

**THIS PROSPECTUS HAS NOT BEEN REGISTERED BY THE SECURITIES COMMISSION MALAYSIA. THE INFORMATION IN THIS PROSPECTUS MAY BE SUBJECT TO FURTHER AMENDMENTS BEFORE BEING REGISTERED BY THE SECURITIES COMMISSION MALAYSIA. UNDER NO CIRCUMSTANCES SHALL THIS PROSPECTUS CONSTITUTE AN OFFER FOR SUBSCRIPTION OR PURCHASE OF, OR AN INVITATION TO SUBSCRIBE FOR OR PURCHASE SECURITIES.**

## PROSPECTUS



### BESTARI FOOD BERHAD

(Registration No. 202501007201 (1608615-T))  
(Incorporated in Malaysia under the Companies Act 2016)

INITIAL PUBLIC OFFERING (“IPO”) OF UP TO 133,320,300 ORDINARY SHARES IN BESTARI FOOD BERHAD (“BESTARI FOOD”) (“IPO SHARES”) IN CONJUNCTION WITH THE LISTING OF AND QUOTATION FOR THE ENTIRE ENLARGED ISSUED SHARE CAPITAL OF BESTARI FOOD ON THE MAIN MARKET OF BURSA MALAYSIA SECURITIES BERHAD COMPRISING A PUBLIC ISSUE OF 77,070,300 NEW ORDINARY SHARES IN BESTARI FOOD AND AN OFFER FOR SALE OF UP TO 56,250,000 EXISTING ORDINARY SHARES IN BESTARI FOOD INVOLVING:

- (I) INSTITUTIONAL OFFERING OF UP TO 100,000,000 IPO SHARES TO INSTITUTIONAL AND SELECTED INVESTORS, INCLUDING BUMIPUTERA INVESTORS APPROVED BY THE MINISTRY OF INVESTMENT, TRADE AND INDUSTRY OF MALAYSIA, AT THE INSTITUTIONAL PRICE TO BE DETERMINED BY WAY OF BOOKBUILDING (“INSTITUTIONAL PRICE”); AND
- (II) RETAIL OFFERING OF 33,320,300 IPO SHARES TO THE MALAYSIAN PUBLIC AND ELIGIBLE DIRECTORS, EMPLOYEES AND PERSONS WHO HAVE CONTRIBUTED TO THE SUCCESS OF BESTARI FOOD AND ITS SUBSIDIARIES AT THE RETAIL PRICE OF RM[•] PER IPO SHARE (“RETAIL PRICE”),

PAYABLE IN FULL UPON APPLICATION AND SUBJECT TO A REFUND OF THE DIFFERENCE BETWEEN THE RETAIL PRICE AND THE FINAL RETAIL PRICE (AS DEFINED IN THIS PROSPECTUS) IN THE EVENT THAT THE FINAL RETAIL PRICE IS LESS THAN THE RETAIL PRICE, SUBJECT TO THE CLAWBACK AND REALLOCATION PROVISIONS. THE FINAL RETAIL PRICE WILL BE EQUAL TO THE LOWER OF THE RETAIL PRICE AND THE INSTITUTIONAL PRICE

*Principal Adviser, Sole Underwriter and Sole Placement Agent*



#### RHB INVESTMENT BANK BERHAD

(Registration No. 197401002639 (19663-P))  
(A Participating Organisation of Bursa Malaysia Securities Berhad)

NO SECURITIES WILL BE ALLOTTED OR ISSUED BASED ON THIS PROSPECTUS AFTER 6 MONTHS FROM THE DATE OF THIS PROSPECTUS.

[THE SECURITIES COMMISSION MALAYSIA (“SC”) HAS APPROVED THE ISSUE, OFFER OR INVITATION OF OUR IPO AND THIS PROSPECTUS HAS BEEN REGISTERED BY THE SC.] THE SAID APPROVAL AND REGISTRATION OF THIS PROSPECTUS, SHOULD NOT BE TAKEN TO INDICATE THAT THE SC RECOMMENDS THE OFFERING OR ASSUMES RESPONSIBILITY FOR THE CORRECTNESS OF ANY STATEMENT MADE, OPINION EXPRESSED OR REPORT CONTAINED IN THIS PROSPECTUS. THE SC HAS NOT, IN ANY WAY, CONSIDERED THE MERITS OF THE SECURITIES BEING OFFERED FOR INVESTMENT.

