



MYMBN BERHAD

Registration No. 202201011844 (1457541-U)

(Incorporated in Malaysia)



2025
ANNUAL REPORT



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This report includes certain forward-looking statements concerning future directions, strategies, potential risks or opportunities, and performance. These statements and forecasts are subject to uncertainties as they pertain to future events and may not be definitive. Actual implementation and results could differ due to various risk factors and market uncertainties. The inclusion of forward-looking statements in this report should not be regarded as a representation or a warranty that our plans and objectives will be achieved. Readers should not place undue reliance on these forward-looking statements, and we do not undertake any obligation to publicly update or revise them.



CORPORATE PROFILE

The Pioneer RUCEBN Company in Malaysia

A wholly-owned subsidiary, MBN Enterprise Sdn. Bhd. ("MBN Enterprise") is a primary processing establishment for Raw Unclean Edible Bird's Nest ("RUCEBN") based in Melaka, our processed RUCEBN are sold either to downstream bird's nest product manufacturers or to traders of bird's nest.

MBN Enterprise developed our own traceability system from farmers to customers. The system allowed us to trace from our sources and track all our products.

MBN Enterprise was renamed (previously known as Zaman Kuala Sdn Bhd) in 2016 along with the welcoming of the two other founders (Mr. Lee Wei Kong and Mr. Lavernt Chen) as shareholders and directors. The Company took a significant change in its business direction by venturing into the processing of RUCEBN.

All operations of MBN Enterprise are chiefly managed by Chief Executive Officer ("CEO"), Mr. Lavernt Chen, one of the three founders. He has over 20 years of experience in the bird's nest industry having been involved in his family's bird's nest farming business in the early years of his career before embarking on his own entrepreneurial journey.

In 2019, after much hard work and effort, MBN Enterprise achieved its most critical milestone by becoming the first company in Malaysia approved by the General Administration of Customs China ("GACC") to export RUCEBN to China.

Following that, MBN Enterprise exported RUCEBN directly to China instead of selling to traders or agents. By meeting all the regulatory compliance and product quality requirements necessary as a direct exporter, MBN Enterprise's products are deemed premium and thus gaining advantageous position of being able to demand for higher selling prices.



Vision

To be the No.1 Bird's Nest company in Malaysia with high quality products and competitive prices



Mission

Highest Quality for our customers, Best Value to our suppliers, a Lasting Career for our Employees and a Rewarding Return to our shareholders

CORPORATE INFORMATION

BOARD OF DIRECTORS

LIW CHONG LIONG

Non-Independent Non-Executive Chairman

LAVERNT CHEN VUN WO

Non-Independent Executive Director/Chief Executive Officer

CHIN CHEE CHEAH

Non-Independent Executive Director/ Chief Operating Officer

LEE WEI KONG

Non-Independent Non-Executive Director

DATO' DR. ROSINI BINTI ALIAS

Independent Non-Executive Director

DATO' NAZIPAH BINTI JAMALUDIN

Independent Non-Executive Director

CHIN PECK LI

Independent Non-Executive Director

GOH WEN LING

Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Chairperson

Chin Peck Li

Independent Non-Executive Director

Member

Dato' Dr. Rosini Binti Alias

Independent Non-Executive Director

Dato' Nazipah Binti Jamaludin

Independent Non-Executive Director

Goh Wen Ling

Independent Non-Executive Director

REMUNERATION COMMITTEE

Chairperson

Goh Wen Ling

Independent Non-Executive Director

Member

Dato' Dr. Rosini Binti Alias

Independent Non-Executive Director

Dato' Nazipah Binti Jamaludin

Independent Non-Executive Director

Chin Peck Li

Independent Non-Executive Director

NOMINATION COMMITTEE

Chairperson

Dato' Dr. Rosini Binti Alias

Independent Non-Executive Director

Member

Dato' Nazipah Binti Jamaludin

Independent Non-Executive Director

Chin Peck Li

Independent Non-Executive Director

Goh Wen Ling

Independent Non-Executive Director

COMPANY SECRETARY

Lim Li Heong (MAICSA 7054716)

SSM Practicing Certificate No.: 202008001981

Wong Mee Kiat (MAICSA 7058813)

SSM Practicing Certificate No.: 202008001958

REGISTERED OFFICE

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Malaysia

Tel no. : +603 2280 6388

E-mail: listcomalaysia@acclime.com

SPONSOR

Mercury Securities Sdn. Bhd.
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(113193-W)
L-7-2, No. 2 Jalan Solaris,
Solaris Mont' Kiara,
50480 Kuala Lumpur
Tel No.: +(603) 6203 7227
Fax No.: +(603) 6203 7117

HEAD/ MANAGEMENT OFFICE

Nos. 17, 19, 21, 23 and 25,
Jalan Melaka Raya 26,
Taman Melaka Raya,
75000 Melaka, Malaysia
Tel No.: +(606) 292 2628
Fax No.: +(606) 292 2628
Email: info@mymbn.com.my
Website: www.mymbn.com.my

AUDITORS

Crowe Malaysia PLT
Registration No. 201906000005
Firm No. LLP0018817-LCA
(AF 1018)
52, Jalan Kota Laksamana 2/15,
Taman Kota Laksamana,
Seksyen 2,
75200 Melaka, Malaysia
Tel No.: +(606) 282 5995
Fax No.: +(606) 283 6449

SHARE REGISTRAR

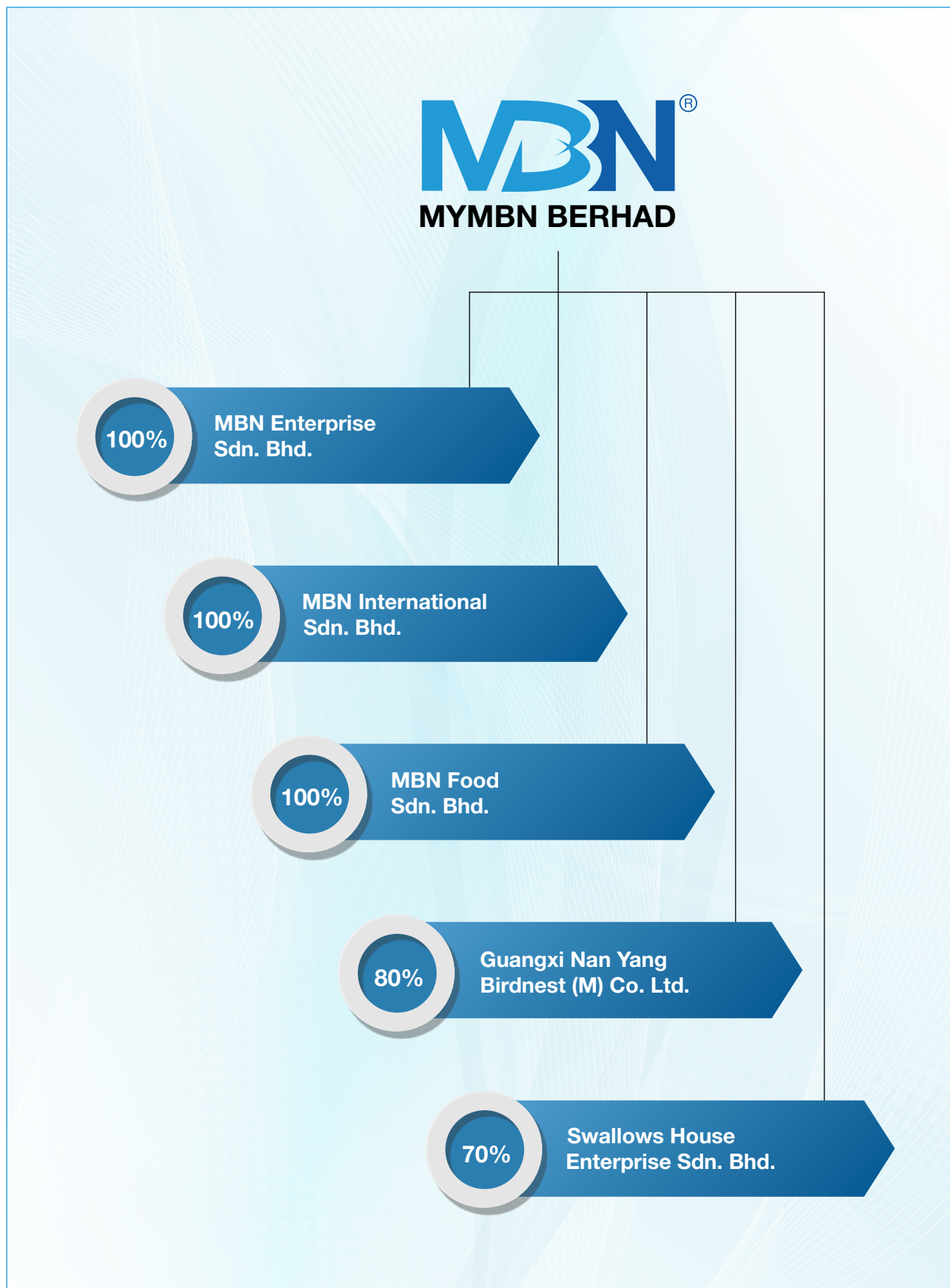
Boardroom Share Registrars Sdn
Bhd Registration No. 199601006647
(378993-D)
11th Floor, Menara Symphony,
No. 5 Jalan Prof Khoo Kay Kim,
Seksyen 13, 46200 Petaling Jaya,
Selangor, Malaysia
Tel No.: +(603) 7890 4700
Fax No.: +(603) 7890 4670
Email: bsr.helpdesk@boardroomlimited.com

STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia
Securities Berhad
Stock Name: MBN
Stock Code: 0280
Sector: Consumer Products &
Services



CORPORATE STRUCTURE



FIVE-YEAR FINANCIAL HIGHLIGHTS

Financial Year Ended 31 December	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
FINANCIAL RESULTS					
Revenue	91,556	68,871	67,745	64,566	39,314
Gross Profit ("GP")	10,981	9,924	6,632	1,833	1,665
Profit/(Loss) Before Taxation ("PBT/LBT")	8,955	6,047	1,867	(3,588)	(5,496)
Profit/(Loss) After Taxation ("PAT/LAT")	6,732	4,322	952	(3,513)	(5,514)
Net Profit/(Loss) attributable to Owners of the Company	6,732	4,322	975	(3,379)	(5,370)
KEY FINANCIAL POSITION DATA					
Total Assets	16,204	21,224	45,412	38,375	35,899
Total Borrowings	3,522	4,405	6,633	3,884	6,689
Total Equity	10,787	15,109	35,864	32,554	27,124
FINANCIAL RATIOS					
GP Margin (%)	11.99	14.41	9.79	2.84	4.24
PAT Margin (%)	7.35	6.28	1.41	N/A	N/A
Basic Earnings/(Loss) Per Share (sen)	2.34 ⁽¹⁾	1.50 ⁽¹⁾	0.29 ⁽²⁾	(0.88) ⁽⁴⁾	(1.39) ⁽⁴⁾
Gearing Ratio (times)	0.33	0.29	0.18	0.12	0.25
Net assets per stock unit attributable to ordinary equity holders of the company (sen)	3.75 ⁽³⁾	5.25 ⁽³⁾	9.29 ⁽⁴⁾	8.33 ⁽⁴⁾	6.92 ⁽⁴⁾

Notes

⁽¹⁾ Calculated based on the 288,000,000 ordinary shares assumed to be in issue after the acquisition of subsidiary but before public issue in conjunction with the Company's listing on ACE Market of Bursa Malaysia Securities Berhad ("the Public Issue").

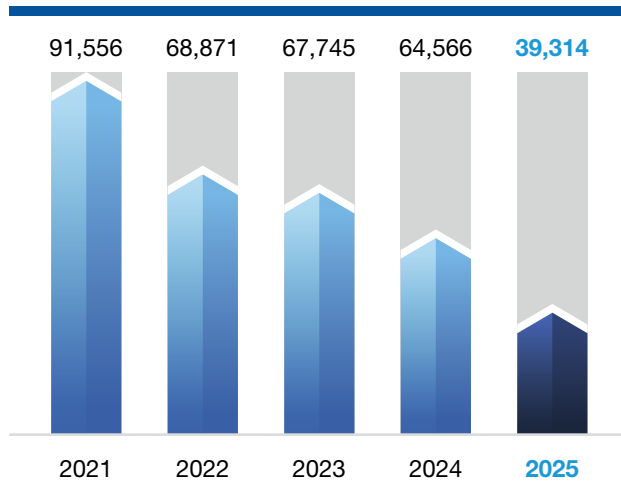
⁽²⁾ Computed based on the weighted average number of issued share capital of 330,690,411 ordinary shares after the Public Issue.

⁽³⁾ Calculated based on Total Equity over the 288,000,000 ordinary shares assumed to be in issue after the acquisition of subsidiary but before the Public Issue.

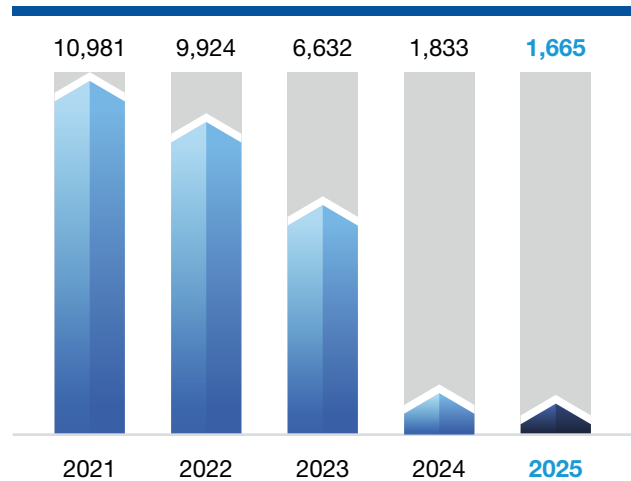
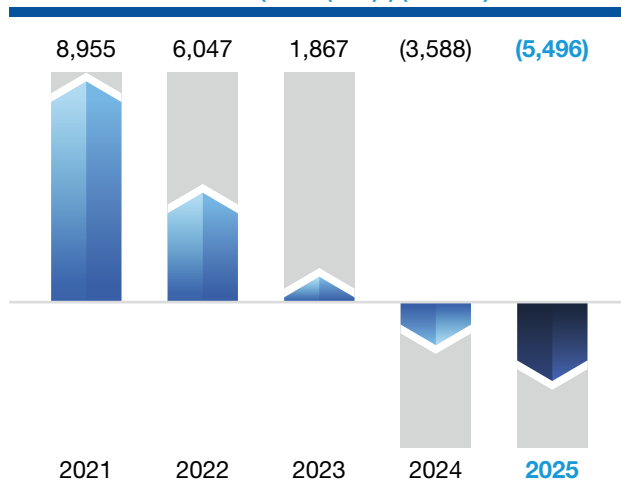
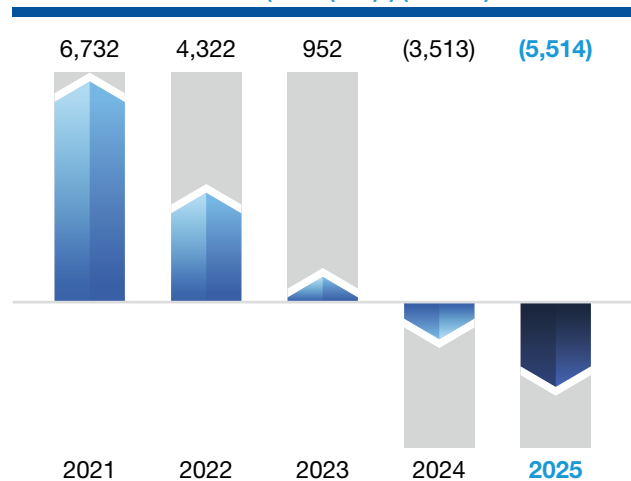
⁽⁴⁾ Computed based on Total Equity over the number of issued share capital of 386,000,000 ordinary shares.

FIVE-YEAR FINANCIAL HIGHLIGHTS (CONT'D)

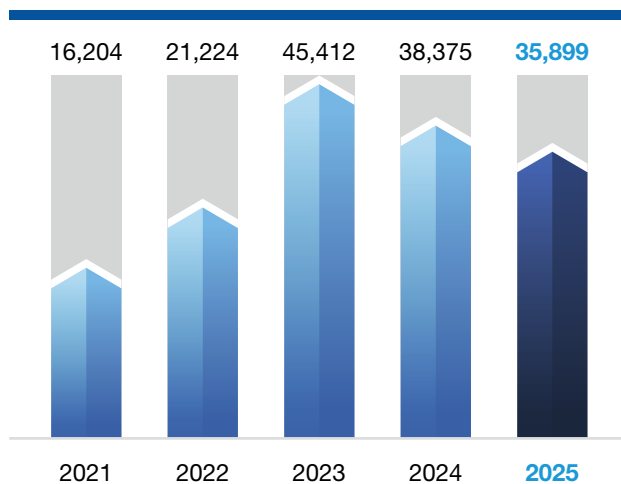
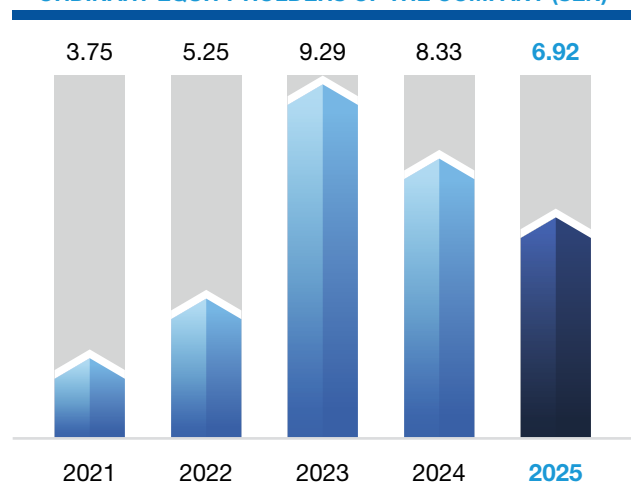
REVENUE (RM'000)



GP (RM'000)

PROFIT/(LOSS) BEFORE
TAXATION ("PBT/(LBT)") (RM'000)PROFIT/(LOSS) AFTER
TAXATION ("PAT/(LAT)") (RM'000)

TOTAL ASSETS (RM'000)

NET ASSETS PER STOCK UNIT ATTRIBUTABLE TO
ORDINARY EQUITY HOLDERS OF THE COMPANY (SEN)

PROFILE OF DIRECTORS



LIW CHONG LIONG

Non-Independent Non-Executive Chairman

65

Age



Nationality



Gender

Liw Chong Liong is the Non-Independent Non-Executive Chairman of our Company. He was appointed to our Board on 1 July 2022. He is also a director of MBN Enterprise, which is our wholly-owned subsidiary.

Liw Chong Liong graduated with a Diploma in Technology (Building) in 1984 from Tunku Abdul Rahman College, Kuala Lumpur Main Campus (now known as Tunku Abdul Rahman University College).

After his graduation, he commenced his career in 1984 by joining a construction company known as Yusoff and Saw (Partnership) as a site coordinator.

Subsequently he left his first job and joined Modular-Puolimatka Sdn Bhd, in 1986, another construction company as a site coordinator. He was mainly responsible for coordinating of construction project until its completion in 1987.

From 1987 to 1990, he worked at Alpine Development Sdn Bhd as project manager and he is responsible to manage construction projects.

From 1990 onward, Liw Chong Liong decided to venture into construction industry by setting up his first partnership company known as Finecon Building Construction which was subsequently ceased operation in 2011. He also started his other partnership company known as L C L Construction in 1994 to undertake the construction work. Such partnership was subsequently terminated in 1999 after he incorporated MLCL Construction Sdn. Bhd. in 1997 with principal activities as general contractors.

In 2005, he ventured into swiftlet farming business through a company known as Little Concord (M) Sdn Bhd until present.

In 2006 he joined Melaka Bird's Nest Merchants Association (Persatuan Pedagang Sarang Burung Melaka) as a member until present.

In 2013, Liw Chong Liong saw the opportunity of venturing into exporting of RUCEBN to the PRC directly and thus, MBN Enterprise was used as the vehicle to explore such business.

In year 2015, he together with Lavernt Chen participated as a committee member to draw up the CoVP on RUCEBN established by SIRIM Berhad among others, to provide guidelines on compliance in respect of the edible bird's nest harvested from caves and ranches. The CoVP was adopted in the same year.

In 2021, he was appointed as an honorary President to Melaka Bird's Nest Merchants Association (Persatuan Pedagang Sarang Burung Melaka) where he involved in advising the association on matters relating to the bird's nest industry.

Save for MLCL Construction Sdn. Bhd., Liw Chong Liong does not have any family relationship with any of our Directors and/or major shareholders. MLCL Construction Sdn. Bhd. is a substantial shareholder of the Company where he is a director and a major shareholder.

PROFILE OF DIRECTORS (CONT'D)



Lavernt Chen is the Non-Independent Executive Director / CEO of our Company. He was appointed to our Board on 1 July 2022. He is also “director” of subsidiaries of MBN Enterprise, MBN International and MBN Food, our wholly-owned subsidiaries. In addition, he leads the Sustainability Committee of the Group.

Lavernt Chen brings to the Group over 23 years of experience in the bird’s nest industry. As our Non-Independent Executive Director / CEO, he is spearheading the Group’s daily operation and developing strategic directions of the Group.

Lavernt Chen completed his studies in Foundation Studies at the Science in Royal Melbourne Institute of Technology (“RMIT”) in 1998. He was then admitted to RMIT to continue with Aerospace Engineering and Business Administration programme from 1998 to 2003. In 2003 he was posted for internship in Siemens AG for engineering course. Upon completion of his internship in Siemens AG in 2004, he decided to return to Malaysia to pursue his family business.

Lavernt Chen’s experience in the bird’s nest industry could be traced back to 2004 where he was exposed to the bird’s nest industry and activities under his family business where he was tasked with managing bird’s nest houses including maintaining the bird’s nest houses, trading of the bird’s nest and processing and packaging the bird’s nest product.

In 2012, he left his family business to focus on his own business involving in trading of bird’s nest through CVW Ventures Sdn Bhd, which he was a director and shareholder of the company from 2005 until December 2021. In December 2021, he resigned as the director of CVW Ventures Sdn Bhd and disposed of his entire shareholdings in CVW Ventures Sdn Bhd to a non-related party.

During this period, he gained vast experience in trading of bird’s nest in Vietnam, Indonesia, Singapore and Hong Kong.

In 2015, together with Liw Chong Liong, he participated as a project committee member to draw up the CoVP, on RUCBN established by SIRIM Berhad among others, to provide guidelines on compliance in respect of the edible bird’s nest harvested from caves and ranches. The CoVP was adopted in the same year.

In December 2016, Lavernt Chen was appointed as director in MBN Enterprise.

In 2017, he (through CVW Ventures Sdn Bhd) together with other promoters, subscribed for MBN Enterprise shares and subsequently took it under his wing to commence the RUCBN trading business in Malaysia.

In same year, together with other promoters, he set up a RUCBN processing establishment in accordance with CoVP, to commence RUCBN trading business and export of RUCBN.

Presently, he is the President of Melaka Bird’s Nest Merchants Association (Persatuan Pedagang Sarang Burung Melaka), which he holds such position since 2018. He is also the Vice President of Federation of Malaysia Bird’s Nest Merchants Association (Persekutuan Persatuan Pedagang Sarang Burung Malaysia) from 2017 to 2018, thereafter he holds the position as the Secretary of the association until June 2022. He was then re-elected as the Vice President of the association and holding such position until present.

Save for his relationship with Hew Hong Thee, who is a substantial shareholder of Gentle Rainbow Sdn Bhd and the mother of Lavernt Chen, he does not have any family relationships with any of our Directors, major shareholders and/or key senior management. Gentle Rainbow Sdn Bhd is a substantial shareholder of the Company.

PROFILE OF DIRECTORS (CONT'D)



Chin Chee Cheah is our Non-Independent Executive Director / COO. She was appointed to our Board on 1 July 2022. She is also “director” of subsidiaries of MBN Enterprise, MBN International and MBN Food, our wholly-owned subsidiaries.

Her role in our Group is to manage the overall operations and is responsible for the management of sales, productivity, quality control and food safety measures which is set for our Group’s operations department.

Chin Chee Cheah completed her high school study from Pay Fong High School in 2001 for Unified Examination Certificate (UEC) and in the same year obtained London Chambers of Commerce and Industry (“LCCI”) (Level 2). She then continued and completed with Level 3 Group Diploma in Accounting certified by LCCI in 2003 from Systematic College.

She began her career in 2003 as a clerk in Percetakan Jobe Sdn Bhd where she was responsible for general administrative work. She left her position as a clerk and joined Nian Foon Construction Sdn Bhd in 2004, as a clerk in the Administration and Accounting Department.

In 2005, she left to join Srikota Awana Sdn Bhd, a company involving in the business of maintenance of swiftlet houses and harvesting of bird’s nest as an Account and Administrative Clerk. She was subsequently promoted on 1 October 2010 to hold the position as an Operation Executive where she was tasked with the grading, sales and marketing of RUCEBN until 2015.

In 2015, she joined Multifarm Food Supply Co. Sdn Bhd, a company principally involved in processing of RCEBN and trading in swiftlet bird’s nests, as an Operation Executive where she oversaw all operational matters including sourcing, processing, quality control, logistics, sales and regulatory compliances and subsequently she resigned in April 2019.

After her break, she joined MBN Enterprise as a Marketing Executive in July 2019.

Subsequently, she was promoted to Operation Manager on 1 September 2019. On 1 May 2022, she was promoted to COO, a position she currently assumes.

PROFILE OF DIRECTORS (CONT'D)



Lee Wei Kong is the Non-Independent Non-Executive Director of our Company. He was appointed to our Board on 1 July 2022. He is also a director of MBN Enterprise, our wholly-owned subsidiary.

Lee Wei Kong brings to our Board approximately 18 years in the bird's nest industry. He is a graduate with a Bachelor of Science in Business Administration majoring in Finance from the Southeast Missouri State University in 1989.

In 1990, Lee Wei Kong returned to Malaysia from the United States of America for a short break and soon after commenced his career as a remisier in Syarikat Tan Chow & Loh in 1991 until his resignation in July 2006. Immediately after his resignation, he joined CIMB Bank Berhad as a remisier in the same month July 2006 until his resignation in 2019.

In 2007, he together with his friends explored in swiftlet farming which he continued until present.

Lee Wei Kong was the Vice President of the Melaka Bird's Nest Merchants Association (Persatuan Pedagang Sarang Burung Melaka) from 2015 to 2025. Thereafter, he was appointed as an Advisor to the association, where he is involved in advising on matters relating to the bird's nest industry.

After his resignation as a remisier from CIMB Bank Berhad in 2019, he decided to focus on his own business involving in swiftlet farming until present. He is primarily involved in managing and monitoring the swiftlet houses.

PROFILE OF DIRECTORS (CONT'D)



DATO' DR. ROSINI BINTI ALIAS

Independent Non-Executive Director

67

Age



Nationality



Gender

Dato' Dr. Rosini Binti Alias is the Independent Non-Executive Director of our Company. She was appointed to our Board on 7 July 2022. She is also the Chairperson of the Nomination Committee and the member of Audit and Risk Management Committee and Remuneration Committee of the Company.

Dato' Dr. Rosini Binti Alias was the Deputy Director General of DVS prior to her retirement in 2018. Her career in the veterinary and agricultural sector spans over 30 years, and her contribution and service to the veterinary sector have been recognised through state honours and by industry patrons in 2015 and 2017.

Dato' Dr. Rosini Binti Alias graduated with Doctor of Veterinary Medicine from University Pertanian Malaysia (now known as Universiti Putra Malaysia) in 1983. She commenced her career with DVS, as an officer and helmed different positions during her tenure of service with DVS.

Noteworthy experience was in 1995, she was promoted to be the head of Quarantine and Import and Export section where she was in charge of drawing up approvals of import and export protocols of livestock. In year 2015, she was promoted as a Senior Director, Livestock Commodity Development Division where she was responsible for matters related to livestock industries namely ruminant and non-ruminant industry where she was in charge of drawing up policies on production, farming techniques, and all issues related to livestock production.

As a Senior Director in the Livestock Commodity Development Division, she was responsible to oversee the growth of the Bird's Nest Industries where she also advises on issues pertaining to regulations to export RUCEBN to the PRC. As a Deputy Director General of DVS, her main task was to ensure, that among others, the Bird's Nest Industries grew and RUCEBN became one of the main export of Malaysia, prior to her retirement in 2018.

Since her retirement in 2018, she has been providing on an ad-hoc basis as a consultant on matters relating to Livestock Insurance on issues relating to Livestock certification under a company known as ABIC Fides PLT, a limited liability partnership company, until present.

She is currently holding a position in Dutch Lady Milk Industries Berhad, a company listed on the Main Market of ("Bursa Securities") as a Non-Independent Non- Executive Director since 16 March 2018. She sits as a member of the Audit and Risk Committee in Dutch Lady Milk Industries Berhad.

PROFILE OF DIRECTORS (CONT'D)



Dato' Nazipah Binti Jamaludin is the Independent Non-Executive Director of our Company. She was appointed to our Board on 7 July 2022. She is also the member of Audit and Risk Management Committee, Remuneration Committee and Nomination Committee of the Company.

Dato' Nazipah binti Jamaludin was the Deputy Director General (Operations) of the Federal Agricultural Marketing Authority ("FAMA"), Ministry of Agriculture & Food Industry prior to her retirement in 2019. Her career in the agricultural and food sector spans over 36 years.

Dato' Nazipah binti Jamaludin is a graduate with Bachelor of Sciences in Agribusiness from Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia) in 1983.

Upon her graduation in 1983, she commenced her career with FAMA as a Marketing Officer under the Cocoa Department, Planning Department, and Market Information Department which she hold such position until 1994.

Subsequently in 1994, she was promoted as a State Director of FAMA Pahang where she hold such position for 10 years. During her tenure as the State Director of FAMA Pahang, she initiated promotion and branding of "Temerloh Bandar Ikan Patin" with Integrated Agricultural Development Project Pahang Barat and Department of Fisheries in Pahang to increase consumption and local demand for fresh water fish as part of marketing and promoting fresh water fish project for Government of Pahang and Ministry of Agriculture.

She also led FAMA Pahang's collaboration with Lembaga Muzium Negeri Pahang in promoting the usage of local fresh produce from farmers via a traditional cookbook project.

From 2004 to 2006, she then was promoted as a Director of Market Promotion (Domestic) and then as a Senior Director of International Promotion from 2006 to 2018. During her 14 years under these positions held, she led strategic planning and execution of domestic and overseas market promotion programmes for horticulture sector and small medium enterprise food manufacturers with the objective to create awareness, introduce and widen export market for Malaysian products in Gulf Countries, the PRC, ASEAN Countries, Europe, South Korea, Japan, Australia & The United States. She was also involved in developing and executing pre-export programmes for small medium enterprise food manufacturers or exporters to enhance technical knowledge on logistics, food export procedures and requirements by importing countries.

In 2018, she was then promoted to Deputy Director General (Operations) of FAMA where she holds said position prior to her retirement in 2019.

PROFILE OF DIRECTORS (CONT'D)



CHIN PECK LI

Independent Non-Executive Director

54

Age



Nationality



Gender

Chin Peck Li is the Independent Non-Executive Director of our Company. She was appointed to our Board on 7 July 2022. She is also the Chairperson of the Audit and Risk Management Committee and the member of Remuneration Committee and Nomination Committee of the Company. She brings to the Board of her experience in accountancy, financial, tax and governance.

Chin Peck Li graduated with a Bachelor of Business (Accountancy) in 1993 from the RMIT. In the same year she became a member of Certified Practising Accountant, Australia ("CPA Australia"). In 1997, she was certified as a Chartered Accountant by the Malaysian Institute of Accountants. In 1998, she obtained a Master of Finance from RMIT. In 2006, she was certified as a Chartered Tax Practitioner by the Chartered Tax Institute of Malaysia. In January 2020, she was awarded with fellow membership of CPA Australia.

She began her career by joining PriceWaterhouse (now known as Pricewaterhouse Coopers) as a Tax Associate in 1993, where she was involved in tax planning, accountancy research and supervision of junior tax assistants until 1996. In 1995, she was promoted to be an Associate Consultant which involved in tax advisory work. She was responsible for a portfolio of local and foreign clients which she was tasked for reviewing financial statements, capital expenditure budgets and advising companies' strategic and long-term plans regarding tax matters.

In 2001, she left her position as a lecturer in Multimedia University, Melaka and she joined Huat Lai Resources Berhad, a company which was previously listed on the Main Market of Bursa Securities, as an Independent Non-Executive Director. She subsequently resigned in 2017.

In 2003, she set up her own accounting firm namely, CPL & Co to provide bookkeeping and payroll services and general accounting advisory. CPL & Co was converted into a Limited Liability Partnership on 13 August 2024.

She started her career as a lecturer in accountancy in Multimedia University, Melaka in the same year until 2001.

Later in 2010, she set up her own companies known as CPL Secretarial Services Sdn Bhd and CPL Taxation Services Sdn Bhd which these companies are principally involved in the business of company secretarial services and tax advisory services, respectively.

Later in 2012 she was appointed as an Independent Non-Executive Director of TPC Plus Berhad and sat as members Audit Committee and Nomination and Remuneration Committee which she subsequently resigned in 2015.

Followed with her resignation in 2015 in TPC Plus Berhad, she has been actively focusing on her own business consultancy business and accounting related training through her company known as CPL Consultancy Services Sdn Bhd which was incorporated in 2015.

Currently, she sits as an Independent Non-Executive Director of VisDynamics Holdings Berhad and Carlo Rino Berhad, both companies listed on the ACE Market of Bursa Securities.

PROFILE OF DIRECTORS (CONT'D)



Goh Wen Ling is the Independent Non-Executive Director of our Company. She was appointed to our Board on 7 July 2022. She is also the Chairperson of the Remuneration Committee and the member of Audit and Risk Management Committee and Nomination Committee of the Company.

