

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.1 PROMOTERS AND/OR SUBSTANTIAL SHAREHOLDERS

5.1.1 Promoters' and/or substantial shareholders' shareholdings

The shareholdings of our Promoters and/or substantial shareholders in our Company before and after our IPO are set out below:

Name	Place of incorporation/ Nationality	⁽¹⁾ Before IPO				⁽²⁾ After IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Promoters and substantial shareholders									
Frazel ⁽³⁾	Malaysia	66,996,100	44.3	-	-	66,996,100	33.0	-	-
Datuk Keh Chuan Seng	Malaysian	8,611,900	5.7	⁽⁴⁾ 66,996,100	44.3	8,611,900	4.3	⁽⁴⁾ 66,996,100	33.0
Datin Cheong Kai Meng	Malaysian	86,100	0.1	⁽⁴⁾ 66,996,100	44.3	86,100	<0.1	⁽⁴⁾ 66,996,100	33.0
Oon Boon Khong	Malaysian	60,434,400	40.0	-	-	60,434,400	29.8	⁽⁵⁾ 470,000	0.2
Substantial shareholders									
Aromi ⁽³⁾	Malaysia	13,597,700	9.0	-	-	13,597,700	6.7	-	-
Wong Pak Zen	Malaysian	-	-	⁽⁶⁾ 13,597,700	9.0	-	-	⁽⁶⁾ 13,597,700	6.7

Notes:

- (1) Based on our share capital of 151,086,000 Shares before our IPO.
- (2) Based on our enlarged share capital of 202,800,000 Shares after our IPO.
- (3) Please refer to Section 5.1.2(a) for details of shareholdings of Frazel and Section 5.1.2(e) for details of shareholdings of Aromi.
- (4) Deemed interested by virtue of their shareholdings in Frazel pursuant to Section 8(4) of the Act.
- (5) Deemed interested by virtue of his spouse's (Ng Pei Jin) shareholding (assuming she will fully subscribe for the Pink Form Allocations). Ng Pei Jin is the Logistics Manager of ACS.
- (6) Deemed interested by virtue of his shareholding in Aromi pursuant to Section 8(4) of the Act.

Our Promoters and/or substantial shareholders do not have different voting rights from other shareholders of our Group.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.1.2 Profiles of Promoters and/or substantial shareholders

The profiles of our Promoters and/or substantial shareholders are set out below:

(a) Frazel

Frazel was incorporated in Malaysia on 20 June 2016 under the Companies Act 1965 as a private limited company under the name of Frasers Group Sdn Bhd and assumed its present name on 2 June 2020. Frazel is an investment holding company principally involved in the provision of management services for companies in the property development industry. As at LPD, the issued capital of Frazel is RM20,400,000 comprising 20,400,000 ordinary shares.

As at LPD, the directors of Frazel and their respective shareholdings in Frazel are as follows:

Name	Designation	Nationality	Direct		Indirect	
			No. of shares	%	No. of shares	%
Datuk Keh Chuan Seng	Director and shareholder	Malaysian	12,240,000	60.0	-	-
Datin Cheong Kai Meng	Director and shareholder	Malaysian	8,160,000	40.0	-	-
			20,400,000	100.0		

(b) Datuk Keh Chuan Seng

Datuk Keh Chuan Seng, a Malaysian, aged 52, is our Promoter, substantial shareholder and Non-Independent Non-Executive Deputy Chairman. He was appointed to our Board on 10 August 2023 and provides advice on corporate strategy to our Group such as financing decisions. He was introduced to Oon Boon Khong, our Promoter, substantial shareholder and Managing Director, through mutual acquaintances back in 2016, and was invited by Oon Boon Khong in May 2022 to invest in ACS which subsequently led to the acquisition of ACS shares from Leong Yeok Wah, BBN Network Sdn Bhd and Oon Boon Khong by Frazel, Datin Cheong Kai Meng and himself in September 2022, further details of which could be referred to in Section 7.1. Upon completion of our IPO, he will hold 37.3% equity interest in our Company.

In 1989, he completed his SRP at Sin Min (Private) High School, Alor Setar, Kedah. Upon completion of SRP, he left for Singapore and undertook part-time jobs involving the maintenance and repair of ships. In 1991, he decided to venture to Japan where he stayed until November 2005, during which he was involved in real estate development on a personal basis where he was responsible for identifying and sourcing for potential investors.

In December 2005, he was appointed as Director of Shanghai JM Development Sdn Bhd, where he ventured into property development business in Kedah and Sadao, a district in Songkhla Province, Thailand. Shanghai JM Development Sdn Bhd is principally involved in the property investment holding, general trading of bird nest and swiftlet bird nest farming. He still presently assumes this position where he is responsible for identifying and sourcing for potential investment properties.

In 2016, he founded Frazel and was appointed as Executive Chairman of Frazel, a position he presently assumes, where he is responsible for the strategic planning of building construction projects.

In 2020, he was appointed as Non-Independent Non-Executive Chairman of EG Industries Berhad (listed on the Main Market of Bursa Securities), an investment holding company with subsidiaries involved in printed board assembly, where he provides advice on corporate strategy. He subsequently resigned in May 2023.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

In 2021, he was appointed as Non-Independent Non-Executive Director and Chairman of HB Global Limited (listed on the Main Market of Bursa Securities) and was subsequently redesignated as the Executive Chairman in the even year, where he provides advice for the group's business operations focusing on strategic matters such as major investments. HB Global Limited is a Singapore investment holding company with its subsidiaries involved in telecommunication services, food manufacturing and processing as well as research and development in wellness technology.

He was appointed as Executive Chairman of K. Seng Seng Corporation Berhad (listed on the Main Market of Bursa Securities), an investment holding company with its subsidiaries involved in the manufacturing and processing of secondary stainless steel products as well as the trading of industrial hardware including marine hardware and consumables and Tex Cycle Technology (M) Berhad (listed on the ACE Market of Bursa Securities), an investment holding company with its subsidiaries primarily engaged in the waste management business, the supply of specialised products for the defence industry, the supply of further endow chemical products for related industries, as well as the undertaking of renewable energy projects in January 2023 and May 2023 respectively, where he is responsible for managing the company and providing strategic guidance to the board of directors. On 6 June 2023, he was also appointed as Executive Director of Ge-Shen Corporation Berhad (listed on the Main Market of Bursa Securities), which involved in the provision of management services as well as investment holding with its subsidiaries involved in various sectors including automotive, medical devices & consumables, industrial applications, consumer electronics, office automation, home appliances and aerospace and was subsequently redesignated as their Executive Chairman on 8 June 2023, where he is responsible for the development and implementation of strategic initiatives. He presently assumes the aforementioned positions.

He is the spouse of Datin Cheong Kai Meng, our Promoter and substantial shareholder.

Kindly refer to Section 5.2.3(b) for his involvement in other business activities outside our Group.

(c) Datin Cheong Kai Meng

Datin Cheong Kai Meng, a Malaysian, aged 50, is our Promoter and substantial shareholder.

In 1999, she was admitted to the Graduateship of ICSA and has been a Chartered Secretary and Associate Member of MAICSA since 2000.

In 1997, whilst undertaking the ICSA course, she commenced her career at Por & Ooi Management (Kedah) Sdn Bhd (now known as Por & Ooi Management (Kedah) PLT), a partnership involved in the provision of management consultancy and company secretarial services, as a Secretarial Assistant where she was responsible for maintaining and updating statutory registers and minutes books as well as to assist in preparation of directors' resolutions. In 2000, upon becoming an Associate Member of MAICSA she was promoted and appointed to the role of Company Secretary, where she handled a portfolio of clients of the firm including public and private limited companies. She was involved in conducting company secretarial work such as preparing and lodging the requisite statutory filings of her clients and advising them on secretarial matters.

In 2013, she was appointed as a Director in Por & Ooi Management (Kedah) Sdn Bhd and eventually assumed the designation of Partner in Por & Ooi Management (Kedah) PLT after the company's conversion to a limited liability partnership in 2015. Presently, she is responsible for overseeing the firm's human resources initiatives and operations, and continues to hold the role of Company Secretary for the firm's clients.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

In 2013, she joined Shanghai JM Development Sdn Bhd, which is principally involved in property investment holding, general trading of bird nest and swiftlet bird nest farming, as Chief Financial Officer, a role she currently holds, where she is responsible for assessing and forecasting the company's financial standing based on financial and operational data and reports.

In 2014, she joined Por Ooi Management Services (AS) PLT (now known as P & O Management Services (AS) PLT), a partnership involved in the provision of business management, accounting and tax consultancy services, and held the position as a Partner where she was responsible for managing its operational matters prior to her resignation in October 2016.

In June 2016, she was appointed as Chief Financial Officer of Frazel, a role she presently assumes, where she is responsible for financial planning and analysing company's financial strengths in place to achieve organisational goals.

In 2019, she joined P & O Corporate Services (AS) PLT, a management consultancy and company secretarial services provider, and held the position as Partner, where she provides management consultancy and secretarial support services. She was also appointed as Partner for Frazel Interiors PLT, a partnership involved in the provision of interior decoration services, in 2020 where she oversees the creation and design of residential and commercial spaces. She presently holds the aforementioned positions.

She is the spouse of Datuk Keh Chuan Seng, our Promoter, substantial shareholder and Non-Executive Non-Independent Deputy Chairman.

(d) Oon Boon Khong

Oon Boon Khong, a Malaysian, aged 49, is our Promoter, substantial shareholder and Managing Director. He was appointed to our Board on 10 August 2023.

