YENHER

YENHER HOLDINGS BERHAD
202001008388 (1364708-X)

GREEN iDEAL PROTEIN

Annual Report 2025

Nutritious Feed

The Best For Every Breed

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CORPORATE INFORMATION

BOARD OF **DIRECTORS**

DATO' CHENG MOOH TAT
Executive Chairman

CHENG MOOH KHENG
Executive Director

DATIN THEOH MOOI TENG
Executive Director

TAN PENG LAM
Independent Non-Executive Director

DATO' LIM CHOON KHIM
Independent Non-Executive Director

DR ONG BEE LEE
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Tan Peng Lam
Chairman
Dr Ong Bee Lee
Member
Dato' Lim Choon Khim
Member

REMUNERATION COMMITTEE

Dato' Lim Choon Khim
Chairman
Tan Peng Lam
Member
Dr Ong Bee Lee
Member

NOMINATION COMMITTEE

Dr Ong Bee Lee
Chairman
Dato' Lim Choon Khim
Member
Tan Peng Lam
Member

COMPANY SECRETARIES

Kong Sown Kaey
MAICSA 7047655
SSM PC No: 202008001434

Koay Li Ling
MAICSA 7054729
SSM PC No: 202308000291

REGISTERED OFFICE

No. 35, 1st Floor, Jalan Kelisa Emas 1
Taman Kelisa Emas
13700 Seberang Jaya
Pulau Pinang

Tel No: +604 397 6672
Fax No: +604 397 6675

HEAD OFFICE

No. 1628, Jalan IKS Simpang Ampat 1
Taman IKS Simpang Ampat
14100 Simpang Ampat
Seberang Perai Selatan
Pulau Pinang

Tel No: +604 588 0887
Fax No: +604 588 0928
Website: www.yenher.com.my
Email: enquiry@yenher.com.my

SHARE REGISTRAR

Securities Services (Holdings) Sdn Bhd
Registration No.: 197701005827 (36869-T)
Suite 18.05, MWE Plaza
No. 8, Lebuh Farquhar
10200 George Town
Pulau Pinang

Tel No: +604 263 1966
Fax No: +604 262 8544
Email: info@sshsb.com.my

AUDITORS

Folks DFK & Co PLT
(LLP0045209-LCA) (AF 0502)
Chartered Accountants
12th Floor, Wisma Tun Sambanthan
No. 2, Jalan Sultan Sulaiman
50000 Kuala Lumpur

Tel No: +603 2273 2688
Fax No: +603 2274 2688

BANKERS

RHB Bank Berhad
Malayan Banking Berhad
Hong Leong Bank Berhad
CIMB Bank Berhad
Chang Hwa Commercial Bank, Ltd

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Sector: Consumer Products & Services
Stock Name : YENHER
Stock Code : 5300

DIRECTORS' PROFILE

DATO' CHENG MOOH TAT
Executive Chairman

Age	63
Gender	Male
Nationality	Malaysian

Dato' Cheng Mooh Tat ("Dato' Cheng"), male, a Malaysian aged 63, is our Executive Chairman and was appointed to our Board on 9 March 2020. He is responsible for overseeing the overall business direction and strategies of our Group.

Dato' Cheng is a co-founder of Yenher Agro-Products Sdn Bhd ("Yenher Agro"), Yenher Biotech Sdn Bhd ("Yenher Biotech"), YH European Protein Asia Sdn Bhd ("YHEPA") and Yenher Bio Green Sdn Bhd ("YBG"). He has more than 40 years of experience in animal health and nutrition industry. He also serves as a director of Yenher Agro and Yenher Biotech, YHEPA and YBG and is responsible for overseeing the business operations of those companies.

Dato' Cheng has played an instrumental role in the growth and development of our Group throughout the years. His extensive experience in the development of our Group's products which included premixes, complete feed, formulated products and biotech animal feed ingredients, has contributed significantly to the expansion and diversification of the Group's product portfolio. In addition, he was also responsible for the establishment of laboratory division, which has enabled our Group to conduct R&D activities as well as perform various diagnostic and material analyses in-house, thereby enhancing the Group's technical capabilities and operational efficiency.

Dato' Cheng Mooh Tat is the brother of Cheng Mooh Chye and Cheng Mooh Kheng, and is the spouse of Datin Theoh Mooi Teng.

CHENG MOOH KHENG
Executive Director

Age	57
Gender	Male
Nationality	Malaysian

Cheng Mooh Kheng ("Mr. Cheng"), male, a Malaysian aged 57, is our Executive Director and was appointed to our Board on 9 March 2020. He is primarily responsible for overseeing the sales and marketing strategies of our Group.

Mr. Cheng joined Yenher Agro in 1993 and is a co-founder of Yenher Biotech, YHEPA and YBG. He has more than 33 years of experience in the sales and marketing activities of animal health and nutrition industry. He also serves as a director of Yenher Agro and Yenher Biotech, YHEPA and YBG.

Cheng Mooh Kheng is the brother of Cheng Mooh Chye and Dato' Cheng Mooh Tat and is the brother-in-law of Datin Theoh Mooi Teng.

Directors' Profile (Cont'd)

DATIN THEOH MOOI TENG
Executive Director

Age	59
Gender	Female
Nationality	Malaysian

Datin Theoh Mooi Teng ("Datin Theoh"), female, a Malaysian aged 59, is our Executive Director and was appointed to our Board on 9 March 2020. Datin Theoh is responsible for overseeing our Group's accounting and finance departments. She is also responsible for overseeing our Group's purchasing, shipping, administration and human resource functions. Datin Theoh graduated with a Bachelor of Arts in Economics (Hons) from the University of Sunderland in the United Kingdom in 1990.

Datin Theoh joined Yenher Agro in 1992. She has more than 33 years experience in management roles overseeing accounting and finance, purchasing, shipping, administration and human resource functions. In October 2019, Datin Theoh was appointed as a director of Yenher Agro. She also serves as a director of YHEPA and YBG.

Datin Theoh is the spouse of Dato' Cheng Mooh Tat and is the sister-in-law of Cheng Mooh Chye and Cheng Mooh Kheng.

TAN PENG LAM
Independent Non-Executive Director

Age	67
Gender	Male
Nationality	Malaysian

Tan Peng Lam ("Mr. Tan"), male, a Malaysian aged 67, is our Independent Non-Executive Director. He was appointed to our Board on 10 November 2020. He is the Chairman of our Audit and Risk Management Committee and a member of our Nomination Committee and Remuneration Committee.

Mr. Tan obtained a Master in Business Administration from Massey University in New Zealand in November 1992. Mr. Tan is a Fellow member of the Association of Chartered Certified Accountants and a registered Chartered Accountant with the Malaysian Institute of Accountants.

Mr. Tan Peng Lam had 39 years of working experience in Auditing, Finance, Accounting and Corporate Finance both in Malaysia and overseas. He had worked in Big 8 Accounting Firm and listed company in Malaysia. Prior to his retirement in 2019, he was the CFO of Texchem Resources Berhad ("Texchem") and had worked with Texchem for 19 years.

Currently, he is also an Independent Non-Executive Director of Berjaya Property Berhad (formerly known as Berjaya Land Berhad) and RGT Berhad.

Directors' Profile (Cont'd)

DR ONG BEE LEE
Independent Non-Executive Director

Age	72
Gender	Female
Nationality	Malaysian

Dr Ong Bee Lee ("Dr Ong"), female, a Malaysian aged 72, is our Independent Non-Executive Director. She was appointed to our Board on 1 July 2022. She is the Chairman of Nomination Committee and a member of the Audit and Risk Management Committee and Remuneration Committee.

Dr Ong obtained the International Register of Certified Auditors (IRCA) QMS ISO Lead Auditor certifications for ISO 9001 and ISO 17025 from National Association of Testing Authorities (NATA), Australia. She completed her Degree in Veterinary Medicine and Animal Science and Master in Aquatic Animal Health from Universiti Pertanian Malaysia.

Dr Ong started her career in the Department of Veterinary Services Malaysia (DVS) as Veterinary Officer in May 1980. Subsequent she was promoted as Director of DVS of many laboratories and the swine unit until she retired in February 2006. In the same year, she was invited to work with World Health Organization (WHO) as a Zoonotic Epidemiologist in Communicable Disease Surveillance and Response Division, Western Pacific Regional Office in Philippines until May 2011. During her tenure in WHO, she was responsible for managing zoonotic diseases such as Avian Influenza (H5N1), pandemic H1N1 (2009) or swine flu, leptospirosis, plague, brucellosis, anthrax and rabies across the Asia and Western Pacific region and internationally.

In July 2011, Dr Ong was invited to join the Faculty of Veterinary Medicine in Universiti Putra Malaysia as Associate Professor until September 2014. In October 2014, she joined Universiti Malaysia Kelantan as a Principal Fellow/ Industrial Professor of the Faculty of Veterinary Medicine until September 2018. As an academician, she has published many books/ book chapters and international guidelines and papers for managing zoonotic disease control and prevention. Her areas of expertise are epidemiology, veterinary public health, pig and poultry disease, aquatic animal health, laboratory management and quality assurance program. Her research areas covered pig and poultry diseases, diseases related to transmission from animal to human e.g. AI, Swine Flu, Rabies, TB and aquatic animal health. She has also produced many post graduates (PhD and Master Levels) and undergraduates in these areas.

Currently, Dr Ong is a freelance Lead and Technical Auditor for Standards Malaysia Laboratory Accreditation Scheme.

DATO' LIM CHOON KHIM
Independent Non-Executive Director

Age	49
Gender	Male
Nationality	Malaysian

Dato' Lim Choon Khim ("Dato' Lim"), male, a Malaysian aged 49, is our Independent Non-Executive Director. He was appointed to our Board on 10 November 2020. He is the Chairman of our Remuneration Committee and a member of our Audit and Risk Management Committee, as well as Nomination Committee.

Dato' Lim graduated with a Bachelor of Laws and Bachelor of Commerce from the University of Melbourne in June 2001. He was admitted to the Malaysian Bar in 2002.

Dato' Lim currently serves as a Partner of CK Lim Law Chambers. He has 21 years of experience handling legal matters involving commercial, company, banking, construction, constitutional and land laws. He also handles labour, employment and industrial disputes.

Dato' Lim also acts in advisory roles for multinational corporations, real estate developers and government-linked companies on matters relating to Malaysian law.

Save as disclosed above, the above Directors have:
- no other directorships in other listed companies;
- no family relationship with any Director and/ or major shareholder of Yenher; and
- no conflict of interest in Yenher.

The above Directors have not been convicted of any offence (other than traffic offences) within the past five (5) years and have not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

The attendance of the Directors at Board Meetings and Board Committee Meetings for the FY2025 is disclosed in the Corporate Governance Overview Statement on page 33 of this Annual Report.

Key Senior Management Profile

CHENG MOOH CHYE
Executive Director at Yenher's subsidiaries

Age	67
Gender	Male
Nationality	Malaysian

Cheng Mooh Chye ("Mr. Cheng"), male, a Malaysian aged 67, is our director of Yenher Agro and Yenher Biotech.

Mr. Cheng joined Yenher Agro in 1993 and is a co-founder of Yenher Biotech. He has more than 30 years of experience in animal health and nutrition industry and overseeing the warehousing operations of the Group. He currently serves as a director of Yenher Agro and Yenher Biotech.

Cheng Mooh Chye is the brother of Dato' Cheng Mooh Tat and Cheng Mooh Kheng, and is the brother-in-law of Datin Theoh Mooi Teng.

LIM SEK YANG
Deputy General Manager of Finance

Age	46
Gender	Male
Nationality	Malaysian

Lim Sek Yang ("Mr. Lim"), male, a Malaysian aged 46, is our Deputy General Manager of Finance. He is responsible for overseeing the accounting and finance functions of our Group.

Mr. Lim graduated with a Bachelor of Accountancy (Hons) from Universiti Utara Malaysia in Kedah in September 2005. He is a member of the Malaysian Institute of Accountants since 2009 and a member of the Chartered Institute of Management Accountants since 2017.

Mr. Lim began his career at Ernst & Young, an accounting firm in July 2005, as an Associate in the assurance and advisory business services division and was subsequently promoted to Senior Associate in 2007. During his stint with Ernst & Young, he was involved in conducting statutory financial audits and special audits (which included consolidation for private and public limited companies in various industries).

Mr. Lim left the firm in November 2007 and joined Armstrong Auto Parts Sdn Bhd in June 2008 as an Assistant Manager in the accounts department where he oversaw the company's financial and accounting functions. Armstrong Auto Parts Sdn Bhd is a subsidiary of Oriental Holdings Berhad, a company listed on the Main Market of Bursa Securities and is involved in, among others, the manufacturing and distribution of automotive parts.

Mr. Lim then left the company and joined ZF Chassis Systems Sdn Bhd in November 2012, a manufacturer of automotive parts, as a Finance and Controlling Manager where his responsibilities included setting up and overseeing the daily operations of the company's finance and controlling department. He was subsequently appointed as the Plant Compliance Delegate in 2013 to oversee the company's compliance with the provisions of law and its internal rules.

Subsequently, Mr. Lim left the company and joined Yenher Agro as a Finance Manager in July 2017 and was then promoted to his current position in January 2021.

Save as disclosed above, the above Key Senior Management have:

- no other directorships in other listed companies;
- no family relationship with any Director and/ or major shareholder of Yenher; and
- no conflict of interest in Yenher.

The above Key Senior Management have not been convicted of any offence (other than traffic offences) within the past five (5) years and have not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

Summary and overview of business

Yenher Holdings Berhad ("Yenher" or the "Company") and its subsidiaries ("Yenher Group" or the "Group") are principally involved in the business of manufacturing and distribution of animal health and nutrition products. Our manufacturing products include premixes, complete feed, formulated products and biotech animal feed ingredients while our distribution products include various types of feed additives, vitamins, minerals, veterinary pharmaceuticals, veterinary vaccines, farm equipment, livestock reproduction products, disinfectant products, companion animal products, grains and oilseeds. Complementary to our products are the technical consulting services provided to our customers to enhance the health and promote the growth of their livestock with the experience, expertise, scientific approach and innovative solutions provided by the Group. The Group principally serves the Malaysian market but also has various markets overseas, exporting to Indonesia, Brunei, Hong Kong, Taiwan, Pakistan, South Korea, and the Philippines.

In 2025, Malaysia's poultry sector experienced growth, aligned with the government's push for self-sufficiency and food security. Stronger market demand, especially from the poultry sector, contributed to the Yenher Group's revenue growth in FY2025. Pressure from the cost of input materials eased, supported by a stronger Malaysian ringgit.

In January, a fire occurred at the factory of a subsidiary of the Group, resulting in damage to certain equipment and inventories with a total carrying amount of RM1.8 million. The loss was subsequently recovered through insurance compensation amounting to RM2.9 million.

In order to ensure continuity of supply to customers, the Group carried out interim operational measures to minimise operational disruption and stabilised production, including mobilising workforce in overtime production, repair of factory, engaging additional outsourced workers, and renting equipment. While these measures resulted in temporary cost overruns, they enabled business continuity and contributed to continuous revenue growth. The production capacity of Yenher Group normalised in the fourth quarter of 2025.

Review of financial performance and position

In FY2025, the Group recorded RM291.4 million in revenue, an increase of 7.0% compared to the previous financial year. The Manufacturing and Distribution Activities contributed 46.4% and 53.6% of the Group's revenue, respectively. The Distribution Activity reported 2.4% lower revenue at RM156.2 million, while the Manufacturing Activity revenue grew notably by 20.4%, marking a record revenue of RM135.2 million. Despite the increase in total revenue, the Group experienced a decline in overall profit margin, primarily due to the product mix and interim cost overruns associated with the fire incident.

Profit before Tax ("PBT") is recorded at RM27.4 million, 3.6% lower than the previous financial year, after accounting for expenses associated with the interim operational measures and impairment loss in trade receivables. The Group reported a Profit after Tax ("PAT") of RM20.6 million, compared to RM21.5 million for the last financial year.

	FYE 2025	FYE 2024	Changes (%)
	RM'000	RM'000	
Revenue	291,442	272,288	7.0%
Gross Profit	54,054	52,742	2.5%
Gross Profit margin (%)	18.5%	19.4%	
Profit Before Tax	27,407	28,420	(3.6%)
Profit After Tax	20,583	21,523	(4.4%)
PAT margin (%)	7.1%	7.9%	

The Group's total assets increased by 7.3% to RM310.5 million as at 31 December 2025, mainly driven by increases in property, plant and equipment and investment properties, including the ongoing construction of our GMP Plant. Total current assets declined by 11.3% to RM153.4 million as at the same date. The Group also recorded lower cash and cash equivalents and short-term investments, which were mainly utilised for the construction of the GMP Plant.

The Group's total liabilities remained relatively low at RM42.0 million as at 31 December 2025, compared to RM33.1 million as at 31 December 2024. The total liabilities comprised mainly deferred tax liabilities of RM4.3 million and payables of RM37.7 million. The Group does not have any bank borrowings.

The net profit for the financial year has boosted the Group's total equity to RM268.5 million, a growth of 4.8% from the previous financial year amounted to RM256.3 million. Liability-to-equity ratio remained low at 0.15x (compared to 0.13x for the previous financial year), demonstrating high solvency.

Review of operating activities

Manufacturing Activity

The Group currently operates two manufacturing plants – one for premixes, complete feed, and formulated products; and one for biotech animal feed ingredients. Our products are formulated to cater for the different needs of livestock based on different growth stages and health conditions. The feed formulations can also be customised depending on customers' needs. We also offer specialised formulations designed in-house through our Green Ideal Protein ("GIP") series of premixes.

The revenue from Manufacturing Activity for FY2025 grew by 20.4% to a record RM135.2 million, compared to RM112.3 million for FY2024, and contributed 59.9% to the Group's gross profit. This marks an encouraging milestone in line with the Group's strategy to achieve sustainable long-term growth in its Manufacturing Activity. In FY2025, there was a higher demand for animal nutrition products including premix and formulated products due to higher investments in flock health, feed conversion and biosecurity.

The Group's subsidiary, Yenher Agro-Products Sdn Bhd, has also filed an insurance claim for fire consequential losses on 6 January 2026, the compensation of which will be disclosed upon finalisation and agreement with the insurer.

The Group commenced the construction of the new GMP plant to expand its production capacity and consolidate existing capacities into a single location to streamline the manufacturing process for efficiency. The new GMP plant is expected to expand production volume threefold, and it will house our new office space, research and development centre, and warehouse. The GMP plant construction is expected to be completed in October 2026, followed by approvals from relevant local authorities.

Distribution Activity

The Distribution Activity encompasses the marketing and sale of a broad range of animal health products, including feed additives, vitamins, minerals, veterinary pharmaceuticals, vaccines, farm equipment, livestock reproduction products, disinfectants, grains and oilseeds. This activity also covers the distribution of established and reputable brands of animal health related products through formal distributorship arrangements.

Revenue from Distribution Activity declined by 2.4% to RM156.2 million from RM160.0 million in FY2024 and contributed 40.1% of the Group's total gross profit.

We will continue to broaden our product portfolio by actively pursuing new distributorship rights and enhancing the range of product options available in the market.

Key risks

The Group's business closely relates to the livestock industry, and adverse risks affecting the industry pose inherent risks to our business. There are various factors affecting the economics of the industry, including feed prices, biosecurity, animal diseases and livestock population. Yenher Group offers a wide range of products and services to support the development of a healthier and more sustainable livestock market and offer solutions to manage these risks in the industry. Our products and services are catered to the various needs of livestock in different growth stages, including vaccines and nutrition products that improve the quality of animal production.

Nonetheless, our business exposed to the risk of livestock population. For example, an outbreak of animal disease may affect the overall livestock population and thus lower demand for our products and services. In this regard, our mitigation objective lies with continuously supporting livestock farmers to enhance livestock health through our products and services. We will also continuously diversify our products and technical services as well as expanding our business in regional markets in order to reduce our risks.

Our business depends on the global supply chain as our raw materials sourced globally. Geopolitical conflicts, trade wars, or disruptions in the global and regional networks may impact our supplies, including cost price, delivery schedule, or material availability. In this regard, we place emphasis in establishing and maintaining good relationships with our carefully selected suppliers. Our supply chain management is assessed regularly alongside other business functions, including product planning, costing, and logistics to optimise margins and to enable timely response to supply chain risks as and when they arise.

Dividends

On 25 August 2025, the Board declared a first single-tier interim dividend of 1.50 sen per ordinary share amounted to RM4,500,000 for the financial year ended 31 December 2025. The dividend was paid on 10 October 2025.

On 27 February 2026, the Board declared a second single-tier interim dividend of 1.50 sen per ordinary share amounted to RM4,500,000 for the financial year ended 31 December 2025. The dividend was paid on 10 April 2026.

The dividend payout of RM9 million represents 43.5% of the Group's profit for FY2025, which is in line with our dividend policy of distributing at least 40% of our annual audited profit attributable to the shareholders.

Prospect and conclusion

The Group anticipates a continuous, steady recovery in Malaysia's livestock industry, supported by population growth and demand for food security. In the poultry sector, rising consumer demands and improved supply chain conditions further contribute to a positive outlook.

Demand for the Group's products and services are expected to remain supported by the positive outlook of the livestock industry. Yenher Group continues to pursue its pivotal role in supporting customers, such as leveraging our expertise and products to boost the growth of the poultry sector and bolstering biosecurity protocols in efforts to address challenges posed by African Swine Fever in swine sector.

The Group's expansion plans have been updated to include feedmill machinery in the new GMP plant, previously targeted for completion in the second half of 2026. The plant is expected to support growth in market expansion, product development, and production capacity.

The project team has informed the Board that due to unforeseen circumstances, including manpower shortages from the China-based supplier, completion is now expected to be in October 2026. The Certificate of Completion and Compliance (CCC) is targeted by year-end 2026, subject to approval from the relevant local authorities. Separately, the Group's Black Soldier Fly (BSF) facility, operated through its subsidiary Yenher Bio Green Sdn Bhd is expected to commence production in May 2026.

Black Soldier Fly (BSF) larvae are highly effective organic waste converters that generate multiple useful products. The harvested larvae produce high-quality protein meal and oil, offering a natural alternative to soymeal, fishmeal, and vegetable oils for animal feed. The process also generates frass — a nutrient-rich residue that works as an organic fertiliser, providing a natural substitute for chemical fertilisers. Together, these products make BSF a practical and environmentally responsible way to turn organic waste into valuable resources.

The Group takes a cautiously optimistic view with regard to the Group's performance for the financial year ending 31 December 2026.

Sustainability Statement

Introduction

The Board of Directors ("Board") of Yenher Holdings Berhad ("Yenher") is pleased to present this Sustainability Statement (this "Statement") that highlights the sustainability progress and performance of Yenher and its subsidiaries ("Yenher Group" or the "Group") for the financial year ended 31 December 2025 ("FY2025").

The scope covered in this Statement include all operations of the Group, namely the head office in Penang and production operations in Malaysia as well as warehouse and office in Sarawak. The subsidiaries included in the Scope are as follows:

- Yenher Agro-Products Sdn Bhd ("Yenher Agro"); and
- Yenher Biotech Sdn Bhd ("Yenher Biotech").

Preparation of Report

This Statement has been prepared in accordance with the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa"). In the preparation of this Statement, we have also considered the Sustainability Reporting Guide – 3rd Edition, and its accompanying Toolkits, published by Bursa.

Assurance

This Statement has undergone independent internal review by Yenher's internal auditor, Sterling Business Alignment Consulting Sdn. Bhd. The review included an assessment of the reasonableness of the qualitative narratives and the accuracy of the quantitative data disclosed in this Statement.

Governance Structure for the Management of Business Sustainability

The ultimate responsibility for the management of the Group's sustainability matters lies with the Board of Yenher, who ensures the business strategies incorporate sustainability considerations including environmental, climate, and social matters affecting the long-term value creation of the Group.

The Board oversees the governance structure of the Group, ensuring it supports the oversight, assessment, management, and monitoring of sustainability matters. The Board also ensures that there is appropriate delegation of responsibilities and systems in place to monitor the Group's sustainability performance, as well as communicating key sustainability strategies, priorities, progress, targets, and performance to internal and external stakeholders.

The Board provides leadership and direction to the Group including setting policies for relevant sustainability topics such as safety and health, business ethics, and anti-bribery.

Board of Directors ("Board")	Ensures the strategic plan of Yenher supports long-term value creation and includes strategies to address sustainability issues
Senior Management	Through its risk management and sustainability committee, drives sustainability strategy and leads Management's implementation of the strategies to ensure MSMs are managed in line with strategies and policies approved by the Board
Heads of Business Segments/ Departments	Carries out sustainability strategies and ensures associated risks and opportunities are managed within their respective business segments or operations

Governance Structure for the Management of Business Sustainability (Cont'd)

The Senior Management team, led by the Executive Chairman, is responsible for driving the Group's sustainability strategy, management, and performance. The Senior Management oversees the materiality assessment process which is used to identify, assess and analyse, manage, and report sustainability matters which are material ("MSMs") to the Group. The Senior Management team is also responsible for developing sustainability strategies and policies for the Board's review and approval.

The Senior Management leads the relevant heads of departments and functions in driving the implementation of the broad sustainability strategies and alignment with the Group's sustainability-related policies, as well as the effective management of MSMs which may affect business value creation over the short, medium, and long term.

In addition, the risks and opportunities associated with the MSMs are considered in the Group's risk management process and business strategies where necessary. This ensures a holistic management of the Group's risks, alongside other risks such as strategic and operational risks.

The Audit and Risk Management Committee oversees and reviews key risks of the Group annually.

The performance of the Group's management of its sustainability matters is reviewed by the Senior Management and reported to the Board on an annual basis.

Materiality Assessment

Materiality assessment is conducted every three years and reviewed annually to assess and determine the Group's MSMs, considering the importance of these matters to the Group's business and its stakeholders. The materiality assessment enables the Group to consider sustainability matters from diverse perspectives, incorporating the interest of the business and key stakeholders.

Yenher adopts a definition of "materiality" that is in line with the Listing Requirements, where a material sustainability matter is one that:

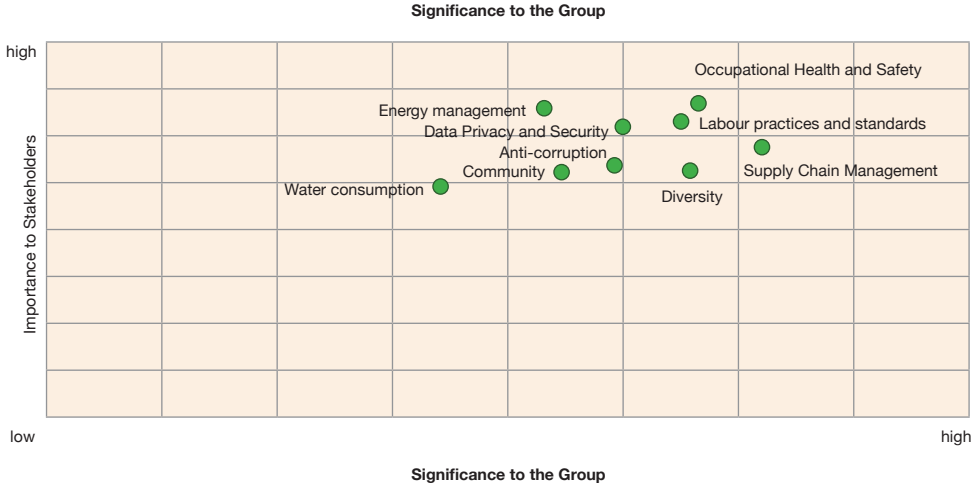
- reflects the Group's significant economic, environmental, social and governance impacts; or
- substantively influence the assessments and decisions of stakeholders.

In its materiality assessment, Yenher has also considered the disclosure of the common sustainability matters required to be disclosed in accordance with Part B of Practice Note 9A of the Listing Requirements.

The materiality assessment is carried out considering the views and concerns of stakeholders, including feedback and comments from stakeholders obtained during day-to-day business operations. In 2023, a stakeholder survey was carried out with the objective of seeking direct stakeholder input on the Group's assessment of its MSMs.

In FY2025, the Senior Management reviewed the Group's materiality matrix and noted no significant changes in the assessment of the MSMs compared to the previous year.

The Group's materiality matrix is presented as follows:



Stakeholder Engagement and Relationships

The Group categorises its stakeholders considering their dependence and influence on the business and the Group. The stakeholders are engaged and communicated with through various channels which are developed considering the engagement objectives and effectiveness of engagement channels.

We use these engagement channels to communicate key policies and information such as sustainability strategies, directions, targets, and performance. Through these engagement channels, we also obtain valuable stakeholders' feedback such as their business needs, their expectations, the views and concerns, and other considerations which help us improve our business and business relationships.

The following table highlights the Group's key stakeholders and how we engage with them.

Customer and distributors	• Meetings and discussions (including online) • Product briefings • Visits at customers' site • Complementary consulting and after sales services
Shareholders and investors	• Corporate website • Investor relations channel • Announcements on Bursa's website • Investor and analyst briefings • General meetings
Employees	• Employee Handbook and other company policy • Employee survey • Annual performance appraisal • Orientation and regular training
Suppliers and service providers	• Meetings and discussions (including online) • Site visits • Product sampling • Technical and product briefings
Regulators and authorities	• Meetings and discussions • Reporting as per laws and regulations
Bankers and financiers	• Annual bankers' review

We are committed to actively engaging with our stakeholders to build and sustain strong, constructive relationships. The Group seeks to understand their perspectives and needs, fostering collaborations that create shared value.

Our engagement approach reflects the nature of each stakeholder's relationship with the business, ensuring relevance and effectiveness. We periodically review these interactions to confirm that our communication channels and methods remain appropriate, adequate, and impactful.

Yenher's Vision, Mission, and Core Values

Yenher Group's business is guided by its Vision and Mission and driven by innovation, our expertise, and dedication to customers.

To be an innovative leader in design and develop unique, economic, and effective supply in animal health

Serving our customers with comprehensive solutions through dedicated team of qualified technical experts

Passion
Accountability
Teamwork
Integrity
Effectiveness
Negotiations
Technocracy

The way we do business, including how we manage the sustainability matters of the Group, are also aligned with the Group's Vision and Mission.

