 1992 with a bachelor's degree in science and obtained a master's degree in business administration from McMaster University in Canada in June 1994.

Datin Sri Yaw Sook Kean ("Datin Sri Yaw"), aged 55, was appointed as a Director on 29 October 2018 and was re-designated as an executive Director on 18 December 2018. She is primarily responsible for the strategic planning and overall financial management of our Group. She is the spouse of Dato'Sri Lee, sister-in-law of Mr. HS Lee and mother of Mr. Lee.

Datin Sri Yaw has over 20 years of experience in the feed supplements and additives, food supplements and additives products industry. From July 1993 to March 1994, she worked in Accredited Leasing Corporation Sdn. Bhd., a company engaging in leasing business, as an accounts assistant. From January 1995 to May 1996, she worked in L & M Prestressing Specialist Sdn. Bhd. which engaged in the business of prestressing and post-tensioning of buildings and civil engineering structures as a senior account clerk. She worked in MacFood Services (M) Sdn. Bhd., a producer and supplier of meat and poultry products to restaurants, as an account supervisor in June 1996. In November 1998, Datin Sri Yaw joined our Group and started serving as the financial controller of Gladron Chemicals. Since June 2004 and May 2007, Datin Sri Yaw has been serving as a director in Kevon Sdn. Bhd. ("**Kevon**") and Ritamix Sdn. Bhd. ("**Ritamix**"), respectively.

Datin Sri Yaw completed the senior middle three education from the Chung Hua High School in Seremban, Malaysia in October 1989. She became a member of the Association of Chartered Certified Accountants in May 1999. She became a member of the Malaysian Institute of Accountants in November 2001.

NON-EXECUTIVE DIRECTOR

Mr. Lee Haw Shyang ("Mr. HS Lee"), aged 50, was appointed as a non-executive Director on 18 December 2018. He is primarily responsible for providing advice to our Board. He is a brother of Dato'Sri Lee, brother-in-law of Datin Sri Yaw and paternal uncle of Mr. Lee.

Since June 1996, he has been serving as a director of Gladron Chemicals. Since May 2007, he has been serving as a director of Ritamix. From September 2002 to June 2013, he served as a director of Johnson Medical International Sdn. Bhd., which engaged in manufacturing of medical equipment. Since November 2012, he has been serving as a director of Magical Milestone Sdn. Bhd., engaging in the letting of properties. Since January 2014, he has been serving as a director of Cross Creation Sdn. Bhd., engaging in medical laboratories, management consultation and trading of medical products. Since November 2017, he has been serving as the managing director of Eemed International Sdn. Bhd., engaging in designing, installing and servicing of medical devices.

Mr. HS Lee graduated from University of Melbourne, Australia, with a bachelor's degree in engineering in March 2001.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Ms. Ng Siok Hui (“Ms. Ng”), aged 57, was appointed as an independent non-executive Director on 8 April 2021. She is the chair of our remuneration committee and a member of our audit committee and nomination committee.

Ms. Ng has over 20 years of experience in the legal industry. From January 1996 to April 1997, she worked in Khaw & Hussein, a law firm in Malaysia, as a legal assistant. From April 1997 to May 1999, she worked in Ng Yook Woon Andrew T C Saw & Co., a law firm in Malaysia, as a legal assistant. Ms. Ng joined Mak, Ng & Lim, a law firm in Malaysia, in 1999 and her current position is partner.

Ms. Ng obtained her bachelor’s degree in laws in July 1992 from University of Leicester, United Kingdom. She was admitted as a member of the Malaysian Bar in December 1995.

Mr. Lim Chee Hoong (“Mr. Lim”), aged 66, was appointed as an independent non-executive Director on 8 April 2021. He is the chairman of our audit committee and a member of our remuneration committee.

Mr. Lim has over 35 years of experience in accounting and auditing field. From May 1981 to August 1988, he worked in Coopers & Lybrand, an accounting firm in Malaysia, as an articled clerk. From August 1988 to January 1990, he worked in Seal Inc. Bhd., a company engaged in property development and management, as an accounts supervisor. From January 1990 to March 1991, he worked in Kinta Properties Sdn. Bhd., a company engaged in property development, as a senior accounts executive. From March 1991 to June 1993, he worked in Kassim Chan & Co, an accounting firm in Malaysia, with his last position as an audit senior. From July 1993 to July 1997, he worked in companies in the commercial sectors as an accountant. From December 2001 to October 2013, he was a partner in Lee Teik Swee & Co, an accounting firm in Malaysia. Mr. Lim started Lim Chee Hoong & Co (currently known as CHI-LLTC), an accounting firm in Malaysia, in November 1997 and is currently a partner. Mr. Lim was also appointed as a Partner at TNL Partners PLT, an accounting firm in Malaysia, and left the firm on 31 December 2022.

Since July 2003, Mr. Lim has been appointed as an independent non-executive director of PRG Holdings Berhad (stock code: 7168 and stock name: PRG), a company listed on the Main Market of Bursa Malaysia Securities Berhad (“**Bursa Malaysia**”), he was then redesignated as non-independent director in May 2023. Mr. Lim has also been appointed as an independent non-executive director of PBS Berhad (stock code: 5231 and stock name: PBSB) and OKA Corporation Bhd (stock code: 7140 and stock name: OKA), since June 2020 and June 2023 respectively, both of which are public listed companies on the Main Market of Bursa Malaysia. Additionally, since August 2023 and March 2025, Mr. Lim has been appointed as an independent non-executive director of BWYS Group Berhad (a company listed on the ACE Market of Bursa Malaysia, stock code: 0313 and stock name: BWYS) and as an independent non-executive director of WF Holding Limited (a company listed on the National Association of Securities Dealers Automated Quotations, stock code: WFF), respectively. Since July 2011 up until his retirement in May 2023, Mr. Lim served as an independent non-executive director of Choo Bee Metal Industries Berhad (stock code: 5797 and stock name: CHOOBEE), a company listed on the Main Market of Bursa Malaysia.

Mr. Lim obtained his higher school certificate in 1980. Mr. Lim became a member of the Malaysian Association of Certified Public Accountants in January 1993, a member of the Malaysian Institute of Accountants in July 1993 and a member of the Malaysian Institute of Taxation in September 2008.

DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)



Ms. Tee Pao Hwei, aged 35, was appointed as an independent non-executive Director on 26 June 2024. She is the chair of our nomination committee and a member of our audit committee.

Ms. Tee has over 12 years of experience in compliance and financial management. She began her career after graduate at Computime Group Limited, serving as an assistant financial analyst from January 2012 to December 2013. From January 2014 to January 2020, she worked at PricewaterhouseCoopers Hong Kong with her last position as an audit manager. She then served as a group financial controller at PEG Holdings Sdn Bhd from August 2020 to September 2021, and at JD Resources Sdn Bhd from October 2021 to April 2022. Since December 2021, Ms. Tee has joined TVT Capital Sdn Bhd, a private company providing corporate services, where she currently holds the position of executive director. Ms. Tee is also a founder at Joplus Corporate Service, a private company which was incorporated in March 2021 and is engaged in providing business, financial and management consultancy services, where she currently holds the position of director.

Ms. Tee obtained a Bachelor Degree of Business Administration in Accountancy from the Hong Kong Polytechnic University in October 2012. She is currently a member of the Association of Chartered Certified Accountants (ACCA) and a member of the Malaysian Institute of Accountants (MIA).

SENIOR MANAGEMENT

Dr. Koh Jiun Ting (“Dr. Koh”), aged 37, is the technical manager of our Group and is responsible for providing technical support to our Group’s sales team. Dr. Koh has over 10 years of experience in the animal feed additives industry. From November 2013 to November 2014, he worked at the Faculty of Veterinary Medicine of Universiti Putra Malaysia as a veterinarian. In December 2014, he joined Ritamix as a technical executive. He obtained the Doctor of Veterinary Medicine degree from Universiti Putra Malaysia in July 2013.

Ms. Ting Poh Cheng (“Ms. Ting”), aged 46, is the sales manager of our Group and is responsible for the sales and marketing of the human food ingredients products of our Group. Ms. Ting has over 15 years of experience in the human food ingredients industry. In December 2008, she joined Kevon as a sales executive. She was promoted to senior sales executive in March 2013, assistance sales manager in May 2015 and further promoted to sales manager in September 2018. She obtained a bachelor’s degree in science from Universiti Kebangsaan Malaysia in August 2004 and obtained a master’s degree in business management in University of Northumbria in United Kingdom in June 2007.

Mr. Foo Chuan Kiat (“Mr. Foo”), aged 57, is the finance manager of the Group and is responsible for assisting Datin Sri Yaw for group financial reporting. Mr. Foo has over 20 years’ experience in auditing field in various industries and previously worked as an audit manager in one of the big 5 audit firm in Malaysia from 1994 to 2017. Mr. Foo obtained his professional qualification of Chartered Institute of Management Accountants in 1997 and became a member of the Malaysia Institute of Accountant in 1999.

Mr. Lee Yen Yew (“Mr. Lee”), aged 29, is the division manager of our Group and is responsible for the sales, marketing and business development of the companion animal nutraceutical and pharmaceutical products of our Group. In June 2019, Mr. Lee obtained a bachelor degree in Business Administration from the Michael G. Foster School of Business, University of Washington, Seattle, often recognized as one of the best business schools on the West Coast of North America. Although he is new to the industry, ever since his involvement, the division has moved away from its stagnant habits by introducing new products, partaking in industry events/seminars, providing customers with a more favorable pricing structure and etc. He is a son of Dato’ Sri Lee and Datin Sri Yaw and a nephew of Mr. HS Lee.

COMPANY SECRETARY

Ms. Wong Po Lam (黃寶琳) (“Ms. Wong”), aged 35, has been appointed as a company secretary of the Company (the “Company Secretary”) and one of the Authorised Representatives on 1 September 2021. Ms. Wong is a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants, she obtained a Bachelor Degree in Accounting from the City University of Hong Kong in November 2012. Ms. Wong has approximately 13 years of experience in financial reporting, auditing, financial management, corporate secretarial and regulatory compliance in listed companies in Hong Kong.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

ABOUT THIS REPORT

The Company is pleased to present this Environmental, Social and Governance (“ESG”) Report (the “ESG Report”) of the Group covering the financial year from 1 January 2025 to 31 December 2025 (“FY2025”), which outlines our commitment in leading the Company to sustainability.

The Group has established an ESG working group to coordinate and implement the initiatives under our sustainability strategy. The Group has formalised a reporting structure with oversight from the Chief Executive Officer and also adopted appropriate risk management policies to mitigate any potential financial or reputational damage.

We are satisfied with our ESG performance for the FY2025. There were no reported breaches of laws and regulations in Malaysia, where the Group’s operations are geographically located.

This ESG Report is also available on the websites of the Stock Exchange and the Group’s at www.ritamix-global.com.

SCOPE OF THIS ESG REPORT

Unless otherwise stated, this ESG Report only covers the operating activities of the Group at its principal place of business in Malaysia. The disclosures in this ESG Report are mainly extracted from the Group’s statistical reports and documents. Unless otherwise stated, the scope of this ESG Report remains the same as the previous year.

REPORTING FRAMEWORK

This ESG Report is prepared in accordance with the ‘comply or explain’ provisions in accordance with the ESG Reporting Code as set out in Appendix C2 of the Rules Governing the Listing of Securities on the Main Board of the Stock Exchange as follows. The reporting principles were applied consistently throughout the report.

Reporting Principles	Description
Materiality	The Group reports on material topics that are considered as posing significant impacts on environment and society and are important to stakeholders. The issues are presented together with Group’s management measures in the report.
Quantitative	The Group prepares the ESG Report in accordance with the ESG Reporting Guide and discloses key performance indicators (“KPIs”) in a quantitative manner, wherever appropriate.
Balance	The Group reports based on an objective and unbiased manner and provides data comparisons with the prior reporting period to provide stakeholders with a balanced overview. The Group is committed to improve on the collection of internal data in the future.
Consistency	The reporting scope and structure of this ESG Report aligns with the previous year as closely as possible to ensure a meaningful comparison. For any changes in the scope of disclosure and calculation methodologies, proper disclosures and explanations will be provided if necessary.



STAKEHOLDERS' ENGAGEMENT

The Group recognises the importance of close collaboration with our key stakeholders to achieve sustainable business objectives. We have identified our key stakeholder groups. We believe that effective communication is essential for our organisation's success and is vital for advancing our sustainability efforts. Consequently, the Group maintains on-going communication with our stakeholders through various channels of communication as set out in the table below:

Stakeholders	Channels of Communication	Expectations and Demands
Shareholders and investors	<ul style="list-style-type: none"> • Announcements and circulars • Corporate website • General meetings • Corporate email • Annual and interim reports 	<ul style="list-style-type: none"> • Corporate governance • Investment returns
Business partners and suppliers	<ul style="list-style-type: none"> • Regular meetings and teleconferences • Site visits • Emails 	<ul style="list-style-type: none"> • Product quality • Competitive pricing • Stable business relationship
Customers	<ul style="list-style-type: none"> • Regular meetings and teleconferences • Site visits • Emails 	<ul style="list-style-type: none"> • Product quality • Timely delivery • Stable business relationship
General public and community	<ul style="list-style-type: none"> • Donations • Charity events 	<ul style="list-style-type: none"> • Community engagement
Employees	<ul style="list-style-type: none"> • Performance review • Meetings and internal discussions • Training and development • Emails and notice boards 	<ul style="list-style-type: none"> • Remuneration and benefits • Career development • Occupational health and safety
Regulatory bodies	<ul style="list-style-type: none"> • Meetings • Regulatory newsletters 	<ul style="list-style-type: none"> • Regulatory compliance • Occupational health and safety

Through effective communication with our stakeholders, we are able to better identify and understand their views and address their concerns with regards to our business operations and sustainability performance. We regularly engage our stakeholders in our strategic development and decision making in order to create sustainable value for the wider community.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

A. Environmental

A1 Emission

KPIs

Type of emissions and respective emission

During the financial years ended 31 December 2025 and 2024, the vehicles owned and operated by the Group generated air emission. The Group's exhaust gas emission performance, based on the mileage travelled and the fuel consumes by our vehicles, was as follows:

	2025 In Kilogram ("kg")	2024 In Kilogram ("kg")
Nitrogen Oxides ("NOx")	1,294.0	1,631.7
Sulphur Oxides ("SOx")	1.2	1.3
Particulate Matters ("PM")	62.2	78.3

Total Greenhouse Gases Emissions

Greenhouse gases ("GHG") are emitted through various activities, including the use of petrol and diesel by our vehicles and the consumption of electricity. The following table outlined our GHG emissions for the reporting period.

	2025 In Tonnes of CO ₂ e	2024 In Tonnes of CO ₂ e
Scope 1 — Direct GHG Emissions (Fuel — vehicles)	175.5	201.3
Scope 2 — Energy Indirect GHG Emissions (Electricity)	326.8	327.8
Total GHG Emissions	502.3	529.0
Intensity of GHG emissions (tonnes of CO ₂ e per revenue RM'000)	0.00	0.00

Notes:

- GHG emissions data is presented in terms of carbon dioxide equivalent and are based on the "Avoided Emissions and Generation Tool" issued by the United States Environmental Protection Agency.
- For the FY2025, the Group's total revenue was approximately RM128,291,000. This data will also be used for calculating other intensity data in this ESG Report.

The Group will continue to explore and evaluate the possibility of carbon reduction through the use of cleaner source of energy and more efficient use of its transportation capacity, where the situations permit. The Group targets to minimise its GHG emission intensity from time to time.

Packaging Material

The Group did not use substantial packaging materials during the financial years for its business operations and during delivery. In our administration office, we encourage and educate our employees to bring their own food containers, reusable or biodegradable bags.

Generation of Hazardous Waste and Non-Hazardous Waste

The Group is not aware of any hazardous waste generated from its activities during FY2025. Non-hazardous waste generated from the Group's activities is minimal. The Group will continuously monitor the potential impacts of its activities on the environment.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)



A2 Use of Resources

The Group strongly advocates and practises a waste management principle of “Reduce, Reuse and Recycle” amongst its employees. We segregate our waste by separating the waste into different bins — general waste, paper and cardboard, plastics and metals, and appointed recycled service providers to manage these wastes. To reduce paper consumption, the Group encourages electronic communication via email and the use of recycled papers for printing and advocates double-sided printing.

Paper, ink cartridges and tonners consumed in offices are identified as non-hazardous wastes in our operation. Used ink cartridges and tonners were returned to the vendors for recycling purpose.

We aim to continue encouraging recycling, reduction and reuse throughout our value chain and in the wider community through various initiatives and campaigns. These initiatives include capturing weightage of wastes and monitoring the quantity of wastes generated and how we can improve our operations to minimise waste generation.

Energy efficiency

The Group encourages our employees to consume electricity in an efficient and responsible manner. Energy-saving measures and practices have been implemented to show our commitment to energy efficiency, including switching off unnecessary lighting and air conditioning during lunch time and upon leaving the office — such practices may seem trivial, but it can help to reduce the Group’s electricity consumption in long term.

The Group is committed to monitor the energy usage in order to reduce the electricity consumption for sustainability purpose. During FY2025 the Group’s energy consumption performance was as follows:

KPIs	2025	2024
Electricity Consumption (kWh)	830,340	757,708
Intensity of electricity consumption (kWh per revenue RM'000)	6.5	6.1
Fuel — vehicles (litre)	74,764	85,722
Intensity of fuel consumption (litre per revenue RM'000)	0.6	0.7

Water and Effluents

Water is not used in the Group’s principal business operations, but only for cleaning and office hygiene purposes. Water used is regular pipe-supplied water from local utility supplier. We regularly inspect water pipes and taps, and repair leakages promptly to minimize water leakages.

The Group’s business operation produces zero discharge of any wastewater or effluents into the surrounding waterways. We continuously monitor our operation and will develop the process of water consumption and effluents monitoring if the needs arise.

KPIs	2025	2024
Water Consumption (cubic meter (“m ³ ”))	3,515	2,711
Intensity of water consumption (m ³ per revenue RM'000)	0.03	0.02

A3 The Environment and Natural Resources

Environmental impact management

Our environmental policies are to minimise impact to our environment as we are governed by Malaysia's Environmental Quality Act, 1974 (Act 127). As part of our effort to reduce the negative impacts on the environment and natural resources caused by the Group's business activities, we are committed to develop a comprehensive environmental monitoring processes to address and mitigate the negative environmental impacts relevant to our business operation. In addition, we regularly assess our environmental practices to identify improvement opportunities.

Air Pollutant Emission

Our Group engages in (i) distribution of animal feed additives and human food ingredient products; and (ii) manufacturing of animal feed additives premixes which in general do not have material environmental impact. Our manufacturing business does not emit any form of waste that is subject to the environmental regulations in Malaysia.

Exhaust emissions from delivery trucks is another source of air pollution. All our trucks strictly follow the Malaysia's Road Transport Act 1987 regulation and undergone the mandatory trucks inspection.

Environmental Compliance

The Group's business operation does not generate significant environmental impacts relating to air and greenhouse gas emissions, discharges into water and land sources, and other hazardous and non-hazardous waste generation. We continuously monitor our compliance with the environmental regulation although our operations do not fall under the scope of Environmental Quality Act 1974 of Malaysia, and the amendments to the Act in 2007 and 2012. During FY2025, we have not been fined or penalised for any significant environment violation by the Department of Environment Malaysia.

A4 Climate Change

Phased Approach to Climate Disclosure

In accordance with the HKEX ESG Reporting Code (Part D), the Group has adopted a phased implementation approach for its climate-related disclosures for the Reporting Period. While we provide transparency on Governance and Risk Management, we have applied specific implementation reliefs for several quantitative metrics to ensure that the information we eventually disclose is accurate and meaningful.

Application of Reliefs

The Group has applied the following reliefs as permitted by the Exchange:

- Financial Effects Relief: We provide qualitative assessments of climate impacts. Quantitative financial data is currently omitted.
- Capabilities Relief: Our climate resilience is assessed through qualitative scenario analysis rather than complex financial modeling, as this is more commensurate with our current resource allocation.
- Reasonable Information Relief: Part of the value-chain data (such as certain categories of Scope 3 GHG emissions) is not disclosed this year, as it cannot currently be obtained without undue cost or effort.

Considered Reasons for Phased Disclosure

The Group's current reporting systems are primarily focused on operational performance. At present, our internal accounting and data collection frameworks do not yet isolate climate-specific financial expenditures with sufficient precision for external audit. Furthermore, we are currently focused on ensuring the accuracy of our Scope 1 and 2 emissions (primarily fuel use for plant and vehicles, as well as electricity where applicable) before expanding our reporting boundary to include more complex Scope 3 or quantitative financial projections.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)



Future Roadmap

The Group is committed to the continuous enhancement of our ESG reporting standards. Our path toward more granular disclosure involves the following steps:

- Phase 1 (Short Term): We will continue to monitor developments in industry-specific carbon accounting standards and review our internal data collection processes to identify potential gaps (e.g., fuel consumption, electricity use where applicable, and disposal/recycling documentation for demolition debris).
- Phase 2 (Medium Term): We intend to evaluate the feasibility of integrating climate-related information into our financial tracking systems and explore methods for engaging with our primary suppliers and waste contractors regarding their carbon footprints and recycling outcomes.
- Ongoing: We will periodically assess our technical capabilities and resource requirements to determine when a transition to quantitative financial disclosure would be most appropriate and reliable for our stakeholders.

Governance

The Board determines appropriate climate-related skills/competencies. They first assess internal members' existing knowledge regarding calculation in GHG emissions. Then, they may consult external ESG advisors, if necessary, to understand best practices and regulatory requirements. Finally, training is provided internally for members of management on relevant areas, while strategic roles may be hired or broadened if needed. This ensures that the Group has the capacity to effectively develop and oversee strategies addressing climate risks and opportunities.

Climate-related risks and opportunities are discussed as part of management meetings (including ESG review discussions). In these discussions, management provides updates on relevant operational data against the Group's climate-related KPIs and the analysis under climate change risks. The Group may engage external ESG advisors, if necessary, for specialized insights. This supports informed decision-making regarding climate strategy.