THE SC IS NOT LIABLE FOR ANY NON-DISCLOSURE ON THE PART OF OUR COMPANY AND TAKES NO RESPONSIBILITY FOR THE CONTENTS OF THIS PROSPECTUS, MAKES NO REPRESENTATION AS TO ITS ACCURACY OR COMPLETENESS, AND EXPRESSLY DISCLAIMS ANY LIABILITY FOR ANY LOSS YOU MAY SUFFER ARISING FROM OR IN RELIANCE UPON THE WHOLE OR ANY PART OF THE CONTENTS OF THIS PROSPECTUS.

**INVESTORS ARE ADVISED TO READ AND UNDERSTAND THE CONTENTS OF THIS PROSPECTUS. IF IN DOUBT, PLEASE CONSULT A PROFESSIONAL ADVISER.**

**FOR INFORMATION CONCERNING RISK FACTORS WHICH SHOULD BE CONSIDERED BY PROSPECTIVE INVESTORS, SEE “RISK FACTORS” COMMENCING ON PAGE 166.**

**THIS PROSPECTUS IS DATED [•]**

All defined terms used in this Prospectus are defined under "Presentation of Information" on page viii, "Definitions" on page x and "Glossary of Technical Terms" on page xv.

### **RESPONSIBILITY STATEMENTS**

Our Directors, Promoters and Offeror have seen and approved this Prospectus. They collectively and individually accept full responsibility for the accuracy of the information contained in this Prospectus. Having made all reasonable enquiries, and to the best of their knowledge and belief, they confirm that there is no false or misleading statement or other facts which, if omitted, would make any statement in this Prospectus false or misleading.

RHB Investment Bank, being our Principal Adviser, acknowledges that, based on all available information, and to the best of its knowledge and belief, this Prospectus constitutes a full and true disclosure of all material facts concerning our IPO.

### **STATEMENTS OF DISCLAIMER**

Our Company [has obtained] the approval from Bursa Securities for the listing of and quotation for our Shares. Our admission to the Official List of Bursa Securities is not to be taken as an indication of the merits of our IPO, our Company or our Shares.

This Prospectus, together with the Application Form, [has also been lodged] with the Registrar of Companies, who takes no responsibility for its contents.

You should rely on your own evaluation to assess the merits and risks of your investment in our Shares. If you are in any doubt as to the action to be taken, you should consult your stockbroker, bank manager, solicitor, accountant or other professional advisers immediately.

You should not take the agreement by the Sole Underwriter named in this Prospectus to underwrite our IPO Shares as an indication of the merits of our Shares being offered.

### **OTHER STATEMENTS**

You should note that you may seek recourse under Sections 248, 249 and 357 of the CMSA for breaches of securities laws including any statement in this Prospectus that is false, misleading, or from which there is a material omission, or for any misleading or deceptive act in relation to this Prospectus or the conduct of any other person in relation to our Company.

Our Shares are offered to the public on the premise of full and accurate disclosure of all material information concerning our IPO, for which any person set out in Section 236 of the CMSA, is responsible.

This Prospectus is prepared and published solely for our IPO. Our Shares being offered in our IPO are offered solely on the basis of the information contained and representations made in this Prospectus. Our Company, Directors, Promoters, Offeror, Principal Adviser, Sole Underwriter and Sole Placement Agent have not authorised anyone to provide any information or to make any representation not contained in this Prospectus. Any information or representation not contained in this Prospectus must not be relied upon as having been authorised by our Company, Directors, Promoters, Offeror, Principal Adviser, Sole Underwriter and Sole Placement Agent, or any of their respective directors or any other persons involved in our IPO.

This Prospectus has been prepared and published in the context of an IPO under the laws of Malaysia. It does not comply with the laws of any jurisdiction other than Malaysia, and has not been and will not be lodged, registered or approved pursuant to or under any applicable securities or equivalent legislation or by any regulatory authority of any jurisdiction other than Malaysia.