Ethics and Integrity

Relevant MSM:
- Anti-corruption

Integrity is amongst the most important values and is also a core value of the Group. We strive to develop business relationships with stakeholders on the basis of integrity, ethical business, trust, and honesty. We trust this will help to shape an ethical and trustworthy business environment for the business and the industry.

We are committed to upholding integrity and business ethics in our business and operations. This includes minimising environmental and social impacts as a result of our operations, upholding labour standards, and protecting the fundamental human rights of our employees in accordance with applicable laws and regulations.

Communicating Expectations

The Group has established a Code of Conduct and Business Ethics ("Code") to set out clear expectations and standards for ethical behaviours and conduct for Directors and employees. The Code is approved by the Board and addresses various topics including business ethics, managing conflict of interest, insider trading, anti-corruption, and responsible corporate citizenship. Such business ethics and values are further incorporated in the Group's internal codes, policies and procedures, and Employee Handbook.

New Directors and employees are introduced to the Code upon joining the Group and they are also required to acknowledge commitment to the Code, together with other applicable codes and policies of the Group.

From time to time, the Code will be reviewed or updated to reflect development of applicable laws and regulations. We also provide training or briefing to employees to keep them abreast of such updates, if any.

We also expect business associates and partners to act in alignment with Yenher's ethical values.

Ethics and Integrity (Cont'd)

Anti-Bribery and Anti-Corruption

The Board established an Anti-Bribery and Corruption ("ABC Policy") that stipulates the Group's zero-tolerance against all forms of bribery and corruption. The ABC Policy provides guidelines for high corruption-risk areas such as dealing with public officials, the use of gifts, hospitality, and entertainment, as well as donations and sponsorships. Facilitation payments are deemed bribes and are prohibited.

The ABC Policy is publicly available on our corporate website.

The ABC Policy forms part of the onboarding briefing materials provided to new employees and we ensure all Directors and employees receive relevant anti-corruption training.

The ABC Policy is also applicable to associated third parties, such as vendors, suppliers, agents, consultants, and business partners. Key third parties such as key suppliers and key service providers are introduced to the ABC Policy when they are engaged. We also communicate our zero-tolerance stance against bribery and corruption in our transaction documents such as purchase orders.

Yenher adopts a risk-based approach towards managing bribery and corruption. Corruption risk assessment is incorporated in the risk management process and managed and monitored alongside other risks which are subject to annual review and monitoring for risk management effectiveness.

As of 31 December 2025, all operations of the Group have been assessed for corruption-related risks.

	As at 31 December 2023	As at 31 December 2024	As at 31 December 2025
Percentage of operations assessed for corruption-related risks	100%	100%	100%

Percentage who have received training on anti-corruption	As at 31 December 2023	As at 31 December 2024	As at 31 December 2025
Directors	100%	100%	100%
Senior Management	100%	100%	100%
Management	100%	100%	100%
Executive	100%	100%	100%
Non-executive	100%	100%	100%

Percentage of parties who have been notified on our ABC Policy	As at 31 December 2023	As at 31 December 2024	As at 31 December 2025
Key suppliers and key service providers	100%	100%	100%

Ethics and Integrity (Cont'd)

Reporting breaches and violations

The Group has established a whistleblowing channel under its Whistleblowing Policy to enable the reporting of breaches of the Code of Conduct, misconduct, or other serious wrongdoings. This channel provides a secure and confidential mechanism for employees, external stakeholders, and third parties to raise concerns, including matters such as corruption or bribery. Whistleblowers are assured protection against retaliation, reinforcing the Group's commitment to integrity and accountability.

Anonymous reporting is permitted, and the channel ensures direct access to the Board of Directors to safeguard the independence and objectivity of the process. The Whistleblowing Policy is publicly accessible on the Group's corporate website, underscoring our commitment to transparency and responsible governance.

There were no significant cases of non-compliance in relation to business ethics-related matters, nor were there any confirmed incidents of corruption noted in FY2025.

	FY2023	FY2024	FY2025
Significant cases of non-compliance (business ethics-related matters)	0	0	0
Confirmed incidents of corruption	0	0	0

Employees

Relevant MSMs:
- Labour Practices and Standards
- Diversity

As at 31 December 2025, Yenher Group employs 142 employees, comprising of 63% permanent, full time employees and 37% contract-based, full-time employees. There were no part-time employees. There were no significant change in our workforce composition compared to the previous year.

We do not have a significant number of workers who are not our employees working at our sites, apart from security personnel. They are about 4% of our employees.

	As at 31 December 2023	As at 31 December 2024	As at 31 December 2025
Percentage of human resources that are third party outsourced contractors or temporary staff	6%	3%	4%

The Group runs a business and operations that have considerable requirements for manual labour, hence a higher proportion of male employees compared to female employees. Nonetheless, the Group has approximately 30% of female participation in positions at Management-level and above. The Board is also comprised of close to 30% female Directors.

Employees

The demographics of the Group's employees are fairly distributed across age groups.

As at 31 December 2025						
	Gender		Age Group			Total
	M	F	< 30	30 – 50	> 50	
Directors	5 (71%)	2 (29%)	0 (0%)	1 (14%)	6 (86%)	7
Employees	102 (72%)	40 (28%)	46 (32%)	72 (51%)	24 (17%)	142
Senior Management	2 (100%)	0 (0%)	0 (0%)	1 (50%)	1 (50%)	2
Management	7 (64%)	4 (36%)	1 (9%)	9 (82%)	1 (9%)	11
Executive	16 (55%)	13 (45%)	9 (31%)	12 (41%)	8 (28%)	29
Non-executive	77 (77%)	23 (23%)	36 (36%)	50 (50%)	14 (14%)	100

As at 31 December 2024						
	Gender		Age Group			Total
	M	F	< 30	30 – 50	> 50	
Directors	5 (71%)	2 (29%)	0 (0%)	1 (14%)	6 (86%)	7
Employees	104 (73%)	39 (27%)	41 (29%)	41 (29%)	26 (18%)	143
Senior Management	3 (100%)	0 (0%)	0 (0%)	2 (63%)	1 (50%)	3
Management	5 (63%)	3 (37%)	0 (0%)	7 (88%)	1 (12%)	8
Executive	16 (55%)	14 (47%)	8 (27%)	13 (43%)	9 (30%)	30
Non-executive	80 (78%)	22 (22%)	33 (32%)	54 (53%)	15 (15%)	102

As at 31 December 2023						
	Gender		Age Group			Total
	M	F	< 30	30 – 50	> 50	
Directors	5	2	0	1	6	7
Employees	107	38	46	81	18	145
Senior Management	4	0	0	3	1	4
Management	4	2	0	6	0	6
Executive	17	16	11	15	7	33
Non-executive	82	20	35	57	10	102

Employees (Cont'd)

Employees' Human Rights and No Discrimination

The Group respects the fundamental human rights of all people. We are strictly against child labour, forced labour, or involuntary labour. We are committed to complying with applicable laws and regulations pertaining to labour practices, including workplace safety, minimum wages, reasonable overtime, and accommodations. We do not restrict employees' freedom of association or rights to collective bargaining.

We believe all employees shall be treated equally and not discriminated in any way based on their gender, religion, disabilities, marital status, etc. Such principles are formalised in our Employee Handbook and applies to all our employment practices, including recruitment, training, promotions, and disciplinary actions.

Yenher Group does not tolerate any harassment or bullying, including sexual harassment, which are reportable matters. Employees can report any violation of human rights, cases of discriminatory nature, or breaches of fair employment practices via the Group's whistleblowing channel.

During the financial year under review, there were no substantiated complaints concerning human rights violations reported.

	FY2023	FY2024	FY2025
Number of substantiated complaints concerning human rights violations	0	0	0

Talent development

Talent development forms part of the Group's human capital management and development. Talent development also supports Yenher's succession planning program in ensuring ongoing presence of leadership and a pipeline of talents and skills to support the Group's long-term value creation. The Group supports the personal and professional development of employees on an ongoing basis. The skills required by the Group includes research and development ("R&D"), sales and marketing, production, amongst others.

We assess the training needs of our employees through the annual performance appraisal, which is also an important platform for assessing employees' performance during the year and consider the relevant reward or promotion, as applicable. The training needs of business functions and employees are considered alongside the business strategies and the Group's objectives. Employees may also request for specific training as relevant to their work and career development plans.

The Group targets to achieve 4 minimum training hours per year for direct employees (i.e. production workers) and 8 minimum training hours for indirect employees (i.e. non-production workers).

In FY2025, the Group increased its training provided to employees, recording 3,086.5 hours of training provided to employees or 21.7 hours per employee, an increase of about 32% compared to the previous year.

90.5% and 75.0% of our direct and indirect employees, respectively, achieved the target minimum training hours set.

Training hours	FY2023	FY2024	FY2025
Directors	**205.50**	**77.50**	**161.00**
Employees	**2,897.00**	**2,395.25**	**3,086.50**
Senior Management	222.50	150.50	125.50
Management	260.25	343.50	557.50
Executive	1,210.00	772.25	1,004.75
Non-executive	1,204.25	1,129.00	1,398.75

Employees (Cont'd)

Talent development

	FY2023	FY2024	FY2025
Percentage of direct employees achieving a minimum of 4 hours of training	96.1%	96.0%	90.5%
Percentage of indirect employees achieving a minimum of 8 hours of training	74.3%	71.0%	75.0%
Average training hours per employee	20 hours	16.5 hours	21.7 hours

Highlights of the training topics provided to employees during the financial year under review are as follows:

- Team Building;
- Livestock Feed Mill Management;
- Broiler Breeder Management 2025;
- Sharpening Practical Accounting Skills to Handle Full Set of Accounts;
- Tatacara Permohonan Klasifikasi Barangan;
- Professional Positive Work Habit & Self-Motivation Skills;
- Application of Ms Excel for Data Analysis in Analytical Chemistry;
- Corporate Integrity & Accountability: Navigating Duties, Ethics & Governance Risks;
- Dealing with African Swine Fever (ASF) in Malaysia Seminar;
- Seminar Pendaftaran Sijil Penjual Makanan Haiwan;
- SQL Accounting System & E-Invoice Training;
- E-Invoice Implementation Treatment for Various Kinds of Business Transactions;
- Sales Tax Amendments & Service Tax Expansion;
- Webinar of SST in 2025: Coping with the Changes and Challenges Ahead (Service Tax);
- Leadership and Supervisory Development Program;
- 2025 Fisher Scientific Xperience:Penang Edition;
- Effective Store/ Warehouse Operations with Half Day Stock Take;
- Clerical Development Program;
- BJIM Industrial Talk @ INFORMM Improving Lab Instrument Understanding & Handling;
- Sustainability Reporting Excellence for M'sian Public-listed Corporations: Applying the IFRS S1 & S2 and Navigating Local Regulatory Landscape;
- Swine Production and Management 2025;
- Foreign Workers Compliance Seminar 2025; and
- Tax Seminar on Budget 2026

We collaborate with universities to offer internship opportunities that provide graduates with valuable industry experience. These programs also enable the Group to identify promising talent, with the potential to extend permanent employment offers to outstanding candidates. Our talent development efforts place particular emphasis on fields such as biotechnology and livestock nutrition, reflecting our commitment to building expertise in areas critical to our long term growth and sustainability.

Employee Engagement and Retention

We operate in a market that is competitive for talents. In this regard, in addition to creating a conducive working environment, we also offer attractive packages and benefits to attract suitable talents and skills to work with us.

We carry out ongoing employee engagement activities to communicate with employees and understand how the Group can support employees' performance at work. The Group's various employee engagement channels are crucial tools for us to have effective communication with employees, understand their concerns and needs, as well as to support employees' satisfaction at work.

Employees (Cont'd)

Employee Engagement and Retention (Cont'd)

The Group's recorded a manageable overall turnover rate[1] of 8.42% in FY2025 and we continued to address our recruitment needs via active hiring processes.

	FY2023		FY2024		FY2025	
	Turnover number	Turnover rate	Turnover number	Turnover rate	Turnover number	Turnover rate
Senior Management	1	22.2%	1	28.6%	1	40%
Management	1	15.4%	0	0%	0	0%
Executive	2	5.9%	5	16.7%	4	13.6%
Non-executive	12	11.9%	16	15.8%	7	6.9%

[1] Turnover is calculated using the year's average number of employees (the beginning and end of the year) as denominator

Occupational Health and Safety

Relevant MSM:
- Occupational Health and Safety

Yenher Group is committed to providing a safe workplace and this is formalised in our Safety Policy, which is an important consideration in the design of our processes, operations, and standard operating procedures ("SOPs").

In addition to having policies, processes, and controls, compliance by employees is crucial for overall safety performance. The Safety Policy and relevant SOPs are communicated to employees, and they are required to familiarise themselves with the SOPs. From time to time, we conduct safety compliance checks or audits to assess the effectiveness or adequacy of our safety and health controls.

The SOPs are reviewed for enhancement from time to time.

Management of Safety and Health

We have established elements of an occupational safety and health management system such as relevant governance bodies, policies, processes to identify, assess, manage, and monitor safety and health risks, relevant documentation, and continuous improvement processes.

We have a Safety and Health Committee whose members include representatives from the production floor, and this allows working-level concerns to be communicated and considered in the committees' deliberations and decisions. The Safety and Health Committee is responsible for overseeing the overall safety and health performance and meets quarterly.

Hazard Identification, Risk Assessment and Risk Control ("HIRARC") is carried out to identify and assess high-risk areas and hazards, including assessing the possible causes and potential impacts. Risk mitigation approaches and measures are implemented, such as providing sufficient personal protection equipment ("PPE") for employees, putting up protection barriers, and safety training. SOPs will be updated to reflect enhanced safety controls.

In addition to preventive measures, our safety and health management system also includes processes to guide employees to respond appropriately in the event of incidents or accidents. Generally, we require our employees to put their safety first and remove themselves from situations that may potentially threaten their health and safety. We also have an incident and injury review process where incidents and accidents are documented and analysed to identify if controls need to be enhanced to prevent recurrence. Action plans will be developed, carried out, and followed up.

The Safety and Health Committee meets quarterly and reviews the Group's safety performance. It reports to the Executive Directors annually.

Occupational Health and Safety (Cont'd)

Safety and Health Performance

We have set targets to have zero cases of occupational-related serious injuries or fatalities.

We are pleased to report that there were no cases of occupational-related serious injuries or fatalities recorded for the year.

	FY2023	FY2024	FY2025
Lost time incident rate	0	0	0
Occurrence of occupational illness/poisoning/ disease (no. of cases)	0	0	0
Occurrence of accidents resulting in serious injury or fatality (no. of cases)	0	0	0

Safety and Health Training

Employees regularly receive safety briefings and training to reinforce awareness of the Group's established safety procedures. These programs equip our employees to perform their duties safely and to respond appropriately in the event of an incident or emergency. The training is tailored to reflect the specific risks employees may face and the nature of their work.

Safety training is prioritised especially for employees who are exposed to hazards at work. In FY2025, 77 employees are provided with health and safety training.

	FY2023	FY2024	FY2025
Number of employees trained on health and safety standards	114	120	77

The safety and health training provided in FY2025 included the following topics, amongst others:

- Certified Environmental Professional in Scheduled Waste Management (Cepswam);
- Sesi Libat Urus Sohelp di Tempat Kerja Berisiko Tinggi Tahun 2025;
- Seminar Badan Peneraju Industrial (ILB) Bidang Kebombaan Tahun 2025; and
- Hearing Conservation Training.

Supply Chain Management

Relevant MSM:
- Supply chain management

Our raw materials and products are sourced locally and internationally considering the quality, pricing, and availability of supplies. The continuity of our operations depends greatly on the stability and integrity of the supply chain. Supply chain management is also a strategic matter which supports the expansion of our products offered, product capacity, and market expansion.

Supply chain management, production planning, and inventory management are carried out diligently to ensure product availability, product quality, and profitability of our business. In addition, production planning, schedule, and progress are timely monitored and coordinated internally among functions, as well as communicated to clients.

Our supply chain management efforts include establishing and maintaining close relationships with business partners, including our suppliers, customers, and service providers. The Group also hold distributorships which enables us to provide a diverse range of products and serve as a one-stop centre to cater for the needs of our customers.

Supply Chain Management

Suppliers are required to be assessed before they are included in the approved vendor list, including considerations such as product and service quality, pricing and delivery, business ethics and integrity, and others.

Our supply chain management is assessed regularly alongside other business functions including product planning, costing, and logistics to optimise margin so we can respond to supply chain risks as they arise.

Local procurement

We understand that purchasing locally will help to support the local economy. Where practical, purchasing locally may also help to diversify supply chain-related risks such as reducing lead time or mitigating geopolitical risks. In this regard, we adopt a balanced strategy and maintain a supply chain with a suitable mix that considers availability, delivery efficiency, quality, and supply chain risk management.

In FY2025, approximately 40% of the Group's spending was for local suppliers.

	FY2023	FY2024	FY2025
Proportion of spending on local suppliers	30%	37%	40%

Occupational Health and Safety

Relevant MSM:
- Data privacy and security

Safeguarding information security and integrity is essential to protect the Group's corporate data, customer information, and personal data of employees. Our information systems are secured through controls such as including firewalls, antivirus protection, and access controls.

We also engage external IT consultants to support the effective operation and security of our systems.

There were no substantiated complaints concerning breaches of customer privacy or losses of customer data in FY2025.

	FY2023	FY2024	FY2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

Protecting and Preserving the Environment

Relevant MSMs:
- Energy management
- Water consumption

Energy and Greenhouse Gas ("GHG") Emissions

The Group reports its energy consumption and GHG emissions from the following sources:

- petrol and diesel – used mainly in company vehicles and logistics fleet;
- liquefied petroleum gas ("LPG") – used in forklifts; and
- purchased electricity – at operating sites and offices in Peninsula Malaysia, Sabah, and Sarawak.

Protecting and Preserving the Environment

Electricity consumption is estimated from electricity bills while fuel consumption is estimated based on accounting records.

Energy consumption	FY2023 (MWh)	FY2024 (MWh)	FY2025 (MWh)
Petrol and diesel	N/A	1,137.96*^	1,176.23
LPG	N/A	237.54*	242.74
Purchased electricity	641.17	622.62	644.44
Total		**1,998.12^**	**2,063.41**

Note:
* data collection for fossil-based fuel data began in FY2024
^ data restated arising from review of categories (Energy derived from Petrol and Diesel restated from 1,591.57 MWh to 1,137.96 MWh; Total energy restated from 2,451.73MWh to 1,998.12MWh)

GHG emissions [2]	FY2023 (tCO_2e)	FY2024 (tCO_2e)	FY2025 (tCO_2e)
Scope 1[3]	N/A	344.45*^	355.11
Scope 2[4]	473.44	462.15	461.31
Scope 3	N/A	99.53^	89.65

Note:
* FY2024 GHG emissions data begins to include emissions from fossil fuels.
^ data restated arising from review of categories (Scope 1 emission restated from 58.65 tCO2e to 344.45 tCO2e. Scope 3 emission restated from 395.89 tCO2e to 99.53 tCO2e)

This year, we reviewed the data sources for the calculation of petrol and diesel, and have developed more detailed categories for more accurate estimation of energy consumption and emission, including for Scope 3 emission. As a result, the energy consumption and emission reported for petrol and diesel in FY2024 have been restated.

2 Includes carbon dioxide, methane, and nitrous oxide
3 Estimated using the Stationary Combustion Tool (Version 4-1) published by the GHG Protocol
4 estimated using the following Grid Emission Factors.
- For FY2023 data - FY2021 GEF: 0.758 Gg CO2e/ GWh and 0.198 Gg CO2e/ GWh for Peninsula Malaysia and Sarawak, respectively.
- For FY2024 data - FY2022 GEF: 0.774 Gg CO2e/ GWh and 0.199 Gg CO2e/ GWh for Peninsula Malaysia and Sarawak, respectively. Source: Grid Emission Factor (GEF) in Malaysia (2017-2022), assessed from https://meih.st.gov.my/home
- For FY2025 data - FY2024 GEF: 0.740 Gg CO2e/ GWh, 0.199 Gg CO2e/ GWh, and 0.539 for Peninsula Malaysia Sarawak, and Sabah respectively. Source: Grid Emission Factor (GEF) in Malaysia (2022-2024) - Provisional, assessed from https://meih.st.gov.my/home

Scope 3 emissions cover Category 6 – Business Travel derived from fuel claims from employees only.

We strive to consume energy efficiently to minimise cost as well as to prevent unnecessary emissions of GHG. In addition, we also consider the use of cleaner energy. Our new plant will be fitted with solar photovoltaic ("PV") generation system.

Protecting and Preserving the Environment (Cont'd)

Water usage

Our production activities do not require and depend on water. Water is generally sourced from municipal sources and used for domestic purposes at our offices and for cleaning, including the washing of trucks entering our premises to maintain site hygiene.

In FY2025, we withdrew approximately 13,461m3 of water, estimated from water bills.

	FY2023 (m^3)	FY2024 (m^3)	FY2025 (m^3)
Water withdrawal (m^3)			
Municipal water	15,057	14,194	13,461

Waste Management

Apart from occasional equipment-maintenance-related waste, we do not generate significant hazardous waste in our operations. All hazardous waste is managed by licenced waste contractors in accordance with the applicable regulations.

Our non-hazardous waste includes packaging materials and residual mix. Where possible, we segregate waste for recycling or reuse. Most of the waste recycled is related to products or materials which can be reused in our production.

Waste Management Data - FY2025	Generated (t)	Diverted from disposal (t)			Directed to disposal (t)		
		Reused	Recycled	Subtotal	Incineration	Landfill	Subtotal
Hazardous waste							
Production Waste	**0.83**	-	-	-	-	0.83	**0.83**
Lab Waste	**0.74**	-	-	-	-	0.74	**0.74**
Non-hazardous waste							
Industrial Waste	**306.61**	19.56	-	**19.56**	-	287.05	**287.05**

Waste Management Data - FY2024	Generated (t)	Diverted from disposal (t)			Directed to disposal (t)		
		Reused	Recycled	Subtotal	Incineration	Landfill	Subtotal
Hazardous waste							
Production Waste	**0.74**	-	-	-	-	0.74	**0.74**
Lab Waste	**0.40**	-	-	-	-	0.40	**0.40**
Non-hazardous waste							
Industrial Waste	**266.91**	88.65	1.00	**89.65**	-	177.26	**177.26**

Community contribution

Relevant MSMs:
- Community

In FY2025, the Group continued to carry out community contribution activities to support community wellbeing, including providing donations to support the provision of breakfast to students at a school.

This year, our contribution amounted to about RM183,940 for an estimated 7,742 beneficiaries.

	FY2023	FY2024	FY2025
Amount contribution to community	RM61,860	RM47,367	RM183,940
Number of estimated beneficiaries who are external to the Group	1,211	2,742	7,742

YENHER HOLDINGS BERHAD

BMLR Transition Period

Date & Time: 2026-04-03_12:09:31

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Directors	Percentage	100%	—	External (Limited)	Anti-bribery and anti-corruption training conducted yearly for employee; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Senior Management	Percentage	100%	—	External (Limited)	Anti-bribery and anti-corruption training conducted yearly for employee; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	100%	—	External (Limited)	Anti-bribery and anti-corruption training conducted yearly for employee; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	100%	—	External (Limited)	Anti-bribery and anti-corruption training conducted yearly for employee; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Non-executive	Percentage	100%	—	External (Limited)	Anti-bribery and anti-corruption training conducted yearly for employee; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100%	—	External (Limited)	
Bursa (Anti-corruption)	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	—	External (Limited)	No confirmed incidents of corruption reported during the financial year.
Bursa (Community/Society)	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	183,940.00	—	External (Limited)	

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Community/Society)	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	7,742	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Senior Management Under 30	Percentage	0	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Senior Management Between 30-50	Percentage	50	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Senior Management Above 50	Percentage	50	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Management Under 30	Percentage	9	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Management Between 30-50	Percentage	82	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Management Above 50	Percentage	9	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Executive Under 30	Percentage	31	—	External (Limited)	

YENHER HOLDINGS BERHAD

BMLR Transition Period

Date & Time: 2026-04-03_12:09:31

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Executive Between 30-50	Percentage	41	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Executive Above 50	Percentage	28	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Non-executive Under 30	Percentage	36	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Non-executive Between 30-50	Percentage	50	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Non-executive Above 50	Percentage	14	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Senior Management Male	Percentage	100	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Senior Management Female	Percentage	0	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Management Male	Percentage	64	—	External (Limited)	

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Management Female	Percentage	36	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Executive Male	Percentage	55	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Executive Female	Percentage	45	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Non-executive Male	Percentage	77	—	External (Limited)	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Non-executive Female	Percentage	23	—	External (Limited)	
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender group - Male	Percentage	71	—	External (Limited)	
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender group - Female	Percentage	29	—	External (Limited)	
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - Under 30	Percentage	0	—	External (Limited)	
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - Between 30 and 50	Percentage	14	—	External (Limited)	

YENHER HOLDINGS BERHAD

BMLR Transition Period

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FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - Above 50	Percentage	86	—	External (Limited)	
Bursa (Energy management)	Bursa C4(a) Total energy consumption	Megawatt	2,063.41	—	External (Limited)	Total energy consumption comprises electricity usage for corporate office and operational activities during the financial year.
Bursa (Health and safety)	Bursa C5(a) Number of work-related fatalities	Number	0	—	External (Limited)	No work-related fatalities were recorded during the financial year.
Bursa (Health and safety)	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	—	External (Limited)	Maintain zero lost-time incidents through proactive safety awareness and risk assessments.
Bursa (Health and safety)	Bursa C5(c) Number of employees trained on health and safety standards	Number	77	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Directors	Hours	161.00	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Senior Management	Hours	125.50	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Management	Hours	557.50	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Executive	Hours	1,004.75	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Non-executive	Hours	1,398.75	—	External (Limited)	

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Labour practices and standards)	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	4	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Senior Management	Number	1	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Management	Number	0	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Executive	Number	4	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Non-executive	Number	7	—	External (Limited)	
Bursa (Labour practices and standards)	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	—	External (Limited)	No complaints regarding human rights violations were reported during the financial year.
Bursa (Supply chain management)	Bursa C7(a) Proportion of spending on local suppliers	Percentage	40	—	External (Limited)	Local suppliers refer to vendors and contractors sourced within the regions where the Group operates.
Bursa (Data privacy and security)	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	External (Limited)	No substantiated complaints concerning breaches of customer privacy were reported during the financial year.

YENHER HOLDINGS BERHAD

BMLR Transition Period

Date & Time: 2026-04-03_12:09:31

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Water)	Bursa C9(a) Total volume of water used	Megalitres	13,461	—	External (Limited)	Water usage relates to corporate office and operations supplied by the local water service provider.
Bursa (Waste management)	Bursa C10(a) Total waste generated	Metric tonnes	308.18	—	External (Limited)	Waste generated relates primarily to non-scheduled waste arising from operational activities during the financial year.
Bursa (Waste management)	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	19.56	—	External (Limited)	Waste diverted from disposal includes non-scheduled waste reused or recycled during the financial year.
Bursa (Waste management)	Bursa C10(a)(ii) Total waste diverted to disposal	Metric tonnes	288.62	—	External (Limited)	Waste directed to disposal includes non-scheduled waste disposed of through licensed waste contractors during the financial year.
Bursa (Emissions management)	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	355.11	—	External (Limited)	Scope 1 emissions represent direct greenhouse gas emissions from fuel consumption in owned or controlled sources during the financial year. Continue monitoring petrol and diesel usage
Bursa (Emissions management)	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	461.31	—	External (Limited)	Scope 2 emissions represent indirect greenhouse gas emissions from purchased electricity consumed during the financial year. Continue monitoring electricity consumption

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Emissions management)	Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	89.65	—	External (Limited)	

Corporate Governance Overview Statement

The Board of Directors ("Board") of Yenher Holdings Berhad ("Yenher" or the "Company") is pleased to present this Corporate Governance Overview Statement ("Statement") for the financial year ended 31 December 2025 ("FY2025") which provides an overview on how the Company has applied the Principles of the Malaysian Code on Corporate Governance (as at 28 April 2021) ("MCCG").

Details of the application of MCCG Practices are disclosed in the Corporate Governance Report which is published on our corporate website at www.yenher.com.my.

The Board of Yenher is cognisant of the importance of upholding high standards of corporate governance to safeguard the assets as well as the best interests of the Company, at the same time ensuring a balanced approach between conformance and delivering accountability through effective governance.

In FY2025, Yenher has applied the Practices of the MCCG except for the following:

- *Practice 1.3 : The positions of Chairman and CEO are held by different individuals;*
- *Practice 8.2 : The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000;*
- *Practice 13.2: All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them; and*
- *Practice 13.3 : Listed companies should leverage technology to facilitate voting including voting in absentia and remote shareholders' participation at general meeting. Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.*

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities

The Board is responsible for providing leadership and oversight to the Company, setting short and long-term objectives of the Company and ensuring the Company's strategy incorporates elements that consider long-term sustainability, including underlying considerations pertaining to environmental, social, and governance aspects.

The Board has formalised a Board Charter which sets out the roles and responsibilities of the Board, the Board Committees established to assist the Board, and the individual Directors including the separate roles of the Chairman and Independent Directors.

The Board's responsibilities include reviewing and adopting strategic plans for the Group, overseeing the proper conduct of the business and ensuring adequate and effective risk management and internal control system are in place. The Executive Directors have overall responsibilities for the development of operational and organisational structures including business units. The Executive Directors are tasked to implement the Board's decisions and policies whilst overseeing operations and coordinating business decisions. The role of Management is to support the Executive Directors and implement the general operations and financial business of the Company, in accordance with the delegated authority of the Board.

The Board has established various committees, including the Audit and Risk Management Committee ("ARMC"), Nomination Committee ("NC"), and Remuneration Committee ("RC") (collectively referred to as "the Board Committees") to assist the Board in the discharge of certain duties. The functions, roles, and responsibilities of the Board Committees are formalised via their respective Terms of Reference. While the Board delegates its responsibilities to the Board Committees, it does not abdicate and remains ultimately responsible for making decisions based on the recommendations of the Board Committees.

Long-term strategy and sustainability

The Board is responsible for considering, integrating, and overseeing the management of the long-term sustainability matters that are aligned with the long-term objectives and strategies of the Group. The Board reviews the sustainability risks and opportunities, including environmental, social, and governance matters, as identified by Management through materiality assessment and ensures they are managed appropriately. The Board also oversees the strategies, progress, and performance with respect to the management of material sustainability matters. In addition, the Board reviews the Company's engagement with stakeholders to ensure stakeholder engagements are adequately and effectively carried out.