Climate-related risks such as fuel price volatility are integrated into strategic planning in the discussions above. Management reviews data such as fuel usage for demolition plant and vehicles and analyses potential impacts on operations and finances. Major plant and equipment replacements or long-term project arrangements and operational fuel-use data are specifically flagged for this assessment to identify risks/opportunities. Decisions incorporate climate considerations by evaluating trade-offs upfront, such as higher upfront cost but potentially improved fuel efficiency and lower lifetime emissions from more efficient equipment, or assessing reputational risk versus financial impact. This supports a proactive approach to managing climate impacts across core business activities.

Climate-related targets such as GHG emissions reduction are overseen by management through the meetings described above. Management reviews relevant operational data and analyses progress towards these goals. Performance against climate-related KPIs is tracked through the Group's Metrics and Targets section within the ESG report. While specific metrics tied to remuneration policies are not detailed here, we confirm that related performance, particularly in operational efficiency linked to climate strategy, is considered by management when evaluating overall organizational progress.

Management-level oversight of climate-related risks and opportunities rests with the Board. Management exercises control by ensuring that department heads implement approved strategies and policies for managing these risks. Progress monitoring involves regular data reviews on key metrics. The role is not delegated to a single position but managed collectively by management, overseeing both opportunities and risks.

Climate-related risks and opportunities are managed through established controls and procedures by the Board. Management utilizes departmental data reporting from operations as a control mechanism to monitor progress.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Strategy

The Group aims to enhance its business resilience to climate change and build an environmentally responsible enterprise in a manner commensurate with the nature of its operations. It has refined its risk assessment procedures to analyse the potential impacts on its businesses and value chain, thereby enabling the evaluation and formulation of mitigation measures.

During the FY2025, the Group conducted a climate scenario analysis to better understand and address the potential impacts of climate change. This analysis covered both physical risks and transition risks, with screening and assessment performed for each risk category. To better determine and analyse the potential physical and transition risks that the Group may face, we utilise climate scenarios including the Shared Socio-economic Pathways developed by the Intergovernmental Panel on Climate Change (“IPCC”). This approach allows us to gain a better understanding of the resilience of our climate strategies and the potential impacts on core operations under various climate change projections, thereby enhancing our ability to address climate change.

Climate scenario	Low risk scenario	High risk scenario
Scenario description	Rapid global phase-out of fossil fuels; net-zero around 2050; renewable energy becomes dominant with widespread electrification; stringent and effective climate policies and global cooperation.	Reliance on fossil fuels; no effective global carbon pricing or stringent international climate agreements; higher physical climate impacts
Expected temperature rise	Less than 2°C in 2100.	4.4°C in 2100.

We assess the potential impacts of climate risks on the Group’s production and operational activities, the level of risk impact, and the Group’s mitigation measures based on climate scenarios. The potential climate-related risks faced by the Group are set out below:

Physical Risk

Risk Description	Potential Impact	Risk Level (SSP1-1.9)	Risk Level (SSP5-8.5)	Time Horizon	Mitigation Strategy
Extreme precipitation may cause significant disruption to operational assets.	Loss of revenue due to service disruptions; damage to assets and increased repair costs; potential safety incidents.	Low	Low	Long-term	The Group maintains emergency response and stop-work protocols as appropriate to reduce asset damage and support employee safety.
Sustained higher temperatures or heat waves may potentially lower employees’ productivity and result in higher costs for managing heat stress.	Increased operational costs due to reduced productivity; potential increase in costs for work arrangements and welfare provisions.	Low	Low	Long-term	The Group maintains practical heat management arrangements (e.g., hydration, rest breaks and work sequencing adjustments where feasible) to support safety and productivity

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)



Transition Risk

Risk Description	Potential Impact	Risk Level (SSP1-1.9)	Risk Level (SSP5-8.5)	Time Horizon	Mitigation Strategy
Risk from international carbon pricing impacts on fuel costs.	Increase in operational cost.	Medium	Low	Short- to Medium-term	The Group focuses on equipment efficiency and maintenance discipline, and considers suitable replacement planning where feasible to manage fuel cost exposure.

Transition Opportunity

Specific Opportunity	Detailed Description	Time Horizon	Potential Benefits
Improving operational efficiency of plant and equipment	Improve fuel efficiency through preventive maintenance and operational controls; consider more efficient equipment options upon replacement where suitable and feasible.	Short- to Medium-term	Enhance cost efficiency and reduce long-term operating costs.

Note: The time horizon is defined by the impact period that climate-related risk may cause to the operation of the Group. Short-term is 1 to 3 years, medium-term is 3 to 5 years and long-term is 5 to 10 years.

Business Model and Value Chain

The Group principally engaging in (i) the distribution of animal feed additives and, to a lesser extent, human food ingredient products; and (ii) the manufacturing of animal feed additives premixes.

Climate-related risks and opportunities are concentrated in specific areas of our business model and value chain. Physical risks (such as floods and extreme heat) are concentrated in our operational assets. Transition risks (including policy changes and rising energy prices) are concentrated in our plant and equipment and logistics, given our reliance on fuel costs and the evolving expectations on environmental performance. Opportunities are concentrated in procurement and operations, where improving fuel efficiency and operational discipline, and enhancing cost control.

Current Financial Effects

The Group integrates sustainability considerations into its strategy and operations through normal management and operational controls. While such efforts aim to reduce physical and transition climate risks, it has not resulted in any material current financial effects on the Group's financial position, financial performance, or cash flows for the FY2025. Any related expenditure is generally expensed as incurred or capitalized as part of normal asset replacement and maintenance activities, and does not represent a material deviation from normal operational expenditure. Furthermore, the Group has assessed that there is no significant risk of a material adjustment to the carrying amounts of assets and liabilities within the next annual reporting period as a result of climate-related matters.

Anticipated Financial Effects

Looking ahead, the Group expects climate-related factors to influence its financial position, performance, and cash flows over the following time horizons:

- Short to Medium Term (1–5 years): The Group anticipates moderate increases in operational expenditure related to energy costs and potential compliance with evolving carbon regulations and project requirements. These are expected to be managed through efficiency improvements and do not currently represent a material forecasted impact.
- Medium to Long Term (3–10 years): The Group expects its financial position to change as it invests in replacement of plant and equipment in the normal course of business. While the precise quantitative impact is not separately identifiable at this stage, the Group expects such replacements to support operational reliability and, over time, improve cost efficiency through reduced fuel and maintenance costs. These anticipated changes are linked to maintaining resilience and operational effectiveness under the transition towards a lower-carbon economy.

Risk Management

Climate-Related Risk Management Processes

The Group has incorporated climate-related risk and opportunity considerations into its daily operations and its risk management system. The processes used to identify, assess, prioritise, and monitor climate-related risks are integrated with the Group's overall risk management framework, with management responsible for identifying and addressing sustainability-related (including climate-related) risks and opportunities.

Use of Scenario Analysis

As disclosed in the Strategy section, the Group conducted climate scenario analysis during the FY2025, utilising scenarios from the IPCC (SSP1-1.9, SSP5-8.5) and NGFS scenarios to better understand potential physical and transition risks. The outcomes of this scenario analysis inform the identification of climate-related risks and are integrated into the Group's risk assessment processes.

Prioritisation of Risks

Climate-related risks are prioritised alongside other risks based on their assessed likelihood and potential magnitude. Relative to other risk categories (such as operational, financial, and regulatory risks), climate-related risks are currently considered to be of lower priority given the insignificance of their assessed potential impact; however, they remain subject to ongoing monitoring.

Changes from Previous Reporting Period

This is the first reporting period in which the Group has formally conducted climate scenario analysis and expanded its risk management processes to include climate-related risks and opportunities. No other significant changes were made to the risk management processes compared with the previous reporting period.

Climate-Related Opportunities Identification Process

The processes for identifying climate-related opportunities are aligned with the Group's strategic planning and market monitoring activities. Management monitors market trends and assesses opportunities based on their potential to enhance operational efficiency and long-term resilience. Scenario analysis outcomes inform the identification of opportunities, particularly those arising from the transition to a low-carbon economy.

Integration with Overall Risk Management

The processes for identifying, assessing, prioritising, and monitoring climate-related risks and opportunities are integrated into the Group's risk management system. Climate-related considerations are incorporated into business decision-making and approval processes, including planning for plant and equipment replacement and operational controls.



Metrics and Targets

Given that our business model depends on collaboration with suppliers and upstream and downstream value chain partners, Scope 3 emissions are expected to represent a portion of the Group's carbon footprint. Based on our business activities, the Group's Scope 3 emissions are anticipated to comprise upstream and downstream activities, including but not limited to: purchased goods and services (Category 1), transportation and distribution (Categories 4 and 9), waste generated in operations (Category 5), and business travel (Category 6). The Group is currently evaluating data availability and working to further calculate and disclose its Scope 3 emissions. These will be disclosed in future reports once the methodology is finalised and data collection is complete.

The Group monitors climate-related KPIs and targets where applicable across key areas including air emissions, GHG emissions, waste management, energy consumption, and water resource usage. We regularly monitor and disclose relevant climate-related KPIs, reporting progress annually to support transparency and comparability. Currently, the Group relies on internal data and management processes to set and monitor its climate-related KPIs and targets and these have not been validated by an external third party. During the FY2025, there were no material revisions made to the approach used for setting and monitoring these KPIs and targets. Furthermore, KPIs and targets were not derived using a sectoral decarbonisation approach.

Capital Deployment

During the FY2025, the Group did not identify any capital expenditure, financing or investment deployed specifically towards climate-related risks and opportunities.

Remuneration

We do not factor climate-related considerations into our remuneration policy. Our current compensation structure does not incorporate incentives or adjustments based on environmental performance metrics or carbon pricing.

Internal Carbon Price

The Group does not currently apply an internal carbon price to its operations or investment decisions. Given the nature of our business and the current scale of our emissions profile, the Group has determined that the adoption of an internal carbon price is not considered a material or necessary tool for driving emission reductions at this stage. The Group will continue to evaluate the appropriateness of internal carbon pricing in future periods as regulatory frameworks evolve and our climate strategy develops.

B. Social

The Group believes that employees are of utmost importance for the Group to achieve continuous success and sustainable business development. The Group manages human resources risks and opportunities on a regular basis in order to create a sustainable value within our business activities. This objective unites our employees and is consistent with our corporate values which guide our decision making and actions.

B1 Employment

The Group is committed to provide fair and equal opportunities and to nurture diversity across its business landscape. The Group's Code of Business Ethics and Corporate Conduct prohibits discrimination based on age, gender, nationality, and ethnicity.

Our employee handbook includes guidelines on compensation and dismissal, rest periods, anti-discrimination, and other benefits and welfare to ensure compliance with, including but not limited to the Employment Act 1955 of Malaysia, the Minimum Wages Order 2022, the Employees Provident Fund Act 1991, the Employees' Social Security Act 1969, and the Employment Insurance System Act 2017 of Malaysia.

We take pride in maintaining a harmonious and diverse workforce spanning different generations, culture, nationalities and skill sets. The Group believes that the existing recruitment, training and staff development planning processes were guided by their commitment, skills, and experience and that provide fair and equal opportunities.

We have put in place various employees' incentives to encourage high performance culture.

We encourage diversity and we believe it enriches our corporate culture as well as our long-term competitiveness. Moving forward, we are committed to ensuring, whenever possible, increased equality of gender representation.

Within the states of our operations, we seek to hire locally based employees.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Gender profile



14.3%
Employee turnover rate
6.5% of staff



11.8%
Employee turnover rate
6.5% of staff

Age profile



10.0%
Employee turnover rate
1.6% of staff

<30



15.6%
Employee turnover rate
8.1% of staff

30-50



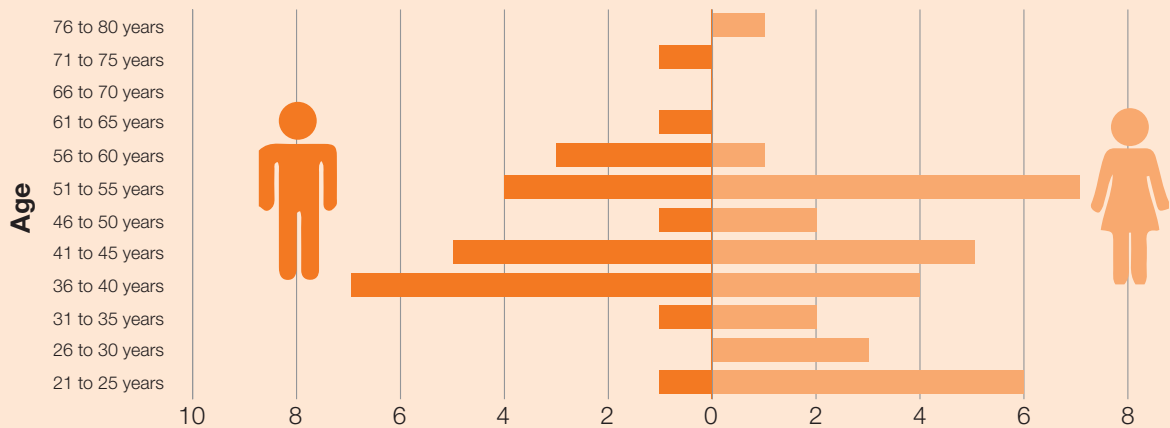
10.0%
Employee turnover rate
3.2% of staff

>50

Turnover rate (per category) = (Employees in the category leaving employment/No. of employees in the category) *100

As of 31 December 2025, the Group had 54 full-time employees, of which 44% are male and 56% are female. All employees are based in Malaysia. The chart below illustrates the age group and gender of the Group's employees:

Age Group Analysis



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

B2 Occupational Health and Safety

We prioritise the importance of a safe and healthy work environment for all our employees as well as external parties who visit our facilities to avoid work-related injury and ill health. In complying with the Occupational Safety and Health Act 1994, the Group has established a Safety Policy, Rules and Regulations to ensure adequate protection of its employees, customers and other third parties.

Some of the health and safety measures adopted are ensuring first aid kits and fire extinguishing equipment are located prominently and properly maintained, evaluating hazard sources, and performing evacuation and fire drills on an annual basis. The Group also actively strengthens the occupational safety awareness of employees by offering training on safety operation rules on a regular basis. In addition, all employees shall comply with the Group's Safety and Health Policy and are encouraged to practice good safety habits such as wearing appropriate protective equipment or attire. Our production machines and equipment are subject to regular maintenance to ensure normal functioning.

There were no work-related fatalities that occurred in FY2025 and the past 3 years. There was no lost day due to work injuries in FY2025. We take an extremely serious view of workplace safety, and any accidents will be thoroughly investigated. Our goal is to maintain a zero-fatality incident rate.

B3 Development and Training

We believe our employees are valuable assets to our business and we are committed to unlocking their potential and providing them with career development opportunities. To this extent, the Group provides certain funding for employees to attend professional seminars and external training, which is decided on a case-to-case basis based on recommendations by department heads. While the Group does not have a formal training program, it also provides learning opportunities for employees through internal workshops, on-the-job training, education on occupational safety and health and other various training necessary to improve employees' job functions and capability.

In addition, a series of training was organized by the human resources department of the Company (the "**Human Resources Department**"), mainly focusing on induction training for newly recruited employees, management development training, professional skills, and continuing education. A total of 34 number of employees participated in the respective training and an average of 3 hours of training per employee was carried out during FY2025.

Percentage of employees trained[#]:

By gender	
Male	21%
Female	79%
By employee category	
Senior management	12%
Middle management	26%

[#] Percentage of employees trained is calculated by number of employees trained in their specified categories over the total number of employees trained.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Average training hours completed per employee[^]:

By gender	
Male	8.0 hours
Female	9.0 hours
By employee category	
Senior management	9.0 hours
Middle management	9.0 hours

[^] Average training hours are calculated by a total number of hours trained during FY2025 in their specified categories over the number of employees as of that financial year end in their specified categories.

B4 Labour Standards

The Group has complied with laws and regulations in Malaysia applicable to employment matters such as the Employment Act 1955 and Children and Young Persons (Employment) (Amendment) Act 2010. Child and forced labour are strictly prohibited during the Group's recruitment process in accordance to the laws and regulations. During FY2025, the Group strictly abides by local laws and does not employ any children or young persons under the age of 18 and there are no reported cases of forced labour. Our Human Resources Department takes reasonable efforts to avoid illegal employment of child and forced labour such as check to the identification documents of potential hires and employment contracts are made based on mutual agreement between the Group and the employees. The Human Resources Department also closely monitors all overtime hours proposed and allowed overtime hours based on urgency of the business operations.

OPERATING PRACTICES

B5 Supply Chain Management

Over the years, we have established an international supplier base from which we source animal feed additives and human food ingredients. In FY2025, the Group has procured from different suppliers including local and international brand names, with the geographical location breakdown as follows:

	Number of suppliers
Overseas	
– Europe	78
– North America	27
– Asia (excluding Malaysia)	264
– Australia	10
– Others	6
Local	
– Malaysia	174
	559

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

We have rigorous controls over our supply chain management system including the selection and evaluation of our suppliers. In order to promote improvements in environmental performance, the Group encourages its suppliers to consider and manage their environmental and social issues in their operations. Prior to engaging a supplier, potential suppliers are evaluated based on stringent criteria such as their price offer, reputation, track record, compliance with local laws, policies on managing environmental and social risks, and regulations and expertise in their field to ensure the quality meets the Group's requirement. We will also perform site visits to the operation premises of the potential supplier to assess and evaluate its business operations, product quality and logistics capability. For engagements that are complex or entail high financial risks, due diligence is carried out to ascertain their financial standing and track record for heightened risks. We perform periodic evaluation of our suppliers. The Group maintains close communication with the suppliers to receive updates on any changes to their business ethics, environmental protection, labour standards and occupational health and safety practices.

B6 Product Responsibility

The products manufactured and distributed by the Group are mainly sold to feedmills, integrators, home mixing farms, and human food manufacturers in Malaysia. During FY2025, we have not received any complaint from our customers and there were no product recalls due to health and safety reasons.

As our manufacturing activities involves only sieve, weight and homogenise, the Group does not generally generate industrial pollutants. During FY2025, there were no instances of non-compliance in respect of any applicable Malaysian environmental protection laws, rules and regulations and there are no environmental issues in relation to the scrapyards where the Group carries out processing activities.

An essential part of the Group's quality control is to check the certificate of analysis accompanying the imported products provided by our suppliers. Further, certain subsidiaries within the Group were accredited with ISO 9001:2015 for compliance with the requirements of quality management system standard applicable to distribution of feed ingredients, animal health supplement and pharmaceuticals, manufacturing of feed ingredients and animal health supplement and distribution of food ingredients.

As at 31 December 2025, the Group had 32 trademark and 1 copyright registrations in Malaysia. In addition, the Group has 18 trademark registrations overseas. The Group had also registered 6 domain names to prevent others from using the same domain names during the subsisting registration period. The Group conducts regular checks to ensure that there is no infringement of intellectual property rights.

The Group recognises that the protection of confidential information is the key to its success. We are committed to protecting our data assets which include customer information, intellectual property and privacy. During FY2025, we did not receive any complaints on the disclosure of client information.

B7 Anti-corruption

We strive to maintain a high level of ethical corporate culture by emphasising the importance of integrity, honesty and fairness. We have zero tolerance towards any form of corruption and bribery in our business and operations. The Group has formulated and established an anti-corruption and bribery policy that amongst others, is in compliance with the Malaysian Anti-Corruption Commission (Amendment) Act 2018 as part of its Code of Business Ethics and Corporate Conduct on 8 April 2020 (the "**Anti-Bribery & Corruption Policy**"). The Anti-Bribery & Corruption Policy strictly prohibits any form of bribery, abuse of power, conflict of interest and financial misconduct.

As part of our continuous effort towards upholding a culture of integrity in the Group, we regularly review and update the Anti-Bribery & Corruption Policy to meet the changing needs of the Group. The Group, relying on these policies and channels for whistleblowing, is not aware of any material non-compliance with relevant laws and regulations relating to bribery, extortion, fraud, and money laundering in FY2025. There were no legal cases regarding corrupt practices brought against the Group or its employees during FY2025.



During FY2025, the Group had provided publications on anti-corruption practices to our Directors and employees regularly.

Whistleblowing Policy

We believe that operating our business with a high level of accountability, openness, honesty and integrity are essential to minimise and prevent the occurrence of potential improper behavior or misconduct. We ensure all our staff adhere to the standard prescribed by our Code of Business Ethics and Corporate Conduct. The Group has established a whistleblowing policy (the “**Whistleblowing Policy**”) on 8 April 2020 to encourage its employees, customers and suppliers to report any suspected or actual business misconduct, malpractice and other form of impropriety, without the fears of unfair treatments against them. As part of our continuous effort towards upholding a culture of integrity in the Group, we also regularly review and update the Whistleblowing Policy to meet the changing needs of the Group.

The Group will investigate any report raised by the whistleblowers thoroughly to assess the validity of the assertions and to determine the actions to be taken. We will review every report which discloses a possible criminal offense to the Audit Committee. The Audit Committee shall consult our legal advisers or professional service providers to decide if the matter should be referred to the authorities for further action. A final report will be prepared by the Audit Committee and the recommendations will be made to the Board.

B8 Community Investment

The Group’s community investment comprises mainly sponsorship and donations. During FY2025, we continued to support our local communities and have contributed approximately RM33,000 (*FY2024: approximately RM86,000*). The donation is made in cash and in-kind to various charitable organisations and institutions of public character in Malaysia such as schools, religious institutions, and NGOs. Looking ahead, the Group aims to continuously engage with and contribute to the community where it operates.

CORPORATE GOVERNANCE REPORT

CORPORATE GOVERNANCE

The Board recognises the importance of good corporate governance in management and internal procedures to achieve effective accountability and to protect and enhance the Shareholders' value. The Company has adopted the principles and all relevant code provisions as set out under the Corporate Governance Code (the "CG Code") contained in Appendix C1 to the Listing Rules.

The Group has on 8 April 2020, adopted Corporate Governance Framework which identifies the key participants involved in ensuring the application of good governance practices and policies within the Group and the relationships between those participants. The framework spells out the background and structure to the explanations of the actions, policies, practices and procedures with an aim to follow and ensure the standards meet the stakeholders' expectations.