He is responsible for overseeing our Group's business operations, planning, and executing strategic directions to drive the business development, growth and expansion of our Group. He is also involved in managing our Group's sales and marketing strategies by identifying potential customers to penetrate into new markets and seize business opportunities.

Upon the completion of his Sijil Am Pelajaran at Jit Sin High School, Pulau Pinang in 1992, he began his career as a freelance sales agent in building materials.

In 1995, he joined Johnson Shoes Berhad (now known as Johnson Shoes Sdn Bhd), a footwear manufacturing company, as a Sales Representative where he was responsible for the sales and marketing of footwear products to supermarkets, retailers and factories.

He subsequently left Johnson Shoes Berhad in 1996 to join Thye Huat Chan Sdn Bhd, a company involved in the trading and supply of food and agricultural products, as a Sales Representative where he was responsible for the sales and marketing of starch and beans in the northern region of Malaysia. In 1999, he was promoted to Sales Executive and his job scope was extended to cover the east coast of Malaysia. Subsequently in 2005, he was promoted to Assistant Sales Manager where he managed the sales team as well as the logistics and transportation matters for the company.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

After departing from Thye Huat Chan Sdn Bhd in February 2009, based on mutual decision with his spouse, Ng Pei Jin, he co-founded ACS through her. At the inception of the company, he was instrumental in the establishment and development of ACS and assumed the position of General Manager in March 2009. On 19 July 2011, Ng Pei Jin disposed her 0.02% interest in ACS to Oon Boon Khong and ceased to be a shareholder. He was responsible for identifying and establishing relationships with customers and suppliers, managing sales and marketing, developing ACS's branding as well as overseeing the logistics and warehouse operations of ACS. In May 2009, he was appointed as Director of ACS where he was responsible for overseeing the entire operations and growth of ACS. In 2023, he was re-designated as Managing Director and Chief Executive Officer of ACS.

In 2015, he became an indirect shareholder of Bapas through his shareholdings in ACS. In 2020, he was appointed as Director of Bapas where he was responsible for overseeing the operations of Bapas and driving the growth of Bapas' fried shallots manufacturing business. He also expanded Bapas' portfolio by establishing a new division, specialising in food additives.

Kindly refer to Section 5.2.3(c) for his involvement in other business activities outside our Group.

(e) Aromi

Aromi was incorporated in Malaysia on 20 February 2020 under the Act as a private limited company. Aromi is principally involved in activities of holding our Shares. Aromi was incorporated as the investment holding company of our Shares to consolidate the investment of our employees and investors for purposes of acquisition from a previous shareholder, Leung Sook Mee, as described in Section 7.1. As at LPD, Aromi had no intended business activities and the issued capital of Aromi is RM9,000 comprising 9,000 ordinary shares.

As at LPD, the details of the directors and/or shareholders of Aromi are as follows:

Name	Designation	Nationality	Direct		Indirect	
			No. of shares	%	No. of shares	%
Wong Pak Zen ⁽¹⁾	Director and shareholder	Malaysian	6,000	66.8	-	-
Voon Kooi Wong ⁽²⁾	Director and shareholder	Malaysian	1,200	13.4	-	-
Ng Wen Ying ⁽³⁾	Director and shareholder	Malaysian	400	4.4	-	-
Cheng Boon Kai ⁽⁴⁾	Shareholder	Malaysian	200	2.2	-	-
Tan Cheah Haw ⁽³⁾	Shareholder	Malaysian	400	4.4	-	-
Tan Hong Sheng ⁽⁴⁾	Shareholder	Malaysian	400	4.4	-	-
Wong Kam Tong ⁽⁴⁾	Shareholder	Malaysian	200	2.2	-	-
Yong Chew Yuong ⁽³⁾	Shareholder	Malaysian	200	2.2	-	-
			9,000	100.0	-	-

Notes:

- (1) Wong Pak Zen is a director and substantial shareholder of Starch Trade Sdn Bhd, a supplier of our Group. He has no familial relationships with the Promoters, substantial shareholders, Directors and key senior management of our Group. Please refer to Section 11.1 for further details.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (2) Voon Kooi Wong is an acquaintance of Oon Boon Khong, our Managing Director. He has no familial relationships with the Promoters, substantial shareholders, Directors and key senior management of our Group.
- (3) Ng Wen Ying, Tan Cheah Haw and Yong Chew Yuong are the employees of our Group, namely our Human Resources Manager, Product Manager for ACS and Account Manager respectively. They have no familial relationships with the Promoters, substantial shareholders, Directors and key senior management of our Group.
- (4) Cheng Boon Kai, Tan Hong Sheng and Wong Kam Tong are our Group's key senior management, namely our Procurement Manager, Product Manager and Chief Operating Officer respectively. They have no familial relationships with each other, the Promoters, substantial shareholders, Directors and other key senior management of our Group. Please refer to Section 5.3.3 for their profiles.

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5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

5.1.3 Changes in Promoters' and/or substantial shareholders' shareholdings

The changes in our Promoters and/or substantial shareholders' respective shareholdings in our Company since our incorporation are as follows:

Name	As at incorporation				⁽¹⁾ Before IPO				⁽²⁾ After IPO			
	Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Lew Pui Lean	1	50.0	-	-	-	-	-	-	-	-	-	-
Tan Yi Ning	1	50.0	-	-	-	-	-	-	-	-	-	-
Promoters and substantial shareholders												
Frazel ⁽³⁾	-	-	-	-	66,996,100	44.3	-	-	66,996,100	33.0	-	-
Datuk Keh Chuan Seng	-	-	-	-	8,611,900	5.7	⁽⁴⁾ 66,996,100	44.3	8,611,900	4.3	⁽⁴⁾ 66,996,100	33.0
Datin Cheong Kai Meng	-	-	-	-	86,100	0.1	⁽⁴⁾ 66,996,100	44.3	86,100	<0.1	⁽⁴⁾ 66,996,100	33.0
Oon Boon Khong	-	-	-	-	60,434,400	40.0	-	-	60,434,400	29.8	⁽⁵⁾ 470,000	0.2
Substantial shareholders												
Aromi ⁽³⁾	-	-	-	-	13,597,700	9.0	-	-	13,597,700	6.7	-	-
Wong Pak Zen	-	-	-	-	-	-	⁽⁶⁾ 13,597,700	9.0	-	-	⁽⁶⁾ 13,597,700	6.7

Notes:

- (1) Based on our share capital of 151,086,000 Shares before our IPO.
- (2) Based on our enlarged share capital of 202,800,000 Shares after our IPO.
- (3) Please refer to Section 5.1.2(a) for details of shareholdings of Frazel and Section 5.1.2(e) for details of shareholdings of Aromi.
- (4) Deemed interested by virtue of their shareholdings in Frazel pursuant to Section 8(4) of the Act.
- (5) Deemed interested by virtue of his spouse's (Ng Pei Jin) shareholding (assuming she will fully subscribe for the Pink Form Allocations). Ng Pei Jin is the Logistics Manager of ACS.
- (6) Deemed interested by virtue of his shareholding in Aromi pursuant to Section 8(4) of the Act.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

5.1.4 Persons exercising control over the corporation

Save for our Promoters as set out in Section 5.1.1, there is no other person who is able to, directly or indirectly, jointly or severally, exercise control over our Company. As at LPD, there is no arrangement between our Company, the Promoters and our substantial shareholders with any third-party which may result in a change in control of our Company at a date subsequent to our Listing.

5.1.5 Amounts or benefits paid or intended to be paid or given to our Promoters and/or substantial shareholders

Save for the issuance of our Shares as consideration for the Acquisition, dividends paid or intended to be paid to our Promoters and/or substantial shareholders as disclosed below, and aggregate remuneration and benefits paid or proposed to be paid for services rendered to our Group in all capacities as disclosed in Section 5.2.4, there are no other amounts or benefits that have been paid or intended to be paid to our Promoters and/or substantial shareholders within the 2 years preceding the date of this Prospectus:

	Dividends declared and paid			1 January 2023 up to LPD
	FYE 2020	FYE 2021	FYE 2022	
Promoters and/or substantial shareholders	RM'000	RM'000	RM'000	RM'000
Promoters and substantial shareholders				
Frazel	-	-	-	631
Datuk Keh Chuan Seng	-	-	-	81
Datin Cheong Kai Meng	-	-	-	1
Oon Boon Khong	480	449	-	569
Substantial shareholder				
Aromi	66	79	-	128
Total	546	528	-	1,410

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

5.2 DIRECTORS

5.2.1 Directors' shareholdings

The shareholdings of our Directors in our Company before and after our IPO assuming that they will fully subscribe for their respective entitlements under the Pink Form Allocations are set out below:

Name	Designation/ Nationality	⁽¹⁾ Before IPO				⁽²⁾ After IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Fu Yew Sun	Independent Non-Executive Chairman/ Malaysian	-	-	-	-	100,000	<0.1	-	-
Datuk Keh Chuan Seng	Non-Independent Non- Executive Deputy Chairman/ Malaysian	8,611,900	5.7	⁽³⁾ 66,996,100	44.3	8,611,900	4.3	⁽³⁾ 66,996,100	33.0
Oon Boon Khong	Managing Director/ Malaysian	60,434,400	40.0	-	-	60,434,400	29.8	⁽⁴⁾ 470,000	0.2
Koay Hooi Lynn	Independent Non-Executive Director/ Malaysian	-	-	-	-	100,000	<0.1	-	-
Teh Boon Beng	Independent Non-Executive Director/ Malaysian	-	-	-	-	100,000	<0.1	-	-
Lee Seow Ling	Independent Non-Executive Director/ Malaysian	-	-	-	-	-	-	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

Notes:

- (1) Based on our share capital of 151,086,000 Shares before our IPO.
- (2) Based on our enlarged share capital of 202,800,000 Shares after our IPO.
- (3) Deemed interested by virtue of his shareholding in Frazel pursuant to Section 8(4) of the Act.
- (4) Deemed interested by virtue of his spouse's (Ng Pei Jin) shareholding (assuming she will fully subscribe for the Pink Form Allocations). Ng Pei Jin is the Logistics Manager of ACS.