Principle A: Board Leadership and Effectiveness (Cont'd)

I. Board Responsibilities (Cont'd)

Effective functioning of the Board

The Board has unrestricted access to the advice and services of the Company Secretaries who are qualified in accordance with the requirements of the Companies Act 2016 and equipped with relevant experience and competence on statutory and regulatory requirements. The Company Secretaries' responsibilities include advising the Board on governance matters, on top of assisting and advising the Board on administrative matters and matters pertaining to the discharge of duties by the Board and Board Committees based on their respective terms of reference. The Company Secretaries also provide updates to the Board on developments in the areas of corporate governance and compliance with company and securities regulations from time to time.

The Senior Management assists the Board in relation to Board procedures including Board meetings and general meetings. Before the commencement of the year, the Company Secretaries schedule the Board and Board Committee meetings for the financial year together with the Directors. All Directors are required to allocate sufficient time to prepare for and attend Board and Board Committee meetings.

Prior to each Board or Board Committee meeting, the chairman of the Board or Board Committee, assisted by the Company Secretaries, develops the agenda for the meeting and ensures relevant matters for deliberation are included in the agenda. The full agenda and meeting papers are circulated at least one week prior to the meeting. After each meeting, the meeting minutes are also circulated to the Directors for their confirmation prior to the next meeting. The meeting minutes include details of the deliberations made, including the outcome, key discussion points raised, and any significant concerns or dissenting views raised, as well as any abstention by Directors due to conflict of interests.

The meetings of the Board and Board Committees and the Directors' attendance during the financial year under review are summarised below.

	Board	ARMC	NC	RC
Dato' Cheng Mooh Tat *(Executive Chairman)*	6/6	-	-	-
Cheng Mooh Kheng *(Executive Director)*	6/6	-	-	-
Datin Theoh Mooi Teng *(Executive Director)*	6/6	-	-	-
Tan Peng Lam *(Independent Director)*	6/6	5/5	1/1	1/1
Dato' Lim Choon Khim *(Independent Director)*	5/6	5/5	1/1	1/1
Dr. Ong Bee Lee *(Independent Director)*	6/6	5/5	1/1	1/1

Setting ethical standards for the Group

The Board sets the ethical standards for the Board and the Company, including Yenher's Code of Conduct and Business Ethics ("Code") which sets out the principles and standards of ethical behaviours and business conduct which shall be observed by the Directors and employees and consistently applied throughout the Group. Amongst others, the Code addresses conflict of interests, insider trading including the handling of market-sensitive information, corruption and bribery, as well as providing an avenue for whistleblowing.

In addition, the Company has an Anti-Bribery and Corruption Policy which provides guidance on acting with integrity, including on transactions and relationships such as dealings with public officials, use of gifts, hospitality and entertainment, donations, sponsorships, and charitable contributions.

Principle A: Board Leadership and Effectiveness (Cont'd)

I. Board Responsibilities (Cont'd)

Setting ethical standards for the Group (Cont'd)

The Board has established a whistleblowing mechanism which is formalised through the Whistleblowing Policy, allowing anyone, including internal and external stakeholders, to make a whistleblowing report in confidence and without fear of retaliation. Via the channel, a whistleblower can make a report on actual or potential wrongdoings or misconduct, such as violation of laws or regulations, unethical behaviours, or breaches of the Code.

The Group's Code, the Anti-Bribery and Corruption Policy, and the Whistleblowing Policy are published on Yenher's corporate website.

II. Board Composition

The Board is led by an Executive Chairman, Dato' Cheng Mooh Tat, who oversees the effective functioning of the Board. Amongst others, the responsibilities of the Chairman include chairing and facilitating Board meetings, leading Board discussions while ensuring all Directors contribute to discussions and voice out if there are any dissenting views and enabling the Board's decision-making process to incorporate diverse perspectives objectively. The Executive Chairman is also responsible for promoting good corporate governance standards within the Group including the continuous development of the Board.

The Executive Chairman, who is supported by the Executive Directors, also oversees the Group's day-to-day business management and drives the implementation of corporate strategies and business plans approved by the Board.

While the positions of Chairman and CEO are not held by different individuals, the Executive Chairman carries out the dual roles of the Board Chairman stipulated in Yenher's Board Charter and provides leadership to the Management, supported by the Executive Directors with regard to the day-to-day business management.

Half of the Board's Directors are Independent Directors who serve as a check and balance to the Board's independent deliberations, enabling the Board to constructively and objectively challenge and review Management's proposals and performance. The Independent Directors play an important role in balancing the interests of shareholders, particularly those of minority shareholders.

Board mix and diversity

The Board recognises that diversity at the Board includes having the correct mix of skills and experience necessary to effectively monitor various aspects of business management such as financial reporting and sustainability, and having Directors with different and complementing backgrounds and characters to consider business matters from diverse perspectives. In this regard, Yenher's Board has established a Board Diversity Policy.

The Board is made up of Directors who possess a combination of skills and experiences which enable the Board to effectively oversee Yenher's businesses. These skills and experiences include, amongst others, animal health, feed and nutrition, veterinary, finance, economics, audit and accounting, marketing and distribution, environmental sustainability and law.

The Board has a target of having 30% of its Board represented by women directors. Currently, there are two (2) women Directors, or 33.3%, out of the six (6) Directors of the Board.

The Board also encourages women's participation in leadership and senior management roles. Yenher is committed to upholding its merits system and the principles of non-discrimination and equal opportunity at all levels, in its recruitment, assessment, promotion (where applicable) and remuneration processes.

Principle A: Board Leadership and Effectiveness (Cont'd)

II. Board Composition (Cont'd)

The Nomination Committee

The Board has delegated the responsibilities for reviewing, assessing, and making recommendations on Board composition to the NC, while the Board remains ultimately responsible for making relevant decisions or recommendations to shareholders.

The NC is comprised exclusively of Independent Directors. The Chairman of the NC is also an Independent Director.

The NC's responsibilities include, amongst others:

- identifying, selecting, and nominating candidates to fill Board vacancies;
- assessing the effectiveness and performance of the Board, Board Committees, and individual Directors, including the independence of Independent Directors;
- developing, maintaining, and reviewing criteria for recruitment and annual assessment of the Board, Board Committees, and Directors;
- assessing the training needs of Directors;
- reviewing and defining the orientation and induction plans for new directors; and
- recommending to the Board the members for the Board Committees.

Annual Assessment and Nomination and Selection of Directors

The NC oversees the annual assessment on the performance and effectiveness of the Board, Board Committees, and individual Directors. The conduct of the assessment is facilitated via self and peer evaluation approach where all Directors assess themselves, other Directors, and the overall functioning of the Board and relevant Board Committees through assessment forms, considering, amongst others:

- the suitability of the composition of the Board and Board Committees;
- delineation of the roles of governance bodies;
- whether functions of the Board and Board Committees have been carried out;
- effectiveness of meetings and procedures of the Board and Board Committees;
- the performance of the Executive Chairman;
- the contribution, performance, and dynamics of Directors; and
- quality of deliberations by Directors.

The outcomes of the annual assessments of the Board, Board Committee, and individual Directors enable the Board, through the NC, to identify areas where improvement can be made, to identify the training needs for Directors, to make recommendations on Director's re-appointment or re-election, or to perform a review on the overall corporate governance structure, if necessary.

The NC also oversees the nomination and selection process of Yenher's Board, through which Directors are appointed, re-appointed, elected, or re-elected. This process entails the NC considering the said Director or candidate against the qualities of character, experience, competence, integrity, and time which they have or can commit to the affairs of Yenher's Board.

The assessment of Directors or candidates are also considered against the Group's Fit and Proper Policy, which is established to set out the qualities expected of Yenher's Directors. The Fit and Proper Policy is published on Yenher's corporate website.

For FY2025, the Company's external Company Secretary facilitated the evaluation of the Board, Board Committees, and individual Directors. The Company Secretary reviewed the evaluation forms and distributed the forms to the Directors. The completed forms were compiled and analysed by the Company Secretary who reported to the NC the results of the performance evaluation, before tabling the summary of results and relevant recommendations for improvement to the Board.

Principle A: Board Leadership and Effectiveness (Cont'd)

II. Board Composition (Cont'd)

The Nomination Committee (Cont'd)

Summary of NC's activities

A summary of the activities of the NC for FY2025 is as follows:

- oversaw the evaluation of the Board, Board Committees, and individual Directors facilitated by the external Company Secretary;
- assessed the ARMC and each committee member and whether they have carried out their duties in accordance with their Terms of Reference;
- assessed the independence of Independent Directors, based on the subjective and objective criteria of the Listing Requirements;
- assessed and recommended the re-election of Directors who are due for retirement by rotation, based on the satisfactory outcome of the assessment on the respective Directors;
- assessed the performance of Senior Management including the Executive Directors; and
- assessed the training needs of Directors.

Based on the results of the assessments conducted, the NC considered the Board and Board Committees to be effective. The Board concurred with the NC's views.

The NC also considered the performance of the Directors who will be retiring and submitting themselves for re-election in the forthcoming annual general meeting ("AGM"), i.e. Mr. Cheng Mooh Kheng and Dr Ong Bee Lee , as satisfactory and that they have fulfilled the fit and proper criteria in accordance with the Group's Fit and Proper Policy. The NC recommends Mr. Cheng Mooh Kheng and Dr Ong Bee Lee for re-election at the forthcoming AGM and the Board endorses the NC's recommendation. The said Directors had abstained from such deliberations and decisions at the NC and Board meetings, when their own matters were being discussed.

Details of the Directors due for re-election are included in the notice to the AGM appended in Yenher's FY2025 Annual Report.

All Directors are required to undertake continuous training and professional development. A summary of the training attended by each Director during the financial year under review is as follows:

Director	Training attended
Dato' Cheng Mooh Tat	• KPI Launching • Corporate Integrity & accountability: Navigating duties, ethics & governance risks • ESG Fundamental and sustainability reporting: National Sustainability Reporting Framework (NSRF) and International Sustainability Standards Board (ISSB) IFRS S1 & S2 for Public Listed Corporations in Malaysia
Cheng Mooh Kheng	• Corporate Integrity & accountability: Navigating duties, ethics & governance risks
Datin Theoh Mooi Teng	• KPI Launching • Corporate Integrity & accountability: Navigating duties, ethics & governance risks • Leadership & supervisory development program • Better reporting under NSRF: IFRS S1 & IFRS S2 • 2026 Budget Seminar • ESG Fundamental and sustainability reporting: National Sustainability Reporting Framework (NSRF) and International Sustainability Standards Board (ISSB) IFRS S1 & S2 for Public Listed Corporations in Malaysia

Principle A: Board Leadership and Effectiveness (Cont'd)

II. Board Composition (Cont'd)

The Nomination Committee (Cont'd)

Summary of NC's activities

Director	Training attended
Tan Peng Lam	• Corporate Integrity & accountability: Navigating duties, ethics & governance risks • Looking Ahead in 2025: Latest Trends on AI, Amendments to PDPA & Tax Issues • National Sustainability Reporting Framework & Latest Bursa Listing Requirements • Anti – Bribery & Corruption in the workplace
Dato' Lim Choon Khim	• Corporate Integrity & accountability: Navigating duties, ethics & governance risks
Dr. Ong Bee Lee	• Corporate Integrity & accountability: Navigating duties, ethics & governance risks • WAAW – Webinar on the Prudent Use of Antibiotic in the Poultry Industry • Training On Measurement Uncertainty For SAMM Assessor (MS ISO/IEC 17025) Chemical Testing • Training on Measurement Uncertainty For SAMM Assessor (MS ISO/IEC 17025) Microbiological Testing

III. Remuneration

The Board is assisted by the RC which is responsible for making recommendations to the Board in relation to the remuneration arrangements for Directors and Senior Management, including Executive Directors, with the aim of attaining, motivating, and retaining high-quality individuals to drive the Group towards achieving its long-term objectives. Remuneration packages of the Directors and Senior Management are considered against their responsibilities and contributions.

The Board, assisted by the RC, has established a Remuneration Policy and Procedure for Directors and Senior Management, which aims to provide the policies and procedures for determining, reviewing, assessing, and recommending remuneration packages for Directors and Senior Management.

The policy and procedures set out the remuneration components for Non-Executive Directors, Executive Directors, and Senior Management. The policy and procedures take into consideration factors such as qualifications, skills, competency, and experience of the Directors and Senior Management, in addition to considering their roles and responsibilities, contributions, and performance in delivering their responsibilities.

The Remuneration Policy and Procedure for Directors and Senior Management is published on Yenher's corporate website.

With regard to the remuneration of Executive Directors, they shall play no part in deliberating and making decisions on their own remuneration, while the remuneration and entitlements of the Non-Executive Directors shall be a matter solely for the Board as a whole to determine, with the individuals concerned abstaining from discussing and voting on decisions in respect of their own remuneration.

The remuneration for each Director on a named basis, from the Company and from the Group, respectively, broken down into each remuneration component, is disclosed in detail in Practice 8.1 of the Company's Corporate Governance Report for FY2025 which is also published on the Company's corporate website.

The Board is of the view that the disclosure of the top 5 Senior Management remuneration by bands of RM50,000 on unnamed basis is sufficient for an understanding of the Group's remuneration practices and alignment with the Group's performance. Disclosure by remuneration components on a named basis is not in the best interests of the Group due to confidentiality and potential challenges in safeguarding security and staff morale.

Principle B: Effective Audit and Risk Management

I. Audit Committee

The Board is assisted by the ARMC whose roles include overseeing the audit activities carried out by the Internal and External Auditors, compliance with laws and regulations, and the adequacy of the Group's control environment. The ARMC also oversees matters pertaining to the Group's risk management, including reviewing the key risks of the Group and their management.

The ARMC is chaired by an Independent Director who is not the Executive Chairman. The ARMC comprised exclusively of Independent Directors, in compliance with the Listing Requirements. It consists of members who have skills and experience in the fields of veterinary public health and medicine, quality assurance, audit, corporate finance, finance and accounting and law, amongst others, to facilitate the effective functioning of the ARMC.

In discharging its roles to oversee audit-related matters and assessing the adequacy and effectiveness of internal controls, the ARMC has unrestricted access to both the Internal and External Auditors, including meeting the Internal and External Auditors without the presence of the Management.

The ARMC is also responsible for ensuring the quality of the Internal and External Auditors. In the assessment of the External Auditors, the ARMC considers their suitability, objectivity, and independence, as well as the non-audit services, including their fees and the nature of services, provided by the External Auditors and their affiliates.

Details of the ARMC, its responsibilities, and a summary of activities carried out during the financial year under review are disclosed in the ARMC Report included in this FY2025 Annual Report and the Corporate Governance Report.

II. Risk Management and Internal Control Framework

Yenher Group maintains an effective risk management and internal control systems to safeguard the Group's assets and to enable the preparation of true and fair view of the financial statements, amongst others. The Board holds ultimate responsibility for ensuring the overall adequacy and effectiveness of the Group's risk management and internal control framework. The ARMC is established by the Board to assist with the oversight of risk management matters, including the overall effectiveness of the risk management framework, the adequacy and effectiveness of internal controls and reviewing the Group's significant risks.

The Group's risk management practices are guided by an Enterprise Risk Management process which was developed with reference to the Committee of Sponsoring Organizations of the Treadway Commission's ("COSO") guidance on Enterprise Risk Management. Through the risk management process, the Management identifies, assesses, and manages the risks of the Group. The risks considered include strategic, operational, financial, compliance, and sustainability-related risks, amongst others. The Management implements risk management strategies based on the risk appetite approved by the Board and reports regularly to the ARMC. The risk management process supports the Group's internal control system, which prioritises resources in addressing risks with greater significance.

The Board reviews the adequacy and operating effectiveness of the Group's risk management and internal control systems on an annual basis, based on, amongst others, the audit activities overseen by the ARMC, the assurance from the Executive Chairman and the Executive Director responsible for the Group's financial affairs, and input from other parties and processes.

Details of the features of the Group's risk management and internal control framework and the Board's commentary on its adequacy and effectiveness are disclosed in the Statement on Risk Management and Internal Control included in this FY2025 Annual Report.

Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

I. Engagement with Stakeholders

Understanding the roles of stakeholders to the Group, the Board takes responsibility for overseeing that stakeholders' interests are considered and managed. In this regard, the Board also sets the strategy for shareholder communication and oversees the development of the investor relations programme.

Various communication channels are established to engage with the Group's various stakeholders including shareholders and investors, employees, customers, business partners, and others. Key communication channels for shareholders include announcements on Bursa's website, the Company's corporate website at www.yenher.com.my, as well as annual reports, press releases, and other information which are also available on the corporate website.

Through the stakeholder engagement channels, relevant information such as financial information and performance, policies regarding how the Group's businesses are run, and sustainability information including environmental, social, and governance matters are communicated to stakeholders. Engagement channels facilitating two-way communications, including AGMs, employee appraisal processes, and business meeting forums, are also in place.

The Board reviews the overall stakeholder engagement strategies and approaches of the Group on an annual basis, considering their adequacy and effectiveness.

II. Conduct of General Meetings

General meetings serve as a principal forum through which shareholder dialogue is carried out to review the Group's performance and understand the Group's long-term strategic direction, as well as financial and non-financial information.

The notice of Yenher's 5th AGM, scheduled and held on 18 June 2025, was circulated on 30 April 2025, at least 28 days prior to the date of the meeting, beyond the 21 days as required by the Companies Act 2016, to enable shareholders sufficient notice and time to consider the resolutions.

The Executive Chairman chaired Yenher's 5th AGM. A dedicated timeslot was allocated for shareholders to ask questions while the Directors were prepared to respond to those questions. Shareholders were invited to raise questions on each resolution on the agenda before the poll voting for the resolution.

The minutes of the AGM, which include the matters discussed, meeting proceedings, voting outcomes, issues or concerns raised, and the Company's responses, are published on Yenher's website.

In carrying out general meetings, the Board places emphasis on striking a balance between encouraging shareholders' participation and enabling shareholders to interact effectively with the Board and Senior Management, as well as cost-efficiency.

While the 5th AGM was held physically at Iconic Hotel, Bukit Mertajam, Penang and was not broadcasted online, the Company is of the view that such a physical AGM provides shareholders with the opportunity to meet the Directors face-to-face, and shareholders who were unable to attend were still able to appoint proxies to attend and vote on their behalf. The Board considers that such a format is currently appropriate and balanced in terms of cost-efficiency in encouraging shareholders participation.

This Statement is dated 27 April 2026.

Statement of Directors' Responsibilities

The Directors are required to prepare the financial statements for each financial year in accordance with Malaysian Financial Reporting Standards ("MFRSs") and the provisions of the Companies Act 2016 in Malaysia ("the Act").

The Directors are responsible to ensure that financial statements of the Group and of the Company give a true and fair view of the financial positions of the Group and of the Company as at 31 December 2025 and of their financial performance and cash flows for the financial year then ended. In preparing the financial statements, the Directors have:-

- Adopted appropriate accounting policies in accordance with the MFRS and applied them consistently;
- Made judgements and estimates that are reasonable and prudent; and
- Prepared the financial statements on going-concern basis.

The Directors also have the general responsibility to keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy to ensure compliance with the provisions of the Act as well as take reasonable steps to safeguard assets of the Group and of the Company to prevent and detect fraud and other irregularities.

Audit and Risk Management Committee ("ARMC") Report

Yenher Holdings Berhad ("Yenher" or the "Company") presents this Audit and Risk Management Committee Report ("Report") for the financial year ended 31 December 2025. This Report is prepared pursuant to Paragraph 15.15 of the Main Market Listing Requirements ("Listing Requirements") of the Bursa Malaysia Securities Berhad ("Bursa").

Composition and Terms of Reference of the ARMC

Yenher's ARMC comprises three (3) members, all of whom are Independent Directors. The current composition of the ARMC and the attendance of the ARMC members at the five (5) meetings held during the financial year ended 31 December 2025 are as follows:

Name	Designation	Attendance
Tan Peng Lam (Independent Director)	Chairman	5/5
Dato' Lim Choon Khim (Independent Director)	Member	5/5
Dr. Ong Bee Lee (Independent Director)	Member	5/5

The ARMC members possess the necessary range of skills and experience including in the fields of veterinary public health and medicine, quality assurance, audit, corporate finance, finance and accounting and law. Further, the ARMC Chairman is a fellow member of the Association of Chartered Certified Accountants ("ACCA") and is also a registered Chartered Accountant with the Malaysian Institute of Accountants ("MIA"). The profiles of the ARMC members are available in this Annual Report.

The ARMC has Terms of Reference ("TOR") which are approved by the Board and are available on Yenher's corporate website.

The ARMC is authorised to investigate any activity of Yenher and its subsidiaries ("Yenher Group" or the "Group") and has full and unrestricted access to information pertaining to the Group. The ARMC also has the authority to obtain independent legal or professional advice it considers necessary in fulfilling its responsibilities.

The ARMC is delegated to oversee and appraise the quality of audit activities by the Internal and External Auditors. It has the responsibility to recommend the appointment and re-appointment of External Auditors, as well as their fees. The ARMC is also responsible for assessing the performance, suitability, objectivity, and independence of the External Auditors, as well as discussing with the External Auditors matters pertaining to the audit plan, scope, and audit findings.

The ARMC has authority over the appointment and removal of Internal Auditors and approval of the internal audit plan. The ARMC is responsible for ensuring that the internal audit function is independent, sufficiently resourced, has access to the necessary information to carry out its work and adopts a recognised framework in internal audit activities. Internal audit reports, findings, and any concerns or issues arising are reported directly to the ARMC.

The ARMC is authorised to have direct communication channels with the Internal and External Auditors.

ARMC Meetings

ARMC meeting agendas and meeting materials are circulated to ARMC members at least one week prior to the scheduled meetings, allowing members to have sufficient time to consider the subjects to be discussed and to seek additional information or clarification from the Management where necessary.

Other Directors and Management personnel only attend ARMC meetings upon invitation to enable effective discussion of specific matters on the agenda. Representatives of the External and Internal Auditors also attend ARMC meetings to present matters pertaining to their work, as well as such other matters as determined by the ARMC.

At least once a year, the ARMC meets with the External Auditors without the presence of any Executive Director or Management personnel. The External and Internal Auditors may also request for meetings without Management's presence.

Summary of Activities Carried Out by the ARMC

During the financial year under review, the ARMC carried out the following activities with respect to the roles and responsibilities of an audit committee as required by the Listing Requirements:

A. Financial Reporting

- reviewed the quarterly results of the Group and recommended them to the Board for approval before releasing them to Bursa; and
- reviewed the audited financial statements of the Group and the Company together with the External Auditors, Folks DFK & Co PLT, and recommended them to the Board for approval.

B. External Audit

- reviewed the annual audit plan for the financial year ended 31 December 2025, which was presented by the External Auditors, including the scope of work, audit strategy, anticipated key audit matters, reporting timelines, and their fees for audit and non-audit services;
- obtained assurance by the External Auditors that they have complied with relevant ethical requirements regarding professional independence;
- reviewed and discussed with the External Auditors, their audit findings including any audit and accounting issues and weaknesses noted in the internal controls over financial reporting;
- held private sessions with the External Auditors without the presence of Management personnel (including the Executive Chairman and Executive Directors) during which the External Auditors provided their comments on the assistance and cooperation provided by the employees of the Group during their course of audit;
- reviewed and assessed the performance, suitability, objectivity, and independence of the External Auditors, considering, amongst others, the outcome of the audit work, feedback from Management personnel who have had dealings with the audit team during the audit, and any non-audit services and the relevant fees; and
- following the assessment of the External Auditors, recommend to the Board the re-appointment of Folks DFK & Co PLT as the External Auditors for the Group's financial year ending 31 December 2026, which the Board accepted and will be tabled for shareholders' approval at the forthcoming Annual General Meeting ("AGM").

C. Internal Audit

- reviewed and approved the appointment of Sterling Business Alignment Consulting Sdn Bhd ("Sterling") as the outsourced Internal Auditors, considering, amongst others, its independence, resources, competency and qualification, and internal audit fee;
- reviewed and approved the internal audit plan presented by the Internal Auditors for the financial year ended 31 December 2025, considering, amongst others, the adequacy of scope and coverage, the Group's risk profile, reporting timeline, and the adoption of a recognised framework in the internal audit; and
- reviewed the internal audit reports presented by the Internal Auditors and discussed the internal audit findings including any weaknesses in internal control, the Internal Auditors' recommendations to address such weaknesses, Management's response and action plans, and follow-up actions.

D. Related Party Transaction and Other Matters

- reviewed the shareholders' mandate for recurrent related party transactions for the Board's proposal for shareholders' approval at the AGM;
- during each quarter of the financial year, reviewed recurrent related party transactions to monitor that they are carried out in accordance with the shareholders' mandate;
- reviewed any other related party transactions during each quarter of the financial year, ensuring they are on an arm's length basis, are based on normal commercial terms not more favourable than those generally available to third parties, are not detrimental to minority shareholders, and are in the best interest of the Group; and
- reviewed any other conflict of interest situations involving the Directors and noted no substantial conflict of interest situations that gave rise to questions of Management integrity.

Summary of the Work of the Internal Audit Function

The Group's internal audit function is carried out by an outsourced Internal Auditors of an external professional firm independent of the Group's Management, business, and operations. The Internal Auditors are appointed by and report directly to the ARMC.

During the financial year under review, the Internal Auditors carried out their work on risk-based approach that focused on key risk areas significant to the Group. In developing the internal audit plan proposed for the ARMC's approval, the Internal Auditors considered the Group's risk profile including the Group's major business functions, risks inherent in the business functions concerned, and emerging risks and industry trends.

The Internal Auditors referred to the Committee of Sponsoring Organisations of the Treadway Commission (COSO) Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the Group's internal control system.

During the financial year, the Internal Auditors performed their work with reference to the principles of the International Professional Practices Framework set by the Institute of Internal Auditors ("IIA"). In light of the introduction of the Global Internal Audit Standards by the IIA, Sterling is in the process of transitioning its practices and methodologies to align, where appropriate, with the new standards. These standards outline the purpose of internal auditing and set expectations regarding ethics, governance, internal audit management, and the performance of internal audit services, including audit planning, execution, documentation, and the communication of findings with key stakeholders.

The Internal Auditors performed their work via, amongst others, interviewing process owners to walkthrough key processes, reviewing policies and procedures to assess control adequacy, performing testing on sample transactions and activities to determine operating effectiveness, as well as reviewing compliance with applicable laws, regulations, and Group policies.

The results of the internal audit work were presented to the ARMC in internal audit reports which include highlights of weaknesses noted and recommendations to address such weaknesses. Action plans agreed to be implemented by the Management were also reviewed in subsequent audit cycles as part of the Internal Auditors' scope of work to ensure weaknesses identified have been adequately addressed.

For the financial year under review, the Internal Auditors carried out two (2) cycles of internal audits covering the areas of sales and marketing, credit control and collection, cybersecurity and data privacy and two (2) follow-up audits. The costs incurred for the internal audit function in respect of the financial year amounted to approximately RM39,000.

This Report is dated 27 April 2026.

Statement On Risk Management and Internal Control

The Board of Directors ("Board") of Yenher Holdings Berhad ("Yenher" or the "Company") presents this Statement on Risk Management and Internal Control ("Statement").

This Statement is prepared pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements ("Listing Requirements") of the Bursa Malaysia Securities Berhad ("Bursa") and has considered the mandatory contents outlined in the "Statement on Risk Management and Internal Control – Guidelines for Directors of Listed Issuers" published by Bursa. This Statement outlines the risk management and internal control systems of Yenher and its subsidiaries ("Yenher Group" or the "Group") during the financial year ended 31 December 2025 ("FY2025") and up to the date of approval of this Statement.

Governance for Risk Management and Internal Control

The Board acknowledges its responsibility to establish an effective risk management and internal control framework to safeguard the Group's assets and the shareholders' investments. In view of inherent limitations in any system of risk management and internal control, such a system can only manage and minimise risk to an acceptable level, but not eliminate all risks. Accordingly, the Group's risk management and internal control system can only provide reasonable but not absolute assurance against material misstatement, loss, or malpractices.

In relation to the Company's risk management and internal control framework, the Board is also responsible for reviewing the adequacy and operating effectiveness of the risk management and internal control system, as well as overseeing the Company's principal risks and ensuring appropriate controls are in place to manage these risks. The Board carries out its responsibilities via delegations made through the Company's corporate governance structure.

The Board is assisted by the Audit and Risk Management Committee ("ARMC") whose key responsibilities include the following:

- overseeing the overall effectiveness of the risk management framework;
- reviewing the adequacy and effectiveness of internal controls;
- reviewing the Group's risks including specific risk areas such as cybersecurity, anti-corruption, and business contingency planning matters; and
- reviewing and recommending strategic risk management matters including major investments and transactions.

Led by the Executive Chairman and Executive Directors, the Senior Management team provides leadership to business and operations in the execution of risk policies and drives the implementation of risk management processes. This includes performing evaluation on risks affecting the Group's business and operations, assessing the risk levels, devising risk management action plans, executing risk management activities, and preparing and submitting periodic reports to the ARMC and to the Board.

Risk Management Processes

The Group has a process on Enterprise Risk Management ("ERM") which guides the Group's integrated and continuous process for managing enterprise-wide risks with an aim to minimise unexpected performance variance and maximise intrinsic firm value. The process is meant to facilitate informed decision-making by the Board and Management via a systematic approach towards risk identification, analysis, management, and monitoring and reporting. The Group's ERM processes were developed with reference to the Committee of Sponsoring Organizations of the Treadway Commission's ("COSO") guidance on Enterprise Risk Management.

Key risks are identified and assessed taking into consideration the Group's strategic plans approved by the Board. Risks considered include risks relating to, amongst others, strategic risks, operational risks, compliance risks, sustainability-related risks including climate-related risks, and financial risks. During the process, Management considers the potential sources of risks, their likelihood of occurrence, and the consequences if they materialise. Risk mitigation plans are developed and implemented by the Management.