The Board is satisfied that the Company has complied with the CG Code during the Financial Year and up to the date of this annual report, save for the deviation from code provision C.2.1 of the CG Code. For the deviation from code provision C.2.1 of the CG Code, please refer to the paragraph headed "Chairman and Chief Executive Officer" in this corporate governance report. The Board will review the Company's corporate governance structure from time to time and will continuously improve the Company's corporate governance practices by assessing their effectiveness with evolving standards to meet changing circumstances and needs.

SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding Directors' securities transactions. Having made specific enquiries, all Directors confirmed that they have complied with the requirements set out in the Model Code during the Financial Year.

CORPORATE STRATEGY, BUSINESS MODEL AND CULTURE

The Company believes that with high commitment of adhering to corporate governance, practices and principles which emphasise on accountability, responsibility and fairness, is the essential core for sustaining the Group's long-term performance and value creation for our Shareholders, investing public and other stakeholders.

The Company's purpose is to safely manufacture animal feed additives premixes and sustainably distribute animal feed additives and human food ingredients, with the vision to be the leader in the industry, and the first choice partner for its customers and other stakeholders. In order to achieve this long-term vision, the Company's strategic priorities include, (i) offer quality products to its customers; (ii) products innovation and improvement; (iii) supply chain management; and (iv) enhance operational efficiency. The Company's culture and values of acting lawfully, ethically, and responsibly are integral to its operations, long-term growth and sustainability and is essential to its success. The Board reviews the implementation and strategic planning in support of its purpose annually.

In addition, our ability to achieve our vision and deliver our strategic priorities depends on the Company's culture, which dictates the way our business operates. Our Company's culture encourages employees to continuously achieve high performance. The Human Resources Department interviews and selects employees who would most likely fit in and foster the Company's culture. Further, our employee handbook also serves as a guideline to promote a harmonious and diverse workforce by providing a supporting working environment. The Group believes our employees are our valuable assets and we are committed to unlock their potential and providing them with career development opportunities.



BOARD OF DIRECTORS

Responsibilities, accountabilities and contributions of the Board and management

The Board is primarily responsible for overseeing and supervising the management of the business affairs and the overall performance of the Group. The Board sets the Group's mission and standards and ensures that the requisite financial and human resources support is in place for the Group to achieve its objectives.

In accordance with the requirements of the Listing Rules, the Company has established the Audit Committee, a remuneration committee (the "**Remuneration Committee**") and the Nomination Committee with specific written terms of reference which are published on the respective websites of the Stock Exchange and the Company.

The Board may from time to time delegate certain functions to senior management of the Group if and when considered appropriate. The management of day-to-day operation of the Group's businesses and implementation of the business plans, strategies and policies adopted by the Board has been delegated to the senior management of the Group. The delegation of authority includes responsibility for:

- (a) developing and formulating business plans, budgets, strategies, business and financial objectives of the Group for consideration by the Board, and to the extent approved by the Board, implementing these plans, budgets, strategies and objectives;
- (b) operating the Group's businesses within the parameters set by the Board from time to time, and keeping the Board informed of material developments of the Group's businesses;
- (c) where proposed transactions, commitments or arrangements exceed the parameters set by the Board, referring the matter to the relevant Board Committee or the Board for its consideration and approval;
- (d) identifying and managing operation and other risks, and where those risks could have a material impact on the Group's businesses, formulating strategies for managing these risks for consideration by the Board;
- (e) ensuring that the Board is provided with sufficient information and explanation on a timely basis in regard to the Group's businesses, and in particular with respect to the Group's performance, financial condition, operating results and prospects, to position the Board to fulfill its governance responsibilities and to enable it to make an informed assessment for matters including financial information put before the Board for approval;
- (f) providing the Board with monthly updates giving a balanced and understandable assessment of the Group's performance under Listing Rules;
- (g) implementing the policies, processes, the CG code and the Model Code approved by the Board; and
- (h) implementing policies, processes and procedures for the management and development of the Group's employees.

The Directors have full and timely access to all relevant information as well as the advice of the company secretary of the Company. Each Director is also entitled to seek independent professional advice in appropriate circumstances at the Company's expense. Board members are also encouraged to seek inputs from other members, employees and other stakeholders in appropriate circumstances to ensure that different perspectives are taken into account in the decision-making process.

CORPORATE GOVERNANCE FUNCTION

The Board is responsible for performing the corporate governance duties under code provision A.2.1 of the CG Code which include the following:

- (a) to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- (b) to review and monitor the training and continuous professional development of the Directors and senior management;
- (c) to develop, review and monitor the code of conduct and compliance manual applicable to employees and Directors;
- (d) to develop and review the Company's policies and practices on corporate governance and make recommendations to the Board and report to the Board on such matters;
- (e) to review the Company's compliance with the CG Code and disclosure in the annual report as well as monitor the effectiveness of corporate governance framework of the Company;
- (f) to review and monitor the Company's compliance with the Company's whistleblowing policy as well as promote and support the system in relation to anti-corruption laws and regulations; and
- (g) to review and monitor the effectiveness of the Company's board diversity policy annually.

The Directors have disclosed to the Board the number and nature of offices held in public companies or organizations and other significant commitments. The Board will regularly review the contribution required by each Director to perform his/her roles and responsibilities to the Company and whether he/she is spending sufficient time performing his/her duties.

BOARD DIVERSITY POLICY

The Group has adopted a board diversity policy on 8 April 2020 (the "**Board Diversity Policy**") which sets out the approach to achieve and maintain an appropriate balance of diversity perspectives of the Board that are relevant to the Group's business growth. Pursuant to the Board Diversity Policy, selection of candidates will be based on a range of diversity perspectives with reference to the Company's business model and specific needs, including but not limited to gender, age, cultural and educational background, professional qualifications, skills, knowledge and industry experience. The ultimate decision will be based on merit in the content of the talents and contribution that the selected candidates will bring to the Board.

The Board has taken, and will continue to take steps to promote gender diversity at all levels of the Group, including but without limitation at the Board and workforce (including senior management). As at the date of this annual report, the Board comprised six Directors, three of which were female. The Group had 54 employees (2024: 52 employees) in total comprising of 30 females (2024: 27 females) and 24 males (2024: 25 males) as at 31 December 2025. The female-to-male ratio of senior management is approximately 0.5:1 (2024: approximately 0.7:1), and of employees (excluding senior management) is approximately 1.4:1 (2024: approximately 1.1:1). The Group will continue with our endeavor to achieve gender equality in the Group.

The Directors have a balanced mix of age, gender, knowledge and experiences, including feed supplements and additives, food supplements and additives products industry, legal industry, accounting and auditing field, and compliance and financial management. The Board members also obtained degrees and/or diplomas in various majors including science, engineering, law and business administration.



The age group diversity of the Board members as at 31 December 2025 is set out below:

Age composition	Number of individuals
Aged 31–40	1
Aged 41–50	1
Aged 51–60	3
Aged 61 or above	1
Total	6

For the purpose of implementation of the Board Diversity Policy, the following measurable objectives have been adopted:

- (i) The Company should comply with the requirements on board composition in the Listing Rules from time to time;
- (ii) The number of independent non-executive Directors should be not less than three and one-third of the Board;
- (iii) At least one Director is female;
- (iv) At least one Director shall have obtained accounting or other professional qualifications; and
- (v) At least one Director should be the professional or have extensive experience of the industry on which the business of the Group is.

The Nomination Committee is responsible for ensuring the diversity of the Board. The Nomination Committee is responsible to review the Board Diversity Policy (including gender balance) from time to time to ensure its continued effectiveness on an annual basis. The Nomination Committee considered that all measurable objectives have been fulfilled during the Financial Year.

NOMINATION POLICY

The Group has also adopted a nomination policy on 8 April 2020 (the “**Nomination Policy**”) which sets out the nomination procedures, the selection criteria and the process of recommending candidates for directorship. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board.

The Nomination Committee ensures the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company’s business.

The selection criteria used in assessing the suitability of a candidate by the Nomination Committee include, inter alia, such candidate’s character and integrity; academic background and professional qualifications; skills, knowledge and experience that are relevant to the Company’s business and corporate strategy; accomplishment and experience in the business from time to time conducted, engaged in or invested in by any member of the Group; commitment in respect of available time and relevant interest; requirement for the Board to have independent directors in accordance with the Listing Rules and whether the candidates would be considered independent with reference to the independence guidelines set out in the Listing Rules; the Board Diversity Policy and any measurable objectives adopted by the Nomination Committee for achieving diversity on the Board; and such other perspectives appropriate to the Company’s business. These factors are for reference only, and not meant to be exhaustive and decisive. The Nomination Committee has the discretion to nominate any person, as it considers appropriate.

The Board and the Nomination Committee have reviewed the implementation and effectiveness of the Board Diversity and the Nomination Policy and considered that they remain effective and appropriate for the Company. As the Board currently comprises three female members, the Board considers its diversity of gender is appropriate and no additional measurable objective is necessary in this respect.

Nomination Procedure

If the Board determines that an additional or replacement Director is required, it will deploy multiple channels for identifying suitable Director candidates, including referral from Directors, shareholders, management, advisors of the Company and external executive search firms. Upon compilation and interview of the list of potential candidates, the relevant Nomination Committee will shortlist candidates for consideration by the Nomination Committee/Board based on the selection criteria and such other factors that it considers appropriate. The Board has the final authority on determining suitable Director candidate for appointment.

Composition

The Company is committed to the view that the Board should include a balanced composition of executive and non-executive Directors (including INEDs) so that there is an independent element on the Board, which can effectively exercise independent judgement, and that non-executive Directors should be of sufficient caliber and number for their views to carry weight. As at the date of this annual report, the Board comprises the following six Directors:

Executive Directors

Dato'Sri Lee Haw Yih (*Chairman and Chief executive officer*)
Datin Sri Yaw Sook Kean

Non-Executive Director

Mr. Lee Haw Shyang

Independent Non-Executive Directors

Ms. Ng Siok Hui
Mr. Lim Chee Hoong
Ms. Tee Pao Hwei

The biographical details of each of the Directors are set out in the section headed "Directors and Senior Management" of this annual report.

Save as disclosed in the section headed "Directors and Senior Management" of this annual report, there was no financial, business, family or other material/relevant relationship among the Directors.

The INEDs have brought in a wide range of business and financial expertise, experiences and independent judgement to the Board. Through active participation in the Board meetings and serving on various Board committees, all INEDs will continue to make various contributions to the Company.

The Company has appointed three INEDs, representing half of the Board members in compliance with Rule 3.10(1) and 3.10A of the Listing Rules, which stipulate that every board of directors of a listed company must include at least three INEDs and the number of INEDs must represent at least one-third of the Board members, and has met the requirement that at least one of the INEDs has appropriate professional qualifications or accounting or related financial management expertise during the Relevant Period and up to the date of this annual report.



The Company has received written confirmation from each of the INEDs in respect of his/her independence in accordance with the independence guidelines set out in Rule 3.13 of the Listing Rules. The Company is of the view that all INEDs are independent.

During the Financial Year and up to the date of this annual report, an appropriate and adequate Directors' liability insurance is in place to protect the Directors from legal action arising from the performance of their duties as a Director. Such insurance coverage will be reviewed and renewed on an annual basis.

During the Financial Year, the Board has implemented different mechanisms to ensure independent views and input are available to the Board, which include the following:

- (a) the appointment of at least three INEDs and at least one-third of the Board being INEDs, with at least one INED possessing appropriate professional qualifications, or accounting or related financial management expertise;
- (b) the Nomination Committee strictly adheres to the Group's nomination policy and is mandated to assess annually the independence of all INEDs to ensure that they can continually exercise independent judgement; and
- (c) the access to independent professional advice by the INEDs upon reasonable request to assist them in the decision-making process.

The implementation and effectiveness of such mechanism was reviewed on an annual basis. The Board considered that the abovementioned mechanisms remain effective to ensure a strong independence element on the Board during the Financial Year.

ANTI-BRIBERY & CORRUPTION POLICY

The Group has also adopted the Anti-Bribery & Corruption Policy as we strive to maintain a high level of ethical corporate culture by emphasising the importance of integrity, honesty and fairness. We have zero tolerance towards any form of corruption and bribery in our business and operations. The Group has formulated the Anti-Bribery & Corruption Policy that amongst others, is in compliance with the Malaysian Anti-Corruption Commission (Amendment) Act 2018. This policy strictly prohibits any form of bribery, abuse of power, conflict of interest and financial misconduct. As part of our continuous effort towards upholding a culture of integrity in the Group, we regularly review and update our Anti-Bribery & Corruption Policy to meet the changing needs of the Group.

WHISTLEBLOWING POLICY

We believe that operating our business with high level of accountability, openness, honesty and integrity are essential to minimise and prevent the occurrence of potential improper behavior or misconduct. We ensure all our staff adhere to the standard prescribed by our Code of Business Ethics and Corporate Conduct. The Group has established the Whistleblowing Policy to encourage its employees, customers and suppliers to report any suspected or actual business misconduct, malpractice and other form of impropriety, without the fears of unfair treatments against them. As part of our continuous effort towards upholding a culture of integrity in the Group, we also regularly review and update the Whistleblowing Policy to meet the changing needs of the Group.

The Group will investigate any report raised by the whistleblowers thoroughly to assess the validity of the assertions and to determine the actions to be taken. We will review every report which discloses a possible criminal offence to the Audit Committee. The Audit Committee shall consult our legal advisers or professional service providers to decide if the matter should be referred to the authorities for further action. A final report will be prepared by the Audit Committee and the recommendations will be made to the Board.

CONTINUING PROFESSIONAL DEVELOPMENT

Directors shall keep abreast of regulatory developments and changes in order to effectively perform their responsibilities and to ensure that their contribution to the Board remains informed and relevant. Every newly appointed Director has received formal, comprehensive and tailored induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements. Directors should participate in appropriate continuous professional development to develop and refresh their knowledge and skills.

All Directors confirmed that they have complied with the code provision C.1.1 of the CG Code on Directors' training. During the Financial Year, all Directors have participated in continuous professional development by attending seminars, courses or conferences or read related materials to develop and refresh their knowledge and skills.

According to the training records maintained by the Company, the continuous professional development programmes received by each of the Directors during the Financial Year are summarised as follows:

Directors	Type of Training
Dato'Sri Lee Haw Yih	A & B
Datin Sri Yaw Sook Kean	A & B
Mr. Lee Haw Shyang	A & B
Ms. Ng Siok Hui	A & B
Mr. Lim Chee Hoong	A & B
Ms. Tee Pao Hwei	A & B

A: attending training sessions, including but not limited to, seminars, briefings, conferences, forums and workshops.

B: reading newspapers, journals and updates relating to the economy, general business, corporate governance and directors' duties and responsibilities.

MEETINGS OF BOARD AND DIRECTORS' ATTENDANCE RECORDS

The Board shall meet regularly at least four times a year with notice given to the Directors at least 14 days in advance. For all other Board meetings, notice is given in a reasonable time in advance. The Directors are allowed to include any other matters in the agenda that is required for discussion and resolution at the meeting. To enable the Directors to be properly briefed on issues arising at the Board meetings and to make informed decisions, an agenda and the accompanying Board papers together with all appropriate and relevant information in relation to the matters of the meetings are sent to all Directors at least three business days before the intended date of each regular Board Meeting and three business days or such other period as agreed before each other Board meeting. All Directors should have access to the advice and services of the Company Secretary with a view to ensuring that Board procedures and all applicable rules and regulations are followed. The Company Secretary is responsible for keeping all Board meetings' minutes. Draft and final versions of the minutes will be circulated to the Directors for their comments and records within a reasonable time after each meeting and the final version is open for the Directors' inspection. According to the Listing Rules, any Directors and their close associates (as defined in the Listing Rules) with a material interest in the transactions to be discussed at the Board meetings will abstain from voting on resolutions approving such transactions and are not counted in the quorum of the meetings.

CORPORATE GOVERNANCE REPORT (CONTINUED)



Four meetings of the Board were held during the Financial Year. The attendance of each Director at the Board meeting during the Financial Year is as follows:

Name of Directors	Number of attendance/Number of Board meetings
Executive Directors	
Dato'Sri Lee Haw Yih (<i>Chairman</i>)	4/4
Datin Sri Yaw Sook Kean	4/4
Non-Executive Director	
Mr. Lee Haw Shyang	4/4
Independent Non-executive Directors	
Ms. Ng Siok Hui	4/4
Mr. Lim Chee Hoong	4/4
Ms. Tee Pao Hwei	4/4

The summary of the work of the Board at the said meetings or by way of written resolutions during the Financial Year is as follows:

- (i) reviewed and approved the Group's audited financial statements, annual results announcement and report for the financial year ended 31 December 2024;
- (ii) reviewed and approved the Group's unaudited financial statements, interim results announcement and report for the six months ended 30 June 2025;
- (iii) reviewed and approved the internal control report and environmental, social and governance report;
- (iv) determined and reviewed the overall strategic direction and objectives of the business; and
- (v) determined and reviewed other significant matter of the Group.

Apart from the Board meetings, the Chairman held a meeting with the INEDs without the presence of another executive Director during the Financial Year.

CORPORATE GOVERNANCE REPORT (CONTINUED)

During the Financial Year, an annual general meeting of the Company was held on 25 June 2025. The attendance of each Director at the 2025 AGM is as follows:

Name of Directors	Number of attendance/Number of meeting
Executive Directors	
Dato'Sri Lee Haw Yih (<i>Chairman</i>)	1/1
Datin Sri Yaw Sook Kean	1/1
Non-Executive Director	
Mr. Lee Haw Shyang	1/1
Independent Non-executive Directors	
Ms. Ng Siok Hui	1/1
Mr. Lim Chee Hoong	1/1
Ms. Tee Pao Hwei	1/1

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

According to the code provision C.2.1 of the CG Code, the roles of the Chairman and the Chief Executive Officer should be separated and performed by different individuals to ensure a balance of power and authority so that power is not concentrated in any one individual. Dato'Sri Lee Haw Yih currently holds both positions. Since the inception of the Group, Dato'Sri Lee Haw Yih has been managing the Group's business and overall strategic planning for over 20 years. Taking into account the continuous implementation of the business plans, the Board believes that vesting the roles of both the Chairman and the Chief Executive Officer in the same person provides the Company with strong and consistent leadership, and allows for effective and efficient planning and implementation of business decisions and strategies. Further, the Company has put in place an appropriate checks and balances mechanism through the Board and three INEDs. The Board will continue to review and consider splitting the roles of the Chairman and the Chief Executive Officer at a time when it is appropriate and suitable by taking into account the circumstances of the Group as a whole.

NON-EXECUTIVE DIRECTORS

Each of the non-executive Director and INEDs has entered into a letter of appointment with the Company on 8 April 2020. Each letter of appointment is for an initial term of one year and shall be renewed and extended automatically by one year on the expiry of such initial term and on the expiry of every successive period of one year thereafter and shall continue thereafter unless terminated by either party giving at least three months notice in writing. All Directors are subject to retirement by rotation and re-election at annual general meeting (the "AGM") in accordance with the Company's amended and restated articles of association (the "Articles of Association").



BOARD COMMITTEES

The Board has established three Board committees, namely the Audit Committee, the Remuneration Committee and the Nomination Committee to oversee particular aspects of the Company's affairs. The Board committees are provided with sufficient resources to discharge their duties. The written terms of reference for Board Committees are posted on the respective websites of the Stock Exchange and the Company.

Audit Committee

The Audit Committee was established on 8 April 2020 with written terms of reference in compliance with Rule 3.22 of the Listing Rules. The terms of reference are of no less exacting terms than those set out in the code provisions D.3.3 and D.3.7 of the CG Code. The Audit Committee comprises three INEDs, namely Ms. Ng Siok Hui, Mr. Lim Chee Hoong and Ms. Tee Pao Hwei. The chairman of the Audit Committee is Mr. Lim Chee Hoong.

The role of the Audit Committee includes reviewing and monitoring the Group's external auditor's independence and objectivity and the effectiveness of the audit process, monitoring the integrity of the Group's financial information and reviewing significant financial reporting judgement and overseeing the Group's financial reporting system and risk management and internal control systems.

The Audit Committee held two meetings during the Financial Year. The attendance of each member at the Audit Committee meeting during the Financial Year is as follows:

Name of Directors	Number of attendance/Number of Board meetings
Mr. Lim Chee Hoong (<i>Chairman</i>)	2/2
Ms. Ng Siok Hui	2/2
Ms. Tee Pao Hwei	2/2

The summary of the work of the Audit Committee at the said meetings during the Financial Year is as follows:

- (i) reviewed and discussed (a) the annual audited financial statements, results announcement and report for the financial year ended 31 December 2024; (b) the interim financial statements, results announcement and report for the six months ended 30 June 2025; (c) the related accounting principles and practices adopted by the Group; and (d) the report from the management on the Company's review of the risk management and internal control systems;
- (ii) recommendation of the re-appointment of the external auditor at the forthcoming AGM;
- (iii) reviewed the annual audit plan of Forvis Mazars PLT ("**Forvis Mazars**") including the nature and scope of the audit, auditor's remuneration, reporting obligations and work plan; and
- (iv) reviewed the effectiveness and performance of the Group's financial reporting system, risk management and internal control systems and internal audit plan.

The Audit Committee has reviewed the consolidated financial statements and the Group's annual results for the Financial Year. The Audit Committee is of the view that the consolidated financial statements have been prepared in accordance with the applicable accounting standards and in compliance with the Listing Rules and relevant statutory provisions, and is satisfied that sufficient disclosure has been made. There is no disagreement between the Board and the Audit Committee regarding the appointment of external auditor.

Remuneration Committee

The Remuneration Committee was established on 8 April 2020 with written terms of reference in compliance with Rule 3.26 of the Listing Rules. The terms of reference are of no less exacting terms than those set out in the code provision E.1.2 of the CG Code.

The Remuneration Committee comprises an executive Director, Dato'Sri Lee Haw Yih and two INEDs, namely Ms. Ng Siok Hui and Mr. Lim Chee Hoong. The chair of the Remuneration Committee is Ms. Ng Siok Hui.