The distribution of this Prospectus and our IPO are subject to the laws of Malaysia. This Prospectus will not be distributed outside Malaysia. Our Company, Directors, Promoters, Offeror, Principal Adviser, Sole Underwriter and Sole Placement Agent have not authorised and take no responsibility for the distribution of this Prospectus outside Malaysia. No action has been taken to permit a public offering of our Shares in any jurisdiction other than Malaysia based on this Prospectus. Accordingly, this Prospectus may not be used for the purpose of, and does not constitute an offer for, subscription or purchase or invitation to subscribe for or purchase any of our Shares being offered in our IPO in any jurisdiction or in any circumstances in which such an offer is not authorised or lawful, or to any person to whom it is unlawful to make such offer or invitation. The distribution of this Prospectus and the sale of our Shares offered under our IPO in certain jurisdictions may be restricted by law. Prospective investors who may be in possession of this Prospectus are required to inform themselves and to observe such restrictions.

We will not, prior to acting on any acceptance in respect of our IPO, make or be bound to make any enquiry as to whether you have a registered address in Malaysia and will not be deemed to accept any liability in relation thereto, whether or not any enquiry or investigation is made in connection therewith.

It is your sole responsibility to ensure that your application for our IPO would be in compliance with the terms of our IPO as stated in this Prospectus and would not be in contravention of any laws of countries or jurisdictions other than Malaysia to which you may be subjected. We will further assume that you have accepted our IPO in Malaysia and will be subject only to the laws of Malaysia in connection therewith. However, we reserve the right in our absolute discretion to treat any acceptance as invalid if we believe that such acceptance may violate any law or applicable legal or regulatory requirements.

It shall be your sole responsibility to consult your legal and/or other professional advisers on the laws to which our IPO or you are or might be subjected. Neither we nor our Principal Adviser, Sole Underwriter and Sole Placement Agent nor any other advisers in relation to our IPO shall accept any responsibility or liability in the event that any application made by you shall become illegal, unenforceable, avoidable or void in any country or jurisdiction.

### **ELECTRONIC PROSPECTUS**

This Prospectus can also be viewed or downloaded from Bursa Securities' website at [www.bursamalaysia.com](http://www.bursamalaysia.com). The contents of the electronic Prospectus and the copy of this Prospectus registered with the SC are the same.

You are advised that the internet is not a fully secure medium. Your Internet Share Application may be subject to risks in data transmission, computer security threats such as viruses, hackers and crackers, faults with computer software and other events beyond the control of the Internet Participating Financial Institutions. These risks cannot be borne by the Internet Participating Financial Institutions. If you are in any doubt about the validity or integrity of the electronic Prospectus, you should immediately request from us or our Issuing House, a printed copy of this Prospectus. If there are any discrepancies between the contents of the electronic Prospectus and the printed copy of this Prospectus, the contents of the printed copy of this Prospectus, which are identical to the copy of this Prospectus registered with the SC, shall prevail.

In relation to any reference in this Prospectus to third party internet sites ("**Third Party Internet Sites**"), whether by way of hyperlinks or by way of description of the Third Party Internet Sites, you acknowledge and agree that:

- (i) we do not endorse and are not affiliated in any way with the Third Party Internet Sites. Accordingly, we are not responsible for the availability of, or the contents or any data, information, file or other material provided on the Third Party Internet Sites. You shall bear all risks associated with the access to or use of the Third Party Internet Sites;

- (ii) we are not responsible for the quality of products or services in the Third Party Internet Sites, particularly in fulfilling any of the terms of your agreements with the Third Party Internet Sites. We are also not responsible for any loss or damage or costs that you may suffer or incur in connection with or as a result of dealing with the Third Party Internet Sites or the use of or reliance on any data, information, file or other material provided by the Third Party Internet Sites; and
- (iii) any data, information, file or other material downloaded from the Third Party Internet Sites is carried out at your own discretion and risk. We are not responsible, liable or under obligations for any damage to your computer system or loss of data resulting from the downloading of any such data, information, file or other material.