Risk Management Processes (Cont'd)

Summary of risk management activities during the financial year

- Senior Management performed a risk assessment update, considering the risks including emerging risks, trends and development of the Group's business, operations, and business environment. Consequently, the Group's risk registers are updated as required, reflecting the latest risk levels and risk management approaches;
- Risks which are more significant are highlighted and reviewed by the ARMC and the Board;
- Management implemented strategies and action plans addressing key risks identified, including developing or enhancing relevant policies and controls;
- Management managed and monitored key risks affecting business operations in the day-to-day business and updated Senior Management on their progress and status, together with business management performance; and
- The Board reviews the performance relating to the management of key risks identified.

Key risks of the Group's business, including any emerging or current risks, are disclosed in Yenher's Management Discussion and Analysis in this Annual Report.

Internal Control System

The Group has established internal controls which were developed and enhanced on an ongoing basis considering, amongst others, the Group's risks, risk levels, and risk management approaches. Key features of the Group's internal control system are highlighted as follows:

- **Governance and organisation structure**

  The Group has an established organisation structure, supported by a formalised governance structure that clearly specifies the roles and responsibilities of the relevant governance bodies and the Management. The Board provides stewardship for the management of business affairs, including setting the Group's strategies considering long-term business sustainability. The Board is supported by various Board Committees which carry out their duties based on their respective Terms of Reference.

  Current Board Committees include the Audit and Risk Management Committee, the Nomination Committee, and the Remuneration Committee. The Senior Management, led by the Executive Chairman and Executive Directors, is responsible and accountable to the Board for the day-to-day business management of the Group, as well as the implementation of strategies approved by the Board.

- **Strategy setting and business monitoring**

  The strategy is reviewed and determined on an annual basis to set out the Group's short and long-term business direction. At the beginning of the year, Senior Management discusses the business plans, budgets, and forecasts for major business functions with the Board and proposes the Group's strategies for the Board's review and approval.

  The performance against approved business strategies and plans is reviewed quarterly at Board meetings, where results and significant gaps or variances are deliberated and remedial actions are developed, where necessary. The Group's financial performance is also reported quarterly to the Audit and Risk Management Committee and the Board before the quarterly performances are announced to shareholders on Bursa's website.

  At the Management level, the Senior Management oversees the implementation of the Group's strategies via delegations made across various functions and departments. Monthly management meetings with Executive Chairman and Executive Directors are carried out to monitor and review the progress of business plans.

- **Materiality Assessment for Business Sustainability**

  The Group applies materiality assessment, which is conducted once every three years and reviewed annually, to determine and prioritise the sustainability matters which are most material to the Group. The materiality assessment is conducted incorporating the interests of the Group and the key stakeholders. The Material Sustainability Matters ("MSMs") represent broad topics important for the Group to manage, and they are considered in the Group's ERM, as well as business strategies and plans, as applicable.

Internal Control System (Cont'd)

Key features of the Group's internal control system are highlighted as follows: (Cont'd)

- **Delegation of Authority and Limits**

  The Group has a formalised set of delegated authority and limits of authority with clearly defined lines of accountability and responsibility, to facilitate the effective functioning of the Group's corporate governance and business management, including the day-to-day implementation of the Group's risk management, internal controls, and compliance.

- **Code of Ethics and governance policies**

  The Group's operations, the Directors, and employees are governed by the Group's Code of Conduct and Business Ethics ("Code"), which addresses issues including business ethics, managing conflict of interests, insider trading, anti-corruption, and responsible corporate citizenship such as upholding environmental and social standards. It is a requirement for all Directors and employees of the Group to adhere to the Code to ensure consistent business ethics are demonstrated throughout the Group's business dealings as well as to safeguard the Group's interest, assets, and reputation.

  Other governance policies such as the Anti-Bribery and Corruption Policy are also in place to govern the Group's ethical business practices and conduct. All Directors and employees are required to sign off their acknowledgement and commitment to upholding the Anti-Bribery and Corruption Policy before joining the Group.

- **Operational Policies and Procedures**

  To ensure consistent and effective business operations, the Group's key operations are governed by standard operating policies and procedures. Amongst others, operations such as sales and marketing, production, quality control, procurement, business reporting, corporate finance, and accounting are key business and supporting functions of the Group. The standard operating policies and procedures incorporate relevant internal controls, including those that address business sustainability in the aspects of environmental, social, and climate-related risks and opportunities. The standard operating policies and procedures are reviewed and enhanced regularly to address any gaps or findings arising from emerging risks or weaknesses identified in the risk management process.

- **Assurance and audit**

  The second and third lines of defences are established to provide assurance over the Group's operations and products. Internally, the Group has quality control and assurance processes that ensure compliance with operational policies and procedures, as well as safeguarding product safety and quality.

  The Group has an internal audit function that provides assurance on the adequacy and effectiveness of the Group's governance, risk management, and internal controls. External audit is also conducted to provide independent assurance, through the annual statutory audit, that the financial statements fairly present, in all material aspects, the Group's financial position and performance.

  Both internal and external audits are conducted annually, and reports are made directly to the Audit and Risk Management Committee which oversees the audit activities and findings with an independent mind. Internal control weaknesses, where found, will be highlighted to the Audit and Risk Management Committee. Relevant remedial action plans will be devised, implemented, followed up, and reported. The Senior Management remains responsible for the implementation of the remedial action plans.

- **Whistleblowing Policy**

  The Board has formalised a Whistleblowing Policy through which internal and external parties can provide information or make a whistleblowing report on actual or potential wrongdoings or misconduct, including, but not limited to, violation of laws and regulations, unethical behaviour or breach of the Code, corruption including bribery and fraud, and workplace harassment. The Whistleblowing Policy provides the whistleblower an avenue to make reports in confidence as well as protection against retaliation within the Group. The Whistleblowing Policy does not prohibit anonymous reporting and it also provides access to reporting to Directors to ensure the objectivity of the reporting mechanism. The Whistleblowing Policy is publicly available on Yenher's corporate website.

Review of Risk Management and Internal Control System

During the financial year under review, in addition to the Board's review of the Group's risk management reports, the Board has, via the ARMC, reviewed the work and findings of the Internal and External Auditors including their assessments of the Group's internal controls system.

The Board has also received assurance from the Executive Chairman and the Executive Director responsible for the Group's financial affairs that the Group's risk management and internal control system are operating adequately and effectively, in all material aspects, during the FY2025.

Considering the review activities of the Board and the ARMC, the assurance obtained from the Executive Chairman and the Executive Director responsible for the Group's financial affairs, and input from the relevant parties including reports, findings, and feedback from the external and internal auditors, the Board is of the view that the system of risk management and internal control is adequate and operating effectively, in all material aspects, to achieve its objective and there were no significant weaknesses which resulted in material losses, contingencies, or uncertainties that would require separate disclosure in the audited financial statements. The Board is committed to ensuring the ongoing adequacy and operating effectiveness of the Group's system of risk management and internal control.

Review of this Statement by the External Auditors

As required by Paragraph 15.23 of the Listing Requirements, the External Auditors have reviewed this Statement pursuant to the scope set out in Audit and Assurance Practice Guide 3 ("AAPG 3") – Guidance for Auditors on Engagement to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants. The External Auditors concluded that based on the procedures performed and evidence obtained, nothing has come to their attention that causes the External Auditors to believe that this Statement intended to be included in Yenher's FY2025 Annual Report, in all material respects:

a) has not been prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies issued in September 2025 ("SORMIC Guide 2025); or

b) is factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system. The External Auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy the problems.

This Statement is approved by the Board on 27 April 2026.

Additional Compliance Information

1. AUDIT AND NON-AUDIT FEES

Details of the audit and non-audit fees paid or payable to the Company's external auditors, Messrs. Folks DFK & Co PLT, during the financial year ended 31 December 2025 are set out below:

	Company RM	Group RM
Fees for statutory audit services	35,000	119,000
Fees for non-audit services	16,200	16,200
Total	**51,200**	**135,200**

2. MATERIAL CONTRACTS

There were no material contracts entered by the Group involving the interests of the Directors and major shareholders during financial year ended 31 December 2025 or still subsisting at the end of previous financial year.

3. RECURRENT RELATED PARTY TRANSACTIONS

The shareholders' mandate for the Group's Recurrent Related Party Transactions ("RRPT") was obtained at the fifth Annual General Meeting held on 18 June 2025. Details of the transactions with related parties during the financial year ended 31 December 2025 are disclosed in Note 27 to the financial statements.

The mandate for RRPT is subject to renewal at the forthcoming sixth Annual General Meeting. Details of Shareholders' Mandate for RRPT to be sought are furnished in the Circular to Shareholders dated 30 April 2026.

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
Total Income	**2025 (RM)**	**2024 (RM)**
Revenue	291,441,865	272,287,677
Interest/Finance income	756,731	1,313,149
Other income	3,982,494	1,837,289
Total	**296,181,090**	**275,438,115**
Total Assets	**310,505,703**	**289,481,127**

(b) Business Activities

	Group	
Shariah Non-Compliant Activities	**2025 (RM)**	**2024 (RM)**
Animal feeds and veterinary products related for pigs and dogs	28,417,900	35,397,063
Funds management, financial advisory and related services	641,919	1,032,450
Interest income	651,256	1,312,991
Total	**29,711,075**	**37,742,504**

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

(c) Component of Financial Position

(i) Cash component

	Group	
Islamic Account/ Instruments	**2025 (RM)**	**2024 (RM)**
Cash and bank balances	589,529	32,453
Cash in hand	20,201	117,229
Deposit with licensed banks	3,030,000	5,036,481
Total Cash	**3,639,730**	**5,186,163**

	Group	
Conventional Account/Instruments	**2025 (RM)**	**2024 (RM)**
Cash and bank balances	10,286,445	13,385,531
Money market instruments	19,143,940	45,546,773
Total Cash	**29,430,385**	**58,932,304**

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Directors'Report

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

Principal Activities

The principal activity of the Company is investment holding. The principal activities and details of its subsidiaries are set out in Note 7.1 to the financial statements. There have been no significant changes in the nature of the principal activities of the Company and of the subsidiaries during the financial year.

Results

	Group RM	Company RM
Profit for the financial year attributable to owners of the Company	20,700,664	9,206,432

Reserves and Provisions

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

Dividends

Dividends declared, paid or proposed since the end of the Company's previous financial year were as follows :-

(a) In respect of the financial year ended 31 December 2024, a second single-tier interim dividend of 1.50 sen per ordinary share was declared by the Directors of the Company on 27 February 2025 and paid on 11 April 2025. RM4,500,000

(b) In respect of the financial year ended 31 December 2025, a first single-tier interim dividend of 1.50 sen per ordinary share was declared by the Directors of the Company on 25 August 2025 and paid on 10 October 2025. RM4,500,000

(c) On 27 February 2026, the Directors of the Company declared a second single-tier interim dividend of 1.50 sen per ordinary share for the financial year ended 31 December 2025 amounted to RM4,500,000 which was paid on 10 April 2026. The financial statements for the current financial year do not reflect this second interim dividend. Such dividend will be accounted for in shareholders' equity as an appropriation of retained profits in the financial year ending 31 December 2026.

No final dividend has been recommended by the Directors in respect of the financial year ended 31 December 2025.

Share Capital

There was no issuance of new shares during the financial year.

Warrants 2024/2029

On 16 August 2024, the Company issued 60,000,000 free warrants pursuant to a bonus issue on the basis of 1 free warrant for every 5 existing ordinary shares held in the Company ("Warrants 2024/2029" or "the Warrants"). The Warrants were listed and quoted on the Main Market of Bursa Malaysia Securities Berhad on 21 August 2024.

The salient features of the Warrants 2024/2029 are disclosed in Note 13 to the financial statements.

None of the Warrants 2024/2029 has been exercised since the date of issue.

Options Granted Over Unissued Shares

No options were granted to any person to take up unissued shares of the Company during the financial year.

Directors

The names of the Directors of the Company since the beginning of the financial year to the date of this report are as follows :-

Dato' Cheng Mooh Tat
Cheng Mooh Kheng
Datin Theoh Mooi Teng
Tan Peng Lam
Dato' Lim Choon Khim
Dr Ong Bee Lee

The names of the directors of the Company's subsidiaries who served during the financial year and up to the date of this report are as follows :-

Dato' Cheng Mooh Tat
Cheng Mooh Kheng
Cheng Mooh Chye
Datin Theoh Mooi Teng

Directors' Interests

In accordance with the Register of Directors' Shareholdings, particulars of Directors' interests in shares and in Warrants 2024/2029 in the Company during the financial year in respect of Directors who held office at the end of the financial year were as follows :-

	Number of ordinary shares			
	Balance at	During the financial year		Balance at
Names of Directors	**01.01.2025**	**Acquired**	**Disposed**	**31.12.2025**
Dato' Cheng Mooh Tat				
- Direct	22,500,000	-	-	22,500,000
- Indirect *	135,000,000	-	-	135,000,000
- Indirect **	563,300	-	-	563,300
Cheng Mooh Kheng				
- Direct	10,500,000	-	-	10,500,000
- Indirect *	135,000,000	-	-	135,000,000
- Indirect ***	222,000	161,400	-	383,400
Datin Theoh Mooi Teng				
- Direct	2,244,900	-	-	2,244,900
- Indirect **	563,300	-	-	563,300

Directors' Interests (Cont'd)

In accordance with the Register of Directors' Shareholdings, particulars of Directors' interests in shares and in Warrants 2024/2029 in the Company during the financial year in respect of Directors who held office at the end of the financial year were as follows :- (Cont'd)

	Number of ordinary shares			
	Balance at	During the financial year		Balance at
Names of Directors	**01.01.2025**	**Acquired**	**Disposed**	**31.12.2025**
Tan Peng Lam				
- Direct	100,000	-	-	100,000
- Indirect ***	300,000	-	-	300,000
Dato' Lim Choon Khim				
- Direct	100,000	-	-	100,000

	Number of Warrants 2024/2029			
	Balance at	During the financial year		Balance at
Names of Directors	**01.01.2025**	**Allotted**	**Exercised**	**31.12.2025**
Dato' Cheng Mooh Tat				
- Direct	4,500,000	-	-	4,500,000
- Indirect *	27,000,000	-	-	27,000,000
- Indirect **	112,660	-	-	112,660
Cheng Mooh Kheng				
- Direct	2,100,000	-	-	2,100,000
- Indirect *	27,000,000	-	-	27,000,000
- Indirect ***	44,400	-	-	44,400
Datin Theoh Mooi Teng				
- Direct	448,980	-	-	448,980
- Indirect **	112,660	-	-	112,660
Tan Peng Lam				
- Direct	20,000	-	-	20,000
- Indirect ***	60,000	-	-	60,000
Dato' Lim Choon Khim				
- Direct	20,000	-	-	20,000

* *Deemed interested by virtue of his interest in CGH Holdings Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016*

** *Deemed interested through the shareholdings of his/her child pursuant to Section 59(11)(c) of the Companies Act 2016*

*** *Deemed interested through the shareholdings of his spouse pursuant to Section 59(11)(c) of the Companies Act 2016*

By virtue of their direct and indirect interests in the Company, Dato' Cheng Mooh Tat and Cheng Mooh Kheng are deemed to have an interest in the shares of all the subsidiaries to the extent that the Company has an interest.

Other than as disclosed above, none of the other Directors in office at the end of the financial year had any interest, direct and indirect, in shares and in Warrants 2024/2029 in the Company or of its related corporations during the financial year.

Directors' Benefits

Since the end of the previous financial year, no Director has received or become entitled to receive any benefits (other than those disclosed in the *Directors' Remuneration* section below) by reason of a contract made by the Company or a related corporation with the Director or his nominees or with a firm of which he is a member or with a company in which he has a substantial financial interest other than by virtue of transactions entered into in the ordinary course of business as disclosed in Note 27 to the financial statements.

As at the end of the financial year and during the financial year, there did not subsist any arrangement to which the Company was a party, whereby the Directors or their nominees might acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Directors' Remuneration

The remuneration received or receivable by the Directors of the Company from the Company and its subsidiaries during the financial year are as follows :-

	Received or receivable from		
	The Company	Subsidiaries	Total
	RM	RM	RM
Fees	150,000	930,000	1,080,000
Other remuneration	15,500	5,126,449	5,141,949
Benefits-in-kind	-	75,900	75,900
	165,500	6,132,349	6,297,849

The Directors and officers of the Group and of the Company were insured against certain liabilities under a Directors' and Officers' Liability Insurance policy and the related insurance premium paid by the Company was RM15,634.

Auditors' Remuneration

The remuneration paid or payable to the auditors of the Group and of the Company for the financial year are RM135,200 and RM51,200 respectively.

No indemnity was given to nor was there any insurance effected for the auditors during the financial year.

Other Statutory Information

(a) Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps :-

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely to realise their value as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

Other Statutory Information (Cont'd)

(b) At the date of this report, the Directors are not aware of any circumstances :-

(i) which would render the amount written off for bad debts and allowance made for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent;

(ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading;

(iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; and

(iv) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

(c) At the date of this report, there does not exist :-

(i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; and

(ii) any contingent liability in respect of the Group and of the Company which has arisen since the end of the financial year.

(d) In the opinion of the Directors :-

(i) no contingent or other liability has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations when they fall due;

(ii) the results of the Group's and of the Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(iii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

Auditors

The auditors, Messrs. Folks DFK & Co PLT (converted from a conventional partnership, Folks DFK & Co, on 2 January 2026), have expressed their willingness to continue in office.

On behalf of the Board of Directors,

DATO' CHENG MOOH TAT	CHENG MOOH KHENG
Director	Director

This report is made pursuant to the Directors' resolution passed on 27 April 2026

Pulau Pinang

Date : 27 April 2026

Statements of Financial Position
As At 31 December 2025

	Note	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
Assets					
Non-current Assets					
Property, plant and equipment	4	147,562,644	113,566,457	-	-
Investment properties	5	6,675,007	-	-	-
Intangible assets	6	2,826,656	2,960,907	-	-
Investments in subsidiaries	7	-	-	118,984,500	118,084,500
		157,064,307	116,527,364	118,984,500	118,084,500
Current Assets					
Inventories	8	39,107,799	42,003,164	-	-
Trade and other receivables	9	81,164,945	66,710,999	14,601	14,730
Amount due from subsidiaries	10	-	-	52,031,323	38,760,472
Placements in money market funds	11	19,143,940	45,546,773	9,242,278	23,028,713
Short-term deposits, cash and bank balances	12	13,926,174	18,571,694	3,362,256	3,500,467
Tax recoverable		98,538	121,133	98,538	117,427
		153,441,396	172,953,763	64,748,996	65,421,809
Total Assets		310,505,703	289,481,127	183,733,496	183,506,309
Equity and Liabilities					
Equity					
Share capital	13	177,429,501	177,429,501	177,429,501	177,429,501
Merger deficit	14	(115,534,500)	(115,534,500)	-	-
Exchange translation reserve		57,182	48,243	-	-
Revaluation reserve	15	33,766,106	33,802,450	-	-
Retained profits		172,188,973	160,451,965	6,087,595	5,881,163
Equity attributable to owners of the Company		267,907,262	256,197,659	183,517,096	183,310,664
Non-controlling interests	7.3	633,044	150,766	-	-
Total Equity		268,540,306	256,348,425	183,517,096	183,310,664
Non-current Liabilities					
Deferred tax liabilities	16	4,280,876	4,262,345	-	-
Lease liabilities		-	857,031	-	-
		4,280,876	5,119,376	-	-
Current Liabilities					
Lease liabilities		877,740	1,119,879	-	-
Trade and other payables	17	35,252,912	26,869,440	216,400	195,645
Tax payable		1,553,869	24,007	-	-
		37,684,521	28,013,326	216,400	195,645
Total Liabilities		41,965,397	33,132,702	216,400	195,645
Total Equity and Liabilities		310,505,703	289,481,127	183,733,496	183,506,309

The notes set out on pages 64 to 115 form an integral part of the financial statements.

Statements of Profit or Loss and Other Comprehensive Income
For the Financial Year Ended 31 December 2025

	Note	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
Revenue	18	291,441,864	272,287,677	9,000,000	9,000,000
Cost of sales		(237,387,602)	(219,545,675)	-	-
Gross profit		54,054,262	52,742,002	9,000,000	9,000,000
Other income		4,622,797	3,150,439	847,721	1,204,116
Selling and distribution costs		(10,741,040)	(11,136,133)	-	-
Administrative expenses		(16,176,125)	(15,920,568)	(563,567)	(749,801)
(Addition)/Reversal of impairment losses on trade receivables	9.1(d)	(1,902,656)	184,874	-	-
Research and development costs		(327,602)	(315,599)	-	-
Other expenses		(2,057,277)	(171,560)	-	-
Operating profit		27,472,359	28,533,455	9,284,154	9,454,315
Finance costs	19	(65,636)	(113,524)	-	-
Profit before taxation	20	27,406,723	28,419,931	9,284,154	9,454,315
Taxation	21	(6,823,781)	(6,896,997)	(77,722)	(29,499)
Profit for the financial year		20,582,942	21,522,934	9,206,432	9,424,816
Other comprehensive income, net of tax					
Item that will not be reclassified subsequently to profit or loss					
- Revaluation of land and buildings	15	-	8,341,465	-	-
Item that will be reclassified subsequently to profit or loss					
- Exchange gain on translation of foreign operation		8,939	55,929	-	-
Total other comprehensive income for the financial year		8,939	8,397,394	-	-
Total comprehensive income for the financial year		20,591,881	29,920,328	9,206,432	9,424,816
(Loss)/Profit for the financial year attributable to :					
Non-controlling interests	7.3	(117,722)	(49,234)	-	-
Owners of the Company		20,700,664	21,572,168	9,206,432	9,424,816
		20,582,942	21,522,934	9,206,432	9,424,816
Total comprehensive (loss)/income for the financial year attributable to :					
Non-controlling interests	7.3	(117,722)	(49,234)	-	-
Owners of the Company		20,709,603	29,969,562	9,206,432	9,424,816
		20,591,881	29,920,328	9,206,432	9,424,816
Earnings per share attributable to ordinary equity holders of the Company					
Basic and Diluted (Sen)	22	6.90	7.19		

The notes set out on pages 64 to 115 form an integral part of the financial statements.

	Attributable to owners of the Company							
	Non-distributable				Distributable			
	Share capital RM	Merger deficit RM	Exchange translation reserve RM	Revaluation reserve RM	Retained profits RM	Total RM	Non-controlling interests RM	Total equity RM
Group								
Balance at 1 January 2025	177,429,501	(115,534,500)	48,243	33,802,450	160,451,965	256,197,659	150,766	256,348,425
Profit for the financial year	-	-	-	-	20,700,664	20,700,664	(117,722)	20,582,942
Exchange gain on translation of foreign operation	-	-	8,939	-	-	8,939	-	8,939
Total comprehensive income/(loss) for the financial year	-	-	8,939	-	20,700,664	20,709,603	(117,722)	20,591,881
Transfer of revaluation surplus on land and buildings (Note 15)	-	-	-	(36,344)	36,344	-	-	-
Transactions with owners of the Company								
- Non-controlling interests on incorporation of a subsidiary (Note 7.2)	-	-	-	-	-	-	600,000	600,000
- Dividends paid (Note 23)	-	-	-	-	(9,000,000)	(9,000,000)	-	(9,000,000)
	-	-	-	-	(9,000,000)	(9,000,000)	600,000	(8,400,000)
Balance at 31 December 2025	177,429,501	(115,534,500)	57,182	33,766,106	172,188,973	267,907,262	633,044	268,540,306

The notes set out on pages 64 to 115 form an integral part of the financial statements.

Statements of Changes in Equity (Cont'd)
For the Financial Year Ended 31 December 2025

	Attributable to owners of the Company							
	Non-distributable				Distributable			
	Share capital RM	Merger deficit RM	Exchange translation reserve RM	Revaluation reserve RM	Retained profits RM	Total RM	Non-controlling interests RM	Total equity RM
Group (Cont'd)								
Balance at 1 January 2024	177,429,501	(115,534,500)	(7,686)	25,495,306	147,845,476	235,228,097	-	235,228,097
Profit for the financial year	-	-	-	-	21,572,168	21,572,168	(49,234)	21,522,934
Surplus on revaluation of land and buildings, net of attributable deferred tax	-	-	-	8,341,465	-	8,341,465	-	8,341,465
Exchange gain on translation of foreign operation	-	-	55,929	-	-	55,929	-	55,929
Total comprehensive income/(loss) for the financial year	-	-	55,929	8,341,465	21,572,168	29,969,562	(49,234)	29,920,328
Transfer of revaluation surplus on land and buildings (Note 15)	-	-	-	(34,321)	34,321	-	-	-
Transactions with owners of the Company								
- Non-controlling interests on incorporation of a subsidiary (Note 7.2)	-	-	-	-	-	-	200,000	200,000
- Dividends paid (Note 23)	-	-	-	-	(9,000,000)	(9,000,000)	-	(9,000,000)
	-	-	-	-	(9,000,000)	(9,000,000)	200,000	(8,800,000)
Balance at 31 December 2024	177,429,501	(115,534,500)	48,243	33,802,450	160,451,965	256,197,659	150,766	256,348,425

The notes set out on pages 64 to 115 form an integral part of the financial statements.

Statements of Changes in Equity (Cont'd)
For the Financial Year Ended 31 December 2025

	Attributable to owners of the Company		
	Non-distributable share capital RM	Distributable retained profits RM	Total RM
Company			
Balance at 1 January 2025	177,429,501	5,881,163	183,310,664
Profit for the financial year, representing the total comprehensive income for the financial year	-	9,206,432	9,206,432
Transactions with owners of the Company			
- Dividends paid (Note 23)	-	(9,000,000)	(9,000,000)
Balance at 31 December 2025	177,429,501	6,087,595	183,517,096
Balance at 1 January 2024	177,429,501	5,456,347	182,885,848
Profit for the financial year, representing the total comprehensive income for the financial year	-	9,424,816	9,424,816
Transactions with owners of the Company			
- Dividends paid (Note 23)	-	(9,000,000)	(9,000,000)
Balance at 31 December 2024	177,429,501	5,881,163	183,310,664

The notes set out on pages 64 to 115 form an integral part of the financial statements.

Statements of Cash Flows
For the Financial Year Ended 31 December 2025

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Cash flows from operating activities				
Profit before taxation	27,406,723	28,419,931	9,284,154	9,454,315
Adjustments for :-				
Amortisation of intangible assets	134,251	126,256	-	-
Depreciation of property, plant and equipment	1,538,607	1,411,935	-	-
Depreciation of investment properties	7,493	-	-	-
Depreciation of right-of-use assets	1,133,727	1,131,021	-	-
Addition/(Reversal) of impairment losses on trade receivables	1,902,656	(184,874)	-	-
Dividend income from subsidiaries	-	-	(9,000,000)	(9,000,000)
Gain on changes in fair value of money market funds	(565,304)	(865,747)	-	-
Gain on redemption of money market funds	(26,107)	(63,299)	-	-
Gain on disposal of property, plant and equipment	(115,649)	(111,128)	-	-
Income from placements in money market funds	(563,350)	(1,151,578)	(513,565)	(1,048,346)
Interest income	(243,889)	(264,976)	(334,156)	(155,770)
Interest expense	65,636	113,524	-	-
Inventories written off	1,775,215	-	-	-
Reversal of write-down of inventories	(218,340)	(44,759)	-	-
Property, plant and equipment written-off	65,255	5,576	-	-
Reversal of revaluation decrease of property, plant and equipment	-	(18,072)	-	-
Unrealised loss/(gain) on foreign exchange	452,132	(228,569)	-	-
Operating profit/(loss) before working capital changes	32,749,056	28,275,241	(563,567)	(749,801)
Decrease in inventories	1,321,080	3,515,092	-	-
(Increase)/Decrease in trade and other receivables	(16,750,894)	4,205,503	129	470
Increase/(Decrease) in trade and other payables	8,388,081	(1,566,491)	20,755	(32,513)
Cash generated from/(utilised in) operations	25,707,323	34,429,345	(542,683)	(781,844)
Interest received	243,889	264,976	363,305	126,621
Interest paid	(65,636)	(113,524)	-	-
Tax paid	(5,240,766)	(6,402,221)	(58,833)	(296,715)
Net cash from/(used in) operating activities	20,644,810	28,178,576	(238,211)	(951,938)

The notes set out on pages 64 to 115 form an integral part of the financial statements.

Statements of Cash Flows (Cont'd)
For the Financial Year Ended 31 December 2025

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Cash flows from investing activities				
Investment in a subsidiary (Note 7.2)	-	-	(900,000)	(300,000)
Purchase of intangible assets	(6,200)	(2,826,432)	-	-
Purchase of property, plant and equipment	(36,692,383)	(36,309,125)	-	-
Acquisition of investment properties	(6,682,500)	-	-	-
Proceeds from disposal of property, plant and equipment	115,650	186,200	-	-
Net redemption of/(placement in) money market funds	26,994,245	387,734	13,786,435	(3,548,346)
Income from placements in money market funds	551,321	1,312,267	513,565	1,048,346
Dividends received from subsidiaries	-	-	9,000,000	8,500,000
Advances to subsidiaries	-	-	(13,300,000)	(19,795,538)
Net cash (used in)/from investing activities	(15,719,867)	(37,249,356)	9,100,000	(14,095,538)
Cash flows from financing activities				
Proceeds from issue of new ordinary shares to non-controlling interests (Note 7.2)	600,000	200,000	-	-
Decrease in short-term deposits pledged as security	-	370,679	-	-
Dividends paid (Note 23)	(9,000,000)	(9,000,000)	(9,000,000)	(9,000,000)
Payments of lease liabilities (Note 25.1)	(1,134,364)	(1,085,076)	-	-
Net cash used in financing activities	(9,534,364)	(9,514,397)	(9,000,000)	(9,000,000)
Net decrease in cash and cash equivalents	(4,609,421)	(18,585,177)	(138,211)	(24,047,476)
Effect of foreign exchange difference on cash and cash equivalents	(36,099)	71,764	-	-
Cash and cash equivalents at beginning of financial year	18,571,694	37,085,107	3,500,467	27,547,943
Cash and cash equivalents at end of financial year (Note 12)	13,926,174	18,571,694	3,362,256	3,500,467

The notes set out on pages 64 to 115 form an integral part of the financial statements.