She has over 21 years of experience in the legal profession. Her specialisation includes advising public listed and private companies on direct real estate acquisition and divestments, retail banking and various aspects of financing, corporate and commercial legal practice.

Goh Wen Ling graduated with a Bachelor of Laws (Honours) degree from University of Hull, United Kingdom in 2000 and obtained her Postgraduate Diploma from City University London, Inns of Court School of Law in 2001. She was called to the Bar of England and Wales in the same year as a Barrister-at-Law of the Honourable Society of the Middle Temple. She was admitted to the High Court of Malaya as an advocate and solicitor in 2002.

Goh Wen Ling commenced her legal career with Messrs Shook Lin & Bok in 2002 as a legal associate in the intellectual property department where she gained experience in intellectual property laws. In 2003, she left the legal profession and started her own event management company, Aldrea Dream Media Sdn Bhd until September 2004.

In October 2004, Goh Wen Ling returned to legal practice and joined Messrs Andrew T.S. Goh & Khairil as a junior partner where she is now the Head of Conveyancing, Corporate and Banking department until present. She is appointed as an Independent Non-Executive Director of Leong Hup International Berhad, a company listed on the Main Market of Bursa Securities on 1 August 2018. She sits as a Chairperson of the Remuneration Committee and a member of the Audit and Risk Committee of Leong Hup International Berhad.

She also sits in Teo Seng Capital Berhad, a company listed on the Main Market of Bursa Securities as an Independent Non-Executive Director since 26 May 2022.

On 1 September 2022, she was appointed as an Independent Non-Executive Director of PCCS Group Berhad, a company listed on the Main Market of Bursa Securities. She is the Chairperson of the Remuneration Committee and a member of the Nomination Committee and Audit Committee of PCCS Group Berhad.

PROFILE OF DIRECTORS (CONT'D)

Additional information on the Directors:

1. Family Relationship with Director and/or Major Shareholder

None of the Directors has any family relationship with any other Director and/or major shareholder of the Company, save as disclosed in the respective Director's Profile of this Annual Report.

2. Conflict of Interest/Potential Conflict of Interest

None of the Directors has any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries other than disclosed in the notes to the Audited Financial Statements of this Annual Report.

3. Conviction of Offences

None of the Directors has been convicted of any offences (excluding traffic offences) in the past 5 years and there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

4. Directorship in Public Company and Listed company

None of the Directors sit on the board of directors of other listed company and public company, save as disclosed in the respective Director's Profile of this Annual Report.

5. Attendance of Directors

Details of Board meeting attendance of each Director are disclosed in the Corporate Governance Overview Statement of this Annual Report.

6. Shareholdings

Details of the Directors' interest in the securities of the Company are set out in the Analysis of Shareholdings of this Annual Report.

PROFILE OF KEY SENIOR MANAGEMENT

WANG HEONG YING

Financial Controller

42

Age



Nationality



Gender

Wang Heong Ying is our Financial Controller. She is responsible for our Group's financial reporting, treasury and all other finance related matters.

In 2006, she graduated from Multimedia University in Bachelor of Accounting (Hons). She is a member of Association of Chartered Certified Accountants since October 2012 and Chartered Accountant of the Malaysian Institute of Accountant since July 2013. In 2007, Wang Heong Ying began her career as an Associate in the Assurance Services Department in Ernst & Young. In 2008, she was promoted as a Senior Associate. During her tenure in Ernst & Young, she gained experience in conducting and leading fieldworks for audit engagement for international and local private and public listed companies. In February 2010, she left Ernst & Young as a Senior Associate and took a break before she joined Perfect Food Manufacturing (M) Sdn Bhd in June 2010 as an accountant where she was responsible for financial reporting and product costing by reporting to the senior finance manager of Perfect Food Manufacturing (M) Sdn Bhd.

In September 2013, she left Perfect Food Manufacturing (M) Sdn Bhd and joined Hatten Asset Management Sdn Bhd in October 2013 as an Account Manager where she was responsible for the financial reporting, treasury and corporate finance of Gold Mart Sdn Bhd, a company within Hatten Land Limited Group.

In September 2020, she left Gold Mart Sdn Bhd and joined Selia Selenggara Selatan Sdn Bhd in the same month as a Senior Finance Manager where she was responsible for financial reporting until March 2021.

In April 2021, she joined MBN Enterprise as a Finance Manager and was subsequently promoted to Financial Controller on 1 May 2022.

KIEW PEI FANG

Head of Production

38

Age



Nationality



Gender

Kiew Pei Fang is our Head of Production. She is responsible for overseeing and monitoring the daily operations of the sorting and grading department. She also helped in ensuring the quality of the sorted RUCEBN in compliance with our product specifications. She is responsible for providing training to the team members on the procedure for sorting and grading of the RUCEBN.

In 2005, Kiew Pei Fang obtained her Sijil Pelajaran Malaysia qualification and completed her secondary school at Sekolah Menengah Kebangsaan Tun Haji Abdul Malek (Melaka). In September 2006, she began her career as a course instructor in a kindergarten school and continued to be a teacher for a period of 9 years until November 2015. In December 2015, she decided to join CVW Ventures as an operation executive to explore the bird's nest industry. During her tenure with CVW Ventures, she was involved in the process of sourcing, sorting, grading and packing of the RUCEBN, as well as dealing with the customers.

In April 2017, she left CVW Ventures and joined MBN Enterprise in May 2017, as an operation executive. On 2 January 2022, she was redesignated to Head of Production and she currently leads the production team that involves in the process of sorting and grading of RUCEBN.

PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)

YONG WOON LING

Compliance & Corporate Affairs Manager

44

Age



Nationality



Gender

Yong Woon Ling is our Compliance & Corporate Affairs Manager. She is responsible for our Group's Compliance and Corporate Affairs matters. She holds Bachelor of Business Administration (Hons) and graduated from INTI College University in 2003. Yong Woon Ling has more than 20 years experiences in administrative works including Personal Assistant ("PA"), Human Resource and Sales & Marketing. She has more than 8 years experiences as PA in Multinational Companies. She then changed her career path to join a reputable medical equipment distributor as Sales Executive and follow by Sales & Marketing Executive in a cable manufacturer.

After that she joined a property development company as Investment Assistant Manager prior to joining MBN as Administrative Assistant Manager in July 2021. She was promoted to Compliance & Corporate Affairs Manager on 2 October 2023.

Additional Information on the Key Senior Management:

1. Family Relationship with Director and/or Major Shareholder

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of the Company.

2. Conflict of Interest/Potential Conflict of Interest

None of the Key Senior Management has any conflict of interest or potential conflict of interest, including any interest in any competing business with the Company or its subsidiaries.

3. Conviction of Offences

None of the Key Senior Management has been convicted of any offences (excluding traffic offences) in the past 5 years and there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

4. Directorship in Public Company and Listed Company

None of the Key Senior Management sits on the board of directors of public company and listed company.

CHAIRMAN'S STATEMENT

Dear Valued Shareholders,

"On behalf of the Board of Directors ("**Board**"), I am pleased to present the Annual Report and Audited Financial Statements of MYMBN Berhad ("**MYMBN**") and its subsidiaries ("**Group**") for the financial year ended 31 December 2025 ("**FYE2025**").

The year under review represented a transitional period for MYMBN and the broader edible bird's nest ("**EBN**") industry. While the Group continued to build upon the foundations established following our listing on the ACE Market of Bursa Malaysia, the industry environment in 2025 was characterised by evolving supply dynamics, regulatory adjustments and shifting market conditions.

During the year, the EBN industry experienced heightened pricing pressure due to increased supply entering regional markets, particularly from Indonesia. This created a more competitive landscape and contributed to lower average selling prices across the Group's export markets. At the same time, the industry continued to operate within a dynamic regulatory environment. The temporary suspension of Malaysian bird's nest exports to China in late 2024, followed by the resumption of exports in early 2025, underscored the importance of strong regulatory compliance and supply chain transparency for exporters serving the China market.

Despite these challenges, MYMBN remained focused on strengthening its operational foundation while advancing strategic initiatives aimed at positioning the Group for long-term growth. FYE2025 marked an important phase in the Group's transformation as we began repositioning our business model to participate more actively across the EBN value chain."

Liw Chong Liong

Non-Independent Non-Executive Chairman



CHAIRMAN'S STATEMENT (CONT'D)

ECONOMIC AND INDUSTRY OVERVIEW

In 2025, the global economic environment remained relatively resilient despite continued uncertainty surrounding inflation, interest rate, foreign exchange rate movements and geopolitical developments.

China's economy recorded growth of 5.0%, supported by industrial output, manufacturing expansion and targeted government stimulus measures. However, domestic consumption remained relatively cautious as consumer sentiment continued to adjust following challenges in the property sector and broader structural changes within the Chinese economy.

Malaysia's economy also demonstrated steady growth during the year, expanding by 5.2%, supported by resilient domestic demand, improving exports, and continued investment in sectors such as electrical and electronics ("E&E"), infrastructure, and digital technologies. Across Southeast Asia, regional economic activity remained relatively stable, supported by strengthening intra-ASEAN trade, rising consumer demand, and ongoing investment inflows.

Within this broader macroeconomic landscape, the EBN industry continued to experience evolving structural dynamics. The global EBN industry is estimated to be worth several billion US dollars annually and remains heavily concentrated in Southeast Asia, particularly in countries such as Malaysia, Indonesia, Thailand and Vietnam, which collectively supply the majority of bird's nest products consumed.

China continues to be the dominant consumer market, accounting for the majority of global demand. Due to limited domestic swiftlet farming conditions, China relies heavily on imports from Southeast Asian producers to meet its consumption needs.

However, the industry has undergone notable structural changes in recent years. Increased production capacity, particularly in Indonesia, has led to a significant rise in global bird's nest supply. Indonesia is now the world's largest producer, supplying more than 70% of global bird's nest production, which has contributed to increased price competition across export markets such as China.

In addition, regulatory oversight and traceability requirements have become increasingly stringent, particularly for exporters serving the China market. These regulatory developments require industry participants to maintain higher compliance standards, stronger quality assurance processes, and greater supply chain transparency.

At the same time, consumer preferences within the EBN market are gradually evolving. While traditional dried bird's nest products continue to remain popular among older consumers, younger consumers are increasingly seeking more convenient consumption formats, including ready-to-drink ("RTD") and ready-to-eat ("RTE") bird's nest products.

This shift in consumption behaviour is creating new opportunities for companies to develop value-added products, branded consumer offerings and innovative product formats that cater to modern lifestyle preferences.

Against this backdrop, companies across the industry are increasingly focusing on several strategic priorities, including:

- Downstream product innovation
- Branded consumer product development
- Diversification of export markets
- Strengthening supply chain integration and operational capabilities

These evolving industry trends continue to shape MYMBN's long-term strategic direction as the Group positions itself to participate more actively across the EBN value chain while strengthening its competitiveness in the global bird's nest market.

CHAIRMAN'S STATEMENT (CONT'D)

BUSINESS OVERVIEW

Despite the evolving market environment, MYMBN remained focused on strengthening its long-term competitiveness through strategic expansion, diversification and operational enhancements.

China continued to represent the Group's largest export market during the FYE2025. However, softer demand conditions and increased supply within the industry contributed to weaker selling prices and increased competition. These developments reinforced the importance of strengthening MYMBN's operational capabilities while diversifying its revenue streams.

To address these evolving industry dynamics, the Group has begun repositioning its business around three key strategic pillars designed to strengthen long-term growth and resilience.

THREE STRATEGIC PILLARS FOR FUTURE GROWTH

1. Strengthening Core Export Market Access

China remains the world's largest consumer market for edible bird's nest products and continues to be MYMBN's most important export destination. Demand for bird's nest products remains supported by strong cultural consumption patterns as well as growing interest in premium health and wellness products.

Moving forward, MYMBN will continue to prioritise the China market by maintaining strong relationships with its customers while ensuring strict compliance with evolving regulatory standards governing bird's nest exports to China.

At the same time, the Group continues to serve other regional markets such as Malaysia and Vietnam, which provide additional diversification within the Group's EBN export portfolio.

2. Strengthening Vertical Integration and Processing Capabilities

In order to enhance supply chain resilience and strengthen its operational capabilities, MYMBN completed the acquisition of 70% equity interest in **Swallows House Enterprise Sdn. Bhd. ("SHESB")**, a company involved in the processing of bird's nest products.

This strategic investment strengthens MYMBN's presence in the RCEBN segment, enabling the Group to participate in a higher value stage of the processing chain.

By expanding its processing capabilities, MYMBN aims to enhance quality control, improve supply chain integration and capture greater value across the EBN value chain. This initiative also strengthens the Group's operational foundation while supporting future product innovation and expansion.

3. Expanding into Value-Added Consumer Products

In addition to strengthening its upstream and processing capabilities, MYMBN has also begun exploring opportunities within the downstream consumer segment of the EBN industry.

The Group has initiated the development of RTD and RTE bird's nest products, which cater to evolving consumer preferences for convenient health and wellness products.

These value-added products represent an important step in enhancing MYMBN's revenue streams while capturing higher-margin opportunities within the consumer market. The growing popularity of functional health foods and convenient nutrition products, particularly among younger consumers, provides MYMBN with opportunities to expand its presence within the broader health and wellness sector.

CHAIRMAN'S STATEMENT (CONT'D)

STRENGTHENING OPERATIONAL CAPABILITIES

Throughout the FY2025, MYMBN continued to enhance its operational capabilities, focusing on supply chain stability, quality assurance and regulatory compliance.

The Group maintains strong relationships with its network of swiftlet farmers, traders and suppliers across Malaysia to ensure consistent sourcing of high-quality raw materials.

MYMBN also continued to uphold stringent quality standards, supported by certifications including HALAL, Good Manufacturing Practice ("GMP"), and the Malaysian Food Safety and Quality System ("MeSTI"). These certifications reinforce consumer confidence while supporting the Group's export activities, particularly in highly regulated markets such as China.

ECONOMIC OUTLOOK

Looking ahead, global economic conditions remain subject to uncertainty, including geopolitical developments, trade tensions and fluctuations in global demand.

However, the long-term outlook for the EBN industry remains positive. Demand for premium health products is expected to grow, driven by rising disposable incomes, increased health awareness and expanding middle-income populations across Asia.

China is expected to remain the largest consumer market for edible bird's nest products, while Southeast Asia continues to provide opportunities for diversification and new product development.

With its three strategic pillars in place, MYMBN is well positioned to strengthen its presence across the EBN value chain while improving operational resilience and capturing emerging growth opportunities.

APPRECIATION AND COMMITMENT

On behalf of the Board, I would like to extend my sincere appreciation to our Board members, management team and employees for their dedication and commitment throughout the year.

I would also like to thank our shareholders, customers, suppliers and business partners for their continued trust and support.

As MYMBN continues to strengthen its strategic foundation and expand its market presence, the Board remains committed to maintaining strong governance standards, operational excellence and sustainable long-term value creation for all stakeholders.

We look forward to another year of progress as MYMBN continues its journey of growth and transformation.

Liw Chong Liong

Non-Independent Non-Executive Chairman

MANAGEMENT DISCUSSION & ANALYSIS



The financial year ended 31 December 2025 (“**FYE2025**”) was a challenging year for MYMBN Berhad (“**MYMBN**”) and its subsidiaries (“**Group**”) and the broader edible bird’s nest (“**EBN**”) industry. The industry experienced increased supply and pricing pressure during the year, particularly in the second half of 2025, when a higher influx of bird’s nest supply from Indonesia entered regional markets. This resulted in softer export prices across the EBN industry while operating and sourcing costs remained relatively elevated.

In addition, the EBN industry continued to operate within a dynamic regulatory environment. The temporary suspension of Malaysian bird’s nest exports to China in late 2024, followed by the resumption of exports in early 2025, underscored the importance of regulatory compliance, traceability, and strong industry governance for Malaysian exporters serving the China market.

Against this backdrop, the Group recorded revenue of RM39.31 million in the FYE2025, a decline of 39.1% as compared with RM64.57 million in the financial year ended 2024 (“**FYE2024**”), reflecting weaker demand and lower average selling prices for raw unclean edible bird’s nest (“**RUCEBN**”) across key markets, including China and Vietnam. While market conditions remained challenging, MYMBN continued to maintain operational and risk management disciplines but remained focused on strengthening its long-term business fundamentals.

Importantly, FYE2025 marked a strategic transition period for the Group. While MYMBN has traditionally operated as a supplier of raw bird’s nest products, the evolving dynamics of the global EBN industry have highlighted the need for greater value chain participation, product diversification, and supply chain resilience.

In response, MYMBN has begun repositioning its business around three (3) strategic pillars aimed at strengthening its long-term competitiveness and growth prospects.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

1) Strengthening Core Export Market Access

China remains the world's largest consumer market for edible bird's nests and continues to be MYMBN's primary export destination. The Group remains committed to maintaining strong relationships with customers across China while ensuring full compliance with evolving regulatory standards governing bird's nest exports to China. Moving forward, MYMBN will continue to export to the China market through consistent supply and strengthened export capabilities.

2) Strengthening Vertical Integration and Supply Chain Capabilities

To enhance supply chain resilience and expand its processing capabilities, the Group completed the acquisition of a 70% interest in Swallows House Enterprise Sdn. Bhd. ("SHESB") during the year. This acquisition strengthens MYMBN's presence in the raw cleaned edible bird's nest ("RCEBN") segment and enables the Group to participate more actively across the EBN value chain to broaden revenue mix and improve margin.

3) Expanding into Value-Added Consumer Products

Recognising evolving consumers' preferences and the growing demand for convenient health products, MYMBN has also initiated the development of value-added consumer products such as ready-to-drink ("RTD") and ready-to-eat ("RTE") bird's nest products. These initiatives aim to diversify the Group's revenue streams and position MYMBN to capture opportunities in the broader health and wellness market.

While the operating environment remained challenging during the FYE2025, the Board believes that these strategic initiatives undertaken during the year will strengthen MYMBN's ability and position the Group to navigate industry cycles and consumers' preferences to drive and support long-term growth trajectory.

BUSINESS OVERVIEW

MYMBN operates in the edible bird's nest industry, specialising in the sourcing, processing and export of bird's nest products, particularly in RUCBN and RCEBN products.

Edible bird's nest has long been valued in traditional Chinese culture for its perceived health benefits, including immune support, skin nourishment and overall vitality. As a result, demand for EBN products remains largely driven by Chinese consumers, both in mainland China and across the global Chinese diaspora.

The Group sources raw bird's nests from a network of swiftlet farmers, traders and agents across Malaysia. Through its processing operations, MYMBN ensures strict quality control, traceability and compliance with relevant regulatory standards.

The Group's processing facilities in Melaka operates under recognised manufacturing and food safety certifications including:

- Veterinary Health Mark (VHM) certification
- Good Manufacturing Practice (GMP) certification
- Malaysian Food Safety and Quality System (MeSTI)

These certifications enable MYMBN to meet stringent export requirements, particularly for the China market, which remains the world's largest consumer market of edible bird's nest products.

In recent years, MYMBN has also begun expanding into new product segments and downstream consumer markets, to tap on opportunities arising from broader structural changes in the EBN industry.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

Industry Overview

The global edible bird's nest industry is estimated to be worth several billion US dollars annually and is heavily concentrated in Southeast Asia, particularly produced in and sourced from Malaysia, Indonesia, Thailand and Vietnam. These countries collectively supply the majority of bird's nest products consumed globally.

China remains the dominant consumer market, accounting for the majority of global demand. Due to limited domestic swiftlet farming conditions, China relies heavily on imports from Southeast Asia.

However, the EBN industry has undergone significant structural shifts in recent years. Increased production capacity, particularly in Indonesia, has resulted in higher global supply of bird's nest products. Indonesia is now the world's largest producer, supplying more than 70% of global bird's nest production.

This increase in supply has led to greater price competition across the industry, particularly in export markets such as China. In addition, regulatory oversight and traceability requirements have become more stringent, requiring producers to maintain higher compliance standards.

At the same time, consumer preferences are gradually evolving. Traditional dried bird's nest products remain popular among older consumers, but younger consumers increasingly prefer convenient RTD or RTE formats. This shift has created new opportunities for value-added products and branded consumer offerings.

Against this backdrop, companies across the industry are increasingly focusing on:

- Downstream product innovation
- Branded consumer products
- Diversified export markets
- Improved supply chain integration

These structural trends are shaping MYMBN's long-term strategic directions and MYMBN will capitalise on the opportunities from the evolving EBN industry dynamics.

FINANCIAL PERFORMANCE REVIEW

Financial Metric	FYE2025	FYE2024	Change (%)
Revenue (RM'000)	39,314	64,566	-39.1
Gross Profit (RM'000)	1,665	1,833	-9.2
Gross Profit Margin (%)	4.24	2.84	+1.4
Loss Before Tax (RM'000)	-5,496	-3,588	N/A
Loss After Tax (RM'000)	-5,514	-3,513	N/A

Revenue Performance

For the FYE2025, the Group recorded revenue of approximately RM39.31 million, representing a 39.1% decline compared with RM64.57 million recorded in the FYE2024.

The decline in revenue was primarily attributed to:

- Weaker demand for RUCEBN in key export markets, including China and Vietnam
- Increased market supply following the influx edible bird's nests from Indonesia
- Lower average selling prices due to intensified industry competition

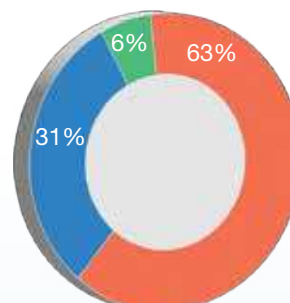
Despite the challenging environment, the Group experienced improved sales momentum in the final quarter of the FYE2025 as demand conditions gradually stabilised.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

Revenue Performance by Geographical market

Market	Revenue (RM'000)	Contribution (%)
China	24,670	62.8
Malaysia	12,345	31.4
Vietnam	2,299	5.8
Total	39,314	100

% Contribution to Revenue



■ China ■ Malaysia ■ Vietnam

China remained MYMBN's largest market in FYE2025, contributing approximately 63% of total revenue, followed by Malaysia and Vietnam.

Profitability

The Group recorded a loss before taxation ("LBT") of RM5.50 million in the FYE2025, compared with RM3.59 million in the FYE2024.

The higher loss was mainly driven by:

- Lower revenue due to reduced export demand
- Continued pressure on selling prices across the industry
- Impairment loss on goodwill amounting to RM2.15 million during the financial year

After adjusting for the non-recurring impairment loss, the Group would have recorded an adjusted LBT of approximately RM3.35 million, which represents a marginal improvement of RM0.24 million as compared with the prior year.

Encouragingly, the Group's gross profit margin improved to 4.24% in the FYE2025 from 2.84% in the FYE2024, reflecting improved cost management and lower raw material purchase prices during the year.

Balance Sheet and Liquidity

As at FYE2025, MYMBN maintained a relatively stable financial position with:

- Total assets of RM35.9 million
- Total equity of RM27.1 million
- Cash and cash equivalents of approximately RM10.2 million

The Group also maintained fixed deposits with licensed banks and adequate liquidity to support working capital and operational requirements.

Borrowings stood at approximately RM6.69 million, mainly comprising secured bank borrowings and hire purchase facilities used to support operational activities.

Despite the challenging operating environment, MYMBN remains focused on maintaining financial discipline while continuing to invest in strategic initiatives that support long-term growth.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

Cash Flows Performance

Cash Flows Category	FYE2025 (RM'000)	FYE2024 (RM'000)
Net Cash from/(used in) Operating Activities	612	-4,139
Net Cash Used in Investing Activities	-5,338	-2,783
Net Cash from Financing Activities	2,464	-2,900
Net Change in Cash & Cash Equivalents at the end of financial year	-2,262	-9,822

The Group recorded a positive turnaround in operating cash flows in the FYE2025, reflecting improved working capital management despite the challenging operating environment.

OPERATIONAL REVIEW

Operational Review

FYE2025 was a year of operational adjustments for MYMBN as the Group navigated a challenging market environment while continuing to strengthen its operational capabilities and lay the groundwork for future growth. During the year, the Group remained focused on maintaining stable operations, strengthening supply chain relationships, and enhancing processing capabilities in order to support its long-term strategic development within the EBN industry.

Core Operations and Market Activity

MYMBN's core business continues to centre on the sourcing, processing, and sale of RUCEBN and RCEBN products, which forms the upstream segment of the EBN value chain. Throughout FYE2025, the Group continued to source raw bird's nests from its network of swiftlet farmers, suppliers, and traders across Malaysia. Maintaining strong relationships with suppliers remains a key priority for the Group, as a stable supply of quality raw materials is essential for sustaining the Group's export operations.

On the demand side, China continued to represent the Group's largest export market during the year. Demand from China remained supported by strong cultural consumption of bird's nest products and continued interest in premium health and wellness foods. At the same time, the Group continued to serve local and other regional markets such as Malaysia and Vietnam, providing a diversified geographical base of customers across the region.

However, market conditions remained volatile during the year. The temporary suspension of Malaysian bird's nest exports to China in late 2024 created short-term disruptions across the EBN industry supply chain, resulting in cautious purchasing behaviour among certain buyers. Although exports gradually resumed in early 2025, the market continued to experience periods of adjustment as buyers and suppliers adapted to evolving regulatory requirements and supply conditions.

In addition, the second half of the FYE2025 saw increased competition within the regional bird's nest market following a higher influx of supply from Indonesia entering the market. This contributed to a decline in export prices across the industry, placing pressure on margins for many industry participants including the Group.

Strengthening Processing Capabilities

Despite these external challenges, MYMBN continued to strengthen its operational capabilities in order to enhance its long-term competitiveness. During the year, the Group completed the acquisition of a 70% interest in SHESB, a company involved in the processing of bird's nest products. This acquisition represents an important step in strengthening MYMBN's operational footprint within the bird's nest processing segment. Through this investment, the Group has diversified and expanded its presence in the RCEBN segment, allowing MYMBN to participate in additional value-adding processing activities beyond its traditional upstream operations. The acquisition also enhances the Group's ability to improve quality control, optimise processing workflows, and strengthen supply chain integration across its operations.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

Quality Assurance and Regulatory Compliance

As a participant in the export-oriented bird's nest industry, maintaining high standards of quality assurance and regulatory compliance remains a critical operational priority for the Group. MYMBN continues to operate in accordance with established food safety and quality standards, supported by certifications including the VHM certification issued by the Department of Veterinary Services, as well as other recognised manufacturing and food safety certifications.

These certifications support the Group's ability to maintain compliance with export requirements, particularly for markets such as China where regulatory standards remain stringent. The Group remains committed to maintaining strict quality assurance procedures across its processing operations to ensure product traceability, safety and consistency.

Product Development and Innovation

In addition to strengthening its core processing capabilities, MYMBN has also begun exploring opportunities to expand into value-added product segments. During the year, the Group initiated efforts to develop RTD and RTE bird's nest products, which cater to consumers seeking convenient formats for bird's nest consumption.

These initiatives represent an early stage of the Group's broader strategy to diversify its product portfolio and reduce reliance on the traditional upstream supply of RUCEBN and RCEBN products. To support product innovation, MYMBN has collaborated with research institutions and universities to explore new product formulations and expand potential applications of bird's nest products within the health and wellness market.

Operational Outlook

While the FYE2025 presented several operational challenges for the EBN industry, MYMBN remains focused on strengthening its operational foundation and enhancing its capabilities across edible bird's nest value chain. Through continued investments in processing capacity, supply chain relationships and product innovation, the Group aims to improve its operational resilience while positioning itself to capture emerging opportunities within the evolving edible bird's nest market and consumers' preferences.

STRATEGIC TRANSFORMATION

Against the backdrop of evolving industry dynamics and increased competition within the EBN industry, MYMBN recognises the importance of continuously adapting its business model in order to remain competitive and resilient. While the Group has historically operated primarily within the upstream segment of the EBN value chain through the sourcing and export of RUCEBN and RCEBN product categories, changes in industry supply dynamics, pricing volatility and evolving consumers' preferences have highlighted the importance of strengthening participation across a broader scope of the value chain.

In response, MYMBN has begun repositioning its business around a strategic framework designed to strengthen its long-term growth prospects while enhancing operational resilience. This transformation is guided by three (3) key strategic priorities: strengthening core export markets, expanding processing capabilities and supply chain integration, and developing value-added consumer products.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)



Strengthening Core Export Markets

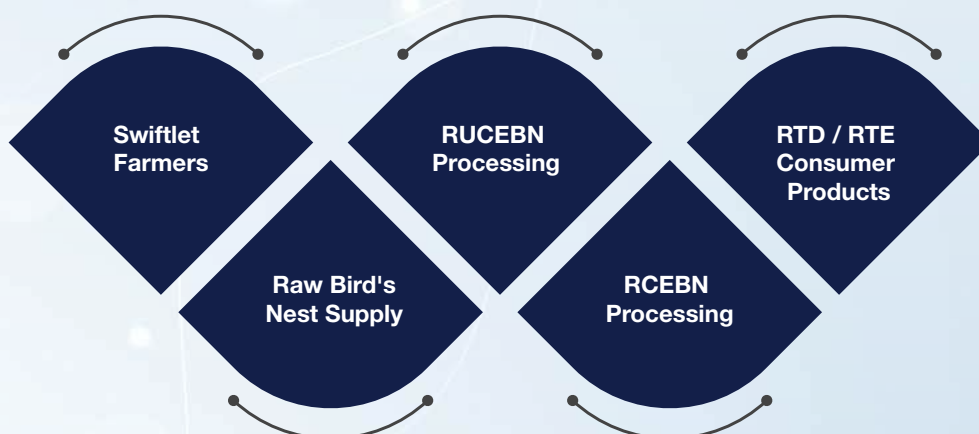
China continues to represent the world's largest consumer market for edible bird's nest products and remains MYMBN's most important export destination. Demand from China is supported by strong cultural consumption of bird's nest products as well as increasing interest in premium health and wellness foods. Moving forward, the Group will continue to prioritise the China market by strengthening relationships with its existing customer base while ensuring strict compliance with regulatory requirements governing bird's nest imports. Maintaining consistent supply, high product quality and reliable export capabilities will remain key priorities in supporting the Group's long-term presence in the China market. At the same time, MYMBN will continue to maintain and diversify its presence in other regional markets including Malaysia and Vietnam, which provide additional customer base and revenue stream within the Group's export portfolio.

Strengthening Processing Capabilities and Supply Chain Integration

In addition to reinforcing its core export markets, MYMBN is also strengthening its participation within the processing segment of the bird's nest value chain. During the financial year, the Group acquired a 70% interest in SHESB which enables MYMBN to expand its presence in the RCEBN segment, which represents a higher value stage of the processing chain compared with traditional upstream activities. By expanding its processing capabilities, the Group aims to enhance quality control, improve supply chain integration, product mix and capture higher value within the industry value chain. This strategic move also allows MYMBN to strengthen its operational foundation while supporting future product development initiatives.

Expanding into Value-Added Consumer Products

MYMBN Value Chain Expansion



MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

Beyond strengthening its upstream and processing capabilities, MYMBN has also begun exploring opportunities within the downstream consumer segment of the EBN industry. In particular, the Group has initiated the development of RTD and RTE bird's nest products, which cater to changing consumers' preferences for convenient health and wellness products. These product formats are gaining popularity, particularly among younger consumers seeking convenient ways to consume bird's nest into their daily routines. The development of value-added products represents an important step in the Group's longer-term strategy to diversify its revenue streams while reducing reliance on the traditional upstream supply of raw bird's nests.

To support product innovation, MYMBN has collaborated with research institutions and universities to explore new formulations and applications of bird's nest products. These initiatives are expected to strengthen the Group's research and development capabilities while supporting the creation of new products in the future. Through the implementation of these three (3) strategic priorities, MYMBN aims to gradually evolve into a more integrated participant across the edible bird's nest value chain while strengthening its ability to navigate industry cycles and capture emerging growth opportunities.

KEY CHALLENGES AND RISKS

Operating within the EBN industry exposes MYMBN to a range of operational and market-related risks that may affect the Group's performance. These risks arise from industry dynamics, regulatory requirements, supply conditions and market concentration. The Group continuously monitors these key risk factors and implements appropriate mitigation measures to strengthen operational resilience and support sustainable long-term growth.

Risk Area	Description
Price Volatility	The industry experienced significant pricing pressure in 2025 due to the influx of Indonesian bird's nest supply into regional markets. This resulted in lower export prices while operating costs remained relatively high.
Market Concentration	China remains MYMBN's largest export market. Reliance on a single market exposes the Group to potential regulatory changes, trade disruptions or shifts in consumers' demand.
Regulatory and Industry Compliance	The EBN industry is subject to strict regulatory standards relating to food safety, traceability and export approvals. Changes in regulatory requirements could impact operational costs and export processes.
Supply Chain Risk	The availability and quality of raw bird's nest supply may fluctuate due to environmental conditions affecting swiftlet populations or changes in farming practices.

Mitigation Approach: To mitigate these risks, MYMBN continues to strengthen its suppliers' network, enhance quality control processes and gradually diversify its product portfolio and broaden its export market to improve operational resilience.

PROSPECTS AND FUTURE OUTLOOK

Looking ahead, the EBN industry is expected to continue evolving as supply dynamics, consumers' preferences, and regulatory requirements shape the competitive landscape. While the industry may continue to experience periods of price volatility due to fluctuations in regional supply, demand for bird's nest products is expected to remain supported by long-standing cultural consumption patterns and growing interest in health and wellness products, particularly within the China market.

While geopolitical tensions in the Middle East and higher oil prices may lead to some increase in logistics and transportation costs, the overall impact on the Group's operations is expected to remain manageable.

China is expected to remain the largest global consumer market for edible bird's nest products, supported by rising consumer awareness of health and nutrition as well as increasing demand for premium wellness products. As a result, maintaining strong market access and compliance with export requirements will remain critical for MYMBN to continue to export to this market.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

Against this backdrop, MYMBN will continue to focus on strengthening its long-term growth prospects through the strategic priorities outlined during the year. While the Group has historically operated primarily within the upstream segment of the EBN value chain, management has begun repositioning the business to capture opportunities across a broader spectrum of the industry.