Where an electronic Prospectus is hosted on the website of the Internet Participating Financial Institutions, you are advised that:

- (i) the Internet Participating Financial Institutions are only liable in respect of the integrity of the contents of the electronic Prospectus, to the extent of the contents of the electronic Prospectus on the web server of the Internet Participating Financial Institutions which may be viewed via your web browser or other relevant software. The Internet Participating Financial Institutions are not responsible for the integrity of the contents of the electronic Prospectus which has been obtained from the web server of the Internet Participating Financial Institutions and subsequently communicated or disseminated in any manner to you or other parties;
- (ii) while all reasonable measures have been taken to ensure the accuracy and reliability of the information provided in the electronic Prospectus, the accuracy and reliability of the electronic Prospectus cannot be guaranteed because the internet is not a fully secure medium; and
- (iii) the Internet Participating Financial Institutions are not liable (whether in tort or contract or otherwise) for any loss, damages or costs, that you or any other person may suffer or incur due to, as a consequence of or in connection with any inaccuracies, changes, alterations, deletions or omissions in respect of the information provided in the electronic Prospectus which may arise in connection with or as a result of any fault with web browsers or other relevant software, any fault on your or any third party's personal computer, operating system or other software, viruses or other security threats, unauthorised access to information or systems in relation to the website of the Internet Participating Financial Institutions, and/or problems occurring during data transmission, which may result in inaccurate or incomplete copies of information being downloaded or displayed on your personal computer.

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**INDICATIVE TIMETABLE**

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An indicative timetable for our IPO is set out below:

<b>Event</b>	<b>Tentative date</b>
Opening of the Institutional Offering	[•]
Issuance of the Prospectus/Opening of the Retail Offering	10.00 a.m. [•]
Closing of the Retail Offering	5.00 p.m. [•]
Closing of the Institutional Offering	[•]
Price Determination Date	[•]
Balloting of application for our IPO Shares under the Retail Offering	[•]
Allotment/Transfer of our IPO Shares to successful applicants	[•]
Listing	[•]

If there is any change to the timetable, we will advertise the notice of such change in widely circulated English and Bahasa Malaysia daily newspapers in Malaysia, and make an announcement on the website of Bursa Securities.

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**PRESENTATION OF INFORMATION**

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All references to “our Company” or “Bestari Food” in this Prospectus are to Bestari Food Berhad. All references to “our Group” or “Bestari Food Group” in this Prospectus are to our Company and our subsidiaries, taken as a whole. All references to “we”, “us”, “our” or “ourselves” are to our Company, and where the context requires, our Company and our subsidiaries.

All references to “you” are to our prospective investors.

Unless the context otherwise requires, references to “management” in this Prospectus are to our Directors and Key Senior Management as at the date of this Prospectus. Statements as to our beliefs, expectations, estimates and opinions are those of our management.

The word “approximately” used in this Prospectus is to indicate that a number is not an exact one, but that number is usually rounded off to the nearest thousandth or 1 decimal place. Any discrepancies in the tables between the amounts listed and the totals in this Prospectus are due to rounding. Certain acronyms, technical terms and other abbreviations used are defined in “Definitions” and “Glossary of Technical Terms” sections of this Prospectus.

Words denoting the singular shall, where applicable, include the plural and vice versa and words denoting the masculine gender shall, where applicable, include the feminine and/or neuter genders and vice versa. References to persons shall include companies and corporations.

Any reference in this Prospectus to any provisions of the statutes, rules and regulations, enactments or rules of stock exchange shall (where the context admits), be construed as reference to provisions of such statutes, rules and regulations, enactments or rules of stock exchange (as the case may be) as modified by any written law or (if applicable) amendment or re-enactment to statutes, rules and regulations, enactments or rules of stock exchange for the time being in force.

All references to dates and times are references to dates and times in Malaysia unless otherwise stated. All references to the “LPD” in this Prospectus are to 31 May 2026, which is the latest practicable date prior to the registration of this Prospectus with the SC.

This Prospectus includes statistical data provided by us and various third parties and cites third party projections regarding growth and performance of the market and industry in which we operate as well as our estimated market share in the industry in which we operate. This data is taken or derived from information published by industry sources and from our internal data. In each such case, the source is stated in this Prospectus. Where there is no source stated, it can be assumed that the information originates from us or is extracted from the IMR Report prepared by Vital Factor Consulting Sdn Bhd, which is included in Section 8 of this Prospectus. We have appointed Vital Factor Consulting Sdn Bhd to provide an independent market and industry review. In compiling its data for the review, Vital Factor Consulting Sdn Bhd had relied on its research methodology, industry sources, published materials, its own private databases and direct contacts within the industry.

We believe that the information on the industry as contained in this Prospectus and other statistical data and projections cited in this Prospectus are useful in helping you to understand the major trends in the market and industry in which we operate. Third party projections cited in this Prospectus are subject to significant uncertainties that could cause actual data to differ materially from the projected figures. No assurance can be given that the estimated figures will be achieved, and you should not place undue reliance on the third party projections cited in this Prospectus.

