

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

5.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

5.1.1 Shareholdings of our Promoters and substantial shareholders

The direct and indirect shareholdings of our Promoters and substantial shareholders in our Company before and after our IPO are set out below:-

Name	Nationality/ Country of incorporation	Before our IPO and as at the LPD				After our IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	(1) %	No. of Shares	(1) %	No. of Shares	(2) %	No. of Shares	(2) %
Promoters and substantial shareholders									
Loo Chai Lai	Malaysian	625,284,187	88.70	70,816,370	⁽³⁾ 10.04	86,884,187	10.10	535,216,370	⁽³⁾ 62.23
Loo Jing Kai	Malaysian	70,816,370	10.04	-	-	19,216,370	2.24	-	-
Substantial shareholder									
LCL Success	Malaysia	-	-	-	-	516,000,000	60.00	-	-

Notes:-

(1) Based on our issued share capital of 705,000,000 Shares after the Acquisitions but before our IPO.

(2) Based on our enlarged issued share capital of 860,000,000 Shares after our IPO.

(3) Deemed interested by virtue of his son, Loo Jing Kai's interest in our Company and his direct shareholding in LCL Success pursuant to Section 8 of the Act.

Save for our Promoters and substantial shareholders, there are no other persons who are able to, directly or indirectly, jointly or severally, exercise control over our Company. As at the LPD, our Promoters and substantial shareholders have the same voting rights as the other shareholders of our Company and there is no arrangement between our Company and our shareholders with any third parties, the operation of which may, at a subsequent date, result in the change in control of our Company.

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

5.1.2 Profile of our Promoters and substantial shareholders

(i) **Loo Chai Lai**

Promoter, Specified Shareholder, substantial shareholder and Managing Director

Loo Chai Lai, Malaysian aged 60, is the Promoter, Specified Shareholder, substantial shareholder and Managing Director of our Group. He was appointed to our Board on 17 May 2023.

He completed his high school education at Sekolah Menengah Kebangsaan Sultan Abdul Samad, Klang in 1982.

He began his career in Boon Seng Paint Merchant, a family-owned business as a Sales Executive in 1984. He set up MBS Paints (previously known as MBS Paints and Tools Sdn Bhd) in 1993 where he was responsible for the overall management. In the following year, he also set up KCBS where he was involved in sales and marketing. He remains a shareholder and director of MBS Paints and KCBS.

In 2003, he founded PSM, which is principally involved in trading of paints, painting accessories, sanitary, kitchen accessories and hardware. He was primarily responsible for the overall management and day-to-day operating activities of the company. In 2024, He resigned as the director of PSM and disposed of his shares in PSM to a third party.

In 2005, he founded SSB together with his brother, Loo Chai Sing. He was responsible for the overall management and day-to-day operating activities of SSB. Loo Chai Sing subsequently resigned as a director in 2020 and disposed all of his shareholdings in SSB to Loo Chai Lai and Loo Jing Kai in 2021. Loo Chai Lai was instrumental in growing our business operations by expanding our customer base and establishing our brand presence in Malaysia.

As our Group's Managing Director, he will continue to be responsible for overseeing our Group's overall finance, business operations and business development strategies. We will continue to leverage on his 40 years of experience in home improvement and renovation industry with 21 years of experience in the bathroom and kitchen sanitary wares industry to chart our Group's future business direction.

(ii) **Loo Jing Kai**

Promoter, Specified Shareholder, substantial shareholder and Executive Director

Loo Jing Kai, a Malaysian aged 29, is the Promoter, Specified Shareholder, substantial shareholder and Executive Director of our Group. He was appointed to our Board on 17 May 2023.

He graduated with Bachelor of Business (International Business) from the Queensland University of Technology in 2017.

He began his career in 2017 as a Sales Executive in PSM. He was responsible for assisting walk-in customers at the showroom, promoting company's products and providing after sale service. In 2019, he was promoted to Sales Manager and was responsible for monitoring the daily and monthly sales performance of the company. In 2020, he was appointed as the director for PSM. In 2024, he resigned as the director and disposed of his shares in PSM to a third party.

In 2020, Loo Jing Kai joined SSB as the Sales Manager. He was responsible for monitoring the operations and the sales of the products as well as the collection of payments. In the same year, he was also appointed as the director of SSB. In 2021, he became the shareholder of SSB following the exit of Loo Chai Sing from SSB.

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

As our Group's Executive Director, he is responsible for overseeing the sales and purchasing as well as warehouse and customer service functions of our Group.

(iii) LCL Success

Specified Shareholder and substantial shareholder

LCL Success was incorporated in Malaysia under the Act on 21 February 2024 as a private limited company. As at the LPD, the issued share capital of LCL Success is RM100 comprising 100 ordinary shares. LCL Success is principally an investment holding company.

As at the LPD, the directors and shareholders of LCL Success and their respective shareholdings in LCL Success are as follows:-

Name	Nationality	Direct		Indirect	
		No. of Shares	%	No. of Shares	%
Loo Chai Lai	Malaysia	90	90.00	(1) 10	10.00
Loo Jing Kai	Malaysia	10	10.00	-	-

Note:-

- (1) Deemed interested by virtue of his son, Loo Jing Kai's interest in LCL Success pursuant to Section 8 of the Act.

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

5.1.3 Changes in our Promoters' and substantial shareholder's shareholdings in our Company

The changes in our Promoters' and substantial shareholders' shareholdings in our Company since our incorporation up to after our IPO are as follows:-

Name	As at the date of incorporation				After the Acquisitions and as at the LPD			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	(1) %	No. of Shares	(1) %	No. of Shares	(2) %	No. of Shares	(2) %
Promoter and substantial shareholder								
Loo Chai Lai	800	80.00	200	(3) 20.00	625,284,187	88.70	70,816,370	(3) 10.04
Loo Jing Kai	200	20.00	-	-	70,816,370	10.04	-	-
After our IPO								
Name	Direct		Indirect					
	No. of Shares	(3) %	No. of Shares	(3) %				
Promoter and substantial shareholder								
Loo Chai Lai	86,884,187	10.10	535,216,370	(4) 62.23				
Loo Jing Kai	19,216,370	2.24	-	-				
Substantial shareholder								
LCL Success	516,000,000	60.00	-	-				

Notes:-

- (1) Based on our issued share capital of 1,000 Shares as at the date of incorporation of our Company.
- (2) Based on our issued share capital of 705,000,000 Shares after the Acquisitions but before our IPO.
- (3) Based on our enlarged issued share capital of 860,000,000 Shares after our IPO.
- (4) Deemed interested by virtue of his son, Loo Jing Kai's interest in our Company and his direct shareholding in LCL Success pursuant to Section 8 of the Act.

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

5.1.4 Benefits paid or intended to be paid or given to our Promoters and substantial shareholder

Save for the dividends paid or to be paid, if any, to our Promoters and substantial shareholders and the aggregate remuneration and benefits paid or proposed to be paid to our Promoters and substantial shareholders for services rendered to our Group in all capabilities for FYE 2023 and proposed to be paid for FYE 2024 as set out in Section 5.2.5 of this Prospectus, there are no other amounts or benefits that have been paid or intended to be paid to our Promoters and substantial shareholders within the two years preceding the date of this Prospectus.