The Group will continue to strengthen its core export business, particularly in the China market, by maintaining strong relationships with customers while ensuring consistent product quality and regulatory compliance. At the same time, MYMBN will seek to enhance its operational capabilities through greater supply chain integration and improved processing capacities following the acquisition of SHESB.

In addition, the Group will continue to explore opportunities to develop value-added consumer products, including RTD and RTE bird's nest products. These initiatives are intended to diversify the Group's revenue streams and support participation in higher value segments of the bird's nest market.

Through the implementation of these strategic initiatives, MYMBN aims to gradually strengthen its position across the EBN value chain while enhancing operational resilience and building a more sustainable long-term business model.

The Board remains cautiously optimistic about the Group's prospects and believes that the strategic steps undertaken during the year will position MYMBN to navigate industry cycles while capturing emerging opportunities in the evolving edible bird's nest market.

ACKNOWLEDGEMENT

The Board of Directors would like to express its sincere appreciation to the Group's management team and employees for their dedication and commitment throughout a challenging year. The Board also extends its gratitude to shareholders, customers, suppliers and business partners for their continued trust and support.

As MYMBN navigates an evolving industry landscape, the Group remains committed to strengthening its business fundamentals, pursuing new growth opportunities and delivering sustainable value for all stakeholders.

Lavernt Chen Yun Wo
Non-Independent Executive Director /
Chief Executive Officer

SUSTAINABILITY STATEMENT

MYMBN Berhad and its subsidiaries (“**MYMBN**” or the “**Group**”) is pleased to present our Sustainability Statement (“**Statement**”) for the financial year ended 31 December 2025 (“**FYE2025**”). This Statement reflects the Group’s continued commitment to integrating Environmental, Social and Governance (“**ESG**”) considerations into our business operations and long-term strategy.

Following our transition into a listed entity, MYMBN continues to strengthen its sustainability practices while enhancing transparency and governance across the Group. As a participant in the edible bird’s nest industry, the Group recognises the importance of responsible sourcing, product integrity, ethical business conduct, and sustainable operational practices in maintaining stakeholder trust and supporting long-term growth.

Throughout the FYE2025, the Group remained focused on strengthening its sustainability foundation while navigating evolving industry dynamics. These include increased global supply within the edible bird’s nest market, changing consumer preferences, and ongoing regulatory requirements in export markets. In response, MYMBN continues to enhance its operational discipline, supply chain oversight, and governance practices to ensure responsible and sustainable business operations.

OUR COMMITMENT TO SUSTAINABILITY

Guided by our core principles of Mindfulness, Yield, Management, Balance and Nurturance, sustainability continues to be embedded within MYMBN’s strategic and operational decision-making. These core principles guide how we manage resources, engage stakeholders, and pursue sustainable long-term growth.

This commitment aligns with our aspiration to become Malaysia’s leading edible bird’s nest company, delivering high-quality products while maintaining competitive pricing for our customers. As MYMBN continues to strengthen its position within Malaysia’s edible bird’s nest industry, sustainability remains a key pillar supporting our long-term growth strategy. We are committed to operating responsibly across our value chain while continuously enhancing the transparency, quality, and depth of our sustainability disclosures. Through these efforts, the Group seeks to create sustainable value for our stakeholders while contributing positively to the industry and communities in which we operate.

This Statement highlights MYMBN’s sustainability progress during the FYE2025, including efforts to strengthen governance oversight, enhance ESG awareness within the organisation and improve stakeholder engagement. While the Group continues to evolve along its sustainability journey, we remain committed to continuous improvement and responsible corporate stewardship.

Reporting Framework and Standards

This Statement has been prepared in accordance with the following frameworks and guidelines:

- Sustainability Reporting Guide and Toolkits (3rd edition) issued by Bursa Malaysia Securities Berhad;
- United Nations Sustainable Development Goals (“UN SDGs”); and
- MYMBN Sustainability Policy.

The Group’s sustainability framework provides a structured approach to managing ESG-related matters and guiding sustainability initiatives across the organisation. It supports the integration of sustainability considerations into MYMBN’s business strategy while ensuring alignment with recognised reporting practices and regulatory expectations.



SUSTAINABILITY STATEMENT (CONT'D)

Reporting Scope and Boundary

The scope of this Statement covers the Company and all the Malaysian incorporated subsidiaries but exclude the subsidiary which is incorporated in the People's Republic of China due to geographical distance. The Company will consider including the excluded subsidiary in the sustainability reporting in the coming years.

This Statement covers MYMBN's sustainability initiatives and performance for FYE2025, focusing on the Group's material economic, environmental and social impacts arising from our core business operations.

The disclosures in this Statement are based on internal reporting mechanisms, operational records, and information gathered from relevant departments across the Group. These processes support our efforts to monitor sustainability-related matters and progressively improve the quality of ESG data and reporting.

Building upon the sustainability foundation established since our listing, MYMBN continues to expand the integration of ESG considerations across our operations and value chain. Moving forward, the Group aims to further strengthen engagement with suppliers, business partners and other stakeholders in order to promote responsible practices and foster a more sustainable industry ecosystem.

MYMBN remains committed to advancing its sustainability journey while ensuring that our business continues to operate responsibly, strengthen stakeholder trust and deliver sustainable long-term value.

Assurance Statement

The information in this Statement has been reviewed and approved by our Board. However, our Board wishes to clarify that the information which was sourced from internal records of our Group has not undergone any independent review by the internal audit function or an external assurance provider.

Forward-Looking Statements

This Statement includes forward-looking statements intended to provide stakeholders with insights into our perspectives and plans for the future. These forward-looking statements are not guarantees or definitive predictions of our future performance. Therefore, readers are advised to interpret them with caution and avoid placing undue reliance on them.

Feedback

MYMBN welcomes our stakeholders to provide feedback, comments, or views to us pertaining to this Statement and the issues covered herein which may be sent to: compliance@mymbn.com.my

OUR SUSTAINABILITY APPROACH

Sustainability Governance

MYMBN recognises that strong governance is fundamental to effective sustainability management. The Group is committed to maintaining high standards of ethical conduct, regulatory compliance, and corporate accountability while integrating sustainability considerations into its business strategy and operational practices.

The Group's sustainability governance framework is designed to support the identification, prioritization, assessment, validation and management of material ESG risks and opportunities that may affect MYMBN's long-term business performance. Through this structured approach, the Group seeks to strengthen operational resilience, enhance stakeholder confidence and support sustainable value creation.

SUSTAINABILITY STATEMENT (CONT'D)

OUR SUSTAINABILITY APPROACH (CONT'D)

Governance Structure and Oversight



The Board of Directors (“**Board**”) holds ultimate responsibility for overseeing the Group’s sustainability direction and ensuring that sustainability considerations are incorporated into MYMBN’s overall business strategy and governance framework. The Board reviews sustainability-related matters periodically and provides guidance on key ESG priorities that are relevant to the Group’s operations.

In supporting the Board’s oversight, the Audit and Risk Management Committee (“**ARMC**”) plays a key role in providing strategic oversight on sustainability-related matters, particularly in areas relating to risk management, internal controls, and governance processes. The ARMC reviews the adequacy and effectiveness of the Group’s sustainability-related risk frameworks and ensures that key ESG risks and opportunities are appropriately identified, assessed, and managed at a strategic level. While the ARMC does not manage day-to-day implementation, it provides an additional layer of governance to support the Board in strengthening MYMBN’s overall sustainability approach.

At the management level, the Sustainability Committee, led by the CEO, supported by other senior management and operations team, is responsible for implementing sustainability initiatives and ensuring that sustainability considerations are embedded into the Group’s daily operations. Management works closely with operations teams across the organisation to monitor material ESG-related matters and implement initiatives that support MYMBN’s sustainability objectives.

This governance structure enables the Group to maintain clear accountability and oversight in managing sustainability-related matters across different levels of the organisation.

Sustainability Policy

To reinforce its commitment to responsible business practices, MYMBN has established the Sustainability Policy, Code of Conduct, Anti-Bribery and Corruption Policy and Whistleblowing Policy that guides the Group’s sustainability initiatives and operational practices. The policy aims to:

- Integrate sustainability principles into MYMBN’s business operations and decision-making processes;
- Promote responsible environmental and social practices across the Group’s operations;
- Enhance long-term value creation for stakeholders; and
- Ensure ethical and transparent business conduct.

Through the implementation of these policies, MYMBN seeks to continuously improve its sustainability performance while maintaining responsible governance standards.

The Sustainability Policy, Code of Conduct, Anti-Bribery and Corruption Policy and Whistleblowing Policy are available on the Company’s website at www.mymbn.com.my

SUSTAINABILITY STATEMENT (CONT'D)

OUR SUSTAINABILITY APPROACH (CONT'D)

Sustainability Reporting and Monitoring

The Sustainability Committee is responsible for monitoring sustainability-related initiatives and compiling sustainability information for reporting purposes. Sustainability-related disclosures are reviewed internally before being presented to the ARMC and Board for oversight.

The Group continues to strengthen its internal reporting processes and ESG monitoring practices to enhance transparency and ensure that sustainability considerations remain integrated into the Group's business operations.

Through this governance framework, MYMBN aims to ensure that sustainability remains an integral component of its corporate strategy, supporting responsible growth and long-term value creation.

SUSTAINABILITY DEVELOPMENT FRAMEWORK

As MYMBN continues to strengthen its sustainability practices as a public-listed company, the Group has established a Sustainability Development Framework to guide the integration of material ESG considerations into its business operations and long-term strategy. This framework provides a structured approach for managing sustainability-related priorities across the organisation. It supports the Group in aligning responsible business practices with long-term value creation while ensuring that economic growth is balanced with environmental stewardship, social responsibility and sound governance practices.

The Sustainability Development Framework serves as a strategic guide for MYMBN's sustainability initiatives, enabling the Group to systematically incorporate material ESG considerations into its operational processes, stakeholder engagement and corporate decision-making.

By strengthening the integration of sustainability practices across the organisation, MYMBN aims to enhance operational resilience, maintain stakeholder trust and contribute positively to the broader ecosystem in which it operates.

Sustainability Development Framework



Vision: To be the No.1 Bird's Nest company in Malaysia with high quality products and competitive prices.

Mission: Highest Quality for our customers, Best Value to our suppliers, a Lasting Career for our Employees and a Rewarding Return to our shareholders.

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY DEVELOPMENT FRAMEWORK (CONT'D)

The Group aims to:

- Deliver high-quality and safe products to customers;
- Build responsible and mutually beneficial relationships with suppliers and business partners;
- Provide a supportive and sustainable working environment for employees;
- Generate sustainable returns for shareholders;
- Observe all relevant laws and regulations and also conduct its business activities ethically; and
- Operate responsibly with respect for the environment and communities in which we operate.

Sustainability Pillars

MYMBN's sustainability framework is anchored on **four key pillars**, which guide the Group's sustainability priorities and initiatives.

Sustainability Pillar	Description
Economic Sustainability	Economic sustainability focuses on strengthening MYMBN's long-term competitiveness and ensuring sustainable business growth. The Group emphasises innovation, operational efficiency and collaboration across the value chain to support sustainable production and distribution practices and long-term business resilience.
Environmental Stewardship	MYMBN recognises the importance of responsible environmental management in supporting long-term sustainability. The Group strives to improve resource efficiency, minimise operational environmental impact and promote responsible management of energy and waste across its operations.
Social Responsibility	MYMBN is committed to fostering a safe, inclusive and supportive working environment while contributing positively to the communities in which it operates. The Group emphasises employee wellbeing, workplace safety, procurement from local suppliers and service providers and meaningful community engagement as part of its social responsibility efforts.
Governance	Strong governance practices support MYMBN's commitment to ethical business conduct, transparency and accountability. The Group maintains policies and internal processes that promote regulatory compliance, responsible and accountable decision-making and effective risk management across its operations.

STAKEHOLDER ENGAGEMENT

MYMBN recognises that effective stakeholder engagement is essential in supporting responsible business practices and long-term sustainability.

The Group actively engages with its stakeholders to understand their expectations, identify emerging sustainability concerns, and strengthen collaboration across the value chain. Through continuous engagement with key stakeholder groups, MYMBN is able to incorporate stakeholder feedback into its business strategy, operational practices and sustainability initiatives and execution.

Stakeholder engagement also supports the Group's ability to identify key ESG issues relevant to its operations, and ensures that MYMBN remains responsive to the needs of its stakeholders.

MYMBN maintains open communication with its stakeholders through various engagement platforms and channels.

SUSTAINABILITY STATEMENT (CONT'D)

STAKEHOLDER ENGAGEMENT (CONT'D)

Key Stakeholder Groups and Engagement Channels

Stakeholder Group	Focus Areas	Frequency
Customers	Product quality, food safety, product transparency	Customer feedback, product discussions, business meetings once every two months.
Employees	Workplace safety, employee welfare, career development	Internal communication, training programmes, performance reviews
Suppliers	Responsible sourcing, supply chain reliability	Supplier discussions, operational coordination
Regulators	Regulatory compliance, food safety standards	Regulatory reporting, compliance reviews
Investors	Financial performance, governance practices	Annual General Meeting, annual reports, quarterly results, other corporate disclosures
Communities	Social contributions, community development	Community engagement and CSR initiatives

Material Sustainability Matters

MYMBN recognises that identifying and managing material sustainability matters is essential to ensuring the Group's long-term resilience and responsible business practices. As discussed in the Group's stakeholder engagement approach, MYMBN actively engages with its key stakeholder groups to better understand their expectations and concerns regarding ESG issues. Insights gathered from these engagements, together with internal assessments of operational priorities, industry practices, and regulatory considerations, facilitate the Group to determine the sustainability matters that are most relevant and importance to the Group and the stakeholders respectively. By focusing on these key areas, MYMBN aims to strengthen operational efficiency, effectively manage ESG-related risks and opportunities, and support the Group's long-term sustainable growth.

Sustainability Pillar	Material Matter	Relevant UN SDG GOAL
Economic Sustainability	Innovation	SDG 9 – Industry, Innovation and Infrastructure
	Value Chain Collaboration	SDG 12 – Responsible Consumption and Production
	Financial Performance	SDG 8 – Decent Work and Economic Growth
Environmental Stewardship	Resource Management	SDG 12 – Responsible Consumption and Production
	Waste Reduction	SDG 13 – Climate Action
	Energy Efficiency	SDG 7 – Affordable and Clean Energy
Social Responsibility	Community Engagement	SDG 11 – Sustainable Cities and Communities
	Health and Safety	SDG 3 – Good Health and Well-being
	Fair Labour Practices	SDG 5 – Gender Equality
Governance	Ethical Business Conduct	SDG 16 – Peace, Justice and Strong Institutions
	Transparency	SDG 17 – Partnerships for the Goals
	Risk Management	SDG 13 – Climate Action



SUSTAINABILITY STATEMENT (CONT'D)

STAKEHOLDER ENGAGEMENT (CONT'D)

Implementation of Sustainability Initiatives

To operationalise the sustainability priorities identified through its Sustainability Development Framework and material sustainability matters, MYMBN has established a structured implementation approach to ensure that ESG considerations are embedded across the Group's operations, business processes and decision-making. At the centre of sustainability execution is the Sustainability Committee, which supports the oversight of sustainability initiatives within the organisation. The committee as approved by the Board led by the CEO, supported by other senior management and operations team, to coordinate works closely with senior management and operational teams to coordinate sustainability efforts, monitor progress and ensure alignment with the Group's long-term ESG priorities.

In addition to governance oversight, MYMBN places strong emphasis on cultivating a sustainability-driven organisational culture. This is supported through employee engagement, transparent sustainability reporting, and continuous improvement practices that reinforce sustainability as an integral part of the Group's business strategy.

To support the implementation of its sustainability priorities, MYMBN focuses on the following key implementation pillars:

Implementation Pillar	Key Focus
Employee Training and Engagement	Promoting awareness of sustainability principles and ESG responsibilities across the organisation.
Transparent and Regular Sustainability Reporting	Ensuring clear disclosure of sustainability initiatives and alignment with recognised reporting standards and guidelines.
Continuous Improvement and Best Practices	Benchmarking against industry practices and incorporating stakeholder feedback to enhance ESG performance.
Commitment to Sustainable Growth	Balancing economic growth with environmental stewardship, social responsibility and strong governance.

Through these implementation pillars, MYMBN aims to ensure that sustainability remains embedded across the organisation while supporting the achievement of the Group's long-term business objectives.

SUSTAINABILITY PERFORMANCE, TARGETS AND INITIATIVES

The following section outlines MYMBN's sustainability performance and initiatives during the FYE2025, aligned with the Group's four sustainability pillars: Economic Sustainability, Environmental Stewardship, Social Responsibility and Governance.

These performance, targets and initiatives reflect MYMBN's ongoing efforts to strengthen sustainable business practices while contributing to the relevant UN SDGs' goals.

Economic Sustainability

Innovation

MYMBN continues to focus on innovation as a key driver of long-term competitiveness within the edible bird's nest industry. During the FYE2025, the Group continued to enhance its product offerings and processing capabilities to meet evolving consumer demand for premium health and wellness products. MYMBN continues to focus on innovation as a key driver of long-term competitiveness within the edible bird's nest industry.

During the FYE2025, the Group introduced new product offerings, including Dessert and Porridge in Bowl products, in response to evolving consumer preferences for convenient and functional food solutions. These products are positioned under the Group's trading segment, reflecting their role in broadening distribution channels and enhancing product accessibility.

Aside from that, the Group has continued to explore opportunities in Halal Ready to Drink ("RTD") bird's nest products, catering to the growing demand for convenient functional beverages. These product innovations aim to improve accessibility while maintaining MYMBN's standards for product quality, nutritional value and safety. Through continuous product development and process improvements, MYMBN aims to strengthen its market position and support sustainable industry growth by enhancing accessibility while maintaining high standards of product quality, nutritional value, and safety.

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY PERFORMANCE, TARGETS AND INITIATIVES (CONT'D)

Economic Sustainability (Cont'd)

Value Chain Collaboration

MYMBN recognises the importance of responsible sourcing and supply chain management in maintaining product integrity and sustainability within the edible bird's nest industry. During FYE2025, the Group continued to strengthen collaboration with its suppliers to ensure reliable sourcing of raw bird's nest materials while maintaining compliance with regulatory requirements in export markets. Efforts were also made to enhance supply chain traceability, supporting responsible sourcing and consistent quality assurance.

The Group worked with a total of 377 suppliers, of which approximately 99% are local, contributing to domestic economic activity and strengthening supply chain resilience. These initiatives collectively support MYMBN's long-term objective of building a sustainable, transparent, and resilient supply chain.

Financial Performance

MYMBN's continued focus on operational efficiency, product innovation, and market diversification supports the Group's sustainable financial performance.

During FYE2025, the Group maintained export exposure to key markets including China and Vietnam, supporting revenue growth and international market positioning. Through strategic market expansion and operational discipline, MYMBN aims to support sustainable business growth while contributing to economic development and employment opportunities.

Environmental Stewardship

Resource Management

MYMBN recognises the importance of responsible resource management in ensuring the long-term sustainability of the bird's nest industry. The Group continues to implement responsible sourcing practices while strengthening traceability across its supply chain, enabling better monitoring of the origin and quality of raw bird's nest materials while maintaining product integrity. By enhancing supply chain transparency, MYMBN also seeks to minimise its environmental footprint and uphold responsible industry practices.

As part of these efforts, MYMBN monitors key resource consumption indicators across its operations.

For FYE2025, the Group recorded total water consumption of 896 m³, reflecting its commitment to tracking resource usage and identifying opportunities to improve efficiency as part of its long-term environmental strategy.

Waste Reduction

MYMBN continues to enhance waste management practices across its operations in line with the 3R principles, namely, "Reduce, Reuse, and Recycle", to minimise production waste and improve resource efficiency. The Group utilises improved processing techniques to optimise the use of raw materials and reduce material loss during processing activities, supporting more efficient and responsible operations.

During the year, MYMBN successfully recycled a total of 811 kg of waste, comprising primarily:

- Cardboard: 422 kg
- Mixed paper: 231 kg
- Scrap metal: 59 kg
- Plastic (PET): 37 kg
- Hard plastic: 32 kg
- Glass bottles: 12 kg
- Iron cans: 11 kg
- Mixed plastic: 7 kg

These initiatives reflect MYMBN's ongoing efforts to improve waste management practices and reduce environmental impact through recycling and resource optimisation.

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY PERFORMANCE, TARGETS AND INITIATIVES (CONT'D)

Environmental Stewardship (Cont'd)

Energy Efficiency

MYMBN also continues to focus on improving energy efficiency across its production processes. The Group has adopted energy-efficient equipment and optimised operational processes to improve energy usage efficiency within its facilities. These initiatives contribute to reducing MYMBN's overall environmental footprint while maintaining operational productivity. During FYE2025, MYMBN recorded total electricity consumption of 149,966 kWh across its operations.

GHG and Carbon Footprint

MYMBN recognises the importance of measuring and managing greenhouse gas ("GHG") emissions as part of its environmental responsibility. In line with the Greenhouse Gas Protocol, emissions are categorised into three scopes:

- Scope 1: Direct emissions from sources owned or controlled by the Group, such as fuel usage in company-owned vehicles, generators or equipment.
- Scope 2: Indirect emissions from purchased electricity consumed in the Group's operations.
- Scope 3: Other indirect emissions occurring across the value chain, including upstream and downstream activities such as procurement, logistics and product distribution.

For FYE2025, MYMBN has established its initial emissions baseline covering both Scope 1 and Scope 2 emissions.

Scope 1 Emissions (Fuel Consumption – Company Vehicles)

During FYE2025, MYMBN recorded total fuel consumption of 9,216.7 litres (petrol and diesel combined) across its company-owned vehicles.

This resulted in:

- **Total Energy Consumption:** 347.11 GJ
- **Total Scope 1 Emissions:** 23.97 tCO₂e

These emissions are derived from fuel usage in operational vehicles and represent direct emissions under the Group's control.

Scope 2 Emissions (Electricity Consumption)

During FYE2025, MYMBN recorded total electricity consumption of 149,966 kWh, resulting in:

- **Scope 2 Emissions:** 116.07 tCO₂e

This is calculated using Malaysia's grid emission factor of 0.774 kg CO₂e/kWh, as follows: 149,966 kWh × 0.774 = 116,073.68 kg CO₂e (116.07 tCO₂e)

The Group adopts this emission factor, calculated using Malaysia's grid emission factor of 0.774 kg CO₂e/kWh. The Group has adopted a grid emission factor of 0.774 kg CO₂e/kWh, based on Malaysia's published Grid Emission Factor, to ensure consistency in emissions measurement. This represents MYMBN's initial step in establishing its greenhouse gas emissions baseline. The Group has not yet implemented formal energy reduction initiatives or renewable energy solutions and recognises these areas as key opportunities for future improvement.

Total GHG Emissions (Scope 1 + Scope 2)

For FYE2025:

- **Total Emissions:** 140.04 tCO₂e

Moving forward, the Group is committed to progressively enhancing its environmental data collection processes to enable the measurement and disclosure of Scope 1, Scope 2, and Scope 3 emissions, as well as to support the development of meaningful emissions reduction strategies over time.

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY PERFORMANCE, TARGETS AND INITIATIVES (CONT'D)

Social Responsibility

Community Engagement

MYMBN remains committed to contributing positively to the communities in which it operates. During the FYE2025, MYMBN contributed approximately RM9,195 towards community initiatives across five CSR programmes, including festive support initiatives, food distribution programmes, and blood donation campaigns.

Key initiatives undertaken during the year include:

- Chinese New Year CSR Programme – Persatuan Jagaan OKU Bukit Baru, Melaka (RM1,820)
- Ramadan CSR Programme – Distribution of Lai Chi Kang (RM1,010)
- Hari Raya CSR Programme – Pertubuhan Pemulihan Dalam Komuniti (PPDK) Bukit Baru (RM3,450)
- Deepavali CSR Programme – Pusat Jagaan Kanak-Kanak Ceria Bukit Baru (RM1,780)
- Blood Donation Campaign 2025 (RM1,135)

These initiatives reflect MYMBN's ongoing efforts to support local communities and promote social well-being through meaningful and inclusive engagement.

Health and Safety

MYMBN places strong emphasis on maintaining a safe and healthy workplace environment. The Group implements workplace safety policies, operational safety procedures and employee training programmes to ensure safe working conditions across its facilities. Safety practices are regularly reviewed to minimise workplace risks and promote employee wellbeing.

MYMBN maintained a strong workplace safety record during FYE2025, with zero reported workplace incidents and no lost time injury cases.

Fair Labour Practices

MYMBN promotes fair employment practices and workforce diversity as part of its commitment to responsible social practices. The Group maintains equal employment opportunities and fair compensation practices while supporting employee development and career progression. MYMBN also continues to maintain a diverse Board composition and workforce with strong female representation across the organisation.

As at FYE2025, MYMBN employed a total of 76 employees, comprising:

- 65 female employees
- 11 male employees

As at FYE2025, the Board comprise of five (5) women Directors out of eight (8) Board members.

The Group also employs 4 persons with disabilities (OKU), reflecting its commitment to inclusive employment practices.

During the FYE2025, employees received a total of 276 training hours, supporting workforce development and continuous learning.

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY PERFORMANCE, TARGETS AND INITIATIVES (CONT'D)

Governance

Ethical Business Conduct

MYMBN upholds high standards of ethical business conduct and corporate integrity across its operations. The Group enforces internal policies that promote responsible business practices, regulatory compliance and ethical decision-making. Employees are expected to adhere to the Group's Code of Conduct and maintain integrity in their professional responsibilities.

During FYE2025, the Group recorded:

- **No whistleblowing cases**
- **No compliance breaches**

These results reflect MYMBN's commitment to maintaining integrity, accountability and regulatory compliance.

Transparency

MYMBN remains committed to maintaining transparent communication with its stakeholders. The Group provides regular corporate disclosures through annual reports, sustainability statements and regulatory filings. These disclosures ensure stakeholders have access to relevant information regarding MYMBN's operations and sustainability practices.

Risk Management

Effective risk management remains an important element of MYMBN's governance framework. The Group continues to strengthen its risk management processes by identifying potential operational, environmental and regulatory risks that may affect its business operations. Through proactive risk monitoring and mitigation measures, MYMBN aims to enhance business resilience while supporting sustainable long-term growth.

Further insight on the Group's risk management practices are detailed in the Statement on Risk Management and Internal Control included in pages 57 to 66 of this Annual Report.

SUSTAINABILITY STATEMENT
(CONT'D)

PERFORMANCE DATA TABLE

MYMBN BERHAD

BMLR Transition Period

Date & Time: 2026-04-23 10:08:00

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Supply Chain	Number of suppliers	No.	377	Maintain	Internal
Local Sourcing	Percentage of local suppliers	%	99%	Maintain ≥95%	Internal
Product Innovation	New product launches	No.	1	≥1	Internal
Market Presence	Export markets	No. of countries	3	Maintain / expand	Internal
Energy Consumption	Electricity consumption	kWh	149966	Monitor and improve efficiency	Internal
Fuel Consumption	Petrol consumption by company car	liters	9216.7	Monitor and improve efficiency	Internal
Scope 1 Emissions	Scope 1 emission (From Fuel)	tCO2e	23.97	Establish baseline for reduction	Internal
Scope 2 Emissions	Scope 2 emissions (From Electricity)	tCO2e	116.07	Establish baseline for reduction	Internal
Total GHG Emissions	Scope 1 + Scope 2	tCO2e	140.04	Establish baseline for reduction	Internal
Water Management	Water consumption	m³	896	Monitor Usage	Internal
Waste Management	Waste recycled	kg	811	Increase recycling	Internal
Workforce	Total employees	No.	76	Maintain	Internal
Diversity	Female employees	No.	65	Maintain diversity	Internal
Diversity	Male employees	No.	11	Maintain diversity	Internal
Inclusion	OKU Employees	No.	4	Maintain / increase	Internal
Training & Development	Training hours	Hours	276	Increase	Internal
Workplace Safety	Workplace incidents	No.	0	Maintain zero	Internal
Community Investment	CSR spending	RM	9195	Maintain / increase	Internal
Community Engagement	CSR programs	No.	5	≥5	Internal
Ethics & Integrity	Whistleblowing cases	No.	0	Maintain zero	Internal

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SUSTAINABILITY STATEMENT
(CONT'D)

PERFORMANCE DATA TABLE (CONT'D)

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CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“**Board**”) of MYMBN Berhad (“**Company**”) recognises the importance of adopting the principles and recommendations as set out in the Malaysian Code on Corporate Governance (“**MCCG**”), Corporate Governance Guide (4th edition) issued by Bursa Malaysia Securities Berhad (“**Bursa Securities**”), and the ACE Market Listing Requirements (“**Listing Requirements**”) of Bursa Securities. The Board is fully committed in ensuring that the highest standards of corporate governance is observed and practised throughout the organisation to build sustainable business growth, safeguard the interest of shareholders, enhance shareholders’ value and protect stakeholders’ interest.

In the attainment of these purposes, the Board is pleased to outline how the principles and recommendation of the MCCG and the Listing Requirements have been applied by MYMBN Berhad and its subsidiaries (“**Group**”) during the financial year ended 31 December 2025 (“**FYE2025**”) and the extent of compliance with the recommendations of the MCCG and clear and meaningful disclosure on why certain practices were not applied and how the alternative practices achieve the intended outcome with reference to the following three (3) principles set out in the MCCG:

- Principal A - Board Leadership and Effectiveness
- Principal B - Effective Audit and Risk Management
- Principal C - Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS

Part 1. Board Responsibilities

Key Functions of the Board

The Company acknowledges the vital role played by the Board in the stewardship of the direction and business operations of the Group and ultimately its fiduciary responsibilities for the creation and enhancement of long-term shareholders’ value. To fulfil this role, the Board is responsible for the overall corporate governance of the Group, including its strategic direction, establishing goals for management and monitoring the achievement of these goals, consideration of significant financial matters, review of the financial and operating performance of the Group and undertaking of major investments and capital expenditures and provide oversight on related party transactions when undertaken by the Group to ensure compliance with the Listing Requirements.

The Board also ensures the implementation of appropriate and effective risk management and internal control systems, including financial, operational and compliance to safeguard the shareholders’ interest and the Group’s assets.

Board Charter

The Board has documented and adopted certain of its stewardship and fiduciary responsibilities for effective discharge of its functions through formalising its Board Charter (available at the Company’s website: www.mymbn.com.my) which, inter alia, sets a list of specific functions that are reserved for the Board and Executive Directors; and the authorisation limit which defines relevant matters and applicable limits reserved for Board and Executive Directors that are further cascaded to senior management team within the Group.

The Board delegates the implementation of certain of its functions to the Board Committees and Executive Directors.

Board Committees

The Board have established Board Committees namely, the Audit and Risk Management Committee (“**ARMC**”), Nomination Committee (“**NC**”) and Remuneration Committee (“**RC**”), which are entrusted with specific oversight responsibilities for the Group’s affairs. These Board Committees are granted the authorities to act on each Board’s behalf in accordance with their respective Terms of Reference (“**TOR**”) and to report to the Board with the necessary recommendation after its meeting.

These Board Committees assist the Board to fulfil certain of its responsibilities, such as, in ensuring compliance by the Company and the Group with the Listing Requirements, the Companies Act 2016 and rules of other relevant authorities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part 1. Board Responsibilities (Cont'd)

Board Committees (Cont'd)

The composition of these Board Committees comprising all Independent Non-Executive Directors are in compliance with the recommended practices of the MCCG as well as the Listing Requirements.

The TOR of the respective Board Committees are available at the Company's website: www.mymbn.com.my.

The Chairman is not a Member of any Board Committees

The Board is chaired by Liw Chong Liong, a Non-Independent Non-Executive Chairman and he is responsible for providing leadership to the Board, facilitating effective decision making within the Board as well as upholding good conduct and best practices during shareholders' general meetings.

In line with Practice 1.4 of the MCCG, the Chairman of the Board is not a member of the three (3) Board Committees.

Separation of Position of the Chairman and Executive Directors

The Group aims to ensure a balance of power and authority between the Chairman and Executive Directors with a clear division of responsibility between the running of the Board and the Group's business respectively. The Group also emphasises and practices a division of responsibility between the Executive Directors and Non-Executive Directors. The distinct and separate roles of the Chairman and Executive Directors, with a clear division of responsibilities, ensure a balance of power and authority, such that no one individual has unfettered powers of decision-making.

The Chairman is responsible for ensuring the integrity and effectiveness of the governance process of the Board, acts as facilitator at the meetings and ensure that Board proceedings is in compliance with good conduct and best practices. Whilst the Executive Directors are responsible for making and implementing operational and corporate decision as well as developing, coordinating and implementing business and corporate strategies.

In line with Practice 1.3 of the MCCG, the Chairman of the Board and the Executive Directors are held by different individuals.

Company Secretary

For upholding Board's effectiveness, the Board is supported by two (2) qualified and competent Company Secretaries, who are the members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA") and they are qualified to act as Company Secretaries under the Companies Act 2016. As the practicing Company Secretaries, they have also attended continuous professional development programmes as required by MAICSA and Companies Commission of Malaysia.

All Directors have unrestricted access to the advice and services of the Company Secretaries for the purposes of the Board's affairs and the business of the Group. The appointment and removal of Company Secretaries or Secretaries of Board Committees shall be the prerogative of the Board as a whole.

The Company Secretaries are also responsible for ensuring that the Company's Constitution, procedures, policies and regulations are complied with. Also ensuring that, all obligations required by the regulatory and under the Listing Requirements are fulfilled in a timely manner. The Board is regularly updated and advised by the Company Secretaries on any new statutory and regulatory requirements in relation to their duties and responsibilities. The Board recognises that the Company Secretaries are suitably qualified and capable of carrying out the duties as required. The Board is satisfied with the service and support rendered by the Company Secretaries in discharging their functions.

