

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

### 5.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

#### 5.1.1 Profile of Promoters and/or Substantial Shareholders

(i) **Ong Hong Keat**

*Promoter, Substantial Shareholder, Managing Director and Chief Executive Officer*

Ong Hong Keat, a Malaysian aged 37, is our Promoter, Substantial Shareholder, Managing Director and Chief Executive Officer. He was appointed to our Board on 24 November 2023. He is responsible for steering our Group's overall strategic direction and business planning to drive the growth and expansion of our Group.

He graduated with a Bachelor of Medicine and Bachelor of Surgery from the University of Malaya in 2012 and subsequently obtained a Diploma in Aesthetic Medicine from the American Academy of Aesthetic Medicine in 2015. Upon graduation from the University of Malaya, Malaysia, he commenced his housemanship at Hospital Pulau Pinang. In 2014, after completing his housemanship, he was posted as a Medical Officer at Hospital Kuala Pilah, where he served until 2015 before leaving government medical service to pursue his own business ventures.

In 2015, he was appointed as a director of Skin Gym Group Sdn Bhd where he was responsible for managing the company's operations.

In 2016, he resigned from his position as director of Skin Gym Group Sdn Bhd and set up 1 Doc Trading with Joel Yap Jiang Feng, our Promoter, Substantial Shareholder, Executive Director and Chief Operating Officer, and Teoh Hui Sim, a Substantial Shareholder of our Company. He was appointed as director of 1 Doc Trading upon incorporation and he has been instrumental in our Group's growth and operations over the years. In particular, through his efforts, the first *Slim Doc* beauty centre was set up in 2022 where our Group started to offer body care services, the first *Perfect Doc* beauty centre was set up in 2023 and the first *One Doc x Hair Doc* beauty centre was set up in Singapore in 2024 where our Group officially expanded its operations to Singapore. He is currently a director of all the companies within our Group.

Save as disclosed in **Section 5.2.4(ii)**, he does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

(ii) **Joel Yap Jiang Feng**

*Promoter, Substantial Shareholder, Executive Director and Chief Operating Officer*

Joel Yap Jiang Feng, a Malaysian aged 35, is our Promoter, Substantial Shareholder, Executive Director and Chief Operating Officer. He was appointed to our Board on 24 November 2023. He is responsible for the overall management of our Group's operations, including resource coordination and the execution of our Group's operational strategies.

He graduated with a Bachelor of Hospitality and Tourism Management (Honours) from Taylor's University in 2012. Upon graduation, he joined Les Deux Garçons in the same year as a pastry chef where he was involved in pastry production. He subsequently left Les Deux Garçons at the end of the same year. In 2013, he and 3 other business partners set up Artisan Foods Sdn Bhd and he was appointed as a director of the company where he oversaw the company's daily operations, including payroll, licensing, and procurement. Artisan Foods Sdn Bhd subsequently ceased operations in 2015 and was dissolved in 2017. In October 2015, he and 3 other business partners set up a partnership by the name of Artisan Food Services and Consulting where he was in charge of the partnership's daily operations. He left the partnership in December of the same year.

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

After departing from Artisan Food Services and Consulting, he joined Skin Gym Management Sdn Bhd (formerly known as Skin Gym KD Sdn Bhd) in December 2015 as an Operations Executive, where he managed key operational functions, including payroll, licensing and procurement.

In 2016, he left Skin Gym Management Sdn Bhd and set up 1 Doc Trading with Ong Hong Keat, our Group's Promoter, Substantial Shareholder, Managing Director and Chief Executive Officer, and Teoh Hui Sim, a Substantial Shareholder of our Company. Upon incorporation of 1 Doc Trading, he was appointed as a director and he has been in charge of the management of 1 Doc Trading's operations since then. Over the years, he was also appointed as directors of the other companies set up within our Group and is in charge of the overall management of the business operations of our Group. He is currently a director of all the companies within our Group.

Save as disclosed in **Section 5.2.4(iii)**, he does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

### (iii) Chin Boon Keat

*Promoter, Substantial Shareholder and Chief Learning Officer*

Chin Boon Keat, a Malaysian aged 37, is our Promoter, Substantial Shareholder and Chief Learning Officer, having been appointed to this position in 2018. He is principally responsible for the development and implementation of our Group's educational strategies and learning initiatives.

He graduated with a Doctor of Medicine degree from Universiti Putra Malaysia in 2012 and subsequently obtained a Diploma in Aesthetic Medicine from the American Academy of Aesthetic Medicine in 2016.