5.2 BOARD OF DIRECTORS

5.2.1 Particulars of our Directors

Our Board comprises the following members:-

<u>Name</u>	<u>Age</u>	<u>Nationality</u>	<u>Date of appointment</u>	<u>Designation</u>
Haji Ahmad Zakie Bin Haji Ahmad Shariff	67	Malaysian	25 March 2024	Independent Non-Executive Chairman
Loo Chai Lai	60	Malaysian	17 May 2023	Managing Director
Loo Jing Kai	29	Malaysian	17 May 2023	Executive Director
Lee Chee Keong	44	Malaysian	25 March 2024	Executive Director
Christine Toh Hung Mei	43	Malaysian	25 March 2024	Independent Non-Executive Director
Yeat Soo Ching	48	Malaysian	25 March 2024	Independent Non-Executive Director
Teh Lay Sim	49	Malaysian	25 March 2024	Independent Non-Executive Director

None of our Directors represent any corporate shareholder on our Board. For details on the association of family relationship between our Promoters, Directors and key senior management, please refer to Section 5.6 of this Prospectus.

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

5.2.2 Profile of Directors

The profiles of our Directors, Loo Chai Lai and Loo Jing Kai are set out in Section 5.1.2 above. The profiles of our other Directors are set out below:-

(i) **Haji Ahmad Zakie Bin Haji Ahmad Shariff**
Independent Non-Executive Chairman

Haji Ahmad Zakie Bin Haji Ahmad Shariff, a Malaysian, aged 67, is the Independent Non-Executive Chairman of our Group. He was appointed to our Board on 25 March 2024.

He graduated with a Bachelor of Economics from Universiti Kebangsaan Malaysia in 1980 and Master of Accounting Science at University of Illinois, Urbana-Champaign, United States of America in 1983.

He began his career in 1990 as an Equity Analyst in Rashid Hussain Securities. He then joined Smith Zain Securities Sdn Bhd in 1994 as an International Sales Dealer. In 1995, he joined Shapadu Corporation Sdn Bhd as an Assistant General Manager. In 1996, he joined PTB Asset Management Sdn Bhd (*which was then a subsidiary of Permodalan Terrenganu Berhad*) as the Chief Executive Officer where he was responsible for the day-to-day operations of the company. In 2004, he joined SJ Securities Sdn Bhd as the Executive Director (Operations) where he was responsible for its day-to-day operations.

In 2005, he joined UEM Group Berhad as the Director of Corporate Affairs where he was responsible for its human capital development. In 2010, he joined Malayan Banking Berhad as the Head of Organizational Learning Division where he was responsible for the training and talent enhancement needs of the group.

In 2012, he joined the Federation of Investment Managers Malaysia as the Chief Executive Officer where he was responsible for its day-to-day operations. In the same year, he also joined Menteri Pengajian Tinggi Malaysia as the director. He left the Federation of Investment Managers Malaysia and Menteri Pengajian Tinggi Malaysia in 2013. In 2014, he joined Perbadanan Menteri Besar Kelantan as a director where he was responsible for the business turnaround for some of the subsidiaries owned by Perbadanan Menteri Besar Kelantan.

Presently, he is an Adjunct Professor at the Graduate Business School of Universiti Kebangsaan Malaysia since 2020. He is also the director of various private limited companies as well as the Independent Non-Executive Director of LFE Corporation Berhad since 2023.

(ii) **Lee Chee Keong**
Executive Director

Lee Chee Keong, a Malaysian, aged 44, is the Executive Director of our Group. He was appointed to our Board on 25 March 2024.

He graduated with a Bachelor of Engineering (Mechanical and Production Engineering) and Graduate Diploma in Technopreneurship and Innovation Program from Nanyang Technological University, Singapore in 2003.

He began his career as a Project Engineer in Hi-P (Shanghai) Housing Appliance Co Ltd in 2004 where he was responsible for managing project development, which includes amongst others, costing, process flow and manufacturing until he left in 2006. He then joined Venture Electronics Shanghai Co. Ltd in 2006 as a Project Lead where he was responsible for managing business units in relation to manufacturing of electronic products and components.

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

He left the company in 2008 to join Acumen Engineering (Shanghai) Co. Ltd as a Sales Manager where he was responsible for overseeing the overall business operations of the company in China. In 2009, he joined Superpak Shanghai Co. Ltd as an Assistant General Manager where he was responsible for managing the day-to-day operating activities of the company until he left in 2012.

In 2012, he joined Movtec Sdn Bhd (presently known as Warehouz Collection Sdn Bhd) as a Sales Manager. In 2013, he resigned as the Sales Manager but remained as the director and shareholder of the same company. As the director, he remained responsible for the sales and marketing in the company until it was dissolved in 2017. In 2013, he joined BathDeco Sdn Bhd as a Sales Manager where he was responsible for the sales and marketing activities of the company.

In 2014, he joined BBSB as a Sales Manager where he was responsible for the sales and marketing of the company's products. He was appointed a director of BBSB in 2017 and became its shareholder in 2020. In 2018, he became the director and shareholder of IBSB, assuming the same responsibilities as BBSB. In 2024, he disposed of all of his shares in BBSB and IBSB to Sorento Capital as part of the Acquisitions.

In 2019, he was also appointed as the director and shareholder of Pro Bath Sdn Bhd where he was responsible for the sales and marketing of the company. Pro Bath Sdn Bhd was struck off in 2023.

As our Group's Executive Director, he is responsible for our Group's project-based sales and marketing.

(iii) Christine Toh Hung Mei
Independent Non-Executive Director

Christine Toh Hung Mei, Malaysian, aged 43, is the Independent Non-Executive Director of our Group. She was appointed to our Board on 25 March 2024.

She graduated from Monash University with a Bachelor of Commerce and Bachelor of Business Systems in 2004. She obtained a Bachelor of Laws (Hons) from University of London (External) in 2012 and completed her Certificate of Legal Practice in 2013. She was registered as a Chartered Accountant under the Malaysian Institute of Accountants in 2023. She is also a Fellow of the Chartered Institute of Arbitrators.

She began her career in BDO McCabe Lo Ltd in Hong Kong in 2006 as an Associate. She left BDO McCabe Co Ltd and joined BDO Binder in Malaysia as an Assistant Manager in 2008 where she focused on external audit. In 2009, she joined BDO Consulting Sdn Bhd as Assistant Manager where she was in charge of internal audit for listed companies.

In 2010, she joined Prestar Precision Tube Sdn Bhd as an Assistant Accounts Manager where she was responsible for submission of financial reports, preparing annual budgets and assisting in the company's internal and external reporting requirements. During her tenure with BDO Binder, she was also studying for her Bachelor of Laws on a part time basis. Upon obtaining her Bachelor of Laws in 2012, she left Prestar Precision Tube Sdn Bhd and commenced her pupillage at Vin & Isaac Lee in 2013. She was called to the Malaysian Bar in 2014 and thereafter continued as an Associate in Vin & Isaac Lee. She left Vin & Isaac Lee in 2016 to join MahWengKwai & Associates as a Legal Assistant and was promoted to Senior Associate in 2018 before being made a Partner in 2019. In 2023, she left MahWengKwai & Associates to set up her own firm, Christine Toh & Co where she currently holds the position of Managing Partner. Her primary practice areas include construction disputes, matrimonial disputes and general litigation.

She is also the director of various private limited companies as well as the Independent Non-Executive Director of HE Group Berhad since 2023.