1. General Information

Yenher Holdings Berhad is a public company limited by shares, incorporated and domiciled in Malaysia. The Company is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at No. 35, 1st Floor, Jalan Kelisa Emas 1, Taman Kelisa Emas, 13700 Seberang Jaya, Pulau Pinang and its principal place of business is located at No. 1628, Jalan IKS Simpang Ampat 1, Taman IKS Simpang Ampat, 14100 Simpang Ampat, Seberang Perai Selatan, Pulau Pinang.

The principal activity of the Company is investment holding. The principal activities and the details of the subsidiaries are set out in Note 7.1.

These financial statements comprise the financial statements of the Group and the financial statements of the Company and they are presented in Ringgit Malaysia ("RM").

The financial statements were approved and authorised for issue by the Board of Directors on 27 April 2026.

2. Basis of Preparation and Material Accounting Policy Information

2.1 Basis of Preparation

The financial statements have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards and the provisions of the Companies Act 2016 in Malaysia.

The financial statements of the Group and of the Company are prepared under the historical cost convention unless otherwise indicated in the summary of material accounting policy information.

The accounting policies applied by the Group and by the Company are consistent with those applied in the previous financial year other than the application of the amendments to MFRSs as disclosed in Note 2.2 below.

2.2 Application of Amendments to MFRSs

During the financial year, the Group and the Company have applied the Amendments to MFRS 121 - Lack of Exchangeability issued by the Malaysian Accounting Standards Board ("MASB") which became effective for accounting period beginning on or after 1 January 2025.

The initial application of the amendments did not have any significant impact on the Group's and the Company's financial statements for the current and prior financial periods.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.3 New MFRSs and Amendments to MFRSs That Are In Issue But Not Yet Effective

The Group and the Company have not early adopted the following new MFRSs and amendments to MFRSs that have been issued by the MASB but are not yet effective :-

Effective for annual periods beginning on or after 1 January 2026

Amendments to MFRS 9 and MFRS 7 :
- Amendments to the Classification and Measurement of Financial Instruments
- Contracts Referencing Nature-dependent Electricity

Annual Improvements to MFRS Accounting Standards - Volume 11 :
- Amendments to MFRS 1 *First-time Adoption of Malaysia Financial Reporting Standards*
- Amendments to MFRS 7 *Financial Instruments : Disclosures*
- Amendments to MFRS 9 *Financial Instruments*
- Amendments to MFRS 10 *Consolidated Financial Statements*
- Amendments to MFRS 107 *Statement of Cash Flows*

Effective for annual periods beginning on or after 1 January 2027

MFRS 18 *Presentation and Disclosure in Financial Statements*

MFRS 19 *Subsidiaries without Public Accountability : Disclosure*s

Amendments to MFRS 19 *Subsidiaries without Public Accountability : Disclosures*

Amendments to MFRS 121 - Translation to a Hyperinflationary Presentation Currency

Effective for annual periods beginning on or after a date to be determined by the MASB

Amendments to MFRS 10 and MFRS 128 - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The Group and the Company will apply the above new MFRSs and amendments to MFRSs that are applicable once they become effective. The adoption of these new MFRSs and amendments to MFRSs is not expected to have any significant impact on the Group's and on the Company's financial statements in the period of initial application, other than as disclosed below.

MFRS 18 *Presentation and Disclosure in Financial Statements*

The new MFRS 18 will replace MFRS 101 *Presentation of Financial Statements* while retaining many of the requirements in MFRS 101 with limited changes. The key changes introduced by MFRS 18 are as follows :-

(a) Classification of income and expenses into three new defined categories namely operating, investing and financing.

(b) Two new required subtotals namely operating profit and profit before financing and income taxes.

(c) Disclosures of management-defined performance measures ("MPMs") in a single note, including :

- a statement that the MPMs reflect management's view; and
- an explanation of why the MPMs are reported and how they are calculated.

(d) Enhanced requirements for aggregation and disaggregation of information in the financial statements.

The new standard is to be applied retrospectively and it will affect the presentation and disclosure of information but it will not impact the recognition and measurement of items in the financial statements of an entity.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.4 Basis of Consolidation

The financial statements of the Group ("the consolidated financial statements") include the financial statements of the Company and its subsidiaries. The financial statements of the subsidiaries are prepared for the same reporting date as the Company. The consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances.

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group :-

- has power over the entity;
- 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 three elements of controls listed above.

Subsidiaries are consolidated using the acquisition method except for subsidiaries arising from common control combination as explained in Note 2.5. Consolidation of a subsidiary begins from the date the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary.

In preparing consolidated financial statements, intra-group balances and transactions and the resulting unrealised profits are eliminated on consolidation. Unrealised losses are eliminated on consolidation and the relevant assets are assessed for impairment. The consolidated financial statements reflect external transactions and balances only.

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. If the Group loses control of a subsidiary, the assets and liabilities of the subsidiary will be derecognised at their carrying amounts at the date when control is lost. Any investment retained in the former subsidiary is recognised at its fair value at the date when control is lost. The resulting difference between the amounts derecognised and the aggregate of the fair value of consideration received and investment retained is recognised as gain or loss in profit or loss attributable to the Group.

2.5 Business Combinations

Acquisitions of businesses are accounted for using the acquisition method except for combinations of entities or businesses under common control.

The acquisitions of the Group's existing subsidiaries, namely Yenher Agro-Products Sdn. Bhd. and Yenher Biotech Sdn. Bhd. have been accounted for as common control combination. These subsidiaries are consolidated using the principles of merger accounting. The common control combinations are business combinations in which all the combining entities have common ultimate controlling parties prior to and immediately after such combinations, and that control is not transitory. Under the principles of merger accounting, the assets and liabilities of the combining entities are consolidated using the existing book values from the controlling parties' perspective and the results of each of the combining entity are presented as if the combination had been effected throughout the current and previous comparative periods presented. On consolidation, the cost of investment is matched against the nominal value of ordinary shares acquired and any difference is taken to equity as merger reserve (for resulting credit difference) or merger deficit (for resulting debit difference).

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.5 Business Combinations (Cont'd)

New acquisitions of businesses are accounted for using the acquisition method. The consideration transferred for the acquisition of an acquiree is measured at fair value which is calculated as the sum of the acquisition-date fair values of assets transferred, liabilities incurred, equity interests issued and contingent consideration given. Identifiable assets acquired and liabilities and contingent liabilities assumed are measured at their acquisition-date fair values. Acquisition-related costs are recognised as an expense in the periods in which the costs are incurred.

Goodwill on new acquisitions is measured as the excess of the aggregate of the consideration transferred, the amount of any non-controlling interests and the acquisition-date fair value of any previously held equity interest over the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed. The excess of the Group's interest in the net amounts of the identifiable assets, liabilities and contingent liabilities over the aggregate of the consideration transferred, the amount of any non-controlling interests and the acquisition-date fair value of any previously held equity interest is recognised immediately in profit or loss as a gain from bargain purchase.

For each business combination, non-controlling interests are measured either at their fair value at the acquisition date or at the non-controlling interests' proportionate share of the subsidiary's identifiable net assets.

In a business combination achieved in stages, any previously held equity interest is remeasured at its acquisition-date fair value and the resulting gain or loss is recognised in profit or loss.

2.6 Foreign Currencies

2.6.1 Functional and presentation currency

The individual financial statements of each entity within the Group are presented in the currency of the primary economic environment in which the entity operates i.e. the entity's functional currency. The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

2.6.2 Foreign currency transactions and balances

In preparing the financial statements of the Group, transactions in currencies other than the Group's functional currency (foreign currencies) are recorded in the functional currency using the exchange rates prevailing at the dates of the transactions. At the end of each reporting period, foreign currency monetary assets and liabilities are translated at exchange rates prevailing at the end of the reporting period. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the date of the transactions.

Exchange differences arising from the settlement of foreign currency transactions and from the translation of foreign currency monetary assets and liabilities are recognised in profit or loss.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.6 Foreign Currencies (Cont'd)

2.6.3 Foreign operations

The results and financial position of the foreign operations that have a functional currency different from the presentation currency (RM) of the consolidated financial statements are translated into RM as follows :-

(a) Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

(b) Income and expenses for each statement presenting profit or loss and other comprehensive income are translated at average exchange rates for the financial year, which approximates the exchange rates at the dates of the transactions; and

(c) All resulting exchange differences are recognised in other comprehensive income and are accumulated in foreign currency translation reserve within equity.

2.7 Investments in Subsidiaries

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less any accumulated impairment losses. The investments are reviewed for impairment in accordance with the Group's accounting policy for impairment of non-financial assets. On disposal of such investments, the difference between the net disposal proceeds and the net carrying value of the investments is recognised as a gain or loss on disposal in the Company's profit or loss.

2.8 Property, Plant and Equipment

Items of property, plant and equipment are initially stated at cost. Cost initially recognised includes expenditure that is directly attributable to the acquisition of the asset and any other costs directly attributable to bringing the asset to working condition for its intended use. All property, plant and equipment, except for land and buildings, are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

Land and buildings are subsequently carried at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluation is made every 3 years or at shorter intervals whenever the fair value of a revalued asset is expected to differ materially from its carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the asset's revalued amount. If the carrying amount of land and buildings is increased as a result of a revaluation, the increase is recognised in other comprehensive income and accumulated in equity under revaluation reserve, except to the extent that it reverses a revaluation decrease for the same asset previously recognised in profit or loss, in which case the increase is credited to profit or loss to the extent of the decrease previously expensed. A decrease in carrying amount arising on a revaluation is recognised to profit or loss to the extent that it exceeds the credit balance held in the revaluation reserve relating to a previous revaluation of that asset.

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repair and maintenance are charged to the profit or loss during the financial period in which they are incurred.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.8 Property, Plant and Equipment (Cont'd)

Freehold land and capital work-in-progress are not depreciated. All other property, plant and equipment are depreciated on the straight-line basis so as to write-off the cost of the assets to their residual values over their estimated useful lives. Depreciation on capital work-in-progress commences when the assets are ready for their intended use. The estimated useful lives of the Group's property, plant and equipment are as follows :-

Buildings	50 years
Furniture and fittings	10 years
Motor vehicles	5 years
Office equipment	5 to 10 years
Plant and machinery	5 to 10 years
Renovation	10 years
Tools and equipment	10 years

The residual values and useful lives of assets are reviewed at each financial year end and adjusted prospectively, if appropriate, where expectations differ from previous estimates. Property, plant and equipment are reviewed for impairment in accordance with the Group's accounting policy for impairment of non-financial assets.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The difference between the net disposal proceeds, if any, and the net carrying amount is recognised in profit or loss and the unutilised portion of the revaluation surplus on that item is taken directly to retained profits.

2.9 Investment Properties

Investment properties are land and/or buildings which are held for rental yields or for capital appreciation or for both or land held for a currently undetermined future use. The investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses. The depreciation policy adopted for investment properties is similar to property assets under property, plant and equipment as disclosed under Note 2.8 above. Investment properties are reviewed for impairment in accordance with the Group's accounting policy for impairment of non-financial assets.

An investment property is derecognised when either it has been disposed of or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. The difference between the net disposal proceeds, if any, and the net carrying amount is recognised in profit or loss in the period of the retirement or disposal.

2.10 Intangible Assets Acquired Separately - Computer Software and Licence

Intangible assets acquired separately are carried at costs less accumulated amortisation and any accumulated impairment losses. Amortisation is recognised on the straight-line basis over the period the assets are expected to generate economic benefits. The estimated useful life and amortisation method are reviewed at the end of each reporting period with the effect of any changes in estimates being accounted for on a prospective basis.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.11 Impairment of Non-financial Assets

The carrying amounts of non-financial assets (other than inventories and deferred tax assets) are reviewed for impairment at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated to determine the amount of impairment loss. For intangible assets that are not yet available for use, the recoverable amount is estimated annually or more frequently when indicators of impairment are identified.

An impairment loss is recognised if the carrying amount of an asset or a cash generating unit ("CGU") exceeds its recoverable amount. A CGU is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or group of assets.

The recoverable amount of an asset or CGU is the higher of its fair value less costs of disposal and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss is recognised in profit or loss in the period in which it arises, unless the asset is carried at revalued amount. Any impairment loss of a revalued asset is recognised in other comprehensive income for that asset to the extent that the impairment loss does not exceed the amount held in the revaluation surplus account.

An impairment loss for an asset is reversed if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset is recognised to the profit or loss unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase.

2.12 Inventories

Inventories are valued at the lower of cost (determined on the first-in, first-out basis) and net realisable value. Net realisable value represents the estimated selling price in the ordinary course of business less selling and distribution costs and all other estimated costs to completion.

Costs of raw materials and distribution goods comprise purchase price and other costs directly attributable to the acquisition of inventories.

Cost of finished goods consists of direct materials, direct labour, direct expenses and attributable production overheads.

2.13 Financial Assets

The Group recognises all financial assets in the statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the instruments.

All regular way purchases or sales of financial assets are recognised and derecognised using trade date accounting. A regular way purchase or sale is a purchase or sale of a financial asset that requires delivery of asset within the time frame established generally by regulation or convention in the marketplace concerned. Trade date accounting refers to :-

- the recognition of an asset to be received and the liability to pay for it on the trade date which is the date the Group commits itself to purchase or sell an asset; and

- derecognition of an asset that is sold, the recognition of any gain or loss on disposal and the recognition of a receivable from the buyer for payment on the trade date.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.13 Financial Assets (Cont'd)

2.13.1 Classification

The Group classifies its financial assets into the following measurement categories depending on the business models used for managing the financial assets and the contractual cash flow characteristics of the financial assets :-

(a) at amortised cost;
(b) fair value through other comprehensive income; and
(c) fair value through profit or loss.

The Group's financial assets comprised financial assets at amortised cost and financial assets at fair value through profit and loss and it does not have financial assets at fair value through other comprehensive income. The classification of financial assets are disclosed in Note 30.1.

2.13.2 Measurement

At initial recognition, trade receivables without a significant financing component are measured at their transaction price when they are originated.

Other financial assets are initially measured at fair value plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs. Transaction costs of financial assets at fair value through profit or loss are expensed to profit or loss when incurred.

Subsequent measurements of the Group's financial assets are described below :-

(a) Financial assets at amortised cost

A financial asset that is a debt instrument is measured at amortised cost if both of the following conditions are met and it is not designated as at fair value through profit or loss at initial recognition :-

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and

- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These financial assets are subsequently measured at amortised cost using the effective interest method less any impairment losses. Interest income, gains or losses on derecognition, foreign exchange gains or losses and impairment are recognised in profit or loss. Impairment losses are presented as a separate line item in the statement of profit or loss and other comprehensive income.

(b) Financial assets at fair value through profit or loss ("FVTPL")

A financial asset that is a debt instrument is measured at FVTPL if it does not meet the criteria for amortised cost or fair value through other comprehensive income ("FVOCI"). This includes all derivative financial assets.

The Group may, at initial recognition, irrevocably designate a financial asset as measured at FVTPL that otherwise meets the criteria for amortised cost or FVOCI if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Changes in fair value of financial assets at FVTPL and interest or dividend income are recognised in profit or loss.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.13 Financial Assets (Cont'd)

2.13.3 Impairment of financial assets

The Group recognises loss allowance for expected credit losses ("ECLs") on :-

(a) financial assets measured at amortised cost; and

(b) financial guarantee contracts.

ECLs are based on the difference between the contractual cash flows due in accordance with the contract and the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months i.e. a 12-month ECL. For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default i.e. a lifetime ECL.

For trade receivables, the Group applies a simplified approach in measuring ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. Refer to Note 30.2(a) for further details.

The Group considers a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any collaterals or other credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flow in its entirety or a portion thereof.

An impairment loss is recognised in the profit or loss and the carrying amount of the assets is reduced through the use of an allowance account.

2.13.4 Derecognition of financial assets

The Group derecognises a financial asset when, and only when, the contractual rights to the cash flows from the financial asset expire or the Group transfers the financial asset without retaining control or transfers substantially all the risks and rewards of ownership of the financial asset to another party.

On derecognition of a financial asset in its entirety, the difference between the carrying amount measured at the date of derecognition and the sum of the consideration received (including any new asset obtained less any new liability assumed) is recognised in profit or loss.

2.14 Cash and Cash Equivalents

For the purpose of presentation in the statements of cash flows, cash and cash equivalents include cash in hand, bank balances, deposits with licensed banks with original maturities of 3 months or less and short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, reduced by bank overdrafts. The statements of cash flows are prepared using the indirect method.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.15 Share Capital

Ordinary shares are classified as equity. Distributions to holders of ordinary shares are debited directly to equity and dividends declared on or before the end of the reporting period are recognised as liabilities. Costs directly attributable to equity transactions are accounted for as a deduction, net of tax, from equity.

2.16 Financial Liabilities

The Group recognises all financial liabilities in the statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the instruments.

2.16.1 Classification and measurement

Financial liabilities are initially measured at fair value minus, in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs. Transaction costs of financial liabilities at fair value through profit or loss are expensed to profit or loss when incurred.

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or financial liabilities measured at amortised cost. The Group does not have any financial liabilities at fair value through profit or loss.

All financial liabilities of the Group are subsequently measured at amortised cost using the effective interest method and any gain or loss is recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

Financial liabilities are initially measured at fair value minus, in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs. Transaction costs of financial liabilities at fair value through profit or loss are expensed to profit or loss when incurred.

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or financial liabilities measured at amortised cost. The Group does not have any financial liabilities at fair value through profit or loss.

All financial liabilities of the Group are subsequently measured at amortised cost using the effective interest method and any gain or loss is recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

2.16.2 Derecognition of financial liabilities

A financial liability is derecognised when, and only when, the obligation specified in the contract is extinguished. When an existing financial liability is exchanged with the same lender on substantially different terms or the terms of an existing liability are substantially modified, they are accounted for as an extinguishment of the original financial liability and a new financial liability is recognised. The difference between the carrying amount of a financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

2.17 Offsetting Financial Instruments

Financial assets and financial liabilities are offset when the Group has a legally enforceable right to offset and intends to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.18 Financial Guarantee Contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contracts are recognised initially as a liability at fair value, net of transaction costs. Subsequent to initial recognition, financial guarantee contracts are measured at the higher of (i) the amount of loss allowance determined in accordance with the expected credit loss model under MFRS 9 *Financial Instruments*; and (ii) the amount initially recognised less, where appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15 *Revenue from Contracts with Customers*. The loss allowance on financial guarantee contracts, if any, is recognised as a provision and is reported under current liabilities.

2.19 Derivatives Financial Instruments

The Group enters into derivative financial instruments such as forward foreign currency contracts to manage its exposure to foreign currency risks.

Derivatives are initially recognised at fair value at the date the derivative contract is entered and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in profit or loss immediately.

A derivative with a positive fair value is recognised as a financial asset and derivative with a negative fair value is recognised as a financial liability. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

The Group has not designated any derivatives as hedging instruments.

2.20 Provisions

Provisions are recognised when the Group has a present legal and constructive obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the effect of time value of money is material, the amount of provision is measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. Where discounting is used, the increase in the amount of a provision due to passage of time is recognised as finance cost.

2.21 Leases as a Lessee

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date.

Subsequent to the initial recognition, the right-of-use assets are measured at cost less accumulated depreciation and accumulated impairment losses, if any, and adjusted for any remeasurement of lease liability.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.21 Leases as a Lessee (Cont'd)

Depreciation for right-of-use asset is calculated using the straight-line method and commences from the commencement date of the lease to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The right-of-use assets of the Group are included under the line item of Property, Plant and Equipment (Note 4) and their depreciation rates are as follows :-

Leasehold land	55 years
Buildings on lease	24 to 36 months

The lease liability is initially measured at the present value of future lease payments at the commencement date. Lease payments comprise fixed lease payments (including in-substance fixed payments).

The future lease payments are discounted using the interest rate implicit in the lease, or, if that rate cannot be readily determined, at the respective Group entities' incremental borrowing rate. This is the rate that the Group entities would have to pay to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment over a similar term.

The lease liability is remeasured when there is a change in the scope of a lease or the consideration for a lease that is not originally provided for in the lease contract ("lease modification") and which is not accounted for as a separate lease. In this case the lease liability is remeasured based on the revised lease payments and lease term using a revised discount rate at the effective date of the modification.

The Group has elected not to recognise the right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

2.22 Income Taxes

Tax expense is the aggregate amount of current and deferred taxation. Current and deferred taxes are recognised as income or expense in profit or loss except to the extent that the taxes relate to items recognised outside profit or loss either in other comprehensive income or directly in equity or a business combination.

Current tax is the expected tax payable on the taxable income for the reporting period using tax rates enacted or substantively enacted at the end of the reporting period.

Deferred tax is provided by using the liability method on temporary differences at the end of the reporting period between the carrying amounts of assets and liabilities in the financial statements and the amounts attributed to those assets and liabilities for taxation purposes.

Deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences and unabsorbed tax losses and unused tax credits to the extent that it is probable that future taxable profit will be available against which the assets can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition of an asset or liability in a transaction (other than a business combination) that affects neither accounting profit nor taxable profit or loss.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and is reduced to the extent that it is no longer probable that the related tax benefits will be realised.

Tax rates enacted or substantively enacted at the end of the reporting period are used to determine deferred tax.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle the current tax assets and liabilities on a net basis.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.23 Borrowing Costs

Borrowing costs that are directly attributable to the acquisition, construction, production or preparation of assets until they are ready for their intended use or sale are capitalised as part of the cost of those assets. Other borrowing costs are recognised as an expense in the period in which they are incurred.

2.24 Employee Benefits

2.24.1 Short-term employee benefits

Wages, salaries and social security contributions, paid annual and sick leave, bonuses and non-monetary benefits are recognised as expenses in profit or loss or included in the costs of assets, where applicable, in the period in which the associated services are rendered by employees of the Group.

2.24.2 Post-employment benefits - Defined contribution plan

The Group provides post-employment benefits by way of contribution to defined contribution plans operated by the relevant authorities at the prescribed rates.

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

The Group's contributions to defined contribution plans are recognised as an expense in profit or loss in the period to which the contributions relate or included in the costs of assets, where applicable.

2.25 Fair Value Measurements

Fair value of an asset or a liability, except for share-based payment and leasing transactions, is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market. For non-financial assets, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring fair value, the Group maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Fair value measurements are categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows :-

Level 1 : Quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2 : Inputs other than quoted prices included within Level 1 that are observable for the asset or liability; and

Level 3 : Inputs for the asset or liability that are not based on observable market data (unobservable input).

Transfer between levels of the fair value hierarchy is deemed to have occurred on the date of the event or change in circumstances that caused the transfer.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.26 Revenue Recognition

2.26.1 Revenue from Contracts with Customers

The Group recognises revenue from a contract with customer when performance obligation is satisfied by transferring control of a promised good or service to the customer. Depending on the terms of a contract with customer, control may transfer over time or at a point in time.

Control of a good or service is transferred over time when one of the following criteria is met :-

(i) 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; or

(ii) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or

(iii) the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs.

Where any one of the above conditions is met, the Group recognises revenue over time. Otherwise, revenue is recognised at a point in time.

Revenue from sales of goods derived from the manufacturing and distribution activities is recognised at a point in time when control of the goods has transferred, being when the goods are delivered to the customers and there is no unfulfilled obligation that could affect the customers' acceptance of the goods. Revenue is measured based on the consideration specified in the contract which the Group expects to be entitled in exchange for transferring the goods, excluding the amounts collected on behalf of third parties.

The normal credit term ranges from 7 to 120 days upon delivery. There is no significant financing component in contracts with customers as the payment terms is less than 12 months from the date of billings. Therefore, no adjustment is made to the promised amount of consideration for the effects of time value of money.

2.26.2 Revenue from Other Sources and Other Income

(a) Dividend income

Dividend income is recognised when the right to receive payment has been established.

(b) Interest income

Interest income is recognised on an accrual basis using the effective interest method.

2.27 Earnings Per Share

Basic earnings per share is calculated by dividing the profit or loss for the financial year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year, net of treasury shares held if any. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary equity holders and the weighted average number of ordinary shares outstanding, net of treasury shares held, for the effects of all dilutive potential ordinary shares.

2. Basis of Preparation and Material Accounting Policy Information (Cont'd)

2.28 Operating Segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses relating to transactions with other components of the Group. Operating segment results are reviewed regularly by the chief operating decision maker, which in this case is the Board of Directors, who makes decision about resources to be allocated to the segments and to assess their performance and for which discrete financial information is available.

3. Critical Accounting Judgement and Key Sources of Estimation Uncertainty

The preparation of financial statements in conformity with the Malaysian Financial Reporting Standards requires management to exercise their judgement in the process of applying the Group's accounting policies and which may have significant effects on the amounts recognised in the financial statements. It also requires the use of accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the results reported for the reporting period and that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Although these judgements and estimates are based on the management's best knowledge of current events and actions, actual results may differ.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

3.1 Significant Judgements in Applying the Group's Accounting Policies

In the process of applying the Group's accounting policies, which are described in Note 2, the management are of the opinion that any instances of application of judgement are not expected to have a significant effect on the amounts recognised in the financial statements, apart from those involving estimations which are dealt with below.

3.2 Key Sources of Estimation Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

3.2.1 Estimated useful lives of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. The management estimate the useful lives of property, plant and equipment to be between 5 and 50 years. The Group reviews the estimated useful lives of these assets annually based on various factors such as obsolescence, level of usage and business plans. The estimated useful lives are disclosed in Note 2.8. Future financial performance could be materially affected by changes in these estimates.

3.2.2 Income taxes

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the estimation of the provision for income taxes is made and which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions, where applicable, in the period in which such determination is made.

3. Critical Accounting Judgement and Key Sources of Estimation Uncertainty (Cont'd)

3.2 Key Sources of Estimation Uncertainty (Cont'd)

3.2.3 Loss allowances for expected credit losses on trade receivables

The Group applies a simplified approach in measuring loss allowances for expected credit losses ("ECLs") on trade receivables. The measurement requires the use of significant assumptions about risk of default, expected loss rate and the future economic conditions.

The expected loss rates are based on the payment profiles of its customers in relation to the invoices issued for sales of goods over a period of 2 years prior to the end of each reporting period and the corresponding historical credit loss experienced within those periods.

The historical loss rates are then adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the debtors to settle the receivables. The Group has identified the Gross Domestic Product ("GDP") as a relevant factor and accordingly adjusts the expected loss rates based on expected changes in the factor.

At every reporting date, the historical observed loss rates are updated and changes in the forward-looking estimates are analysed. When the historical observed loss rates vary from the original estimates, such difference will impact the carrying amount of trade receivables. The carrying amounts of trade receivables and the cumulative allowance for impairment losses are disclosed in Note 9.1.