The roles of the Remuneration Committee include (i) making recommendations to the Board on the Group's policy and structure for all Directors' and senior management's remuneration and on the establishment of a formal and transparent procedure for developing the Group's remuneration policy, (ii) reviewing and approving management's remuneration proposals, determining or making recommendations to the Board on the remuneration packages of individual executive Directors and senior management, making recommendations to the Board on the remuneration of Directors, (iii) reviewing and approving compensation payable to executive Directors and senior management for loss of office; and (iv) reviewing and approving compensation arrangements relating to the dismissal or removal of Directors and ensuring that no Director or his/her associate is involved in deciding his/her own remuneration.

The Remuneration Committee held one meeting during the Financial Year. The attendance of each member at the Remuneration Committee meeting during the Financial Year is as follows:

Name of Directors	Number of attendance/ Number of meeting
Ms. Ng Siok Hui (<i>Chair</i>)	1/1
Mr. Lim Chee Hoong	1/1
Dato'Sri Lee Haw Yih	1/1

The summary of the work of the Remuneration Committee at the said meeting or by way of written resolutions during the Financial Year is as follows:

- (i) reviewed the remuneration of Directors and senior management members; and
- (ii) made recommendations to the Board on the remuneration of individual Directors and senior management members.

Pursuant to code provision E.1.5 of the CG Code, the annual remuneration of the members of the senior management (excluding executive Directors) by band for the Financial Year is set out below:

Remuneration band (in HK\$)	Number of Individuals
Nil to HK\$500,000 (equivalent to nil to approximately RM257,000)	2
HK\$500,001 to HK\$1,000,000 (equivalent to approximately RM257,001 to approximately RM514,000)	2

Details of the remuneration of each Director for the Financial Year are set out in note 10 to the consolidated financial statements in this annual report.



Nomination Committee

The Nomination Committee was established on 8 April 2020 with written terms of reference. The terms of reference are of no less exacting terms than those set out in the code provision B.3.1 of the CG Code. The Nomination Committee comprises an executive Director, Dato'Sri Lee Haw Yih and two INEDs, namely Ms. Ng Siok Hui and Ms. Tee Pao Hwei. The chair of the Nomination Committee is Ms. Tee Pao Hwei. The Company is also in compliance with Rule 3.27A of the Listing Rules of having a majority of the Nomination Committee members being INEDs and being chaired by an INED, and code provision B.3.5 of the CG Code of appointing at least one Director of a different gender to the Nomination Committee.

The roles of the Nomination Committee include (i) conducting an annual review of the structure, size and composition of the Board and making recommendations on any proposed changes to the Board, (ii) identifying suitably qualified individuals to become Board members and making recommendations to the Board on the selection of individuals nominated for Board membership, (iii) assessing the independence of the INEDs; and (iv) making recommendations to the Board on the appointment and re-appointment of Directors and succession planning for Directors.

The Nomination Committee held one meeting during the Financial Year. The attendance of each member at the Nomination Committee meeting during the Financial Year is as follows:

Name of Directors	Number of attendance/Number of meeting
Ms. Tee Pao Hwei (<i>Chair</i>)	1/1
Ms. Ng Siok Hui	1/1
Dato'Sri Lee Haw Yih	1/1

The summary of the work of the Nomination Committee at the said meeting or by way of written resolutions during the Financial Year is as follows:

- (i) reviewed and considered the composition and diversity of the Board;
- (ii) considered the appointment and re-appointment of the Directors;
- (iii) assessed the INEDs' independence;
- (iv) reviewed the succession planning for Directors; and
- (v) reviewed the existing terms of reference of the Nomination Committee.

AUDITORS' REMUNERATION

For the years ended 31 December 2025 and 2024, Forvis Mazars was engaged as the Group's independent auditor. The remuneration paid/payable to Forvis Mazars is set out below:

	2025 (RM'000)	2024 (RM'000)
Audit services — Annual audit	295	295

ACCOUNTABILITY AND AUDIT

The Board is committed to provide a balanced, clear and comprehensive assessment of the Group's performance, position and prospects in annual and interim reports, and other financial disclosures required by the Listing Rules. The Directors acknowledge their responsibility for the preparation of the consolidated financial statements of the Group which give a true and fair view of the state of affairs of the Company and the Group's results and cash flows for the Financial Year and are properly prepared on a going concern basis in accordance with the applicable statutory requirements and accounting standards.

The management of the Company will provide the Board with monthly updates giving a balanced and understandable assessment of the Group's performance, position and prospects in sufficient detail to enable the Board as a whole and each Director to discharge their duties under Rule 3.08 and Chapter 13 of the Listing Rules.

The Directors were not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern.

In addition, Forvis Mazars has stated in the independent auditor's report its reporting responsibilities on the Company's consolidated financial statements for the Financial Year.

RISK MANAGEMENT AND INTERNAL CONTROL

The Directors confirmed that during the ordinary course of the Group's business, the Group is exposed to various types of risks, including:

- (i) country risks relating to Malaysia;
- (ii) regulatory risks in relation to the Group's business;
- (iii) operational risks; and
- (iv) ESG risks.

The Group has designed and implemented risk management policies to address these potential risks identified in relation to the Group's business. The Group's risk management system sets out procedures to identify, analyse, assess, mitigate and monitor any potential risks. The executive Directors are responsible for overseeing the overall risk management and each department carries out their own risk management identification exercise and proposes risk response plan according to the overall risk assessment program. Each department of the Group is required to set up appropriate risk management strategies based on the risk identified and their proposed risk response plan and is responsible for the implementation and supervision. For material deficiency or risks identified, the relevant department should report the situation to the Board for further investigation, internal control review and enhancement and supervision.

The Group has adopted the following corporate governance and internal control measures to monitor the ongoing implementation of its risk management policies and corporate governance measures. The Directors believe that the Group's internal control system is sufficient in terms of comprehensiveness, practicability and effectiveness. The Group will refine and enhance its internal control systems to respond to any new requirements of its operations as appropriate. To strengthen the Group's internal control and ensure future compliance with the applicable laws and regulations (including the Listing Rules), it has adopted the following additional internal control measures:

- (i) the Group has established the Audit Committee and established formal arrangements to apply financial reporting and internal control principles in accounting and financial matters to ensure compliance with the Listing Rules and all relevant laws and regulations;



- (ii) the Group's internal control measures, policies and procedures which were codified, adopted and implemented by it, have been updated and revised; and
- (iii) the Group has engaged an external internal control consultant to perform periodic review of its internal control system to evaluate the effectiveness and formulate plans and recommendations for improvement of its internal control measures and policies.

A new class of risks has emerged in recent years and is known as ESG risks that address environmental, social and governance issues. Accordingly, the Group has adopted the relevant risk management policies for its ESG risks to avoid potential financial or reputational damage.

During the Financial Year, the Group engaged an independent internal control consultant to review the Group's financial procedures, system and internal control systems. Based on review and procedures conducted, the Board considers that the Group's risk management and internal control systems are effective and adequate. However, the risk management and internal control systems of the Group are designed to manage rather than to eliminate the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement or loss.

HANDLING AND DISSEMINATION OF INSIDE INFORMATION

The Group acknowledges its responsibilities under the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong (the "SFO") and the Listing Rules and the overriding principle that inside information should be announced promptly when it is the subject of a decision. The Company has established and maintained the procedures and internal controls for the handling and dissemination inside information. The Company has adopted the Model Code as its own code of conduct regarding Directors' securities transactions. Other employees of the Group who are likely to be in possession of inside information of the Company are also subject to dealing restrictions. The Group has strictly prohibited unauthorized use of confidential or insider information or any use of such information for the advantage of himself or others. Any inside information and any information which may potentially constitute inside information is promptly identified, assessed and escalated to the Board and for the Board to decide on the need for disclosure. Inside information and other information which is required to be disclosed pursuant to the Listing Rules will be announced on the respective websites of the Stock Exchange and the Company in due course.

DELEGATION BY THE BOARD

In general, the Board oversees the Company's strategic development and determines the objectives, strategies and policies of the Group. The Board also monitors and controls operating and financial performance and sets appropriate policies for risk management in pursuit of the Group's strategic objectives. The Board delegates the implementation of strategies and day-to-day operation of the Group to the management.

COMPANY SECRETARY

Ms. Wong Po Lam was appointed by the Board as the Company Secretary on 1 September 2021. The biographical details of Ms. Wong are set out in the section headed "Directors and Senior Management" of this annual report.

During the Financial Year, Ms. Wong had undertaken no less than 15 hours of relevant professional training in compliance with Rule 3.29 of the Listing Rules. The primary person at the Company with whom Ms. Wong has been contacting in respect of company secretarial matters is Dato'Sri Lee Haw Yih, an executive Director.

SHAREHOLDERS' RIGHTS

Procedures for Shareholders to require an extraordinary general meeting (the “EGM”) (including making proposals/moving a resolution at the EGM) to be called by the Board

In accordance with Article 64 of the Articles of Association, any one or more Shareholders holding, at the date of deposit of the requisition, not less than one-tenth of the voting rights at general meetings on a one vote per Share basis in the share capital of the Company shall at all times have the right, by written requisition to the Board or the Company Secretary, to require an EGM to be called by the Board for the transaction of any business specified in such requisition; and such meeting shall be held within two (2) months after the deposit of such requisition. If within twenty-one (21) days of such deposit, the Board fails to proceed to convene such EGM, the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

The requisition must state clearly the name of the requisitionist(s) concerned, his/her/their shareholding in the Company, the reason(s) to convene an EGM, the agenda of the EGM including the details of the business(es) proposed to be transacted at the EGM, signed by the requisitionist(s) concerned.

As regards proposing a person for election as a Director, please refer to the “Procedures for nomination of directors by shareholders” of the Company which is posted on the Company’s website.

Putting Forward Proposals at General Meetings

To put forward proposals at a general meeting, Shareholders should submit a written notice of those proposals with detailed contact information to the Company Secretary at the Company’s principal place of business in Hong Kong at Room 1910, 19/F, C C Wu Building, 302–308 Hennessy Road, Wan Chai, Hong Kong. The request will be verified by the Company’s branch share registrar and transfer office in Hong Kong and upon their confirmation that the request is proper and in order, the Company Secretary will ask the Board to include the resolution in the agenda for the general meeting.

Any Shareholder who wishes to nominate a person to stand for election as a Director at a general meeting must lodge with the Company Secretary within the lodgment period specified in the relevant shareholder circular (a) a written nomination of the candidate, (b) written confirmation from such nominated candidate of his/her willingness to stand for election, and (c) biographical details of such nominated candidate as required under Rule 13.51(2) of the Listing Rules. Particulars of the candidate so proposed will be sent to all Shareholders for information by a supplementary circular.

Procedures for Shareholders to send enquires to the Board

Shareholders may direct their queries regarding their shareholdings, share transfer/registration, payment of dividend and change of correspondence address to the Company’s branch share registrar and transfer office in Hong Kong, Boardroom Share Registrars (HK) Limited:

Address: Room 2103B, 21/F., 148 Electric Road, North Point, Hong Kong
Tel: (852) 2153 1688
Fax: (852) 3020 1533

Shareholders may send their enquiries and concerns to the Board by addressing them to the principal place of business of the Company in Hong Kong at Room 1910, 19/F, C C Wu Building, 302–308 Hennessy Road, Wan Chai, Hong Kong for the attention of the Company Secretary.



COMMUNICATION WITH THE SHAREHOLDERS

The Company is committed to providing Shareholders and other stakeholders (including potential investors) with balanced and understandable information about the Company.

Information will be communicated to the Shareholders through convening the annual general meeting or general meeting, publication of (a) directors' report and annual accounts together with a copy of the auditor's report and where applicable, its summary financial report; (b) the interim report and, where applicable, its summary interim report; (c) a notice of meeting; (d) a listing document; (e) a circular and (f) a proxy form. These will also be published on the websites of the Stock Exchange and the Company in a timely and consistent manner as required by the Listing Rules.

The Board regularly reviews our existing channels of communication with Shareholders and investors to make sure that they remain effective and provides recommendations for improvements when needed. The Board considers our current practices were all properly implemented throughout the year and achieved satisfactory results.

CONSTITUTIONAL DOCUMENTS

The memorandum of the Company and the Articles of Association have been amended and restated with effect from 20 June 2022, the latest version of which are available from the websites of the Company and the Stock Exchange.

DIVIDEND POLICY

Declaration of dividends is subject to the discretion of the Directors, depending on the Group's results of operations, working capital, cash position, future operations, and capital requirements, as well as any other factors which the Directors may consider relevant. As the payment of dividends are at the discretion of the Directors, there is no assurance that any particular dividend amount or any dividend at all, will be distributed. Such discretion is subject to the applicable laws and regulations including the Companies Law of the Cayman Islands and the Articles of Association. Any final dividends declared by the Company must be approved by an ordinary resolution of the Shareholders at an AGM and must not exceed the amount recommended by the Board. Historical dividend payments are not indicative of the Company's payment of any future dividends. The dividend policy of the Company will continue to be reviewed from time to time and there can be no assurance that a dividend will be proposed or declared in any specific periods.

The Board does not recommend the payment of a final dividend for the Financial Year (2024: Nil). The Board considers that the dividend decisions were made in accordance with the dividend policy of the Company.

On behalf of the Board

Dato'Sri Lee Haw Yih (Howard)

Chairman

Malaysia, 30 March 2026

REPORT OF THE DIRECTORS

REPORT OF THE DIRECTORS

The Board is pleased to present this report together with the audited consolidated financial statements of the Group for the Financial Year.

PRINCIPAL ACTIVITIES AND SUBSIDIARIES

The principal activity of the Company is investment holding. The Group is based in Malaysia and principally engages in (i) distribution of animal feed additives and, to a lesser extent, human food ingredient products; and (ii) manufacturing of animal feed additives premixes. The principal activities of the Company's principal subsidiaries are set forth in note 15 to the consolidated financial statements in this annual report. There were no significant changes in the nature of the Group's principal activities during the Financial Year.

BUSINESS REVIEW AND ANALYSIS OF KEY FINANCIAL PERFORMANCE INDICATORS

The business review and analysis of key financial performance indicators of the Group for the Financial Year are set out in the "Management Discussion and Analysis" of this annual report.

FINANCIAL RESULTS AND FINANCIAL POSITION

The results of the Group for the Financial Year are set out in the consolidated statement of profit or loss and other comprehensive income on pages 67 to 68 of this annual report. The financial position of the Group and the Company as at 31 December 2025 are set forth on pages 69 to 70 and 107, respectively of this annual report. Please also refer to the accompanying notes to the consolidated financial statements in this annual report.

FINAL DIVIDEND

The Board does not recommend the payment of a final dividend for the Financial Year (2024: Nil).

ANNUAL GENERAL MEETING AND CLOSURE OF REGISTER OF MEMBERS

The register of members of the Company will be closed from Tuesday, 23 June 2026 to Friday, 26 June 2026 (both days inclusive), during which period no transfer of the Shares will be registered, for ascertaining the Shareholders' entitlement to attend and vote at the AGM which will be held on Friday, 26 June 2026 (the "2026 AGM"). In order to qualify for attending and voting at the 2026 AGM, the Shareholders must lodge all duly completed transfer forms accompanied by the relevant share certificates with the Company's Hong Kong branch share registrar, Boardroom Share Registrars (HK) Limited for registration no later than 4:30 p.m. on Monday, 22 June 2026. The address of Boardroom Share Registrars (HK) Limited is Room 2103B, 21/F., 148 Electric Road, North Point, Hong Kong.

SUMMARY FINANCIAL INFORMATION

A summary of the published results and assets and liabilities of the Group for the last five years, as extracted from the audited consolidated financial statements, is set out on page 118 of this annual report. This summary does not form part of the audited consolidated financial statements for the Financial Year.

REPORT OF THE DIRECTORS (CONTINUED)



PROPERTY, PLANT AND EQUIPMENT

Details of the movements in property, plant and equipment of the Group during the Financial Year are set out in note 14 to the consolidated financial statements in this annual report.

SHARE CAPITAL

Details of the Company's share capital are set out in note 23 to the consolidated financial statements in this annual report.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's Articles of Association or the laws of the Cayman Islands, which would oblige the Company to offer new Shares on a pro-rata basis to existing Shareholders.

RESERVES

Details of movements in the reserves of the Group during the Financial Year are set out in note 24(b) to the consolidated financial statements and in the consolidated statement of changes in equity, in this annual report respectively.

DISTRIBUTABLE RESERVES

As at 31 December 2025, the Group's reserves available for distribution to the Shareholders (comprising share premium, capital redemption reserve, and retained profits) amounted to approximately RM132.3 million (2024: approximately RM123.0 million). The details of movements are set out in the consolidated statement of changes in equity in this annual report.

SHARE OPTION SCHEME

Pursuant to the written resolutions of all the Shareholders passed on 8 April 2020, the Company adopted the share option scheme (the "**Share Option Scheme**"). The terms of the Share Option Scheme are in accordance with the provisions of Chapter 17 of the Listing Rules.

(a) Purpose of the Share Option Scheme

The purpose of the Share Option Scheme is to enable the Board to grant options to employees, any supplier of goods or services, any customer, any person or entity that provides research, development or other technological support, any shareholder or other participants who contributes to the development and growth of the Group or any invested entity (the "**Eligible Persons**") as incentives or rewards for their contribution or potential contribution to the Group and to recruit and retain high calibre Eligible Persons and attract human resources that are valuable to the Group.

(b) Grant of options

Subject to the provisions in the Share Option Scheme, the Directors may grant options at any time and from time to time within a period of 10 years commencing from the date of adoption of the Share Option Scheme at their absolute discretion and subject to such terms, conditions, restrictions or limitations as they may think fit offer, at the consideration of HK\$1.00 to grant option to the Eligible Persons.

(c) Maximum number of Shares

The maximum number of Shares which may be issued upon the exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme and any other share option schemes of the Company shall not, in aggregate, exceed 30% of the total number of Shares in issue from time to time.

The total number of Shares in respect of which options may be granted under the Share Option Scheme and any other share option schemes of the Company shall not in aggregate exceed 50,000,000 Shares, being 30% of the total number of Shares (assuming no options are granted under the Share Option Scheme) in issue on the Listing Date (the “Scheme Limit”) unless approved by its Shareholders pursuant to the paragraph below. Options lapsed in accordance with the terms of the Share Option Scheme or any other share option schemes of the Company shall not be counted for the purpose of calculating the Scheme Limit.

The Company may seek separate approval of the Shareholders in general meeting for refreshing the Scheme Limit provided that such limit as refreshed shall not exceed 10% of the total number of Shares (assuming no options are granted under the Share Option Scheme) in issue as at the date of the approval of the Shareholders on the refreshment of the Scheme Limit. Options previously granted under the Share Option Scheme or any other share option schemes of the Company (including options outstanding, cancelled, lapsed in accordance with the terms of the Share Option Scheme or any other share option scheme of the Company or exercised) will not be counted for the purpose of calculating the limit as refreshed.

(d) Maximum entitlement of each Eligible Person

The total number of Shares issued and which may fail to be issued upon exercise of the options under the Share Option Scheme and the options granted under any other share option scheme of the Group (including both exercised or outstanding options) to each grantee in any 12-month period shall not exceed 1% of the issued share capital of the Company for the time being.

(e) Period for acceptance of an option

An offer under the Share Option Scheme may remain open for acceptance by the Eligible Persons (and by no other person) for a period of up to 21 days from the date, which must be a business day, on which the offer is made.

(f) Period within which the securities must be exercised under an option

An option may be exercised in accordance with the terms of the Share Option Scheme at any time during a period to be determined and notified by the Directors to the grantee thereof, and in the absence of such determination, from the date of acceptance of the offer of such option to the earlier of (i) the date on which such option lapses under the relevant provisions of the Share Option Scheme; and (ii) the date falling 10 years from the offer date of that option.

(g) Basis for determining the subscription price

The subscription price in respect of any option shall be at the discretion of the Directors, provided that it shall not be less than the highest of: (i) the closing price of the Shares as stated in the Stock Exchange’s daily quotations sheet for trade in one or more board lots of the Shares on the offer date; (ii) the average closing price of the Shares as stated in the Stock Exchange’s daily quotations sheets for the five business days immediately preceding the offer date; and (iii) the nominal value of a Share.

(h) Remaining life

The Share Option Scheme will remain in force for a period of 10 years commencing on the date on which the Share Option Scheme is adopted.

REPORT OF THE DIRECTORS (CONTINUED)



During the Financial Year, no share options have been granted, exercised, canceled, or lapsed under the Share Option Scheme since the adoption of the Share Option Scheme. The total number of Shares available for issue under the Share Option Scheme was 50,000,000 and 50,000,000 as at 1 January 2025 and 31 December 2025, representing approximately 10.7% and 10.7% of the entire issued share capital of the Company (excluding treasury shares), respectively. There is no service provider sublimit under the Share Option Scheme.

As at the date of this annual report, the total number of Shares available for issue under the Share Option Scheme was 50,000,000, representing approximately 10.7% of the entire issued share capital of the Company (excluding treasury shares).

EQUITY-LINKED AGREEMENTS

Save as disclosed in this annual report relating to the Share Option Scheme, the Company did not enter into any equity-linked agreements that (i) will or may result in the Company issuing Shares or (ii) require the Company to enter into any agreements that will or may result in the Company issuing Shares during the Financial Year or subsisted at the end of the Financial Year.

PURCHASE, SALE OR REDEMPTION OF THE LISTED SECURITIES OF THE COMPANY

The Shares have been listed on the Main Board of the Stock Exchange on 13 May 2020. No purchase, sale or redemption of the Company's listed securities (including treasury shares) was made by the Company or any of its subsidiaries during the Financial Year.

As of 31 December 2025, 5,238,000 repurchased Shares (*2024: 5,238,000 repurchased Shares*) were not cancelled and were held by the Company as treasury shares intended to be used in accordance with the applicable rules and regulations, including but not limited to resale for cash, transfer to satisfy share grants and cancellations under the Share Option Scheme. During the Financial Year, the Company did not sell or transfer any treasury shares.