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

(iv) Teh Lay Sim
Independent Non-Executive Director

Teh Lay Sim, a Malaysian, aged 49, is an Independent Non-Executive Director of our Group. She was appointed to our Group on 25 March 2024.

She graduated from the University of Sydney with Bachelor of Science (Architecture) in 1998 and Bachelor of Architecture in 2004.

She began her career with Natcon Kumagai Joint Venture as an Interior Design Coordinator in 1998 where she was responsible for the co-ordination, scheduling, planning and site supervision of the architectural and interior fit-outs until. She left the company in 2000, to join Sunway Construction Berhad as a Design Coordinator where she was responsible for overseeing and coordinating all technical and design matters for design & build and build-operate-turkey projects. In 2007, she was promoted to Manager. She left Sunway Construction Berhad in year 2008 to join SA Architects Sdn Bhd as an Associate where she was responsible for managing and overseeing the design and execution of projects.

In 2012, she founded Arkitek L. Teh, where she is in charge of managing the direction of the architecture practice of the firm as well as its day-to-day operations.

(v) Yeat Soo Ching
Independent Non-Executive Director

Yeat Soo Ching, a Malaysian aged 48, is an Independent Non-Executive Director of our Group. She was appointed to our Board on 25 March 2024.

She graduated from the University of Sheffield, the United Kingdom with a Bachelor of Law in 1998 and was called to the Malaysia Bar in 2000.

She began her career with Messrs Cheang & Ariff as a legal associate in 2000 and was subsequently made a partner in 2007. She practices in the areas of corporate and securities laws as well as banking and finance. She has advised companies on capital market transactions including fund raising exercises such as initial public offerings, rights issues and private placements. She has also been advising general partners of private equity/venture capital funds on the setting up of funds in Malaysia and offshore. Her banking and financing experience includes acting for lenders and major corporations on various domestic and international financing transactions.

She is presently an Independent Non-Executive Director in Cnnergz Berhad.

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

5.2.3 Shareholdings of our Directors

The direct and indirect shareholdings of our Directors as at the LPD and after the IPO are as follows:-

Name	⁽¹⁾ Before our IPO and as at LPD				^{(2) (3)} After our IPO			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Haji Ahmad Zakie Bin Haji Ahmad Shariff	-	-	-	-	250,000	0.03	-	-
Loo Chai Lai	625,284,187	88.70	70,816,370	⁽⁴⁾ 10.04	86,884,187	10.10	535,216,370	⁽⁴⁾ 62.23
Loo Jing Kai	70,816,370	10.04	-	-	19,216,370	2.24	-	-
Lee Chee Keong	-	-	-	-	8,899,443	1.03	-	-
Christine Toh Hung Mei	-	-	-	-	250,000	0.03	-	-
Teh Lay Sim	-	-	-	-	250,000	0.03	-	-
Yeat Soo Ching	-	-	-	-	250,000	0.03	-	-

Notes:-

- (1) Based on our issued share capital of 705,000,000 Shares after the Acquisitions but before our IPO.
- (2) Based on our enlarged issued share capital of 860,000,000 Shares after our IPO.
- (3) Assuming our Directors will fully subscribe for their respective allocation under the Pink Form Allocation.
- (4) Deemed interested by virtue of his son, Loo Jing Kai's interest in our Company and his direct shareholding in LCL Success pursuant to Section 8 of the Act.

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

5.2.4 Principal business activities performed by our Directors outside our Group for the past five years

Save as disclosed below, none of our Directors have any principal business activities and directorships in any other corporations outside of our Group, as at LPD (“**Present Involvement**”) and in the past five years preceding the LPD (“**Past Involvement**”):-

(i) Haji Ahmad Zakie Bin Haji Ahmad Shariff

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
<u>Present involvement</u>						
Kiarafics Sdn Bhd ⁽¹⁾	General consultants; general trading; investment holdings	Shareholder	-	-	25.00	-
Showme Eduwav Berhad	Pre-primary education (private)/ kindergarten; others education; primary education (private)	Shareholder	-	-	0.05	-
Safwa Berhad	Other business support service activities; stores specialized in retail sale of pharmaceuticals, medical and orthopaedic goods; general medical services	Shareholder	-	-	0.13	-
Gana Asli Sdn Bhd	Activities of holding companies	Director and Shareholder	1 September 2008	-	30.00	-
Saracorp Sdn Bhd	Providing project management services and general contractor	Director and Shareholder	3 May 2021	-	25.51	-
Bahtera Perkasa Sdn Bhd	Investment advisory services; buying, selling, renting and operating of self-owned or leased real estate – land; other management consultancy activities	Director and Shareholder	22 January 2024	-	20.00	-

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

Name of company	Principal activities	Position held	Date appointed as Director	Date resigned as Director	Direct interest	Indirect interest
Biotek Dinamik Sdn Bhd	Wholesale of fertilizers and agrochemical products	Director	3 April 2019	-	% -	% -
Lagenda Tunjong Sdn Bhd	Property developer	Director	23 February 2021	-	-	-
Phillip Capital Sdn Bhd	Licensed future broker for its client and to execute proprietary trades in futures contracts and options	Director	1 May 2022	-	-	-
LFE Corporation Berhad	Investment holding ⁽³⁾	Director	30 August 2023	-	-	-
<u>Past Involvement</u>						
FA Securities Sdn. Bhd.	Stockbroking	Director	15 April 2010	15 August 2019	-	-
Future Asset Management (Malaysia) Sdn Bhd ⁽³⁾	Other financial service activities, except insurance/takaful and pension funding	Director	1 November 2017	-	-	-
UMP Services Sdn Bhd	Insurance agent, business asset & facility management, general trading	Director	30 June 2014	15 July 2019	-	-
UMP Advanced Education Sdn Bhd	Education, training, general trading	Director	2 October 2013	7 October 2019	-	-
Invest Kelantan Berhad ⁽⁴⁾	To carry on the business of a one-stop centre that facilitates and promotes investment; to provide incentives as well as information to potential investors to invest in Kelantan in order to encourage the economic growth of Kelantan.	Director	22 March 2016	-	-	-

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

Name of company	Principal activities	Position held	Date appointed as Director	Date resigned as Director	Direct interest	Indirect interest
Anvia (Malaysia) Sdn Bhd	Buying, selling, renting and operating of self-owned or leased real estate – residential buildings; export and import of a variety of goods without any particular specialization; activities of holding companies	Director	1 November 2017	1 April 2019	% -	% -
Kuber Venture Berhad	Investment holdings	Director	3 July 2018	28 July 2020	-	-
Saracorp Resources Berhad	Investment holding company, general contractors, housing developers, general traders	Director	2 July 2019	30 January 2020	-	-
UMP Holdings Sdn Bhd	Manage and undertake business relating to the gathering and distribution of knowledge, consultancy services, developer	Director	15 November 2019	15 November 2021	-	-
Bluechart Power Sdn Bhd	Investment holdings	Director	17 August 2020	7 April 2021	-	-
UMP Technology Sdn Bhd	General trading & agriculture, pharmaceutical, cosmetics & health products, consultancy services	Director	21 April 2021	24 December 2021	-	-
Widuri Intisar Sdn Bhd	Trusts, funds and similar financial entities; assets/ portfolio management	Director	1 April 2022	12 September 2022	-	-

Notes:-

(1) As at the LPD, Kiarafics Sdn Bhd is currently dormant and does not have any active investments in any company.