4. Property, Plant and Equipment

4.1 The movements of property, plant and equipment during the financial year are as follows :-

Group - 2025

	At beginning of financial year RM	Additions/ Lease modification RM	Elimination of accumulated depreciation on lease modification RM	Disposals RM	Write-off RM	At end of financial year RM
Valuation/Costs						
Assets at valuation (Note 4.3)						
Own assets						
Freehold land	52,700,000	-	-	-	-	52,700,000
Buildings	4,200,000	510,000	-	-	-	4,710,000
	56,900,000	510,000	-	-	-	57,410,000
Right-of-use assets						
Leasehold land	1,250,000	-	-	-	-	1,250,000
	58,150,000	510,000	-	-	-	58,660,000
Assets at cost						
Own assets						
Furniture and fittings	350,328	7,541	-	-	(24,713)	333,156
Motor vehicles	6,421,365	886,658	-	(430,138)	-	6,877,885
Office equipment	1,596,433	86,259	-	-	(94,300)	1,588,392
Plant and machinery	3,272,187	780,751	-	-	(563,395)	3,489,543
Renovation	1,908,308	5,035	-	-	(410,709)	1,502,634
Tools and equipment	1,617,332	14,000	-	-	-	1,631,332
Capital work-in-progress	49,321,012	34,402,139	-	-	-	83,723,151
	64,486,965	36,182,383	-	(430,138)	(1,093,117)	99,146,093
Right-of-use assets						
Buildings on lease (Note 4.4)	3,252,432	35,194	(35,147)	-	-	3,252,479
	67,739,397	36,217,577	(35,147)	(430,138)	(1,093,117)	102,398,572
	125,889,397	36,727,577	(35,147)	(430,138)	(1,093,117)	161,058,572

4. Property, Plant and Equipment (Cont'd)

4.1 The movements of property, plant and equipment during the financial year are as follows :- (Cont'd)

Group - 2025 (Cont'd)

	At beginning of financial year RM	Charge for the financial year RM	Elimination on lease modification RM	Disposals RM	Write-off RM	At end of financial year RM
Accumulated depreciation						
Assets at valuation						
Own assets						
Freehold land	-	-	-	-	-	-
Buildings	-	128,450	-	-	-	128,450
	-	128,450	-	-	-	128,450
Right-of-use assets						
Leasehold land	-	26,132	-	-	-	26,132
	-	154,582	-	-	-	154,582
Assets at cost						
Own assets						
Furniture and fittings	328,295	5,820	-	-	(24,706)	309,409
Motor vehicles	4,451,014	860,209	-	(430,137)	-	4,881,086
Office equipment	1,249,957	102,670	-	-	(94,023)	1,258,604
Plant and machinery	2,807,557	211,533	-	-	(520,247)	2,498,843
Renovation	1,154,486	131,702	-	-	(395,086)	891,102
Tools and equipment	976,450	98,223	-	-	-	1,074,673
Capital work-in-progress	-	-	-	-	-	-
	10,967,759	1,410,157	-	(430,137)	(1,034,062)	10,913,717
Right-of-use assets						
Buildings on lease	1,355,181	1,107,595	(35,147)	-	-	2,427,629
	12,322,940	2,517,752	(35,147)	(430,137)	(1,034,062)	13,341,346
	12,322,940	2,672,334	(35,147)	(430,137)	(1,034,062)	13,495,928

4. Property, Plant and Equipment (Cont'd)

4.1 The movements of property, plant and equipment during the financial year are as follows :- (Cont'd)

Group - 2024

	At beginning of financial year RM	Additions/ Lease modification RM	Revaluation RM	Elimination of accumulated depreciation upon revaluation/ lease modification RM	Disposals RM	Write-off RM	At end of financial year RM
Valuation/Costs							
Assets at valuation (Note 4.3)							
Own assets							
Freehold land	43,500,000	-	9,200,000	-	-	-	52,700,000
Buildings	4,250,000	-	73,350	(123,350)	-	-	4,200,000
	47,750,000	-	9,273,350	(123,350)	-	-	56,900,000
Right-of-use assets							
Leasehold land	1,250,000	-	25,597	(25,597)	-	-	1,250,000
	49,000,000	-	9,298,947	(148,947)	-	-	58,150,000
Assets at cost							
Own assets							
Furniture and fittings	350,328	-	-	-	-	-	350,328
Motor vehicles	6,621,656	165,209	-	-	(365,500)	-	6,421,365
Office equipment	1,546,978	61,759	-	-	-	(12,304)	1,596,433
Plant and machinery	3,251,587	20,600	-	-	-	-	3,272,187
Renovation	1,908,308	-	-	-	-	-	1,908,308
Tools and equipment	1,611,594	16,138	-	-	-	(10,400)	1,617,332
Capital work-in-progress	13,275,593	36,045,419	-	-	-	-	49,321,012
	28,566,044	36,309,125	-	-	(365,500)	(22,704)	64,486,965
Right-of-use assets							
Buildings on lease (Note 4.4)	3,280,205	35,147	-	(62,920)	-	-	3,252,432
	31,846,249	36,344,272	-	(62,920)	(365,500)	(22,704)	67,739,397
	80,846,249	36,344,272	9,298,947	(211,867)	(365,500)	(22,704)	125,889,397

4. Property, Plant and Equipment (Cont'd)

4.1 The movements of property, plant and equipment during the financial year are as follows :- (Cont'd)

Group - 2024 (Cont'd)

	At beginning of financial year RM	Charge for the financial year RM	Elimination upon revaluation/ lease modification RM	Disposals RM	Write-off RM	At end of financial year RM
Accumulated depreciation						
Assets at valuation						
Own assets						
Freehold land	-	-	-	-	-	-
Buildings	-	123,350	(123,350)	-	-	-
	-	123,350	(123,350)	-	-	-
Right-of-use assets						
Leasehold land	-	25,597	(25,597)	-	-	-
	-	148,947	(148,947)	-	-	-
Assets at cost						
Own assets						
Furniture and fittings	321,937	6,358	-	-	-	328,295
Motor vehicles	3,934,602	806,839	-	(290,427)	-	4,451,014
Office equipment	1,144,943	117,029	-	-	(12,015)	1,249,957
Plant and machinery	2,681,615	125,942	-	-	-	2,807,557
Renovation	1,018,575	135,911	-	-	-	1,154,486
Tools and equipment	885,057	96,506	-	-	(5,113)	976,450
Capital work-in-progress	-	-	-	-	-	-
	9,986,729	1,288,585	-	(290,427)	(17,128)	10,967,759
Right-of-use assets						
Buildings on lease	312,677	1,105,424	(62,920)	-	-	1,355,181
	10,299,406	2,394,009	(62,920)	(290,427)	(17,128)	12,322,940
	10,299,406	2,542,956	(211,867)	(290,427)	(17,128)	12,322,940

4. Property, Plant and Equipment (Cont'd)

4.1 The movements of property, plant and equipment during the financial year are as follows :- (Cont'd)

Group (Cont'd)

	Carrying amounts	
	2025	**2024**
	RM	**RM**
Assets at valuation		
Own assets		
Freehold land	52,700,000	52,700,000
Buildings	4,581,550	4,200,000
Right-of-use assets		
Leasehold land	1,223,868	1,250,000
	58,505,418	58,150,000
Assets at cost		
Own assets		
Furniture and fittings	23,747	22,033
Motor vehicles	1,996,799	1,970,351
Office equipment	329,788	346,476
Plant and machinery	990,700	464,630
Renovation	611,532	753,822
Tools and equipment	556,659	640,882
Capital work-in-progress	83,723,151	49,321,012
Right-of-use assets		
Buildings on lease	824,850	1,897,251
	89,057,226	55,416,457
	147,562,644	113,566,457

4.2 The carrying amounts of property, plant and equipment which have been charged to financial institutions in consideration for credit facilities granted to the Group are as follows :-

	Group	
	2025	**2024**
	RM	**RM**
Freehold land	52,700,000	52,700,000
Buildings	3,850,068	3,450,000
	56,550,068	56,150,000

4.3 The land and buildings of the Group were last revalued on 31 December 2024 by independent professional valuers. Based on these latest valuations, the total fair values of those land and buildings as at 31 December 2024 was RM58,150,000. In the assessment of the fair values, the sales prices of comparable properties in the locality were adjusted for factors which affect value such as location, size, age and condition of buildings, tenure, shape, title restrictions if any and other relevant characteristics. The most significant input of this valuation was price per square foot. The Directors are of the opinion that the fair values and the carrying amounts of these land and buildings as at 31 December 2025 do not differ significantly from those fair values as at 31 December 2024 given the short timeframe from the valuation date to the reporting date.

4. Property, Plant and Equipment (Cont'd)

4.3 (Cont'd)

The fair values of the land and buildings of the Group are categorised as Level 2 in the fair value hierarchy and there were no transfers in between fair value levels during the financial year.

The net carrying amounts of revalued land and buildings had the assets been carried under the cost model are as follows :-

	Group	
	2025	2024
	RM	RM
Own assets		
Freehold land	16,581,067	16,581,067
Buildings	3,185,969	3,284,217
Right-of-use assets		
Leasehold land	570,484	582,886
	20,337,520	20,448,170

4.4 Right-of-use assets - Buildings on lease

The costs of right-of-use assets and the corresponding lease liabilities recognised in the financial statements include the present value of all unpaid lease payments up to the end of extension period as the Group reasonably expects for the underlying assets will be used. The Group shall reassess the lease term upon the occurrence of either a significant event or a significant change in circumstances that is within its control and that was not previously included in its determination of the lease term.

The Group's buildings on lease include a lease of 1 unit double-storey office cum warehouse building from a company in which the Directors of the Company have substantial financial interests for an initial period of 2 years and thereafter the lease contract will be automatically renewed for another 1 year.

5. Investment Properties

Group

	2025		
	Freehold land	Buildings	Total
	RM	RM	RM
Costs			
At beginning of financial year	-	-	-
Additions	5,445,000	1,237,500	6,682,500
At end of financial year	5,445,000	1,237,500	6,682,500
Accumulated depreciation			
At beginning of financial year	-	-	-
Charge for the financial year	-	7,493	7,493
At end of financial year	-	7,493	7,493
Carrying amount as at 31 December	5,445,000	1,230,007	6,675,007

2024 - NIL

5. Investment Properties (Cont'd)

The fair value of investment properties as at 31 December 2025 was RM6,200,000 (2024 : NIL). The fair value was estimated by the Directors with reference to the valuations performed by independent professional valuers in the year 2024 for the purpose of acquiring the properties. Directors are of the opinion that the fair value of the properties then and as at 31 December 2025 do not differ significantly given the short timeframe between the two dates. The fair value is categorised as Level 3 in the fair value hierarchy.

The investment properties have yet to generate any rental income and the direct operating expenses incurred during the financial year were RM1,153 (2024 : NIL).

6. Intangible Assets

Group

	2025		
	(Note 6.1) Patents and know-how licence RM	(Note 6.2) Computer software RM	Total RM
Costs			
At beginning of financial year	2,757,906	671,289	3,429,195
Additions	-	6,200	6,200
Write-off	-	(6,200)	(6,200)
At end of financial year	2,757,906	671,289	3,429,195
Accumulated amortisation			
At beginning of financial year	-	468,288	468,288
Charge for the financial year	-	134,251	134,251
At end of financial year	-	602,539	602,539
Carrying amount as at 31 December	2,757,906	68,750	2,826,656

	2024		
	(Note 6.1) Patents and know-how licence RM	(Note 6.2) Computer software RM	Total RM
Costs			
At beginning of financial year	-	602,763	602,763
Additions	2,757,906	68,526	2,826,432
At end of financial year	2,757,906	671,289	3,429,195
Accumulated amortisation			
At beginning of financial year	-	342,032	342,032
Charge for the financial year	-	126,256	126,256
At end of financial year	-	468,288	468,288
Carrying amount as at 31 December	2,757,906	203,001	2,960,907

6. Intangible Assets (Cont'd)

6.1 Patents and know-how licence

Patents and know-how licence refers to an exclusive licence granted by a non-controlling shareholder of a subsidiary, namely YH European Protein Asia Sdn. Bhd. ("YHEPA"), to manufacture, market and sell series of plant proteins and fermented palm kernel meal for livestock and aquaculture ("the Products") in South East Asia and Taiwan pursuant to a Patents and Know-How License Agreement entered into by the Company and the non-controlling shareholder on 16 October 2024 ("the License Agreement"). A one-off licensing fee of USD2,000,000 is chargeable for the exclusive licence granted and is payable in three tranches as described below :-

(a) First payment of USD666,000 upon the execution of the License Agreement;

(b) Second payment of USD666,000 when the Products are produced according their specifications; and

(c) Third payment of USD668,000 when the production volume of 2,000 tonnes per month is reached.

As at 31 December 2025 and 31 December 2024, only the first payment for the licensing fee amounted to RM2,757,906 had been made and as of that date and up to the date of approval of these financial statements, YHEPA has yet to commence any production activity. Amortisation of the licence fee commences when the Products are produced according their specifications over a useful life that will be determined at a later date.

6.2 Computer software

The costs of computer software acquired, including all directly attributable costs incurred in preparing the software for its intended use, are amortised on the straight line basis to administrative expenses over the asset's estimated useful life of 5 years (2024 : 5 years).

7. Investments in Subsidiaries

	Company	
	2025	2024
	RM	RM
Unquoted shares, at cost	118,984,500	118,084,500

7. Investments in Subsidiaries (Cont'd)

7.1 Details of subsidiaries

Details of the subsidiaries, all of which are incorporated and domiciled in Malaysia, are as follows :-

Names of companies	Principal activities	Ownership interest held by the Group		Ownership interest held by non-controlling interests	
		2025	2024	2025	2024
Yenher Agro-Products Sdn. Bhd.	Manufacturing, supplying and marketing of animal health and nutrition products for livestock and companion animals	100%	100%	-	-
Yenher Biotech Sdn. Bhd.	Manufacturing of animal feed ingredients and agricultural products using biotechnology and undertaking research and development activities in the related fields	100%	100%	-	-
YH European Protein Asia Sdn. Bhd.	Manufacturing and selling of fermented plant proteins	60%	60%	40%	40%
Yenher Bio Green Sdn Bhd. (Note 7.2(a))	Manufacture animal feeds and fertilisers	60%	N/A	40%	N/A

7.2 Incorporation of a new subsidiaries

(a) On 28 July 2025, the Company incorporated Yenher Bio Green Sdn. Bhd. ("YBG") to set up a Black Soldier Fly ("BSF") plant, to produce fresh BSF larvae and organic fertiliser, and to market and sell the BSF related products. As at 31 December 2025, the Company holds 60% equity interest in YBG comprising 900,000 ordinary shares for a capital contribution of RM900,000. YBG is expected to commence operations in May 2026.

(b) On 20 September 2024, the Company incorporated YH European Protein Asia Sdn. Bhd. ("YHEPA") pursuant to a Business Cooperation and Shareholders' Agreement entered into between the Company and FermentationExperts A/S ("FE"), a company incorporated and registered in Denmark, on 13 September 2024. As at 31 December 2024, the Company held 60% equity interest in YHEPA comprising 300,000 ordinary shares for a capital contribution of RM300,000 and the remaining 40% was held by FE comprising 200,000 ordinary shares with RM200,000 of capital contribution.

7. Investments in Subsidiaries (Cont'd)

7.3 Non-controlling interests in subsidiaries

The following table summarises the financial information of subsidiaries that have material non-controlling interests ("NCI"). The summarised financial information is presented before inter-company eliminations.

	YH European Protein Asia Sdn. Bhd.		Yenher Bio Green Sdn. Bhd.
	As at 31.12.2025 RM	As at 31.12.2024 RM	As at 31.12.2025 RM
Summarised assets and liabilities			
Non-current assets	2,757,906	2,757,906	377,785
Current assets	3,456,571	443,695	1,220,811
	6,214,477	3,201,601	1,598,596
Current liabilities	6,101,838	2,824,687	128,627
Net assets	112,639	376,914	1,469,969
Accumulated NCI	45,056	150,766	587,988

	YH European Protein Asia Sdn. Bhd.		Yenher Bio Green Sdn. Bhd.
	Period from 01.01.2025 to 31.12.2025 RM	Period from 20.09.2024 to 31.12.2024 RM	Period from 28.07.2025 to 31.12.2025 RM
Summarised profit or loss and other comprehensive income			
Loss for the financial year/period, representing total comprehensive loss for the financial year/period	(264,275)	(123,086)	(30,031)
Loss during the financial year/period allocated to the non-controlling interests	(105,710)	(49,234)	(12,012)
Summarised cash flows			
Net cash used in operating activities	(3,668,754)	(93,937)	(610,931)
Net cash used in investing activities	-	(2,757,906)	(377,785)
Net cash from financing activities	3,270,851	3,295,538	1,500,000
Net (decrease)/increase in cash and cash equivalents	(397,903)	443,695	511,284

8. Inventories

	Group	
	2025	2024
	RM	RM
At cost		
Raw materials	18,369,523	19,920,766
Finished goods	4,635,497	3,887,574
Trading goods	6,381,305	9,904,508
Goods in-transit	9,721,474	8,290,316
	39,107,799	42,003,164

(a) The amount of inventories recognised as an expense during the financial year is RM235,527,143 (2024 : RM217,433,609) and this has been included in cost of sales of the Group's profit or loss.

(b) During the financial year, certain inventories were written down of RM140,506 (2024: RM56,009) and there was also a reversal of write-down amounted to RM358,846 (2024 : RM100,768) as the Group managed to sell those inventories. The write-down and reversal of write-down have been included in cost of sales of the Group's profit or loss.

9. Trade and Other Receivables

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Trade receivables (Note 9.1)	65,900,281	61,062,431	-	-
Other receivables (Note 9.2)	3,949,759	1,805,833	-	-
	69,850,040	62,868,264	-	-
Deposits (Note 9.3)	10,774,456	3,580,009	-	-
Prepayments	540,449	262,726	14,601	14,730
	81,164,945	66,710,999	14,601	14,730

9.1 Trade receivables

	Group	
	2025	2024
	RM	RM
Third parties	68,932,708	57,335,833
Related parties (Note 9.1(a))	260,100	5,116,469
	69,192,808	62,452,302
Allowance for impairment losses	(3,292,527)	(1,389,871)
	65,900,281	61,062,431

9. Trade and Other Receivables (Cont'd)

9.1 Trade receivables (Cont'd)

(a) Related parties refer to companies in which persons connected to certain Directors of the Group have substantial financial interests. The indebtednesses are interest-free, unsecured and are to be settled in accordance with normal credit terms.

(b) The Group's normal credit periods of trade receivables range from 7 to 120 days (2024 : 7 to 120 days). Other credit periods are assessed and approved on a case by case basis.

(c) The Group's exposure to credit risk and loss allowances for expected credit losses ("ECLs") on trade receivables are summarised below :-

	2025		
	Gross carrying amount RM	Loss allowances RM	Net carrying amount RM
Not credit impaired			
Not past due	41,628,835	(139,318)	41,489,517
1 to 30 days past due	10,488,698	(41,849)	10,446,849
31 to 60 days past due	8,902,179	(47,724)	8,854,455
61 to 90 days past due	1,684,879	(13,561)	1,671,318
91 to 120 days past due	537,561	(33,384)	504,177
121 to 210 days past due	1,033,878	(131,237)	902,641
	22,647,195	(267,755)	22,379,440
	64,276,030	(407,073)	63,868,957
Credit impaired			
More than 210 days	2,254,643	(223,319)	2,031,324
Individually impaired	2,662,135	(2,662,135)	-
	4,916,778	(2,885,454)	2,031,324
	69,192,808	(3,292,527)	65,900,281

	2024		
	Gross carrying amount RM	Loss allowances RM	Net carrying amount RM
Not credit impaired			
Not past due	36,561,404	(22,176)	36,539,228
1 to 30 days past due	12,047,123	(14,503)	12,032,620
31 to 60 days past due	4,122,319	(13,242)	4,109,077
61 to 90 days past due	1,712,178	(29,122)	1,683,056
91 to 120 days past due	330,325	(4,764)	325,561
121 to 210 days past due	284,004	(30,606)	253,398
	18,495,949	(92,237)	18,403,712
	55,057,353	(114,413)	54,942,940
Credit impaired			
More than 210 days	7,132,250	(1,012,759)	6,119,491
Individually impaired	262,699	(262,699)	-
	7,394,949	(1,275,458)	6,119,491
	62,452,302	(1,389,871)	61,062,431

9. Trade and Other Receivables (Cont'd)

9.1 Trade receivables (Cont'd)

(d) The movements in the Group's loss allowances for ECLs on trade receivables during the financial year are as follows :-

	Lifetime expected credit losses RM	Credit impaired RM	Total RM
2025			
At beginning of financial year	(114,413)	(1,275,458)	(1,389,871)
Net loss on remeasurement of loss allowances	(292,660)	(1,609,996)	(1,902,656)
At end of financial year	(407,073)	(2,885,454)	(3,292,527)
2024			
At beginning of financial year	(623,501)	(968,859)	(1,592,360)
Write-off	-	17,615	17,615
Net gain/(loss) on remeasurement of loss allowances	509,088	(324,214)	184,874
At end of financial year	(114,413)	(1,275,458)	(1,389,871)

(e) The Group's trade receivables are denominated in the following currencies :-

	Group	
	2025 RM	2024 RM
United States Dollar	2,484,688	3,862,100
Euro	296,558	-
New Taiwan Dollar	454,963	577,057
Ringgit Malaysia	62,664,072	56,623,274
	65,900,281	61,062,431

9.2 Other receivables

The Group's other receivables are denominated in the following currencies :-

	Group	
	2025 RM	2024 RM
United States Dollar	2,073,730	558,740
Euro	700,978	610,357
New Taiwan Dollar	410	3,031
Chinese Yuan	353,306	49,513
Ringgit Malaysia	821,335	584,192
	3,949,759	1,805,833

9. Trade and Other Receivables (Cont'd)

9.3 Deposits

	Group	
	2025	2024
	RM	RM
Third parties	10,684,456	3,490,009
Related party	90,000	90,000
	10,774,456	3,580,009

Related party refers to a company in which certain Directors of the Group has substantial financial interests.

The indebtedness is interest-free, unsecured and is to be settled in accordance with normal credit terms.

Deposits paid to third parties include the following :-

	Group	
	2025	2024
	RM	RM
Deposits paid to suppliers for purchase of machinery	10,023,767	3,101,052

10. Amount Due From Subsidiaries

	Company	
	2025	2024
	RM	RM
Advances to subsidiaries :		
- Interest bearing	6,095,538	2,795,538
- Non-interest bearing	41,435,785	31,464,934
	47,531,323	34,260,472
Dividends receivable from subsidiaries	4,500,000	4,500,000
	52,031,323	38,760,472

The advances to subsidiaries are for working capital purposes and they are unsecured, repayable on demand and settlement is expected to be in cash. The interest-bearing portion is subject to interest at rates ranging from 4.65% to 7.90% (2024 : 4.65%) per annum.

The dividends receivable from subsidiaries have been fully settled subsequent to the financial year-end.

11. Placements in Money Market Funds

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Money market unit trust funds classified as financial assets at fair value through profit or loss	19,143,940	45,546,773	9,242,278	23,028,713

12. Short-term Deposits, Cash and Bank Balances

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Short-term deposits with licensed banks	3,030,000	5,036,481	3,030,000	3,036,481
Cash and bank balances	10,896,174	13,535,213	332,256	463,986
As presented in the statements of financial position and cash and cash equivalents as presented in the statements of cash flows	13,926,174	18,571,694	3,362,256	3,500,467

The effective interest rate of the Group's short-term deposits with licensed banks as at the end of the financial year was 1.10% (2024 : ranged from 2.20% to 3.70%) per annum, whereas the Company's short-term deposits carry an effective interest rate of 1.10% (2024 : 3.70%) per annum.

The Group's and the Company's short-term deposits, cash and bank balances are denominated in the following currencies :-

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
United States Dollar	699,147	557,693	-	-
Euro	492,516	71,591	-	-
New Taiwan Dollar	241,621	204,371	-	-
Chinese Yuan	5,161	215,993	-	-
Singapore Dollar	25	25	-	-
Ringgit Malaysia	12,487,704	17,522,021	3,362,256	3,500,467
	13,926,174	18,571,694	3,362,256	3,500,467

13. Share Capital

	Group and Company			
	2025		2024	
	Number of shares	Value RM	Number of shares	Value RM
Issued and fully paid-up ordinary shares				
At beginning/end of financial year	300,000,000	177,429,501	300,000,000	177,429,501

All of the issued ordinary shares of the Company do not have par value. The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at the shareholders' meetings of the Company.

Warrants 2024/2029

On 16 August 2024, the Company issued 60,000,000 free warrants pursuant to a bonus issue on the basis of 1 free warrant for every 5 existing ordinary shares held in the Company ("Warrants 2024/2029" or "the Warrants"). The Warrants were listed and quoted on the Main Market of Bursa Malaysia Securities Berhad on 21 August 2024.

13. Share Capital (Cont'd)

Warrants 2024/2029 (Cont'd)

The salient features of the Warrants 2024/2029, among others, are as follows :-

(a) The Warrants are constituted by a Deed Poll executed on 30 July 2024;

(b) Each Warrant shall give the warrant holders a right to subscribe for 1 new ordinary share in the Company at an exercise price of RM1.10 per share;

(c) The Warrants are exercisable at any time during the tenure of 5 years commencing after the issue date on 16 August 2024 ("the Exercise Period"). At the expiry of the Exercise Period on 15 August 2029, any Warrant which has not been exercised will lapse and cease to be valid; and

(d) New ordinary shares to be issued and allotted arising from the exercise of the Warrants shall rank pari passu in all respects with the then existing ordinary shares, save and except that they will not be entitled to any dividend, right, allotment and/or other distribution that may be declared, made or paid to the shareholders prior to the date of allotment of such new ordinary shares.

None of the Warrants 2024/2029 has been exercised since the date of issue.

14. Merger Deficit

The merger deficit arose from the difference between the purchase consideration and the issued share capital of the subsidiaries acquired upon consolidation using the principles of merger accounting in respect of business combinations under common control.

15. Revaluation Reserve

	Group	
	2025	2024
	RM	RM
Revaluation of land and buildings		
At beginning of financial year	33,802,450	25,495,306
Net revaluation surplus during the financial year	-	9,280,875
Deferred tax effect on current financial year revaluation surplus (Note 16)	-	(939,410)
Transfer to retained profits	(36,344)	(34,321)
At end of financial year	33,766,106	33,802,450

Revaluation reserve represents net of tax surplus from revaluation of land and buildings included under property, plant and equipment (Note 4.1).

16. Deferred Tax Liabilities

	Group	
	2025	2024
	RM	RM
At beginning of financial year	4,262,345	3,277,882
Recognised in profit or loss (Note 21)	18,531	45,053
Recognised in other comprehensive income ("OCI") (Note 15)	-	939,410
At end of financial year	4,280,876	4,262,345

16.1 The components and movements of the Group's deferred tax liabilities and deferred tax assets during the financial year prior to offsetting are as follows :-

2025

	As at 01.01.2025	Recognised in profit or loss	As at 31.12.2025
	RM	RM	RM
Deferred tax liabilities			
Excess of capital allowances over depreciation	575,887	23,836	599,723
Revaluation of land and buildings	4,021,051	(11,477)	4,009,574
Right-of-use assets	455,340	(257,375)	197,965
Other taxable temporary difference	64,045	(64,045)	-
	5,116,323	(309,061)	4,807,262
Deferred tax assets			
Unabsorbed tax losses	(41,925)	41,925	-
Lease liabilities	(474,458)	263,800	(210,658)
Other deductible temporary differences	(337,595)	21,867	(315,728)
	(853,978)	327,592	(526,386)
	4,262,345	18,531	4,280,876

2024

	As at 01.01.2024	Recognised in profit or loss	Recognised in OCI	As at 31.12.2024
Deferred tax liabilities	RM	RM	RM	RM
Excess of capital allowances over depreciation	639,475	(63,588)	-	575,887
Revaluation of land and buildings	3,092,479	(10,838)	939,410	4,021,051
Right-of-use assets	712,207	(256,867)	-	455,340
Other taxable temporary difference	-	64,045	-	64,045
	4,444,161	(267,248)	939,410	5,116,323
Deferred tax assets				
Unabsorbed tax losses	(41,925)	-	-	(41,925)
Lease liabilities	(726,441)	251,983	-	(474,458)
Other deductible temporary differences	(397,913)	60,318	-	(337,595)
	(1,166,279)	312,301	-	(853,978)
	3,277,882	45,053	939,410	4,262,345

16.2 As at the end of the financial year, the Group has RM298,757 (2024 : RM608,148) of unabsorbed tax losses for which no deferred tax assets have been recognised in the financial statements.

17. Trade and Other Payables

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade payables (Note 17.1)	15,848,615	12,326,736	-	-
Other payables and accruals (Note 17.2)	19,404,297	14,542,704	216,400	195,645
	35,252,912	26,869,440	216,400	195,645

17.1 Trade payables

	Group	
	2025 RM	2024 RM
Third parties	15,848,615	12,113,650
Related parties (Note 17.1(a))	-	213,086
	15,848,615	12,326,736

(a) Related parties refer to companies in which persons connected to certain Directors of the Group have substantial financial interests.

The indebtednesses are interest-free, unsecured and are to be settled in accordance with normal credit terms.

(b) The normal credit periods of the Group's trade payables range from 7 to 90 days (2024 : 7 to 90 days).

(c) The Group's trade payables are denominated in the following currencies :-

	Group	
	2025 RM	2024 RM
United States Dollar	5,050,669	3,126,521
Euro	3,750,164	599,887
Chinese Yuan	250,140	168,700
Singapore Dollar	19	82
Ringgit Malaysia	6,797,623	8,431,546
	15,848,615	12,326,736

17.2 Other payables and accruals

The Group's other payables and accruals are denominated in the following currencies :-

	Group	
	2025 RM	2024 RM
United States Dollar	642,250	-
Singapore Dollar	1,545	-
New Taiwan Dollar	82,059	74,911
Ringgit Malaysia	18,678,443	14,467,793
	19,404,297	14,542,704

18. Revenue

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from contracts with customers :				
- Sales of goods	291,441,864	272,287,677	-	-
Revenue from other sources :				
- Dividend income from subsidiaries	-	-	9,000,000	9,000,000
	291,441,864	272,287,677	9,000,000	9,000,000

The Group's revenue from sales of goods is recognised at a point in time and is derived from the following business activities :-

	Group	
	2025 RM	2024 RM
Manufacturing	135,197,868	112,263,342
Distribution	156,243,996	160,024,335
	291,441,864	272,287,677

Disaggregation of revenue by geographical locations is disclosed in Note 28.2.

19. Finance Costs

	Group	
	2025 RM	2024 RM
Interests on lease liabilities	65,636	113,524

20. Profit before Taxation

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
This is stated after charging :-				
Auditors' remuneration :				
- Annual statutory audit	119,000	100,000	35,000	30,000
- Non-audit services	16,200	15,200	16,200	15,200
Amortisation of intangible assets	134,251	126,256	-	-
Depreciation of property, plant and equipment	1,538,607	1,411,935	-	-
Depreciation of investment properties	7,493	-	-	-
Depreciation of right-to-use assets	1,133,727	1,131,021	-	-
Directors' remuneration :				
- Executive Directors of the Company				
Fees	930,000	930,000	-	-
Salaries and other remuneration	5,126,449	5,074,809	-	-
- Non-executive Directors of the Company				
Fees	150,000	150,000	150,000	150,000
Other remuneration	15,500	17,500	15,500	17,500

20. Profit before Taxation (Cont'd)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
This is stated after charging :- (Cont'd)				
Directors' remuneration : (Cont'd)				
- Executive director of subsidiaries				
Fees	270,000	270,000	-	-
Salaries and other remuneration	1,345,057	1,332,205	-	-
Expenses relating to short-term leases	379,604	364,200	-	-
Inventories written off	1,775,215	-	-	-
Loss on foreign exchange :				
- Realised	210,959	949,154	-	-
- Unrealised	452,132	-	-	-
Property, plant and equipment written-off	65,255	5,576	-	-
and crediting :-				
Gain on changes in fair value of money market funds	565,304	865,747	-	-
Gain on disposal of property, plant and equipment	115,649	111,128	-	-
Gain on redemption of money market funds	26,107	63,299	-	-
Unrealised gain on foreign exchange	-	228,569	-	-
Reversal of revaluation decrease of property, plant and equipment	-	18,072	-	-
Reversal of write-down of inventories	218,340	44,759	-	-
Insurance compensation - fire incident	2,884,056	-	-	-
Income from placements in money market funds	563,350	1,151,578	513,565	1,048,346
Interest income from :				
- deposits with licensed banks	243,889	264,976	106,344	126,621
- a subsidiary	-	-	227,812	29,149

21. Taxation

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current financial year income tax	6,822,339	6,846,857	80,200	29,499
Deferred tax expense resulting from origination and reversal of temporary differences	89,082	53,220	-	-
	6,911,421	6,900,077	80,200	29,499
(Over)/Under provision in prior financial year :				
- Income tax	(17,089)	5,085	(2,478)	-
- Deferred tax	(70,551)	(8,165)	-	-
Total tax expense	6,823,781	6,896,997	77,722	29,499

21. Taxation (Cont'd)

21.1 The general income tax rate in Malaysia for the period under review is 24% (2024 : 24%) of taxable income.

A reconciliation of tax expense applicable to the profit before taxation at the applicable statutory tax rate to the tax expense at the effective tax rate of the Group and of the Company is as follows :-

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation	27,406,723	28,419,931	9,284,154	9,454,315
Taxation at the statutory tax rate of 24% (2024 : 24%)	6,577,614	6,820,783	2,228,197	2,269,036
Tax effects in respect of :-				
Income not subject to tax	(143,319)	(505,849)	(2,283,256)	(2,411,603)
Expenses not deductible for tax purposes	609,436	586,521	135,259	172,066
Tax savings arising from utilisation of previously unrecognised deferred tax assets	(132,310)	(1,378)	-	-
(Over)/Under provision in prior financial year :				
- Income tax	(17,089)	5,085	(2,478)	-
- Deferred tax	(70,551)	(8,165)	-	-
Total tax expense	6,823,781	6,896,997	77,722	29,499

21.2 Subject to agreement with the relevant tax authorities, the Group has the following estimated amounts of unabsorbed tax losses which are available for set-off against future taxable income :-

	Group	
	2025 RM	2024 RM
Expiring in 2031	-	179,477
Expiring in 2032	109,484	229,005
Expiring in 2033	151,795	160,130
Expiring in 2034	37,478	39,536
Unexpired (Note 21.3)	-	174,689
	298,757	782,837

21.3 A subsidiary, namely Yenher Biotech Sdn. Bhd. ("YHB") has been granted with BioNexus status by the Malaysian Bioeconomy Development Corporation Sdn. Bhd. which exempts 100% of its statutory income from Malaysian income tax for a period of 5 years commencing from 1 July 2021 ("the exempt period"). YHB had incurred losses before the commencement of exempt period and during the exempt period amounted to RM174,689 (2024 : RM174,689) and pursuant to the Inland Revenue Board of Malaysia's Public Ruling No. 1/2020 *Tax Incentives for Bionexus Status Companies*, such losses are carried forward to the year of assessment after the exempt period ends and, subject to agreement by the Inland Revenue Board, may be available for utilisation against future taxable income until they are fully absorbed. As at 31 December 2025, the losses have been fully absorbed.