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5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (*Cont'd*)

5.2.2 Profiles of Directors

The profiles of Datuk Keh Chuan Seng, our Non-Independent Non-Executive Deputy Chairman and Oon Boon Khong, our Managing Director are set out in Section 5.1.2. The profiles of our Directors are as follows:

(a) Fu Yew Sun

Fu Yew Sun, a Malaysian, aged 49, is our Independent Non-Executive Chairman. He was appointed to our Board on 10 August 2023.

In 1997, he graduated with a Bachelor of Science (Cum Laude Honours) in Mechanical Engineering from the University of Southern California, Los Angeles, California. He is a Chartered Financial Analyst (CFA) and has been a member of the Association and Investment Management and Research (now known as CFA Institute) since 2002.

He started his career in 1997, as a Mechanical Engineer at TNB Generation Sdn Bhd. During his stint in TNB Generation Sdn Bhd, he was stationed at the Serdang Power Station where he oversaw the maintenance programme of gas turbines. He subsequently left TNB Generation Sdn Bhd in 2000 to join SG Research (Malaysia) Sdn Bhd as a Research Executive, where he was engaged in research coverage of the construction and infrastructure sectors.

In 2001, he left SG Research (Malaysia) Sdn Bhd and had a brief tenure with Standard Chartered Bank Malaysia Berhad from February 2002 to December 2022, as an Associate in the Debt Capital Markets department where he was involved in origination of corporate bond transactions.

In 2003, he joined UTSB Management Sdn Bhd as an Assistant Manager in the Treasury department where he was responsible for managing the group's fund raising and treasury transactions. Subsequently in 2005, he was promoted to Manager of Group Treasury with an expanded scope of managing the group's surplus funds.

In 2007, he left UTSB Management Sdn Bhd and joined AmBank (M) Berhad, initially as Director of Credit Research and was later promoted to Director/ Head of Trading (Global Markets) where he was responsible for leading a team of dealers who engaged in trading, underwriting, positioning-taking activities for AmBank Group in credits, interest-rates and foreign exchange instruments.

In 2014, he rejoined UTSB Management Sdn Bhd, assuming the role of General Manager where he founded and led a Project Management and Trading team in managing a portfolio of global assets in multiple asset classes.

After his departure from UTSB Management Sdn Bhd in 2017, he joined AmFunds Management Berhad as the Chief Investment Officer where he led a team of investment professionals in managing portfolios for institutional and retail clients.

In 2019, he left AmFunds Management Berhad to establish a family office in Singapore. In 2021, he officially founded JRT Capital Management Pte Ltd, a family office with the principal business in investment management, which was approved by the Monetary Authority of Singapore. Aside from being the founder of JRT Capital Management Pte Ltd, he also plays the role of Chief Investment Officer, where he manages the portfolio of the company in multi-asset classes.

Kindly refer to Section 5.2.3(a) for his involvement in other business activities outside our Group.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(b) Koay Hooi Lynn

Koay Hooi Lynn, a Malaysian, aged 53, is our Independent Non-Executive Director. She was appointed to our Board on 10 August 2023. She is the Chairperson of our Audit and Risk Management Committee and a member of our Nominating Committee and Remuneration Committee.

In 1994, she graduated with a Bachelor of Commerce from La Trobe University, Melbourne, Australia. In 2005, she joined CPA Australia as a Certified Practising Accountant, and in the same year, she was also certified as a Chartered Accountant by MIA. She is an Affiliate of the MAICSA and an Associate Member of the Chartered Tax Institute of Malaysia (CTIM) since 2009. She has been an ASEAN Chartered Professional Accountant under the ASEAN Chartered Professional Accountants Coordinating Committee (ACPACC) since 2018.

In 1994, she began her career at Koay Seng Leong & Co as an Audit Assistant where she was involved with audit assurance work for subsidiaries of public listed companies and small and medium enterprises from different industries such as palm oil plantations, manufacturing, trading and property developers. In 1998, she was promoted to Audit Senior where her responsibilities were extended to tax compliance matters and subsequently in 2009, she was promoted to Manager.

In 2013, she became Partner of the firm, a position she presently assumes, where her responsibilities include audit compliance and staff adherence to auditing standards and accounting regulations, as well as providing tax compliance and advisory services to her clients.

In August 2023 and September 2023, she was appointed as the Independent and Non-Executive Director of Farlim Group (Malaysia) Berhad and SWS Capital Berhad respectively, both listed companies on the Main Market of Bursa Securities.

Kindly refer to Section 5.2.3(d) for her involvement in other business activities outside our Group.

(c) Teh Boon Beng

Teh Boon Beng, a Malaysian, aged 63, is our Independent Non-Executive Director. He was appointed to our Board on 24 January 2024. He is the Chairperson of our Nominating Committee and a member of our Audit and Risk Management Committee and Remuneration Committee.

In August 1984, he graduated with a Bachelor of Economics in Business Administration from University of Malaya.

Upon completion of his degree, he commenced his career in Malayan Banking Berhad's ("**Maybank**") main branch at Bishop Street, Georgetown, Pulau Pinang as a Trainee Officer in July 1984 and was subsequently transferred to its Bukit Mertajam branch, Pulau Pinang in March 1985. During that period, he was responsible for sourcing commercial loans and deposits. In September 1985, he assumed the role of Credit Officer of the Bukit Mertajam branch, Pulau Pinang where his scope of responsibilities extended to include portfolio management as well as credit analysis.

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In 1992, he was promoted to Assistant Branch Manager, where he oversaw the overall operations of the Campbell Street branch in Georgetown, Pulau Pinang. In 1996, he was promoted to the Head of Customer Service of Maybank's main branch in Alor Setar, Kedah where he was in charge of the overall branch's customer service operations. In 1998, he was promoted to Branch Manager of the Pengkalan Weld branch, Georgetown, Pulau Pinang where his responsibilities included obtaining deposit loans and overseeing the performance of the branch. In 2000, he took on the role of Branch Manager of the Nibong Tebal branch in Seberang Perai Selatan, Pulau Pinang where his responsibilities expanded to include overseeing larger branch operations and spearheading initiatives to achieve higher performance targets.

In 2001, he was redesignated as the Account Manager of the then newly established Maybank Penang Business Centre where he was responsible for obtaining new commercial deposits and loans, as well as cultivating and managing relationships with commercial clients. In 2002, he was promoted to Senior Account Manager where his scope of responsibilities expanded to also include leading and overseeing the performance of the account management team.

In 2004, he was promoted to Head of Maybank Alor Setar Business Centre where he oversaw the overall operations and performance of the said business centre. In 2008, he was transferred back to Pulau Pinang where he assumed the role of Head of Maybank Prai Business Centre. In 2015, he reassumed the role of Head of the Maybank Alor Setar Business Centre until his retirement in 2021.

In July 2022 and December 2022, he was appointed as the Independent Non-Executive Director of Ajiya Berhad and K. Seng Seng Corporation Berhad respectively, both listed on the Main Market of Bursa Securities.

Kindly refer to Section 5.2.3(e) for his involvement in other directorships outside our Group.

(d) Lee Seow Ling

Lee Seow Ling, a Malaysian aged 53 years old, is our Independent Non-Executive Director. She was appointed to our Board on 18 September 2023. She is the Chairperson of our Remuneration Committee and a member of our Nominating Committee and Audit and Risk Management Committee.

In 1993, she graduated with a Bachelor of Business in Accountancy from Charles Sturt University, New South Wales, Australia. She has been a member of the Australian Society of Certified Practising Accountant (CPA Australia) since 1993 and has been a Certified Practising Accountant since 1996.

In 1993, she started her career in the audit firm, Kiat & Associates as an Audit Assistant. Her responsibilities included assisting clients in setting up their accounting and financial information systems as well as computerised accounting systems. She also provided accounting and auditing advisory services to her clients.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

In 1995, she departed from the audit firm and joined THB Industries Sdn Bhd (now known as Kobay Technology Berhad) as an Account and Admin Officer where she was responsible for preparing monthly financial reports. Subsequently in 1997, she was promoted to Accountant, where her role was further expanded to include group consolidation review. She also took part in the listing exercise of Kobay Technology Berhad on the Main Board of Kuala Lumpur Stock Exchange (now known as Main Market of Bursa Securities) in the same year. In 2004, she was further promoted to Group Accountant, where she was responsible for overseeing the financial reporting of the group.

In 2021, she was relocated to Kobay Management Services Sdn Bhd (a wholly-owned subsidiary of Kobay Technology Berhad) as Group Accountant, where she assumed the same scope of responsibilities. In 2023, she was promoted to Senior Group Accountant, a role she presently assumes, with extended managerial responsibilities.

She does not have any involvement in any business activities or directorships outside our Group.