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

- (2) LFE Corporation Berhad is an investment holding company and its subsidiaries are involved in among others, provision of specialised engineering services, distribution of consumer electronics products, providing consultant and installation service, property development and construction and project management.
- (3) Future Asset Management (Malaysia) Sdn. Bhd has been dissolved and has been struck off on 16 September 2022.
- (4) Invest Kelantan Berhad has been dissolved and has been struck off on 3 April 2023.

(ii) Loo Chai Lai

Name of company	Principal activities	Position held	Date appointed as Director	Date resigned as Director	Direct interest	Indirect interest
					%	%
<u>Present involvement</u>						
KCBS	Trading of paints and hardware	Director and Shareholder	21 February 1994	-	53.00	-
FHSB	Investment holding ⁽¹⁾	Director and Shareholder	27 July 2011	-	100.00	-
Time IT	Property investment, investment holding, general trading ⁽²⁾	Director and Shareholder	8 April 2013	-	98.00	-
PSM ⁽³⁾	Trading of paints, painting accessories, sanitary, kitchen accessories and hardware	Director and Shareholder	24 December 2003	15 March 2024	60.00	⁽⁴⁾ 20.00
MBS Paints	Trading of paints and hardware, trading of home furnishing and household utensils, general trading, investment holding	Director and Shareholder	3 July 2023 (Previously appointed on 16 October 1993 and resigned on 18 December 2020)	-	100.00	-
MBS Tools	Trading of hardware and tools	Director and Shareholder	3 July 2023 (Previously appointed on 5 December 2007 and resigned on 18 December 2020)	-	100.00	-

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

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
MBS Home	Trading of home decorative items and sanitary wares	Director and Shareholder	3 July 2023 (Previously appointed on 5 December 2007 and resigned on 18 December 2020)	-	1.00	⁽⁵⁾ 99.00
Colourcon Painting Specialist Sdn Bhd	Specialist painting works	Director and Shareholder	28 September 1995	-	40.00	-
LCL Paints & Hardware Sdn Bhd	Wholesale of paints and varnish; wholesale of a variety of goods without any particular specialization; wholesale of construction materials	Director and Shareholder	30 August 2023	-	90.00	-
LCL Success	Activities of holding companies	Director and Shareholder	21 February 2024	-	90.00	⁽⁶⁾ 10.00
Logisticspac Global Sdn Bhd	Investment holding company ⁽⁷⁾	Director	20 March 2023	-	-	⁽⁸⁾ 50.00
<u>Past Involvement</u>						
Atlas Dynamics Sdn Bhd	Labour supply and related renewal services	Director	7 March 1997	19 March 2022	-	-
SRT Bathware Sdn Bhd ⁽⁹⁾	Retail of bathroom wares, bathroom utensils, bathroom equipment and related products	Director and Shareholder	30 December 2010	-	70.00	-
Boon Seng Resources Sdn Bhd ⁽¹⁰⁾	Investment holding, general trading	Director and Shareholder	21 February 2011	-	100.00	-
Topyear Logistics Sdn. Bhd.	Investment holding company	Director	7 March 2014	18 December 2020	-	-

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

Name of company	Principal activities	Position held	Date appointed as Director	Date resigned as Director	Direct interest	Indirect interest
					%	%
Pro Bath Sdn Bhd ⁽¹¹⁾	Wholesale of household appliances; wholesale of sanitary installation and equipment; wholesale of other construction materials, hardware, plumbing and heating equipment and supplies	Director and Shareholder	29 January 2019	-	68.00	-
Sorento East Sdn Bhd ⁽¹²⁾	Retail sale of household appliances	Director and Shareholder	25 April 2019	-	100.00	-
GBI Building Materials Sdn Bhd	Wholesale of construction materials	Director	29 July 2019	14 December 2023	-	-
GBI Certified Products Sdn Bhd	Other construction installation; wholesale of paints and varnish; wholesale of construction materials	Director	13 December 2021	9 October 2023	40.00	-
Pernama GBI Network Sdn Bhd	Wholesale of paints and varnish; wholesale of construction materials; other construction installation	Director	8 February 2022	8 December 2023	-	-

Notes:-

- (1) As at the LPD, FHSB is an investment holding company involved in real estate activities with own or leased property.
- (2) As at the LPD, Time IT is a property investment, investment holding, general trading company involved in real estate activities with own or leased property and wholesale of a variety of goods without any particular specialization.
- (3) PSM has been disposed of to a third party on 14 February 2024.
- (4) Deemed interest by virtue of the shareholding of his spouse, Chong Siew Hong pursuant to section 59(11)(c) of CA 2016.
- (5) Deemed interest by virtue of his shareholding in MBS Paints pursuant to section 8 of CA 2016.
- (6) Deemed interest by virtue of his son, Loo Jing Kai's shareholding in the company pursuant to Section 8 of the Act.
- (7) As at the LPD, Logisticpac Global Sdn Bhd is an investment holding company involved in property investment.
- (8) Deemed interest by virtue of his shareholding in FHSB pursuant to section 8 of CA 2016.
- (9) SRT Bathware Sdn Bhd has been dissolved and has been struck off on 13 April 2022
- (10) Boon Seng Resources Sdn Bhd has been wound up and has been struck off on 3 October 2023.
- (11) Pro Bath Sdn Bhd has been dissolved and has been struck off 13 December 2023.
- (12) Sorento East Sdn has been dissolved and has been struck off on 15 June 2020.

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

(iii) Loo Jing Kai

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
<u>Present involvement</u>						
PSM ⁽¹⁾	Trading of paints, painting accessories, sanitary, kitchen accessories and hardware	Director and Shareholder	18 December 2020	15 March 2024	10.00	-
KCBS	Trading of paints and hardware	Director	25 January 2021	-	-	-
Time IT	Property investment, investment holding, general trading ⁽²⁾	Director	11 November 2021	-	-	-
MBS Paints	Trading of paints and hardware, trading of home furnishing and household utensils, general trading, investment holding	Director	3 July 2023	-	-	-
MBS Tools	Trading of hardware and tools	Director	3 July 2023	-	-	-
MBS Home	Trading of home decorative items and sanitary wares	Director	3 July 2023	-	-	-
FHSB	Investment holding ⁽³⁾	Director	18 December 2020	-	-	-
YLF F&B Enterprise	Online advertising & marketing, dealing & supplies in hardware, household products	Sole Proprietor	8 February 2023	-	-	-
LCL Success	Activities of holding companies	Director and Shareholder	21 February 2024	-	10.00	-
<u>Past Involvement</u>						
Sorento East Sdn Bhd ⁽⁴⁾	Retail sale of household appliances	Director	25 April 2019	-	-	-
YLF F&B Enterprise	Food and beverages	Sole Proprietor	29 August 2019	28 August 2021	-	-

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

Name of company	Principal activities	Position held	Date appointed as Director	Date resigned as Director	Direct interest	Indirect interest
					%	%
Pro Bath Sdn Bhd ⁽⁵⁾	Wholesale of household appliances; wholesale of sanitary installation and equipment; wholesale of other construction materials, hardware, plumbing and heating equipment and supplies	Shareholder	29 January 2019	-	15.00	-
Boon Seng Resources Sdn Bhd	Investment holding, general trading	Director	18 December 2020	-	-	-
SRT Bathware Sdn Bhd ⁽⁶⁾	Retail of bathroom wares, bathroom utensils, bathroom equipment and related products	Director and Shareholder	18 December 2020	-	-	-
PSM Homeware Enterprise	Supplies & dealing in hardware, household products & building material	Sole Proprietor	28 May 2021	28 May 2022	-	-

Notes:-

- (1) PSM was disposed of to a third party on 14 February 2024.
- (2) As at the LPD, Time IT is a property investment, investment holding, general trading company involved in real estate activities with own or leased property and wholesale of a variety of goods without any particular specialization.
- (3) As at the LPD, FHSB is an investment holding company involved in real estate activities with own or leased property.
- (4) Sorento East Sdn has been dissolved and has been struck off on 15 June 2020.
- (5) Pro Bath Sdn Bhd has been dissolved and has been struck off 13 December 2023.
- (6) SRT Bathware Sdn. Bhd has been dissolved and has been struck off on 13 April 2022.