MAJOR CUSTOMERS AND SUPPLIERS

During the Financial Year, the five largest suppliers of the Group accounted for approximately 29% (*2024: approximately 34%*) of the Group's cost of sales and the largest supplier accounted for approximately 10% (*2024: approximately 9%*) of the cost of sales.

During the Financial Year, the five largest customers of the Group accounted for approximately 31% (*2024: approximately 22%*) of the Group's total revenue and the largest customer accounted for approximately 11% (*2024: approximately 6%*) of the total revenue.

Based on the information publicly available to the Company and to the best knowledge of the Directors, none of the Directors, their respective close associates (as defined in the Listing Rules) or any Shareholders (which to the best knowledge of the Directors, own more than 5% of the Shares) had any beneficial interest in any of the Group's five largest customers or suppliers referred to above.

REPORT OF THE DIRECTORS (CONTINUED)

RELATED PARTY TRANSACTIONS AND CONNECTED TRANSACTIONS

Save as disclosed in note 32 to the consolidated financial statements in this annual report, there were no other related party transactions, connected transactions or continuing connected transactions of the Company as defined under Chapter 14A of the Listing Rules which are required to comply with any of the reporting, announcement or independent Shareholders' approval requirements under the Listing Rules.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is aware of its corporate responsibility to the society and is dedicated to enhance its environmental stewardship. In order to meet the Group's customers' requirement on different health, safety and environmental aspects, an effective control on quality assurance measures is maintained during daily operations. A full implementation on health, safety and environmental management system has facilitated the Group to prevent potential industrial accidents and ensure a safe workplace is provided for workers. The Group ensures that environmental compliance and protection measures are properly implemented for its projects.

Besides its own corporate responsibility, the Group is required to comply with the laws and regulations in relation to environmental protection in Malaysia, including the Environmental Quality Act 1974. Given the Group's substantial experience in the industry and its established operation workflow which includes preliminary site visits by its staff to determine possible environmental compliance issues, the Group has been able to address such environmental compliance issues. For further information in relation to the environmental policies and performance of the Group, please refer to the Group's Environmental, Social and Governance Report for the Financial Year on pages 18 to 33 of this annual report.

To the best knowledge of the Directors, the Group was not aware of any material non-compliance with the applicable environmental laws and regulations that have a significant impact on the Group during the Financial Year.

PERMITTED INDEMNITY PROVISIONS

The Articles of Association provides that the Directors, Secretary, other officers and Auditor for the time being of the Company shall be entitled to be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them shall or may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of their duty.

Such provisions were in force throughout the Financial Year and are currently in force. The Company has arranged appropriate insurance coverage for Directors' liabilities in respect of potential legal actions against the Directors arising out of corporate activities.

COMPLIANCE WITH LAWS AND REGULATIONS

The Group and its activities are subject to requirements under various laws in Malaysia, the Cayman Islands and Hong Kong and all applicable regulations, guidelines, policies and license terms issued or promulgated under or in connection with these statutes. In addition, the Listing Rules also apply to the Company. The Company seeks to ensure compliance with these requirements through various measures such as internal controls and approval procedures, training and oversight of various business units with the designated resources at different levels of the Group.

REPORT OF THE DIRECTORS (CONTINUED)



The Group has compliance and risk management policies and procedures, and members of the senior management are delegated with the continuing responsibility to monitor adherence and compliance with all significant legal and regulatory requirements. As at the date of this annual report, the Group is not aware of any material non-compliance with the relevant laws and regulations that have significant impact on the business of the Group.

KEY RELATIONSHIP WITH EMPLOYEES, CUSTOMERS AND SUPPLIERS

The Group is committed to operating in a sustainable manner while balancing the interests of its various stakeholders including employees, customers and suppliers.

The Group's employees are invaluable assets of the Group and it is dedicated to managing human capital. The Group offers remuneration package to its staff which includes basic salary, discretionary bonuses and allowance. The Directors review the performance of the Group's employees on a periodical basis in order to determine salary adjustment and promotions and keep the Group's remuneration package competitive. The Group also provides ongoing training programmes for its employees and subsidies for recognised courses. The Group's workers are also provided with training on workplace safety and in other job-related areas to facilitate them to maintain their qualifications on site. The Directors believe that these measures will also serve as a means to retain quality staff.

The Group has been operating in Malaysia since 1982. The Directors believe that, as a result of the Group's high quality, technical proficiency, effective management programme, diversified experience and capabilities as well as its market reputation, the Group has successfully established strong and long-term business relationship with key customers and business partners as well as suppliers. In particular, the Group has established strong and long-term business relationships with a number of key customers who are reputable major players in the industry. The Group has maintained strong and long-term business relationships with some of its customers for as long as over 20 years. The Directors also believe that the Group's strong and long-term relationships with these key customers provide it with a competitive advantage to secure a steady flow of repeat business and revenue.

The Group has also established close and long-term working relationships with suppliers in different areas of specialty, including a Fortune 500 company and also one of the world largest chemical producers in the world. The Directors believe that the Group's established relationships with them have greatly enhanced and will continue to enhance the Group's overall service to its customers.

In view of the above and as at the date of this annual report, there is no circumstance or any event which will have a significant impact on the Group's business and on which the Group's success depends.

DIRECTORS

The Directors during the Financial Year and up to the date of this annual report were:

Executive Directors

Dato'Sri Lee Haw Yih (*Chairman and Chief executive officer*)
Datin Sri Yaw Sook Kean

Non-executive Director

Mr. Lee Haw Shyang

Independent Non-executive Directors

Ms. Ng Siok Hui
Mr. Lim Chee Hoong
Ms. Tee Pao Hwei

REPORT OF THE DIRECTORS (CONTINUED)

Pursuant to Article 108(a) of the Articles of Association, at each AGM, one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to but not less than one-third, shall retire from office by rotation provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years. A retiring Director shall be eligible for re-election. Furthermore, pursuant to code provision B.2.2 set out in the CG Code, every director (including those appointed for a specified term) should be subject to retirement by rotation at least once every three years. Accordingly, Datin Sri Yaw and Mr. Lim shall retire from their offices by rotation at the 2026 AGM. Being eligible, Datin Sri Yaw and Mr. Lim will offer themselves for re-election at the 2026 AGM.

BIOGRAPHIES OF DIRECTORS

The biographical details of the Directors are set out under the section headed “Directors and Senior Management” of this annual report.

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the executive Directors has entered into a service contract with the Company commencing from the Listing Date. The terms and conditions of each of such service contracts are similar in all material aspects. Each service contract is for an initial term of three years with effect from the Listing Date and shall continue thereafter unless and until it is terminated by the Company or the executive Director giving to the other not less than three months prior notice in writing.

Each of the non-executive Director and independent non-executive Directors has entered into a letter of appointment with the Company commencing from the Listing Date. Each letter of appointment is for an initial term of one year commencing from the Listing Date and shall continue thereafter unless terminated by either party giving at least three months notice in writing.

None of the Directors proposed for re-election at the 2026 AGM has a service contract/letter of appointment with the Company, which is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

DIRECTORS' REMUNERATION

Details of the remuneration of Directors are set out in note 10 to the consolidated financial statements in this annual report.

DIRECTORS' EMOLUMENT POLICY

The Remuneration Committee was established for reviewing and determining the remuneration and compensation packages of the Directors and senior management with reference to salaries paid by comparable companies, time commitment and responsibilities of the Directors and performance of the Group.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 31 December 2025, the interests or short positions of the Directors and the chief executives of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporation (within the meaning of Part XV of the Securities and Futures Ordinance (Cap. 571, Laws of Hong Kong) ("**SFO**") which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO) or which were required, pursuant to Section 352 of the SFO, to be entered in the register referred to therein (the "**Register**"); or which were required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange were as follows:

(i) Interests in the Company

Name of Directors	Capacity/Nature of Interest	Number of Shares (Note 1)	Percentage of issued ordinary Shares	Percentage of issued voting shares (Note 2)
Dato'Sri Lee Haw Yih (Note 3 and 4)	Interest in a controlled corporation/interest held with others	337,500,000 (L)	71.5%	72.3%
Mr. Lee Haw Shyang (Note 4)	Interest held jointly with others	337,500,000 (L)	71.5%	72.3%
Datin Sri Yaw Sook Kean (Note 4)	Interest held jointly with others	337,500,000 (L)	71.5%	72.3%

Notes:

- The letter "L" denotes a person's "long position" (as defined under Part XV of the SFO) in such Shares.
- The calculation of the percentage of issued voting Shares excludes 5,238,000 ordinary Shares repurchased by the Company which were held as treasury shares (as defined in the Listing Rules) as at 31 December 2025.
- Garry-Worth Investment Limited ("**Garry-Worth**") is the beneficial owner of 337,500,000 Shares. Garry-Worth is owned as to 53.37% by Dato'Sri Lee Haw Yih, the chairman of the Board and an executive Director. Under the SFO, Dato'Sri Lee Haw Yih is deemed to be interested in the same number of the Shares held by Garry-Worth.
- Dato'Sri Lee Haw Yih, Mr. Lee Haw Hann, Mr. Lee Haw Shyang and Datin Sri Yaw Sook Kean are parties acting in concert (the "**Parties**") (having the meaning as ascribed thereto in The Codes on Takeovers and Mergers and Share Buy-backs (the "**Takeovers Code**") pursuant to the confirmation and undertaking dated 26 January 2019 and entered into among the Parties. As such, the Parties together control 337,500,000 Shares, representing 71.5% of the entire issued ordinary Shares and approximately 72.3% of the entire issued voting Shares.

REPORT OF THE DIRECTORS (CONTINUED)

(ii) Interests in associated corporation of the Company

Name of Directors	Associate corporation	Capacity/Nature of interest	Number of Shares	Percentage of Holding
Dato'Sri Lee Haw Yih	Garry-Worth	Beneficial owner	5,337	53.37%
Mr. Lee Haw Shyang	Garry-Worth	Beneficial owner	2,017	20.17%
Datin Sri Yaw Sook Kean	Garry-Worth	Beneficial owner	629	6.29%

Save as disclosed above, as at 31 December 2025, none of the Directors or chief executives of the Company had, or was deemed to have, any interests or short positions in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which were required (i) to be notified the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they were taken or deemed to have under such provisions of the SFO); (ii) pursuant to Section 352 of the SFO, to be entered in the Register; or (iii) to be notified to the Company and the Stock Exchange pursuant to the Model Code.

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND OTHER PERSONS' INTERESTS AND SHORT POSITIONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 31 December 2025, so far as was known to the Directors, the following persons/entities (other than the Directors or chief executives of the Company) had, or were deemed to have, interests or short positions in the shares or underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO were as follows:

Name of Shareholders	Capacity	Number of Shares (Note 1)	Percentage of issued ordinary Shares	Percentage of issued voting Shares (Note 2)
Garry-Worth (Note 3)	Beneficial owner	337,500,000 (L)	71.5%	72.3%
Mr. Lee Haw Hann (Note 4)	Interest jointly with others	337,500,000 (L)	71.5%	72.3%
Ms. Lim Ee Min (Note 5)	Interest of spouse	337,500,000 (L)	71.5%	72.3%
Ms. Yee Mei Loon (Note 6)	Interest of spouse	337,500,000 (L)	71.5%	72.3%
Warrants Capital Ltd ("Warrants Capital") (Note 7)	Beneficial owner	27,482,000 (L)	5.8%	5.9%
Mr. Voon Sze Lin (Note 7)	Interest in controlled corporation	27,482,000 (L)	5.8%	5.9%

Notes:

- The letter "L" denotes a person's "long position" (as defined under Part XV of the SFO) in such Shares.
- The calculation of the percentage of issued voting Shares excludes 5,238,000 ordinary Shares repurchased by the Company which were held as treasury shares (as defined in the Listing Rules) as at 31 December 2025.
- Garry-Worth is owned as to 53.37% by Dato'Sri Lee Haw Yih, 20.17% by Mr. Lee Haw Shyang, 20.17% by Mr. Lee Haw Hann and 6.29% by Datin Sri Yaw Sook Kean. Under the SFO, Dato'Sri Lee Haw Yih is deemed to be interested in the same number of the Shares held by Garry-Worth.

REPORT OF THE DIRECTORS (CONTINUED)



4. The Parties are parties acting in concert (having the meaning as ascribed thereto in the Takeovers Code) pursuant to the confirmation and undertaking dated 26 January 2019 and entered into among the Parties, together control 337,500,000 Shares, representing 71.5% of the entire issued ordinary Shares and approximately 72.3% of the entire issued voting Shares.
5. Ms. Lim Ee Min, the spouse of Mr. Lee Haw Shyang, is deemed under the SFO to be interested in the same number of the Shares in which Mr. Lee Haw Shyang is interested in.
6. Ms. Yee Mei Loon, the spouse of Mr. Lee Haw Hann, is deemed under the SFO to be interested in the same number of the Shares in which Mr. Lee Haw Hann is interested in.
7. Warrants Capital is the beneficial owner of 27,482,000 Shares. Warrants Capital is owned 100% by Mr. Voon Sze Lin. By virtue of the SFO, Mr. Voon Sze Lin is deemed to be interested in the same number of Shares held by Warrants Capital.

Save as disclosed above, as at 31 December 2025, the Company has not been notified of any other persons (other than the Directors or the chief executive of the Company) who or entities which had or deemed or taken to have an interest or a short position in the Shares or underlying Shares of the Company, which would fall to be disclosed under the provisions of Divisions 2 and 3 of Part XV of the SFO or which were required to be recorded in the register required to be kept by the Company pursuant to Section 336 of the SFO.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed herein, at no time during the Financial Year was the Company or its subsidiaries a party to any arrangement 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.

COMPETING INTERESTS

As confirmed by the Directors, Controlling Shareholders and their respective close associates do not have any interests in any business, apart from the business operated by members of the Group, which competes or is likely to compete, directly or indirectly, with the business of the Group during the Financial Year and up to the date of this annual report.

DEED OF NON-COMPETITION

The controlling shareholders of the Company have confirmed to the Company of their compliance with the non-competition undertakings provided to the Company under a deed of non-competition dated 21 April 2020 (the "**Deed of Non-competition**"). The Board and the INEDs are not aware of any circumstance which would affect the compliance and enforcement of the terms under the Deed of Non-competition during the Financial Year and up to the date of this annual report.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors as at the date of this annual report, the Company has maintained the prescribed minimum public float for its shares as required under the Listing Rules as at the date of this annual report.

REPORT OF THE DIRECTORS (CONTINUED)

DIRECTORS' INTEREST IN SIGNIFICANT CONTRACTS

Save as disclosed in this annual report, no transactions, arrangements or contracts of significance in relation to the Group's business in which the Company or any its subsidiaries was a party and in which a Director had a material interest, whether directly or indirectly, subsisted during the Financial Year.

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the Financial Year.

There is no Director's service contract with the Company or any of its subsidiary which is not determinable by the Company or its subsidiary within one year without payment of compensation (other than statutory compensation) as at 31 December 2025 and 2024.

EVENTS AFTER THE REPORTING PERIOD

Save for those events as set out in note 33 to the consolidated financial statements in this annual report, the Group did not have any significant events after the reporting period and up to the date of this annual report.

INDEPENDENT AUDITOR

The consolidated financial statements for the Financial Year were audited by Forvis Mazars who shall retire and, being eligible, offer themselves for re-appointment at the 2026 AGM. A resolution will be proposed at the 2026 AGM to re-appoint Forvis Mazars as independent auditor and to authorise the Directors to fix their remuneration.

CORPORATE GOVERNANCE

The particulars of the principal corporate governance practices of the Company are set out in the Corporate Governance Report on pages 34 to 49 of this annual report.

TAX RELIEF AND EXEMPTION

The Company is not aware of any tax relief and exemption available to Shareholders by reason of their holding of the Company's securities.



CHARITABLE DONATIONS

During the Financial Year, the Group made charitable donations of approximately RM33,000 (2024: approximately RM86,000).

On behalf of the Board

Dato'Sri Lee Haw Yih (Howard)

Chairman

Malaysia, 30 March 2026

INDEPENDENT AUDITOR'S REPORT



forv/s mazars

To the members of
Ritamix Global Limited
(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Ritamix Global Limited (the “**Company**”) and its subsidiaries (collectively referred to as the “**Group**”), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the financial year then ended, and notes to the consolidated financial statements, including material accounting policy information, as set out on pages 67 to 117.

In our opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the financial year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our auditor's 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 in accordance with 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 IESBA Code.



KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements for the current financial year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Expected Credit Losses (“ECL”) of Trade Receivables

Refer to Significant Accounting Judgements and Estimates in note 4 to the consolidated financial statements and Trade Receivables in note 19 to the consolidated financial statements.

The risk:

The Group's gross trade receivables and loss allowance for ECL as at 31 December 2025 amounting to RM24,966,000 and RM962,000, respectively.

At each reporting date, management of the Group estimates the amount of ECL of trade receivables using a provision matrix that is based on historical data of trade receivables and is also adjusted for forward-looking factors relevant to trade receivables.

Management of the Group believes that they have considered reasonable and supportable information that is relevant and available without undue cost and effort for this purpose. Such assessment has taken into consideration the quantitative and qualitative historical information, and the applicable forward-looking factors.

We have identified the management's ECL assessment of trade receivables as a key audit matter because the carrying amount of trade receivables is significant to the consolidated financial statements; and the ECL assessment of trade receivables requires significant judgements exercised by management and involves high level of estimation uncertainty.

Our response:

Our audit procedures included, among others, obtained an understanding of the Group's methodology and the basis used by management in the measurement of ECL of trade receivables. We evaluated the appropriateness of the methodology used by management in the measurement of ECL of trade receivables. We tested, on a sampling basis, the accuracy of trade receivables' ageing profile. We tested and challenged the key assumptions and data used by management in the measurement of ECL. We evaluated the overall reasonableness of ECL of trade receivables recognised by management based on the outcome of our testing.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND OUR AUDITOR'S REPORT THEREON

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the disclosure requirements of the Hong Kong Companies Ordinance. The directors of the Company are also responsible for such internal control as the directors determine is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the Company are responsible for assessing the Group'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 of the Company either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The directors of the Company, as assisted by the audit committee, are responsible for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to the members of the Company, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 the consolidated financial statements.



AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors of the Company.
- 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 ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements 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 auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements of the Group represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee of the Company 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 audit committee of the Company 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.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

From the matters communicated with the audit committee of the Company, we determine those matters that were of most significance in the audit of the consolidated financial statements for the current financial year and are therefore the key audit matters. We describe these matters in our auditor's 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 auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Chong Fah Yow.

Forvis Mazars PLT
Chartered Accountants
Kuala Lumpur, Malaysia

30 March 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 December 2025

	Note	2025 RM'000	2024 RM'000
Revenue	6	128,291	122,534
Cost of sales		(100,269)	(96,765)
Gross profit		28,022	25,769
Other income and gains	7	3,967	5,336
Selling and distribution costs		(2,759)	(2,691)
Administrative and other operating expenses		(16,100)	(16,309)
Finance costs on lease liabilities		(38)	(93)
Loss allowance (net of reversal of loss allowance) on trade receivables		(109)	(551)
Profit before tax	8	12,983	11,461
Income tax expense	9	(3,927)	(3,781)
Profit for the financial year		9,056	7,680
Other comprehensive loss for the financial year			
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Net loss on equity investment at fair value through other comprehensive income		—	(2,128)
Exchange differences on translation of the Company's financial statements to presentation currency		(899)	(870)
		(899)	(2,998)
<i>Item that may be reclassified to profit or loss:</i>			
Exchange differences on consolidation		142	375
Other comprehensive loss for the financial year		(757)	(2,623)
Total comprehensive income for the financial year		8,299	5,057

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONTINUED)

For the financial year ended 31 December 2025

	Note	2025 RM'000	2024 RM'000
Profit for the financial year attributable to:			
Equity owners of the Company		9,273	8,276
Non-controlling interests		(217)	(596)
Profit for the financial year		9,056	7,680
Total comprehensive income for the financial year attributable to:			
Equity owners of the Company		8,506	5,599
Non-controlling interests		(207)	(542)
Total comprehensive income for the financial year		8,299	5,057
Earnings per share attributable to equity owners of the Company			
Basic and diluted (sen)	12	1.99	1.76

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

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Note	2025 RM'000	2024 RM'000
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	14	16,952	17,018
Investment properties	16	660	633
Equity investment	17	749	749
TOTAL NON-CURRENT ASSETS		18,361	18,400
CURRENT ASSETS			
Inventories	18	33,022	36,160
Trade and other receivables	19	32,958	34,232
Other investments	20	25,475	25,101
Restricted bank balances	21	672	672
Bank balances and cash	22	43,513	60,321
TOTAL CURRENT ASSETS		135,640	156,486
TOTAL ASSETS		154,001	174,886
EQUITY AND LIABILITIES			
EQUITY			
Share capital	23	2,614	2,614
Reserves	25	140,557	132,051
Total equity attributable to equity owners of the Company		143,171	134,665
Non-controlling interests		(1,168)	(961)
TOTAL EQUITY		142,003	133,704
LIABILITIES			
NON-CURRENT LIABILITIES			
Lease liabilities	26	1,050	1,053
Deferred tax liabilities	27	126	242
Other payables	28	406	429
TOTAL NON-CURRENT LIABILITIES		1,582	1,724

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONTINUED)

As at 31 December 2025

	Note	2025 RM'000	2024 RM'000
CURRENT LIABILITIES			
Trade and other payables	28	9,035	38,432
Lease liabilities	26	815	839
Income tax payable		566	187
TOTAL CURRENT LIABILITIES		10,416	39,458
TOTAL LIABILITIES		11,998	41,182
TOTAL EQUITY AND LIABILITIES		154,001	174,886
TOTAL ASSETS LESS CURRENT LIABILITIES		143,585	135,428

The consolidated financial statements were approved and authorised for the issue by the board of directors on 30 March 2026 and signed on its behalf by

Dato'Sri Lee Haw Yih
Director

Datin Sri Yaw Sook Kean
Director

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2025

		Share capital	Share premium	Treasury shares	Capital redemption reserve	Capital reserve	Exchange reserve	Fair value through other comprehensive income reserve	Retained profits	Total equity attributable to equity owners of the Company	Non-controlling interests	Total equity
	Note	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
At 1 January 2024		2,614	35,339	—	155	14,344	(659)	—	108,786	160,579	(419)	160,160
Profit for the financial year		—	—	—	—	—	—	—	8,276	8,276	(596)	7,680
Other comprehensive loss for the financial year		—	—	—	—	—	(549)	(2,128)	—	(2,677)	54	(2,623)
Total comprehensive income for the financial year		—	—	—	—	—	(549)	(2,128)	8,276	5,599	(542)	5,057
Shares repurchased		—	—	(1,992)	—	—	—	—	—	(1,992)	—	(1,992)
Dividend	13	—	—	—	—	—	—	—	(29,521)	(29,521)	—	(29,521)
At 31 December 2024		2,614	35,339	(1,992)	155	14,344	(1,208)	(2,128)	87,541	134,665	(961)	133,704
Profit for the financial year		—	—	—	—	—	—	—	9,273	9,273	(217)	9,056
Other comprehensive loss for the financial year		—	—	—	—	—	(767)	—	—	(767)	10	(757)
Total comprehensive income for the financial year		—	—	—	—	—	(767)	—	9,273	8,506	(207)	8,299
At 31 December 2025		2,614	35,339	(1,992)	155	14,344	(1,975)	(2,128)	96,814	143,171	(1,168)	142,003

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2025

	2025 RM'000	2024 RM'000
OPERATING ACTIVITIES		
Profit before tax	12,983	11,461
Adjustments for:		
Bank interest income	(1,070)	(1,865)
Depreciation	2,299	1,964
Exchange differences	(757)	(495)
Finance costs on lease liabilities	38	93
Gain on disposal of property, plant and equipment	—	(27)
Gain on lease modification	—	(29)
Loss allowance (net of reversal of loss allowance) on trade receivables	109	551
Net fair value gain on other investments	(362)	(832)
Rental income	(122)	—
Operating profit before changes in working capital	13,118	10,821
Changes in inventories	3,138	(2,522)
Changes in receivables	1,165	(6,019)
Changes in payables	184	1,648
Cash from operations	17,605	3,928
Income tax paid	(3,664)	(4,121)
Rental income received	122	—
Net cash from/(used in) operating activities	14,063	(193)
INVESTING ACTIVITIES		
Bank interest received	1,070	1,865
Decrease in restricted bank balances	—	749
Net (purchase)/redemption of other investments	(12)	7,500
Proceeds from disposal of property, plant and equipment	—	294
Purchase of investment properties	(96)	(643)
Purchase of property, plant and equipment	(1,436)	(2,792)
Net cash (used in)/from investing activities	(474)	6,973
FINANCING ACTIVITIES		
Dividend paid	(29,521)	—
Repayments of lease liabilities	(876)	(916)
Shares repurchased	—	(1,992)
Net cash used in financing activities	(30,397)	(2,908)
NET CHANGES IN BANK BALANCES AND CASH	(16,808)	3,872
BANK BALANCES AND CASH BROUGHT FORWARD	60,321	56,449
BANK BALANCES AND CASH CARRIED FORWARD	43,513	60,321

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Financial Year ended 31 December 2025

1. GENERAL INFORMATION

Ritamix Global Limited (the “**Company**”) was incorporated as an exempted company with limited liability in the Cayman Islands on 29 October 2018. The Company’s shares were listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”). The Company together with its subsidiaries are collectively referred to as the Group.