The information on our website or any website, directly or indirectly, linked to our website does not form part of this Prospectus. If there is any discrepancy between the contents of such website relating to our Group and this Prospectus, the information contained in this Prospectus shall prevail.

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**FORWARD-LOOKING STATEMENTS**

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This Prospectus contains forward-looking statements. All statements other than statements of historical facts included in this Prospectus, including, without limitation, those regarding our financial position, business strategies, prospects, plans and objectives of our Group for future operations, are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause our actual results, our performance or achievements, or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.

Such forward-looking statements are based on numerous assumptions regarding our present and future business strategies and the environment in which we will operate in the future. Such forward-looking statements reflect our current views with respect to future events and do not guarantee future performance.

Forward-looking statements can be identified by the use of forward-looking terminologies such as the words “may”, “will”, “would”, “could”, “believe”, “expect”, “anticipate”, “intend”, “estimate”, “aim”, “plan”, “forecast”, “project” or similar expressions and include all statements that are not historical facts. Such forward-looking statements include, without limitation, statements relating to:

- (i) our plans and objectives for future operations;
- (ii) our future earnings, cash flow and liquidity;
- (iii) potential growth opportunities;
- (iv) our business strategies, trends and competitive position;
- (v) our financial position;
- (vi) our ability to pay dividends; and
- (vii) the regulatory environment and the effects of future regulation.

Our actual results may differ materially from information contained in such forward-looking statements as a result of a number of factors, including, without limitations, those discussed in Section 9 of this Prospectus on “Risk Factors” and Section 12.3 of this Prospectus on “Management’s Discussion and Analysis of Financial Condition and Results of Operations”. We cannot give any assurance that the forward-looking statements made in this Prospectus will be realised. Such forward-looking statements are made only as at the LPD based on information available to us as at the LPD.

Should we become aware of any subsequent significant change or development affecting matters disclosed in this Prospectus arising from the date of registration of this Prospectus but before the date of allotment/transfer of our IPO Shares, we will issue a supplemental or replacement prospectus, as the case may be, in accordance with the provisions of Section 238(1) of the CMSA and Paragraph 1.02, Chapter 1 of Part II (Division 6) of the Prospectus Guidelines (Supplementary and Replacement Prospectus).

**DEFINITIONS**

The following terms in this Prospectus bear the same meanings as set out below unless the term is defined otherwise or the context requires otherwise:

**COMPANIES WITHIN OUR GROUP**

<b>Bestari Food or Company</b>	:	Bestari Food Berhad
<b>Bestari Food Group or Group</b>	:	Collectively, our Company and our subsidiaries
<b>Bestari (S)</b>	:	Bestari (S) Pte Ltd, our wholly-owned subsidiary
<b>Bestari Sales</b>	:	Bestari Sales & Marketing Sdn Bhd, our wholly-owned subsidiary
<b>Synerchem (S)</b>	:	Synerchem (S) Pte Ltd, our wholly-owned subsidiary
<b>Synerchem Engineering</b>	:	Synerchem Engineering Sdn Bhd, our wholly-owned subsidiary
<b>Synerchem Food Processing</b>	:	Synerchem Food Processing Industry Sdn Bhd, our wholly-owned subsidiary
<b>Synerchem Ingredients</b>	:	Synerchem Ingredients Sdn Bhd, our wholly-owned subsidiary
<b>Synerchem Services</b>	:	Synerchem Services Sdn Bhd, our wholly-owned subsidiary

**GENERAL**

<b>ACCA</b>	:	Association of Chartered Certified Accountants
<b>Acquisitions</b>	:	Acquisition by Bestari Food of the entire equity interests in the following companies: <ul style="list-style-type: none"> <li>(i) Bestari (S);</li> <li>(ii) Bestari Sales;</li> <li>(iii) Synerchem (S);</li> <li>(iv) Synerchem Engineering;</li> <li>(v) Synerchem Food Processing;</li> <li>(vi) Synerchem Ingredients; and</li> <li>(vii) Synerchem Services</li> </ul>

for a total purchase consideration of RM37,292,960, to be satisfied via the issuance of 372,929,600 new Shares to Core Perpetual, as nominated by all the vendors, at an issue price of RM0.10 per Share, which was completed on [●]