Details of the roles and responsibilities of the Company Secretary are set out in the Board Charter available at the Company's website: www.mymbn.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part 1. Board Responsibilities (Cont'd)

Access and Dissemination of Information

All Directors have unrestricted access to all information pertaining to the Group's business and affair and has full access to Management, Company Secretary, Internal Auditors, the External Auditors and the Sponsor for information needed to carry out their duties and responsibilities. This is to enable them to carry out their duties effectively and diligently. As and when necessary, the Board may obtain independent professional advice, in furtherance of their duties, at the Company's expenses.

Reinforcing Corporate and Sustainability Governance Practices

The Board promotes a culture of integrity by encouraging employees throughout the Group to uphold the highest standards of good business conduct and ethics. To support this commitment and mitigate potential risks, the Board had approved and put in place the following key policies:

(i) Anti-Bribery and Corruption Policy

In line with the Malaysian Anti-Corruption Commission Act 2009 ("**MACC Act**"), our Board has implemented this policy to promote a culture of integrity and transparency in all our Group's activities and to demonstrate our Company's commitment against all forms of bribery and corruption.

This policy adheres to the Listing Requirements and the Guidelines on Adequate Procedures issued pursuant to Section 17A (5) of the MACC Act. It outlines the responsibilities of the Company, and all individuals/ persons who work for/with the Group, in observing and upholding the Group's position on zero tolerance of bribery and corruption. This policy provides key anti-bribery and anti-corruption principles that apply to all interactions with the Group's customers, business partners, and other third parties, as well as guidelines for the prevention, management and remediation of bribery and corruption related risks.

The Anti-Bribery and Corruption Policy including instructions how to make a report by any complainant is available on the Company's website: www.mymbn.com.my.

(ii) Whistleblowing Policy

The Board recognises whistleblowing as an important mechanism in the prevention and detection of improper conduct, bribery or corruption in the conduct within the Group's activities by the Directors, Management and employees of the Group.

The Whistleblowing Policy provides an avenue for employees and other stakeholders to report any misconduct, breaches or suspected breaches of any law or regulation, including business principles and the Group's standard operating policies and guidelines, in a safe and confidential manner.

The Whistleblowing Policy including how to make a report by any complainant is published on the Company's website: www.mymbn.com.my.

(iii) Fit and Proper Policy

In line with Rule 15.01A of the Listing Requirements, the Board has implemented the Fit and Proper Policy which serves as a guide for the NC and the Board in their review and assessment of potential candidates for Board's appointment as well as the retiring Directors who are seeking re-election at the Company's AGM.

This policy serves to ensure that the person to be appointed or re-elected as a Director possesses the necessary character, integrity, experience and competence as well as the ability to discharge and provide the appropriate commitment, participation and contribution to the Board and the Group.

The Fit and Proper Policy and Procedures is available on the Company's website: www.mymbn.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part 1. Board Responsibilities (Cont'd)

Reinforcing Corporate and Sustainability Governance Practices (Cont'd)

The Board promotes a culture of integrity by encouraging employees throughout the Group to uphold the highest standards of good business conduct and ethics. To support this commitment and mitigate potential risks, the Board had approved and put in place the following key policies (Cont'd):

(iv) Code of Conduct

The Board has adopted the Code of Conduct which set out the general principles and guidance regarding ethical behavior and professional conduct for the Directors, Management and employees of the Group to observe. These principles address the duties and obligations during their appointments, inter-alia, including the expectation of conducting themselves with professionalism and trustworthiness from the Directors, Management and employees of the Group.

The Code of Conduct is published on the Company's website: www.mymbn.com.my.

(v) Conflict of Interest Policy

The Board is committed to upholding high standards of integrity, accountability and transparency across the Group. In line with this commitment, the Board has adopted a Conflict of Interest Policy to ensure that all Directors, Management and employees act in the best interests of the Group and avoid situations where actual, potential or perceived conflicts of interest may arise.

The policy provides guidance on the identification, declaration and management of conflict of interest situations, including interests in competing businesses. All affected personnel are required to disclose any conflict of interest promptly upon becoming aware of the situation in accordance with the prescribed declaration procedures.

The policy serves to safeguard the interests of the Group, its shareholders and stakeholders by ensuring that conflicts of interest are properly managed and addressed in a timely and transparent manner.

The Conflict of Interest Policy is available on the Company's website: www.mymbn.com.my.

(vi) Related Party Transactions Policy

The Board recognises that related party transactions ("RPTs") and recurrent related party transactions ("RRPTs") may give rise to potential conflicts of interest. As such, the Board has adopted a Related Party Transactions Policy to ensure that such transactions are conducted in a fair, transparent and accountable manner, and are not detrimental to the interests of the Company and its minority shareholders.

In line with the Listing Requirements and the Companies Act 2016, this policy sets out the guidelines and procedures for the identification, review, approval and monitoring of RPTs and RRPTs within the Group. All RPTs and RRPTs are required to be conducted at arm's length, on normal commercial terms and on terms not more favourable to the related parties than those generally available to the public.

The policy also outlines the roles of the Audit and Risk Management Committee and the Board in reviewing and approving such transactions, including the requirement for interested Directors to abstain from deliberation and voting. Where applicable, shareholders' approval will be obtained in accordance with the Listing Requirements.

The Related Party Transactions Policy is available on the Company's website: www.mymbn.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part 1. Board Responsibilities (Cont'd)

Reinforcing Corporate and Sustainability Governance Practices (Cont'd)

The Board promotes a culture of integrity by encouraging employees throughout the Group to uphold the highest standards of good business conduct and ethics. To support this commitment and mitigate potential risks, the Board had approved and put in place the following key policies (Cont'd):

(vii) Sustainability Governance

The Board recognises the importance of sustainable business practices in creating long-term value for all stakeholders and believes that conducting the Group's activities in a responsible manner is closely linked to achieving operational excellence and fostering value creation.

The Board oversees the Company's approaches to sustainability, ensuring strategic initiatives and measures effectively address material environmental, social and governance ("ESG") related risks and opportunities. The Board has delegated to the ARMC, certain responsibilities to drive the Group's sustainability initiatives whilst operational execution of the ESG related risks and opportunities, falls within the purview of the Management.

A comprehensive account of the Group's sustainability efforts can be found in the Sustainability Statement included in pages 31 to 43 of this Annual Report.

The Sustainability Policy is published on the Company's website: www.mymbn.com.my.

Part II - Board Composition

Board Members

As at the date of this report, the Board comprises eight (8) Directors as set out in the table below:

No.	Name of Director	Designation
1.	Liw Chong Liong	Non-Independent Non-Executive Chairman
2.	Lavernt Chen Yun Wo	Non-Independent Executive Director
3.	Chin Chee Cheah	Non-Independent Executive Director
4.	Lee Wei Kong	Non-Independent Non-Executive Director
5.	Dato' Dr. Rosini Binti Alias	Independent Non-Executive Director
6.	Dato' Nazipah Binti Jamaludin	Independent Non-Executive Director
7.	Chin Peck Li	Independent Non-Executive Director
8.	Goh Wen Ling	Independent Non-Executive Director

This composition of the Board members is in compliance with the Listing Requirements which requires at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, are Independent Directors. In addition, the Board members composition is in line with Practice 5.2 of the MCCG which requires at least half of the Board members comprising Independent Non-Executive Directors.

The Board is satisfied that its current size and composition is adequate to provide for a diversity of views, to facilitate effective decision making and to reflect an appropriate balance of Executive Directors and Non-Executive Directors for the scope and nature of the Group's business and operations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition (Cont'd)

Gender Diversity of Board and Senior Management

The Board acknowledges the call by the Government and MCCG for boards to comprise at least 30% women on board. The Company currently have five (5) women Directors on the Board, which represent 62.5% of the total number of Board members in line with Practice 5.9 of the MCCG.

Whilst acknowledging the recommendation of the MCCG on gender diversity at the Senior Management level, the Board collectively believes that adopting a formal gender diversity policy for Senior Management is not necessary at this time, as the Group is committed to provide fair and equal opportunities, fostering diversity and nurturing a diverse talent pool within the Group. Notwithstanding the absence of a policy target of at least 30% for female representation at Senior Management level, the Senior Management team comprises of a majority of women members as at the date of this report.

Half of the Board members are Independent Non-Executive Directors

The Independent Non-Executive Directors of the Company play a key role in providing unbiased and independent views, advice and contributing their knowledge and experience toward the formulation of policies and in the decision-making process.

All Independent Non-Executive Directors are independent of management and have no family or business relationships with the Executive Directors and major shareholders which would interfere with the exercise of their independent judgment.

As at the date of this report, four (4) Independent Non-Executive Directors comprise half of the Board members of eight (8) Directors in line with Practice 5.2 of the MCCG.

Tenure of Independent Non-Executive Directors

The Board Charter stipulates that the tenure of an Independent Non-Executive Director shall not exceed a cumulative term of nine (9) years as recommended under Practice 5.3 of the MCCG. However, upon completion of the nine (9) years, the Independent Non-Executive Director may continue to serve on the Board as a Non-Independent Director and subject to annual shareholders' approval through a two-tier voting process in accordance with the recommended practice of the MCCG.

None of the Company's four (4) existing Independent Non-Executive Directors has exceeded the tenure of a cumulative term of nine (9) years as at the date of this report.

New Candidate for Board Appointment

The appointment of new Board member will be conducted through a formal and transparent selection process. New candidate will be considered and evaluated by the Nomination Committee ("NC"). After evaluation, the NC will recommend the suitable candidate for final consideration and approval by the Board.

In making the recommendation to the Board for final decision, the NC will consider and nominate a suitable candidate based on the objective criteria, which include amongst others:

- skills, knowledge, expertise, and experience;
- professionalism and integrity;
- fit and proper assessment;
- time commitment to the Company based on the number of directorships held; and
- fulfil "independent" criteria stipulated in the Listing Requirements for the position of Independent Director.

In identifying for and shortlisting of suitable candidate, the NC does not rely solely on recommendations from existing Board members, Senior Management and major shareholders. If necessary, the NC will also identify potential candidate from independent sources such as the Institute of Corporate Directors Malaysia.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition (Cont'd)

New Candidate for Board Appointment (Cont'd)

During the FYE2025, there was no new appointment of Board member.

The roles and responsibilities of the NC is detailed in its Terms of Reference, which is accessible on the Company's website: www.mymbn.com.my.

Board Process for Re-appointment of Retiring Directors

In accordance with the Company's Constitution, one third (1/3) of the Directors for the time being shall retire at the AGM provided always that all Directors, shall retire from office at least once in every three (3) years. Additionally, the Company's Constitution requires that Director(s) appointed to fill a casual vacancy or as an addition to the Board shall hold office only until the conclusion of the next AGM.

In assessing the eligibility of retiring Directors for re-election, the NC considers various factors including their competencies, commitment, contribution, performance and their ability to act in the best interests of the Company. Based on the NC's recommendations, the Board will deliberate and make recommendations concerning the re-election, and continuation in office of the retiring Director(s) for shareholders' approval at the forthcoming AGM.

In addition to the annual evaluation conducted on each individual Director, the NC and the Board (save for the retiring Directors) have also reviewed the suitability as well as fit and proper criteria of the Directors retiring pursuant to Clause 95.1 of the Company's Constitution. Being eligible, the retiring Directors are seeking re-election and the Board recommends that shareholders approve their re-election at the forthcoming AGM.

Nomination Committee

The Board has established the NC to assist the Board in their responsibilities in nominating new candidates to the Board and to assess the performance of the Board, the Board Committees and the individual Directors of the Company on an on-going basis. Full details of the NC duties and responsibilities are stated in its TOR which is available on the Company's website: www.mymbn.com.my.

The members of the NC comprises exclusively Independent Non-Executive Directors as follows: -

1. Dato' Dr. Rosini Binti Alias (Chairperson)
2. Dato' Nazipah Binti Jamaludin
3. Chin Peck Li
4. Goh Wen Ling

The NC met once during the FYE2025. The details of the members' attendance were as follows: -

Name of NC Members	Attendance	Percentage of attendance (%)
Dato' Dr. Rosini Binti Alias (<i>Chairperson</i>)	1/1	100%
Dato' Nazipah Binti Jamaludin	1/1	100%
Chin Peck Li	1/1	100%
Goh Wen Ling	1/1	100%

The NC is responsible to assist the Board in the evaluation process covering the Board, the Board Committees and individual Director. The NC, upon conclusion of the evaluation exercise performed for the FYE2025, was satisfied that the composition of the Board and its Board Committees possess the right blend of knowledge, expertise and experience and the appropriate mix of skills. In addition, there was mutual respect amongst individual Director which contributed to a healthy environment for constructive deliberation and decision-making process.

The NC had reviewed and assessed the "independence" of the Independent Directors and was satisfied with the current Independent Directors for the FYE2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition (Cont'd)

Nomination Committee (Cont'd)

The NC has also evaluated the retiring Directors pursuant to the Company's Constitution who are eligible to stand for re-election at the forthcoming AGM. In the evaluation, the NC had considered the following factors, including:

- the retiring Director's contributions to the Board and ability to continue to contribute productively;
- the retiring Director's attendance at Board and Board Committee meetings;
- whether the retiring Director continues to possess the attributes, capabilities and qualifications considered necessary or desirable for Board service; and
- the independence of the retiring Independent Director.

The NC recommended to the Board to propose the re-election of the retiring Directors for shareholders' approval at the forthcoming AGM.

The NC has reviewed the training needs of the Directors and was satisfied that the Directors has keep abreast with amongst others:

- changes in the Listing Requirements and Companies Act 2016 as briefed by the company secretaries;
- changes in accounting standards and reporting requirements as briefed by the external auditors; and
- the Senior Management's briefings on market conditions challenges and opportunities and other regulatory developments impacting the edible bird's nest industry from time to time.

Attendance of Board Meetings

The Board meets on a quarterly basis with additional meetings being convened when necessary to address urgent matters. All the Directors have complied with the minimum attendance requirements as stipulated by the Listing Requirements. The Board met on five (5) occasions during the FYE2025 and the details of attendance at Board meetings is set out below: -

Name of Director/Designation	Attendance	Percentage of attendance (%)
Liw Chong Liong (Non-Independent Non-Executive Chairman)	5/5	100%
Lavernt Chen Yun Wo (Non-Independent Executive Director)	5/5	100%
Chin Chee Cheah (Non-Independent Executive Director)	5/5	100%
Lee Wei Kong (Non-Independent Non-Executive Director)	5/5	100%
Dato' Dr. Rosini Binti Alias (Independent Non-Executive Director)	5/5	100%
Dato' Nazipah Binti Jamaludin (Independent Non-Executive Director)	5/5	100%
Chin Peck Li (Independent Non-Executive Director)	5/5	100%
Goh Wen Ling (Independent Non-Executive Director)	5/5	100%

Prior to each meeting, a reasonable notice of meetings and agenda were circulated to all Directors together with the draft minutes of the previous meeting together with the respective reports/papers and other board meeting reference materials such as management reports and financial reports to be discussed were furnished to the Directors at least five (5) working days prior to the Board and Board Committees meeting via e-mail so that each Director had ample time to review the papers to enable informed decision making. The deliberations and decisions at Board and Board Committee meetings are well documented in the minutes.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition (Cont'd)

Directors' Training

All Directors are encouraged to participate in relevant training programmes for continuous professional development and to further enhance their skills and knowledge. The Directors are aware that they shall receive appropriate training which may be required from time to time to keep them abreast with the current developments in the industry as well as new statutory and regulatory developments including changes in accounting standards.

All Directors have completed Part I and Part II of the Mandatory Accreditation Programme stipulated under Rule 15.08 and Guidance Note 10 of the Listing Requirements.

Training programmes and seminars attended by the Directors of the Company during the FYE2025 are as follows: -

Name of Directors	Training Programmes/ Seminars/ Workshops/ Conferences Attended
Liw Chong Liong	-
Lavernt Chen Yun Wo	Bursa Malaysia- Centralised Sustainability Intelligence (CSI) Platform Onboarding Sessions
Chin Chee Cheah	- Guangdong Bird's Nest Industry Association Conference 2025 - Halal Competency Training - Sarawak Forestry Corporation Edible Birds' Nest Inspection Documents - Quality of Edible Bird's Nest (DVS) - Imports & Exports Procedures & Trade Facilities - Understanding The 2025 Reforms: E-Invoice, Import/Export Procedures and Sales Tax Expansion 2025
Lee Wei Kong	-
Dato' Dr. Rosini Binti Alias	- Project Converse: Fireside chat with Nominee Directors of PNB – What do CEOs Need from Boards - Veterinary Day – Animal Health Takes a Team - Director's Masterclass: Overview of Climate-Related Physical Risks - NSRF Workshop for DLMI Board of Directors - Veterinary Forum – Advancing Animal Industry Through Excellence in Veterinary Education - DLMI Intercompany Loan Workshop - Project Converse: Fireside chat with Nominee Directors of PNB – From Governance to Performance: Translating Stewardship Into Sustainable Value
Dato' Nazipah Binti Jamaludin	National Sustainability Reporting Framework
Chin Peck Li	- Impact on New Transfer Pricing - Critical Tax Issues in Malaysia - Company Constitution - SST Expansion and e-invoicing - Fast Closing-Improving Processes - Tech & Mgt - SSM National Conference - Stamp Duty Self-Assessment 2026 - AMLA: Protect your Organisation by raising STR - Workshop 2: Data Analysis Using - Microsoft Excel
Goh Wen Ling	- Recent Amendments to Listing Requirements: Enhanced Conflict of Interest Framework - Master Class™ Productive Team Building

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part III - Remuneration

Remuneration Committee

The Remuneration Committee (“**RC**”) comprises of four (4) Members, all of whom are Independent Non-Executive Directors. The members of the RC are as follows: -

1. Goh Wen Ling (Chairperson)
2. Dato’ Dr. Rosini Binti Alias
3. Dato’ Nazipah Binti Jamaludin
4. Chin Peck Li

The RC met once during the FYE2025. The details of the members’ attendance were as follows: -

Name of RC Members	Attendance	Percentage of attendance (%)
Goh Wen Ling (<i>Chairperson</i>)	1/1	100%
Dato’ Nazipah Binti Jamaludin	1/1	100%
Chin Peck Li	1/1	100%
Dato’ Dr. Rosini Binti Alias	1/1	100%

The RC is responsible for evaluating, deliberating and recommending to the Board the compensation and benefits that are fairly guided by market norms and industry practices for the business the company is in for the Directors, Executive Directors and Senior Management.

The RC is also responsible for evaluating the Executive Directors’ remuneration which is linked to the performance of the Executive Director and performance of the Group. Individual Director does not participate in the discussion and decision making of his own remuneration to avoid conflict of interest.

The Company aims to set remuneration at levels which are sufficient to attract and retain the Directors and Senior Management needed to run the Group successfully, taking into consideration all relevant factors including the skill function, workload and responsibilities involved, and after giving due consideration to the Group’s performance.

Pursuant to Section 230 of the Companies Act 2016, the fees and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. The relevant resolutions in relation to the Directors’ fees and benefits payable to the Non-Executive Directors will be tabled to the shareholders for approval at the forthcoming AGM.

Directors’ and Senior Management’s Remuneration

Details of the Directors’ remuneration of the Company and the Group which includes fees, salary, bonus and other emoluments for the FYE2025 are disclosed in the Corporate Governance Report of the Company.

The details of the remuneration of the Top Senior Management (including salary, bonus, benefit in kind and other emoluments) in each successive bands of RM50,000.00 during the FYE2025 are as follows:

Range of Remuneration (RM)	Number of Top Senior Management
100,001 – 150,000	1
150,001 – 200,000	1
200,001 – 250,000	1

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

Part 1 - Audit and Risk Management Committee

The Board is assisted by the Audit and Risk Management Committee (“**ARMC**”) which comprises wholly of four (4) Independent Non-Executive Directors, to oversee the integrity of the financial statements, compliance with relevant accounting standards and the Group’s risk management and internal controls.

The members of the ARMC are as follows: -

1. Chin Peck Li (Chairperson)
2. Dato’ Dr. Rosini Binti Alias
3. Dato’ Nazipah Binti Jamaludin
4. Goh Wen Ling

The ARMC is chaired by Chin Peck Li who is an Independent Non-Executive Director and a qualified accountant and a member of the Malaysian Institute of Accountants (“MIA”). She is not the Chairman of the Board in line with Practice 9.1 of the MCCG.

All the members of the ARMC are Independent Non-Executive Directors in line with Practice 9.4 of the MCCG with none of the members a former partner of the Company’s external audit firm in line with Practice 9.2 of the MCCG.

The ARMC has direct access to the Management as well as the Internal Auditors and External Auditors, and are required to attend ARMC meetings on invitation.

The summary of work carried out to discharge its duties for the FYE2025 are detailed in the Audit and Risk Management Committee Report in pages 67 to 70 of this Annual Report.

The composition of the ARMC is reviewed annually with the view to maintain an independent and effective ARMC, and in line with the principles of the MCCG, all members of the ARMC have continuously improved their financial literacy by attending trainings on the developments and changes in the Malaysian Financial Reporting Standards in order for them to discharge their duties effectively.

The independence, suitability and appointment/re-appointment of the External Auditors is reviewed by the ARMC annually based on its Terms of Reference before recommending to the Board for decision.

The authority and responsibilities of the ARMC are set out in its TOR which is accessible on the Company’s website: www.mymbn.com.my.

Suitability, Objectivity and Independence of External Auditors

The Company has established a transparent and appropriate relationship with our Company’s External Auditors, Crowe Malaysia PLT, which has been accorded the authority to communicate directly with the ARMC and Board. The External Auditors in turn are able to highlight matters which require the attention of the Board to the ARMC, particularly on compliance with the Malaysian Financial Reporting Standards promulgated by the Malaysian Accounting Standards Board, IFRS Accounting Standards, Companies Act 2016, financial reporting requirements, system of risk management and internal control and other related regulatory requirements.

The ARMC has been delegated by the Board to assess the suitability, objectivity, and independence of Crowe Malaysia PLT. This assessment of the External Auditors encompasses the following key areas:

- competence, audit quality and resource capacity in relation to the audit;
- independence, objectivity and professional scepticism; and
- nature and extent of the non-audit services rendered and the appropriateness of the level of fees where applicable.

The ARMC’s review of the nature and extent of non-audit services rendered by the External Auditors is to ensure that the provision of these services does not compromise their independence and objectivity.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

Part 1 - Audit and Risk Management Committee (Cont'd)

Suitability, Objectivity and Independence of External Auditors (Cont'd)

The ARMC had received assurance from the External Auditors confirming that they are and have been independent throughout the conduct of the audit engagement in accordance with the By-Laws of the Malaysian Institute of Accountants and the firm's independence and ethical policy as set out in its Transparency Report 31 December 2024 as well as all other relevant professional and regulatory requirements.

The External Auditors, Crowe Malaysia PLT, have expressed that they do not wish to seek re-appointment at the forthcoming AGM.

Crowe Malaysia PLT has served as the External Auditors for the Company and its subsidiaries since 2022. The rotation of auditors after an appropriate period is considered a sound corporate practice. The Board believes that such rotation would allow the Company to benefit from the fresh perspectives and insights of a new professional audit firm, thereby enhancing the value of the audit and its deliverables going forward.

Internal Audit Function

The Group outsourced the internal audit function to an independent professional firm, NeedsBridge Advisory Sdn Bhd ("**Internal Auditors**") that is independent of the activities and operations it audits to ensure its objectivity. The Internal Auditors reports directly to the ARMC and have unfettered access to the ARMC and the Board.

The principal role of the Internal Auditors is to undertake independent, regular, and systematic reviews to provide reasonable assurance on the adequacy, effectiveness and integrity of the risk management and internal control system, and governance of the Group to safeguard, amongst others, the Group's assets and resources and ensuring compliance with applicable regulatory requirements. The Internal Auditors makes recommendations in its reports to the ARMC and the Board on the effectiveness and adequacy of the Group's risk management and internal control system.

The ARMC reviews and approves the annual internal audit plan to ensure there is risk alignment as well as adequate scope and coverage of the business activities being audited.

Details of the areas audited and activities undertaken by the Internal Auditors are set out in the Audit and Risk Management Committee Report in pages 67 to 70 of this Annual Report.

Risk Management and Internal Control Framework

The ARMC has been formed to assist the Board on the ongoing process for identifying, evaluating and managing the significant risks faced by the Group.

The Board is responsible to ensure that the Group complies with all applicable provisions of law and regulations and ensures that appropriate risk management systems are in place throughout the Group. The ARMC assists the Board to oversee and review the effectiveness of the Group's risk management and internal control systems.

To facilitate effective monitoring, the Board through ARMC regularly receives reports from the Internal Auditors, External Auditors and Management on any business risks related to its business activities that have impacted or likely to impact the Group from achieving its objectives and strategies.

Further details of the Company's risk management and internal control framework are set out in the Statement on Risk Management and Internal Control in pages 57 to 66 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

Part I – Engagement with Stakeholders

Ongoing Engagement and Communication with Stakeholders

The Company aims to ensure that the shareholders and investors are kept informed of all major corporate developments, financial performance, general meetings and other relevant information by promptly disseminating such information to shareholders and investors via announcements to Bursa Securities and the Company's website at www.mymbn.com.my.

The Board believes that a constructive and effective investor relationship is essential in enhancing shareholder value and recognises the importance of timely dissemination of information to shareholders or stakeholders. The Board is accountable to shareholders as well as other stakeholders of the Company for the performances and operations of the Company. As such, the Board endeavours to provide timely and accurate disclosure of all material information of the Group to the shareholders and investors.

Corporate Disclosure Policy

The Board believes that a robust and interactive stakeholder engagement and management are important components of sound corporate governance and promotes a better appreciation of the Group's long-term strategies and vision.

The Board is committed to provide effective communication to shareholders and investing public regarding the business, operations, and financial performance of the Group and where necessary, that information filed with regulators is in accordance with the Listing Requirements and all other applicable legal and regulatory requirements.

The Board also observes the Corporate Disclosure Guide issued by Bursa Securities which is calibrated in line with the disclosure requirements as stipulated in the Listing Requirements, and setting out the protocols for disclosing material information to shareholders and investing public.

Part II - Conduct of General Meetings

The Board recognises general meeting is an ideal opportunity to communicate with shareholders and other stakeholders. The Board understand its roles and responsibilities with regards to the AGM and is aware that AGM serves as a forum for the Company to engage with its shareholders and to facilitate two-way communication between shareholders and the Board.

The Company complied with Practice 13.1 of the MCCG to send the Notice of the AGM and related information at least 28 days prior to the AGM. The Company believes that shareholders will have sufficient time to make the necessary arrangement to submit the proxy forms or to participate the AGM. The 3rd AGM of the Company was held on 26 May 2025 at Asia Melaka Hotel managed by The Straits Hotel and Suites, Skydeck Level 23rd Floor, 1-B, Jalan Melaka Raya 2, Taman Melaka Raya, 75000 Melaka. The outcome of the AGM was announced via Bursa LINK on the same meeting day.

In line with Practice 13.6 of the MCCG, a summary of the key matters discussed at the 3rd AGM was published within thirty (30) business days after the meeting on the Company's website: www.mymbn.com.my for shareholders' information.

COMPLIANCE STATEMENT

The Group has in all material aspects, satisfactorily fulfilled the corporate governance principles and practices set out in the MCCG and the relevant chapters of the Listing Requirements on corporate governance, except for the departures addressed in the Corporate Governance Report 2025. Any recommended practices in the MCCG which are not implemented during the financial year will be reviewed by the Board and implemented where possible and relevant to the Group's business.

This Corporate Governance Overview Statement is presented in compliance with Rule 15.25 (1) of the Listing Requirements and was approved by the Board on 10 April 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (“**Board**”) of MYMBN Berhad (“**MYMBN**” or the “**Company**”) is pleased to present the Statement on Risk Management and Internal Control (“**Statement**”) for the financial year ended 31 December 2025 (“**FYE2025**”).

This Statement is made pursuant to Rule 15.26(b) of the ACE Market Listing Requirements (“**Listing Requirements**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”), and is prepared having regard to the Malaysian Code on Corporate Governance (“**MCCG**”), the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, as well as the SORMIC Guide 2025 issued by The Institute of Internal Auditors Malaysia (“**SORMIC Guide**”). The Board recognises that the latest guidance places greater emphasis on meaningful disclosure of the Group’s risk management process, risk appetite, annual review and periodic testing of internal controls, and the adequacy and effectiveness of the Group’s overall framework.

BOARD RESPONSIBILITY

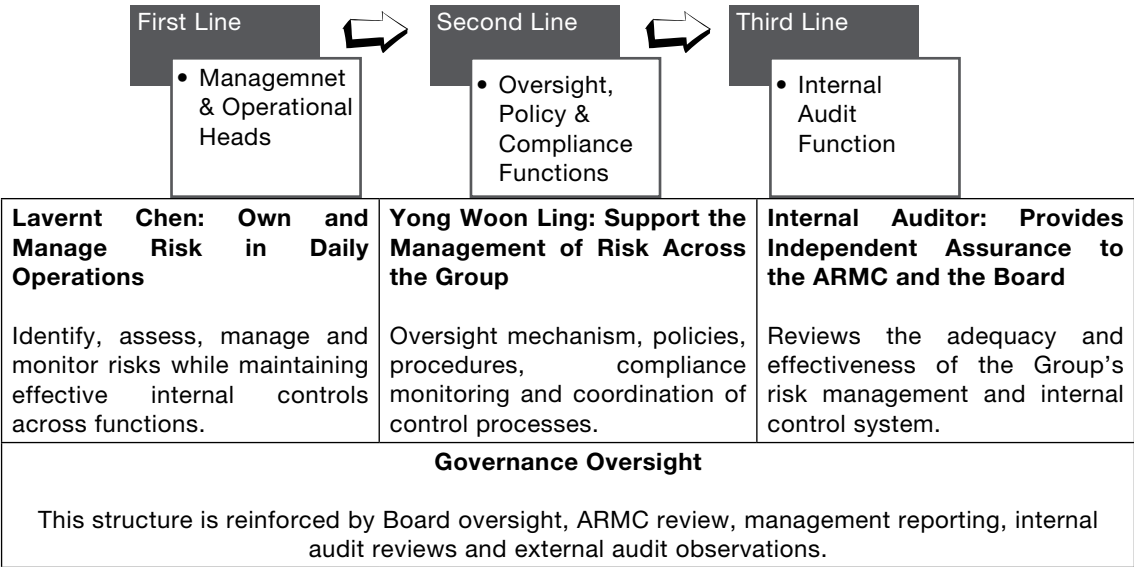
The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control and for reviewing its adequacy and effectiveness to safeguard shareholders’ investments, the Group’s assets, and the interests of other stakeholders. The Group’s system of risk management and internal control is designed to manage, rather than eliminate, the risk of failure to achieve the Group’s business objectives. Accordingly, this system can only provide reasonable and not absolute assurance against material misstatement, fraud, loss, or operational failure.

In discharging its responsibilities, the Board has delegated certain oversight duties to the Audit and Risk Management Committee (“**ARMC**”), which assists the Board in, amongst others, reviewing the adequacy and effectiveness of the Group’s risk management and internal control framework, internal audit findings, external audit observations, and management’s actions to address identified issues. The Board remains ultimately accountable for the Group’s overall governance, risk management, and internal control environment.

The Board also recognises the importance of embedding a strong risk culture across the Group and ensuring that risk management is integrated into strategic planning, decision-making, operations and performance monitoring. In line with prevailing guidance, the Board considers risk management and internal control as interconnected elements of good governance rather than standalone compliance functions.

RISK GOVERNANCE APPROACH

The Group’s risk governance structure is guided by a three-lines approach as depicted in the diagram below:



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

ENTERPRISE RISK MANAGEMENT FRAMEWORK

The Group is committed to embedding strong risk management practices across all business operations to support informed decision-making and accountable management actions. To achieve this, the Group has adopted a structured Enterprise Risk Management (“ERM”) framework which recognises risk as any event that may potentially hinder the achievement of the Group’s business objectives and safeguarding the Group’s assets and preserve shareholders’ investment. The ERM framework provides a systematic approach for identifying, assessing, managing and monitoring risks, while promoting a proactive risk management culture throughout the Group.

The ERM framework is structured around the following key components:

Enterprise Risk Management Framework



ERM Component	Description	Key Risk Focus	FYE2025 Actions / Developments
Risk Identification	The Group systematically identifies risks associated with its business operations, industry environment and strategic initiatives.	Supply continuity, regulatory compliance, food safety, market demand volatility, operational risks.	Management continued monitoring of risks affecting the edible bird's nest industry, including export market requirements and operational conditions. The monitoring process will be conducted by Food Safety Team Leader, Lavernt Chen and Deputy Food Safety Team Leader, Yong Woon Ling.
Risk Assessment	Identified risks are evaluated based on their likelihood of occurrence and potential impact on the Group's financial performance, operations and reputation.	Financial impact, operational disruption, regulatory risks, reputational impact.	Management prioritised key risks affecting export markets, production and operational activities and strategic initiatives such as product development and market expansion.
Risk Mitigation	Appropriate mitigation strategies and control measures are implemented to manage identified risks.	Supplier diversification, operational controls, regulatory compliance, product quality assurance.	The Group strengthened quality assurance processes, maintained traceability systems and enhanced production and operational controls. Product diversification initiatives were also explored to support long-term growth.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

ENTERPRISE RISK MANAGEMENT FRAMEWORK (CONT'D)

ERM Component	Description	Key Risk Focus	FYE2025 Actions / Developments
Risk Monitoring	Ongoing monitoring processes track emerging risks and assess the effectiveness of risk mitigation measures.	Industry developments, regulatory updates, operational performance indicators.	Management conducted yearly operational and management reviews to monitor industry developments and regulatory changes affecting the Group's operations and export markets.
Feedback and Review	The Group maintains a feedback mechanism to facilitate continuous reassessment of risks and mitigation strategies.	Operational lessons learned, industry trends, regulatory developments.	Risk management processes were refined based on operational reviews and evolving industry practices to support resilience and strategic initiatives.
Communication and Reporting	Communication and reporting structures ensure timely escalation of risk matters.	Risk reporting to Board and ARMC, internal risk communication.	Management provided regular updates to the Board and ARMC on key operational, regulatory and strategic risk matters.
Continual Improvement	The Group continuously enhances its risk management and internal control processes.	Governance practices, operational improvements, organisational capability.	The Group continued improving risk management practices to support organisational growth, product innovation and ongoing research and development activities.