The Company’s immediate and ultimate holding company is Garry-Worth Investment Limited (“**Garry-Worth**”), which was incorporated in the British Virgin Islands (the “**BVI**”). The ultimate controlling parties of the Group are Dato’ Sri Lee Haw Yih, Datin Sri Yaw Sook Kean, Mr. Lee Haw Shyang and Mr. Lee Haw Hann (collectively referred to as the “**Ultimate Controlling Parties**”).

The registered office of the Company is situated at Windward 3, Regatta Office Park, P.O. Box 1350, Grand Cayman KY1-1108, Cayman Islands.

The Company’s principal place of business in Hong Kong is situated at Room 1910, 19/F, C C Wu Building, 302–308 Hennessy Road, Wan Chai, Hong Kong and the Group’s headquarters is situated at No. 7, Jalan TP 7, UEP Industrial Park, 40400 Shah Alam, Selangor Darul Ehsan, Malaysia.

The principal activity of the Company is investment holding. The Group is principally engaged in (i) distribution of animal feed additives and, to a lesser extent, human food ingredient products; and (ii) manufacturing of animal feed additives premixes.

2. BASIS OF PREPARATION

(a) Statement of compliance

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (“**IASB**”). The consolidated financial statements also comply with the applicable disclosure requirements of the Rules Governing the Listing of Securities on the Stock Exchange and the disclosure requirements of the Hong Kong Companies Ordinance.

Application of amendments

In the current financial year, the Group has applied a number of amendments that became effective mandatorily for the financial periods beginning on or after 1 January 2025. The adoption of the amendments did not have significant impact on the disclosures or on the amounts reported in the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

2. BASIS OF PREPARATION (Continued)

(a) Statement of compliance (Continued)

Amendments and new standards issued that are not yet effective

The Group has not applied the following amendments and new standards that have been issued by the IASB but are not yet effective:

		Effective Date
Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	Annual Improvements to IFRS Accounting Standards — Volume 11	1 January 2026
Amendments to IFRS 9 and IFRS 7	Contracts Referencing Nature — dependent Electricity	1 January 2026
IFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
IFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendment to IFRS 19	Amendments to IFRS 19 <i>Subsidiaries without Public Accountability: Disclosure</i>	1 January 2027
Amendment to IAS 21	Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to IFRS 10 and IAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The adoption of the above amendments and new standards is not expected to have a material impact on the financial position and financial performance of the Group except for the adoption of IFRS 18 which may result in changes to certain presentation and disclosure in the consolidated financial statements. However, it will not impact the recognition and measurement of items in the consolidated financial statements.

(b) Basis of measurement

The measurement basis used in the preparation of the consolidated financial statements is historical cost basis, except for equity investment at fair value through other comprehensive income (“FVTOCI”) and other investments at fair value through profit or loss (“FVTPL”) as explained in the material accounting policies set out in note 3.

(c) Presentation currency

The consolidated financial statements are presented in Ringgit Malaysia (“RM”) and all amounts have been rounded to the nearest thousand (“RM’000”), unless otherwise indicated.

3. MATERIAL ACCOUNTING POLICIES

(a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and all of its subsidiaries. The financial statements of the subsidiaries are prepared for the same reporting period as that of the Company using consistent accounting policies.

All intra-group balance, transactions, income and expenses and profits and losses resulting from intra-group transactions are eliminated in full. The results of subsidiaries are consolidated from the date on which the Group obtains control and continue to be consolidated until the date that such control ceases.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025



3. MATERIAL ACCOUNTING POLICIES (Continued)

(a) Basis of consolidation (Continued)

Non-controlling interests are presented, separately from equity owners of the Company, in the consolidated statement of profit or loss and other comprehensive income and within equity in the consolidated statement of financial position. The non-controlling interests in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets in event of liquidation, are measured initially either at fair value or at the present ownership instruments' proportionate share in the recognised amounts of the acquiree's identifiable net assets. This choice of measurement basis is made on an acquisition-by-acquisition basis. Other types of non-controlling interests are initially measured at fair value, unless another measurement basis is required by IFRS Accounting Standards.

(b) Allocation of total comprehensive income

Profit or loss and each component of other comprehensive income are attributed to the equity owners of the Company and to the non-controlling interests. Total comprehensive income is attributed to the equity owners of the Company and the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

(c) Changes in ownership interest

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. The carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the equity owners of the Company.

When the Group loses control of a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest determined at the date when control is lost and (ii) the carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests at the date when control is lost. The amounts previously recognised in other comprehensive income in relation to the disposed subsidiary are accounted for on the same basis as would be required if the parent had directly disposed of the related assets or liabilities. Any investment retained in the former subsidiary and any amounts owed by or to the former subsidiary are accounted for as a financial asset, associate, joint venture or others as appropriate from the date when control is lost.

(d) Subsidiaries

A subsidiary is an entity that is controlled by the Group. The Group controls an entity when it is exposed, 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. The Group reassesses whether it controls an investee if facts and circumstances indicate that there are changes to one or more of the elements of control.

In the Company's statement of financial position, investments in subsidiaries are stated at cost less impairment loss. The carrying amount of the investments is reduced to its recoverable amount on an individual basis, if it is higher than the recoverable amount. The results of subsidiaries are accounted for by the Company on the basis of dividends received and receivable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

3. MATERIAL ACCOUNTING POLICIES (Continued)

(e) Foreign currency translation

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "**functional currency**"). The consolidated financial statements are presented in RM, which is also the functional currency of the operating subsidiaries of the Group in Malaysia, and rounded to the nearest thousands unless otherwise indicated. The Company's functional currency is Hong Kong Dollar ("**HK\$**").

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

The results and financial position of all the group entities that have a functional currency different from the presentation currency ("**foreign operations**") are translated into the presentation currency as follows:

- assets and liabilities for each statement of financial position presented, are translated at the closing rate as at the end of each reporting period;
- income and expenses for each statement of profit or loss and other comprehensive income are translated at average exchange rate;
- all resulting exchange differences arising from the above translation and exchange differences arising from a monetary item that forms part of the Group's net investment in a foreign operation are recognised as a separate component of equity;
- on the disposal of a foreign operation, which includes a disposal of the Group's entire interest in a foreign operation and a disposal involving the loss of control over a subsidiary that includes a foreign operation, the cumulative amount of the exchange differences relating to the foreign operation that is recognised in other comprehensive income and accumulated in the separate component of equity is reclassified from equity to profit or loss when the gain or loss on disposal is recognised;
- on the partial disposal of the Group's interest in a subsidiary that includes a foreign operation which does not result in the Group losing control over the subsidiary, the proportionate share of the cumulative amount of the exchange differences recognised in the separate component of equity is re-attributed to the non-controlling interests in that foreign operation and are not reclassified to profit or loss; and
- on all other partial disposals, which include partial disposal of associates that does not result in the Group losing significant influence or joint control, the proportionate share of the cumulative amount of exchange differences recognised in the separate component of equity is reclassified to profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025



3. MATERIAL ACCOUNTING POLICIES (Continued)

(f) Financial instruments

(i) Financial assets

Recognition and derecognition

Financial assets are recognised when and only when the Group becomes a party to the contractual provisions of the instruments and on a trade date basis.

A financial asset is derecognised when and only when (i) the Group's contractual rights to future cash flows from the financial asset expire or (ii) the Group transfers the financial asset and either (a) it transfers substantially all the risks and rewards of ownership of the financial asset, or (b) it neither transfers nor retains substantially all the risks and rewards of ownership of the financial asset but it does not retain control of the financial asset.

If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises the financial asset to the extent of its continuing involvement and an associated liability for amounts it may have to pay.

Classification and measurement

Financial assets (except for trade receivables without a significant financing component) are initially recognised at their fair value plus, in the case of financial assets not carried at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial assets. Such trade receivables are initially measured at their transaction price.

On initial recognition, a financial asset is classified as (i) measured at amortised cost; (ii) debt investment measured at FVTOCI; (iii) equity investment designated at FVTOCI; or (iv) measured at FVTPL.

The classification of financial assets at initial recognition depends on the Group's business model for managing the financial assets and the financial asset's contractual cash flows characteristics. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing them, in which case all affected financial assets are reclassified on the first day of the first annual reporting period following the change in the business model.

Derivatives embedded in a hybrid contract in which a host is an asset within the scope of IFRS 9 are not separated from the host. Instead, the entire hybrid contract is assessed for classification.

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- (i) it is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- (ii) its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

3. MATERIAL ACCOUNTING POLICIES (Continued)

(f) Financial instruments (Continued)

(i) Financial assets (Continued)

Financial assets at amortised cost (Continued)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses arising from impairment, derecognition or through the amortisation process are recognised in profit or loss.

Equity investment designated at FVTOCI

Upon initial recognition, the Group may make an irrevocable election to present subsequent changes in the fair value of an investment in an equity instrument that is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which IFRS 3 applies in other comprehensive income. The classification is determined on an instrument-by-instrument basis.

The equity investment is subsequently measured at fair value and is not subject to impairment. Dividends are recognised in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other gains or losses are recognised in other comprehensive income and shall not be subsequently reclassified to profit or loss. Upon derecognition, the cumulative gain or loss is transferred directly to accumulated profits or losses.

Financial assets at FVTPL

These investments include financial assets that are not measured at amortised cost or FVTOCI, including financial assets held for trading, financial assets designated upon initial recognition as at FVTPL, financial assets resulting from a contingent consideration arrangement in a business combination to which IFRS 3 applies and financial assets that are otherwise required to be measured at FVTPL. They are carried at fair value, with any resultant gain and loss recognised in profit or loss, which do not include any dividend or interest earned on the financial assets. Dividend or interest income is presented separately from fair value gain or loss.

A financial asset is classified as held for trading if it is:

- (i) acquired principally for the purpose of selling it in the near term;
- (ii) part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking on initial recognition; or
- (iii) a derivative that is not a financial guarantee contract or not a designated and effective hedging instrument.

Financial assets are designated at initial recognition as at FVTPL only if doing so eliminate or significantly reduce a measurement or recognition inconsistency that would otherwise arise from measuring assets or liabilities or recognising the gains or losses on them on different bases.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025



3. MATERIAL ACCOUNTING POLICIES (Continued)

(f) Financial instruments (Continued)

(ii) Financial liabilities

Recognition and derecognition

Financial liabilities are recognised when and only when the Group becomes a party to the contractual provisions of the instruments.

A financial liability is derecognised when and only when the liability is extinguished, that is, when the obligation specified in the relevant contract is discharged, cancelled or expires.

Classification and measurement

Financial liabilities are initially recognised at their fair value plus, in the case of financial liabilities not carried at FVTPL, transaction costs that are direct attributable to the issue of the financial liabilities.

All financial liabilities, except for financial liabilities at FVTPL, are recognised initially at their fair value and subsequently measured at amortised cost, using the effective interest method, unless the effect of discounting would be insignificant, in which case they are stated at cost.

(iii) Equity instruments

Equity instruments issued are recognised at the proceeds received. Costs incurred directly attributable to the issuance of the equity instruments are accounted for as a deduction from equity.

Repurchase of own equity instruments is deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of own equity instruments.

(iv) Impairment

Impairment of financial assets and other items under IFRS 9

The Group recognises loss allowances for expected credit losses (“ECL”) on financial assets that are measured at amortised cost which the impairment requirements apply in accordance with IFRS 9. Except for the specific treatments as detailed below, at each reporting date, the Group measures a loss allowance for a financial asset at an amount equal to the lifetime ECL if the credit risk on that financial asset has increased significantly since initial recognition. If the credit risk on a financial asset has not increased significantly since initial recognition, the Group measures the loss allowance for that financial asset at an amount equal to 12-month ECL.

Measurement of ECL

ECL is a probability-weighted estimate of credit losses (i.e. the present value of all cash shortfalls) over the expected life of the financial instrument.

For financial assets, a credit loss is the present value of the difference between the contractual cash flows that are due to an entity under the contract and the cash flows that the entity expects to receive.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of a financial instrument while 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12-months after the reporting date.

Where ECL is measured on a collective basis, the financial instruments are grouped based on the past due information of shared credit risk.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

3. MATERIAL ACCOUNTING POLICIES (Continued)

(f) Financial instruments (Continued)

(iv) Impairment (Continued)

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that the Group may not receive the outstanding contractual amounts in full if the financial instrument that meets any of the following criteria:

- (i) information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group); or
- (ii) there is a breach of financial covenants by the counterparty.

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Assessment of significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking factors that are available without undue cost or effort. In particular, the following information is taken into account in the assessment:

- the debtor's failure to make payments of principal or interest on the due dates;
- an actual or expected significant deterioration in the financial instrument's external or internal credit rating (if available);
- an actual or expected significant deterioration in the operating results of the debtor; and
- actual or expected changes in the technological, market, economic or legal environment that have or may have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial instrument has increased significantly since initial recognition when contractual payments are more than 30 days past due.

Low credit risk

A financial instrument is determined to have low credit risk if:

- (i) it has a low risk of default;
- (ii) the borrower has a strong capacity to meet its contractual cash flows obligations in the near term; and
- (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flows obligations.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

3. MATERIAL ACCOUNTING POLICIES (Continued)

(f) Financial instruments (Continued)

(iv) Impairment (Continued)

Simplified approach of ECL

For trade receivables, the Group applies a simplified approach in calculating ECL. The Group recognises a loss allowance based on lifetime ECL at each reporting date and has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Credit-impaired financial asset

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidences that a financial asset is credit-impaired include observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower.
- (b) a breach of contract, such as a default or past due event.
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider.
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.
- (e) the disappearance of an active market for that financial asset because of financial difficulties.
- (f) the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

Write-off

The Group writes off a financial asset when the Group has no reasonable expectations of recovering the contractual cash flows on a financial asset in its entirety or a portion thereof. The Group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities under the Group's procedures for recovery of amounts due, taking into account legal advice if appropriate. Any subsequent recovery is recognised in profit or loss.

(g) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation, except for a freehold land that has an unlimited useful life, and accumulated impairment losses. The freehold land has an unlimited useful life and therefore is not depreciated. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

3. MATERIAL ACCOUNTING POLICIES (Continued)

(g) Property, plant and equipment (Continued)

Depreciation is provided to write off the cost less accumulated impairment losses of property, plant and equipment, over their estimated useful lives as set out below from the date on which they are available for use and after taking into account their estimated residual values, using the straight-line method. Where parts of an item of property, plant and equipment have different useful lives, the cost of the item is allocated on a reasonable basis and depreciated separately:

Right-of-use assets	Shorter of assets useful lives or over the unexpired term of lease
Buildings	50 years
Leasehold improvements	4–10 years
Furniture, fixtures and office equipment	3–5 years
Plant and machinery	5 years
Motor vehicles	4–5 years

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in profit or loss in the period in which the item is derecognised.

(h) Leases

The Group as lessee

The Group leases various properties. Rental contracts are typically made for fixed periods of two to thirteen years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may be used as security for borrowing purposes.

An arrangement, comprising a transaction or a series of transactions, is or contains a lease if the Group determines that the arrangement conveys a right to use a specific asset or assets for an agreed period of time in return for a payment or a series of payments. Such a determination is made based on an evaluation of the substance of the arrangement and is regardless of whether the arrangement takes the legal form of a lease.

Leases are recognised as a right-of-use asset (included in property, plant and equipment) and corresponding liability at the date of which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. 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 right-of-use asset is measured at cost less impairment and depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis after initial recognition.

At the inception of a contract that contains a lease component, as a lessee, the Group allocated the consideration in the contract to each lease component on the basis of their relative stand-alone-price. The Group, as a lessee assessed its leases for non-lease components and separated non-lease components from lease components for certain classes of assets if the non-lease components were material.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025



3. MATERIAL ACCOUNTING POLICIES (Continued)

(h) Leases (Continued)

The Group as lessee (Continued)

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments that are not paid:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease if the lease term reflects the Group exercising an option to terminate the lease.

Right-of-use assets are measured at cost comprising the followings:

- 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
- restoration costs unless those costs are incurred to produce inventories.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis over the lease term as an expense in profit or loss. Short-term leases are leases with a lease term of 12-months or less.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date of the contract.

The lease payments included in the measurement of the lease liability comprise the following payments for the right to use the underlying asset during the lease term that are not paid at the commencement date:

- (a) fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- (b) variable lease payments that depend on an index or a rate;
- (c) amounts expected to be payable under residual value guarantees;
- (d) exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- (e) payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate the lease.

The lease payments are discounted using the interest rate implicit in the lease, or where it is not readily determinable, the incremental borrowing rate of the lessee.

Subsequently, the lease liability is measured by increasing the carrying amount to reflect interest on the lease liability and by reducing the carrying amount to reflect the lease payments made.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

3. MATERIAL ACCOUNTING POLICIES (Continued)

(h) Leases (Continued)

The Group as lessee (Continued)

The lease liability is remeasured using a revised discount rate when there are changes to the lease payments arising from a change in the lease term or the reassessment of whether the Group will be reasonably certain to exercise a purchase option.

The lease liability is remeasured by using the original discount rate when there is a change in the residual value guarantee, the in-substance fixed lease payments or the future lease payments resulting from a change in an index or a rate (other than floating interest rate). In case of a change in future lease payments resulting from a change in floating interest rates, the Group remeasures the lease liability using a revised discount rate.

The Group recognises the amount of the remeasurement of the lease liability as an adjustment to the right-of-use asset. If the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Group recognises any remaining amount of the remeasurement in profit or loss.

A lease modification is accounted for as a separate lease if:

- (a) the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- (b) the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

The Group as lessor

Leases are classified as finance leases or operating leases. Whenever the lease transfers substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the lease term. Initial direct costs incurred are added to the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

(i) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost, which comprises all costs of purchase and, where applicable, other costs that have been incurred in bringing the inventories to their present location and condition, is calculated using the weighted average cost method. Net realisable value represents the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

When inventories are sold/utilised, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period of the write-down or loss occurs. The amount of any reversal of any write-down of inventories is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025



3. MATERIAL ACCOUNTING POLICIES (Continued)

(j) Impairment of other assets, other than goodwill

As at the end of each reporting period, the Group reviews internal and external sources of information to determine whether there is any indication that its property, plant and equipment, right-of-use assets and the Company's investments in subsidiaries may be impaired or impairment loss previously recognised no longer exists or may be reduced. If any such indication exists, the recoverable amount of the asset is estimated, based on the higher of its fair value less costs of disposal and value in use. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the smallest group of assets that generates cash flows independently (i.e. cash-generating unit).

If the recoverable amount of an asset or a cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount. Impairment losses are recognised as an expense in profit or loss immediately.

A reversal of impairment loss is limited to the carrying amount of the asset or cash-generating unit that would have been determined had no impairment loss been recognised in prior periods. Reversal of impairment loss is recognised as income in profit or loss immediately.

(k) Employee benefits

(i) Short-term employee benefits

Salaries, annual bonuses, paid annual leave and the cost of non-monetary benefits are accrued in the period in which the associated services are rendered by employees.