<b>Act</b>	:	Companies Act 2016
<b>AGM</b>	:	Annual general meeting
<b>Application</b>	:	Application for our IPO Shares under the Retail Offering by way of the Application Form, Electronic Share Application or Internet Share Application

**DEFINITIONS (CONT'D)**

<b>Application Form</b>	:	Application form for the application of our IPO Shares under the Retail Offering accompanying this Prospectus
<b>ATM</b>	:	Automated teller machine
<b>Authorised Financial Institution</b>	:	Authorised financial institution participating in the Internet Share Application in respect of the payment for our IPO Shares
<b>Bestari HQ</b>	:	Our headquarters comprising a 2-storey production factory annexed with 3-storey office building and single-storey warehouse, located at Lot 29119, Jalan Rajawali Batu 9, Kampung Kebun Baru, 42500 Telok Panglima Garang, Kuala Langat, Selangor
<b>Board</b>	:	Board of Directors of our Company
<b>Bursa Depository</b>	:	Bursa Malaysia Depository Sdn Bhd
<b>Bursa Securities</b>	:	Bursa Malaysia Securities Berhad
<b>CCC</b>	:	Certificate of completion and compliance
<b>CCM</b>	:	Companies Commission of Malaysia
<b>CDS</b>	:	Central Depository System
<b>CFA</b>	:	Certificate for Accommodation
<b>CMSA</b>	:	Capital Markets and Services Act 2007
<b>Constitution</b>	:	Constitution of our Company
<b>Core Perpetual</b>	:	Core Perpetual Sdn Bhd (formerly known as Synerchem Sdn Bhd)
<b>Director</b>	:	A member of our Board and has the meaning given in Section 2 of the Act
<b>EBITDA</b>	:	Earnings before interest, taxation, depreciation and amortisation
<b>Electronic Share Application</b>	:	Application for our IPO Shares made available to the Malaysian Public under the Retail Offering through a Participating Financial Institution's ATM
<b>Eligible Persons</b>	:	Collectively, eligible Directors and employees of our Group and persons who have contributed to the success of our Group
<b>EPS</b>	:	Earnings per Share
<b>ERP</b>	:	Enterprise resource planning
<b>Equity Guidelines</b>	:	Equity Guidelines issued by the SC
<b>F&amp;B</b>	:	Food and beverage
<b>Final Retail Price</b>	:	Final price per IPO Share to be paid by the investors under the Retail Offering, being the lower of the Retail Price and Institutional Price, to be determined on the Price Determination Date

**DEFINITIONS (CONT'D)**

<b>Financial Years Under Review</b>	:	Collectively, the FYE 2023, FYE 2024 and FYE 2025
<b>FYE</b>	:	Financial year ended/ending 31 December, as the case may be
<b>GP</b>	:	Gross profit
<b>ICDM</b>	:	Institute of Corporate Directors Malaysia
<b>IMR Report</b>	:	Independent market research report on the Independent Assessment of the Food Ingredients Industry, Focusing on Food Premixes prepared by Vital Factor Consulting Sdn Bhd as set out in Section 8 of this Prospectus
<b>Institutional Offering</b>	:	Offering of up to 100,000,000 IPO Shares at the Institutional Price, subject to the clawback and reallocation provisions, to institutional and selected investors as well as Bumiputera investors approved by the MITI
<b>Institutional Price</b>	:	Price per IPO Share to be paid by investors under the Institutional Offering which will be determined on the Price Determination Date by way of bookbuilding
<b>Internet Participating Financial Institutions</b>	:	Participating financial institutions for the Internet Share Application, which are set out in Section 15.6 of this Prospectus
<b>Internet Share Application</b>	:	Application for our IPO Shares under the Retail Offering through an Internet Participating Financial Institution
<b>IPO</b>	:	Initial public offering comprising the Public Issue and Offer for Sale
<b>IPO Shares</b>	:	Collectively, the Issue Shares and Offer Shares
<b>Issue Shares</b>	:	77,070,300 new Shares to be issued by our Company pursuant to the Public Issue
<b>Issuing House</b>	:	Malaysian Issuing House Sdn Bhd
<b>JAKIM</b>	:	Department of Islamic Development Malaysia
<b>Kapaly</b>	:	Kapaly Distributor (M) Sdn Bhd
<b>Ken Kee</b>	:	Ken Kee (M) Sdn Bhd
<b>Ken Kee Manufacturing</b>	:	Ken Kee Manufacturing (M) Sdn Bhd
<b>Key Senior Management</b>	:	Key senior management of our Group, namely Fong Zhoon Zhen, Gabriel Lai Yung-Yao, Chang Kok Leong and Gary Lai Yung-Hui
<b>Listing</b>	:	Listing of and quotation for the entire enlarged issued share capital of Bestari Food on the Main Market of Bursa Securities
<b>Listing Requirements</b>	:	Main Market Listing Requirements of Bursa Securities
<b>LPD</b>	:	31 May 2026, being the latest practicable date prior to the registration of this Prospectus with the SC
<b>MAICSA</b>	:	Malaysian Institute of Chartered Secretaries and Administrators