Upon his graduation from Universiti Putra Malaysia, he commenced his housemanship at Hospital Pulau Pinang. In 2014, after completing his housemanship, he was posted as a Medical Officer at Hospital Kuala Kubu Bharu, where he served until 2016 before leaving government medical service to pursue his own business ventures.

In 2016, he and Ong Hong Keat, our Group's Promoter, Substantial Shareholder, Managing Director and Chief Executive Officer, set up 1 Doc Puchong and he was appointed as director of the company until his resignation in 2020. In 2018, he assumed the position of Chief Learning Officer (formerly called Chief Education Officer) at 1 Doc Resources, a role he continues to hold. His responsibility while he was a director of 1 Doc Puchong and in his role as Chief Learning Officer is the development and implementation of our Group's educational strategies and internal training of our Group's beauty therapists. In 2020, he was also appointed to the boards of various other companies within our Group but has since stepped down from all such positions within the same year. In 2025, he was appointed as the Compliance Officer of our Group.

He also set up a partnership by the name of Creativo Marketing PLT in 2018 which was involved in the provision of printing services. Creativo Marketing PLT has been dormant since June 2023.

Save as disclosed in **Section 5.4.4(i)**, he does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### (iv) **Tengku Baderul** *Promoter and Non-Independent Non-Executive Chairman*

Tengku Baderul, a Malaysian aged 51, is our Promoter and Non-Independent Non-Executive Chairman. He was appointed to our Board on 1 November 2025. As our Non-Independent Non-Executive Chairman, he is responsible for providing independent judgment on strategic issues and business plans as well as leading our Board in adopting good corporate governance practices.

He obtained a Doctor of Business Administration from Asia e University in 2024.

He began his professional career in 1996 as Assistant Manager in the Public Affairs Department of Berjaya Corporation Berhad (listed on the Main Market of Bursa Malaysia). In this role, he was involved in government liaison with key agencies including the Ministry of Finance, Economic Planning Unit, Terengganu State Economic Planning Unit and various other government bodies.

In 1998, he was appointed as Special Assistant to the Chairman of Berjaya Corporation Berhad. His responsibilities extended beyond government engagement to include liaison with the Prime Minister's Office, key stakeholders, merchant bankers and financial institutions. He also supported strategic planning and managed high-level coordination across the group's corporate affairs.

In 1999, he was appointed as director of Ancom Crop Care Sdn Bhd, Ancom Energy & Services Sdn Bhd and Ancom Ship Management Sdn Bhd, all 3 of which are subsidiaries of Ancom Nylex Berhad (formerly known as Ancom Berhad, a public company listed on the Main Market of Bursa Securities). His responsibilities then included overseeing operational and strategic matters related to the companies' maritime logistics and chemical transport services. He resigned as director of these companies in 2001.

Between 2002 and 2006, he managed his family's investment holdings, focusing on the strategic oversight and administration of family-owned assets and businesses.

In 2006, he co-founded BE1 Communications (M) Sdn Bhd, where he served as director and Chief Executive Officer until 2008. As the director and Chief Executive Officer, he oversaw the company's strategic direction and day-to-day operations. BE1 Communications (M) Sdn Bhd was subsequently dissolved in 2012.

In 2008, he was appointed as Chairman of Inter-Century Sdn Bhd, a position he held until 2020. He was responsible for board-level governance matters and also served as the key liaison with Petroliam Nasional Berhad and Eastern Pacific Industrial Corporation Berhad in managing bunkering operations at Kemaman Supply Base, Terengganu.

In 2009, he was appointed as director of Handal iMRO Sdn Bhd (formerly known as Handal Cranes Sdn Bhd), a subsidiary of Handal Energy Berhad (listed on the Main Market of Bursa Securities). In 2018, he joined the board of directors of Handal Energy Berhad as an Independent Non-Executive Director and was redesignated as Chairman in 2019. He was responsible for ensuring robust corporate governance and monitored the performance of the management team. He resigned as Chairman of Handal Energy Berhad in 2023 and stepped down as director of Handal iMRO Sdn Bhd in 2024.

Since 2020, Tengku Baderul has been a director of 1 Doc Resources.

Save as disclosed in **Section 5.2.4(i)**, he does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

(v) **Teoh Hui Sim**  
*Substantial Shareholder*

Teoh Hui Sim, a Malaysian aged 37, is a Substantial Shareholder. She completed her Malaysia Higher School Certificate (STPM) in 2007. In 2024, she obtained certification as a Certified Business Coach from Mindvalley.