22. Earnings per Share

22.1 Basic

The basic earnings per share is calculated based on the Group's profit for the financial year attributable to ordinary equity holders of the Company and the weighted average number of ordinary shares outstanding during the financial year as shown below :-

	2025	2024
Profit for the financial year attributable to ordinary equity holders of the Company (RM)	20,700,664	21,572,168
Weighted average number of ordinary shares outstanding during the financial year	300,000,000	300,000,000
Earnings per share (Sen)	6.90	7.19

22.2 Diluted

The calculation of diluted earnings per share is based on the profit for the financial year attributable to ordinary equity holders of the Company and the weighted average number of ordinary shares outstanding, after the adjustments for the effects of all dilutive potential ordinary shares.

The effect on earnings per share for the current and previous financial years arising from the assumed exercise of the Warrants is anti-dilutive. Accordingly, the diluted earnings per share equals the basic earnings per share.

23. Dividends

Dividends declared and paid during the financial year are as follows :-

	Group and Company	
	2025	2024
	RM	RM
For the financial year ended 31 December 2025		
- First single-tier interim dividend of 1.50 sen per ordinary share, declared on 25 August 2025 and paid on 10 October 2025	4,500,000	-
For the financial year ended 31 December 2024		
- First single-tier interim dividend of 1.50 sen per ordinary share, declared on 23 August 2024 and paid on 11 October 2024	-	4,500,000
- Second single-tier interim dividend of 1.50 sen per ordinary share, declared on 27 February 2025 and paid on 11 April 2025	4,500,000	-
For the financial year ended 31 December 2023		
- Second single-tier interim dividend of 1.50 sen per ordinary share, declared on 26 February 2024 and paid on 5 April 2024	-	4,500,000
	9,000,000	9,000,000

On 27 February 2026, the Directors of the Company declared a second single-tier interim dividend of 1.50 sen per ordinary share for the financial year ended 31 December 2025 amounted to RM4,500,000 which was paid on 10 April 2026. The financial statements for the current financial year do not reflect this second interim dividend. Such dividend will be accounted for in shareholders' equity as an appropriation of retained profits in the financial year ending 31 December 2026.

24. Staff Costs

	Group	
	2025	2024
	RM	RM
Staff costs comprised :-		
Salaries, bonus, overtime, commissions, allowances and incentives	15,405,034	14,342,911
Contributions to Employees Provident Fund	1,868,619	1,812,925
Others	1,074,921	887,769
	18,348,574	17,043,605

Staff costs include remuneration (except for fees) of executive directors of the Company and the subsidiaries.

25. Notes to Statements of Cash Flows

25.1 Liabilities arising from financing activities

Changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes, during the financial year are analysed in the tables below.

	As at 01.01.2025 RM	Non-cash changes RM	Net cash flows RM	As at 31.12.2025 RM
2025				
Lease liabilities	1,976,910	35,194	(1,134,364)	877,740

	As at 01.01.2024 RM	Non-cash changes RM	Net cash flows RM	As at 31.12.2024 RM
2024				
Lease liabilities	3,026,839	35,147	(1,085,076)	1,976,910

25.2 Cash flows for leases

	Group	
	2025	2024
	RM	RM
Included in cash flows from operating activities		
Payments for interest on lease liabilities (Note 19)	65,636	113,524
Payments relating to short-term leases (Note 20)	379,604	364,200
Included in cash flows from financing activities		
Payments for principal portion of lease liabilities (Note 25.1)	1,134,364	1,085,076
Total cash outflows for leases	1,579,604	1,562,800

26. Capital Commitments

	Group	
	2025	2024
	RM	RM
Authorised and contracted capital expenditure not provided for in the financial statements :		
- Acquisition of property, plant and equipment	14,495,801	21,054,450
- Construction of a new factory building	11,409,007	15,782,350
- Patents and Know-how licensing fee	5,412,038	5,962,980
	31,316,846	42,799,780
Authorised but not contracted for :		
- Acquisition of property, plant and equipment	-	5,100,000

27. Related Party Transactions

27.1 Identity of related parties

For the purpose of these financial statements, parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party or when both parties are under the common control of another party. Related parties include key management personnel as further explained in Note 27.4 below.

The parties, other than subsidiaries, related to the Group and to the Company are as follows :-

Related parties	Relationship
Cheng Mooh Chye	• A director of Yenher-Agro Products Sdn. Bhd. and Yenher Biotech Sdn. Bhd., both of which are the subsidiaries of the Company • A brother of the Directors of the Company, namely Dato' Cheng Mooh Tat and Cheng Mooh Kheng and a brother-in-law of Datin Theoh Mooi Teng • A major shareholder of the Company
Cheng Mooh Lee *(Deceased on 15 December 2024)*	• A brother of the Directors of the Company, namely Dato' Cheng Mooh Tat and Cheng Mooh Kheng and a brother-in-law of Datin Theoh Mooi Teng
CGH Holdings Sdn. Bhd.	• Dato' Cheng Mooh Tat, Cheng Mooh Kheng and Cheng Mooh Chye are directors and major shareholders
Ni-On Marketing System Sdn. Bhd., Perniagaan Muhibbah Ria Sdn. Bhd., Xun Ta Feed Sdn. Bhd., DS Poultry Sdn. Bhd. and DS Breeder Farm Sdn. Bhd.	• Cheng Mooh Lee was a director and major shareholder
Welcome Potential Sdn. Bhd.	• Dato' Cheng Mooh Tat, Cheng Mooh Kheng and Cheng Mooh Chye are directors and major shareholders
Anher Farming Sdn. Bhd.	• Cheng Leng Boon and Cheng Qin Boon are the directors and major shareholders and the sons of Cheng Mooh Chye

27. Related Party Transactions (Cont'd)

27.1 Identity of related parties (Cont'd)

The parties, other than subsidiaries, related to the Group and to the Company are as follows :- (Cont'd)

Related parties	Relationship
Johan Sejati Sdn. Bhd., Victory Potential Sdn. Bhd. and MTC Properties (M) Sdn. Bhd.	• Dato' Cheng Mooh Tat is a director and major shareholder
HLB Resources Sdn. Bhd.	• Cheng Leng Boon is a director and the son of Cheng Mooh Chye
Pets Adventure Sdn. Bhd.	• Cheng Wan Xuan is a director and the son of Dato' Cheng Mooh Tat and Datin Theoh Mooi Teng

27.2 The transactions with related parties

Other than those already disclosed elsewhere in these financial statements, the transactions carried out with related parties during the financial year are disclosed below.

	Group	
	2025	2024
	RM	RM
Sales of goods to related parties		
Ni-On Marketing System Sdn. Bhd.	-	4,680,068
Perniagaan Muhibbah Ria Sdn. Bhd.	-	5,457,924
Xun Ta Feed Sdn. Bhd.	-	2,443,133
Anher Farming Sdn. Bhd.	2,506,370	3,707,725
Welcome Potential Sdn. Bhd.	12,272	3,020
Victory Potential Sdn. Bhd.	-	25,500
MTC Properties (M) Sdn. Bhd.	6,200	473
HLB Resources Sdn. Bhd.	48,900	21,600
Pets Adventure Sdn. Bhd.	6,434	-
Purchases of goods from related parties		
Ni-On Marketing System Sdn. Bhd.	-	312,723
Xun Ta Feed Sdn. Bhd.	-	537,547
Anher Farming Sdn. Bhd.	10,640	188,277
Services rendered by related parties		
Anher Farming Sdn. Bhd.	8,407	-
Ni-On Marketing System Sdn. Bhd.	-	178,868
Perniagaan Muhibbah Ria Sdn. Bhd.	-	287
Xun Ta Feed Sdn. Bhd.	-	896,255

27. Related Party Transactions (Cont'd)

27.2 The transactions with related parties (Cont'd)

Other than those already disclosed elsewhere in these financial statements, the transactions carried out with related parties during the financial year are disclosed below. (Cont'd)

	Group	
	2025	2024
	RM	RM
Rental of premises charged by related parties		
Welcome Potential Sdn. Bhd.	1,267,200	1,266,000
Dato' Cheng Mooh Tat	43,440	75,560

27.3 Year-end outstanding balances with related parties

The year-end outstanding balances with the related parties and their terms and conditions are disclosed in Notes 9, 10 and 17. An additional of impairment loss of RM426 (2024 : Reversal of impairment loss of RM1,722) has been recognised during the financial year in respect of the amount due from the related parties.

27.4 Key management personnel compensation

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel are the Directors of the Company and the executive directors of subsidiaries and their remuneration for the financial year are as follows :-

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Short-term employee benefits	5,435,900	5,382,000	-	-
Contributions to Employees Provident Fund	1,032,821	1,022,580	-	-
Directors' fees	1,350,000	1,350,000	150,000	150,000
Others	18,285	19,934	15,500	17,500
	7,837,006	7,774,514	165,500	167,500
Benefits-in-kind	96,337	85,800	-	-
	7,933,343	7,860,314	165,500	166,000

The amount outstanding in relation to expenses on key management personnel compensation is as follows :-

	Group	
	2025	2024
	RM	RM
Included under other payables and accruals	4,586,080	4,553,356

28. Operating Segments

28.1 Reportable segment

The Group's operations comprise mainly of manufacturing, supplying and marketing of health and nutrition products for livestock and companion animals which collectively are considered as one business segment. Accordingly, the operating revenue and results of this segment are reflected in the Group's statement of profit or loss and other comprehensive income. The segment assets and liabilities are as presented in the Group's statement of financial position.

28.2 Geographical information

In determining geographical segments of the Group, "Revenue" is based on the geographical location of customers and "Non-current Assets" are based on the geographical location of the assets. The non-current assets do not include financial instruments and deferred tax assets.

	Group	
	2025	2024
	RM	RM
Revenue from :		
- Malaysian customers	247,436,087	228,101,843
- Overseas customers	44,005,777	44,185,834
	291,441,864	272,287,677
Non-current assets located in Malaysia	157,064,307	116,527,364

28.3 Major customers

There was no single customer which contributed more than 10% of the Group's total revenue for the current financial year (2024 : NIL).

29. Corporate Guarantees (Unsecured)

	Company	
	2025	2024
	RM	RM
Corporate guarantees favouring banks for facilities granted to a subsidiary :		
- Limit of guarantee	43,010,000	43,010,000
- Amount utilised	-	-

As at the reporting date, no values were place on the unsecured corporate guarantees provided by the Company as the Directors regard the value of the credit enhancement provided by the corporate guarantees to be minimal and the likelihood of default to be low.

30. Financial Instruments and Financial Risk Management

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise.

Financial assets of the Group include trade and other receivables, refundable deposits, placements in money market funds, short-term deposits with licensed banks, cash and bank balances.

Financial liabilities of the Group include trade and other payables.

In respect of the Company, financial assets include the amount due from subsidiaries.

30.1 Categories of Financial Instruments

The Group's and the Company's financial instruments as at the end of the financial year are categorised as follows :-

(a) Financial assets measured at amortised cost ("FAAC")
(b) Financial assets measured at fair value through profit or loss ("FAFVTPL")
(c) Financial liabilities measured at amortised cost ("FLAC")

		Financial assets		Financial liabilities
		FAAC	FAFVTPL	FLAC
	Note	RM	RM	RM
Group - 2025				
Trade and other receivables	9	69,850,040	-	-
Refundable deposits #	9.3	750,689	-	-
Placements in money market funds	11	-	19,143,940	-
Short-term deposits, cash and bank balances	12	13,926,174	-	-
Trade and other payables	17	-	-	(35,252,912)
		84,526,903	19,143,940	(35,252,912)

		Financial assets		Financial liabilities
		FAAC	FAFVTPL	FLAC
	Note	RM	RM	RM
Group - 2024				
Trade and other receivables	9	62,868,264	-	-
Refundable deposits #	9.3	478,957	-	-
Placements in money market funds	11	-	45,546,773	-
Short-term deposits, cash and bank balances	12	18,571,694	-	-
Trade and other payables	17	-	-	(26,869,440)
		81,918,915	45,546,773	(26,869,440)

\# *Exclude deposits paid for purchase of machinery (Note 9.3)*

30. Financial Instruments and Financial Risk Management (Cont'd)

30.1 Categories of Financial Instruments (Cont'd)

The Group's and the Company's financial instruments as at the end of the financial year are categorised as follows :- (Cont'd)

		Financial assets		Financial liabilities
		FAAC	FAFVTPL	FLAC
	Note	RM	RM	RM
Company - 2025				
Amount due from subsidiaries	10	52,031,323	-	-
Placements in money market funds	11	-	9,242,278	-
Short-term deposits, cash and bank balances	12	3,362,256	-	-
Other payables	17	-	-	(216,400)
		55,393,579	9,242,278	(216,400)

		Financial assets		Financial liabilities
		FAAC	FAFVTPL	FLAC
	Note	RM	RM	RM
Company - 2024				
Amount due from subsidiaries	10	38,760,472	-	-
Placements in money market funds	11	-	23,028,713	-
Short-term deposits, cash and bank balances	12	3,500,467	-	-
Other payables	17	-	-	(195,645)
		42,260,939	23,028,713	(195,645)

30.2 Financial Risk Management

The Group's financial instruments are subject to a variety of financial risks including credit risk, liquidity and cash flow risks and market risk.

The Group's overall financial risk management objective is to seek to address and control the risks to which the Group is exposed and to minimise or avoid the incidence of loss that may result from its exposure to such risks and to enhance returns where appropriate.

The Board is primarily responsible for the management of these risks and to formulate policies and procedures for the management thereof. The risks are managed by regular risk reviews, internal control systems, on-going formulation and adherence to financial risk policies and mitigated by insurance coverage where appropriate.

(a) Credit risk

Risk management

Credit risk is the risk of financial loss attributable to default on obligations by parties contracting with the Group. The Group's main exposure to credit risk is in respect of its trade and other receivables, refundable deposits, placements in money market funds, short-term deposits placed with licensed banks and bank balances. The Company's exposure to credit risk includes the amount due from subsidiaries.

30. Financial Instruments and Financial Risk Management (Cont'd)

30.2 Financial Risk Management (Cont'd)

(a) Credit risk (Cont'd)

Risk management (Cont'd)

Credit risk is addressed by the application of credit evaluation and close monitoring procedures by the management.

New customers are subject to a credit evaluation process and existing customers' risk profiles are reviewed regularly with a view to setting appropriate terms of trade and credit limits. Where appropriate, further sales are suspended and legal actions are taken to attempt recoveries and mitigate losses.

The Group's and the Company's money market funds, short-term deposits and bank balances are only placed with licensed financial institutions and banks and the management consider the risk of material loss in the event of non-performance by the financial counterparty to be unlikely.

The Group's and the Company's maximum exposure to credit risk as at the end of each reporting period is represented by the carrying amount of each class of financial assets recognised in the Group's and in the Company's statements of financial position.

The Company provides unsecured corporate guarantees to licensed banks for facilities granted to a subsidiary. The Company monitors on an on-going basis the results of the subsidiary and its ability to fulfill the financial obligations. As at 31 December 2025, the Company was not exposed to credit risk arising from the corporate guarantees provided as the subsidiary did not utilise any banking facility available.

Credit risk concentration profile

As at the end of the reporting period, the Group has significant concentration of credit risk arising from the exposure to the amounts due from the following major customers :-

	Group	
	2025	**2024**
Number of major customers	14	13
Percentage of exposure of total trade receivables	61%	59%

The amount due and repayment from these customers are closely monitored by the management to ensure that the credit limits and terms agreed with the customers are complied with.

Measurement of expected credit loss allowances

The Group has three types of financial assets which are subject to the expected credit losses ("ECLs") impairment model and they are :-

- Trade receivables;
- Other receivables and refundable deposits; and
- Short-term deposits with licensed banks and bank balances.

Short-term deposits with licensed banks and bank balances have a low credit risk as they are placed with reputable banks with high quality external credit ratings. Consequently, no allowance for impairment loss has been provided for in the financial statements.

30. Financial Instruments and Financial Risk Management (Cont'd)

30.2 Financial Risk Management (Cont'd)

(a) Credit risk (Cont'd)

Measurement of expected credit loss allowances (Cont'd)

Trade receivables using the simplified approach

The Group applies the MFRS 9 simplified approach in measuring ECLs which estimates a lifetime expected credit loss allowance for all trade receivables.

To measure the ECLs, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on the payment profiles of its customers in relation to invoices issued for sales of goods over a period of 2 years prior to the end of each reporting period and the corresponding historical credit loss experienced within those periods.

The historical loss rates are then adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the debtors to settle their debts. The Group has identified the Gross Domestic Product ("GDP") as a relevant factor and accordingly adjusts the expected loss rates based on expected changes in the factor.

Where the credit risk of a debtor has increased significantly and past due more than 210 days, its ECLs are assessed individually by considering historical payment trends and financial strength of the debtor.

The gross carrying amounts of credit impaired trade receivables are written off when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor is having significant financial difficulty and does not have sufficient cash flows to repay its debts. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

The Group's exposure to credit risk and loss allowance for ECLs on trade receivables are disclosed in Note 9.1.

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that have defaulted on payments. These receivables are not secured by any collateral or credit enhancement.

None of the Group's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

Other receivables and refundable deposits

Impairment of other receivables and refundable deposits is recognised on the general approach within MFRS 9 using the forward-looking ECLs impairment model. The methodology used to determine the amount of impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial assets.

Based on the management's assessment, the probability of default on other receivables and refundable deposits are low and hence, no loss allowance has been recognised in the financial statements.

30. Financial Instruments and Financial Risk Management (Cont'd)

30.2 Financial Risk Management (Cont'd)

(a) Credit risk (Cont'd)

Measurement of expected credit loss allowances (Cont'd)

Amount due from subsidiaries

The Company provides unsecured advances to subsidiaries and monitors their financial performances regularly.

The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. Since the Company is able to determine the timing of repayments of the advances, the Company considers the advances to be in default if the subsidiaries are not able to pay when demanded. This is normally evidenced by the subsidiaries' continuing losses and/or having a deficit in shareholders' fund.

The Company determines that the probability of default for the amount due from subsidiaries individually using internal information. No loss allowance has been recognised for amount due from subsidiaries as the Company determines that the risk of loss from non-recovery of debts as insignificant.

(b) Liquidity and cash flow risks

Liquidity or funding risk is the risk of the inability to meet commitments associated with financial instruments while cash flow risk is the risk of uncertainty of future cash flow amount associated with a monetary financial instrument.

Liquidity and cash flow risks are addressed by annual and continuous review and forward planning of cash flow in relation to business plans to ensure a balanced and prudent portfolio of cash and other liquid assets and credit facilities is maintained. The proper management of currency, interest rate and credit risks have the effect of further minimising the incidence and effects of liquidity and cash flow risks.

Maturity analysis

The maturity profile of the Group's and the Company's financial liabilities and lease liabilities as at the end of the reporting period based on the contractual undiscounted cash flows is as follows :-

	Maturity profile				
	Within 1 year RM	Between 1 year to 5 years RM	More than 5 years RM	Total RM	Effective interest rate %
Group - 2025					
Trade and other payables	35,252,912	-	-	35,252,912	-
Lease liabilities	894,000		-	894,000	4.20 to 4.45
	36,146,912	-	-	36,146,912	

30. Financial Instruments and Financial Risk Management (Cont'd)

30.2 Financial Risk Management (Cont'd)

(b) Liquidity and cash flow risks (Cont'd)

Maturity analysis (Cont'd)

The maturity profile of the Group's and the Company's financial liabilities and lease liabilities as at the end of the reporting period based on the contractual undiscounted cash flows is as follows :- (Cont'd)

	Maturity profile				
	Within 1 year RM	Between 1 year to 5 years RM	More than 5 years RM	Total RM	Effective interest rate %
Group - 2024					
Trade and other payables	26,869,440	-	-	26,869,440	-
Lease liabilities	1,185,000	873,000	-	2,058,000	4.45
	28,054,440	873,000	-	28,927,440	
Company - 2025					
Other payables	216,400	-	-	216,400	-
Company - 2024					
Other payables	195,645	-	-	195,645	-

(c) Market risk

Market risk is the risk that the value of the financial instruments will fluctuate due to changes in market prices.

The Group's main market risk exposures are currency and interest rate fluctuations which are discussed under the respective risk headings.

(d) Currency risk

The Group is exposed to foreign currency risk arising from transactions denominated in currencies other than the functional currency of the Group, i.e. Ringgit Malaysia. The foreign currencies giving rise to this risk are primarily United States Dollar ("USD"), European Union Euro ("EURO"), New Taiwan Dollar ("NTD"), Chinese Yuan ("CNY") and British Pound Sterling ("GBP"). Foreign currency risk is monitored closely on an on-going basis to ensure that the net exposure is maintained at an acceptable level.

The Group does not speculate in foreign currency derivatives.

30. Financial Instruments and Financial Risk Management (Cont'd)

30.2 Financial Risk Management (Cont'd)

(d) Currency risk (Cont'd)

Exposure to currency risk

The foreign currency exposure profile of the Group's financial instruments as at the end of the reporting period is as follows :-

	Denominated in foreign currency				
	USD	**EURO**	**NTD**	**CNY**	**Total**
	RM	**RM**	**RM**	**RM**	**RM**
2025					
Trade receivables	2,484,688	296,558	454,963	-	3,236,209
Other receivables	2,073,730	700,978	410	353,306	3,128,424
Short-term deposits, cash and bank balances	699,147	492,516	241,621	5,161	1,438,445
Trade payables	(5,050,669)	(3,750,164)	-	(250,140)	(9,050,973)
Other payables	(642,250)	-	(82,059)	-	(724,309)
	(435,354)	(2,260,112)	614,935	108,327	(1,972,204)

	Denominated in foreign currency				
	USD	**EURO**	**NTD**	**CNY**	**Total**
	RM	**RM**	**RM**	**RM**	**RM**
2024					
Trade receivables	3,862,100	-	577,057	-	4,439,157
Other receivables	558,740	610,357	3,031	49,513	1,221,641
Short-term deposits, cash and bank balances	557,693	71,591	204,371	215,993	1,049,648
Trade payables	(3,126,521)	(599,887)	-	(168,700)	(3,895,108)
Other payables	-	-	(74,911)	-	(74,911)
	1,852,012	82,061	709,548	96,806	2,740,427

Currency risk sensitivity analysis

A 10 percent strengthening or weakening of the foreign currency against the functional currency of the Group at the end of the reporting period would have increased or decreased profit or loss by the amount shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

	Increase/(Decrease)	
	2025	**2024**
	RM	**RM**
USD	(43,535)	185,201
EURO	(226,011)	8,206
NTD	61,494	70,955
CNY	10,833	9,681

30. Financial Instruments and Financial Risk Management (Cont'd)

30.2 Financial Risk Management (Cont'd)

(e) Interest rate risk

The Group and the Company have interest rate risk in respect of their placements in money market funds and short-term deposits placed with licensed banks. In respect of the Company, its interest rate risk includes the interest-bearing amount due from a subsidiary which is based on a floating rate.

The Group's and the Company's short-term deposits placed with licensed banks are subject to interest based on fixed rates while placements in money market funds are subject to interest based on floating rates.

Market interest rates movements are monitored with a view to ensuring that the most competitive rates are secured and where appropriate borrowing arrangements and interest bearing instruments are structured or reduced.

Exposure to interest rate risk

The interest rate exposure profile of the Group's and of the Company's interest-bearing financial instruments, based on the carrying amounts as at the end of the reporting period is as follows :-

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Floating rate instruments				
Financial assets				
Placements in money market funds	19,143,940	45,546,773	9,242,278	23,028,713
Amount due from a subsidiary	-	-	6,095,538	2,795,538
	19,143,940	45,546,773	15,337,816	25,824,251

Interest rate risk sensitivity analysis

As the short-term deposits with licensed banks are based on fixed rates, a change in interest rates at the end of the reporting period would not affect profit or loss or equity.

In respect of the floating rate instruments, a change in interest rate by +/- 50 basis points would have increased or decreased the Group's and the Company's profit or loss for the financial year by the amount shown below. The analysis assumes that all other variables, in particular foreign currency rates, remain constant.

	Impact on profit or loss [Increase/(Decrease)]			
	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Floating rate instruments				
Financial assets				
Placements in money market funds	95,720	227,734	46,211	115,144
Amount due from a subsidiary	-	-	30,478	13,978

30. Financial Instruments and Financial Risk Management (Cont'd)

30.3 Fair Value of Financial Instruments

(a) Financial instruments that are carried at fair value

The table below analyses financial instruments at the end of the reporting period which are measured at fair value by the various level within a fair value hierarchy :-

	Fair value hierarchy			
	Level 1	**Level 2**	**Level 3**	**Total**
	RM	**RM**	**RM**	**RM**
2025				
Financial assets				
Placements in money market funds :				
- Group	19,143,940	-	-	19,143,940
- Company	9,242,278	-	-	9,242,278
2024				
Financial assets				
Placements in money market funds :				
- Group	45,546,773	-	-	45,546,773
- Company	23,028,713	-	-	23,028,713

The fair value of the placements in money market funds is determined by reference to market price at the end of the reporting period.

(b) The carrying amounts of the Group's and the Company's other financial assets and liabilities are reasonable approximation of their fair values due to the relatively short-term nature of these financial instruments.

There were no transfers in between fair value levels during the financial year ended 31 December 2025 and 31 December 2024.

31. Capital Management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

In the management of capital risk, the Group takes into consideration the net debt equity ratio as well as the Group's working capital requirement. There were no changes in the Group's approach to capital management during the financial year.

Statement by Directors

(Pursuant to Section 251(2) of the Companies Act 2016)

We, DATO' CHENG MOOH TAT and CHENG MOOH KHENG, being two of the Directors of YENHER HOLDINGS BERHAD do hereby state that, in the opinion of the Directors, the financial statements set out on pages 57 to 115 are drawn up in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of the financial performance and cash flows of the Group and the Company for the financial year ended on that date.

Signed in accordance with a resolution of the Board of Directors dated 27 April 2026

DATO' CHENG MOOH TAT
Director

CHENG MOOH KHENG
Director

Pulau Pinang

Date : 27 April 2026

Statutory Declaration

(Pursuant to Section 251(1)(b) of the Companies Act 2016)

I, DATIN THEOH MOOI TENG (NRIC No. 660522-07-5274), being the Director primarily responsible for the financial management of YENHER HOLDINGS BERHAD, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 57 to 115 are correct, and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovenamed at Perai in the State of Pulau Pinang this 27 April 2026)
)
)

DATIN THEOH MOOI TENG

Before me,

COMMISSIONER FOR OATHS

Independent Auditors' Report To The Members of Yenher Holdings Berhad

202001008388 (1364708-X) (Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of YENHER HOLDINGS BERHAD, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 57 to 115.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and 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 financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Report on the Audit of the Financial Statements (Cont'd)

Key Audit Matters (Cont'd)

Key audit matters	How our audit addressed the key audit matters
Measurement of loss allowances for expected credit losses ("ECLs") on trade receivables As disclosed in Note 9.1 to the financial statements, the carrying amount of the Group's trade receivables as at 31 December 2025 is RM65,900,281, after deducting cumulative impairment losses of RM3,292,527, and this represents approximately 21% of the Group's total assets. For other disclosures, refer to the following notes to the financial statements : • Note 2.13.3 - Accounting policy for measurement of loss allowances for ECLs • Note 3.2.3 - Key sources of estimation uncertainty on measurement of loss allowances for ECLs on trade receivables • Note 30.2(a) - Disclosures about credit risk management in respect of trade receivables The measurement of loss allowances for ECLs requires the exercise of significant judgement and the estimation of the effects of uncertain future events such as risk of default, expected loss rate and changes in macroeconomic conditions. In view of the significance of the carrying amount and the high level of subjectivity involved in the estimation of ECLs, we considered that this area as a key audit matter.	Our audit procedures included the following : • Reviewed the management's processes and controls over the identification of impaired trade receivables. • Reviewed the trade receivables ageing report and made inquiries of the management about long outstanding debts and assessed their recoverability by evaluating the receipts after year-end and past payment trend. • In relation to the determination of expected loss rates using historical ageing data, on sampling basis, we tested the integrity of the ageing report against the relevant supporting documents. We also evaluated the reasonableness of the forward-looking macroeconomic factor used in determining the expected loss rate.