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

(iv) Lee Chee Keong

Lee Chee Keong does not have any principal business activities or directorships outside our Group as at the LPD.

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
<u>Past Involvement</u> Pro Bath Sdn Bhd ⁽¹⁾	Wholesale of household appliances; wholesale of sanitary installation and equipment; wholesale of other construction materials, hardware, plumbing and heating equipment and supplies	Director	29 January 2019	-	-	-

Note:-

(1) Pro Bath Sdn. Bhd. has been dissolved and struck off on 13 December 2023.

(v) Christine Toh Hung Mei

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
<u>Present involvement</u> Platinum Leap Sdn Bhd	Investment holding company in shares of a company principally involved as contractors and subcontractors of all kinds of constructional works	Director / shareholder	1 February 2018	-	10.00	-
Tall Innovations Sdn Bhd	Contractors and subcontractors of all kinds of constructional works	Director	30 September 2020	-	-	-
HE Group Berhad	Provision of power distribution systems, other building systems and works, hook-up and	Director	26 May 2020	-	-	-

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

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
	retrofitting of electrical equipment and trading					
Christine Toh & Co	Law firm	Managing Partner	2 May 2023	-	-	-
<u>Past involvement</u>						
Tall Group Berhad	Activities of holding companies (shares)	Director	1 December 2018	25 October 2019	-	-
(vi) Yeat Soo Ching						
<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
<u>Present involvement</u>						
Cnergenz Berhad	Activities of holding companies ⁽¹⁾	Director	23 September 2021	-	0.06	-
Cheang & Ariff	Law firm	Partner	1 January 2007	-	-	-

Note:-

- (1) Cnergenz Berhad is an investment holding company and its subsidiary is involved in provision of integrated solutions for Surface-Mount Technology (“SMT”) manufacturing line, sales of related SMT machines, equipment, spare parts and consumables, and the provision of related repair, maintenance and other support services.

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

(vii) Teh Lay Sim

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
<u>Present involvement</u>						
Arkitek L. Teh ⁽¹⁾	Architectural consultancy practice	Sole Proprietor	9 April 2012	-	-	-

Note:-

(1) Incorporated under Architects Act 1967 on 9 April 2012.

The involvement of our Directors in other principal business activities outside of our group will not affect their commitment and responsibilities to our Group in their respective roles as our Directors, as:-

- (a) our Non-Executive Directors are not involved in the day-to-day operations of our Group. Their involvement in other business activities outside our Group will not affect their contributions to our Group as the principal activities of those companies are not similar to our Group's business; and
- (b) our Managing Director and Executive Directors are not involved in the day-to-day operations of other business activities outside our Group. Their involvement, if any, will not affect their ability to perform their roles and responsibilities as well as their contribution to our Group.

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

5.2.5 Remuneration and material benefits in-kind of our Directors

The aggregate remuneration and material benefits in-kind (including any contingent or deferred remuneration) paid and proposed to be paid to our Directors for services rendered to our Group in all capacities for the FYE 2023 and FYE 2024 are as follows:-

	Salary RM'000	Fees RM'000	Bonuses RM'000	Commission RM'000	Statutory Contributions RM'000	Benefits in-kind RM'000	Total RM'000
<u>FYE 2023 (Paid)</u>							
Haji Ahmad Zakie Bin Haji Ahmad Shariff	-	-	-	-	-	-	-
Loo Chai Lai	360	860	-	-	46	-	1,266
Loo Jing Kai	198	-	-	14	26	-	238
Lee Chee Keong	120	-	-	-	15	9	144
Christine Toh Hung Mei	-	-	-	-	-	-	-
Yeap Soo Ching	-	-	-	-	-	-	-
Teh Lay Sim	-	-	-	-	-	-	-
<u>FYE 2024 (Proposed)</u>							
Haji Ahmad Zakie Bin Haji Ahmad Shariff	-	(1) -	-	-	-	(1) -	(1) -
Loo Chai Lai	1,488	360	-	-	185	9	2,042
Loo Jing Kai	408	-	-	10	55	-	473
Lee Chee Keong	345	-	-	-	45	17	407
Christine Toh Hung Mei	-	(1) -	-	-	-	(1) -	(1) -
Yeap Soo Ching	-	(1) -	-	-	-	(1) -	(1) -
Teh Lay Sim	-	(1) -	-	-	-	(1) -	(1) -

Note:-

- (1) Our Independent Non-Executive Directors were appointed to our Board on 25 March 2024. The Director's fees and meeting allowances to our Independent Non-Executive Directors will only be payable upon our Listing.

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

5.3 BOARD PRACTICES

5.3.1 Directors' terms of office

As at the LPD, the details of the date of expiration of the current term of office for each of the Directors and the period for which the Directors have served in that office are as follows:-

Director	Designation	Date of appointment	Date of expiration of the current term of office	No. of years and months in office
Haji Ahmad Zakie Bin Haji Ahmad Shariff	Independent Non-Executive Chairman	25 March 2024	At our first AGM	Less than one year
Loo Chai Lai	Managing Director	17 May 2023	At our first AGM	Less than one year
Loo Jing Kai	Executive Director	17 May 2023	At our first AGM	Less than one year
Lee Chee Keong	Executive Director	25 March 2024	At our first AGM	Less than one year
Christine Toh Hung Mei	Independent Non-Executive Director	25 March 2024	At our first AGM	Less than one year
Yeap Soo Ching	Independent Non-Executive Director	25 March 2024	At our first AGM	Less than one year
Teh Lay Sim	Independent Non-Executive Director	25 March 2024	At our first AGM	Less than one year

In accordance with our Company's Constitution, all Directors shall retire from office at the first AGM and an election of Directors shall take place every year. At every subsequent AGM, one-third (1/3) of the Directors for the time being or if their number is not three or a multiple of three, then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election, provided that all Directors shall retire from office once at least in every three years. A retiring Director shall be eligible for re-election. A Director retiring at a meeting shall retain office until the conclusion of the meeting.