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5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

5.2.3 Principal business performed outside our Group

Save as disclosed below, none of our Directors has any other principal directorship and/or principal business activities performed outside our Group in the past 5 years up to LPD:

(a) Fu Yew Sun

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Present involvement						
Arete Capital Sdn Bhd	Provision of management consultancy services	Director / Shareholder	30 June 2020	-	33.3	-
Lionstar Holdings Pte Ltd	Investment holding in equities, bonds, structured products, private equities, private credits, real estates, hedge funds, foreign exchange	Director / Shareholder	28 July 2021	-	25.0	-
JRT Capital Management Pte Ltd	<ul style="list-style-type: none"> Management consultancy services Management of investments in equities, bonds, structured products, private equities, private credits, real estates, hedge funds, foreign exchange 	Director / Shareholder	28 July 2021	-	25.0	-
Arete Capital Pte Ltd	Investment holding in equities, bonds, structured products, private equities, private credits, real estates, hedge funds, foreign exchange	Shareholder	28 February 2023	-	20.0	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
<u>Past involvement</u>						
Gekko Dining Sdn Bhd	Provision of F&B services	Shareholder	-	Date of cessation of shares: 18 August 2023	10.0	-
Region Homes Sdn Bhd	<ul style="list-style-type: none"> Property investment holding Dissolved on 30 December 2021 	Director / Shareholder	23 August 2011	-	50.0	-

(b) Datuk Keh Chuan Seng

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
<u>Present involvement</u>						
Ge-Shen Plastic (M) Sdn Bhd	Manufacturing and trading of all kinds of plastic moulded products, any type of components, tools and die any related products and assembly services	Director	6 June 2023	-	-	-
Demand Options Sdn Bhd	Metal stamping, tool and die fabrication, prototyping and production by laser technology, assembly, spray painting and secondary process	Director	6 June 2023	-	-	-
Ezec Technology (M) Sdn Bhd	Manufacturing of plastic mould, tools and die	Director	6 June 2023	-	-	-
Polyplas Sdn Bhd	Manufacturing and trading of plastic moulded products, components, tools and other related products and assembly services	Director	6 June 2023	-	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
GS Assembly (PP) Sdn Bhd	Property investment holding	Director	6 June 2023	-	-	-
Ge-Shen Corporation Berhad (listed on the Main Market of Bursa Securities)	Investment holding company in shares and provision of management services, with its subsidiaries involved in various sectors including automotive, medical devices & consumables, industrial applications, consumer electronics, office automation, home appliances and aerospace	Executive Chairman / Indirect Shareholder	6 June 2023	-	-	⁽³⁾ 27.9
Tex Cycle Technology (M) Berhad (listed on the ACE Market)	Investment holding company in shares with its subsidiaries primarily engaged in the waste management business, supply specialised products for the defence industry and further endow chemical products for related industries, renewable energy sector ranging from biomass to solid waste to energy project	Executive Chairman / Indirect Shareholder	3 May 2023	-	-	⁽³⁾ 26.2
K. Seng Seng Corporation Berhad (listed on the Main Market of Bursa Securities)	Investment holding company in shares with its subsidiaries involved in manufacturing and processing of secondary stainless steel products, and trading of industrial hardware including marine hardware and consumables	Executive Chairman / Indirect Shareholder	16 January 2023	-	-	⁽³⁾ 26.5
Grand Uptown Sdn Bhd	Redevelopment of sewerage treatment plants at Taman Connaught, Kuala Lumpur under a privatisation agreement with the Government	Director	12 December 2022	-	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Savelite Engineering Sdn Bhd	Electrical contractor	Director / Shareholder	1 December 2022	-	40.0	-
HB Global Venture Berhad	Dormant, with no intended activity	Director / Shareholder	23 March 2022	-	50.0	-
Bakar Arang Development Sdn Bhd	Commercial and residential property development	Director / Shareholder	1 October 2021	-	52.0	-
ES Kinetic Sdn Bhd	Installation of non-electric solar energy collectors	Director	10 August 2021	-	-	-
HB Global Capital Sdn Bhd	Dormant, with no intended activity	Director	11 March 2021	-	-	-
HB Global Limited (listed on the Main Market of Bursa Securities)	Singapore investment holding company with its subsidiaries involved in telecommunication services, food manufacturing and processing, research and development in wellness technology	Executive Chairman / Shareholder	10 February 2021	-	16.7	-
Frazel Centre Sdn Bhd	Property investment holding	Shareholder	13 January 2021	13 September 2022	51.0	-
Frazel Access Sdn Bhd	Property investment holding	Shareholder	13 January 2021	13 September 2022	51.0	-
Frazel Land Sdn Bhd	Property investment holding	Shareholder	13 January 2021	13 September 2022	51.0	-
Frazel Construction Sdn Bhd	Property investment holding and building construction	Shareholder	7 January 2021	13 September 2022	60.0	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Eco Standard Berhad	Construction of engineering projects, engineering services, other architectural and engineering activities and related technical consultancy	Director / Shareholder	24 December 2020	-	33.3	-
Frazel Interiors PLT	Provision of interior decoration services	Partner	28 July 2020	-	-	-
DK Galaxy Sdn Bhd	<ul style="list-style-type: none"> Provision of event organising Tourism agency 	Director / Shareholder	25 February 2020	-	30.0	-
Yansnest Sdn Bhd	Property investment holding	Director / Shareholder	30 January 2020	-	50.0	-
Frazel Yansnest Sdn Bhd	Property investment holding	Shareholder	30 January 2020	13 September 2022	50.0	-
Frazel Urban Sdn Bhd	Property investment holding	Shareholder	15 September 2019	13 September 2022	30.0	-
Frazel Luxe Sdn Bhd	Property investment holding	Shareholder	20 August 2019	13 September 2022	30.0	-
Frazel Zouk Sdn Bhd	Property investment holding	Shareholder	18 July 2019	13 September 2022	70.0	-
APU Capital Sdn Bhd	Provision of licensed money lending services	Director / Shareholder	5 July 2019	-	50.0	-
PSJ Transport Sdn Bhd	Provision of warehouse services	Director / Shareholder	26 May 2019	-	100.0	-
TKG Setia Sdn Bhd	Property development	Director	18 April 2019	-	25.0	-
Frazel Heritage Hotel Sdn Bhd	<ul style="list-style-type: none"> Therapeutic reflexology Hotel operations 	Director / Shareholder	3 December 2018	-	51.0	-
Frazel China Sdn Bhd	<ul style="list-style-type: none"> Property investment holding Online commerce 	Shareholder	28 November 2018	13 September 2022	50.0	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
KCK Realty Sdn Bhd	Provision of information communication technology system security and other business support services	Director / Shareholder	3 September 2018	-	40.0	-
Frazel Teguh Sdn Bhd	Property investment holding	Director / Shareholder	3 August 2017	-	50.0	-
CH Teguh Development Sdn Bhd	Property development	Director / Shareholder	22 May 2017	-	30.0	-
Nice Premier Sdn Bhd	Property investment holding	Director / Shareholder	16 March 2017	-	35.0	-
Nice Vision Property Sdn Bhd	Property investment holding	Director / Shareholder	28 February 2017	-	35.0	-
Frazel Trading Sdn Bhd	<ul style="list-style-type: none"> • Property investment holdings • Wholesale of birdnest • Business management consultancy 	Director / Shareholder	28 February 2017	-	50.0	-
Frazel Inn Sdn Bhd	Hotel business	Director / Shareholder	22 January 2017	-	70.0	-
SK Grand Sdn Bhd	Property investment holding	Director / Shareholder	20 January 2017	-	38.0	-
SK Grand Property Sdn Bhd	Property investment holding	Shareholder	20 January 2017	4 September 2022	38.0	-
Nice Paradise Sdn Bhd	Hotel operations and property investment holding	Director / Shareholder	26 September 2016	-	55.0	-
Frazel Link Sdn Bhd	Property investment holding	Shareholder	13 September 2016	13 September 2022	22.0	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Frazel Point Sdn Bhd	Property investment holding	Shareholder	13 September 2016	13 September 2022	32.0	-
Frazel United Sdn Bhd	Property development	Director / Shareholder	29 June 2016	-	51.0	-
Frazel Realty Sdn Bhd	Property development	Director / Shareholder	23 June 2016	-	51.0	-
Frazel	<ul style="list-style-type: none"> Investment holding of our Shares and shares in K. Seng Seng Corporation Berhad, Ge-Shen Corporation Berhad and Tex Cycle Technology (M) Berhad Provision of management services 	Director / Shareholder	20 June 2016	-	60.0	-
Frazel Sunrise Sdn Bhd	Property development	Director	19 May 2016	-	80.0	-
Tititama Sdn Bhd	Property investment holding	Shareholder	1 July 2007	13 September 2022	35.0	-
Frazel Property Sdn Bhd	Property development	Director / Shareholder	5 January 2016	-	90.0	-
Keat Poh Sdn Bhd	Swiftlet bird nest farming and property investment holding	Shareholder	13 August 2015	13 September 2022	35.0	-
Asia World Property Management Sdn Bhd	Property development	Director / Shareholder	25 June 2015	-	90.0	-
Asia Golden Property Management Sdn Bhd	Property investment holding	Director / Shareholder	25 June 2015	-	54.0	-
Asia Property Unity Sdn Bhd	Property development and property investment holding	Shareholder	25 June 2015	13 September 2022	40.0	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Frazel Global Sdn Bhd	Property development	Director / Shareholder	30 April 2015	-	78.0	-
SK Grand Development Sdn Bhd	Property development	Director / Shareholder	1 February 2015	-	80.0	-
Berlian Mewah Sdn Bhd	Property investment holding	Director / Shareholder	29 December 2014	-	70.0	-
Sunrise Islands Sdn Bhd	Property development	Shareholder	16 June 2013	13 September 2022	80.0	-
JSY Development Sdn Bhd	Property development	Director / Indirect shareholder	21 May 2013	-	-	⁽¹⁾ 100.0
Ramen Seng Sdn Bhd	Swiftlet bird nest farming and property investment holding	Shareholder	19 October 2010	13 September 2022	35.0	-
Mega Goldyear Sdn Bhd	Swiftlet bird nest farming	Shareholder	10 October 2010	13 September 2022	62.5	-
Ramen Swiftlets Enterprise	Farming and sales of birdnests	Business Owner	21 January 2010	-	-	-
Johan Erasama Sdn Bhd	Property development	Director / Shareholder	28 May 2009	-	80.0	-
Shanghai JM Development Sdn Bhd	Property investment holding, general trading and trading of bird nest and swiftlet bird nest farming	Director / Shareholder	14 December 2005	-	53.3	-
Seng Sheng Enterprise Sdn Bhd	Provision of licensed money lending services	Shareholder	14 April 2005	16 June 2022	87.5	-
DKT Grand Properties Sdn Bhd	Property development	Shareholder	1 February 2015	13 September 2022	80.0	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Wisma Jernih Sdn Bhd	Property investment holding and cultivation of fruit trees	Shareholder	29 December 2014	13 September 2022	35.0	-
Frazel World Sdn Bhd	Property development	Indirect shareholder	18 May 2014	13 September 2022	-	⁽²⁾ 80.0
Past involvement						
HB Infrastructures & Technologies Sdn Bhd	Installation of telecommunication cables	Director	29 October 2021	10 February 2023	-	-
QYH Capital Sdn Bhd	<ul style="list-style-type: none"> Human resource consultancy services Repair and maintenance of industrial machinery and equipment 	Director / Shareholder	8 December 2020	31 May 2023 / Date of cessation of direct shares: 19 June 2023	49.0	-
EG Industries Berhad (listed on the Main Market of Bursa Securities)	Investment holding company in shares with subsidiaries involved in printed board assembly which entails high and low-mix printed circuit board and box build, that encompasses total design, manufacturing, testing and shipping of completed product to customers' end users	Non-Independent Non-Executive Chairman / Shareholder	27 November 2020	31 May 2023 / Date of cessation of direct shares: 11 March 2022 and 15 March 2022	1.0	⁽⁴⁾ 6.8
Sunrise Teguh Sdn Bhd	Property investment holding	Director	3 August 2017	11 August 2020	-	-
Nice Galaxy Sdn Bhd	Property investment holding	Director	16 March 2017	20 August 2019	-	-
Frazel Icon Sdn Bhd	<ul style="list-style-type: none"> Property investment holding Dissolved on 10 August 2023 	Director	26 September 2016	13 September 2022	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Arah Cerah Sdn Bhd	Trading of birdnest	Director	7 March 2011	28 September 2019	-	-
Nice International Sdn Bhd	Property investment holding	Director	20 June 2016	20 August 2019	-	-
SK Grand Group Sdn Bhd	Property investment holding and general trading	Director	4 June 2015	17 September 2020	-	-
Wisma Teguh Sdn Bhd	<ul style="list-style-type: none"> Property investment holding and building construction Dissolved on 4 December 2020 	Director / Shareholder	3 August 2017	-	50.0	-
Frasers Blockchain Sdn Bhd	<ul style="list-style-type: none"> Dormant Dissolved on 4 December 2020 	Director / Shareholder	3 September 2018	-	50.0	-
Frazel Development Sdn Bhd	Property development	Director	30 November 2020	1 May 2022	-	-