Risk Appetite and Risk Tolerance

The Board recognises that determining the Group's risk appetite is an important element of effective risk management and governance. In pursuing its strategic objectives, the Group seeks to balance business growth opportunities with prudent risk-taking while considering its financial capacity, operating environment, regulatory obligations and reputation. In general, the Group adopts a moderate risk appetite in pursuing business growth and operational expansion, while maintaining zero to low tolerance for risks relating to regulatory non-compliance, food safety and product quality failures, unethical conduct, material financial misstatements, cyber security breaches and matters that may adversely affect the Group's reputation, licences or business continuity.

The Board reviews the Group's risk posture periodically to ensure that it remains aligned with the Group's strategic objectives and operating environment.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

KEY RISKS AND MITIGATION MEASURES

In line with the current SORMIC Guide expectations, the Board considered the following key risk focus areas during the FY2025 and the controls in place to mitigate, monitor and manage them:

(a) Operational Risk

The Group's operational risks include supply availability, raw material quality, processing efficiency, contamination risk, inventory handling, business continuity, and dependency on effective production and fulfilment processes. Controls implemented include documented operating procedures, supervisory review, production and inventory monitoring, segregation of duties, periodic operational reviews and internal audit coverage over selected operational areas. MYMBN's business as a processor of edible bird's nest and its emphasis on product traceability make operational discipline especially important.

(b) Regulatory and Compliance Risk

The Group operates in an industry subject to regulatory requirements relating to export approvals, food safety, product standards and other laws applicable to its operations. The temporary export halt to the People's Republic of China announced in late 2024 and the resumption in January 2025 demonstrate the significance of this regulatory risk. The Group manages this through regulatory monitoring, management oversight, compliance procedures, certification controls and ongoing engagement with relevant authorities and business stakeholders where necessary.

(c) Financial Risk

Financial risks include earnings volatility, liquidity management, margin pressure, working capital and cash flow adequacy, authority over payments and accurate and timely financial reporting. Publicly available, the FYE2025 results showed that the Group recorded lower revenue and a larger loss before tax compared with FYE2024, reinforcing the need for close financial oversight and timely Board and management action. The Group addresses the financial risk through budgeting, monthly management reporting, treasury management oversight, approval limits, inventory management, credit management of trade receivables, finance reviews and Board / ARMC review of quarterly financial results and the annual report which includes the audited consolidated financial statements as well as the statutory audit performed by the External Auditors.

(d) Strategic and Business Risk

Strategic risks include changes in market demand, concentration in key export markets, competition, customer behaviour, business expansion risk and execution risk associated with acquisitions or new initiatives. The completion of the acquisition of Swallows House Enterprise Sdn Bhd in March 2025 introduces integration and performance execution considerations, while the UTAR research collaboration reflects efforts to support innovation and product / industry development. The Board monitors such developments through management reporting and strategic deliberation.

(e) Reputation Risk

The nature of the Group's business means that product quality, safety, compliance and stakeholder confidence are closely linked to reputation. Any incident involving product integrity, regulatory non-compliance, unethical conduct or negative publicity may adversely affect the Group's standing and market access. The Group seeks to mitigate this through quality assurance control, traceability, ethical policies, Board oversight and timely escalation of significant matters to the management and Board.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

KEY RISKS AND MITIGATION MEASURES (CONT'D)

(f) Cyber Security and Information Risk

The Board recognises that cyber risk is a key risk area under the current MCCG / SORMIC Guide expectations. As the Group increasingly relies on systems, digital records and operational data, risks relating to unauthorised access, data loss, malware, business interruption and system compromise may affect operations, reporting and reputation. The Group addresses these through IT controls, access management, backup practices, user accountability, cyber security controls and management oversight, and will continue strengthening these controls in line with business needs and threat developments.

(g) Sustainability and Environmental / Social Risk

The newer disclosure expectations also call for discussion of sustainability-related risk and opportunities areas. For the Group, these may include sourcing continuity, environmental conditions affecting swiftlet habitats and supply, employee welfare and safety, governance practices, community and stakeholder expectations, and long-term resilience of the operating model. The Board views sustainability considerations as increasingly relevant to business continuity, stakeholder confidence and long-term value creation.

MAIN FEATURES OF THE GROUP'S RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The main features of the Group's risk management and internal control system during FYE2025 include the following:

1) Board and Board Committees Oversight

The Board is supported by the ARMC and other Board Committees with clearly defined terms of reference. The ARMC assists the Board in overseeing and provide oversight on amongst others, financial reporting, internal audit, external audit, risk management and internal control matters.

2) Organisational Structure and Accountability

The Group maintains a formal organisational structure with defined reporting lines, roles and responsibilities to support operational accountability and escalation of matters to the Management and the Board where necessary.

3) Limits of Authority

Approval limits and delegated authority levels are established to govern transactions, commitments and decision-making including certain matters reserved for the Board as stipulated in the Board Charter. These are reviewed and updated when appropriate to reflect changes in the business.

The Board Charter is accessible at the Company's website at www.mymbn.com.my.

4) Policies and Standard Operating Procedures

The Group maintains policies and SOPs to guide day-to-day operations, financial controls, compliance practices and management responsibilities. These support consistency, accountability and control discipline across the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTRO (CONT'D)

MAIN FEATURES OF THE GROUP'S RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM (CONT'D)

The main features of the Group's risk management and internal control system during FYE2025 include the following (Cont'd):

5) Financial and Performance Reporting

Management prepares regular operating and financial reports to monitor performance, cash flow, exceptions and emerging issues. Quarterly financial results are reviewed by the ARMC and approved by the Board prior to release. The ARMC assist the Board to assess the suitability, objectivity, independence and effectiveness of the internal audit and external audit function.

The activities undertaken by the ARMC during the FYE2025 are set out in the Audit and Risk Management Committee Report included in pages 67 to 70 of this Annual Report.

6) Code of Conduct

The aim of the Code of Conduct is to provide guidelines on the expected behaviour and conduct of all the Directors, officers and employees and also to serve as a tool to guide the affected personnel's action when dealing with both internal and external parties.

The Code of Conduct is accessible at the Company's website at www.mymbn.com.my.

7) Anti-Bribery and Corruption Measures

The Group maintains an anti-bribery and corruption policy and adopts a zero-tolerance approach to bribery and corruption. This is intended to support ethical conduct and compliance with applicable legal requirements.

The Anti-Bribery and Corruption Policy is accessible at the Company's website at www.mymbn.com.my

8) Whistleblowing Channels

The Group has a whistleblowing policy to provide a channel for reporting concerns relating to misconduct, unethical behaviour or non-compliance.

The Whistleblowing Policy is accessible at the Company's website at www.mymbn.com.my

9) Human Capital and Training

The Group supports employee capability through on-the-job learning and external training programmes to ensure personnel remain equipped to discharge their responsibilities effectively including ensuring that the employee is aware of and implement the appropriate policies and SOPs.

10) Health and Safety

The Group emphasises workplace safety and health and seeks to comply with relevant requirements and safety practices in its operations.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

KEY INTERNAL CONTROL PROCESSES

The Group has established a comprehensive internal control framework to ensure effective governance, financial integrity, and operational efficiency. These key processes are designed to enhance oversight, improve decision-making, and mitigate risks in alignment with the Group's strategic objectives.

1) Quarterly Reviews

- The ARMC and the Board conduct quarterly reviews of the Group's financial performance, operational progress, and risk management measures.
- These evaluations ensure alignment with strategic goals, enable the identification of potential risks or inefficiencies, and facilitate proactive decision-making to enhance business resilience.

2) Operational Review Meetings

- Weekly operational meetings are held to assess business performance, address operational challenges, and implement corrective actions as needed.
- These meetings promote cross-functional collaboration, enabling management to stay agile in responding to market and operational developments.

3) Operational Guidelines and Compliance Standards

- The Group maintains well-documented operational guidelines and compliance standards for its various business units.
- These structured policies and procedures ensure consistency, regulatory compliance, and adherence to industry best practices.
- Regular reviews and updates are conducted to ensure ongoing relevance and effectiveness in a dynamic business environment.

4) Financial Oversight and Treasury Management

- The Group exercises centralized financial oversight, ensuring strict control over financial and working capital management, cash flows, and treasury functions.
- Regular financial monitoring and analysis enable timely insights, proactive risk management, and strong financial stewardship to support long-term sustainability and profitability.

5) Performance Monitoring and Reporting

- Each subsidiary within the Group prepares detailed monthly performance reports, covering key operational and financial metrics.
- These reports are analyzed by management to assess business efficiency, profitability, and strategic alignment.
- Insights derived from performance monitoring inform data-driven decision-making and continuous operational improvements.

These key internal control mechanisms form the foundation of the Group's corporate governance structure, ensuring accountability, operational transparency, and the achievement of long-term strategic goals.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

INTERNAL AUDIT FUNCTION (“IAF”)

The IAF plays a critical role in providing independent assurance on the adequacy and effectiveness of the Group’s system on governance, risk management and internal control. This function is essential in ensuring compliance with corporate governance requirements, identifying operational risks, and recommending corrective measures to strengthen internal controls.

For the FYE2025, the Group continued to outsource its IAF to NeedsBridge Advisory Sdn. Bhd. (“**NeedsBridge**” or “**Internal Auditors**”), an independent professional services firm. The engagement director from NeedsBridge responsible for the outsourced IAF was Ms. Law Su Peng, who is a member of the Malaysian Institute of Accountants and an Associate Member of The Institute of Internal Auditors Malaysia. The internal audit personnel assigned to the Group were free from any relationships or conflicts of interest which could impair their objectivity and independence. To uphold the professional firm’s independence and objectivity, the Internal Auditors reports directly to the ARMC and have unfettered access to the Board.

The engagement of the Internal Auditors is governed by its engagement letter and guided and aligned with the Internal Audit Charter, both approved by the Board during the financial year under review. Key terms of the engagement include purpose and scope of works, accountability, independence, responsibilities of both the Internal Auditors and Management, the authority accorded to the Internal Auditors, limitations of scope of works, confidentiality, proposed fees and engagement team.

Scope and Methodology

The Internal Auditors adopts a risk-based approach and prepared its internal audit plan based on the Group’s Risk Registers. The risk-based internal audit plan takes into consideration the existing and emerging key business risks identified in the Group’s Risk Registers and the Management’s opinion or input. The internal audit plan was reviewed by the ARMC and approved by the Board prior to execution. Each internal audit cycle within the internal audit plan is defined with clear audit objectives, key risks to be assessed and scopes of the internal control review.

The internal control review procedures performed by the Internal Auditors are designed to understand, document and evaluate key risks and related controls in order to determine the adequacy and effectiveness of governance, risk structures, control structures and control processes. The Internal Auditors provided recommendations formulated based on the root causes of the internal audit observations identified. The internal audit procedures principally consist of process evaluations through interviews with relevant personnel involved in the process under review, review of the applicable standard operating procedures and/or process flows provided, and observation of the functioning of processes against the results of interviews, documented standard operating procedures and/or process flows. Thereafter, testing of key controls for the respective audit areas was carried out through the review of selected samples based on appropriate sample sizes calculated in accordance with predetermined formulation, subject to the nature of testing and verification of the samples.

The internal audits are carried out, in all material aspects, in accordance with the global guidance of International Professional Practices Framework (“IPPF”), i.e. Global Internal Audit Standards and Topical Requirements established by the Institute of Internal Auditors Global.

During the financial year under review, the resources allocated to the fieldwork of the internal audit by the Internal Auditors comprised one (1) Assistant Manager and assisted by at least one (1) consultant for each engagement, with oversight performed by the engagement director.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

INTERNAL AUDIT FUNCTION ("IAF") (CONT'D)

Key Responsibilities of the Internal Auditors

The Internal Auditors are responsible for:

- Evaluating Internal Control Systems – Conducting independent assessments of the Group's internal controls and recommending enhancements to the ARMC.
- Assessing Control Adequacy and Effectiveness – Providing reasonable assurance that the Group's internal control environment effectively supports operational efficiency, financial reliability, and regulatory compliance.
- Addressing ARMC's Concerns – Responding to specific audit-related concerns raised by the ARMC and reporting the outcomes accordingly.
- Reviewing Newly Implemented Internal Controls – Examining the effectiveness of newly introduced risk management and internal control measures to ensure they function as intended.
- Monitoring Corrective Actions – Conducting follow-up reviews to ensure that all agreed corrective actions have been effectively implemented.

Internal Audit Fieldwork and Findings

During the FYE2025, based on the internal audit plan reviewed and approved by the ARMC and the Board, the Internal Auditors had conducted two (2) cycles of internal audit reviews on the Sales and Marketing Management (Raw Unclean Edible Bird's Nest ("RUCEBN")) for MBN Enterprise Sdn. Bhd. and MBN International Sdn. Bhd., as well as the Procurement Management (Raw Bird's Nest) for MBN Enterprise Sdn. Bhd.

Upon completion of each internal audit fieldwork, the internal audit reports were presented to the ARMC during its scheduled meetings. During the presentation, the internal audit observations, priority level, potential risks/implications, internal audit recommendations, management responses/ action plans, person-in-charge and dates of implementations were presented and deliberated with the members of the ARMC. This is to enable the ARMC to form an opinion on the adequacy and/or effectiveness of the governance, risk and control of the business processes under review. During the meetings with the Internal Auditors, ARMC assessed the impacts of internal audit observations and reviewed whether the management action plans in relation to the audit observations are relevant and adequate to mitigate the potential risks and/or implications based on the risk appetite established.

Follow-up reviews were performed by the Internal Auditors on management action plans that had not been fully implemented from the previous internal audit engagements. Such follow-up reviews were conducted by verification procedures, including physical observations and/or sample-based verification of evidence provided by the relevant person-in-charge to substantiate the implementation of the agreed management action plans. Together with the internal audit reports, the updates on the implementation progress of these action plans were compiled and presented via the Action Plan Progress Follow-Up Report, which was tabled to the ARMC at the subsequent ARMC meetings for review and deliberation.

In addition, during the ARMC meetings, the Internal Auditors provided updates to the ARMC on its resources, including staff strength, qualifications, experience and continuous professional development, in support of the ARMC's oversight responsibilities.

The minutes of the ARMC meetings were tabled to the Board for notation and follow-up action, where applicable. The total cost incurred for the outsourcing of the IAF for the FYE2025 amounted to RM40,334.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

INTERNAL AUDIT FUNCTION ("IAF") (CONT'D)

Review of the Internal Audit Statement by External Auditors

In compliance with Rule 15.23 of the Listing Requirements of Bursa Securities, the Group's External Auditors have conducted a review of this Statement. Their review was carried out in line with the standards set out in Audit and Assurance Practice Guide 3 ("AAPG 3") and Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report as issued by the Malaysian Institute of Accountants.

AAPG 3 does not require the External Auditors to consider whether this 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, including the assessment and opinion by the Directors and management thereon. 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 those problems.

Based on the review performed, the External Auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement has not been prepared, in all material respects, in accordance with the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issers, or that this Statement is factually inaccurate.

BOARD REVIEW AND CONCLUSION

The Board, through the ARMC and management reporting processes, has undertaken an ongoing review of the adequacy and effectiveness of the Group's risk management and internal control system during the FYE2025.

The review included, among others:

- consideration of management reports on key operational, financial and compliance matters;
- review of quarterly financial results and related disclosures;
- deliberation of internal audit findings and management responses;
- monitoring of significant developments affecting the Group's operations; and
- assessment of the adequacy of policies, procedures and control practices.

Assurance to the Board Members

The Board confirms that an annual review of the Group's risk management and internal control system was performed, and that periodic testing of key controls was carried out through management review mechanisms and the internal audit function.

In addition, assurance has been received from the Chief Executive Officer and Financial Controller that the Group's risk management and internal control systems have operated adequately and effectively, in all material respects, during the FYE2025 and up to the date of this Statement.

Conclusion

Based on the review undertaken and the assurance provided by management, the Board is satisfied that the Group's risk management and internal control system is adequate and effective in safeguarding shareholders' investments, protecting the Group's assets, and supporting reliable financial reporting and compliance with applicable laws and regulations.

This Statement covers the Company and its subsidiaries. No material losses, contingencies or uncertainties arising from weaknesses in the system of internal control were identified during the financial year under review.

The Board will continue to monitor and strengthen the Group's risk management and internal control framework to address evolving regulatory, operational and business risks.

This Statement is made in accordance with a resolution of the Board dated 10 April 2026

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors (“the Board”) of MYMBN Berhad (“**MYMBN**” or “the **Company**”) is pleased to present the Report of the Audit and Risk Management Committee (“**the ARMC Report**”) for the financial year ended 31 December 2025 (“**FYE2025**”). The ARMC Report provides insights into the manner the Audit and Risk Management Committee (“**ARMC**” or “the **Committee**”) discharged its duties and responsibilities in accordance with its Terms of Reference (“**TOR**”) for the FYE2025.

The ARMC was established to assist our Board in fulfilling its oversight responsibilities relating to, among others, accounting and financial reporting practices, risk management and internal control policies and sustainability initiatives of MYMBN and its subsidiaries (“**MYMBN Group**” or “the **Group**”), as well as other areas of responsibilities that may be promulgated by the ACE Market Listing Requirements (“**Listing Requirements**”) and the Malaysian Code on Corporate Governance 2021 (“**MCCG**”) from time to time. The duties, responsibilities and authority of the ARMC are set out in its TOR which has been approved by the Board which is accessible on the Company’s website at www.mymbn.com.my.

This ARMC Report is made in compliance with Rule 15.15 of the Listing Requirements.

COMPOSITION & MEETING

Members of the ARMC are appointed from amongst the Board members. The ARMC comprising four (4) members, all of whom are Independent Non-Executive Directors (“**INEDs**”), complies with the requirements of Listing Requirements and the Practice 9.4 of the MCCG. Profiles of the ARMC members are set out in Directors’ Profile Section of this Annual Report.

The composition of the ARMC and the meeting attendance of each member for the FYE2025 are provided as below:

Name	Designation	Meeting Attendance
Ms. Chin Peck Li	Chairperson	5/5
Dato’ Dr. Rosini Binti Alias	Member	5/5
Dato’ Nazipah Binti Jamaludin	Member	5/5
Ms. Goh Wen Ling	Member	5/5

In compliance with Rule 15.09 (c) of the Listing Requirements, the chairperson of the ARMC, Ms. Chin Peck Li is a Chartered Accountant by the Malaysian Institute of Accountants (“**MIA**”) and is a fellow membership of Certified Practising Accountant, Australia (“**CPA Australia**”) and a Chartered Tax Practitioner by the Chartered Tax Institute of Malaysia. In line with Practice 9.1 of the MCCG, the chairperson of the ARMC is not the chairman of the Board.

Notice pertaining to ARMC meeting and relevant meeting papers are distributed in advance to each ARMC member so as to ensure they are able to discharge their duties and responsibilities effectively. The quorum for a meeting shall be two (2) members, provided that the majority of members present at the meeting are Independent Directors. All decisions at ARMC meeting shall be decided on a show of hands on a majority of votes.

The Company Secretary of the Company acts as the Secretary of the ARMC and shall be responsible, in conjunction with the Chairman, for drawing up the agenda and circulating it prior to each meeting. The Company Secretary shall also be responsible for keeping the minutes of ARMC meetings and for circulating them to the ARMC members after the conclusion of each ARMC meeting.

The ARMC may call for a meeting as and when required with reasonable notice as the ARMC members deem fit. ARMC members may participate in a meeting by means of tele-conference, video-conference, videophone or any similar or other communications equipment by means of which all persons participating in the meeting can hear each other. Such participation in a meeting shall constitute presence in person at such meeting.

The Executive Directors, Chief Executive Officer, Chief Operating Officer and Financial Controller are invited to ARMC meetings to facilitate direct reporting by Executive Management and to enable the provision of updates on the Group’s operations, activities and financial performances. Representatives of the Internal Auditors and External Auditors are invited to attend the ARMC meetings, where appropriate, to brief the ARMC on the findings and results of their work.

After each meeting, the chairperson of the ARMC reports to the Board on its activities, deliberations and recommendations in discharging its duties and responsibilities.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

SUMMARY OF ACTIVITIES CARRIED BY AUDIT AND RISK MANAGEMENT COMMITTEE

The following are activities undertaken by the ARMC during the FYE2025:

1. Financial Reporting

- Reviewed the quarterly results and annual financial statements of the Group together with the accompanying notes relating thereto, before recommending to the Board for approval and subsequent release to Bursa Securities and the public;
- Assessed the significant accounting policies proposed by the Group and ensure compliance with Malaysian Financial Reporting Standards and IFRS Accounting Standards and other regulatory requirements prior to recommending the adoption to the Board for approval;
- Evaluated the disclosure of related party transactions in the quarterly results and annual financial statements and, any conflict-of-interest situation and transactions which may have an impact on financial reporting and management's integrity; and
- Reported to and updated the Board on significant matters discussed during the ARMC's meetings and where appropriate, made the necessary recommendations to the Board. Minutes of the ARMC's meetings were made available to all Board members.
- Reviewed the Annual Report 2025 including the Directors' Report, Audited Financial Statements and the notes thereof, Corporate Governance Overview Statement, Statement on Risk Management and Internal Control, Sustainability Statement and Management Discussion and Analysis and recommended the same for the Board's further deliberations and approval for inclusion in this Annual Report.

2. External Audit

- Reviewed the External Auditors' Audit Planning Memorandum, which outlined the audit scope, areas of audit emphasis and the auditors' independence, for the FYE2025.
- Reviewed and discussed with the External Auditors their Audit Completion Memorandum which provides an update on their audit status, audit report on the financial statements, key audit findings and issues arising from the audit and subsequently reported the same to our Board by the ARMC Chairman.
- Reviewed the External Auditors' proposed fees for their statutory audit and other assurance related services, with feedback from Senior Management, prior to recommending the same to the Board for consideration and approval.
- Obtained assurance from the External Auditors that they are and have been independent throughout the conduct of the audit engagement in accordance with the independence criteria promulgated by the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants, and the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants.
- Held two (2) private meetings with the External Auditors, in the absence of Executive Management, to discuss issues and any concerns the External Auditors might have from the conduct of interim and final audits, including any other matters the External Auditors might wish to discuss with the ARMC.
- Assessed the suitability, effectiveness, independence, and performance of the External Auditors for considering their reappointment for the financial year ending 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

SUMMARY OF ACTIVITIES CARRIED BY AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

The following are activities undertaken by the ARMC during the FYE2025 (Cont'd):

3. Risk Management and Internal Control

- Assessed the policies and guidelines for managing risk within the Group as well as for determining the risk appetite and tolerance of the Group and recommend to the Board for approval to proposed changes.
- Reviewed the risk assessment results to ascertain the significant risks of the Group and ensure implementation of appropriate risk management processes that can effectively identify, analyse, evaluate, monitor, and mitigate the significant risks impacting the Group.
- Reviewed and discussed Internal Audit Plan presented by NeedsBridge Advisory Sdn Bhd, the outsourced Internal Auditors and recommended the same for the Board's approval.
- Reviewed the adequacy and effectiveness of governance, risk management and compliance processes.
- Conducted private sessions with the Internal Auditors on their matters relating to their internal audit and findings without the presence of Executive Management in conjunction with ARMC meetings.

4. Other Activities

- Reviewed the Anti-Bribery and Corruption Policy and Whistleblowing Policy to ensure its relevance. No update of these policies was necessary from the review.
- Reviewed the Corporate Governance Report 2025 and recommended the same for our Board's for further deliberations and approval to be released together with this Annual Report.
- Reviewed other significant matters that relates the Company and the Group under the purview of its TOR before recommending the proposed action to the Board for decision or approval.

RELATED PARTY TRANSACTION AND CONFLICT OF INTEREST

At each quarterly meeting, the ARMC reviewed the related party transactions ("**RPT**") including recurrent related party transaction of a revenue or trading nature ("**RRPT**") and conflict of interest situation that may arise within the Group including any transaction, procedure or course of conduct that raises questions on Management integrity.

The ARMC reviewed the RPT and conflict of interest situation presented by the Executive Management prior to the Group entering into such transaction to ensure compliance with the Listing Requirements. The ARMC also ensures that adequate oversight over the controls are in place on the identification of the interested parties and possible conflict of interest situation before entering into the transaction.

INTERNAL AUDIT FUNCTION

The Company has outsourced its internal audit function to an independent professional firm, namely NeedsBridge Advisory Sdn Bhd ("**Internal Auditors**"), to assist the Board and ARMC in undertaking systematic and independent assessment on the adequacy, efficiency and effectiveness of the Group's risk management and internal control system. The Internal Auditors reports directly to the ARMC and also has unfettered access to the Board. The appointment and resignation of the Internal Auditors as well as the proposed audit fees are subject to review and approval by the ARMC and the Board of Directors.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

INTERNAL AUDIT FUNCTION (CONT'D)

The Internal Auditors engagement is stipulated in their engagement letter and guided by the Internal Audit Charter approved by the Board. Key terms of the engagement letter include the purpose and scope of work, accountability, independence, responsibilities of each party, the authority accorded to the Internal Auditors, limitation of scope of works, confidentiality, proposed fees and engagement team. On the other hand, the Internal Audit Charter governs the internal audit function by specifying the purpose and mission of internal audit function, its roles, professionalism required (including adherence to The Institute of Internal Auditors' mandatory guidance including the Core Principles for the Professional Practice of Internal Auditing, Definition of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing (hereinafter referred to as "Standards")), its authorities, the reporting structure, independence and objectivity required, its responsibilities, purpose of internal audit plan, reporting and monitoring and quality assurance and improvement programme.

The Internal Auditors is adequately resourced with twenty-one (21) personnel having the appropriate qualification and experience. The Internal Auditors is free from any relationship or conflict of interest that could impair its objectivity and independence. The engagement director, Ms. Law Su Peng ("Ms. Law"), is a Chartered Accountant certified by the Malaysian Institute of Accountants ("MIA"). She is also an associate member of the Institute of Internal Auditors Malaysia ("IIAM").

The scope of review by the Internal Auditors is determined by the internal audit plan, reviewed and approved by the ARMC with feedback from Executive Management. In assisting the ARMC in discharging its oversight role for the internal audit function, the ARMC, through the internal audit reports tabled, is able to assess and review the effectiveness of the Internal Auditors during the financial year under review.

To preserve independence and objectivity, Internal Auditors is not permitted to act on behalf of Management, decide and implement management action plan, perform on-going internal control monitoring activities (except for follow-up on the progress of action plan implementation), authorise and execute transactions, prepare source documents on transactions, have custody of assets or act in any capacity equivalent to a member of the Management or the employee. The Internal Auditors is accorded unrestricted access to all functions, records, property, personnel, ARMC and other specialised services from within or outside the Group and necessary assistance of personnel in units of the Group where they perform audits.

During the FYE2025, the Internal Auditors conducted scheduled internal audits in accordance with the internal audit plan approved by the ARMC as follows:

- (i) Sales and Marketing Management (Raw Unclean Edible Bird's Nest ("RUCEBN") for MBN Enterprise Sdn. Bhd. and MBN International Sdn. Bhd.; and
- (ii) Procurement Management (Raw Bird's Nest) for MBN Enterprise Sdn. Bhd.

Internal control observations identified together with the recommendations and management action plans were presented during the ARMC meetings. Follow-up reviews were carried out by the Internal Auditors to ascertain the status of implementation of agreed management action plans. The results of the follow-up reviews were reported to the ARMC.

During the FYE2025, the Group incurred RM40,334 for the internal audit function.

This Audit and Risk Management Committee Report was approved by the Board on 10 April 2026.

ADDITIONAL COMPLIANCE INFORMATION

1. UTILISATION OF PROCEEDS FROM THE INITIAL PUBLIC OFFERING (“IPO”)

Our Company was admitted to the Official List of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the Company’s entire enlarged issued share capital of 98,000,000 ordinary shares was listed and quoted on the ACE Market of Bursa Securities on 25 July 2023.

As at 2 April 2026, the utilisation of gross proceeds from the IPO, amounting to RM20.580 million, is outlined as follows:

Purpose	Proposed Utilisation (RM'000)	Actual Utilisation (RM'000)	Re-allocation (RM'000)	Balance Utilisation ⁽³⁾ (RM'000)	Intended Timeframe for Utilisation
Business expansion					
• Purchase of the New Facility to expand processing capacity	2,804	(2,772)	(32) ⁽¹⁾	-	Within 24 months
• Renovation and fit out works of the New Facility	3,200	(917)	-	2,283	Within 36 months
• Setting up of three (3) bird’s nests collection centres in East Malaysia	1,680	(39)	-	1,641	Within 36 months
• Expansion into the processing and sale of RCEBN	1,250	(337)	(913) ⁽¹⁾	-	Within 24 months
Purchase of raw bird’s nests for RUCBN	6,600	(6,600)	-	-	Within 6 months
Working capital	2,046	(2,991)	945 ⁽¹⁾	-	Within 12 months
Estimated listing expenses	3,000	(3,000)	-	-	Within 3 months
TOTAL	20,580	16,656	-	3,924	

Notes:

- ⁽¹⁾ The surplus of RM0.95 million (for the purchase of the New Facility to expand processing capacity and the acquisition cost for the expansion into the processing and sale of RCEBN in PRC) was re-allocated to the working capital requirements of the Group, in accordance with the Company’s Prospectus dated 30 June 2023.
- ⁽²⁾ On 26 May 2025, the Company had announced on the extension of the timeframe for the utilisation of the IPO Proceeds allocated for renovation and fit out works of the New Facility and setting up of three (3) bird’s nests collection centres in East Malaysia for an additional 12 months, up to 36 months from date of listing of the Company.
- ⁽³⁾ Pending the intended utilisation of RM3.92 million, this amount was placed with licensed banks to earn interest income.
- ⁽⁴⁾ The utilisation of the IPO proceeds as disclosed above should be read in conjunction with the Company’s Prospectus dated 30 June 2023.

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

2. AUDIT AND NON-AUDIT FEE

The amount of audit and non-audit fees paid and payable to the external auditors and its affiliate corporations for the audit and non-audit services rendered to the Group and to the Company for the financial year ended 31 December 2025 ("FYE2025") are as follows: -

Type of Services/ External Auditors		Fees (RM'000)	
		Company	Group
Audit fees:	• Crowe Malaysia PLT	32	142
	• Member firm of Crowe Global of which Crowe Malaysia PLT is a member	-	26
	Total Audit Fees	32	168
Non-audit fees:	• Crowe Malaysia PLT	5	5
	• Local affiliates of Crowe Malaysia PLT	3	28
	Total Non-Audit Fees	8	33

Non-audit services include the following:

- i) Tax compliance and advisory services
- ii) Transfer pricing documentation services
- iii) Review of Statement on Risk Management and Internal Control services

3. MATERIAL CONTRACTS INVOLVING DIRECTORS', CHIEF EXECUTIVE'S AND MAJOR SHAREHOLDERS' INTERESTS

The Company and its subsidiaries have not entered any material contracts involving the interest of the Directors, chief executive and major shareholders, either still subsisting at the end of the FYE2025 and entered since the end of previous financial year.

4. RECURRENT RELATED PARTY TRANSACTIONS ("RRPT")

The Company and its subsidiaries did not have any significant RRPT during the FYE2025.

5. EMPLOYEE SHARE SCHEME

The Company did not establish any employee share scheme and does not have any subsisting employee share scheme during the FYE2025.

DIRECTORS' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Directors are required by the Companies Act 2016 to prepare the financial statements for each financial year which give a true and fair view of the state of affairs of the Company and of the Group at the end of financial year and of the results and cash flows of the Company and of the Group for the financial year then ended in accordance with the Malaysian Financial Reporting Standards, the IFRS Accounting Standards, the relevant provisions of the Companies Act 2016, and the Listing Requirements.

The Directors are satisfied that in preparing the financial statements of the Company and of the Group for the FYE2025, the Company and the Group have:

- (i) made judgements and estimates that are reasonable and prudent;
- (ii) used the appropriate accounting policies and applied them consistently and prudently; and
- (iii) prepared the financial statements on a going concern basis.

The Directors are also responsible to ensure that the Group and Company keep proper accounting records and other records which disclose the financial position of the Group and Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the requirements of the Companies Act 2016.

The Directors have responsibility for taking reasonable steps to safeguard the assets of the Group, to prevent and detect frauds and other irregularities.

The above statement is made in compliance with Rule 15.26(a) of the Listing Requirements and approved by the Board of Directors on 10 April 2026.



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DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITY

The Company is principally engaged in the business of investment holding.

The information on the name, place of incorporation, principal activities, and percentage of issued share capital held by the holding company in each subsidiary company are set out on the "Subsidiaries" section of this report.

There have been no significant changes in the nature of these principal activities during the financial year.

RESULTS

	The Group RM	The Company RM
Loss after taxation for the financial year	(5,513,137)	(4,993,173)
Attributable to:-		
Owners of the Company	(5,368,696)	(4,993,173)
Non-controlling interests	(144,441)	-
	(5,513,137)	(4,993,173)

DIVIDENDS

No dividend was recommended by the directors for the financial year.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) there were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

DIRECTORS' REPORT (CONT'D)

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that there are no known bad debts and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

CONTINGENT AND OTHER LIABILITIES

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

- (a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability of the Group and of the Company has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations when they fall due.

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Group and of the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature other than the recognition of an impairment loss on goodwill and the acquisition of a new subsidiary as disclosed in Notes 25 and 28 respectively.

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS' REPORT (CONT'D)

DIRECTORS

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

Lavernt Chen Vun Wo*
Chin Chee Cheah*
Liw Chong Liong*
Lee Wei Kong*
Dato' Dr. Rosini Binti Alias
Dato' Nazipah Binti Jamaludin
Chin Peck Li
Goh Wen Ling

* These directors are also directors of the Company's subsidiaries.