(ii) Defined contribution plans

The Group contributes to defined contribution retirement schemes which are available to all employees. Contributions to the schemes by the Group and employees are calculated as a percentage of employees' basic salaries. The obligations for contributions to defined contribution retirement scheme are recognised as an expense in profit or loss as incurred. The assets of the scheme are held separately from those of the Group in an independently administered fund.

(l) Revenue recognition

(i) Revenue from contracts with customers

The Group adopts a 5-step approach to revenue recognition:

- Step 1: Identify the contract(s) with a customer
- Step 2: Identify the performance obligations in the contract
- Step 3: Determine the transaction price
- Step 4: Allocate the transaction price to the performance obligations in contract
- Step 5: Recognise revenue when (or as) the Group satisfies a performance obligation

Nature of goods or services

The natures of the goods or services provided by the Group are (i) manufacturing and distribution of animal feed additives products; and (ii) distribution of human food ingredient products.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

3. MATERIAL ACCOUNTING POLICIES (Continued)

(I) Revenue recognition (Continued)

(i) Revenue from contracts with customers (Continued)

Identification of performance obligations

At contract inception, the Group assesses the goods or services promised in a contract with a customer and identifies as a performance obligation each promise to transfer to the customer either:

- (a) a good or service (or a bundle of goods or services) that is distinct; or
- (b) a series of distinct goods or services that are substantially the same and that have the same pattern of transfer to the customer.

A good or service that is promised to a customer is distinct if both of the following criteria are met:

- (a) the customer can benefit from the good or service either on its own or together with other resources that are readily available to the customer (i.e. the good or service is capable of being distinct); and
- (b) the Group's promise to transfer the good or service to the customer is separately identifiable from other promises in the contract (i.e. the promise to transfer the good or service is distinct within the context of the contract).

Timing of revenue recognition

Revenue is recognised when (or as) the Group satisfies a performance obligation by transferring a promised good or service (i.e. an asset) to a customer. An asset is transferred when (or as) the customer obtains control of that asset.

The Group transfers control of a good or service over time and, therefore, satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

- (a) the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- (b) the Group's performance creates or enhances an asset (for example, work in progress) that the customer controls as the asset is created or enhanced; or
- (c) the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If a performance obligation is not satisfied over time, the Group satisfies the performance obligation at a point in time when the customer obtains control of the promised asset. In determining when the transfer of control occurs, the Group considers the concept of control and such indicators as legal title, physical possession, right to payment, significant risks and rewards of ownership of the asset, and customer acceptance.

Manufacturing and distribution income are recognised at a point in time at which the customer obtains the control of the promised asset, which generally coincides with the time when the goods are delivered to customers and the title is passed.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025



3. MATERIAL ACCOUNTING POLICIES (Continued)

(l) Revenue recognition (Continued)

(ii) Contract liabilities

If a customer pays consideration, or the Group has a right to an amount of consideration that is unconditional, before the Group transfers a good or service to the customer, the contract is presented as a contract liability when the payment is made or the payment is due (whichever is earlier).

For the business of the Group, it is common for the Group to receive from the customer the whole or some of the contractual payments before the services are completed or when the goods are delivered (i.e. the timing of revenue recognition for such transactions). The Group recognises a contract liability until it is recognised as revenue.

(iii) Other income

Interest income is recognised using the effective interest method.

(m) Income taxes

The charge for current income tax is based on the results for the period as adjusted for items that are non-assessable or disallowed. It is calculated using tax rates that have been enacted or substantively enacted by the end of each reporting period.

Deferred tax is provided, using the liability method, on all temporary differences as at the end of each reporting period between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, any deferred tax arising from initial recognition of goodwill; or other asset or liability in a transaction other than a business combination that at the time of the transaction affects neither the accounting profit nor taxable profit or loss is not recognised.

The deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is recovered or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the end of each reporting period.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences, tax losses and credits can be utilised.

Deferred tax is provided on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary differences is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

3. MATERIAL ACCOUNTING POLICIES (Continued)

(n) Investment properties

Investment properties are measured at cost less accumulated depreciation and impairment losses.

Depreciation is recognised to write off the depreciable amount of investment properties on a straight-line basis over their estimated useful lives. Depreciable amount is determined after deducting the residual value from cost. The estimated useful lives of the investment properties are 20 years.

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Investment properties are derecognised upon disposal or when no future economic benefits are expected from their use. On disposal or retirement of an asset, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss.

(o) Operating segments

Operating segments, and the amounts of each segment item reported in the consolidated financial statements, are identified from the financial information provided regularly to Group's most senior executive management for the purpose of allocating resources to, and assessing the performance of, the Group's various lines of business and geographical locations.

Individual material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025



4. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

Estimates and assumptions concerning the future and judgements are made by management of the Group in the preparation of the consolidated financial statements. They affect the application of the Group's material accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. Where appropriate, revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying the Group's accounting policies that have material effect on the amounts recognised in the consolidated financial statements other than as disclosed below:

ECL of Trade Receivables

Allowance for ECL is made when the Group will not collect all amounts due. The allowance is determined by grouping together debtors with similar risk characteristics and collectively, or individually assessing them for likelihood of recovery. The allowance of trade receivables reflects lifetime ECL. Judgements have been applied in determining the level of allowance for ECL, taking into account the credit risk characteristics of debtors and the likelihood of recovery assessed on a combination of collective and individual bases as relevant. While allowances are considered to be appropriate, changes in estimation basis or in economic conditions could lead to a change in the level of allowances recorded and consequently on the charge or credit to profit or loss.

5. SEGMENT INFORMATION

Information reported to the executive directors of the Company, being identified as the chief operating decision makers ("CODM"), for the purposes of resource allocation and assessment of segment performance focuses on types of goods delivered or services rendered. No operating segments identified by the CODM have been aggregated in arriving at the reportable segments of the Group.

Specifically, the Group's reportable and operating segments are as follows:

- (a) Animal feed additives products segment: manufacturing and distribution of animal feed additives products; and
- (b) Human food ingredient products segment: distribution of human food ingredient products.

Segment revenue and results

Segment revenue represents revenue derived from (i) manufacturing and distribution of animal feed additives products; and (ii) distribution of human food ingredient products.

Segment results represent the gross profit less selling and distribution costs and loss allowance (net of reversal of loss allowance) on trade receivables incurred by each segment without allocation of other income and gains, administrative and other operating expenses, finance costs on lease liabilities and income tax expense.

No analysis of the Group's assets and liabilities by operating segments is presented as it is not regularly provided to the CODM for review.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

5. SEGMENT INFORMATION (Continued)

Segment revenue and results (Continued)

The followings is analysis of the Group's revenue and results by reportable and operating segments:

2025	Animal feed additives products RM'000	Human food ingredient products RM'000	Total RM'000
Revenue from external customers			
— Distribution	76,149	23,838	99,987
— Manufacturing	28,304	—	28,304
	104,453	23,838	128,291
Gross profit			
— Distribution	14,267	6,730	20,997
— Manufacturing	7,025	—	7,025
	21,292	6,730	28,022
Selling and distribution costs	(2,246)	(513)	(2,759)
Loss allowance (net of reversal of loss allowance) on trade receivables	(109)	—	(109)
Segment results	18,937	6,217	25,154
<i>Unallocated income and expenses</i>			
Other income and gains			3,967
Administrative and other operating expenses			(16,100)
Finance costs on lease liabilities			(38)
Profit before tax			12,983
Income tax expense			(3,927)
Profit for the financial year			9,056
<i>Other information</i>			
Depreciation of property, plant and equipment (note i)	123	—	123
Additions to property, plant and equipment (note ii)	1	—	1

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

5. SEGMENT INFORMATION (Continued)

Segment revenue and results (Continued)

2024	Animal feed additives products RM'000	Human food ingredient products RM'000	Total RM'000
Revenue from external customers			
— Distribution	67,859	26,916	94,775
— Manufacturing	27,759	—	27,759
	95,618	26,916	122,534
Gross profit			
— Distribution	15,195	4,191	19,386
— Manufacturing	6,383	—	6,383
	21,578	4,191	25,769
Selling and distribution costs	(2,100)	(591)	(2,691)
Loss allowance (net of reversal of loss allowance) on trade receivables	(551)	—	(551)
Segment results	18,927	3,600	22,527
<i>Unallocated income and expenses</i>			
Other income and gains			5,336
Administrative and other operating expenses			(16,309)
Finance costs on lease liabilities			(93)
Profit before tax			11,461
Income tax expense			(3,781)
Profit for the financial year			7,680
<i>Other information</i>			
Depreciation of property, plant and equipment (<i>note i</i>)	146	—	146
Additions to property, plant and equipment (<i>note ii</i>)	279	—	279

Notes:

- (i) Depreciation not included in the measure of segment results during the financial year ended 31 December 2025 amounting to approximately RM2,201,000 (2024: approximately RM1,833,000).
- (ii) Additions to property, plant and equipment not included in the measure of segment results during the financial year ended 31 December 2025 amounting to approximately RM2,257,000 (2024: approximately RM3,605,000).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

5. SEGMENT INFORMATION (Continued)

Geographical information

No geographical segment analysis on the Group's revenue is provided as substantially all of the Group's revenue and contribution to results were derived from Malaysia.

The following sets out information about the geographical location of the Group's property, plant and equipment and investment properties:

	2025 RM'000	2024 RM'000
Malaysia	15,950	15,632
The People's Republic of China (the "PRC")	1,662	2,019
	17,612	17,651

Information about major customers

No single customer or group of customers under common control contributed 10.0% or more of the total revenue during the financial years ended 31 December 2025 and 31 December 2024.

6. REVENUE

	2025 RM'000	2024 RM'000
Revenue from contracts with customers		
– Distribution income	99,987	94,775
– Manufacturing income	28,304	27,759
	128,291	122,534

In addition to the information shown in segment disclosures, revenue from contracts with customers is disaggregated as follows:

	2025 RM'000	2024 RM'000
Timing of revenue recognition (at a point of time):		
– Distribution income	99,987	94,775
– Manufacturing income	28,304	27,759
	128,291	122,534

Information about remaining performance obligations that have original expected durations of one year or less is not disclosed.

Financing component is not recognised at contract inception, as the Group expects that the period between when the promised good or service is transferred to a customer and when the customer pays for that good or service will be one year or less.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

7. OTHER INCOME AND GAINS

	2025 RM'000	2024 RM'000
Bank interest income	1,070	1,865
Exchange gain, net	1,248	1,047
Gain on disposal of property, plant and equipment	—	27
Gain on lease modification	—	29
Insurance claimed income	—	265
Net fair value gain on other investments	362	832
Rental income from investment properties	122	—
Sponsorship	658	253
Sundry income	507	1,018
	3,967	5,336

8. PROFIT BEFORE TAX

This is stated after charging:

	2025 RM'000	2024 RM'000
Staff costs (including directors' emoluments)		
Salaries, allowances and benefits in kind	7,089	6,805
Contributions to defined contribution plans	714	656
Total staff costs (charged to "cost of sales", "selling and distribution costs" and "administrative and other operating expenses", as appropriate)	7,803	7,461
Other items		
Auditor's remuneration	295	295
Cost of inventories recognised as expense	100,269	96,765
Depreciation (charged to "cost of sales" and "administrative and other operating expenses", as appropriate)	2,299	1,964
Direct expenses of investment properties that generated rental income	33	—
Short-term leases	—	5

The Group does not recognise right-of-use assets and corresponding liabilities under short term lease and lease of low-value assets. For the financial years ended 31 December 2025 and 31 December 2024, the total cash outflows for leases were approximately RM876,000 and RM921,000, respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

9. INCOME TAX EXPENSE

	2025 RM'000	2024 RM'000
Current tax		
Income tax	4,043	3,989
Deferred tax		
Change in temporary differences	(116)	(208)
	3,927	3,781

The Group's entities established in the Cayman Islands and the BVI are exempted from income tax of those jurisdictions.

Hong Kong Profits Tax has not been provided for as the Group incurred a loss for taxation purpose in Hong Kong for the financial years ended 31 December 2025 and 31 December 2024.

The enterprise income tax of the PRC has not been provided for as the Group incurred a loss for taxation purpose in the PRC for the financial years ended 31 December 2025 and 31 December 2024.

Malaysia income tax is calculated at the rate of 24.0% (the "applicable tax rate") of the Group's estimated assessable profits arising from Malaysia for the financial years ended 31 December 2025 and 31 December 2024.

Reconciliation of income tax expense:

	2025 RM'000	2024 RM'000
Profit before tax	12,983	11,461
Income tax at the applicable tax rate	3,116	2,751
Non-deductible expenses	1,049	1,739
Tax exempt revenue	(84)	(6)
Others	(154)	(703)
Income tax expense	3,927	3,781

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

10. DIRECTORS' REMUNERATION

The aggregate amounts of remuneration received and receivable by the directors of the Company are set out below:

Financial year ended 31 December 2025

	Directors' fees RM'000	Salaries, allowances and benefits in kind RM'000	Discretionary bonus RM'000	Contributions to defined contribution plans RM'000	Total RM'000
<i>Executive Directors</i>					
Dato' Sri Lee Haw Yih	120	936	230	137	1,423
Datin Sri Yaw Sook Kean	96	376	90	54	616
	216	1,312	320	191	2,039
<i>Non-Executive Director</i>					
Mr. Lee Haw Shyang	108	2	—	—	110
<i>Independent Non-Executive Directors</i>					
Ms. Ng Siok Hui	60	—	—	—	60
Mr. Lim Chee Hoong	60	—	—	—	60
Ms. Tee Pao Hwei	60	—	—	—	60
	180	—	—	—	180
	504	1,314	320	191	2,329

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

10. DIRECTORS' REMUNERATION (Continued)

Financial year ended 31 December 2024

	Directors' fees RM'000	Salaries, allowances and benefits in kind RM'000	Discretionary bonus RM'000	Contributions to defined contribution plans RM'000	Total RM'000
<i>Executive Directors</i>					
Dato'Sri Lee Haw Yih	120	756	185	107	1,168
Datin Sri Yaw Sook Kean	96	478	116	70	760
	216	1,234	301	177	1,928
<i>Non-Executive Director</i>					
Mr. Lee Haw Shyang	108	3	—	—	111
<i>Independent Non-Executive Directors</i>					
Ms. Ng Siok Hui	60	—	—	—	60
Mr. Lim Chee Hoong	60	—	—	—	60
Ms. Tee Pao Hwei*	31	—	—	—	31
Mr. Lim Heng Choon*	29	—	—	—	29
	180	—	—	—	180
	504	1,237	301	177	2,219

* Mr. Lim Heng Choon retired on 26 June 2024 and Ms. Tee Pao Hwei was appointed as an independent non-executive director on 26 June 2024.

(a) Directors' remuneration

During the financial years ended 31 December 2025 and 31 December 2024, no emoluments were paid or payable by the Group to any of the directors of the Company as an inducement to join or upon joining the Group, or as a compensation for loss of office. There was no arrangement under which a director waived or agreed to waive any remuneration during the financial years ended 31 December 2025 and 31 December 2024.

(b) Loans, quasi-loans and other dealings in favour of directors

There are no loans, quasi-loans or other dealings in favour of the directors of the Company that were entered into or subsisted during the financial years ended 31 December 2025 and 31 December 2024.

(c) Directors' material interests in transactions, arrangements or contracts

After consideration, the directors of the Company are of the opinion that no transactions, arrangements or contracts of significance in relation to the Company's business to which the Company was a party and in which a director of the Company, or connected entity of the directors of the Company, had a material interest, whether directly or indirectly, subsisted as at 31 December 2025 and 31 December 2024 or at any time during the financial years ended 31 December 2025 and 31 December 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

11. FIVE HIGHEST PAID INDIVIDUALS

An analysis of the five highest paid individuals during the financial years ended 31 December 2025 and 31 December 2024 is as follows:

	Number of individuals	
	2025	2024
Director	2	2
Non-director	3	3
	5	5

Details of the remuneration of the above highest paid non-director individuals are as follows:

	2025	2024
	RM'000	RM'000
Salaries, allowances and benefits in kind	886	612
Discretionary bonus	64	70
Contributions to defined contribution plans	109	80
	1,059	762

The number of these non-director individuals whose emoluments fell within the following emoluments band is as follows:

	Number of individuals	
	2025	2024
Nil to HK\$1,000,000	3	3

During the financial years ended 31 December 2025 and 31 December 2024, no remunerations were paid by the Group to any of these highest paid non-director individuals as an inducement to join or upon joining the Group, or as a compensation for loss of office. There was no arrangement under which any of these highest paid non-director individuals waived or has agreed to waive any emoluments during the financial years ended 31 December 2025 and 31 December 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

12. EARNINGS PER SHARE

The calculation of basic and diluted earnings per share attributable to equity owners of the Company is based on the following information:

	2025 RM'000	2024 RM'000
Profit for the financial year attributable to the equity owners of the Company, used in basic and diluted earnings per share calculation	9,273	8,276
	Number of shares	
	2025	2024
Weighted average number of ordinary shares for basic and diluted earnings per share calculation	466,762,000	471,144,109

The diluted earnings per share are the same as the basic earnings per share as there are no dilutive potential ordinary shares in existence during the financial years ended 31 December 2025 and 31 December 2024.

13. DIVIDEND

	2025 RM'000	2024 RM'000
<i>In respect of the financial year ended 31 December 2024</i> Special dividend	—	29,521

On 13 December 2024, a special dividend of HK\$0.11 (equivalent to approximately RM0.063) per share, amounting to a total of approximately HK\$51,340,000 (equivalent to approximately RM29,521,000) was approved by the board of directors and paid on 15 January 2025.

The directors of the Company did not propose the payment of any further dividend in respect of the financial years ended 31 December 2025 and 31 December 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

14. PROPERTY, PLANT AND EQUIPMENT

	Right-of- use assets RM'000	Freehold land RM'000	Buildings RM'000	Leasehold improvements RM'000	Furniture, fixtures and office equipment RM'000	Plant and machinery RM'000	Motor vehicles RM'000	Total RM'000
At 1 January 2024	1,804	4,066	8,061	440	657	203	362	15,593
Additions	1,092	—	—	677	721	279	1,115	3,884
Modification	(213)	—	—	—	—	—	—	(213)
Disposal	—	—	—	—	—	—	(267)	(267)
Depreciation	(834)	—	(201)	(179)	(309)	(146)	(285)	(1,954)
Exchange differences	(14)	—	—	(2)	(9)	—	—	(25)
At 31 December 2024	1,835	4,066	7,860	936	1,060	336	925	17,018
Additions	822	—	—	118	533	1	784	2,258
Depreciation	(795)	—	(200)	(319)	(426)	(123)	(399)	(2,262)
Exchange differences	(10)	—	—	(31)	(21)	—	—	(62)
At 31 December 2025	1,852	4,066	7,660	704	1,146	214	1,310	16,952
At 31 December 2024								
Cost	4,015	4,066	10,035	1,891	4,374	4,855	5,602	34,838
Accumulated depreciation	(2,180)	—	(2,175)	(955)	(3,314)	(4,519)	(4,677)	(17,820)
Carrying amount	1,835	4,066	7,860	936	1,060	336	925	17,018
At 31 December 2025								
Cost	4,837	4,066	10,035	2,009	4,907	4,856	6,386	37,096
Accumulated depreciation	(2,985)	—	(2,375)	(1,305)	(3,761)	(4,642)	(5,076)	(20,144)
Carrying amount	1,852	4,066	7,660	704	1,146	214	1,310	16,952

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

15. SUBSIDIARIES

Details of the subsidiaries:

Name of subsidiaries	Place and date of incorporation	Particulars of paid-up capital/ registered capital	Attributable equity interest held by the Company		Principal activities and place of operation
			2025	2024	
<i>Directly held by the Company:</i>					
Ritamix International Limited	the BVI, 21 September 2018	United States Dollar ("USD") ¹	100.0%	100.0%	Investment holding, the BVI
<i>Indirectly held by the Company:</i>					
Gladron Chemicals Sdn. Bhd.	Malaysia, 20 November 1982	RM9,224,355	100.0%	100.0%	Distribution of animal feed additives products, Malaysia
Kevon Sdn. Bhd.	Malaysia, 21 June 2004	RM100,000	100.0%	100.0%	Distribution of human food ingredient products, Malaysia
Ritamix Sdn. Bhd.	Malaysia, 29 May 2007	RM5,000,000	100.0%	100.0%	Manufacturing of animal feed additives premixes, Malaysia
Ritamix (HK) Limited	Hong Kong, 11 November 2020	HK\$100	100.0%	100.0%	Investment holding, Hong Kong
海南利特米生物科學有限公司 (Ritamix Biosciences Hainan Pvt Ltd)* ("Ritamix Biosciences")	the PRC, 21 December 2020	Note (a)	73.2%	73.2%	Investment holding, the PRC
中申(海南)置業有限公司 (Statesino Land & Shore (Hainan) Ltd)* ("Statesino")	the PRC, 24 June 2022	Note (a)	58.6% ⁺	58.6% ⁺	Design, development, construction and operation of tourism, the PRC

* English name is for identification purpose only.

⁺ Statesino is 80.0% held directly by Ritamix Biosciences.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

15. SUBSIDIARIES (Continued)

Note (a):

Ritamix Biosciences

Ritamix Biosciences was established in the PRC on 21 December 2020 with registered capital of Renminbi ("RMB") 50,000,000 by Ritamix (HK) Limited and a minority shareholder. Based on the Articles of Association of Ritamix Biosciences, Ritamix (HK) Limited's share of the registered capital amounting to RMB36,600,000 (equivalent to approximately RM21,138,000). As at 31 December 2025, the registered capital amounting to RMB24,139,000 (equivalent to approximately RM14,807,000) (2024: Nil) was paid up and recognised in Ritamix Biosciences.

Statesino

Statesino was established in the PRC on 24 June 2022 with registered capital of RMB50,000,000 by Ritamix Biosciences and a minority shareholder. Based on the Articles of Association of Statesino, Ritamix Biosciences' share of the registered capital amounting to RMB40,000,000 (equivalent to approximately RM23,102,000). As at 31 December 2025, the registered capital amounting to RMB23,000,000 (equivalent to approximately RM14,108,000) (2024: Nil) was paid up and recognised in Statesino.