**DEFINITIONS (CONT'D)**

<b>Malaysian Public</b>	:	Malaysian citizens, companies, societies, co-operatives and institutions incorporated or organised under the laws of Malaysia
<b>Market Day</b>	:	A day on which Bursa Securities is open for trading in securities
<b>MCCG</b>	:	Malaysian Code on Corporate Governance
<b>MIA</b>	:	Malaysian Institute of Accountants
<b>MITI</b>	:	Ministry of Investment, Trade and Industry of Malaysia
<b>Mokara Kitchen</b>	:	Mokara Kitchen Sdn Bhd (formerly known as Synerchem Kitchen Sdn Bhd)
<b>MyIPO</b>	:	Intellectual Property Corporation of Malaysia
<b>NA</b>	:	Net assets
<b>Nomms</b>	:	Nomms Sdn Bhd
<b>Offer for Sale</b>	:	Offer for sale of up to 56,250,000 Offer Shares by the Offeror by way of private placement to Bumiputera investors approved by the MITI
<b>Offer Shares</b>	:	Up to 56,250,000 existing Shares to be offered pursuant to the Offer for Sale
<b>Offeror</b>	:	Core Perpetual
<b>Official List</b>	:	A list specifying all securities listed on Bursa Securities
<b>Participating Financial Institutions</b>	:	Participating financial institutions for the Electronic Share Application, which are set out in Section 15.5 of this Prospectus
<b>PAT</b>	:	Profit after taxation attributable to owners
<b>PBT</b>	:	Profit before taxation
<b>Pink Form Allocations</b>	:	Allocation of 10,820,300 Issue Shares to the Eligible Persons
<b>Price Determination Date</b>	:	The date on which the Institutional Price and the Final Retail Price will be determined
<b>Promoters</b>	:	Collectively, Core Perpetual and Lai Kok Siong
<b>Prospectus</b>	:	This prospectus dated [●] in relation to our IPO
<b>Prospectus Guidelines</b>	:	Prospectus Guidelines issued by the SC
<b>Public Issue</b>	:	Public issue of 77,070,300 Issue Shares, subject to clawback and reallocation provisions, comprising: <ul style="list-style-type: none"> <li>(i) 22,500,000 Issue Shares for application by the Malaysian Public;</li> <li>(ii) 10,820,300 Issue Shares for application by the Eligible Persons; and</li> <li>(iii) 43,750,000 Issue Shares by way of private placement to institutional and selected investors</li> </ul>

**DEFINITIONS (CONT'D)**

<b>R&amp;D</b>	:	Research and development
<b>Retail Price</b>	:	Initial retail price of RM[●] per IPO Share to be fully paid upon application under the Retail Offering, subject to adjustment as detailed in Section 4.2.1 of this Prospectus
<b>Retail Offering</b>	:	Offering of 33,320,300 Issue Shares at the Retail Price, subject to the clawback and reallocation provisions, to the Malaysian Public and Eligible Persons
<b>RHB Investment Bank or Principal Adviser or Sole Underwriter or Sole Placement Agent</b>	:	RHB Investment Bank Berhad
<b>RM and sen</b>	:	Ringgit Malaysia and sen respectively, the lawful currency of Malaysia
<b>Rules of Bursa Depository</b>	:	Rules of Bursa Depository as issued under the SICDA
<b>SC</b>	:	Securities Commission Malaysia
<b>SDBA</b>	:	Street, Drainage and Building Act 1974
<b>SGD</b>	:	Singapore Dollar, the lawful currency of Singapore
<b>Share Registrar</b>	:	Boardroom Share Registrars Sdn Bhd
<b>Shares</b>	:	Ordinary shares in our Company
<b>SICDA</b>	:	Securities Industry (Central Depositories) Act 1991
<b>sq ft</b>	:	Square feet
<b>Substantial Shareholders</b>	:	Collectively, Core Perpetual, Lai Kok Siong and Lew Tai @ Kong Lew Tai
<b>Underwriting Agreement</b>	:	Underwriting agreement dated [●] entered into between our Company and our Sole Underwriter for the underwriting of 33,320,300 Issue Shares under the Retail Offering