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

Eng Guek Lan
Goh Tiong Sheng (Resigned on 19.3.2025)
Sim Chun Eir (Resigned on 19.3.2025)
Tan Kai Siang (Resigned on 19.3.2025)
Yap Ah Yong (Resigned on 20.3.2025)

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares of the Company and its related corporations during the financial year are as follows:

THE COMPANY	NUMBER OF ORDINARY SHARES			
	AT 1.1.2025	BOUGHT	SOLD	AT 31.12.2025
<i>Direct Interests</i>				
Lavernt Chen Vun Wo	129,600,000	-	-	129,600,000
Liw Chong Liong	43,200,000	-	-	43,200,000
Lee Wei Kong	43,200,000	-	-	43,200,000
Chin Chee Cheah	200,000	-	-	200,000
Dato' Dr. Rosini Binti Alias	200,000	-	-	200,000
Dato' Nazipah Binti Jamaludin	200,000	-	-	200,000
Chin Peck Li	200,000	-	-	200,000
Goh Wen Ling	200,000	-	-	200,000
<i>Indirect Interests</i>				
Liw Chong Liong #	43,200,000	-	-	43,200,000
Chin Peck Li *	500,000	-	-	500,000

Deemed interested through his direct substantial shareholding in MLCL Construction Sdn. Bhd.

* Deemed interested of shares held by spouse pursuant to Section 59(11)(c) of the Companies Act 2016.

By virtue of their shareholdings in the Company, Lavernt Chen Vun Wo and Liw Chong Liong are deemed to have interests in shares in their related corporations during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

DIRECTORS' REPORT (CONT'D)

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

Neither during nor at the end of the financial year was the Group or the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REMUNERATION

The details of the directors' remuneration paid or payable to the directors of the Company during the financial year are as follows:-

	THE GROUP RM	THE COMPANY RM
Fees	348,000	348,000
Salaries, bonuses and other benefits	373,474	20,000
Contributions to defined contribution benefits	41,459	-
	<u>762,933</u>	<u>368,000</u>

INDEMNITY AND INSURANCE COST

The Company maintains a Directors' and Officers' Liability Insurance Policy on a group basis. During the financial year, the amount of indemnity coverage and insurance premium paid for the directors and certain officers of the Group were RM5,000,000 and RM7,800 respectively.

There was no indemnity given to or professional indemnity insurance effected for the auditors of the Company.

SUBSIDIARIES

(a) The details of the Company's subsidiaries are as follows:-

Name of Subsidiary	Country of Incorporation	Percentage of Issued Share Capital Held by Parent	Principal Activities
<i>Subsidiaries of the Company</i>			
MBN Enterprise Sdn. Bhd.	Malaysia	100%	Processing and sale of edible bird's nest
MBN International Sdn. Bhd	Malaysia	100%	Processing and sale of edible bird's and trading of marine products.

DIRECTORS' REPORT (CONT'D)

SUBSIDIARIES (CONT'D)

(a) The details of the Company's subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Country of Incorporation	Percentage of Issued Share Capital Held by Parent	Principal Activities
<i>Subsidiaries of the Company</i>			
MBN Food Sdn. Bhd.	Malaysia	100%	Dormant
Guangxi Nan Yang Birdnest (M) Co., Ltd	People's Republic of China (excludes Special Administration Region of Hong Kong and Macao) ("PRC")	80%	Processing and sale of edible bird's nest
Swallows House Enterprise Sdn. Bhd. ("Swallows House")	Malaysia	70%	Processing of raw bird's nests, distribution and export of processed and unprocessed bird's nest

(b) The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed that they do not wish to seek for re-appointment at the forthcoming annual general meeting.

The details of the auditors' remuneration for the financial year are as follows:-

	THE GROUP RM	THE COMPANY RM
Audit fees	167,508	32,000
Non-audit fees	5,000	5,000
	172,508	37,000

SIGNED IN ACCORDANCE WITH A RESOLUTION OF THE DIRECTORS DATED 10 APRIL 2026

Lavernt Chen Vun Wo

Chin Chee Cheah

STATEMENT BY DIRECTORS

PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Lavernt Chen Vun Wo and Chin Chee Cheah, being two of the directors of MYMBN Berhad, state that, in the opinion of the directors, the financial statements set out on pages 85 to 137 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements 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 of 31 December 2025 and of their financial performance and cash flows for the financial year ended on that date.

SIGNED IN ACCORDANCE WITH A RESOLUTION OF THE DIRECTORS DATED 10 APRIL 2026

Lavernt Chen Vun Wo

Chin Chee Cheah

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

I, Wang Heong Ying, MIA Membership Number: 36452, being the officer primarily responsible for the financial management of MYMBN Berhad, do solemnly and sincerely declare that the financial statements set out on pages 85 to 137 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Wang Heong Ying,
at Melaka
in the State of Melaka
on this 10 April 2026

Before me

Wang Heong Ying

Shahrizah Binti Yahya
Commissioner for Oaths
No. M084

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF MYMBN BERHAD

(INCORPORATED IN MALAYSIA)

REGISTRATION NO: 202201011844 (1457541-U)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of MYMBN 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 85 to 137.

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, IFRS Accounting 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"), as applicable to audits of financial statements of public interest entities and we have 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 judgment, 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.

We have determined the matters described below to be the key audit matters to be communicated in our report.

Revenue Recognition Refer to Notes 4.10 and 24 to the financial statements	
Key Audit Matter	How our audit addressed the Key Audit Matter
Consolidated revenue recorded by the Group during the year amounted to approximately RM39.3 million. We consider revenue recognition for sale of goods to be a potential cause for higher risk of material misstatement from the perspective of timing of recognition and the amount of revenue recognised. Accordingly, we regarded revenue recognition to be a key audit matter.	Our procedures included, amongst others:- • Testing the operating effectiveness of internal controls over the completeness, accuracy and timing of revenue recognised in the financial statements on a sample basis; • Reviewing the terms of sales contract to determine the point of transfer of risk and rewards on a sample basis; • Testing the recording of sales transactions, revenue cut-off and review of credit notes after year end on a sample basis; and • Obtaining confirmations and reviewing collections relating to material trade receivables as at financial year end.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MYMBN BERHAD (CONT'D)
(INCORPORATED IN MALAYSIA)
REGISTRATION NO: 202201011844 (1457541-U)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (Cont'd)

Impairment Assessment of Goodwill on Consolidation ("Goodwill") Refer to Notes 4.4 and 9 to the financial statements	
Key Audit Matter	How our audit addressed the Key Audit Matter
We focused on this area due to:- - During the year, the Group recognised goodwill amounting to RM2.15 million arising from the acquisition of Swallows House. Subsequently, management determined that the goodwill was impaired, resulting in a material charge to the financial statements. - The Group performs impairment review of Goodwill by estimating the recoverable amount of its cash-generating units ("CGU") relating to the Goodwill based on value in use ("VIU"). Estimating the VIU of the CGU includes estimating the future cash flows of the relevant CGU and discounting them at an appropriate rate; and - The assessment of impairment involved significant judgement and estimation, making this a key audit matter.	Our procedures include obtaining the future cash flow projections and the assumptions used by the management for the purpose of these projections together with the calculations for deriving the VIU of the relevant CGU and:- - Evaluating the key assumptions applied such as sales growth rate, gross profit margins and operating overhead; - Assessing whether the discount rate used to determine the present value of the future cash flows reflects the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile comparable to those that the entity expects to derive; and - Performing sensitivity analysis to stress test the key assumptions in the impairment model.

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 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 this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, IFRS Accounting 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.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MYMBN BERHAD (CONT'D)
(INCORPORATED IN MALAYSIA)
REGISTRATION NO: 202201011844 (1457541-U)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MYMBN BERHAD (CONT'D)
(INCORPORATED IN MALAYSIA)
REGISTRATION NO: 202201011844 (1457541-U)

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiary of which we have not acted as auditor, is disclosed in Note 5 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Melaka

10 April 2026

Chin Siew Choo
03720/03/2027 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

		THE GROUP		THE COMPANY	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
NON-CURRENT ASSETS					
Investment in subsidiaries	5	-	-	20,128,835	21,709,539
Property, plant and equipment	6	7,141,397	6,064,207	5,610	6,358
Intangible asset	7	-	-	-	-
Right-of-use assets	8	5,513,809	3,691,349	-	-
Deposit placed for life insurance policy	10	80,202	80,202	-	-
Deferred tax assets	19	2,366	-	-	-
		12,737,774	9,835,758	20,134,445	21,715,897
CURRENT ASSETS					
Inventories	11	2,013,848	5,292,189	-	-
Trade and other receivables	10	6,026,015	6,119,760	14,217	522,817
Fixed deposits with licensed banks	12	9,132,779	8,742,517	5,180,198	5,028,422
Cash and bank balances		3,975,498	6,572,482	63,756	270,258
Current tax assets		2,013,478	1,811,796	-	-
Amount owing by a subsidiary	13	-	-	530,209	159,289
		23,161,618	28,538,744	5,788,380	5,980,786
TOTAL ASSETS		35,899,392	38,374,502	25,922,825	27,696,683
EQUITY AND LIABILITIES					
EQUITY					
Share capital	14	30,319,644	30,319,644	30,319,644	30,319,644
Merger deficit	15	(10,300,000)	(10,300,000)	-	-
Retained profits/(Accumulated losses)		6,836,421	12,205,117	(7,649,291)	(2,656,118)
Foreign exchange translation reserve	16	(153,632)	(70,703)	-	-
Equity attributable to owners of the Company		26,702,433	32,154,058	22,670,353	27,663,526
Non-controlling interests		422,274	399,940	-	-
TOTAL EQUITY		27,124,707	32,553,998	22,670,353	27,663,526
NON-CURRENT LIABILITIES					
Lease liabilities	17	53,396	48,919	-	-
Long-term borrowings	18	3,661,708	2,811,592	-	-
Deferred tax liabilities	19	27,859	6,834	-	-
		3,742,963	2,867,345	-	-
CURRENT LIABILITIES					
Trade and other payables	20	1,873,007	1,835,133	40,000	33,157
Amount owing to a subsidiary	13	-	-	3,212,472	-
Lease liabilities	17	131,944	45,767	-	-
Short-term borrowings	21	3,026,771	1,072,259	-	-
		5,031,722	2,953,159	3,252,472	33,157
TOTAL LIABILITIES		8,774,685	5,820,504	3,252,472	33,157
TOTAL EQUITY AND LIABILITIES		35,899,392	38,374,502	25,922,825	27,696,683

The annexed notes form an integral part of these financial statement.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

		THE GROUP		THE COMPANY	
	Note	2025 RM	2024 RM	2025 RM	2024 RM (RESTATED)
REVENUE	24	39,313,949	64,566,307	-	-
COST OF SALES		(37,649,227)	(62,732,929)	-	-
GROSS PROFIT		1,664,722	1,833,378	-	-
OTHER INCOME		501,268	613,249	183,510	219,177
ADMINISTRATIVE EXPENSES		(4,979,120)	(5,479,276)	(758,079)	(950,655)
SELLING AND DISTRIBUTION EXPENSES		(285,268)	(315,556)	-	-
OTHER EXPENSES		(2,150,483)	-	(4,418,604)	(1,252,657)
FINANCE COSTS		(246,628)	(240,259)	-	-
LOSS BEFORE TAXATION	25	(5,495,509)	(3,588,464)	(4,993,173)	(1,984,135)
TAX (EXPENSE)/INCOME	26	(17,628)	75,277	-	-
LOSS AFTER TAXATION		(5,513,137)	(3,513,187)	(4,993,173)	(1,984,135)
OTHER COMPREHENSIVE EXPENSES					
<u>Item that Will be Reclassified</u> <u>Subsequently to Profit or Loss</u>					
Foreign currency translation differences		(103,660)	(105,820)	-	-
TOTAL COMPREHENSIVE EXPENSES FOR THE FINANCIAL YEAR		(5,616,797)	(3,619,007)	(4,993,173)	(1,984,135)
LOSS AFTER TAXATION ATTRIBUTABLE TO:-					
- Owners of the Company		(5,368,696)	(3,378,864)	(4,993,173)	(1,984,135)
- Non-controlling interests		(144,441)	(134,323)	-	-
		(5,513,137)	(3,513,187)	(4,993,173)	(1,984,135)
TOTAL COMPREHENSIVE EXPENSES ATTRIBUTABLE TO:-					
- Owners of the Company		(5,510,764)	(3,463,520)	(4,993,173)	(1,984,135)
- Non-controlling interests		(106,033)	(155,487)	-	-
		(5,616,797)	(3,619,007)	(4,993,173)	(1,984,135)
LOSS PER SHARE (SEN)					
Basic/Diluted	27	(1.39)	(0.88)		

The annexed notes form an integral part of these financial statement.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	NON-DISTRIBUTABLE			DISTRIBUTABLE		ATTRIBUTABLE TO OWNERS		NON-CONTROLLING INTEREST	TOTAL EQUITY
	SHARE CAPITAL	MERGER DEFICIT	FOREIGN EXCHANGE RESERVE	RETAINED PROFITS	COMPANY	RM	RM		
The Group	RM	RM	RM	RM	RM	RM	RM	RM	RM
Balance at 1.1.2024	30,319,644	(10,300,000)	13,953	15,583,981	35,617,578		246,776	35,864,354	
Loss after taxation for the financial year	-	-	-	(3,378,864)	(3,378,864)		(134,323)	(3,513,187)	
Other comprehensive expenses for the financial year:-	-	-	(84,656)	-	(84,656)		(21,164)	(105,820)	
- Foreign currency translation differences									
Total comprehensive expenses for the financial year	-	-	(84,656)	(3,378,864)	(3,463,520)		(155,487)	(3,619,007)	
Contributions by owners of the Company:-									
- Issuance of shares by subsidiary to non-controlling interests	-	-	-	-	-		308,651	308,651	
Total transactions with owners	-	-	-	-	-		308,651	308,651	
Balance at 31.12.2024	30,319,644	(10,300,000)	(70,703)	12,205,117	32,154,058		399,940	32,553,998	

The annexed notes form an integral part of these financial statement.

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

	NON-DISTRIBUTABLE			DISTRIBUTABLE		ATTRIBUTABLE TO OWNERS		NON-CONTROLLING INTEREST	TOTAL EQUITY
	SHARE CAPITAL	MERGER DEFICIT	FOREIGN EXCHANGE RESERVE	RETAINED PROFITS	COMPANY	COMPANY			
The Group	RM	RM	RM	RM	RM	RM	RM	RM	RM
Balance at 1.1.2025	30,319,644	(10,300,000)	(70,703)	12,205,117	32,154,058		399,940	32,553,998	
Loss after taxation for the financial year	-	-	-	(5,368,696)	(5,368,696)		(144,441)	(5,513,137)	
Other comprehensive expenses for the financial year:-	-	-	(82,929)	-	(82,929)		(20,732)	(103,661)	
- Foreign currency translation differences	-	-	(82,929)						
Total comprehensive expenses for the financial year	-	-	(82,929)	(5,368,696)	(5,451,625)		(165,173)	(5,616,798)	
Contributions by owners of the Company:-									
- Acquisition of a subsidiary	-	-	-	-	-		187,507	187,507	
Total transactions with owners	-	-	-	-	-		187,507	187,507	
Balance at 31.12.2025	30,319,644	(10,300,000)	(153,632)	6,836,421	26,702,433		422,274	27,124,707	

The annexed notes form an integral part of these financial statement.

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

The Company	SHARE CAPITAL RM	ACCUMULATED LOSSES RM	TOTAL EQUITY RM
Balance at 1.1.2024	30,319,644	(671,983)	29,647,661
Loss after taxation/Total comprehensive expenses for the financial year	-	(1,984,135)	(1,984,135)
Balance at 31.12.2024/1.1.2025	30,319,644	(2,656,118)	27,663,526
Loss after taxation/Total comprehensive expenses for the financial year	-	(4,993,173)	(4,993,173)
Balance at 31.12.2025	30,319,644	(7,649,291)	22,670,353

The annexed notes form an integral part of these financial statement.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM/(FOR)				
OPERATING ACTIVITIES				
Loss before taxation	(5,495,509)	(3,588,464)	(4,993,173)	(1,984,135)
Adjustments for:-				
Depreciation of property, plant and equipment	627,286	554,641	748	748
Depreciation of right-of-use assets	172,010	64,924	-	-
Impairment loss on investment in subsidiaries	-	-	4,418,604	907,161
Impairment loss of goodwill	2,150,483	-	-	-
Impairment loss of intangible asset	-	538,765	-	345,496
Inventories written down	23,412	1,265,247	-	-
Gain on disposal of property, plant and equipment	-	(12,000)	-	-
Property, plant and equipment written off	-	1,347	-	-
Interest expenses on lease liabilities	9,168	4,244	-	-
Interest expenses	231,213	236,015	-	-
Loss/(Gain) on foreign exchange - unrealised	84,629	(86,334)	-	-
Interest income	(364,803)	(446,672)	(183,510)	(219,177)
Operating loss before working capital changes	(2,562,111)	(1,468,287)	(757,331)	(949,907)
Decrease in inventories	3,582,809	1,234,676	-	-
Decrease/(Increase) in trade and other receivables	126,834	(1,711,178)	508,600	(515,677)
(Decrease)/Increase in trade and other payables	(334,106)	(934,942)	6,843	(33,343)
CASH FROM/(FOR) OPERATIONS	813,426	(2,879,731)	(241,888)	(1,498,927)
Income tax paid	(317,418)	(1,259,606)	-	-
Tax refund	116,502	-	-	-
NET CASH FROM/(FOR) OPERATING ACTIVITIES	612,510	(4,139,337)	(241,888)	(1,498,927)

The annexed notes form an integral part of these financial statement.

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

		THE GROUP		THE COMPANY	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FOR INVESTING ACTIVITIES					
Investment in subsidiaries		-	-	(2,588,000)	(100)
Additional investments in existing subsidiaries		-	-	(249,900)	(1,290,200)
Advances to a subsidiary		-	-	(370,920)	(159,289)
Deposit paid for purchase of property		-	(145,000)	-	-
Interest received		364,803	446,672	183,510	219,177
Purchase of property, plant and equipment	29(a)	(1,379,512)	(925,384)	-	-
Proceeds from disposal of property, plant and equipment		-	40,500	-	-
Acquisition of subsidiary, net of cash and cash equivalents acquired	28(c)	(2,614,502)	-	-	-
Purchase of right-of-use assets	29(a)	(1,502,783)	-	-	-
Addition of fixed deposits pledged with licensed banks		(205,993)	(1,199,238)	-	-
Addition of fixed deposits with tenure more than 3 months		-	(1,000,000)	-	-
NET CASH FOR INVESTING ACTIVITIES		(5,337,987)	(2,782,450)	(3,025,310)	(1,230,412)
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES					
Proceeds from issuance of shares by a subsidiary to non-controlling interests		-	308,651	-	-
Repayment of hire purchase payables	29(c)	(128,622)	(115,958)	-	-
Drawdown of term loans	29(c)	1,230,000	-	-	-
Repayment of lease liabilities	29(c)	(100,488)	(33,296)	-	-
Repayment of term loans	29(c)	(148,750)	(85,480)	-	-
Interest paid	29(c)	(240,381)	(240,259)	-	-
Net drawdown/(repayment) of bankers' acceptance	29(c)	1,852,000	(2,734,000)	-	-
Amount owing to a subsidiary	29(c)	-	-	3,212,472	-
NET CASH FROM/(FOR) FINANCING ACTIVITIES		2,463,759	(2,900,342)	3,212,472	-
NET DECREASE IN CASH AND CASH EQUIVALENTS		(2,261,718)	(9,822,129)	(54,726)	(2,729,339)
EFFECT OF FOREIGN EXCHANGE TRANSLATION		(150,997)	4,379	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		12,606,511	22,424,261	5,298,680	8,028,019
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	29(d)	10,193,796	12,606,511	5,243,954	5,298,680

The annexed notes form an integral part of these financial statement.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the ACE Market of Bursa Malaysia Securities Berhad. The registered office and principal place of business are as follows:-

Registered office : Level 7, Mercu 3
No. 3, Jalan Bangsar
KL Eco City
59200 Kuala Lumpur

Principal place of business : No. 17, 19, 21, 23 & 25
Jalan Melaka Raya 26
Taman Melaka Raya
75000 Melaka

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as “the Group”.

The financial statements of the Company and of the Group are presented in Ringgit Malaysia (“RM”), which is the Company’s functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 10 April 2026.

2. PRINCIPAL ACTIVITY

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements. There have been no significant changes in the nature of these principal activities during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards (“MFRSs”), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

3.1 During the current financial year, the Group and the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)

Amendments to MFRS 121: Lack of Exchangeability

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. BASIS OF PREPARATION (CONT'D)

- 3.2 The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board (MASB) but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosure	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and their accompanying notes. The statements of financial position and the statements of cash flows will also be affected. The potential impact of the new standard on the financial statements of the Group and of the Company has yet to be assessed.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment and Right-of-use Assets

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment and right-of-use assets are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group and the Company anticipate that the residual values of its property, plant and equipment and right-of-use assets will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant and equipment and right-of-use assets as at the reporting date are disclosed in Notes 6 and 8 to the financial statements respectively.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below (Cont'd):-

(b) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 11 to the financial statements.

(c) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables. The carrying amount of trade receivables as at the reporting date is disclosed in Note 10 to the financial statements.

(d) Impairment of Goodwill

The assessment of whether goodwill is impaired requires an estimation of the value in use of the cash-generating unit to which the goodwill is allocated. Estimating a value in use amount requires management to estimate the expected future cash flows from the cash-generating unit and to choose a suitable discount rate to calculate the present value of those cash flows.

(e) Impairment of Intangible Asset

The assessment of whether intangible asset is impaired requires an estimation of the value in use of the cash-generating unit to which the intangible asset is allocated. Estimating a value in use amount requires management to estimate the expected future cash flows from the cash-generating unit and to choose a suitable discount rate to calculate the present value of those cash flows.

(f) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognise tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made.

(g) Purchase Price Allocation

Purchase prices related to business combination are allocated to the underlying acquired assets and liabilities based on their estimated fair value at the time of acquisition. The determination of fair value required the Group to make assumptions, estimates and judgements regarding future events. The allocation process is inherently subjective and impacts the amount assigned to individually identifiable assets and liabilities. As a result, the purchase price allocation impacts the Group's reported assets and liabilities as well as future net earnings due to the impact on future depreciation and amortisation expense and impairment tests.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

Lease Terms

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

4.2 BASIS OF CONSOLIDATION

The Group applies the acquisition method of accounting for all business combinations except for those involving entities under common control which are accounted for applying the merger method of accounting.

Under the merger method of accounting, the assets and liabilities of the merger entities are reflected in the financial statements of the Group at their carrying amounts reported in the individual financial statements. The consolidated statement of profit or loss and other comprehensive income reflects the results of the merger entities for the full reporting period (irrespective of when the combination takes place) and comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

The difference between the cost of the merger and the share capital of the merger entities is reflected within equity as merger reserve or merger deficit. The merger deficit is adjusted against suitable reserves of the merger entities to the extent that laws or statutes do not prohibit the use of such reserves.

4.3 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

(b) Financial Liabilities

Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

(c) Equity

Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.3 FINANCIAL INSTRUMENTS (CONT'D)

(d) Financial Guarantee Contracts

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to the initial recognition, the financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, recognised in profit or loss upon discharge of the guarantee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Company, as the issuer, is required to reimburse the holder for the associated loss, the reimbursement is recognised as a liability and measured at the higher of the amount of loss allowance determined using the expected credit loss model and the amount of financial guarantee initially recognised less cumulative amortisation.

4.4 GOODWILL

Goodwill is initially measured at cost. Subsequent to the initial recognition, the goodwill is measured at cost less accumulated impairment losses, if any. A bargain purchase gain is recognised in profit or loss immediately.

4.5 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

4.6 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost.

Subsequent to the initial recognition, all property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:

Buildings	2%
Computer and office equipment	10% - 25%
Furniture and fittings	10%
Renovation	10%
Cold room, machinery and equipment	10%
Motor vehicles	20%
Signboard	10%

Capital work-in-progress represent renovation-in-progress. They are not depreciated until such time when the asset is available for use.

4.7 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Short-term Leases and Leases of Low-value Assets

The Group and the Company apply the "short-term lease" and "lease of low-value assets" recognition exemption. For these leases, the Group and the Company recognise the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

NOTES TO THE FINANCIAL STATEMENTS
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(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.7 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

(b) Right-of-use Assets

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

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(c) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

4.8 INTANGIBLE ASSET

Intangible asset is initially measured at cost. Subsequent to the initial recognition, the intangible asset is measured at cost less accumulated amortisation and any accumulated impairment losses.

Intangible Asset with Indefinite Useful Life

The intangible asset is related to an approval license to import and export goods in PRC. The useful life of the intangible asset is estimated to be indefinite. Therefore, the intangible asset is carried at cost without amortisation but is tested for impairment annually and whenever there is an indication that it may be impaired.

4.9 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in, first-out method and comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

4.10 REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue is recognised by reference to each distinct performance obligation in the contract with customer and is measured at the consideration specified in the contract of which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, net of sales and service tax, returns, rebates and discount.

The Group recognises revenue when (or as) it transfers control over a product or service to customer. An asset is transferred when (or as) the customer obtains control of that asset.

The Group transfers control of a good or service at a point in time unless one of the following overtime criteria is met:-

- The customer simultaneously receives and consumes the benefits provided as the Group performs.
- The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.
- The Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.10 REVENUE FROM CONTRACTS WITH CUSTOMERS (CONT'D)

Sale of goods

Revenue from sale of goods is recognised when the Group has transferred control of the goods to the customer, being when the goods have been delivered to the customer and upon its acceptance. Following delivery, the customer has full discretion over the manner of distribution and price to sell the goods, and bears the risks of obsolescence and loss in relation to the goods.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

5. INVESTMENT IN SUBSIDIARIES

	THE COMPANY	
	2025	2024
	RM	RM
Unquoted shares, at cost	25,454,600	22,616,700
Accumulated impairment losses	(5,325,765)	(907,161)
	20,128,835	21,709,539
Accumulated impairment losses:-		
At 1 January	907,161	-
Addition during the year (Note 25)	4,418,604	907,161
At 31 December	5,325,765	907,161

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025	2024	
Subsidiaries of the Company				
MBN Enterprise Sdn. Bhd. ("MBN Enterprise")	Malaysia	100%	100%	Processing and sale of edible bird's nest
MBN International Sdn. Bhd. ("MBN International")	Malaysia	100%	100%	Processing and sale of edible bird's nest and trading of marine products
MBN Food Sdn. Bhd. ("MBN Food")	Malaysia	100%	100%	Dormant
Guangxi Nan Yang Birdnest (M) Co., Ltd ("Guangxi Nan Yang") *	People's Republic of China (excludes Special Administration Region of Hong Kong and Macao) ("PRC")	80%	80%	Processing and sale of edible bird's nest

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

5. INVESTMENT IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025	2024	
Subsidiaries of the Company				
Swallows House Enterprise Sdn. Bhd. ("Swallows House")	Malaysia	70%	-	Processing of raw bird's nests, distribution and export of processed and unprocessed bird's nest

* This subsidiary was audited by member firm of Crowe Global of which Crowe Malaysia PLT is a member.

(i) During the current financial year:-

- (a) On 12 February 2025, the Company subscribed additional 249,900 new ordinary shares in MBN Food by capitalising the amount owing of RM249,900.
- (b) On 19 March 2025, the Company has acquired 70% equity interest in Swallows House. The details of the acquisition are disclosed in Note 28 to the financial statements.

(ii) In the previous financial year:-

- (a) On 18 January 2024, the Company subscribed 2,000,000 ordinary shares in Guangxi Nan Yang for cash consideration of RMB2,000,000 (equivalent to RM1,290,200) in total. The subscription did not change the percentage of shareholding effectively held by the Company.
- (b) On 11 July 2024, the Company subscribed 100 new ordinary shares in MBN Food for a total cash consideration of RM100.

(iii) The non-controlling interests at the end of the reporting period comprise the following:-

	EFFECTIVE EQUITY INTEREST		THE GROUP	
	2025	2024	2025 RM	2024 RM
Guangxi Nan Yang	20%	20%	314,854	399,940
Swallows House	30%	-	107,420	-
			422,274	399,940

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

5. INVESTMENT IN SUBSIDIARIES (CONT'D)

- (iv) The summarised financial information (before intra-group elimination) for the subsidiary that has non-controlling interests that are material to the Group is as follows:-

	GUANGXI NAN YANG	
	2025	2024
	RM	RM
<u>At 31 December</u>		
Non-current assets	876,682	669,729
Current assets	3,582,617	2,590,535
Non-current liabilities	(51,308)	(41,753)
Current liabilities	(2,759,121)	(1,144,212)
Net assets	1,648,870	2,074,299
<u>Financial Year Ended 31 December</u>		
Revenue	8,761,530	4,737,164
Loss for the financial year/Total comprehensive expenses	(425,429)	(671,614)
Total comprehensive expenses attributable to non-controlling interests	(25,946)	(134,323)
Net cash flows from/(for) operating activities	364,427	(1,303,445)
Net cash flows for investing activities	(286,827)	(5,895)
Net cash flows (for)/from financing activities	(67,856)	1,232,443
	SWALLOWS HOUSE	
	2025	2024
	RM	RM
<u>At 31 December</u>		
Non-current assets	637,535	-
Current assets	75,210	-
Non-current liabilities	(2,088)	-
Current liabilities	(410,333)	-
Net assets	300,324	-
<u>Financial Year Ended 31 December</u>		
Revenue	1,537,939	-
Loss for the financial year/Total comprehensive expenses	(266,955)	-
Total comprehensive expenses attributable to non-controlling interests	(80,087)	-
Net cash flows for operating activities	(204,672)	-
Net cash flows for investing activities	(10,990)	-
Net cash flows from financing activities	278,200	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

6. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.1.2025 RM	Addition (Note 29(a)) RM	Acquisition of subsidiary RM	Exchange Difference RM	Depreciation Charges (Note 25) RM	At 31.12.2025 RM
2025						
<i>Carrying Amount</i>						
Buildings	2,922,323	-	300,000	-	(57,689)	3,164,634
Computer and office equipment	177,238	102,386	5,196	(373)	(52,861)	231,586
Furniture and fittings	81,062	570	10,000	-	(22,628)	69,004
Renovation	1,512,200	345,402	30,000	(33,309)	(223,311)	1,630,982
Cold room, machinery and equipment	309,661	393,851	17,235	(3,890)	(88,696)	628,161
Motor vehicles	621,015	-	-	-	(179,976)	441,039
Signboard	14,533	7,480	105	-	(2,125)	19,993
Capital work-in-progress	426,175	529,823	-	-	-	955,998
	6,064,207	1,379,512	362,536	(37,572)	(627,286)	7,141,397

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

(CONT'D)

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At 1.1.2024 RM	Additions (Note 29(a)) RM	Reclassification RM	Written Off RM	Disposal RM	Exchange Difference RM	Depreciation Charges (Note 25) RM	At 31.12.2024 RM
2024								
<i>Carrying Amount</i>								
Buildings	2,952,325	-	-	-	-	-	(30,002)	2,922,323
Computer and office equipment	224,845	37,801	-	(1,347)	-	26	(84,087)	177,238
Furniture and fittings	99,543	-	-	-	-	-	(18,481)	81,062
Renovation	1,296,615	406,532	18,000	-	-	(31,414)	(177,533)	1,512,200
Cold room, machinery and equipment	374,063	2,860	-	-	-	(741)	(66,521)	309,661
Motor vehicles	582,943	243,016	-	-	(28,500)	-	(176,444)	621,015
Signboard	7,106	9,000	-	-	-	-	(1,573)	14,533
Capital work-in- progress	32,000	412,175	(18,000)	-	-	-	-	426,175
	5,569,440	1,111,384	-	(1,347)	(28,500)	(32,129)	(554,641)	6,064,207

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	AT COST RM	ACCUMULATED DEPRECIATION RM	CARRYING AMOUNT RM
The Group 2025			
Buildings	3,407,444	(242,810)	3,164,634
Computer and office equipment	781,927	(550,341)	231,586
Furniture and fittings	293,064	(224,060)	69,004
Renovation	2,665,718	(1,034,736)	1,630,982
Cold room, machinery and equipment	1,283,070	(654,909)	628,161
Motor vehicles	896,325	(455,286)	441,039
Signboard	26,170	(6,177)	19,993
Capital work-in-progress	955,998	-	955,998
	10,309,716	(3,168,319)	7,141,397

	AT COST RM	ACCUMULATED DEPRECIATION RM	CARRYING AMOUNT RM
The Group 2024			
Buildings	3,051,444	(129,121)	2,922,323
Computer and office equipment	666,682	(489,444)	177,238
Furniture and fittings	184,812	(103,750)	81,062
Renovation	2,004,640	(492,440)	1,512,200
Cold room, machinery and equipment	703,482	(393,821)	309,661
Motor vehicles	896,325	(275,310)	621,015
Signboard	16,480	(1,947)	14,533
Capital work-in-progress	426,175	-	426,175
	7,950,040	(1,885,833)	6,064,207

	AT 1.1.2025 RM	DEPRECIATION CHARGES (NOTE 25) RM	AT 31.12.2025 RM
The Company 2025			
<i>Carrying Amount</i>			
Signboard	6,358	(748)	5,610

	AT 1.1.2024 RM	DEPRECIATION CHARGES (NOTE 25) RM	AT 31.12.2024 RM
The Company 2024			
<i>Carrying Amount</i>			
Signboard	7,106	(748)	6,358

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	AT COST RM	ACCUMULATED DEPRECIATION RM	CARRYING AMOUNT RM
The Company 2025			
Signboard	7,480	(1,870)	5,610

	AT COST RM	ACCUMULATED DEPRECIATION RM	CARRYING AMOUNT RM
The Company 2024			
Signboard	7,480	(1,122)	6,358

- (a) Included in the property, plant and equipment of the Group were motor vehicles held under hire purchase arrangements with a total carrying amount of RM387,406 (2024 – RM528,051). These assets have been pledged as security for the hire purchase payables of the Group as disclosed in Note 22 to the financial statements.
- (b) The buildings are pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Notes 21 and 23 to the financial statements respectively.