Notes:

- (1) Deemed interested by virtue of his shareholding in Shanghai JM Company Development Sdn Bhd pursuant to Section 8 of the Act.
- (2) Deemed interested by virtue of his shareholding in Shanghai JM Company Development Sdn Bhd and Berlian Mewah Sdn Bhd pursuant to Section 8 of the Act.
- (3) Deemed interested by virtue of his shareholding in Frazel pursuant to Section 8 of the Act.
- (4) Deemed interested by virtue of his past shareholding in QYH Capital Sdn Bhd pursuant to Section 8 of the Act.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(c) Oon Boon Khong

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
<u>Present involvement</u>						
Nil						
<u>Past involvement</u>						
Aromi	Investment holding in our Shares	Director	20 February 2020	28 December 2022	-	-

(d) Koay Hooi Lynn

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
<u>Present involvement</u>						
Farlim Group (M) Berhad (listed on the Main Market of Bursa Securities)	Property development and investment holding company in shares with subsidiaries involved in various sectors including property development, investment holding, building construction and trading in building materials	Independent Non-Executive Director	24 August 2023	-	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
SWS Capital Berhad (listed on the Main Market of Bursa Securities)	Investment holding company in shares with subsidiaries involved in various sectors including the manufacturing and trading of plastic wares, utensils and goods; manufacturing and sale of bedroom sets, dining furniture, occasional furniture and buffet and hutch; lamination of veneer and paper; trading of various types of boards, polyethene, pneumatic fasteners, nails and others; and marketing and distribution of plastic household and industrial products	Independent Non-Executive Director	1 September 2023	-	-	-
Sinopont Everthriving (Malaysia) Sdn Bhd	Sales and production of solar photovoltaic modules, encapsulation, ethylene-vinyl, and polymer materials	Director	27 April 2023	-	-	-
Tak Leong Development Sdn Bhd	Property investment holding	Director / Shareholder	13 April 1994	-	25.0	-
Lynndrew Enterprises (Malaysia) Sdn Bhd	Investment in quoted shares of listed companies in Malaysia and property investment holdings	Director / Shareholder	2 August 1993	-	30.0	-
Ulearnmoney (M) Sdn Bhd	Operation of an online financial education platform	Shareholder	-	-	0.1	-
Koay Seng Leong & Co	Audit firm	Partner	2 January 2013	-	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Past involvement						
Risen Solar Technology Sdn Bhd	<ul style="list-style-type: none"> • Manufacture of electronic components and electric lighting equipment • Installation of non-electric solar energy collectors 	Director	4 September 2020	11 October 2022	-	-
Eve Energy Malaysia Sdn Bhd	Manufacture of batteries and accumulators	Director	30 August 2020	26 July 2023	-	-

(e) Teh Boon Beng

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholdings held	
					Direct	Indirect
Present involvement						
Ajiya Berhad (listed on the Main Market of Bursa Securities)	Investment holding in shares with subsidiaries involved in the manufacturing and trading of roofing materials, various kinds of glass and trading of building materials	Independent Non-Executive Director	1 July 2022	Date of cessation of shares: 8 December 2022 and 9 December 2022	0.3	-
K. Seng Seng Corporation Berhad (listed on the Main Market of Bursa Securities)	Investment holding in shares with its subsidiaries involved in manufacturing and processing of secondary stainless steel products, and trading of industrial hardware including marine hardware and consumables	Independent Non-Executive Director	22 December 2022	Date of cessation of shares: 4 January 2023	0.2	-

Past involvement

Nil

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

As at LPD, the directorships of our Directors in other companies are in compliance with Rule 15.06 of the Listing Requirements as they do not hold more than 5 directorships in public listed companies on Bursa Securities.

The involvement of our Directors in those business activities outside our Group does not give rise to any conflict of interest situation with our business. The involvement of our Executive Directors in the business outside our Group does not preclude them from allocating or committing their time and effort to our Group as they are not involved in the day-to-day operations of the companies. Therefore, their involvement in the companies do not require a significant amount of time, and hence does not affect their ability to fulfil their executive roles and responsibilities to our Group.

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5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

5.2.4 Directors' remuneration and benefits

The remuneration of our Directors including fees, salaries, bonuses, other emoluments and benefits-in-kind, must be reviewed and recommended by our Remuneration Committee and subsequently, be approved by our Board. The Director's fees and any benefits payable to Directors shall be subject to annual approval by our shareholders pursuant to an ordinary resolution passed at a general meeting in accordance with our Constitution. Please refer to Section 15.3 for further details.

The aggregate remuneration and material benefits-in-kind paid and proposed to be paid to our Directors for services rendered in all capacities to our Group for FYE 2021 to 2023 are as follows:

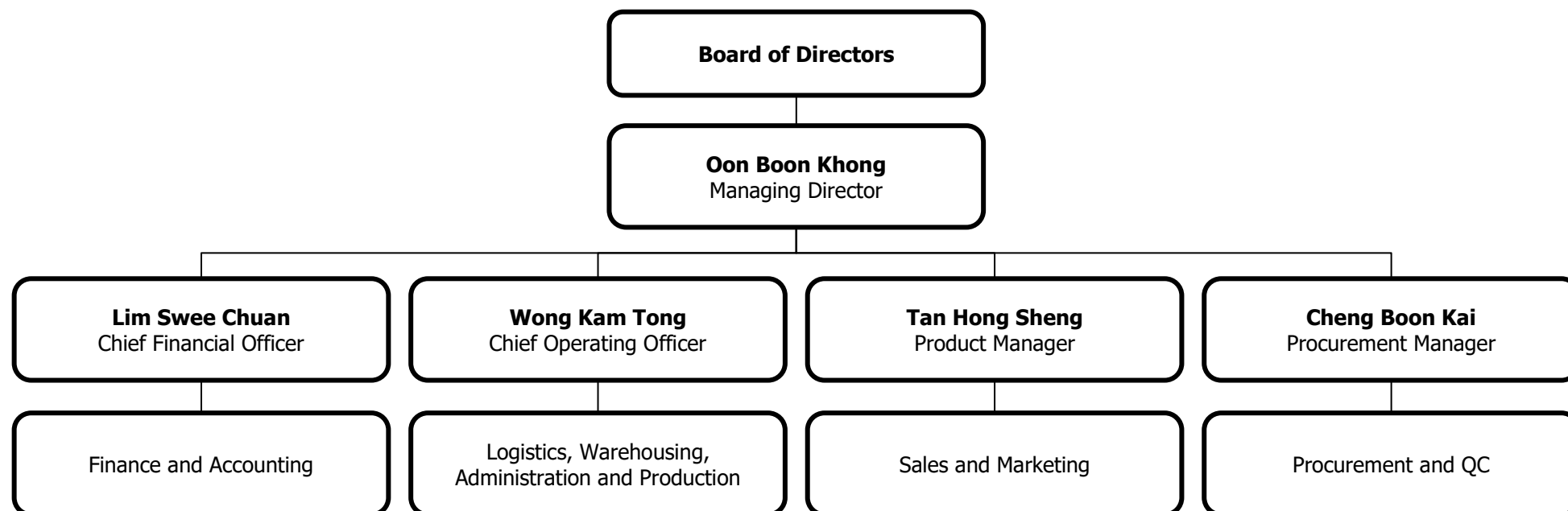
	Directors' fees	Salaries	Bonuses	Other emoluments	Benefits-in-kind	Total
	RM'000					
FYE 2021 (Paid)						
Oon Boon Khong	-	271	35	37	-	343
FYE 2022 (Paid)						
Datuk Keh Chuan Seng	-	-	-	-	-	-
Oon Boon Khong	-	272	63	41	-	376
FYE 2023 (Proposed)						
Fu Yew Sun	14	-	-	-	-	14
Datuk Keh Chuan Seng	56	70	-	9	-	135
Oon Boon Khong	-	420	20	53	-	493
Koay Hooi Lynn	12	-	-	-	-	12
Lee Seow Ling	10	-	-	-	-	10

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

5.3 KEY SENIOR MANAGEMENT

5.3.1 Management structure

The management reporting structure of our Group is as follows:



5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

5.3.2 Key senior management shareholdings

The shareholdings of our key senior management in our Group before and after our IPO (assuming they fully subscribe for their Pink Form Allocations), save for Oon Boon Khong (our Promoter, substantial shareholder and Managing Director) which is disclosed in Sections 5.1.1. and 5.2.1, are set out below:

Name	Designation/ Nationality	⁽¹⁾ Before IPO				⁽²⁾ After IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Lim Swee Chuan	Chief Financial Officer/ Malaysian	1,359,800	0.9	-	-	1,909,800	0.9	-	-
Wong Kam Tong	Chief Operating Officer/ Malaysian	-	-	-	-	635,000	0.3	-	-
Tan Hong Sheng	Product Manager/ Malaysian	-	-	-	-	283,000	0.1	-	-
Cheng Boon Kai	Procurement Manager/ Malaysian	-	-	-	-	435,000	0.2	-	-

Notes:

- (1) Based on our share capital of 151,086,000 Shares before our IPO.
- (2) Based on our enlarged share capital of 202,800,000 Shares after our IPO.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

5.3.3 Profiles of key senior management

Save for the profile of Oon Boon Khong (our Managing Director), which are set out in Section 5.1.2, the profiles of the other key senior management of our Group are as follows:

(a) Lim Swee Chuan

Lim Swee Chuan, a Malaysian, aged 57, is our Chief Financial Officer, responsible for our Group's accounting and finance functions and internal control systems as well as implementation of our Group's strategic planning activities.

In 1991, he graduated with a Bachelor of Accountancy (Honours) Degree from Universiti Utara Malaysia. In 1995, he was certified as a Public Accountant and subsequently in 2001, as a Chartered Accountant by MIA. He is a Fellow of the Malaysian Institute of Taxation (presently known as the Chartered Tax Institute of Malaysia) since 2006.

In 1991, he began his career in Cycle & Carriage (M) Sdn Bhd as an Audit Assistant where he assisted in the review process of the group's internal systems and control procedures of Cold Storage (M) Bhd, an associate company of Cycle & Carriage Bintang Berhad to ensure compliance with their business objectives, policies and standards.

In 1992, he left Cycle & Carriage (M) Sdn Bhd to join PriceWaterhouse (now known as PwC Malaysia) as an Audit Assistant where was involved in the conduct of statutory audits for the firm's clients. In 1994, he was promoted to Audit Senior where he led the audit process and was responsible for audit fieldwork, system review and providing guidance to audit assistants.

In 1995, he left Pricewaterhouse and joined Mecorprise Sdn Bhd (now known as Kobay Technology Berhad) as an Accountant where his scope of responsibilities involved reviewing daily finance and accounting functions of the company including preparing and maintaining financial and management reports. Subsequently in the same year, he was promoted to Finance Manager where he was responsible for overseeing the company's accounting and financing functions.

In 1997, he was further promoted to Group Finance Manager where he was responsible for overseeing Kobay Technology Berhad and its subsidiaries' financial operations and reporting, tax compliance and treasury matters. He also took part in the listing exercise of Kobay Technology Berhad on the Main Board of Kuala Lumpur Stock Exchange (now known as Main Market of Bursa Securities) in 1997. In 2000, he was promoted to Group General Manager (Finance) and in 2001, appointed as Executive Director cum Chief Financial Officer to oversee and manage the corporate finance, tax and accounting matters of Kobay Technology Berhad and its subsidiaries.

Separately, in March 2000, he was also appointed as the Executive Director cum Chief Financial Officer of Lipo Corporation Berhad (now known as Kobay Industries Sdn Bhd) which was a subsidiary of Kobay Technology Berhad. He held the position of Executive Director cum Chief Financial Officer of Kobay Technology Berhad and Kobay Industries Sdn Bhd (which was privatised in 2012) until his resignation in June 2020.

In December 2020, he joined ACS as the Finance Director and he was subsequently promoted to Chief Financial Officer in 2023, a position he presently assumes.

Kindly refer to Section 5.3.4(a) for his involvement in other business activities outside our Group.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(b) Wong Kam Tong

Wong Kam Tong, a Malaysian, aged 48, is our Chief Operating Officer, responsible for overseeing our Group's production, logistics, warehousing and administration operations.

In 2001, he graduated with a Bachelor of Social Science (Honours) (Economics) from Universiti Sains Malaysia.

Prior to his graduation, in 2001, he started his career in Thye Huat Chan Sdn Bhd as a Marketing Executive where he was responsible for the sales of starches and beans to factories and wholesalers, as well as the collection process. He left Thye Huat Chan Sdn Bhd in 2004 and founded Redsun Worldwide Trading, a sole proprietor involved in the trading of groceries and tobacco products, which became dormant since 2015.

After he left his trading business, he co-founded Bapas in 2014 and was eventually appointed as the Factory Manager of Bapas in 2015, where he was in charge of its production operations and played an instrumental role in setting up our Group's fried shallot manufacturing business.

In 2020, he was transferred to ACS as Senior Operation Manager to oversee the day-to-day operations of both ACS and Bapas. He was subsequently promoted to Chief Operating Officer of ACS in 2023, a position he presently assumes.

Kindly refer to Section 5.3.4(b) for his involvement in other business activities outside our Group.

(c) Tan Hong Sheng

Tan Hong Sheng, a Malaysian, aged 29, is our Product Manager, responsible for overseeing our Group's sales and marketing operations as well as our Group's business development and customers' affairs.

In 2017, he graduated with a Bachelor of Science (Food Technology and Nutrition) from the Royal Melbourne Institute of Technology, Melbourne, Australia.

Upon graduation, he joined Markaids (Malaysia) Sdn Bhd in 2017 as a Management Graduate Trainee where he gained exposure and technical knowledge in various functional food ingredients properties and applications. In 2018, he was promoted to Business Development Executive where he was responsible for servicing and developing new business for the company in the processed meat, processed seafood and vegetarian business segments. In 2019, he was promoted to Senior Business Development Executive where he led the sales team in the business divisions of processed meat and seafood, and managed suppliers as well as sales forecasts for key accounts in the said business divisions.

In June 2020, he left Markaids (Malaysia) Sdn Bhd and joined ITS Nutriscience Sdn Bhd in July 2020 as Product Manager to spearhead the company's new business division in relation to functional food ingredients.

In August 2020, he left ITS Nutriscience Sdn Bhd to join ACS as our Product Manager, a position he presently assumes. Since joining our Group, he played an instrumental role in setting up our Group's food additive and export division.

Kindly refer to Section 5.3.4(c) for his involvement in other business activities outside our Group.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(d) Cheng Boon Kai

Cheng Boon Kai, a Malaysian, aged 33, is our Procurement Manager, responsible for overseeing our Group's overall procurement and QC activities which include amongst others, developing procurement strategies, identifying and evaluating new suppliers, managing supplier relationships, pricing and contract negotiations as well as the supervision of the procurement team.

In 2011, he graduated with a Diploma in Business Studies (International Business) from Tunku Abdul Rahman College (now known as Tunku Abdul Rahman University of Management and Technology). Whilst pending the completion of the aforementioned diploma with Tunku Abdul Rahman College, he took on the role of Sales Executive at JM Motor Venture Sdn Bhd between March 2011 to August 2011 where he was responsible for identifying potential clients for sales of motor cars.