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

5.3.2 Audit and Risk Management Committee (“ARMC”)

Our ARMC shall solely comprise Independent Non-Executive Directors. Our ARMC was established on 25 March 2024 and its members are appointed by our Board. Our ARMC comprises the following members:-

Name	Designation	Directorship
Christine Toh Hung Mei	Chairperson	Independent Non-Executive Director
Yeap Soo Ching	Member	Independent Non-Executive Director
Teh Lay Sim	Member	Independent Non-Executive Director

The main functions of our ARMC as stated in its terms of reference includes, among others, the following:-

- (i) to consider any matters concerning the appointment and re-appointment, the audit and non-audit fees and any questions of resignation or dismissal of external auditors, and further ensure the suitability, objectivity and independence of external auditors;
- (ii) to review with the external auditors:-
 - (a) their audit plan, scope and nature of the audit of our Group;
 - (b) their evaluation and findings of the system of risk management and internal controls;
 - (c) their audit reports on financial statements;
 - (d) the management letter and management’s response with regard to problems and reservations arising from their audits;
 - (e) the coordination of audits where more than one audit firm is involved; and
 - (f) any other matters that the external auditors may wish to discuss (in the absence of management where necessary).
- (iii) to ensure coordination between the external auditors and the internal auditors;
- (iv) to review and assess the adequacy of the scope, functions, competency, experience and resources of the internal audit functions of which the internal auditors should report directly to the ARMC and to ensure the internal auditors are independent and objective and have the relevant qualifications and be responsible for assuring the ARMC that the internal controls are operating effectively;
- (v) to review the internal audit plan, processes, the results of internal audit assessments, investigations undertaken and whether or not appropriate action is taken on the recommendations made;
- (vi) to review the adequacy and effectiveness of our Group’s internal control systems, anti-corruption and whistle-blowing as evaluated, identified and reported by our management, internal or external auditors as well as to review whether actions taken to ratify the same are appropriate or timely;
- (vii) to review the quarterly results and year-end financial statements of our Group before the approval by our Board;
- (viii) to prepare the ARMC Report at the end of each financial year for inclusion in the annual report of our Company;
- (ix) to ensure that the Board establishes a comprehensive framework/policy to identify, evaluate, approve and report related party transactions;

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

- (x) to assess all the disclosed conflicts by our Directors and key senior management, to evaluate their nature, significance and potential impact on our Group;
- (xi) to assist our Board to effectively discharge its risk oversight responsibilities by monitoring and overseeing our Group's risk management and processes in identifying, evaluating, monitoring and managing significant risks within our Group;
- (xii) to review our Group's risk management policy and implementation of the risk management framework;
- (xiii) to report promptly to Bursa Securities on any matter which has not been satisfactorily resolved resulting in a breach of the Listing Requirements;
- (xiv) to verify the allocation of options under a share issuance scheme or the allocation of shares according to any incentive plan for employees of our Group, if any;
- (xv) to review and conduct an annual performance evaluation of the internal and external auditors in respect of each financial year under review; and
- (xvi) to carry out such other functions or assignments as may be delegated by our Board from time to time.

The recommendations of our ARMC are subject to the approval of our Board.

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

5.3.3 Nomination Committee

Our Nomination Committee was established on 25 March 2024 and its members are appointed by our Board. Our Nomination Committee comprises the following members:-

Name	Designation	Directorship
Teh Lay Sim	Chairperson	Independent Non-Executive Director
Christine Toh Hung Mei	Member	Independent Non-Executive Director
Yeap Soo Ching	Member	Independent Non-Executive Director

The main function of our Nomination Committee's duties and responsibilities as stated in its terms of reference includes, among others, include the following:-

- (i) to review, assess, and recommend suitable candidates for appointment as Directors of our Company, as well as retiring Directors seeking re-election at the AGM. When making recommendations to our Board regarding directorship or re-appointment, the Nomination Committee must consider the "Fit and Proper Criteria" outlined in our Company's Directors' Fit and Proper Policy. These criteria include, but are not limited to:-
 - (a) diversity in skills, knowledge, expertise, experience, age, cultural background and gender;
 - (b) competence and professionalism;
 - (c) character and integrity;
 - (d) time and commitment;
 - (e) any business interest or relationship that may result in a conflict of interest that could affect the execution of the role; and
 - (f) in the case of candidates for the position of Independent Director, the committee shall also evaluate the candidates' ability to discharge such responsibilities / functions as expected from the Independent Director.
- (ii) to ensure there is a gender-diverse Board and the committee may seek out independent sources to identify qualified candidates for our Board;
- (iii) to evaluate the necessary mix of skills, experience, core competencies, and diversity (including age, cultural background, and gender) of our Board and our Board Committees. Nomination Committee will assess the contribution and performance of each Director to ensure our Board and its Committees operate effectively and efficiently;
- (iv) to review the size, structure, balance, and composition of our Board and our Board Committees to ensure optimal performance;
- (v) to identify and review the core competencies, skills and other qualities including but not limited to the skills, knowledge, experience and diversity required by each of the Non-Executive Directors, that are essential to contribute towards the effectiveness and balance of our Board;
- (vi) to review and evaluate the contributions made by each member of our Board, including the Independent Non-Executive Directors and the Chairman of our Board, as well as the Managing Director and Executive Directors;
- (vii) to assess each Director's ability to contribute to our Board's decision-making process and ensure that our Board operates actively, efficiently, and effectively in all its decision-making;

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

- (viii) to conduct an annual review of the term of office and performance of the ARMC and each of its members. The review will assess whether the Committee and its members have fulfilled their duties in accordance with their terms of reference;
- (ix) to evaluate annually the effectiveness of our Board and our Board Committees as a whole for assessing the contribution to the effectiveness of the decision-making process of our Board;
- (x) to review and assess annually the independence of the Independent Non-Executive Directors of our Company;
- (xi) to review, consider and make recommendations regarding the continuation in office of Independent Non-Executive Directors who have served for more than nine years;
- (xii) to oversee the development of succession planning of our Board and key senior management;
- (xiii) to assess and recommend the re-election of Directors who are due to retire in accordance with our Company's Constitution;
- (xiv) to remain up-to-date and fully informed about strategic issues and commercial changes that impact our Company and the market in which it operates; and
- (xv) to carry out such other functions or assignments as may be delegated by our Board from time to time.

The Director concerned shall abstain from deliberation and voting on his/her own respective re-election.

5.3.4 Remuneration Committee

Our Remuneration Committee was established on 25 March 2024 and its members are appointed by our Board. Our Remuneration Committee comprises the following members:-

Name	Designation	Directorship
Yeap Soo Ching	Chairperson	Independent Non-Executive Director
Christine Toh Hung Mei	Member	Independent Non-Executive Director
Teh Lay Sim	Member	Independent Non-Executive Director

The main function of our Remuneration Committee as stated in its terms of reference includes, among others, the following:-

- (i) to review and recommend to our Board the appropriate remuneration packages for all Directors of our Company, with or without professional advice;
- (ii) to review and recommend fees and benefits payable to our Directors;
- (iii) to assist our Board in formulating policies and guidelines for the composition of various components of remuneration such as basic salary, bonus, and other benefits for our Directors and key senior management;
- (iv) to ensure that remuneration packages and benefits for our Directors and key senior management of our Company align with our Company's business strategies, long-term objectives, and remuneration policy, as well as comply with all laws, rules, regulations, and guidelines set by relevant authorities and our Board;

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

- (v) to develop and administer a fair and transparent procedure for setting policy on the remuneration of our Directors and key senior management, which considers the demands, complexities, and performance of our Company, as well as the skills and experience required;
- (vi) to implement our Board's remuneration policy and procedures in a transparent process, including reviewing and recommending matters related to the remuneration of our Board and key senior management;
- (vii) to ensure that the level of remuneration packages is fair and appropriate according to the industry, general market sentiments, or conditions, and our Company's operating results, as well as the our Director or key senior management's merit, qualification, competence, and individual performance;
- (viii) to ensure that appropriate rewards, benefits, compensation, and remuneration are offered to retain Directors, and structuring remuneration packages to link rewards to individual performance; and
- (ix) to carry out any other functions delegated by our Board that would benefit our Company and ensure the effective discharge of the Remuneration Committee's duties and responsibilities.