7. INTANGIBLE ASSET

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Cost:-				
At 1 January/31 December	538,765	538,765	345,496	345,496
Accumulated impairment losses:-				
At 1 January	(538,765)	-	(345,496)	-
Impairment during the financial year (Note 25)	-	(538,765)	-	(345,496)
At 31 December	(538,765)	(538,765)	(345,496)	(345,496)
	-	-	-	-

- (a) The intangible asset is related to an approval license to import and export goods in PRC ("approval license"). The Group had determined that the intangible asset has indefinite useful lives.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

7. INTANGIBLE ASSET (CONT'D)

- (b) In the previous financial year, the Group has assessed the recoverable amount of approval license and determined that impairment was required because the business had been persistently making losses. Its recoverable amount was determined using the value in use approach, and this was derived from the present value of the future cash flows from cash-generating unit computed based on the projections of financial budgets approved by management covering a period of 5 years. The key assumptions used in the determination of the recoverable amount were as follows:-

	GROSS MARGIN		REVENUE GROWTH RATE		DISCOUNT RATE	
	2025 %	2024 %	2025 %	2024 %	2025 %	2024 %
Guangxi Nan Yang	-	3.59	-	3.29	-	13.52

- (i) Budgeted gross margin Gross margins were estimated based on forecasted gross margin after considering local requirement and operating costs.
- (ii) Revenue growth rate Based on expected revenue growth relevant to the industry.
- (iii) Discount rate (pre-tax) The rate reflects specific risks relating to the relevant cash-generating unit.

The values assigned to the key assumptions represent management's assessment of future trends in the cash-generating units and was based on best estimation.

8. RIGHT-OF-USE ASSETS

THE GROUP	AT 1.1.2025 RM	ADDITIONS (NOTE 29(a)) RM	ACQUISITION OF SUBSIDIARY RM	EXCHANGE DIFFERENCE RM	DEPRECIATION CHARGES (NOTE 25) RM	AT 31.12.2025 RM
2025						
<i>Carrying Amount</i>						
Leasehold lands	3,606,813	1,502,783	299,999	-	(69,814)	5,339,781
Buildings	84,536	197,171	-	(5,483)	(102,196)	174,028
	3,691,349	1,699,954	299,999	(5,483)	(172,010)	5,513,809

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

8. RIGHT-OF-USE ASSETS (CONT'D)

THE GROUP	AT 1.1.2024 RM	ADDITIONS (NOTE 29(a)) RM	EXCHANGE DIFFERENCE RM	DEPRECIATION CHARGES (NOTE 25) RM	AT 31.12.2024 RM
2024					
<i>Carrying Amount</i>					
Leasehold lands	3,627,917	-	-	(21,104)	3,606,813
Buildings	-	131,460	(3,104)	(43,820)	84,536
	3,627,917	131,460	(3,104)	(64,924)	3,691,349

- (a) The Group leases few pieces of leasehold lands and buildings of which the leasing activities are summarised below:-

Leasehold lands The Group has entered into few non-cancellable operating lease agreements for the use of lands. The leases are for a period of 71 to 85 (2024 – 71 to 77) years.

Buildings The Group has leased the buildings for a period of 3 (2024 – 3) years, with an option to renew the lease after that date.

- (b) The leasehold lands with a total carrying amount of RM5,040,031 (2024 – RM3,060,813) are pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Notes 21 and 23 to the financial statements respectively.

9. GOODWILL

	THE GROUP 2025 RM
Cost:	
At 1 January	-
Acquisition of a subsidiary (Note 28)	2,150,483
	2,150,483
Accumulated impairment losses:-	
At 1 January	-
Impairment during the financial year (Note 25)	(2,150,483)
At 31 December	(2,150,483)
	-

During the current financial year, an impairment loss of RM2,150,483 was recognised in "Other Expenses" line item of the statements of profit or loss and other comprehensive income, in respect of Swallows House. This recognition was due to management's assessment that the cash flows expected from cash-generating unit will be limited in the near future.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

9. GOODWILL (CONT'D)

The Group has assessed the recoverable amounts of allocated goodwill. The recoverable amount of the CGU is determined using the VIU approach, which is derived from the present value of the future cash flows from each CGU. These cash flows are computed based on management approved financial budget projections covering a period of 5 years. The key assumptions used in determination of the recoverable amounts are as follows:

	GROSS MARGIN		REVENUE GROWTH RATE		DISCOUNT RATE	
	2025	2024	2025	2024	2025	2024
	%	%	%	%	%	%
Swallows House	1.70	-	10.00	-	10.92	-

- (i) Budgeted gross margin Gross margins was estimated based on forecasted gross margin after considering local requirement and operating costs.
- (ii) Revenue growth rate Based on expected revenue growth relevant to the industry.
- (iii) Discount rate (pre-tax) The rate reflects specific risks relating to the relevant cash-generating unit.

The values assigned to the key assumptions represent management's assessment of future trends in the cash-generating units and was based on best estimation.

10. TRADE AND OTHER RECEIVABLES

		THE GROUP		THE COMPANY	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Other receivables					
<u>Non-current</u>					
Deposit placed for life insurance policy:-					
At 1 January/31 December		80,202	80,202	-	-
Trade receivables					
<u>Current</u>					
Third parties	(a)	5,316,632	5,001,294	-	-
Less: Allowance for impairment loss		(262,547)	(262,547)	-	-
Net trade receivables		5,054,085	4,738,747	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

10. TRADE AND OTHER RECEIVABLES (CONT'D)

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Other receivables				
<u>Current</u>				
Other receivables:-				
-Third parties	581,618	607,881	-	-
- Advance payment to suppliers	35,336	-	-	-
Deposits	175,869	55,644	1,000	1,000
Deposit paid for purchase of equity interest in Swallows House	-	517,600	-	517,600
Deposit paid for purchase of property	-	145,000	-	-
Prepayments	179,107	54,888	13,217	4,217
	971,930	1,381,013	14,217	522,817
Total trade and other receivables – current	6,026,015	6,119,760	14,217	522,817
Allowance for impairment loss:-				
At 1 January/31 December	262,547	262,547	-	-

- (a) The Group's trade credit term range from 14 to 60 (2024 – 14 to 60) days. Other credit terms are assessed and approved on a case-by-case basis.

11. INVENTORIES

	THE GROUP	
	2025 RM	2024 RM
Raw materials	22,407	142,582
Finished goods	1,987,043	5,149,607
Work-in-progress	4,398	-
	2,013,848	5,292,189
Recognised in profit or loss:-		
Inventories recognised as cost of sales	37,625,815	61,467,682
Amount written down to net realisable value (Note 25)	23,412	1,265,247

12. FIXED DEPOSITS WITH LICENSED BANKS

- (a) The fixed deposits with licensed banks of the Group and of the Company at the end of the reporting period bore effective interest rates ranging from 2.00% to 3.35% (2024 – 2.25% to 3.80%) per annum and 2.80% to 3.35% (2024 – 3.20% to 3.80%) per annum respectively. The fixed deposits have maturity periods ranging from 1 to 12 (2024 – 1 to 12) months and 1 to 3 (2024 – 1 to 3) months for the Group and the Company respectively.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

12. FIXED DEPOSITS WITH LICENSED BANKS (CONT'D)

- (b) Included in the fixed deposits with licensed banks of the Group at the end of reporting period was an amount of RM1,914,481 (2024 – RM1,708,488) which has been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 21 to the financial statements.

13. AMOUNT OWING BY/(TO) A SUBSIDIARY

	THE COMPANY	
	2025	2024
	RM	RM
Amount Owing by a Subsidiary		
<u>Current</u>		
Non-trade balances	530,209	159,289
Amount Owing to a Subsidiary		
<u>Current</u>		
Non-trade balances	(3,212,472)	-

The non-trade balances represent unsecured payments made on behalf. The amount owing is to be settled in cash and repayable on demand.

14. SHARE CAPITAL

	THE GROUP/THE COMPANY			
	2025	2024	2025	2024
	NUMBER OF SHARES		RM	RM
Issued and Fully Paid-up				
Ordinary Shares	386,000,000	386,000,000	30,319,644	30,319,644

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

15. MERGER DEFICIT

The merger deficit arises from the difference between carrying value of the investment and the nominal value of the shares of a subsidiary upon consolidation under merger accounting principles.

16. FOREIGN EXCHANGE TRANSLATION RESERVE

The foreign exchange translation reserve arose from the translation of the financial statements of a foreign subsidiary whose functional currency is different from the Group's presentation currency.

NOTES TO THE FINANCIAL STATEMENTS
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17. LEASE LIABILITIES

	THE GROUP	
	2025 RM	2024 RM
At 1 January	94,686	-
Additions (Note 29(c))	197,171	131,460
Interest expenses recognised in profit or loss (Note 25)	9,168	4,244
Repayment of principal	(100,488)	(33,296)
Repayment of interest expenses	(9,168)	(4,244)
Exchange difference	(6,029)	(3,478)
At 31 December	185,340	94,686
Analysed by:-		
Current liabilities	131,944	45,767
Non-current liabilities	53,396	48,919
	185,340	94,686

18. LONG-TERM BORROWINGS

	THE GROUP	
	2025 RM	2024 RM
Hire purchase payables (Note 22)	180,479	315,003
Term loans (Note 23)	3,481,229	2,496,589
	3,661,708	2,811,592

19. DEFERRED TAX LIABILITIES

THE GROUP	AT 1.1.2025 RM	RECOGNISED IN PROFIT OR LOSS (NOTE 26) RM	EXCHANGE DIFFERENCE RM	AT 31.12.2025 RM
2025				
<i>Deferred Tax Liabilities</i>				
Property, plant and equipment	163,000	13,859	-	176,859
Right-of-use assets	21,134	8,266	(1,371)	28,029
	184,134	22,125	(1,371)	204,888
<i>Deferred Tax Assets</i>				
Impairment loss on trade receivables	(63,000)	-	-	(63,000)
Inventories written down	(90,628)	4,628	-	(86,000)
Lease liabilities	(23,672)	(8,231)	1,508	(30,395)
	(177,300)	(3,603)	1,508	(179,395)
	6,834	18,522	137	25,493

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(CONT'D)

19. DEFERRED TAX LIABILITIES (CONT'D)

THE GROUP	AT 1.1.2024 RM	RECOGNISED IN PROFIT OR LOSS (NOTE 26) RM	EXCHANGE DIFFERENCE RM	AT 31.12.2024 RM
2024				
<i>Deferred Tax Liabilities</i>				
Property, plant and equipment	207,000	(44,000)	-	163,000
Right-of-use assets	-	21,910	(776)	21,134
	207,000	(22,090)	(776)	184,134
<i>Deferred Tax Assets</i>				
Impairment loss on trade receivables	(63,000)	-	-	(63,000)
Inventories written down	-	(90,798)	170	(90,628)
Lease liabilities	-	(24,541)	869	(23,672)
	(63,000)	(115,339)	1,039	(177,300)
	144,000	(137,429)	263	6,834

	THE GROUP 2025 RM	2024* RM
Presented after appropriate offsetting as follows:-		
Deferred tax liabilities	(27,859)	(6,834)
Deferred tax assets	2,366	-
	(25,493)	(6,834)

At end of the reporting period, the amounts of deferred tax assets not recognised (stated at gross) due to uncertainty of their realisation are as follows:-

	THE GROUP 2025 RM	2024 RM
Unused tax losses		
- Expire year of assessment 2032	360,000	-
- Expire year of assessment 2034	188,000	188,000
- Expire year of assessment 2035	1,772,000	-
Unabsorbed capital allowance	305,000	18,000
Other temporary differences	611,000	855,000
	3,236,000	1,061,000

* Certain comparative figures have been restated to reflect the revised tax losses carry-forward and other temporary differences available to the Group.

Based on the current legislation, the unused tax losses for the year of assessment 2019 onwards are allowed to be utilised for 10 consecutive years of assessment immediately following that year of assessment; whereas, the unabsorbed capital allowances are allowed to be carried forward indefinitely.

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20. TRADE AND OTHER PAYABLES

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade payables				
Third parties	1,459,507	1,549,933	-	-
Other payables				
Other payables	138,363	90,344	-	157
Accruals	275,137	194,856	40,000	33,000
	413,500	285,200	40,000	33,157
	1,873,007	1,835,133	40,000	33,157

The Group's trade credit term is 14 (2024 – 14) days. Other credit terms are assessed and approved on a case-by-case basis.

21. SHORT-TERM BORROWINGS

	THE GROUP	
	2025 RM	2024 RM
Bankers' acceptances	2,707,000	855,000
Hire purchase payables (Note 22)	134,526	128,624
Term loans (Note 23)	185,245	88,635
	3,026,771	1,072,259

The weighted average effective interest rates per annum at the end of the reporting period for bankers' acceptances were as follows:-

		THE GROUP	
	Interest Rate	2025 %	2024 %
Bankers' acceptances	Floating	4.36	4.42

The bankers' acceptances are secured by the following:-

- (i) by fixed charges over the Group's leasehold land and buildings as disclosed in Notes 6 and 8 to the financial statements respectively;
- (ii) by lien over the fixed deposits with licensed banks of the Group as disclosed in Note 12 to the financial statements; and
- (iii) by corporate guarantee from the Company.

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22. HIRE PURCHASE PAYABLES

	THE GROUP	
	2025	2024
	RM	RM
Minimum hire purchase payments:		
- not later than 1 year	145,920	145,920
- later than 1 year but not later than 5 years	186,038	331,958
	331,958	477,878
Less: Future finance charges	(16,953)	(34,251)
	315,005	443,627
Analysed by:-		
Current liabilities (Note 21)	134,526	128,624
Non-current liabilities (Note 18)	180,479	315,003
	315,005	443,627

The hire purchase payables at the end of reporting date bore effective interest rates ranging from 4.41% to 4.66% (2024 – 4.41% to 4.66%) per annum.

The hire purchase payables of the Group were secured by the Group's motor vehicles under hire purchase arrangements as disclosed in Note 6 to the financial statements.

23. TERM LOANS

	THE GROUP	
	2025	2024
	RM	RM
Current liabilities (Note 21)	185,245	88,635
Non-current liabilities (Note 18)	3,481,229	2,496,589
	3,666,474	2,585,224

The weighted average effective interest rates of term loans ranging from 4.57% to 5.42% (2024 – 4.82%) per annum.

The term loans are secured by the following:-

- (i) by fixed charges over the Group's leasehold land and buildings as disclosed in Notes 6 and 8 to the financial statements respectively; and
- (ii) by corporate guarantee from the Company.

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24. REVENUE

	THE GROUP	
	2025 RM	2024 RM
Revenue from Contracts with Customers		
<u>Recognised at a point in time</u>		
Sales of edible bird's nest	39,088,096	64,566,307
Sales of trading goods	225,853	-
	<u>39,313,949</u>	<u>64,566,307</u>
 <u>Represented by geographical market:-</u>		
Malaysia	12,344,910	19,822,261
PRC	24,670,182	38,892,662
Vietnam	2,298,857	5,851,384
	<u>39,313,949</u>	<u>64,566,307</u>

25. LOSS BEFORE TAXATION

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Loss before taxation is arrived at after charging/(crediting):-				
Auditors' remuneration:-				
- audit fees:				
- auditors of the Company	142,000	100,000	32,000	25,000
- member firm of Crowe Global of which Crowe Malaysia PLT is a member	25,508	27,470	-	-
- non-audit fees:				
- auditors of the Company	5,000	5,000	5,000	5,000
- member firm of the auditors of the Company	27,500	48,000	3,000	18,000

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25. LOSS BEFORE TAXATION (CONT'D)

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Loss before taxation is arrived at after charging/(crediting) (Cont'd):-				
Depreciation of property, plant and equipment (Note 6)	627,286	554,641	748	748
Depreciation of right-of-use assets (Note 8)	172,010	64,924	-	-
Impairment loss on investment in subsidiary (Note 5)	-	-	4,418,604	907,161
Impairment loss of intangible asset (Note 7)	-	538,765	-	345,496
Impairment of goodwill (Note 9)	2,150,483	-	-	-
Inventories written down (Note 11)	23,412	1,265,247	-	-
Interest expenses on financial liabilities that are not at fair value through profit or loss:-				
- bankers' acceptances	49,199	91,906	-	-
- hire purchase	17,298	21,452	-	-
- term loans	164,716	122,657	-	-
Interest expenses on lease liabilities (Note 17)	9,168	4,244	-	-
Property, plant and equipment written off (Note 6)	-	1,347	-	-
Lease expenses:-				
- short-term leases	61,661	37,988	-	4,000
Gain on disposal of property, plant and equipment	-	(12,000)	-	-
Loss/(Gain) on foreign exchange:-				
- realised	225,671	225,478	-	-
- unrealised	84,629	(86,334)	-	-
Staff costs (including other key management personnel as disclosed in Note 31):-				
- short-term employee benefits	2,326,038	2,225,914	-	-
- defined contribution benefits	209,342	226,486	-	-
Total interest income on financial assets measured at amortised cost	(364,803)	(446,672)	(183,510)	(219,177)

26. TAX EXPENSE/(INCOME)

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Income tax:				
- Current financial year	(128)	46,000	-	-
- (Over)/Underprovision in the previous financial year	(766)	16,152	-	-
	(894)	62,152	-	-

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26. TAX EXPENSE/(INCOME) (CONT'D)

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Deferred tax (Note 18):				
- Origination and reversal of temporary differences	18,522	(136,429)	-	-
- Overprovision in the previous financial year	-	(1,000)	-	-
	18,522	(137,429)	-	-
Total tax expense/(income)	17,628	(75,277)	-	-

A reconciliation of tax expense/(income) applicable to the loss before taxation at the statutory tax rate to tax expense/(income) at the effective tax rate of the Group and of the Company is as follows:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Loss before taxation	(5,495,509)	(3,588,464)	(4,993,173)	(1,984,135)
Tax at the statutory tax rate of 24% (2024 – 24%)	(1,318,922)	(861,231)	(1,198,362)	(476,192)
Tax effects of:				
Non-deductible expenses	849,308	517,393	1,198,362	476,192
Differential in tax rate of foreign subsidiary	(3,173)	(6,791)	-	-
(Over)/Underprovision of current tax expense in the previous financial year	(766)	16,152	-	-
Overprovision of deferred taxation in the previous financial year	-	(1,000)	-	-
Deferred tax asset not recognised during the financial year	491,181	260,200	-	-
Total tax expenses/(income)	17,628	(75,277)	-	-

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024 - 24%) of the estimated assessable profit for the financial year. The taxation of other jurisdictions is calculated at the rates prevailing in the respective jurisdiction.

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27. LOSS PER SHARE

(a) Basic Loss Per Share

The basic loss per share is calculated by dividing the consolidated loss attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	THE GROUP	
	2025	2024
Loss after taxation attributable to owners of the Company (RM)	(5,368,696)	(3,378,864)
Weighted average number of ordinary shares in issue (units)	386,000,000	386,000,000
Basic loss per share (sen)	(1.39)	(0.88)

(b) Diluted Loss Per Share

The diluted loss per share is equal to the basic loss per share because there were no potential ordinary shares during the financial year.

28. ACQUISITION OF A SUBSIDIARY

During the financial year, the Company acquired 70% equity interests in Swallows House. The acquisition of this subsidiary was to enable the Group to diversify its product portfolio by gaining access to local production of Raw Clean Edible Birds' Nests ("RCEBN") in East Malaysia. This strategic move was intended to facilitate the export of high-quality RCEBN to PRC and other international markets and to strengthen the Group's presence in the global market.

(a) Fair Value of Purchase Consideration

	THE GROUP
	2025
	RM
Total purchase consideration	2,588,000

(b) Identifiable Assets Acquired and Liabilities Assumed

	THE GROUP
	2025
	RM
Property, plant and equipment	362,536
Right-of-use asset	299,999
Trade and other receivables	33,091
Inventories	327,880
Trade and other payables	(371,980)
Bank overdrafts	(26,502)
Fair value of net identified assets assumed	625,024

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28. ACQUISITION OF A SUBSIDIARY (CONT'D)

(c) Cash Flows Arising from Acquisition

	THE GROUP 2025 RM
Purchase consideration settled in cash (item (a) above)	2,588,000
Add: Bank overdraft of subsidiary acquired	26,502
Net cash outflow from the acquisition of subsidiary	<u>2,614,502</u>

(d) Goodwill Arising from Acquisition

	THE GROUP 2025 RM
Total consideration transferred (item (a) above)	2,588,000
Less: Fair value of identifiable net assets acquired (item (b) above)	(625,024)
Add: Non-controlling interests (item (d)(i) below)	187,507
Goodwill from the acquisition of the subsidiary (Note 9)	<u>2,150,483</u>

- (i) The non-controlling interests are measured at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets at the date of acquisition.
- (ii) The Group has incurred acquisition-related costs of RM11,179 related to legal fee. These expenses were recognised in "Administrative Expenses" line item of the consolidated statement of profit or loss and other comprehensive income.

(e) Impact of Acquisition on the Group's Results

The acquired subsidiary has contributed the following results to the Group:-

	THE GROUP 2025 RM
Revenue	1,537,939
Loss after taxation	<u>(266,955)</u>

If the acquisition had taken place at the beginning of the current financial year, the Group's revenue and loss after taxation would have been RM39,313,949 and RM5,587,311 respectively.

There were no acquisitions of new subsidiaries in the previous financial year.

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29. CASH FLOW INFORMATION

- (a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets are as follows:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Property, Plant and Equipment				
Cost of property, plant and equipment purchased (Note 6)	1,379,512	1,111,384	-	-
Less: Acquired through hire purchase arrangement (Note 29(c))	-	(186,000)	-	-
	1,379,512	925,384	-	-
Right-of-use Assets				
Cost of right-of-use assets acquired (Note 8)	1,699,954	131,460	-	-
Less: Additions of new lease liabilities (Note 29(c))	(197,171)	(131,460)	-	-
	1,502,783	-	-	-

- (b) The total cash outflows for leases as a lessee are as follows:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Payment of short-term leases	61,661	37,988	-	4,000
Interest paid on lease liabilities	9,168	4,244	-	-
Payment of lease liabilities	100,488	33,296	-	-
	171,317	75,528	-	4,000

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29. CASH FLOW INFORMATION (CONT'D)

(c) The reconciliations of liabilities arising from financing activities are as follows:-

THE GROUP	TERM LOANS RM	BANKERS' ACCEPTANCES RM	HIRE PURCHASE PAYABLES RM	LEASE LIABILITIES RM	TOTAL RM
2025					
At 1 January	2,585,224	855,000	443,627	94,686	3,978,537
<u>Changes in Financing Cash Flows</u>					
Proceeds from drawdown	1,230,000	5,818,000	-	-	7,048,000
Repayment of principal	(148,750)	(3,966,000)	(128,622)	(100,488)	(4,343,860)
Repayment of interests	(164,716)	(49,199)	(17,298)	(9,168)	(240,381)
	916,534	1,802,801	(145,920)	(109,656)	2,463,759
<u>Other Changes</u>					
Acquisition of new leases (Notes 17 and 29(a))	-	-	-	197,171	197,171
Interest expenses recognised in profit or loss (Note 25)	164,716	49,199	17,298	9,168	240,381
Foreign currency translation difference	-	-	-	(6,029)	(6,029)
	164,716	49,199	17,298	200,310	431,523
At 31 December	3,666,474	2,707,000	315,005	185,340	6,873,819

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29. CASH FLOW INFORMATION (CONT'D)

(c) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

THE GROUP	TERM LOANS RM	BANKERS' ACCEPTANCES RM	HIRE PURCHASE PAYABLES RM	LEASE LIABILITIES RM	TOTAL RM
2024					
At 1 January	2,670,704	3,589,000	373,585	-	6,633,289
<u>Changes in Financing Cash Flows</u>					
Proceeds from drawdown	-	6,181,000	-	-	6,181,000
Repayment of principal	(85,480)	(8,915,000)	(115,958)	(33,296)	(9,149,734)
Repayment of interests	(122,657)	(91,906)	(21,452)	(4,244)	(240,259)
	(208,137)	(2,825,906)	(137,410)	(37,540)	(3,208,993)
<u>Other Changes</u>					
Acquisition of new hire purchase payable (Note 28(a))	-	-	186,000	-	186,000
Acquisition of new leases (Notes 17 and 29(a))	-	-	-	131,460	131,460
Interest expenses recognised in profit or loss (Note 25)	122,657	91,906	21,452	4,244	240,259
Foreign currency translation difference	-	-	-	(3,478)	(3,478)
	122,657	91,906	207,452	132,226	554,241
At 31 December	2,585,224	855,000	443,627	94,686	3,978,537

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(CONT'D)

29. CASH FLOW INFORMATION (CONT'D)

(c) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

	AMOUNT OWING TO A SUBSIDIARY RM
The Company	
2025	
At 1 January	-
<u>Changes in Financing Cash Flows</u>	
Advances from	3,212,472
At 31 December	<u>3,212,472</u>

(d) The cash and cash equivalents comprise the followings:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits with licensed banks	9,132,779	8,742,517	5,180,198	5,028,422
Cash and bank balances	3,975,498	6,572,482	63,756	270,258
	<u>13,108,277</u>	<u>15,314,999</u>	<u>5,243,954</u>	<u>5,298,680</u>
Less: Fixed deposits pledged to licensed banks	(1,914,481)	(1,708,488)	-	-
Less: Fixed deposits with tenure of more than 3 months	(1,000,000)	(1,000,000)	-	-
	<u>10,193,796</u>	<u>12,606,511</u>	<u>5,243,954</u>	<u>5,298,680</u>

30. RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 5 to the financial statements.

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30. RELATED PARTY DISCLOSURES

(b) Significant Related Party Transactions and Balances

In addition to the related party transactions information disclosed in the statements of cash flows, the Group and the Company carried out the following significant transactions with the related parties during the financial year:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Subsidiary				
Rental expenses	-	-	-	4,000

The significant outstanding balances of the related parties together with their terms and conditions are disclosed in Note 13 to the financial statements.

31. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
(a) Directors				
<u>Directors of the Company</u>				
Short-term employee benefits:				
- Fees	348,000	420,000	348,000	420,000
- Salaries, bonuses and other benefits	373,474	430,564	20,000	20,000
Defined contribution benefits	41,459	48,768	-	-
	762,933	899,332	368,000	440,000
(b) Other Key Management Personnel				
Short-term employee benefits	247,087	257,367	-	-
Defined contribution benefits	20,581	30,449	-	-
	267,668	287,816	-	-

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32. OPERATING SEGMENTS

The Group operates predominantly in one business segment in Malaysia. Accordingly, the information by business and geographical segments is not presented.

Major Customers

The following are major customers with revenue equal to or more than 10% of the Group's total revenue:

	THE GROUP	
	2025	2024
	RM	RM
Customer A group of companies*	10,620,792	24,863,282
Customer B	4,236,933	8,457,764

* Comprised of three companies which are under common management.

33. CAPITAL COMMITMENTS

	THE GROUP	
	2025	2024
	RM	RM
Purchase of property	-	1,305,000
Acquisition of 70% equity interest in Swallows House	-	2,070,400
	-	3,375,400

34. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

34.1 FINANCIAL RISK MANAGEMENT POLICIES

The policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group and the Company are exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the respective functional currencies of entities within the Group. The currencies giving rise to this risk is primarily Renminbi or Chinese Yuan ("RMB") and United States Dollar ("USD"). Foreign currency risk is monitored closely on an ongoing basis to ensure that the exposure is at an acceptable level. The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes.

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34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

The policies in respect of the major areas of treasury activity are as follows (Cont'd):-

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

The exposure to foreign currency risk (a currency which is other than the functional currency of the entity) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

Foreign Currency Exposure

The Group	RMB RM	USD RM	Total RM
2025			
<u>Financial Assets</u>			
Trade receivables	3,389,155	194,704	3,583,859
Other receivables	606,704	-	606,704
Bank balances	1,070,036	2,765	1,072,801
	5,065,895	197,469	5,263,364
<u>Financial Liabilities</u>			
Trade payables	6,377	-	6,377
Other payables and accruals	33,674	-	33,674
	40,051	-	40,051
Currency Exposure	5,025,844	197,469	5,223,313
2024			
<u>Financial Assets</u>			
Trade receivables	3,697,724	-	3,697,724
Other receivables	603,972	-	603,972
Bank balances	3,115,011	419	3,115,430
	7,416,707	419	7,417,126
<u>Financial Liabilities</u>			
Trade payables	536,138	-	536,138
Other payables and accruals	35,054	-	35,054
	571,192	-	571,192
Currency Exposure	6,845,515	419	6,845,934

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(CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

	RMB RM
The Company	
2025	
<u>Financial Assets</u>	
Bank balances	214
2024	
<u>Financial Assets</u>	
Bank balances	214

Foreign Currency Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the foreign currencies at the end of the reporting period, with all other variables held constant:-

	THE GROUP	
	2025 RM	2024 RM
Effects on Loss After Taxation		
RMB/RM – strengthened by 6% (2024: 10%)	+229,179	+520,259
RMB/RM – weakened by 6% (2024: 10%)	-229,179	-520,259
USD/RM – strengthened by 9% (2024: 12%)	+13,507	+38
USD/RM – weakened by 9% (2024: 12%)	-13,507	-38
	THE COMPANY	
	2025 RM	2024 RM
Effects on Loss After Taxation		
RMB/RM – strengthened by 6% (2024: 10%)	+10	+16
RMB/RM – weakened by 6% (2024: 10%)	-10	-16

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34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group adopts a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The fixed rate debt instruments of the Group are not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period are disclosed in Notes 12, 21 and 23 to the financial statements respectively.

Interest Rate Risk Sensitivity Analysis

Any reasonably possible change in the interest rates of floating rate term loans at the end of the reporting period does not have a material impact on the profit after taxation and equity of the Group and of the Company and hence, no sensitivity analysis is presented.

The sensitivity analysis for fixed rate (hire purchase) at the end of the reporting period is not presented as change in interest rate would not have impact to the profit or loss and equity.

(iii) Equity Price Risk

The Group does not have any quoted investments and hence, is not exposed to equity price risk.

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group manages its exposures to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes corporate guarantee given to financial institutions for credit facilities granted to a subsidiary. The Company monitors the ability of the subsidiary to serve its loans on an individual basis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(i) Credit Risk Concentration Profile

The Group determines the concentration of credit risk by monitoring the geographical region of its trade receivables on an ongoing basis. The credit risk concentration profile of trade receivables, net of loss allowance, at the end of the reporting period is as follows:-

	THE GROUP	
	2025 RM	2024 RM
PRC	3,389,155	3,697,724
Malaysia	1,498,202	1,041,023
Vietnam	166,728	-
	<u>5,054,085</u>	<u>4,738,747</u>

At the end of the reporting period, the Group's major concentration of credit risk relates to the amounts owing by 2 (2024 – 2) customers which constituted approximately 32% (2024 – 67%) of its trade receivables, net of loss allowance.

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Group after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risk also includes corporate guarantees provided to subsidiaries as disclosed under the 'Maturity Analysis' of item (c) below, representing the outstanding banking facilities of the subsidiary as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair value on initial recognition were not material.

(iii) Assessment of Impairment Losses

The Group has a credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the trade receivables. The Group closely monitors the trade receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group evaluate whether any of the financial assets at amortised cost are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group considers a receivable to be in default when the receivable is unlikely to repay its debt to the Group in full or is more than 150 days past due.

NOTES TO THE FINANCIAL STATEMENTS
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(CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables

The Group applies the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for all trade receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables has been grouped based on share credit risk characteristics and the days past due.

The Group measures the expected credit losses of trade receivables that are credit impaired and trade receivables with a high risk of default on individual basis.

The expected loss rates are based on the payment profiles of sales over 36 months (2024 – 36 months) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates were not adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts as the Group and the Company has not identified any forward-looking assumptions which correlate to the historical loss rates.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

The reconciliation of allowance for impairment losses are as follows:-

	NON-CREDIT IMPAIRED RM	CREDIT IMPAIRED RM	TOTAL RM
The Group			
<u>Trade Receivables</u>			
Balance at 31.12.2024/ 31.12.2025	-	262,547	262,547

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

Allowance for Impairment Losses (Cont'd)

The information about the credit exposure and loss allowances recognised for trade receivables are as follows:

THE GROUP	LIFETIME GROSS AMOUNT RM	LIFETIME INDIVIDUAL ALLOWANCE RM	LIFETIME COLLECTIVE ALLOWANCE RM	CARRYING AMOUNT RM
2025				
Current (not past due)	3,047,647	-	-	3,047,647
1 to 30 days past due	1,039,895	-	-	1,039,895
61 to 90 days past due	554,274	-	-	554,274
More than 90 days past due	412,269	-	-	412,269
Credit impaired	262,547	(262,547)	-	-
	5,316,632	(262,547)	-	5,054,085
2024				
Current (not past due)	4,010,013	-	-	4,010,013
1 to 30 days past due	282,600	-	-	282,600
61 to 90 days past due	44,550	-	-	44,550
More than 90 days past due	401,584	-	-	401,584
Credit impaired	262,547	(262,547)	-	-
	5,001,294	(262,547)	-	4,738,747

Trade receivables that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

There has not been any significant change in the gross amounts of trade receivables that impacted the allowance for impairment losses.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables

The Group applied the 3-stage general approach to measuring expected credit losses for its other receivables.

Under this approach, loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group considers the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

Allowance for Impairment Losses

No expected credit loss is recognised on other receivables as it is negligible.

Fixed Deposits with Licensed Banks, Cash and Bank Balances

The Group considers the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group is of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owing by Subsidiaries (Non-trade Balances)

The Company applies the 3-stage general approach to measure expected credit losses for all inter-company balances. The Company considers loans and advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly.

The Company measures the expected credit losses on an individual basis, which is aligned with its credit risk management practices on the inter-company balances.

For loans and advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the loans and advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

For loans and advances that are not repayable on demand, impairment loss is measured using techniques that are similar for estimating the impairment losses of other receivables as disclosed above.