Teoh Hui Sim started her first job with Hewo Corporation Sdn Bhd in 2011 as an editorial assistant where she was in charge of proofreading and editing manuscripts as well as supporting the editorial team. In the same year, she left Hewo Corporation Sdn Bhd to join K-Gic Advertising Sdn Bhd as an advertising copywriter where she was in charge of developing and writing content for clients.

She left K-Gic Advertising Sdn Bhd in 2013 and joined Bluedale Integrated (M) Sdn Bhd for a few months as the head of the editorial department where she manages the editorial team and approves final content. She then left this company and joined Naga DDB Sdn Bhd in 2014 as a senior copywriter where she was in charge of developing creative strategies for clients.

In 2015, she left Naga DDB Sdn Bhd and joined C. Michael International Sdn Bhd as brand manager where she was in charge of strategy development and campaign planning.

She left C. Michael International Sdn Bhd in 2016 and was appointed as Marketing Director of our Group in January 2017. She has resigned from this position in February 2025 and is now a passive shareholder of our Company.

(vi) **Triark Holdings**  
*Promoter and Substantial Shareholder*

Triark Holdings was incorporated on 17 September 2025 in Malaysia under the Act as a private limited company.

Triark Holdings is principally an investment holding company and was incorporated to facilitate the Proposed Shares Transfer. Please refer to **Section 4.1.4** of this Prospectus for further details of the Proposed Shares Transfer.

The issued share capital of the company is RM10,000 comprising 10,000 ordinary shares and the directors are Ong Hong Keat, Joel Yap Jiang Feng and Chin Boon Keat. Their respective shareholdings in Triark Holdings are as follows:

<b>Name</b>	<b>No of shares</b>	<b>%</b>
Ong Hong Keat	6,316	63.16
Joel Yap Jiang Feng	2,105	21.05
Chin Boon Keat	1,579	15.79
<b>Total</b>	<b>10,000</b>	<b>100.00</b>

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

**5.1.2 Promoters' and Substantial Shareholders' shareholdings**

Name	After the Pre-IPO Exercise and before our IPO				After our IPO and Proposed Shares Transfer (Assuming the Over-allotment Option is not exercised)			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
<b><u>Promoters and Substantial Shareholders</u></b>								
Ong Hong Keat	1,160,760,000	60.00	-	-	284,260,000	12.49	<sup>(3)</sup> 1,160,760,000	51.00
Joel Yap Jiang Feng	386,911,000	20.00	-	-	94,751,100	4.16	<sup>(3)</sup> 1,160,760,000	51.00
Chin Boon Keat	290,199,000	15.00	-	-	71,067,900	3.12	-	-
Triark Holdings	-	-	-	-	1,160,760,000	51.00	-	-
<b><u>Substantial Shareholder</u></b>								
Teoh Hui Sim	96,730,000	5.00	-	-	84,781,000	3.73	-	-
<b><u>Promoter</u></b>								
Tengku Baderul	-	-	-	-	<sup>(5)</sup> 1,000,000	0.04	-	-
<b>Total</b>	<b>1,934,600,000</b>	<b>100.00</b>			<b>1,696,620,000</b>	<b>74.54</b>		

Name	After our IPO and Proposed Shares Transfer (Assuming the Over-allotment Option is fully exercised) <sup>(4)</sup>			
	Direct		Indirect	
	No. of Shares	(2)%	No. of Shares	(2)%
<b><u>Promoters and Substantial Shareholders</u></b>				
Ong Hong Keat	284,260,000	12.49	<sup>(3)</sup> 1,160,760,000	51.00
Joel Yap Jiang Feng	94,751,100	4.16	<sup>(3)</sup> 1,160,760,000	51.00
Chin Boon Keat	71,067,900	3.12	-	-
Triark Holdings	1,160,760,000	51.00	-	-
<b><u>Substantial Shareholder</u></b>				
Teoh Hui Sim	42,390,500	1.87	-	-
<b><u>Promoter</u></b>				
Tengku Baderul	<sup>(5)</sup> 1,000,000	0.04	-	-
<b>Total</b>	<b>1,654,229,500</b>	<b>72.68</b>		

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

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**Notes:**

- (1) Based on our enlarged issued Shares of 1,934,600,000 Shares after the Pre-IPO Exercise but before our IPO.
- (2) Based on our enlarged issued Shares of 2,276,000,000 Shares after our IPO.
- (3) Deemed interested by virtue of his shareholding in Triark Holdings pursuant to Section 8(4) of the Act.
- (4) Assuming an Over-allotment Option of up to 42,390,500 Shares, representing approximately up to 7.30% of the total number of our IPO Shares offered.
- (5) Assuming full subscription by him of his Pink Form Allocation.