The Director(s) concerned shall abstain from deliberation and voting on his/ her own respective remuneration.

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

5.4 KEY SENIOR MANAGEMENT

5.4.1 Particulars of key senior management

Name	Age	Designation
Tan Gine Ngee	47	Chief Financial Officer
Loo Ai Cheng	58	Senior Manager - Warehouse & Customer Service
Ng Lai Heong	55	Regional Sales Manager
Lam Li Hua	40	Marketing Manager

5.4.2 Profile of key senior management

The profiles of the key senior management of our Group are as follows:-

(i) Tan Gine Ngee
Chief Financial Officer

Tan Gine Ngee, a Malaysian, aged 47, is the Chief Financial Officer of our Group.

He graduated with a Bachelor of Science in Accounting and Finance from the University of London in 1999. He is a member of the Malaysian Institute of Accountants since 2006.

He began his career as a Graduate Audit Trainee in K.S. Soon & Company in 2000, where he was responsible for the field audits, drafting of audit reports, assisted in the computation of taxes, estimated financials, and preparation of the annual accounts for clients. In 2001, he joined TimeCom Holdings Sdn Bhd as an Accounts Executive, and was responsible for overseeing group accounts preparation which includes monitoring the group consolidation of account.

In 2001, he left TimeCom Holdings Sdn Bhd and joined MBS Paints & Tools Sdn Bhd (currently known as MBS Paints) as an Accounts Executive where he was responsible for overseeing the full set of account and audit coordination. In 2005, he was promoted to Accounts Manager in the same company where he was responsible for overseeing the accounts and human resources departments, and monitoring inter alia, the cash flow, projections, financial reporting and analysis. In 2015, he was further promoted to Group Financial Controller. His responsibilities included overseeing the group accounts and compliance of accounting standards and framework, as well as to monitor the policy and procedures in order to improve the internal control.

Following a transfer of recruitment, he was transferred from MBS Paints to SSB in 2021 and his role remained as Group Financial Controller assuming the same responsibilities as his role in MBS Paints. In 2023, he was further promoted to the role of Chief Financial Officer of SSB where he is responsible for, amongst others, the preparation of our Group's financial and accounting reporting and managing the accounts department's day-to-day functions which includes inter alia, the management of cash flows and budget for our Group.

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

(ii) Loo Ai Cheng
Senior Manager - Warehouse & Customer Service

Loo Ai Cheng, a Malaysian, aged 58, is the Senior Manager for warehouse and customer service of our Group.

She graduated with a Diploma in Commerce and Economic from Meijo University in Nagoya Japan in 1993.

She began her career as a General Clerk in Kilang Plastic Winloy Sdn Bhd in 1985, where she was responsible for administration and general clerk related work. She left Kilang Plastic Winloy Sdn Bhd in 1990 to pursue her Diploma in Commerce and Economic. In 1993, she joined Sato Chemifa (M) Sdn Bhd, a manufacturer of plastic films and bags company, as a Production Administration Clerk and was responsible for the maintenance of production/ manufacturing records in the company. In 1995, she left to join Terasaki Electric (M) Sdn Bhd as a Purchasing Administration Clerk where she was responsible for warehouse inventory records and maintaining purchasing records.

In 1998, she joined MBS Paints as an Administrative Executive and was responsible for customer service. In 2005, she was promoted to Warehouse Manager and was responsible for overseeing the warehouse management.

She left MBS Paints and joined SSB in 2017 as a Warehouse Manager. Her responsibilities include warehouse management and customer service related matters which includes among others, organising deliveries, storage and dispatches of goods in warehouse and she also oversees daily warehouse operations while controlling and managing inventory and logistics and supervising the customer service department in the company. In 2023, she was promoted to her current position and her responsibilities remained the same.

(iii) Ng Lai Heong
Regional Sales Manager

Ng Lai Heong, a Malaysian, aged 55, is the Regional Sales Manager of our Group.

She completed her high school education at Tsun Jin High School in Kuala Lumpur in 1987.

She began her career as a coffee shop assistant in Lai Heong Coffeeshop in 1988, which is a family-operated business where she was responsible for handling customer orders and served as a cashier until 1990. In 1991, she joined Hup Hing Sdn Bhd as an Assistant Manager where she was responsible for building and leading a sales team, developing revenue-driving strategies and formulating sales plans until she left in 1995. In 1996, she joined Homewish Sanitarywares Sdn Bhd as a Sales Manager, assuming the same responsibilities as her role in Hup Hing Sdn Bhd until 2007. In 2008, she joined Agrow Corporation Sdn Bhd as a Sales Manager, assuming the same responsibilities as the previous companies.

In 2019, she joined SSB, assuming the position of Regional Sales Manager. Her responsibilities include building and leading a sales team, developing revenue-driving strategies and formulating sales plans.

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

(iv) Lam Li Hua
Marketing Manager

Lam Li Hua, a Malaysian, aged 40, is the Marketing Manager of our Group.

She graduated with both Diploma in Advertising and Diploma in Marketing Communications from Institute Advertising, Communication and Technology (IACT) College in 2005.

She began her career with Mellooi Creation Sdn Bhd in 2005 as a Marketing and Business Development Executive and was subsequently promoted in 2007 to Senior Executive in Marketing and Business Development. She was responsible for marketing planning and execution and development of advertising and promotional spending for the retail stores. She left Mellooi Creation Sdn Bhd in 2007 to join Signature Cabinet Sdn Bhd (a subsidiary of Signature International Berhad) in the same year as a Brand Manager where she was responsible for brand strategy conceptualization including planning and execution for kitchen cabinet and living solutions. She left to join MGBI Malaysia Sdn Bhd in 2014 as a General Manager and was responsible for managing the company's railway project in Malaysia which includes inter alia, project management and recruitment related matters. She left to join EQ Solutions Sdn Bhd in 2018, as an Account Manager where she was responsible in managing public relation activities, digital marketing campaigns and events for their clients. In 2019 she joined H Trends Bathroom Centre Sdn Bhd (currently known as Dilooma Sdn Bhd) as a Marketing Manager. She was responsible for developing strategies, planning and execution of sales and marketing activities to achieve sales target until she left in 2021.