Allowance for Impairment Losses

At the end of the reporting period, there was no indication that the balances were not recoverable other than those that had already been impaired in the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers there is a significant increase in credit risk when the subsidiaries' financial position deteriorates significantly. The financial guarantee contracts are credit impaired when:

- The subsidiaries are unlikely to repay their obligations to the bank in full; or
- The subsidiaries are having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group practises prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):

THE GROUP	CONTRACTUAL INTEREST RATE %	CARRYING AMOUNT RM	CONTRACTUAL UNDISCOUNTED CASH FLOWS RM	WITHIN 1 YEAR RM	1 – 5 YEARS RM	OVER 5 YEARS RM
2025						
<u>Non-derivative Financial Liabilities</u>						
Trade payables	-	1,459,507	1,459,507	1,459,507	-	-
Other payables and accruals	-	413,500	413,500	413,500	-	-
Term loans	4.57 - 5.42	3,666,474	5,080,315	364,726	1,458,902	3,256,687
Lease liabilities	3.6 - 6.57	185,340	192,677	99,932	92,745	-
Bankers' acceptances	4.36	2,707,000	2,707,000	2,707,000	-	-
Hire purchase payables	4.41 - 4.66	315,005	331,958	145,920	186,038	-
		8,746,826	10,184,957	5,190,585	1,737,685	3,256,687
2024						
<u>Non-derivative Financial Liabilities</u>						
Trade payables	-	1,549,933	1,549,933	1,549,933	-	-
Other payables and accruals	-	285,200	285,200	285,200	-	-
Term loans	4.82	2,585,224	3,844,190	207,120	1,035,600	2,601,470
Lease liabilities	3.60	94,686	98,010	48,281	49,729	-
Bankers' acceptances	4.42	855,000	855,000	855,000	-	-
Hire purchase payables	2.32 - 2.45	443,627	477,878	145,920	331,958	-
		5,813,670	7,110,211	3,091,454	1,417,287	2,601,470

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

THE COMPANY	CONTRACTUAL INTEREST RATE %	CARRYING AMOUNT RM	CONTRACTUAL UNDISCOUNTED CASH FLOWS RM	WITHIN 1 YEAR RM
2025				
<u>Non-derivative Financial</u>				
<u>Liabilities</u>				
Other payables and accruals	-	40,000	40,000	40,000
Financial guarantee contracts in relation to corporate guarantee given to a subsidiary	-	-	6,373,474	6,373,474
		40,000	6,413,474	6,413,474
2024				
<u>Non-derivative Financial</u>				
<u>Liabilities</u>				
Other payables and accruals	-	33,157	33,157	33,157
Financial guarantee contracts in relation to corporate guarantee given to a subsidiary	-	-	3,440,224	3,440,224
		33,157	3,473,381	3,473,381

34.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support their businesses and maximise shareholders' value. To achieve these objectives, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group and the Company include within net debt, loans and borrowings from financial institutions less cash and cash equivalents. Capital includes equity attributable to the owners of the parent and non-controlling interests.

The debt-to-equity ratio of the Group and of the Company at the end of the reporting period is not presented as its cash and cash equivalents exceeded the total external borrowings.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
<u>Amortised Cost</u>				
Trade and other receivables (Note 10)	5,671,039	5,346,628	-	-
Amount owing by a subsidiary (Note 13)	-	-	530,209	159,289
Fixed deposits with licensed banks (Note 12)	9,132,779	8,742,517	5,180,198	5,028,422
Cash and bank balances	3,975,498	6,572,482	63,756	270,258
	18,779,316	20,661,627	5,774,163	5,457,969
Financial Liabilities				
<u>Amortised Cost</u>				
Trade and other payables (Note 20)	1,873,007	1,835,133	40,000	33,157
Term loans (Note 23)	3,666,474	2,585,224	-	-
Lease liabilities (Note 17)	185,340	94,686	-	-
Hire purchase payables (Note 22)	315,005	443,627	-	-
Bankers' acceptances (Note 21)	2,707,000	855,000	-	-
	8,746,826	5,813,670	40,000	33,157

34.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	THE GROUP	
	2025 RM	2024 RM
Financial Assets		
<u>Amortised Cost</u>		
Net gain recognised in profit or loss	54,007	307,528
Financial Liabilities		
<u>Amortised Cost</u>		
Net losses recognised in profit or loss	(239,885)	(240,259)
	THE COMPANY	
	2025 RM	2024 RM
Financial Assets		
<u>Amortised Cost</u>		
Net gain recognised in profit or loss	183,510	219,177

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

As the Group does not have any financial instruments carried at fair value, the following table sets out only the fair value profile of financial instruments that are not carried at fair value at the end of the reporting period:-

THE GROUP	FAIR VALUE OF FINANCIAL INSTRUMENTS NOT CARRIED AT FAIR VALUE LEVEL 2 RM	TOTAL FAIR VALUE RM	CARRYING AMOUNT RM
2025			
<u>Financial Liabilities</u>			
Hire purchase payables	315,637	315,637	315,005
Term loans	3,666,474	3,666,474	3,666,474
2024			
<u>Financial Liabilities</u>			
Hire purchase payables	444,172	444,172	443,627
Term loans	2,585,224	2,585,224	2,585,224

Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

- The fair value of the Group's term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.
- The fair value of hire purchase payables that carry fixed interest rates is determined by discounting the relevant future contractual cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rate used to discount the estimated cash flows is as follows:-

	2025 %	2024 %
Hire purchase payables	4.65	4.65

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

35. COMPARATIVE FIGURES

The following figures have been reclassified to conform with the presentation of the current financial year which reclassified the impairment loss on investment in subsidiaries and impairment loss of intangible asset from administrative expenses to other expenses:-

	As Previously Reported RM	As Restated RM
The Company		
Consolidated Statement of Profit or Loss and Other Comprehensive Income (Extract):-		
Administrative Expenses	(2,203,312)	(950,655)
Other Expenses	-	(1,252,657)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

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

(a) Group Total Income and Total Assets

Total Income	Remarks	Group	
		2025 (RM)	2024 (RM)
Revenue		39,313,949	64,566,307
Other income		136,465	166,577
Interest/Finance income		364,803	446,672
Total		39,815,217	65,179,556
Total Assets		35,899,392	38,374,502

(b) Business Activities

Shariah Non-Compliant Activities	Remarks	Group	
		2025 (RM)	2024 (RM)
Food and beverages without halal certification from JAKIM or any certification bodies recognized by JAKIM		24,750,654	30,410,809
Total		24,750,654	30,410,809

(c) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
		N/A	N/A
Total Cash		N/A	N/A

Conventional Account/Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
Cash and bank balances (exclude cash in hand)		3,959,733	6,569,907
Deposits with licensed bank		9,132,779	8,742,517
Other cash equivalents (please specify in the remarks column)	Cash in hand	15,765	2,575
Total Cash		13,108,277	15,314,999

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

(c) Component of Financial Position (Cont'd)

(ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 (RM)	2024 (RM)
Current			
Term loans		10,241	10,393
Non-Current			
Term loans		329,262	340,463
Total Financing		339,503	350,856

Conventional Borrowing	Remarks	Group	
		2025 (RM)	2024 (RM)
Current			
Banker's acceptances		2,707,000	855,000
Hire purchase payables		134,526	128,624
Term loans		175,004	78,242
Non-Current			
Hire purchase payables		180,479	315,003
Term loans		3,151,967	2,156,126
Total Debt		6,348,976	3,532,995

LIST OF PROPERTIES

Registered Beneficial Owner	Title Details / Property Address	Description and Existing use	Category of land use / Tenure of the property	Age of buildings	Year of acquisition	Land / Gross built-up area	Net book value as at 31 December 2025 (RM'000)
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15253, Lot 505, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 17, 17-1 & 17-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Office, collection centre, processing and packaging facility and warehouse/ store for birds' nest.	<u>Category of Land Use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2020	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	477
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15252, Lot 506, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 19, 19-1 & 19-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Office, collection centre, processing and packaging facility and warehouse/ store for bird's nest.	<u>Category of Land Use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2020	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	477

LIST OF PROPERTIES
(CONT'D)

Registered Beneficial Owner	Title Details / Property Address	Description and Existing use	Category of land use / Tenure of the property	Age of buildings	Year of acquisition	Land / Gross built-up area	Net book value as at 31 December 2025 (RM'000)
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15251, Lot 507, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Office, collection centre, processing and packaging facility and warehouse/ store for birds' nest.	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building	30 years	2018	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,771 sq. feet	406
	<u>Postal Address:</u> No. 21, 21-1 & 21-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.		<u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094				
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15290, Lot 508, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Office, collection centre, processing and packaging facility and warehouse/ store for birds' nest.	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building	30 years	2021	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	373
	<u>Postal Address:</u> No. 23, 23-1 & 23-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.		<u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094				
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15289, Lot 509, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka.	<u>Description:</u> One (1) unit 3-storey shop office (corner lot). <u>Existing use:</u> Office, collection centre, processing and packaging facility and warehouse/ store for birds' nest.	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building	30 years	2021	<u>Land size:</u> <u>Built-up area:</u> 3,734 sq. feet	845
	<u>Postal Address:</u> No. 25, 25-1 & 25-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.		<u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094				

LIST OF PROPERTIES
(CONT'D)

Registered Beneficial Owner	Title Details / Property Address	Description and Existing use	Category of land use / Tenure of the property	Age of buildings	Year of acquisition	Land / Gross built-up area	Net book value as at 31 December 2025 (RM'000)
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15259, Lot 481, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 32, 32-1 & 32-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey shop office (corner lot). <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 2,250 sq. feet <u>Built-up area:</u> 6,750 sq. feet	840
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 8258, Lot 497, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 1, 1-1 & 1-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey shop office (corner lot). <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 1,938 sq. feet <u>Built-up area:</u> 5,324 sq. feet	651

LIST OF PROPERTIES
(CONT'D)

Registered Beneficial Owner	Title Details / Property Address	Description and Existing use	Category of land use / Tenure of the property	Age of buildings	Year of acquisition	Land / Gross built-up area	Net book value as at 31 December 2025 (RM'000)
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 8259, Lot 498, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 3, 3-1 & 3-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	337
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15258, Lot 499, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 5, 5-1 & 5-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	337
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15257, Lot 500, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 7, 7-1 & 7-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	337

LIST OF PROPERTIES
(CONT'D)

Registered Beneficial Owner	Title Details / Property Address	Description and Existing use	Category of land use / Tenure of the property	Age of buildings	Year of acquisition	Land / Gross built-up area	Net book value as at 31 December 2025 (RM'000)
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15256, Lot 501, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 9, 9-1 & 9-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	337
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15255, Lot 502, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 11, 11-1 & 11-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	337
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 8260, Lot 503, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 13, 13-1 & 13-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	337

LIST OF PROPERTIES
(CONT'D)

Registered Beneficial Owner	Title Details / Property Address	Description and Existing use	Category of land use / Tenure of the property	Age of buildings	Year of acquisition	Land / Gross built-up area	Net book value as at 31 December 2025 (RM'000)
MBN Enterprise Sdn Bhd	<u>Title Details:</u> PN 15254, Lot 504, Kawasan Bandar XXXIX, Daerah Melaka Tengah, Negeri Melaka. <u>Postal Address:</u> No. 15, 15-1 & 15-2, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka, Malaysia.	<u>Description:</u> One (1) unit 3-storey intermediate terrace shop office. <u>Existing use:</u> Under renovation	<u>Category of land use:</u> Building <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold of 99 Years expiring on 24 February 2094	30 years	2023	<u>Land size:</u> 1,001 sq. feet <u>Built-up area:</u> 2,860 sq. feet	337
MBN Food Sdn Bhd	<u>Title Details:</u> PM1091, Lot 16852, Serkam, Jasin, Melaka. <u>Postal Address:</u> Lot No. 16852, Jalan EP Serkam 2, Taman Estet Perindustrian Serkam, 77300 Merlimau, Melaka.	<u>Description:</u> A plot of leasehold vacant industrial land. <u>Existing use:</u> Vacant	<u>Category of land use:</u> "Perusahaan" <u>Express Term:</u> "Untuk tujuan Perindustrian Sahaja" <u>Tenure of Land:</u> Leasehold tenure for a term of 99 years expiring on 11 July 2110	N/A	2024	<u>Land size:</u> 87,963 sq. feet	1,485
Swallows House Enterprise Sdn Bhd	<u>Title Details:</u> Lot 2248, Block 71, Kuching Central Land District. <u>Postal Address:</u> Lot 2248, M10 Commercial Centre, 10th Mile, Jalan Penrissen/ Jalan Kuching-Serian, 93250, Kuching, Sarawak.	<u>Description:</u> One (1) unit 3-storey intermediate terraced shophouse. <u>Existing use:</u> Office, collection centre, processing and packaging facility and warehouse/ store for birds' nest.	<u>Category of land use:</u> Town Land <u>Express Term:</u> Commercial Building <u>Tenure of Property:</u> Leasehold term of 867 Years expiring on 10 March 2819	16 years	N/A	<u>Land size:</u> 1,201sq. feet <u>Built-up area:</u> 3,349 sq. feet	592

ANALYSIS OF SHAREHOLDINGS

AS AT 2 APRIL 2026

Number of Issued Shares	: 386,000,000
Class of Shares	: Ordinary shares
Voting Rights	: One (1) vote per ordinary share held

ANALYSIS BY SIZE OF SHAREHOLDINGS

Size of Holdings	No of Shareholders	% Shareholdings		%
Less than 100	-	-	-	-
100 – 1,000	113	10.357	56,000	0.015
1,001 – 10,000	360	32.997	2,331,000	0.604
10,001 – 100,000	452	41.430	17,635,000	4.569
100,001 – 19,299,999 ^(*)	161	14.757	77,978,000	20.202
19,300,000 and above ^(**)	5	0.458	288,000,000	74.611
Total	1,091	100.000	386,000,000	100.000

Notes	*	Less than 5% of the issued share
	**	5% and above of the issued share

DIRECTORS' SHAREHOLDINGS AS PER THE REGISTER OF DIRECTORS' SHAREHOLDINGS

Name	Shareholdings			
	Direct	%	Indirect	%
Liw Chong Liong	43,200,000	11.192	43,200,000 ^(a)	11.192
Lavernt Chen Vun Wo	129,600,000	33.575	-	-
Chin Chee Cheah	200,000	0.052	-	-
Lee Wei Kong	43,200,000	11.192	-	-
Dato' Dr. Rosini Binti Alias	200,000	0.052	-	-
Dato' Nazipah Binti Jamaludin	200,000	0.052	-	-
Chin Peck Li	200,000	0.052	500,000 ^(b)	0.130
Goh Wen Ling	200,000	0.052	-	-

Notes:-

- ^(a) Deemed interest pursuant to Section 8(4)(c) of the Companies Act 2016; held through MLCL Construction Sdn. Bhd.
- ^(b) Deemed interest pursuant to Section 197 of the Companies Act 2016, held through her husband, Lee Chye Tee.

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS

Name	Shareholdings			
	Direct	%	Indirect	%
Lavernt Chen Vun Wo	129,600,000	33.575	-	-
Lee Wei Kong	43,200,000	11.192	-	-
Liw Chong Liong	43,200,000	11.192	43,200,000 ^(a)	11.192
MLCL Construction Sdn Bhd	43,200,000	11.192	-	-
Gentle Rainbow Sdn Bhd	28,800,000	7.461	-	-

Notes:-

- ^(a) Deemed interest pursuant to Section 8(4)(c) of the Companies Act 2016; held through MLCL Construction Sdn. Bhd.

ANALYSIS OF SHAREHOLDINGS

AS AT 2 APRIL 2026

(CONT'D)

THIRTY (30) LARGEST SHAREHOLDERS AS AT 2 APRIL 2026

(Without aggregating securities from different Securities Account(s) belonging to the same Registered Holder)

No.	Name	No. of Shares Held	%
1.	Lavernt Chen Vun Wo	129,600,000	33.575
2.	Lee Wei Kong	43,200,000	11.192
3.	Liw Chong Liong	43,200,000	11.192
4.	MLCL Construction Sdn Bhd	43,200,000	11.192
5.	Gentle Rainbow Sdn Bhd	28,800,000	7.461
6.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account For Teo Lay Ban (MY3458)</i>	6,700,000	1.736
7.	Amsec Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account – Ambank (M) Berhad For Teo Lay Ban (SMART)</i>	3,572,000	0.925
8.	Ang Huat Keat	2,385,800	0.618
9.	Chew Guan Teck	2,332,000	0.604
10.	Looi Lee Yee	2,000,000	0.518
11.	Choon Siew Thong	1,958,700	0.507
12.	Lim Tau Wee	1,905,000	0.494
13.	Tan Yau Lam	1,827,200	0.473
14.	Khaw Wai Meng	1,560,100	0.404
15.	Chuah Su Chen	1,429,000	0.370
16.	Lee Siek Hsia	1,429,000	0.370
17.	Lee Yee Thian	1,281,200	0.332
18.	Lim Hwi See	1,196,000	0.310
19.	Chan Wah Kim	1,191,000	0.309
20.	Choo Siew Chen	1,191,000	0.309
21.	Gan Hong Liang	1,191,000	0.309
22.	Goldcoin Pavilion Sdn Bhd	1,191,000	0.309
23.	Tan Chin Khiang	1,191,000	0.309
24.	Yee Yoke Thai	1,191,000	0.309
25.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account For Ng Aik Kee (MF00451)</i>	1,100,000	0.28
26.	M & A Nominee (Tempatan) Sdn Bhd <i>Pledged Securities Account For Chow Dai Ying (M&A)</i>	1,100,000	0.285
27.	Cartaban Nominees (Asing) Sdn Bhd <i>Exempt An For Interactive Brokers (U.K.) Limited (Client)</i>	1,000,000	0.259
28.	Kenanga Nominees (Tempatan) Sdn Bhd <i>Rakuten Trade Sdn Bhd For Ng Yee</i>	1,000,000	0.259
29.	Lau Boon Hien	941,000	0.244
30.	Hoo Chee Ming	896,900	0.232
		330,759,900	85.689

NOTICE OF THE FOURTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Fourth Annual General Meeting (“4th AGM”) of the Company will be held at MYMBN Function Hall, No.15, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka on Monday, 25 May 2026 at 10.00 a.m. to transact the following business:

AGENDA

As Ordinary Business

- | | |
|--|--|
| 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 A on this agenda |
| 2. To approve the payment of Directors’ fees and benefits payable up to an amount of RM380,000.00 from 26 May 2026 until the next AGM of the Company. | Ordinary Resolution 1 |
| 3. To re-elect the following Directors who retire pursuant to Clause 95.1 of the Company’s Constitution: -

(a) Dato’ Dr. Rosini Binti Alias
(b) Ms. Goh Wen Ling | Ordinary Resolution 2
Ordinary Resolution 3 |
| 4. To appoint Messrs. Baker Tilly Monteiro Heng PLT as the Auditors of the Company in place of the retiring Auditors, Messrs. Crowe Malaysia PLT, and to hold office until the conclusion of the next Annual General Meeting in 2027 at a remuneration to be determined by the Board of Directors. | Ordinary Resolution 4 |

As Special Business

To consider and, if thought fit, pass with or without modifications, the following Ordinary Resolution:

- | | |
|--|------------------------------|
| 5. Authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act, 2016 and waiver of pre-emptive rights pursuant to Section 85 of the Companies Act, 2016 | Ordinary Resolution 5 |
|--|------------------------------|

“**THAT** subject always to the Companies Act, 2016, Constitution of the Company, Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and the approvals of the relevant authorities, the Directors be and are hereby authorised pursuant to Sections 75 and 76 of the Companies Act, 2016, to issue and allot new ordinary shares in the Company at any time and 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 new ordinary shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares) at the time of issue AND THAT the Directors are hereby further empowered to obtain approval for the listing of and quotation for the additional ordinary shares so issued on Bursa Securities AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company or the expiration of the period within which the next AGM is required by law to be held, whichever is earlier.”

AND FURTHER THAT pursuant to Section 85 of the Companies Act, 2016 read together with Clause 52 of the Company’s Constitution, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company and to offer new ordinary shares arising from the issuance and allotment of the new ordinary shares pursuant to Sections 75 and 76 of the Companies Act, 2016 AND THAT the Board of Directors of the Company is exempted from the obligation to offer such new ordinary shares first to the existing shareholders of the Company”.

NOTICE OF THE FOURTH ANNUAL GENERAL MEETING (CONT'D)

6. To transact any other business of which due notice shall have been given in accordance with the Company's Constitution and the Company Act, 2016.

By Order Of The Board
MYMBN BERHAD

LIM LI HEONG (MAICSA 7054716)
SSM PRACTISING CERTIFICATE NO.: 202008001981

WONG MEE KIAT (MAICSA 7058813)
SSM PRACTISING CERTIFICATE NO.: 202008001958
Company Secretaries

Kuala Lumpur
24 April 2026

Notes: -

1. A proxy may but need not be a member of the Company.
2. To be valid, the Form of Proxy, duly completed must be deposited at the Registered Office of the Company, Level 7, Mercu 3, No. 3, Jalan Bangsar, KL Eco City, 59200 Kuala Lumpur, not less than 24 hours before the time for holding the meeting Provided That in the event the member(s) duly executes the Form of Proxy but does not name any proxy, such member(s) shall be deemed to have appointed the Chairman of the meeting as his/her/their proxy, Provided Always that the rest of the Form of Proxy, other than the particulars of the proxy/proxies have been duly completed by the member(s).
3. A member may appoint up to two (2) proxies to attend and vote at the same meeting. Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy in the Form of Proxy.
4. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("**Central Depositories Act**"), it may appoint at least 1 proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**omnibus account**") as defined under the Central Depositories Act, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
6. If the appointor is a corporation, this form must be executed under its common seal or under the hand of an attorney duly authorised.
7. Only depositors whose names appear in the Record of Depositors as at **18 May 2026** shall be entitled to attend the 4th AGM.
8. Please ensure ALL the particulars as required in the Form of Proxy are completed, signed and dated accordingly.
9. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the Registered Office of the Company, Level 7, Mercu 3, No. 3, Jalan Bangsar, KL Eco City, 59200 Kuala Lumpur, not less than twenty four (24) hours before the time appointed for holding the 4th AGM or adjourned 4th AGM at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notari ally and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
10. Last date and time for lodging the Form of Proxy is on Sunday, **24 May 2026** at **10.00 a.m.**

EXPLANATORY NOTES: -

A. Audited Financial Statements for the Financial Year ended 31 December 2025

Item 1 of the Agenda is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act, 2016 ("**Act**") does not require a formal approval of shareholders for the Audited Financial Statements. Hence, this item on the Agenda is not put forward for voting.

NOTICE OF THE FOURTH ANNUAL GENERAL MEETING (CONT'D)

B. Ordinary Resolution 1 – Directors' fees and benefits

Section 230 (1) of the Act provides amongst others that the fees of the Directors and any benefits payable to the Directors of a listed company and its subsidiaries shall be approved at a general meeting.

The Board of Directors is seeking approval from the shareholders for the payment of Directors' fees and benefits of up to RM380,000.00 payable for the period from 26 May 2026 until the conclusion of the next AGM of the Company in 2027.

There has been no revision to the Directors' fees and benefits previously approved by the shareholders at the 3rd AGM of the Company held on 26 May 2025.

C. Ordinary Resolution 2 and 3 – Re-election of Directors

For the purpose of determining the eligibility of the Directors to stand for re-election at the 4th AGM, the Board of Directors ("**Board**") has, through the Nomination Committee ("**NC**"), considered the assessment on the fit and proper of the retiring Directors and agreed that they meet the criteria as prescribed by Rule 2.20A of the ACE Market Listing Requirements ("**ACE Listing Requirements**") of Bursa Malaysia Securities Berhad on character, experience, integrity, competence and time commitment to effectively discharge their roles as Directors. Based on the recommendation of NC, the Board (save for the retiring Directors who had abstained from participating in the deliberation and voting by the Board regarding their re-election) supports the re-election of the abovementioned Directors with the following justifications

Ordinary Resolution 2: Re-election of Dato ' Dr. Rosni Binti Alias as Director of the Company

Dato' Dr. Rosni Binti Alias fulfills the requirements of independence as set out in Guidance Note 9 of the ACE Listing Requirements. She remains objective and independent in expressing her views and participating in Board deliberations and decision-making in addition to overseeing and ensuring the efficient functioning of the Board. She has exercised her due care and carried out her professional duties proficiently during her tenure as Independent Non-Executive Director of the Company.

Ordinary Resolution 3: Re-election of Ms. Goh Wen Ling as Director of the Company

Ms. Goh Wen Ling fulfills the requirements of independence as set out in Guidance Note 9 of the ACE Listing Requirements. She remains objective and independent in expressing her views and participating in Board deliberations and decision-making in addition to overseeing and ensuring the efficient functioning of the Board. She has exercised her due care and carried out her professional duties proficiently during her tenure as Independent Non-Executive Director of the Company.

Based on the above, the Board (save for the retiring Directors who had abstained from participating in the deliberation and voting by the Board regarding their re-election), collectively agreed and recommended the said Directors be re-elected as Directors of the Company at the 4th AGM. The Board was also satisfied with the fit and proper assessment completed by the retiring Directors.

D. Ordinary Resolution 4 – Appointment of Messrs. Baker Tilly Monteiro Heng PLT as the Company's Auditors in place of Messrs. Crowe Malaysia PLT, and fixing of their remuneration.

The Auditors, Messrs. Crowe Malaysia PLT, retire and do not seek re-appointment at the Company's 4th AGM on 25 May 2026. Messrs. Crowe Malaysia PLT has been the Company's Auditors for 4 years since 2022. The Board wishes to seek shareholders' approval for the appointment of Messrs. Baker Tilly Monteiro Heng PLT as Auditors of the Company in place of the retiring Auditors, Messrs. Crowe Malaysia PLT, and to hold office until the conclusion of the next Annual General Meeting in 2027.

In evaluating the suitability of Messrs. Baker Tilly Monteiro Heng PLT, the Audit and Risk Management Committee considered the adequacy of the audit firm's expertise and resources, the credentials and experience in the Group's industry, reputation, the audit engagement partner to be assigned, independence, commitment, geographical coverage, staff turnover experience and continuity, and the indicative audit fees.

After evaluation, the Board, in consultation with the Audit and Risk Management Committee, is satisfied that Messrs. Baker Tilly Monteiro Heng PLT will be able to meet the audit requirements of the Company and the Group.

NOTICE OF THE FOURTH ANNUAL GENERAL MEETING (CONT'D)

The Company confirms there were no disagreements with the retiring auditors, Messrs. Crowe Malaysia PLT, on accounting treatments within the last twelve (12) months from the date of this Notice.

The Company is not aware of any circumstances regarding the proposed change of Auditors that should be brought to the attention of Shareholders.

E. Ordinary Resolution 5 - Authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act, 2016 and waiver of pre-emptive rights pursuant to Section 85 of the Companies Act, 2016

The Ordinary Resolution proposed under item 5, is a new general mandate and if passed, will authorise the Directors of the Company to issue and allot new ordinary shares up to a maximum of 10% of the issued shares of the Company (excluding treasury) for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority, unless revoked or varied by the shareholders of the Company in a general meeting will expire at the conclusion of the next AGM or the expiration of the period within which the next AGM is required by law to be held, whichever is earlier.

The mandate is to provide flexibility to the Company to issue and allot new ordinary shares without the need to convene a separate general meeting to obtain shareholders' approval so as to eliminate any delay and avoid incurring additional cost. The purpose of this general mandate is to facilitate the Company to undertake possible fund-raising exercises including but not limited to further placement of shares for purposes of funding current and/or future investment projects, working capital and/or acquisitions.

The approval of the issuance and allotment of the new ordinary shares under Sections 75 and 76 of the Companies Act, 2016 shall have the effect of the shareholders having agreed to waive their statutory pre-emptive rights pursuant to Section 85 of the Companies Act, 2016 and Clause 52 of the Constitution of the Company pertaining to the issuance and allotment of new ordinary shares under Sections 75 and 76 of the Companies Act, 2016, which will result in a dilution to their shareholding percentage in the Company.

The Company has not issued any new shares pursuant to the general mandate to the Directors for issuance of new ordinary shares pursuant to the Act, obtained at the 3rd AGM held on 26 May 2025 and which will lapse at the conclusion of the 4th AGM. Hence, no proceeds were raised from the previous general mandate.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company:

- (i) *consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"),*
- (ii) *warrants that where the member disclose the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained prior consent of such proxy(ies) and/or representative(s) for the Purposes, and*
- (iii) *agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.*

NOTICE OF THE FOURTH ANNUAL GENERAL MEETING (CONT'D)

STATEMENT ACCOMPANYING THE NOTICE OF FOURTH ANNUAL GENERAL MEETING

1. Fourth Annual General Meeting (“**4th AGM**”) of the Company will be held at MYMBN Function Hall, No.15, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka on Monday, 25 May 2026 at 10.00 a.m.
2. The Directors who are standing for re-election at the 4th AGM of the Company pursuant to Clause 95.1 of the Company’s Constitution are:
 - (i) Dato’ Dr. Rosini Binti Alias
 - (ii) Ms. Goh Wen Ling

The details of the above Directors seeking re-election are set out in the Directors’ Profile as disclosed on pages 7 to 15 respectively of this Annual Report.

3. The details of the interest of the above Directors in the securities of the Company are stated on page 146 of this Annual Report.
4. The details of attendance of the above Directors of the Company at Board of Directors’ Meetings held during the financial year ended 31 December 2025 and Board Committee’s Meetings are disclosed in the Corporate Governance Overview Statement set out on page 51 of this Annual Report.
5. The above Directors have not entered into any transaction, whether directly or indirectly, which has a conflict of interest with the Company and its subsidiaries.

**MYMBN BERHAD**

Registration No. 202201011844 (1457541-U)
(Incorporated in Malaysia)

Number of Shares	
CDS Account No.	

FORM OF PROXY

I/We, _____ NRIC/Passport/Company No. _____
(FULL NAME)

of _____ being a Member/Members
(FULL ADDRESS)

of **MYMBN Berhad (the "Company")** hereby appoint _____
(FULL NAME)

NRIC/Passport No. _____ Tel No. _____ Email address _____

of _____ and/or failing whom,
(FULL ADDRESS)

_____ NRIC/Passport No. _____ Tel No. _____
(FULL NAME)

Email address _____ of _____
(FULL ADDRESS)

or failing whom, the CHAIRMAN OF THE MEETING as my/our proxy/proxies to vote for me/us and on my/our behalf at the Fourth Annual General Meeting ("4th AGM") of the Company to be held at MYMBN Function Hall, No.15, Jalan Melaka Raya 26, Taman Melaka Raya, 75000 Melaka on Monday, 25 May 2026 at 10.00 a.m. or at any adjournment thereof and to vote as indicated below: -

NO.	RESOLUTIONS	FOR	AGAINST
Resolution 1	To approve the payment of Directors' fees and benefits from 26 May 2026 until the next AGM of the Company.		
Resolution 2	To re-elect Dato' Dr. Rosini Binti Alias who is retiring as a Director of the Company in accordance with Clause 95.1 of the Company's Constitution.		
Resolution 3	To re-elect Ms. Goh Wen Ling who is retiring as a Director of the Company in accordance with Clause 95.1 of the Company's Constitution.		
Resolution 4	To appoint Messrs. Baker Tilly Monteiro Heng PLT as the Auditors of the Company in place of the retiring Auditors, Messrs. Crowe Malaysia PLT, and to hold office until the conclusion of the next Annual General Meeting in 2027 at a remuneration to be determined by the Board of Directors.		
Resolution 5	To authorise the Directors to issue and allot shares in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 and waiver of pre-emptive rights pursuant to Section 85 of the Companies Act 2016.		

[Please indicate with (X) in the spaces provided how you wish your vote to be casted. If no specific direction as to voting is given, the proxy will vote or abstain at his(her) discretion.]

*Strike out whichever is not desired.

Dated this _____ day of _____, 2026

Signature of Member / Common Seal

	No. of Shares	Percentage
Proxy 1		
Proxy 2		
Total		

Fold this flap for sealing

Notes: -

1. A proxy may but need not be a member of the Company.
2. To be valid, the Form of Proxy, duly completed must be deposited at the Registered Office of the Company, Level 7, Mercu 3, No. 3, Jalan Bangsar, KL Eco City, 59200 Kuala Lumpur, not less than 24 hours before the time for holding the meeting Provided That in the event the member(s) duly executes the Form of Proxy but does not name any proxy, such member(s) shall be deemed to have appointed the Chairman of the meeting as his/her/their proxy, Provided Always that the rest of the Form of Proxy, other than the particulars of the proxy/proxies have been duly completed by the member(s).
3. A member may appoint up to two (2) proxies to attend and vote at the same meeting. Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy in the Form of Proxy.
4. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("**Central Depositories Act**"), it may appoint at least 1 proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**omnibus account**") as defined under the Central Depositories Act, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
6. If the appointor is a corporation, this form must be executed under its common seal or under the hand of an attorney duly authorised.
7. Only depositors whose names appear in the Record of Depositors as at **18 May 2026** shall be entitled to attend the 4th AGM.
8. Please ensure ALL the particulars as required in the Form of Proxy are completed, signed and dated accordingly.
9. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the Registered Office of the Company, Level 7, Mercu 3, No. 3, Jalan Bangsar, KL Eco City, 59200 Kuala Lumpur, not less than twenty four (24) hours before the time appointed for holding the 4th AGM or adjourned 4th AGM at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notorially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
10. Last date and time for lodging the Form of Proxy is on Sunday, **24 May 2026** at **10.00 a.m.**

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AFFIX
STAMP

The Company Secretary
MYMBN BERHAD [Registration No. 202201011844 (1457541-U)]
LEVEL 7, MERCU 3,
NO. 3, JALAN BANGSAR, KL ECO CITY,
59200 KUALA LUMPUR

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PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Fourth (4th) AGM dated 24 April 2026.

**Address**

No. 17, 19, 21, 23 & 25, Jalan Melaka Raya 26,
Taman Melaka Raya, 75000 Melaka, Malaysia.

**Telephone**

+606-2922628

**E-mail**

info@mymbn.com.my

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