Our Promoters and Substantial Shareholders do not have different voting rights from the other shareholders of our Company.

Save as disclosed above, there are no other persons who directly or indirectly, jointly or severally, exercise control over our Company. As at the LPD, 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 a change in control of our Company.

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## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.1.3 Changes in our Promoters' and Substantial Shareholders' shareholdings

The changes in our Promoter's and Substantial Shareholders' shareholdings since our incorporation up to the LPD are as follows:

Name	As at 24 November 2023 (Date of incorporation)				As at 31 December 2024			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(1)%
<b><u>Promoters and Substantial Shareholders</u></b>								
Ong Hong Keat	375	37.50	-	-	600	60.00	-	-
Joel Yap Jiang Feng	150	15.00	-	-	200	20.00	-	-
Chin Boon Keat	50	5.00	-	-	150	15.00	-	-
Triark Holdings <sup>(3)</sup>	-	-	-	-	-	-	-	-
<b><u>Substantial Shareholder</u></b>								
Teoh Hui Sim	50	5.00	-	-	50	5.00	-	-
<b><u>Promoter</u></b>								
Tengku Baderul	-	-	-	-	-	-	-	-
<b>Total</b>	<b>625</b>	<b>62.50</b>			<b>1,000</b>	<b>100.00</b>		

Name	After the Pre-IPO Exercise but before our IPO / As at the LPD			
	Direct		Indirect	
	No. of Shares	(2)%	No. of Shares	(2)%
<b><u>Promoters and Substantial Shareholders</u></b>				
Ong Hong Keat	1,160,760,000	60.00	-	-
Joel Yap Jiang Feng	386,911,000	20.00	-	-
Chin Boon Keat	290,199,000	15.00	-	-
Triark Holdings <sup>(3)</sup>	-	-	-	-
<b><u>Substantial Shareholder</u></b>				
Teoh Hui Sim	96,730,000	5.00	-	-
<b><u>Promoter</u></b>				
Tengku Baderul <sup>(3)</sup>	-	-	-	-
<b>Total</b>	<b>1,934,600,000</b>	<b>100.00</b>		

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

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**Notes:**

- (1) Based on our issued Shares of 1,000 Shares before the Pre-IPO Exercise.
- (2) Based on our enlarged issued Shares of 1,934,600,000 Shares after the Pre-IPO Exercise but before our IPO.
- (3) Not a shareholder as at the LPD.

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## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.1.4 Amounts or benefits paid to our Promoters and Substantial Shareholders

Save for the dividends paid and proposed to be paid by our Group as disclosed in **Section 12.5** of this Prospectus, and the aggregate remuneration and benefits paid and proposed to be paid for services rendered in all capacities to our Group as disclosed in **Section 5.2.3** 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 2 years preceding the date of this Prospectus.

## 5.2 BOARD OF DIRECTORS

Our Board acknowledges and takes cognisance of the MCCG which contains recommendations to improve upon or to enhance corporate governance as an integral part of the business activities and culture of such companies.

Our Board comprises at least 30% female directors and at least half of our Board comprises independent directors. With that, our Board believes that our current Board composition provides the appropriate balance in terms of skills, knowledge and experience to promote the interests of all shareholders and to govern our Group effectively.

To ensure the effective discharge of its functions, our Board has set out the following key responsibilities in our board charter:

- (i) together with the senior management, promoting good corporate governance culture within our Group which reinforces ethical, prudent and professional behaviour;
- (ii) reviewing and setting a strategic plan for our Group to ensure that the strategic plan of our Group supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- (iii) reviewing, challenging and deciding on management's proposals for our Group, and monitoring its implementation by management;
- (iv) overseeing and evaluating the conduct of our Group's business to ensure our Group adheres to high standards of ethics and corporate behaviour which include managing conflict of interest, preventing abuse of power, fraud, bribe and corruption, insider trading and money laundering;
- (v) supervise and assess management performance to determine whether the business is being properly managed;
- (vi) identifying the principal risks and ensuring implementation of appropriate internal controls and mitigation measures to achieve a proper balance between risks incurred and potential returns to our shareholders;
- (vii) reviewing the information and risk management and internal control system and the effectiveness of the management;
- (viii) ensuring there is an orderly succession of senior management positions who are of high calibre and have the necessary skills and experience. The Board delegates to the Nomination and Remuneration Committee to review succession plans and remuneration packages for our Directors respectively as well as our Group's policies and procedures on remuneration for the employees of our Group. Our Board also ensures that there are appropriate policies for training, appointment and performance monitoring of management positions;