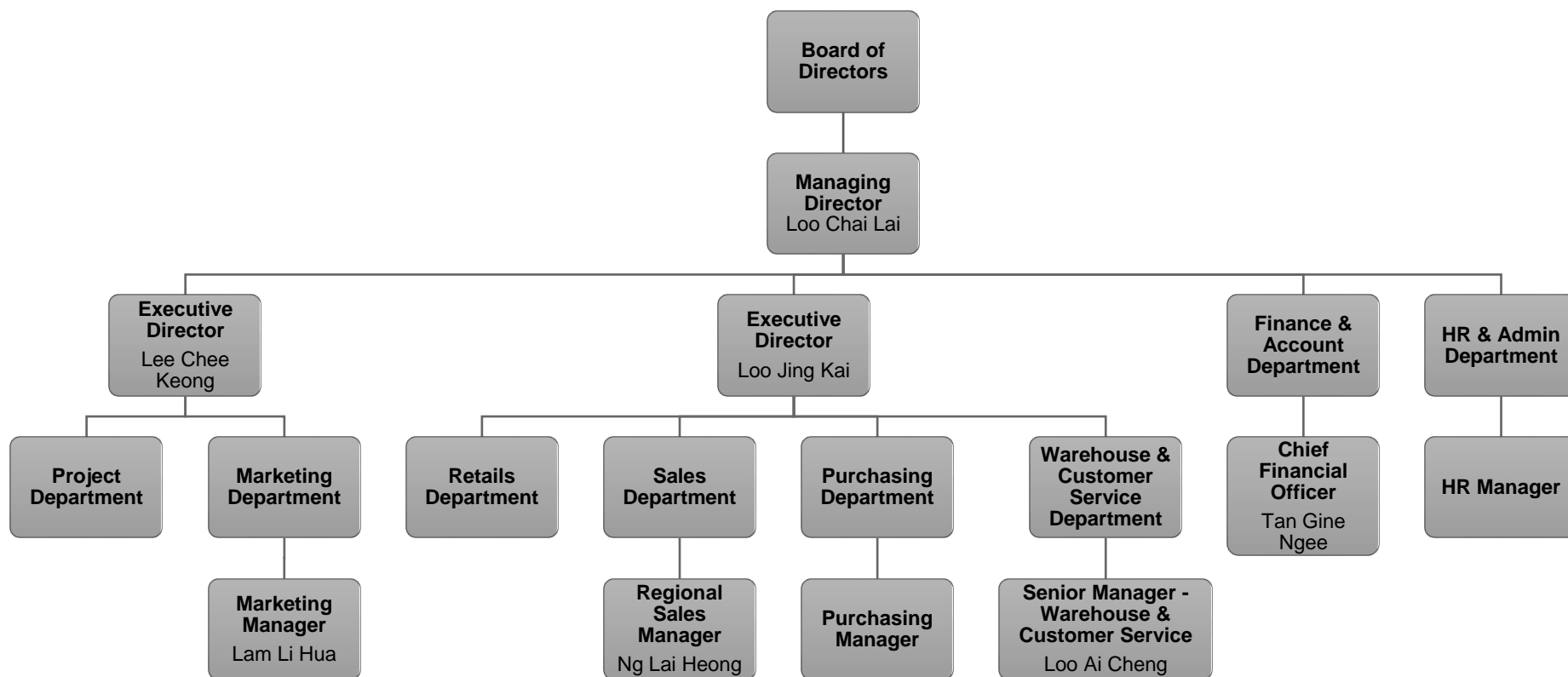
In 2023, she joined SSB as the Marketing Manager where she is responsible for marketing management which includes strategising, planning and execution for both offline and online platforms for our Group.

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

5.4.3 Management Reporting Structure

Our management reporting structure is as follows:-



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

5.4.4 Shareholdings of our key senior management

The following table sets forth the direct and indirect shareholdings of our Key Senior Management before and after our IPO, assuming each of our key senior management will subscribe for their respective Pink Form Allocation:-

Key senior management	Nationality	Before our IPO				After our IPO ⁽¹⁾			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	⁽²⁾ %	No. of Shares	%
Tan Gine Ngee	Malaysian	-	-	-	-	2,381,000	0.28	-	-
Loo Ai Cheng	Malaysian	-	-	-	-	2,383,000	0.28	-	-
Ng Lai Heong	Malaysian	-	-	-	-	307,000	0.04	-	-
Lam Li Hua	Malaysian	-	-	-	-	307,000	0.04	-	-

Notes:-

- (1) Assuming our key senior management will fully subscribe for their respective allocation under the Pink Form Allocation.
(2) Based on our enlarged issued share capital of 860,000,000 Shares after our IPO.

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

5.4.5 Principal business activities performed by our key senior management outside our Group for the past five years

Save as disclosed below, none of our key senior management has any principal business activities, directorships and shareholdings outside of our Group as at the LPD and in the past five years preceding the LPD:-

(i) Loo Ai Cheng

Saved as disclosed below, Loo Ai Cheng does not have any principal business activities, directorships and shareholdings outside of our Group as at the LPD and in the past five years preceding the LPD.

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
KCBS	Trading of paints and hardware	Shareholder	-	-	2.00	-

(ii) Lam Li Hua

Saved as disclosed below, Lam Li Hua does not have any principal business activities, directorships and shareholdings outside of our Group as at the LPD and in the past five years preceding the LPD.

<u>Name of company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date appointed as Director</u>	<u>Date resigned as Director</u>	<u>Direct interest</u>	<u>Indirect interest</u>
					%	%
<u>Past Involvement</u>						
Evobiz Trading	Sales and service of home renovation, electrical and furniture items	Sole Proprietor	4 December 2019	3 December 2020	Nil	Nil
Branify Services	Marketing, branding, business management consultancy	Sole Proprietor	24 December 2020	23 December 2022	Nil	Nil

The involvement of our key senior management mentioned above in other principal business activities outside of our Group will not affect their commitment and responsibilities to our Group as they are not involved in the day-to-day operations of other business activities outside our Group. Their involvement, if any, will not affect their ability to perform their roles and responsibilities as well as their contribution to our Group.

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

5.4.6 Remuneration and material benefits in-kind of our key senior management

The aggregate remuneration and material benefits in-kind paid and proposed to be paid to our key senior management for services rendered to our Group in all capacities for the FYE 2023 and FYE 2024 are as follows:-

Key senior management	Remuneration band	
	FYE 2023 (Paid) RM'000	FYE 2024 (Proposed) RM'000
Tan Gine Ngee	300 - 350	450 - 500
Loo Ai Cheng	200 - 250	350 - 400
Ng Lai Heong	300 - 350	300 - 350
Lam Li Hua	100 - 150	200 - 250

5.5 DECLARATIONS BY EACH PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Our Promoters, Directors and key senior management have confirmed that, as at the LPD, he or she is not and has not been involved in any of the following events (whether within or outside Malaysia) save as disclosed below:-

- (i) in the last 10 years, a petition under any bankruptcy or insolvency law was filed (and not struck out) against him/ her or any partnership in which he/ she was a partner or any corporation of which he/ she was a director or member of key senior management;
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (iii) in the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgment was entered against him/ her, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his/ her part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (v) in the last 10 years, he/ she was the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his/ her part that relates to the capital market;
- (vi) being the subject of any order, judgment or ruling of any court, government or regulatory authority or body, temporarily enjoining him/ her from engaging in any type of business practice or activity;
- (vii) 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
- (viii) any unsatisfied judgment against his/ her.

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

5.6 FAMILY RELATIONSHIPS AND ASSOCIATIONS

As at the LPD, save as disclosed below, there is no family relationship and/ or association between any of our Promoters, substantial shareholders, Directors and key senior management:-

Name	Position in our Company	Relationship
Loo Chai Lai	Promoter, substantial shareholder and Managing Director	Father of Loo Jing Kai and brother of Loo Ai Cheng
Loo Jing Kai	Promoter, substantial shareholder and Executive Director	Son of Loo Chai Lai and nephew of Loo Ai Cheng
Loo Ai Cheng	Senior Manager - Warehouse & Customer Service	Sister of Loo Chai Lai and paternal aunt of Loo Jing Kai

5.7 EXISTING OR PROPOSED SERVICE AGREEMENTS

As at the LPD, there are no existing or proposed service agreements entered into or to be entered into by our Directors or any member of our key senior management with our Group.

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