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report and other information included in the Annual Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

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

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

Report on the Audit of the Financial Statements (Cont'd)

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also : (Cont'd)

- 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 financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

FOLKS DFK & CO PLT
202606000002 (LLP0045209-LCA) & AF 0502
CHARTERED ACCOUNTANTS

SAM SIOW CHENG
03306/06/2027 J
CHARTERED ACCOUNTANT

Kuala Lumpur

Date : 27 April 2026

List of Properties
AS AT 31 DECEMBER 2025

No	Title identification/ Postal address	Tenure	Description of property/ Existing or proposed use	Land area/ Built-up area	Net Book Value (RM'000)	Date of Last Revaluation	Age of Building
1.	Title identification: Lot Nos. 7622 to 7625 held under HSD Nos. 24798, 24800, 24803 and 24804 respectively, all in Mukim 15, Daerah Seberang Perai Selatan, Negeri Pulau Pinang Postal address: No. 1628, Jalan IKS Simpang Ampat 1 Taman IKS Simpang Ampat 14100 Simpang Ampat Seberang Perai Selatan Pulau Pinang	Freehold	Description: A double-storey detached office building annexed with a single-storey warehouse Existing use: Head office and warehouse of our Group	Land area: 27,782 sq ft Built-up area: 21,652 sq ft	5,507	31/12/2024	22 years
2.	Title identification: Lot Nos. 7616 to 7621 held under HSD No. 24786, 24788, 24790, 24792, 24794 and 24797 respectively, all in Mukim 15, Daerah Seberang Perai Selatan, Negeri Pulau Pinang Postal address: No. 1684, Jalan IKS Simpang Ampat 1 Taman IKS Simpang Ampat 14100 Simpang Ampat Seberang Perai Selatan Pulau Pinang	Freehold	Description: A single-storey detached factory with a double-storey office building Existing use: Office and manufacturing plant of our Group	Land area: 42,776 sq ft Built-up area: 31,635 sq ft	9,044	31/12/2024	16 years
3.	Title identification: Lot No. 20309 (formerly Lot No. 20111) held under HSD No. 51260 in Mukim 12, Daerah Seberang Perai Selatan, Negeri Pulau Pinang	Freehold	Description: Vacant land Proposed use: A three (3)-storey office building annexed with two (2) single-storey factory buildings and a single-storey canteen. This property will house our new head office, manufacturing plant, warehouse as well as research and development center	Land area: 464,786 sq ft Built-up area: N/A	42,000	31/12/2024	N/A
4.	Title identification: Lot 2398 Block 233 of Kuching North Land District, Jalan Batu Kitang, Sarawak Postal address: 2(S/L38), Lot 2398 BLK 233 KNLD Batu Kitang Light Industrial Park Batu 7½, Jalan Batu Kitang 93250 Kuching Sarawak	Leasehold for a period of 60 years, expiring on 1 November 2072	Description: A double-storey detached industrial building Existing use: Administration and sale office as well as warehouse of our Group	Land area: 15,661 sq ft Built-up area: 5,070 sq ft	1,955	31/12/2024	10 years

List of Properties (Cont'd)
AS AT 31 DECEMBER 2025

No	Title identification/ Postal address	Tenure	Description of property/ Existing or proposed use	Land area/ Built-up area	Net Book Value (RM'000)	Date of Last Revaluation	Age of Building
5.	Title identification: Lot No. 33721 held under GRN No. 186967 in Mukim 14, Daerah Seberang Perai Tengah, Negeri Pulau Pinang Postal address: Plot No. 31, Lorong Industri Impian Indah 1 Alma Signature Industrial Park Taman Industri Impian Indah 14000 Bukit Mertajam Pulau Pinang		Description: A single-storey detached light industrial factory Proposed use: Investment property	Land area: 15,005 sq ft Built-up area: 1,260 sq ft	3,233	7/6/2024	1 year
6.	Title identification: Lot No. 33702 held under GRN No. 186948 in Mukim 14, Daerah Seberang Perai Tengah, Negeri Pulau Pinang Postal address: No. 18, Lorong Industri Impian Indah 1 Taman Industri Impian Indah 14000 Bukit Mertajam Pulau Pinang		Description: A three-storey semi-detached factory Proposed use: Investment property	Land area: 7,502 sq ft Built-up area: 6,450 sq ft	3,442	23/9/2024	4 years

Analysis of Shareholdings
AS AT 31 MARCH 2026

1. Class of Equity Securities : Ordinary shares
   Number of holders of Ordinary Shares : 1,616
   Total number of issued shares : 300,000,000
   Voting Rights : 1 vote per share

2. ANALYSIS BY SIZE OF SHAREHOLDINGS AS AT 31 MARCH 2026

Size of shareholdings	No. of shareholders	% of shareholders	No. of issued shares	% of issued shares
1 - 99	0	0.00	0	0
100 - 1,000	231	14.30	139,300	0.05
1,001 - 10,000	687	42.51	3,860,300	1.29
10,001 - 100,000	523	32.36	18,994,500	6.33
100,001 – 14,999,999 (*)	173	10.71	119,505,900	39.83
15,000,000 and above (**)	2	0.12	157,500,000	52.50
TOTAL	1,616	100.00	300,000,000	100.00

Remark : * Less than 5% of issued shares
** 5% and above of issued shares

3. THIRTY LARGEST SECURITIES ACCOUNT HOLDERS AS AT 31 MARCH 2026
(without aggregating the securities from different securities accounts belonging to the same person)

	Name	No. of shares held	% of total issued shares
1.	CGH Holdings Sdn. Bhd.	135,000,000	45.00
2.	Dato' Cheng Mooh Tat	22,500,000	7.50
3.	Cheng Mooh Chye	10,500,000	3.50
4.	Cheng Mooh Kheng	10,500,000	3.50
5.	Yeoh Ngong Koke	10,422,800	3.47
6.	Kang Ah Imm	3,215,000	1.07
7.	Maybank Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Wong Wah Peng*	3,000,400	1.00
8.	Yii Yeang Ping	2,797,400	0.93
9.	Wong Wai Kong	2,500,100	0.83
10.	Chia Siew Yung	2,500,000	0.83
11.	Boon Jenn Woei	2,103,400	0.70
12.	Perniagaan Muhibbah Ria Sdn. Bhd.	1,946,400	0.65
13.	Public Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Ng Huat Chuan*	1,900,000	0.63
14.	Teoh Mooi Hiang	1,845,500	0.62
15.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Wong Wai Kong*	1,830,000	0.61
16.	Tee Chin Heng	1,821,900	0.61
17.	Khas Perkasa Sdn. Bhd.	1,737,300	0.58
18.	Yeoh Soo Hock	1,600,000	0.53
19.	UOBM Nominees (Asing) Sdn Bhd UOB Asset Management (Malaysia) Berhad for Fwd Aggressive Fund	1,581,400	0.53

3. THIRTY LARGEST SECURITIES ACCOUNT HOLDERS AS AT 31 MARCH 2026 (CONT'D)
(without aggregating the securities from different securities accounts belonging to the same person)

	Name	No. of shares held	% of total issued shares
20.	Ng Chew Kee	1,476,000	0.49
21.	Datin Theoh Mooi Teng	1,444,900	0.48
22.	Cheng Leng Boon	1,313,100	0.44
23.	Teow Peng Hee	1,255,000	0.42
24.	Maybank Nominees (Tempatan) Sdn. Bhd. *Exempt An For Mtrustee Berhad (Ethereal Capital Sdn Bhd)*	1,215,600	0.41
25.	Tan Li Lian	1,200,000	0.40
26.	Mulyadi	1,169,900	0.39
27.	Maybank Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Teoh Soo Huang*	1,090,000	0.36
28.	Yeoh Aik Shiong	1,089,000	0.36
29.	Alliancegroup Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Lim Hung Chiang*	1,086,000	0.36
30.	Teoh Mooi Hiang	1,012,000	0.34

4. SUBSTANTIAL SHAREHOLDERS AS AT 31 MARCH 2026

	Direct Interest		Deemed Interest	
Name	No. of shares held	% of total issued shares	No. of shares held	% of total issued shares
1. CGH Holdings Sdn. Bhd.	135,000,000	45.00	-	-
2. Dato' Cheng Mooh Tat	22,500,000	7.50	135,623,300(1)	45.21
3. Cheng Mooh Kheng	10,500,000	3.50	135,383,400(2)	45.13
4. Cheng Mooh Chye	10,500,000	3.50	137,180,300(3)	45.73

Note :
(1) Deemed interested by virtue of his substantial shareholding held in CGH Holdings Sdn. Bhd. and through the shareholdings of his children pursuant to Sections 8 and 59(11)(c) of the Companies Act 2016 (the "Act").
(2) Deemed interested by virtue of his substantial shareholding held in CGH Holdings Sdn. Bhd. and through the shareholdings of his spouse pursuant to Sections 8 and 59(11)(c) of the Companies Act 2016 (the "Act").
(3) Deemed interested by virtue of his substantial shareholding held in CGH Holdings Sdn. Bhd. and through the shareholdings of his spouse, his children and spouse of his children pursuant to Sections 8 and 59(11)(c) of the Companies Act 2016 (the "Act").

5. INTEREST OF DIRECTORS AS AT 31 MARCH 2026

a) Interest in shares of the Company

	Direct Interest		Deemed Interest	
Name	No. of shares held	% of total issued shares	No. of shares held	% of total issued shares
1. Dato' Cheng Mooh Tat	22,500,000	7.50	135,623,300(1)	45.21
2. Cheng Mooh Kheng	10,500,000	3.50	135,383,400(2)	45.13
3. Datin Theoh Mooi Teng	2,244,900	0.75	623,300(3)	0.21
4. Tan Peng Lam	100,000	0.03	300,000(4)	0.10
5. Dato' Lim Choon Khim	130,000	0.04	-	-
6. Dr. Ong Bee Lee	-	-	-	-

5. INTEREST OF DIRECTORS AS AT 31 MARCH 2026 (CONT'D)

a) Interest in shares of the Company (Cont'd)

Notes :

(1) Deemed interested by virtue of his substantial shareholding held in CGH Holdings Sdn. Bhd. and through the shareholdings of his children pursuant to Sections 8 and 59(11)(c) of the Act.

(2) Deemed interested by virtue of his substantial shareholding held in CGH Holdings Sdn. Bhd. and through the shareholdings of his spouse pursuant to Sections 8 and 59(11)(c) of the Act.

(3) Deemed interested through the shareholdings of her children pursuant to Section 59(11)(c) of the Act.

(4) Deemed interested through the shareholding of his spouse pursuant to Section 59(11)(c) of the Act.

b) Interest in shares of related corporations

By virtue of their direct and indirect interests in the Company, Dato' Cheng Mooh Tat and Mr. Cheng Mooh Kheng are also deemed to be interested in the shares of all the subsidiary companies to the extent that the Company has an interest as at 31 March 2026.

Other than as disclosed above, none of the other directors have any interest in the shares of related corporations as at 31 March 2026.

Analysis Of Warrant Holdings
AS AT 31 MARCH 2026

Warrants 2024/2029

1.	Number of Warrants in issue	:	60,000,000
	Exercise/Conversion Price	:	1.10
	Exercise/Conversion Ratio	:	1 warrant for 1 ordinary share
	Exercise Period of Warrant	:	15 August 2029
	Total number of Warrant Holders	:	1,251

2. ANALYSIS BY WARRANT HOLDINGS AS AT 31 MARCH 2026

Size of warrants	Number of Warrant Holders	%	Number of WarrantHoldings	%
1 - 99	104	8.31	3,956	0.01
100 - 1,000	436	34.85	245,804	0.41
1,001 - 10,000	498	39.81	1,892,940	3.15
10,001 - 100,000	162	12.95	5,393,160	8.99
100,001 – 2,999,999 (*)	49	3.92	20,964,140	34.94
3,000,000 and above (**)	2	0.16	31,500,000	52.50
TOTAL	1,251	100.00	60,000,000	100.00

Remark : * Less than 5% of issued warrants
** 5% and above of issued warrants

3. THIRTY LARGEST WARRANT HOLDERS AS AT 31 MARCH 2026
(without aggregating the securities from different securities accounts belonging to the same person)

	Name	No. of Warrant held	% of total issued warrants
1.	CGH Holdings Sdn. Bhd.	27,000,000	45.00
2.	Dato' Cheng Mooh Tat	4,500,000	7.50
3.	Cheng Mooh Chye	2,100,000	3.50
4.	Cheng Mooh Kheng	2,100,000	3.50
5.	Yeoh Ngong Koke	2,084,560	3.47
6.	Boon Jenn Woei	1,151,040	1.92
7.	Maybank Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Teow Chee Keong*	932,600	1.55
8.	HLIB Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Jean Ng Chien Nee*	862,000	1.44
9.	Alliancegroup Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Lee Eng Shan*	690,000	1.15
10.	Chong Mei Lan	560,300	0.93
11.	Yii Yeang Ping	559,480	0.93
12.	Maybank Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Tee See Kim*	489,500	0.82
13.	Wong Wai Kong	488,000	0.81
14.	Maybank Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Wong Wah Peng*	459,340	0.77
15.	Too Chin Kiong	399,900	0.67
16.	Perniagaan Muhibbah Ria Sdn. Bhd.	389,280	0.65
17.	Tee Chin Heng	383,400	0.64

Analysis Of Warrant Holdings (Cont'd)
AS AT 31 MARCH 2026

3. THIRTY LARGEST WARRANT HOLDERS AS AT 31 MARCH 2026
(without aggregating the securities from different securities accounts belonging to the same person)

	Name	No. of Warrant held	% of total issued warrants
18.	Public Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Ng Huat Chuan*	380,000	0.63
19.	Chia Siew Yung	362,900	0.60
20.	Khas Perkasa Sdn Bhd	347,460	0.58
21.	Teoh Mooi Hiang	343,400	0.57
22.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Chiang Soak Hoong*	312,000	0.52
23.	Ng Chew Kee	295,200	0.49
24.	Datin Theoh Mooi Teng	288,980	0.48
25.	Gan Swee Chai	271,500	0.45
26.	Maybank Nominees (Tempatan) Sdn. Bhd. *Exempt An For Mtrustee Berhad (Ethereal Capital Sdn Bhd)*	266,720	0.44
27.	Cheng Leng Boon	262,620	0.44
28.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Wong Wai Kong*	260,000	0.43
29.	Teow Peng Hee	251,000	0.42
30.	Lee Cha Hui	249,200	0.42

4. DIRECTORS' WARRANT HOLDINGS AS AT 31 MARCH 2026

	Direct Interest		Deemed Interest	
Name	No. of Warrant held	%	No. of Warrant held	%
1. Dato' Cheng Mooh Tat	4,500,000	7.50	27,112,660[1]	45.19
2. Cheng Mooh Kheng	2,100,000	3.50	27,044,400[2]	45.07
3. Datin Theoh Mooi Teng	448,980	0.75	112,660[3]	0.19
4. Tan Peng Lam	20,000	0.03	60,000[4]	0.10
5. Dato' Lim Choon Khim	20,000	0.03	-	-
6. Dr. Ong Bee Lee	-	-	-	-

Notes :
(1) Deemed interested by virtue of his substantial shareholding held in CGH Holdings Sdn. Bhd. and through the shareholdings of his children pursuant to Sections 8 and 59(11)(c) of the Act.
(2) Deemed interested by virtue of his substantial shareholding held in CGH Holdings Sdn. Bhd. and through the shareholdings of his spouse pursuant to Sections 8 and 59(11)(c) of the Act.
(3) Deemed interested through the shareholdings of her children pursuant to Section 59(11)(c) of the Act.
(4) Deemed interested through the shareholdings of his spouse pursuant to Section 59(11)(c) of the Act.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Sixth (6th) Annual General Meeting ("AGM") of Yenher Holdings Berhad will be held at Iconic 1 & 2, Level 7, Iconic Hotel, 71 Jalan Icon City, Icon City, 14000 Bukit Mertajam, Pulau Pinang on Friday, 12 June 2026 at 10.00 a.m. for the following purposes:-

AS ORDINARY BUSINESSES

1.	To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon.	Please refer to Note 3
2.	To approve the payment of Directors' fees amounting to RM1,350,000.00 to Directors of the Company and its subsidiaries for the financial year ended 31 December 2025.	Ordinary Resolution 1
3.	To approve the payment of benefits other than Directors' fees to the Non-Executive Directors of the Company up to RM16,000.00 from 13 June 2026 until the next AGM of the Company.	Ordinary Resolution 2
4.	To re-elect the Director, Mr. Cheng Mooh Kheng, who retires by rotation in accordance with Clause 165 of the Company's Constitution and who being eligible offers himself for re-election.	Ordinary Resolution 3
5.	To re-elect the Director, Dr. Ong Bee Lee, who retires by rotation in accordance with Clause 165 of the Company's Constitution and who being eligible offers herself for re-election.	Ordinary Resolution 4
6.	To re-appoint Messrs Folks DFK & Co PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.	Ordinary Resolution 5

AS SPECIAL BUSINESSES

7. To consider and, if thought fit, to pass with or without modifications the following resolutions as Ordinary Resolutions:-

Proposed power to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016

(a) "THAT subject always to the Companies Act 2016 ("Act"), Constitution of the Company and approvals of the relevant regulatory authorities, where such approval is necessary, the Directors be and are hereby empowered, pursuant to Sections 75 and 76 of the Act, to issue and allot shares in the Company from time to time at such price, upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be issued pursuant to this Resolution does not exceed 10% of the total number of issued shares of the Company for the time being and that the Directors be and are also empowered to obtain the approval from Bursa Malaysia Securities Berhad ("Bursa Securities') for the listing of and quotation for the additional shares so issued and that such authority shall continue to be in force until the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held or revoked/varied by resolution passed by the shareholders in general meeting whichever is the earlier. — Ordinary Resolution 6

AND THAT pursuant to Section 85 of the Act read together with Clause 31 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares arising from any issuance of new shares pursuant to Sections 75 and 76 of the Act."

AS SPECIAL BUSINESSES (CONT'D)

7. To consider and, if thought fit, to pass with or without modifications the following resolutions as Ordinary Resolutions:- (Cont'd)

Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("RRPTs") and Proposed New Shareholders' Mandate for RRPTs

(b) "THAT approval be and is hereby given to the Company and its subsidiary(ies) ("Group") to enter into and give effect to the recurrent related party transactions of a revenue or trading nature with the specified classes of related parties as specified in Section 2.5 and Section 2.6 of the Circular to Shareholders dated 30 April 2026, provided that: Ordinary Resolution 7

(a) such arrangements and/or transactions are necessary for the Group's day-to-day operations;

(b) such arrangements and/or transactions undertaken are in the ordinary course of business, at arm's length basis and on normal commercial terms which are not more favourable to the related parties than those generally available to third party;

(c) such arrangements and/or transactions are not detrimental to the minority shareholders of the Company; and

(d) the disclosure is made in the annual report on the aggregate value of transactions conducted pursuant to the shareholders' mandate during the financial year in relation to:

(i) the related transacting parties and their respective relationship with the Company; and

(ii) the nature of the recurrent transactions.

THAT such authority shall continue to be in force until:-

(a) the conclusion of the next AGM of the Company, unless the authority is renewed by a resolution passed at the next AGM; or

(b) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever is the earlier.

AND THAT the Directors of the Company be and are hereby authorised to do all such acts and things as they may consider necessary or expedient to give effect to transactions contemplated and/or authorised by this Ordinary Resolution."

AS SPECIAL BUSINESSES (CONT'D)

7. To consider and, if thought fit, to pass with or without modifications the following resolutions as Ordinary Resolutions:- (Cont'd)

Proposed purchase by the Company of its own Shares of up to ten percent (10%) of its total number of issued shares

(c) "THAT, subject to the Act, rules, regulations and orders made pursuant to the Act, provisions of the Company's Constitution, the Main Market Listing Requirements of Bursa Securities and any other relevant authorities, the Company be and is hereby authorised to purchase such number of ordinary shares ("Shares") in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities as the Directors of the Company may deem fit and expedient in the best interest of the Company provided that :- Ordinary Resolution 8

(i) The aggregate number of Shares in the Company which may be purchased and/or held by the Company as treasury Shares shall not exceed ten percent (10%) of the total number of its issued Shares at any point in time; and

(ii) The maximum funds to be allocated by the Company for the purpose of purchasing its own Shares shall not exceed the total available retained profits of the Company based on its latest audited financial statements available up to the date of the transaction.

THAT, upon the purchase by the Company of its own Shares, the Directors are authorised to retain the Shares so purchased as treasury Shares or cancel the Shares so purchased or retain part of the Shares so purchased as treasury Shares and cancel the remainder. The Directors are further authorised to distribute the treasury Shares as dividends to the shareholders of the Company and/or resell the Shares on the Bursa Securities in accordance with the relevant rules of the Bursa Securities or subsequently cancel the treasury Shares or any combination thereof.

(the "Proposed Share Buy-Back")

THAT the authority conferred by this resolution will commence immediately upon passing of this ordinary resolution and will continue to be in force until:-

(i) the conclusion of the next AGM of the Company, at which time it will lapse, unless by ordinary resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions; or

(ii) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever is the earlier.

AND THAT the Directors of the Company be and are hereby authorised to take all such steps and do all such acts and things as they may consider necessary or expedient to implement and give effect to the Proposed Share Buy-Back."

8. To consider any other business for which due notice shall have been given.

By order of the Board

Kong Sown Kaey
(MAICSA 7047655)
SSM PC No. 202008001434

Koay Li Ling
(MAICSA 7054729)
SSM PC No. 202308000291
Secretaries

Penang
Date : 30 April 2026

Notes:

1. Appointment of Proxy

(a) Subject to Paragraph (c) below, a member entitled to attend and vote is entitled to appoint more than one (1) proxy to attend and vote instead of him. Where a member appoints more than one (1) proxy to attend and vote at the same meeting, the appointment shall be invalid unless the member specifies the proportion of his holdings to be represented by each proxy.

(b) A proxy may but need not be a member of the Company and a member may appoint any person to be his proxy without restriction as to the qualification of the proxy.

(c) Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

(d) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or if the appointor is a corporation, either under its seal or under the hand of an officer or attorney duly authorised.

(e) The instrument appointing a proxy must be deposited at the Share Registrar of the Company at Securities Services (Holdings) Sdn Bhd, Suite 18.05, MWE Plaza, No. 8, Lebuh Farquhar, 10200 George Town, Pulau Pinang not less than 48 hours before the time appointed for holding the AGM or adjourned meeting at which the person named in the instrument, proposes to vote.

(f) Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Securities, the resolutions set out above will be put to vote by way of poll.

2. Members entitled to attend 6th AGM

For the purpose of determining a member who shall be entitled to attend the 6th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd., in accordance with Clause 129 of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a General Meeting Record of Depositors as at 04 June 2026. Only a depositor whose name appears in the Record of Depositors as at 04 June 2026 shall be entitled to attend the said meeting or appoint proxies to attend, speak and/or vote on his/her behalf.

3. Audited Financial Statements for the financial year ended 31 December 2025

The audited financial statements are laid in accordance with Section 340(1)(a) of the Act for discussion only under Agenda 1. They do not require shareholders' approval and hence, will not be put for voting.

4. Ordinary Resolution No. 1 – Proposed payment of Directors' fees

Pursuant to Section 230(1) of the Act, the Company shall at every AGM approve the fees of the Directors of the Company and its subsidiaries. The Directors' fees payable to the Directors have been reviewed by the Remuneration Committee and the Board of Directors of the Company. The Directors' fees are in accordance with the remuneration framework of the Group.

5. Ordinary Resolution No. 2 – Proposed payment of Directors' benefits

The Directors' benefits (excluding Directors' fees) comprise the allowances and other benefits payable to the Non-Executive Directors of the Company. The total estimated amount of Directors' benefits payable is calculated based on the number of actual Board and scheduled Board and Board Committee meetings for the period from 13 June 2026 until the next AGM. This authority, unless revoked or varied by the Company in a general meeting will expire at the conclusion of the next AGM of the Company.

6. **Ordinary Resolution Nos. 3 and 4 – Re-election of Directors who retire in accordance with Clause 165 of the Company's Constitution**

Clause 165 of the Company's Constitution provides that an election of directors shall take place each year. 1/3 of the directors for the time being shall retire from office at each AGM but shall be eligible for re-election at the said meeting. If the total number of the directors is not 3 or a multiple of 3, the number nearest to 1/3 will retire.

Mr. Cheng Mooh Kheng and Dr. Ong Bee Lee, who will be retiring and offering themselves for re-election at the 6th AGM were evaluated by the Nomination Committee and the Board. Based on the evaluation outcome, the Nomination Committee and the Board were of the view that their performance were satisfactory and recommended their re-election for shareholders' approval.

7. **Ordinary Resolution No. 6 - Proposed power to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016**

The proposed Ordinary Resolution 6 is a general mandate and if passed will empower the Directors of the Company to issue and allot shares up to 10% of the total number of issued shares of the Company from time to time (other than bonus or right issue). This authority will, unless revoked or varied by the Company in general meeting, expire at the conclusion of the next AGM of the Company or the period within which the next AGM of the Company is required by law to be held whichever is the earlier.

This authority will provide flexibility to the Company for possible raising of funds, including but not limited to placing of shares, for purpose of additional working capital, capital expenditure, funding of investments, acquisitions or reduction of borrowings.

As at the date of this notice, no new shares in the Company have been issued pursuant to the mandate granted to the Directors at the Fifth AGM held on 18 June 2025 which will lapse at the conclusion of the Sixth AGM.

8. **Ordinary Resolution No. 7 – Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("RRPTs") and Proposed New Shareholders' Mandate for RRPTs**

The proposed Ordinary Resolution 7, if passed, will allow the Company and its subsidiaries to enter into the existing and new RRPTs in accordance with Paragraph 10.09 of the Main Market Listing Requirements of Bursa Securities without the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such RRPTs occur. This would reduce substantial administrative time, inconvenience and resources associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. The shareholders' mandate is subject to renewal on an annual basis.

9. **Ordinary Resolution No. 8 – Proposed purchase by the Company of its own Shares of up to ten percent (10%) of its total number of issued shares**

The proposed resolution if passed will empower the Directors of the Company to purchase up to ten percent (10%) of the total number of issued shares of the Company at any point in time subject to compliance with Section 127 of the Act, the Main Market Listing Requirements of Bursa Securities and other prevailing laws, rules and regulations.

Please refer to the Statement to Shareholders dated 30 April 2026 for further information.

STATEMENT ACCOMPANYING NOTICE OF AGM
(Pursuant to Paragraph 8.27(2) of the Listing Requirements of Bursa Securities)

As at date of this notice, there are no individuals who are standing for election as Directors (excluding Directors who are standing for re-election as stated above) at this forthcoming 6th AGM.

PERSONAL DATA POLICY

By submitting the duly executed Form of Proxy, the member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the AGM, and any adjournment thereof.

YENHER HOLDINGS BERHAD
202001008388 (1364708-X)
(Incorporated in Malaysia)

Proxy Form

For the Sixth Annual General Meeting ("6th AGM")

CDS Account No.	
No. of shares held	

I/We _____

(Full Name in Block Letters and NRIC/Passport/Company No.)

of _____

(Address)

being a member/members of Yenher Holdings Berhad, hereby appoint

Full Name (in block letters)	NRIC/Passport/Company No.	Proportion of Shareholdings	
		No. of Shares	%
and/or (delete as appropriate)			

or failing him/her, the Chairman of the Meeting as my/our Proxy to vote in my/our name(s) on my/our behalf at the 6th AGM of the Company to be held at Iconic 1 & 2, Level 7, Iconic Hotel, 71 Jalan Icon City, Icon City, 14000 Bukit Mertajam, Pulau Pinang on Friday, 12 June 2026 at 10.00 a.m. and at any adjournment thereof in the manner indicated below:-

Resolution		For	Against
To approve the payment of Directors' fees amounting to RM1,350,000.00 to Directors of the Company and its subsidiaries for the financial year ended 31 December 2025.	Ordinary Resolution 1		
To approve the payment of benefits other than Directors' fees to the Non-Executive Directors of the Company up to RM16,000.00 from 13 June 2026 until the next AGM of the Company.	Ordinary Resolution 2		
To re-elect Mr Cheng Mooh Kheng, who retires in accordance with Clause 165 of the Company's Constitution as a Director of the Company.	Ordinary Resolution 3		
To re-elect Dr Ong Bee Lee, who retires in accordance with Clause 165 of the Company's Constitution as a Director of the Company.	Ordinary Resolution 4		
To re-appoint Messrs Folks DFK & Co PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.	Ordinary Resolution 5		
To empower the Directors to issue and allot shares up to 10% of the total number of issued shares of the Company.	Ordinary Resolution 6		
To approve the proposed renewal of shareholders' mandate for Recurrent Related Party Transactions of a revenue or trading nature ("RRPTs") and proposed new shareholders' mandate for RRPTs.	Ordinary Resolution 7		
To approve the proposed purchase by the Company of its own shares of up to ten percent (10%) of its total number of issued shares.	Ordinary Resolution 8		

(Please indicate with an "X" in the appropriate box against each Resolution how you wish your proxy to vote. If no instruction is given, this form will be taken to authorise the proxy to vote or abstain from voting at his/her discretion.)

Dated this _____day of _____2026.

_____

Signature of Shareholder or Common Seal

Notes :

(a) Only a Depositor whose name appears in the Record of Depositors as at 04 June 2026 shall be entitled to attend the 6th AGM or appoint proxies to attend, speak and/or vote on his/her behalf.

(b) Subject to Paragraph (d) below, a member entitled to attend and vote is entitled to appoint more than one (1) proxy to attend and vote instead of him. Where a member appoints more than one (1) proxy to attend and vote at the same meeting, the appointment shall be invalid unless the member specifies the proportion of his holdings to be represented by each proxy.

(c) A proxy may but need not be a member of the Company and a member may appoint any person to be his proxy without restriction as to the qualification of the proxy.

(d) Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

(e) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or if the appointor is a corporation, either under its seal or under the hand of an officer or attorney duly authorised.

(f) The instrument appointing a proxy must be deposited at the Share Registrar of the Company at Securities Services (Holdings) Sdn Bhd, Suite 18.05, MWE Plaza, No. 8, Lebuh Farquhar, 10200 George Town, Pulau Pinang, not less than 48 hours before the time appointed for holding the AGM or adjourned meeting at which the person named in the instrument, proposes to vote.

(g) Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Securities, the resolutions set out above will be put to vote by way of poll.

Please fold across the lines and close

Affix stamp

The Share Registrar

YENHER HOLDINGS BERHAD
Company No. 202001008388 (1364708-X)

Suite 18.05, MWE Plaza,
No. 8, Lebuh Farquhar,
10200 George Town,
Pulau Pinang.

Please fold across the lines and close

YENHER HOLDINGS BERHAD
202001008388 (1364708-X)

1628, Jalan IKS Simpang Ampat 1,
Taman IKS Simpang Ampat,
14100 Simpang Ampat,
Seberang Perai Selatan,
Penang, Malaysia.

Tel : +604-588 0887 (Hunting Line)
Fax : +604-588 0928

www.yenher.com.my