Upon his graduation, he joined ACS as a Sales Executive in September 2011 where he was responsible for promoting sales and collections and taking care of customers' needs in relation to the company's products. In 2012, he was transferred to the role of Purchasing Executive where he was responsible for sourcing, planning and purchasing raw materials, controlling and monitoring inventories and logistic arrangements for the raw materials received. In 2019, he was subsequently promoted to Procurement Manager, a position he presently assumes.

Kindly refer to Section 5.3.4(d) for his involvement in other business activities outside our Group.

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5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

5.3.4 Principal business performed outside our Group

Save as disclosed in Section 5.2.3 and below, none of our key senior management has any other principal directorship and/or principal business activities performed outside our Group within the last 5 years up to LPD.

The involvement of our key senior management in those business activities outside our Group does not give rise to any conflict of interest situation with our business. Their involvement in those business activities does not require a significant amount of time, and hence does not affect their ability to fulfil their roles and responsibilities to our Group.

(a) Lim Swee Chuan

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholding held	
					Direct	Indirect
<u>Present involvement</u>						
Thai Long Heng (M) Sdn Bhd	Property investment holding	Shareholder	-	-	8.3	-
FA Angel PLT ⁽¹⁾	Investment holding in shares of Fuchiphagus Agritech Sdn Bhd, an edible bird nest producer	Partner	8 September 2021	-	-	-
Medicap Angel PLT ⁽²⁾	Investment holding in shares of Medicap Sdn Bhd, a medical healthcare service provider	Partner	4 October 2021	-	-	-
<u>Past involvement</u>						
Lavanya Resorts Sdn Bhd	Hotel operations and property management	Director	30 July 2018	30 June 2020	-	-
Paradigm Aerospace Sdn Bhd	Manufacturing of components and sub-assemblies for aerospace parts	Director	4 December 2017	30 June 2020	-	-
KT Microhandling Sdn Bhd	Manufacture of semiconductor assembly and test equipment	Director	19 July 2016	30 June 2020	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholding held	
					Direct	Indirect
Kobay G Sdn Bhd	Marketing and project management services for property developers	Director	27 August 2015	30 June 2020	-	-
Innospec Sdn Bhd	Electronic manufacturing services, product development and manufacturing services for printed circuit board assembly, cable assembly, electromechanical assembly and test	Director	8 July 2015	30 June 2020	-	-
Ultimate Sanctuary Sdn Bhd	Property development	Director	13 May 2015	30 June 2020	-	-
Masset Capital Sdn Bhd	Investment holding in shares of listed companies in Malaysia and USA	Director	13 May 2015	30 June 2020	-	-
Ice Holidays Sdn Bhd	Tour operator	Director	3 February 2012	10 March 2020	-	-
Polytool Technologies Sdn Bhd	Manufacturing of industrial equipment, machinery parts and tooling, encapsulation molds, trim and form dies and progressive tooling for lead frames	Director	18 May 2010	30 June 2020	-	-
Kobay Land Sdn Bhd	Property development	Director	18 May 2010	30 June 2020	-	-
Premierview Property Sdn Bhd	Property development	Director	18 May 2010	30 June 2020	-	-
Super Tropica Development Sdn Bhd	Property development	Director	4 November 2009	30 June 2020	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholding held	
					Direct	Indirect
Maker Technologies Sdn Bhd	Manufacture of precision molds and parts	Director	4 December 2008	30 June 2020	-	-
Kobay SB Sdn Bhd	Property development	Director	31 March 2003	30 June 2020	-	-
Kobay Management Services Sdn Bhd	Provision of management services	Director	2 February 2004	30 June 2020	-	-
Paradigm Metal Industries Sdn Bhd	Manufacturing of precision metal stamping, sheet metal and die-casting parts	Director	2 February 2004	30 June 2020	-	-
Paradigm Precision Components Sdn Bhd	Manufacturing of precision machined components	Director	2 February 2004	30 June 2020	-	-
LD Global Sdn Bhd	Property development	Director	2 February 2004	30 June 2020	-	-
Micro Surface Treatment Sdn Bhd	Precision plating and surface treatment	Director	2 February 2004	30 June 2020	-	-
Bend Weld Engineering Sdn Bhd	Manufacture of metal works and structures, modules and parts for oil and gas production and extraction equipment	Director	11 July 2003	30 June 2020	-	-
Kual Technologies Sdn Bhd	Manufacture of aluminum extrusion, formation and surface treatment for parts manufactured for all industries	Director	11 July 2003	30 June 2020	-	-
Golden Destinations Sdn Bhd	<ul style="list-style-type: none"> • Wholesale of household furniture • Dissolved on 27 December 2019 	Director	16 April 2012	-	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Company	Principal activities	Position held	Date of appointment	Date of resignation/cessation	% of shareholding held	
					Direct	Indirect
Kobay Assets Sdn Bhd	Letting of properties	Director	11 July 2003	30 June 2020	-	-
Lodge 18 Sdn Bhd	Operation of dormitory	Director	8 August 2002	30 June 2020	-	-
Kewjaya Sdn Bhd	Provision of money lending services	Director	16 May 2002	30 June 2020	-	-
Kobay Technology Berhad (listed on the Main Market of Bursa Securities)	Investment holding and provision of management services, with subsidiaries involved in various sectors including sales of pharmaceutical, medicine and healthcare products, manufacture of semiconductor, metal structures and components, machinery parts and tooling for various industries, property development, property letting, operation of hotels and dormitory	Director	29 November 2001	30 June 2020	-	-
Kobay Project Venture Sdn Bhd	Property development	Director	17 September 2001	30 June 2020	-	-
Kobay Industries Sdn Bhd	Investment holding in shares of companies involved in the precision and industrial manufacturing	Director	29 March 2000	30 June 2020	-	-
SC M&A Consulting	Provision of merger and acquisition consultancy, management and accounting services	Sole proprietor	3 September 2020	3 September 2021	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Notes:

- (1) He invested in the shares of Fuchiphagus Agritech Sdn Bhd through FA Angel PLT.
- (2) He invested in the shares of Medicap Sdn Bhd through Medicap Angel PLT.

The involvement of Lim Swee Chuan in the business outside our Group does not require a significant amount of time and does not preclude him from allocating or committing his time and effort to our Group as he is not involved in the day-to-day operations of the companies / partnerships.

(b) Wong Kam Tong

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment</u>	<u>Date of resignation/cessation</u>	<u>% of shareholding held</u>	
					<u>Direct</u>	<u>Indirect</u>
<u>Present involvement</u>						
Aromi	Investment holding in our Shares	Shareholder	-	-	2.2	-
<u>Past involvement</u>						
Redsun World Trading	Wholesale packaging and supplying of electrical goods, cigarettes, tobacco, plastic goods, retail, processing dry and wet junk food	Sole proprietor	10 May 2004	9 May 2021	-	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(c) Tan Hong Sheng

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment</u>	<u>Date of resignation/cessation</u>	<u>% of shareholding held</u>	
					<u>Direct</u>	<u>Indirect</u>
<u>Present involvement</u>						
Aromi	Investment holding in our Shares	Shareholder	-	-	4.4	-
<u>Past involvement</u>						
Orione Group (M) Sdn Bhd	Export and import of perfumeries, cosmetics, soap and toiletries	Director / Shareholder	29 May 2019	28 March 2023 / Date of cessation of shares: 28 March 2023	100.0	-

(d) Cheng Boon Kai

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment</u>	<u>Date of resignation/cessation</u>	<u>% of shareholding held</u>	
					<u>Direct</u>	<u>Indirect</u>
<u>Present involvement</u>						
Aromi	Investment holding in our Shares	Shareholder	-	-	2.2	-
<u>Past involvement</u>						
Nil						

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (*Cont'd*)

5.3.5 Key senior management remuneration and benefits

The remuneration of our key senior management including salaries, bonuses, other emoluments and benefits-in-kind, must be reviewed and recommended by our Remuneration Committee and subsequently, be approved by our Board.

The aggregate remuneration and material benefits-in-kind (in bands of RM50,000) paid and proposed to be paid to our key senior management (save for our Directors which are disclosed in Section 5.2.4) for services rendered in all capacities to our Group for FYE 2021 to 2023 are as follows:

	⁽¹⁾ Remuneration band		⁽²⁾ FYE 2023
	FYE 2021 (Paid)	FYE 2022 (Paid)	(Proposed)
	RM'000		
Lim Swee Chuan	200 – 250	250 – 300	300 – 350
Wong Kam Tong	150 – 200	150 – 200	150 – 200
Tan Hong Sheng	100 – 150	100 – 150	100 – 150
Cheng Boon Kai	50 – 100	50 – 100	100 – 150

Notes:

- (1) The remuneration for key senior management includes salaries, bonuses (except for FYE 2023), allowances and other emoluments.
- (2) The bonuses for FYE 2023 are not included. Such bonuses, if any, will be determined at a later date based on the individual's performance as well as our Group's performance, and in relation to our Chief Operating Officer and Chief Financial Officer will be subject to recommendation of our Remuneration Committee and approval by our Board.