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**GLOSSARY OF TECHNICAL TERMS**


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The following technical terms in this Prospectus bear the same meanings as set out below unless the technical term is defined otherwise or the context requires otherwise:

<b>Anticaking agent</b>	: A food additive added to powdered or granular products to prevent the formation of lumps during processing, packaging, storage, and handling. It functions by reducing particle adhesion, typically through absorbing excess moisture or by coating particles to decrease their tendency to stick together or absorb water
<b>ASRS</b>	: Automated storage and retrieval system, an automated warehousing system for the placement and retrieval of stocks, enabling efficient storage operations and reducing reliance on manual labour
<b>Batter</b>	: A coating mixture made from flour, starch, seasonings and water or another liquid, used to coat food before frying to create a light, crispy outer texture
<b>Breading</b>	: A dry coating process where the food is covered with breadcrumbs, flour and seasoned premixes to produce a thicker and crunchier crust after frying
<b>Casings</b>	: A thin outer covering used to hold or shape sausage or meat mixtures
<b>Dry blending</b>	: A mixing process where the ingredients are combined and mixed without the addition of liquid to achieve a uniform and homogenous blend
<b>Food base premixes</b>	: Refers to premixes formulated to serve as the base component for prepared food products
<b>Food manufacturers</b>	: Companies involved in the production or processing of food products
<b>Food premixes</b>	: Blends of multiple ingredients formulated in precise proportions to achieve specified functions in food preparation, processing or production
<b>Food service operators</b>	: Operators involved in preparing and serving food to consumers. They include restaurants, cafes, food stalls and catering companies
<b>Fritter</b>	: Food item coated in batter and deep-fried to produce a crispy exterior and a soft interior. Fritters can be made with a wide variety of ingredients such as vegetables, fruits, seafood or meats
<b>HORECA</b>	: Hotels, restaurants and cafes or catering
<b>Leavening agent</b>	: An ingredient added to dough or batter that produces gas (typically carbon dioxide) during mixing, fermentation or heating, causing the mixture to expand and resulting in a light, porous texture
<b>Merchandising</b>	: The strategic presentation of products in retail outlets to improve visibility, attract consumer attention, and encourage purchases
<b>MSG</b>	: Monosodium glutamate
<b>Seasoned flour premixes</b>	: Pre-formulated dry mixes consisting of flour as the base ingredient, combined with seasonings and other ingredients
<b>Seasoning premixes</b>	: Pre-formulated blends of seasonings and other ingredients used to provide or enhance the taste and flavour of food products

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**GLOSSARY OF TECHNICAL TERMS (CONT'D)**

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<b>Seasonings</b>	: Ingredients used to enhance or improve the taste, or provide flavour to the food, such as salty, sweet, spicy or aromatic characteristics
<b>Shelf-life</b>	: The period during which a food product remains safe to consume under specified storage conditions
<b>SKU</b>	: Stock keeping unit, a unique identifier for each distinct stocking product that can be purchased
<b>Sodium bicarbonate</b>	: Also known as baking soda, it is a leavening agent that releases carbon dioxide when heated and helps improve volume or texture
<b>Spices</b>	: Refer to plant-derived ingredients such as dried seeds, roots or bark, which are used to enhance flavour, colour, and aroma in food products
<b>Starch</b>	: A type of food ingredient used for cooking, mainly to help thicken, bind or give texture to food
<b>Tempura</b>	: Refers to seafood, vegetables or other ingredients that are coated in light batter and deep-fried until crispy
<b>Vertical form-fill-seal packaging machine</b>	: An automated packaging system that forms the bag from the roll of packaging film, fills the bag with the product to a predetermined weight, and then seals the finished pack in a single continuous vertical motion