16. INVESTMENT PROPERTIES

	Buildings	
	2025 RM'000	2024 RM'000
Cost		
At 1 January	643	—
Additions	96	643
Exchange differences	(33)	—
At 31 December	706	643
Accumulated depreciation		
At 1 January	10	—
Charge for the financial year	37	10
Exchange differences	(1)	—
At 31 December	46	10
Carrying amount		
At 31 December	660	633
Fair value		
At 31 December	700	700

The fair value of the investment properties is determined using income approach at Level 3 of the fair value hierarchy.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

17. EQUITY INVESTMENT

	2025 RM'000	2024 RM'000
Unlisted equity investment designated at FVTOCI	749	749

The above unlisted equity investment represented 4.8% equity interest in a company incorporated in Malaysia.

At the date of initial recognition, the Group irrevocably designated the unlisted equity investment as FVTOCI (non-recycling) as the Group intends to hold for a long-term for strategic purpose. The Group considers the accounting treatments under this classification provide more relevant information for those investments. No dividends were received during the financial years ended 31 December 2025 and 31 December 2024.

The movements are as follows:

	2025 RM'000	2024 RM'000
At 1 January	749	—
Addition	—	2,877
Net loss recognised in other comprehensive income	—	(2,128)
At 31 December	749	749

18. INVENTORIES

	2025 RM'000	2024 RM'000
Raw materials	13,511	17,930
Finished goods	19,511	18,230
	33,022	36,160

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

19. TRADE AND OTHER RECEIVABLES

	2025 RM'000	2024 RM'000
Trade receivables (a)	24,966	25,435
Loss allowance (b)	(962)	(853)
	24,004	24,582
Other receivables, deposits and prepayments	8,954	9,650
	32,958	34,232

- (a) The Group grants credit period up to 90 days to its customers upon the delivery of goods.

As at 31 December 2025 and 31 December 2024, trade receivables of approximately RM949,000 and RM949,000, respectively, were secured by the property pledged by a trade debtor and the remaining balances were unsecured. Management of the Group considers the fair value of the pledged property is sufficient to cover the respective trade receivable as at 31 December 2025 and 31 December 2024.

The ageing of trade receivables (net of loss allowance) based on invoice date as at the end of each reporting period is as follows:

	2025 RM'000	2024 RM'000
Within 30 days	9,553	9,695
31 to 60 days	7,190	6,860
61 to 90 days	3,611	3,969
Over 90 days	4,612	4,911
	24,966	25,435
Loss allowance	(962)	(853)
	24,004	24,582

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

19. TRADE AND OTHER RECEIVABLES (Continued)

- (b) The Group determines the loss allowance by grouping together trade receivables with similar credit risk characteristics and collectively assessing them for likelihood of recovery, taking into account prevailing economic conditions. For trade receivables relating to accounts which are long overdue with significant amounts or known insolvencies or non-response to collection activities, they are assessed individually for loss allowance.

The Group applies the IFRS 9 simplified approach to measure ECL, which uses a lifetime ECL of all trade receivables and the movement is as follows:

	2025 RM'000	2024 RM'000
At 1 January	853	302
Net remeasurement	109	551
At 31 December	962	853

For the purposes of estimating the ECL, the trade receivables are grouped according to whether they are secured by collateral. The Group applies a provision matrix to those groups which is based on the historical observed loss rates over the expected life of the trade receivables which is adjusted for forward-looking factors. As at the end of each reporting period, the grouping and the historical observed loss rates are updated in light of the latest information that is relevant for the credit risk assessment and changes in the forward-looking factors are analysed.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

19. TRADE AND OTHER RECEIVABLES (Continued)

(b) (Continued)

The following table details the risk profile of trade receivables, based on the Group's provision matrix. To measure the ECL, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The ECL also incorporates forward-looking factors. The loss allowance is analysed as follows:

	ECL rate	Gross carrying amount RM'000	Loss allowance RM'000	Net carrying amount RM'000
2025				
Trade receivables analysed by credit period				
— Current	0.2%	12,334	26	12,308
— Overdue within 30 days	0.6%	5,958	37	5,921
— Overdue 31 to 60 days	1.7%	3,267	57	3,210
— Overdue 61 to 90 days	13.9%	1,354	188	1,166
— Overdue over 90 days	59.2%	1,104	654	450
Secured by the property pledged by a trade debtor	0.0%	949	—	949
		24,966	962	24,004
2024				
Trade receivables analysed by credit period				
— Current	0.9%	11,714	103	11,611
— Overdue within 30 days	2.3%	6,439	145	6,294
— Overdue 31 to 60 days	4.4%	3,055	133	2,922
— Overdue 61 to 90 days	12.0%	1,563	187	1,376
— Overdue over 90 days	16.6%	1,715	285	1,430
Secured by the property pledged by a trade debtor	0.0%	949	—	949
		25,435	853	24,582

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

20. OTHER INVESTMENTS

	2025 RM'000	2024 RM'000
Unit trusts at fair value	25,475	25,101

The fair values of other investments are measured with reference to the market value of the instruments reported by the fund management company.

21. RESTRICTED BANK BALANCES

The Group's restricted bank balances are bank deposits denominated in RM which carried interest at prevailing market rates and are pledged to secure banking facilities granted to the Group. The total banking facilities granted to the Group amounting to approximately RM12,270,000 and RM12,270,000 as at 31 December 2025 and 31 December 2024, respectively. The Group had not utilised any banking facilities as at 31 December 2025 and 31 December 2024.

22. BANK BALANCES AND CASH

	2025 RM'000	2024 RM'000
Cash at banks and on hand	43,513	60,321

Cash at banks earns interest at floating rates based on daily floating bank deposit rates.

23. SHARE CAPITAL

	Number of shares	HK\$'000	Equivalent to approximately RM'000
2025 and 2024			
Ordinary shares of HK\$0.01 each			
Authorised:			
At 1 January/31 December	20,000,000,000	200,000	110,426
Issued and fully paid up:			
At 1 January/31 December	472,000,000	4,720	2,614

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

24. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Pursuant to the disclosure requirements of the Hong Kong Companies Ordinance, the statement of financial position of the Company and the movement in its reserves is set out below:

	Note	2025 RM'000	2024 RM'000
ASSETS			
NON-CURRENT ASSET			
Investment in a subsidiary	15	—*	—*
CURRENT ASSETS			
Other receivables		78	309
Amounts due from subsidiaries	24(a)	3,776	4,142
Dividends receivable		—	26,771
Other investments		10,426	10,776
Bank balances and cash		1,854	4,294
TOTAL CURRENT ASSETS		16,134	46,292
TOTAL ASSETS		16,134	46,292
EQUITY AND LIABILITIES			
EQUITY			
Share capital	23	2,614	2,614
Reserves	24(b)	10,095	11,704
TOTAL EQUITY		12,709	14,318
CURRENT LIABILITIES			
Other payables		250	909
Amounts due to subsidiaries	24(a)	3,175	1,544
Dividend payable		—	29,521
TOTAL CURRENT LIABILITIES		3,425	31,974
TOTAL EQUITY AND LIABILITIES		16,134	46,292

* represents amount less than 1,000

The statement of financial position of the Company was approved and authorised for the issue by the board of directors on 30 March 2026 and signed on its behalf by

Dato'Sri Lee Haw Yih
Director

Datin Sri Yaw Sook Kean
Director

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

24(a). AMOUNTS DUE FROM/(TO) SUBSIDIARIES

The balances are non-trade in nature, unsecured, non-interest bearing, receivable/(repayable) on demand and expected to be settled in cash.

24(b). MOVEMENT OF RESERVES

	Share premium RM'000	Treasury shares RM'000	Capital redemption reserve RM'000	Exchange reserve RM'000	Accumulated losses RM'000	Total reserves RM'000
At 1 January 2024	35,339	—	155	(281)	(20,608)	14,605
Profit for the financial year	—	—	—	—	29,482	29,482
Other comprehensive loss for the financial year	—	—	—	(870)	—	(870)
Total comprehensive income for the financial year	—	—	—	(870)	29,482	28,612
Shares repurchased	—	(1,992)	—	—	—	(1,992)
Dividend	—	—	—	—	(29,521)	(29,521)
At 31 December 2024	35,339	(1,992)	155	(1,151)	(20,647)	11,704
Loss for the financial year	—	—	—	—	(710)	(710)
Other comprehensive loss for the financial year	—	—	—	(899)	—	(899)
Total comprehensive loss for the financial year	—	—	—	(899)	(710)	(1,609)
At 31 December 2025	35,339	(1,992)	155	(2,050)	(21,357)	10,095

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

25. RESERVES

(a) Share premium

Share premium represents the excess of the net proceeds from issuance of the Company's shares over its par value. Under the laws of the Cayman Islands and the Company's Articles of Association, it is distributable to the Company's equity owners provided that the Company is able to pay its debts as they fall due in the ordinary course of business.

(b) Capital redemption reserve

Capital redemption reserve represents the nominal amount of the shares repurchased.

(c) Capital reserve

Capital reserve of the Group represents the aggregate amount of the paid-up share capital of the then entities now comprising the Group before completion of the reorganisation less consideration paid to acquire the relevant interests (if any) in relation to the reorganisation for the listing of the Company's shares on the Stock Exchange.

(d) Exchange reserve

The translation reserve comprises all foreign exchange differences arising from the translation of foreign operations for consolidation or from translation to presentation currency.

(e) FVTOCI reserve

The FVTOCI reserve comprises the cumulative net change in the fair value of equity investment designated at FVTOCI under IFRS 9 that is held as at the end of reporting period.

(f) Treasury shares

The Company purchased 5,238,000 of its shares on the Stock Exchange for a total cash consideration of HK\$3,591,000 (equivalent to approximately RM1,992,000).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

26. LEASE LIABILITIES

	2025 RM'000	2024 RM'000
Current	815	839
Non-current	1,050	1,053
	1,865	1,892
At 1 January	1,892	1,879
<i>Cash flows:</i>		
Repayment	(876)	(916)
<i>Non-cash:</i>		
Finance costs	38	93
Additions	822	1,092
Modification	—	(242)
Exchange differences	(11)	(14)
	849	929
At 31 December	1,865	1,892

27. DEFERRED TAX LIABILITIES

	2025 RM'000	2024 RM'000
At 1 January	242	450
Charged to profit or loss	(116)	(208)
At 31 December	126	242

Deferred tax comprises:

	2025 RM'000	2024 RM'000
Property, plant and equipment	799	741
Right-of-use assets	444	440
Lease liabilities	(448)	(454)
Loss allowance on trade receivables	(231)	(205)
Contract liabilities	(22)	(47)
Others	(416)	(233)
	126	242

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

28. TRADE AND OTHER PAYABLES

	2025 RM'000	2024 RM'000
Non-current		
Other payables	406	429
Current		
Trade payables (a)	5,581	6,340
Accruals and other payables	3,363	2,374
Contract liabilities (b)	91	197
Dividend payable	—	29,521
	9,035	38,432

- (a) As at the end of the reporting period, the ageing analysis of trade payables based on the invoice date is as follows:

	2025 RM'000	2024 RM'000
Within 30 days	3,415	4,077
31 to 60 days	1,900	1,088
61 to 90 days	—	951
Over 90 days	266	224
	5,581	6,340

The credit term on trade payables is up to 90 days.

- (b) The Group applies the practical expedient and does not disclose information about remaining performance obligations of the contract liabilities from contracts with customers that have original expected durations of one year or less.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

29. FINANCIAL INSTRUMENTS

(a) Classification

	2025 RM'000	2024 RM'000
(i) Financial assets at amortised cost		
Trade and other receivables	31,481	33,121
Restricted bank balances	672	672
Bank balances and cash	43,513	60,321
	75,666	94,114
(ii) Financial asset at FVTPL		
Other investments	25,475	25,101
(iii) Financial asset designated at FVTOCI		
Equity investment	749	749
(iv) Financial liability at amortised cost		
Trade and other payables	9,350	38,664

(b) Fair value

The following presents the assets measured at fair value or required to disclose their fair value across the three levels of the fair value hierarchy defined in IFRS 13 with the fair value measurement categorised in its entirety based on the lowest level input that is significant to the entire measurement. The levels of inputs are defined as follows:

- Level 1 (highest level): quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 (lowest level): unobservable inputs for the asset or liability.

(i) Assets measured at fair value

The fair values of other investments are categorised as Level 2 which are measured with reference to the market value of the instruments reported by the fund management company.

The fair value of equity investment is categorised as Level 3 which is determined using discounted cash flows method. The most significant input being the discount rate that reflects the credit risk of the counterparties.

During the financial years ended 31 December 2025 and 31 December 2024, there were no transfers between Level 1 and Level 2 fair value measurements.

(ii) Assets and liabilities with fair value disclosure, but not measured at fair value

All other financial assets and financial liabilities are carried at amounts not materially different from their fair values as at 31 December 2025 and 31 December 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

30. FINANCIAL RISK MANAGEMENT

The main purpose of financial instruments is to raise and maintain finance for the Group's operations. The Group has various other financial instruments such as trade and other receivables/payables, which arise directly from its business activities.

The main risks arising from the Group's financial instruments are price risk, foreign currency risk, credit risk and liquidity risk. The Group generally adopts conservative strategies on its risk management and limits the Group's exposure to these risks to a minimum level as follows:

Price risk

The Group is exposed to price risk arising from its other investments at FVTPL and equity investment designated at FVTOCI. The sensitivity analysis has been determined based on the exposure to price risk.

The following table indicates the approximate change in the Group's pre-tax results if the fair value of the other investments at FVTPL has been higher or lower while all other variables held constant as at the end of the reporting period:

	2025		2024	
	Higher/ (Lower) in fair value	Effect on pre-tax results RM'000	Higher/ (Lower) in fair value	Effect on pre-tax results RM'000
Other investments at FVTPL	10.0% (10.0%)	2,548 (2,548)	10.0% (10.0%)	2,510 (2,510)

The following table indicates the approximate change in the Group's other comprehensive income if the fair value of the equity investment designated at FVTOCI has been higher or lower while all other variables held constant as at the end of the reporting period:

	2025		2024	
	Higher/ (Lower) in fair value	Effect on other comprehensive income RM'000	Higher/ (Lower) in fair value	Effect on other comprehensive income RM'000
Equity investment designated at FVTOCI	10.0% (10.0%)	75 (75)	10.0% (10.0%)	75 (75)

In the opinion of management of the Group, the sensitivity analysis is unrepresentative of the price risk because the exposure as at the end of each reporting period does not reflect the exposure during the financial years ended 31 December 2025 and 31 December 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

30. FINANCIAL RISK MANAGEMENT (Continued)

Foreign currency risk

The Group's transactions are mainly denominated in RM, USD, RMB, HK\$ and British Pound Sterling ("GBP").

Certain financial assets and financial liabilities of the Group are denominated in currencies other than the functional currency of the respective group entities and therefore exposed to foreign currency risk. The carrying amounts of those financial assets and liabilities are analysed as follows:

	Financial assets		Financial liabilities	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
HK\$	1,108	3,155	—	—
USD	23,160	28,152	2,377	1,930
RMB	874	1,029	1,521	1,863
GBP	—	—	—	224

The following table indicates the approximate change in the Group's pre-tax results if exchange rates of foreign currency had changed against the functional currency of the respective group entities by 10.0% and all other variables were held constant as at the end of each reporting period:

	2025		2024	
	Increase/(Decrease) in foreign exchange rates	Effect on pre-tax results RM'000	Increase/(Decrease) in foreign exchange rates	Effect on pre-tax results RM'000
HK\$	10.0% (10.0%)	111 (111)	10.0% (10.0%)	316 (316)
USD	10.0% (10.0%)	2,078 (2,078)	10.0% (10.0%)	2,622 (2,622)
RMB	10.0% (10.0%)	(65) 65	10.0% (10.0%)	(83) 83
GBP	10.0% (10.0%)	— —	10.0% (10.0%)	(22) 22

In the opinion of management of the Group, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk because the exposure as at the end of each reporting period does not reflect the exposure during the financial years ended 31 December 2025 and 31 December 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

30. FINANCIAL RISK MANAGEMENT (Continued)

Credit risk

Credit risk refers to the risk that debtors will default on their obligations to repay the amounts due to the Group, resulting in a loss to the Group. The Group's credit risk is mainly attributable to trade and other receivables, restricted bank balances and bank balances and cash. The Group limits its exposure to credit risk by selecting the counterparties with reference to their past credit history and/or market reputation. The Group's maximum exposure to the credit risk is summarised as follows:

	2025 RM'000	2024 RM'000
Trade and other receivables	31,481	33,121
Restricted bank balances	672	672
Bank balances and cash	43,513	60,321
	75,666	94,114

The Group trades with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures.

Management of the Group considers the credit risk in respect of restricted bank balances and bank balances and cash is minimal because the counterparties are authorised financial institution with high credit ratings.

Management of the Group limits the Group's exposure to credit risk by taking timely actions once there is any indication of recoverability problem of each individual debtor.

Management of the Group also reviews the recoverable amount of each individual debtor, including related and third parties, as at the end of each reporting period to ensure adequate allowance is made for irrecoverable amount.

At 31 December 2025 and 31 December 2024, the Group has a concentration of credit risk at approximately 9.7% and 12.1% of the total trade receivables is due from the Group's largest trade debtor, respectively, and approximately 31.1% and 28.0% of the total trade receivables is due from the Group's five largest trade debtors, respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

30. FINANCIAL RISK MANAGEMENT (Continued)

Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility. The Group has no specific policy for managing its liquidity. The undiscounted contractual maturity profile of the Group's financial liabilities as at the end of each reporting period, based on the contractual undiscounted payments, is summarised below:

	Total carrying amounts RM'000	Total contractual undiscounted cash flows RM'000	Less than one year or on demand RM'000	One to five years RM'000	More than five years RM'000
2025					
Trade and other payables	9,350	9,350	8,944	406	—
Lease liabilities	1,865	2,047	904	979	164
	11,215	11,397	9,848	1,385	164
2024					
Trade and other payables	38,664	38,664	38,235	429	—
Lease liabilities	1,892	2,038	876	1,012	150
	40,556	40,702	39,111	1,441	150

31. CAPITAL MANAGEMENT

The objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern and to provide returns for equity owners. The Group manages its capital structure and makes adjustments, including payment of dividend to equity owners, call for additional capital from equity owners or sale of assets to reduce debts. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2025 and 31 December 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the Financial Year ended 31 December 2025

32. RELATED PARTY TRANSACTIONS

In addition to the transactions/information disclosed elsewhere in the consolidated financial statements, the Group had the following related party transactions during the financial years ended 31 December 2025 and 31 December 2024.

- (a) Transactions between the group entities have been eliminated on consolidation and are not disclosed. During the financial years ended 31 December 2025 and 31 December 2024, the Group had the following significant transactions with a related company:

	2025 RM'000	2024 RM'000
Lease payments (i)	852	852

- (i) During the financial years ended 31 December 2025 and 31 December 2024, the amount representing lease payments paid on premises charged by Lee & Seetho Holding Sdn. Bhd., a company controlled by Dato'Sri Lee Haw Yih and Datin Sri Yaw Sook Kean, who are part of the Ultimate Controlling Parties.

- (b) Remuneration for key management personnel (including directors) of the Group:

	2025 RM'000	2024 RM'000
Fees	372	372
Salaries, allowances and benefits in kind	2,200	1,849
Discretionary bonus	384	371
Contributions to defined contribution plans	300	257
	3,256	2,849

33. SUBSEQUENT EVENT

- (i) Subsequent to the financial year end, the Group acquired 100.0% equity interest in Gladron Pte. Ltd. (*formerly known as Visyo Pte. Ltd.*) and the acquisition was completed in January 2026. As the acquisition was completed after the financial year end, this event is classified as a non-adjusting subsequent event and does not require any adjustment to the financial statements. The total purchase consideration paid by the Group in respect of the acquisition amounting to SGD100 (equivalent to approximately RM300). The net liabilities of the acquiree at the acquisition date amounting to SGD5,561 (equivalent to approximately RM17,000). The acquisition is not expected to have a significant impact on the Group. Gladron Pte. Ltd. is principally engaged in the wholesale trade of a variety of goods and the retail sale of health supplements. The acquisition represents a strategic expansion into the Singapore market for pet-related products.
- (ii) Subsequent to the financial year end, geopolitical tensions arising from the conflict between Iran and the United States have escalated. The Group is closely monitoring the developments and is currently assessing the potential impact of the situation on its operations and financial position. Based on the Group's preliminary assessment, the conflict has not had any significant impact on the Group's operations or financial performance as at the date of authorisation of the consolidated financial statements.

34. AUTHORISATION FOR THE ISSUE OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements were authorised for issue on 30 March 2026 by the board of directors.

FIVE-YEAR FINANCIAL SUMMARY

A summary of the results, and of the assets, liabilities of the Group for the last five financial years, as extracted from the published audited consolidated financial statements is set out below.

	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Revenue	120,138	134,182	117,797	122,534	128,291
Cost of sales	(92,229)	(102,228)	(91,680)	(96,765)	(100,269)
Gross profit	27,909	31,954	26,117	25,769	28,022
Other income and gain/(loss)	2,370	(2,308)	3,742	5,336	3,967
Selling and distribution costs	(2,546)	(2,629)	(2,381)	(2,691)	(2,759)
Administrative and other operating expenses	(11,406)	(10,647)	(12,956)	(16,309)	(16,100)
Finance costs on lease liabilities	(31)	(24)	(131)	(93)	(38)
Loss allowance (net of reversal of loss allowance) on trade receivables	(112)	247	633	(551)	(109)
Profit before tax	16,184	16,593	15,024	11,461	12,983
Income tax expense	(4,346)	(5,280)	(4,016)	(3,781)	(3,927)
Profit for the financial year	11,838	11,313	11,008	7,680	9,056
Total Assets	153,880	159,144	170,511	174,886	154,001
Total Liabilities	13,196	10,541	10,351	41,182	11,998
Total Equity	140,684	148,603	160,160	133,704	142,003