5.4 BOARD PRACTICE

5.4.1 Board

Our Board has adopted the following responsibilities for effective discharge of its functions:

- to provide leadership and oversee the overall conduct of our Group's businesses to ensure that our businesses are being properly managed;
- to review and adopt strategic plans for our Group and to ensure that such strategic plans and the risk, performance and sustainability thereon are effectively integrated and appropriately balanced;
- to review and adopt corporate governance best practices throughout our Group in all its business dealings in respect of our shareholders and other stakeholders and to ensure compliance with applicable laws and regulations;
- to ensure that our Company has effective Board committees as required by the applicable laws, regulations, rules, directives and guidelines and as recommended by the MCCG;
- to review and approve our annual budget, financial statements and annual reports;

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (f) to monitor the relationship between our Group and our management, shareholders and stakeholders, and to develop and implement an investor relations programme or effective shareholders' communications policy for our Group;
- (g) to ensure that our key senior management has the necessary skills and experience, and there are measures in place to provide for the orderly succession of our board and key senior management;
- (h) to ensure the integrity of our Group's financial and non-financial reporting; and
- (i) to appoint our Board committees, to delegate powers to such committees, to review the composition, performance and effectiveness of such committees, and to review the reports prepared by our Board committees and deliberate on the recommendations thereon.

In accordance with our Constitution, an election of Directors shall take place each year. At the first Annual General Meeting ("AGM") of the Company, all the Directors shall retire from office, and at the AGM in every subsequent year, 1/3rd of the Directors for the time being or, if their number is not 3 or a multiple of 3, then the number nearest to 1/3rd shall retire from office and be eligible for re-election provided always that all Directors shall retire from office at least once in every 3 years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires whether adjourned or not.

As at the date of this Prospectus, the details of the date of expiration of the current term of office for each of our Directors and the period that each of our Directors has served in office are as follows:

Name	Date of appointment	Date of expiration of the current term in office	Approximate no. of months in office as at the date of Prospectus
Fu Yew Sun	10 August 2023	At the 2024 AGM of our Company	2
Datuk Keh Chuan Seng	10 August 2023	At the 2024 AGM of our Company	2
Oon Boon Khong	10 August 2023	At the 2024 AGM of our Company	2
Koay Hooi Lynn	10 August 2023	At the 2024 AGM of our Company	2
Teh Boon Beng	24 January 2024	At the 2024 AGM of our Company	<1
Lee Seow Ling	18 September 2023	At the 2024 AGM of our Company	1

The members of our Board are set out in Section 5.2. The composition of our Board is in compliance with the MCCG.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (*Cont'd*)

5.4.2 Audit and Risk Management Committee

The members of our Audit and Risk Management Committee are as follows:

Name	Designation	Directorship
Koay Hooi Lynn	Chairperson	Independent Non-Executive Director
Teh Boon Beng	Member	Independent Non-Executive Director
Lee Seow Ling	Member	Independent Non-Executive Director

The main function of our Audit and Risk Management Committee is to assist our Board in fulfilling its oversight responsibilities. Our Audit and Risk Management Committee has full access to internal and external auditors who in turn have access at all times to the Chairperson of our Audit and Risk Management Committee.

The key duties and responsibilities of our Audit and Risk Management Committee include, amongst others, the following:

- (a) to review the engagement, compensation, performance, qualification and independence of our external auditors, its conduct of the annual statutory audit of our financial statements, and the engagement of external auditors for all other services;
- (b) to review and recommend our quarterly and annual financial statements for approval by our Board before announcement to regulatory bodies, focusing in particular on any changes in or implementation of major accounting policies and practices, significant and unusual events, significant adjustments arising from our audit, going concern assumption and compliance with accounting standards and other regulatory or legal requirements;
- (c) to review and monitor any related party transaction/business dealings entered into by our Group and any conflict of interest situation that arose, persist or may arise within our Group including any transaction, procedure or course of conduct that raises questions of management integrity, and the measures taken to resolve, eliminate, or mitigate such conflicts;
- (d) to oversee and recommend the risk management framework of our Group;
- (e) to review and recommend changes as needed to ensure that our Group has in place at all times a risk management policy which address the strategies, operational, financial and compliance risk;
- (f) to implement and maintain a sound risk management framework which identifies, assesses, manages and monitors our Group's business risks;
- (g) to review the risk profile of our Group and to evaluate the measure taken to mitigate the business risks;
- (h) to review the adequacy of our management's response to issues identified to risk registers, ensuring that our risks are managed within our Group's risk appetite;
- (i) to perform the oversight function over the administration of whistleblowing policy that is approved and adopted by our Board and to protect the values of transparency, integrity, impartiality and accountability where our Group conducts its business and affairs;
- (j) to discuss and review the major findings of internal investigations and our management's response;

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (*Cont'd*)

- (k) to do the following:
- (i) consider and approve the appointment of internal auditors and any question of resignation;
 - (ii) review the adequacy of the scope, competency and resources of the internal audit function and that it has the necessary authority to carry out its work;
 - (iii) review the internal audit plan and results of the internal audit assessments and investigation undertaken, and ensure that the appropriate action is taken on the recommendation of the internal auditors;
 - (iv) consider the internal audit reports and findings by the internal auditors, fraud investigation and actions and steps taken by our management in response to audit findings;
 - (v) appraise or assess the performance of members of the internal audit function; and
 - (vi) monitor the overall performance of our Company's internal audit function.
- (l) to consider other areas as defined by our Board or as may be prescribed by Bursa Securities or any other relevant authority from time to time; and
- (m) to perform such other functions that may be mutually agreed upon by our Audit and Risk Management Committee and our Board.

The recommendations of our Audit and Risk Management Committee are subject to the approval of our Board.

5.4.3 Nominating Committee

The members of our Nominating Committee are as follows:

Name	Designation	Directorship
Teh Boon Beng	Chairperson	Independent Non-Executive Director
Koay Hooi Lynn	Member	Independent Non-Executive Director
Lee Seow Ling	Member	Independent Non-Executive Director

Our Nominating Committee undertakes, among others, the following functions:

- (a) to assist our Board in ensuring that our Board is of an effective composition, size and commitment to adequately discharge its responsibilities and duties;
- (b) to ensure appropriate selection criteria and processes and to identify and recommend to our Board, candidates for directorships of our Company and members of the relevant Board committees;
- (c) to evaluate the effectiveness of our Board and our Board committees;
- (d) to undertake formal assessment on the effectiveness of our Board as a whole and the effectiveness of each Director;
- (e) to ensure that all Directors receive appropriate continuous training in order to broaden their perspectives and to keep abreast with developments in the market place and with changes in new statutory and regulatory requirements;

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (f) to ensure an appropriate framework and succession planning for our Board, including our Executive Directors; and
- (g) to consider and examine such other matters as our Nominating Committee considers appropriate.

The recommendations of our Nominating Committee are subject to the approval of our Board.

5.4.4 Remuneration Committee

The members of our Remuneration Committee are as follows:

Name	Designation	Directorship
Lee Seow Ling	Chairperson	Independent Non-Executive Director
Koay Hooi Lynn	Member	Independent Non-Executive Director
Teh Boon Beng	Member	Independent Non-Executive Director

The main function of our Remuneration Committee is to assist our Board in fulfilling its responsibility on matters relating to our Group's compensation, bonuses, incentives and benefits. The Remuneration Committee's duties and responsibilities as stated in its terms of reference include, amongst others, the following:

- (a) to recommend a remuneration framework for our Executive Directors and key senior management⁽¹⁾ for our Board's approval to ensure corporate accountability and governance with respect to our Board's remuneration and compensation. There should be a balance in determining the remuneration package, which should be sufficient to attract and retain Directors of calibre, and yet not excessive. The framework should cover all aspects of remuneration including Director's fee, salaries, allowance, bonuses, options and benefits-in-kind;
- (b) to recommend specific remuneration packages for our Executive Directors and key senior management⁽¹⁾. The remuneration package should be structured such that it is competitive. Salary scales drawn up should be within the scope of the general business policy and not be dependent on short-term performance to avoid incentives for excessive risk-taking. As for independent directors, the level of remuneration should be linked to their level of responsibilities undertaken and contribution to the effective functioning of our Board;
- (c) to ensure the establishment of a formal and transparent procedure for developing policies, strategies and framework for the remuneration of our Executive Directors and key senior management⁽¹⁾;
- (d) to implement the policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of our Board and key senior management⁽¹⁾; and
- (e) to perform any other functions as defined by our Board.

The recommendations of our Remuneration Committee are subject to the approval of our Board.

Note:

⁽¹⁾ Limited to Chief Executive Officer, Chief Operating Officer and Chief Financial Officer (where applicable).

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

5.5 RELATIONSHIPS AND/OR ASSOCIATIONS

Datuk Keh Chuan Seng and Datin Cheong Kai Meng, both of whom are our Promoters and substantial shareholders are spouses. Datuk Keh Chuan Seng is also our Non-Independent Non-Executive Deputy Chairman.

Save for the above, there are no family relationships or association between or amongst our Promoters, substantial shareholders, Directors and key senior management as at LPD.

5.6 EXISTING OR PROPOSED SERVICE AGREEMENTS

As at LPD, there are no existing or proposed service agreements entered into between our Company with any Directors or between any companies within our Group with any key senior management which provide for benefits upon termination of employment.

5.7 DECLARATIONS FROM PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at LPD, none of our Promoters, Directors or key senior management is or has been involved in any of the following events (whether within or outside Malaysia):

- (a) in the last 10 years, a petition under any bankruptcy or insolvency law filed (and not struck out) against him or any partnership in which he was a partner or any corporation of which he was a Director or a member of key senior management;
- (b) disqualified from acting as a Director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (c) in the last 10 years, charged and/or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (d) in the last 10 years, any judgment that was entered against him, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (e) in the last 10 years, was the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his part that relates to the capital market;
- (f) being the subject of any order, judgment or ruling of any court, government, or regulatory authority or body temporarily enjoining him from engaging in any type of business practice or activity;
- (g) in the last 10 years, has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and
- (h) has any unsatisfied judgment against him.