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

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- (ix) developing and implementing an investor relations programme or shareholders' communications policy for our Group to enable effective communication with stakeholders;
- (x) reviewing and approving financial statements;
- (xi) reviewing and approving the reports of Audit Committee, Nomination and Remuneration Committee and Risk Management and Sustainability Committee at the end of each financial year;
- (xii) reviewing and approving our Company's annual report;
- (xiii) ensuring the integrity of our Company's financial and non-financial reporting;
- (xiv) undertaking a formal and objective annual evaluation to determine the effectiveness of our Board, our Board Committees and each individual Director; and
- (xv) Carry out or perform such function as deem necessary in discharge of fiduciary duties under relevant laws and regulations.

Further, the roles and responsibilities of our Chairman are segregated to provide leadership at Board level and represents our Board to the shareholders and other stakeholders. Our Chairman's responsibilities include:

- (i) setting our Board agenda and ensuring that Board members receive complete and accurate information in a timely manner;
- (ii) leading our Board in establishing and monitoring good corporate governance practices in our Group;
- (iii) leading Board meetings and discussions and acting as a facilitator and ensuring appropriate level of interaction among Board members at Board meetings;
- (iv) encouraging active participation at Board meetings and allowing dissenting views to be freely expressed;
- (v) promoting constructive and respectful relations between Directors and senior management;
- (vi) mentoring the Chief Executive Officer;
- (vii) representing our Board to shareholders and ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to our Board as a whole; and
- (viii) presiding over our Board and general meetings of our Company.

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

The details of the members of our Board and the details of the date of expiration of the current term of office for each of our Director and the period that each of our Directors has served in that office as at the LPD are as follows:

<b>Name / Designation</b>	<b>Nationality</b>	<b>Age</b>	<b>Date of appointment</b>	<b>Date of expiration of current term of office</b>	<b>No. of years in office up to the LPD</b>
Tengku Baderul <i>Non-Independent Non-Executive Chairman</i>	Malaysian	51	1 November 2025	At the AGM of our Company to be held in 2026	Less than 1 year
Ong Hong Keat <i>Managing Director, Chief Executive Officer</i>	Malaysian	37	24 November 2023	At the AGM of our Company to be held in 2027	Less than 3 years
Joel Yap Jiang Feng <i>Executive Director, Chief Operating Officer</i>	Malaysian	35	24 November 2023	At the AGM of our Company to be held in 2026	Less than 3 years
Ho Tat Heng <i>Senior Independent Non-Executive Director</i>	Malaysian	54	1 November 2025	At the AGM of our Company to be held in 2026	Less than 1 year
Dato' Zamane Bin Abdul Rahman <i>Independent Non-Executive Director</i>	Malaysian	67	22 September 2025	At the AGM of our Company to be held in 2026	Less than 1 year
Liew Li Ping <i>Independent Non-Executive Director</i>	Malaysian	56	1 November 2025	At the AGM of our Company to be held in 2026	Less than 1 year
Ang Mei Ping <i>Independent Non-Executive Director</i>	Malaysian	37	1 November 2025	At the AGM of our Company to be held in 2026	Less than 1 year
Yap Ee Ling <i>Independent Non-Executive Director</i>	Malaysian	49	1 November 2025	At the AGM of our Company to be held in 2026	Less than 1 year

In accordance with our Constitution, all Directors shall retire from office at our 1st AGM and an election of Directors shall take place every year. At every AGM of our Company, 1/3 of our Directors who are subject to retirement by rotation for the time being or if their number is not 3 or a multiple of 3, then the number nearest to 1/3 shall retire from office and be eligible for re-election, provided that all Directors shall retire from office at least once in every 3 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.

As at LPD, none of our Directors represents any corporate shareholder on our Board.

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## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.2.1 Profile of our Directors

Please refer to the profiles of Ong Hong Keat, Joel Yap Jiang Feng and Tengku Baderul set out in **Sections 5.1.1(i), 5.1.1(ii) and 5.1.1(iv)** of this Prospectus. The profiles of our other Directors are as follows:

**(i) Ho Tat Heng**

*Senior Independent Non-Executive Director*

Ho Tat Heng, a Malaysian aged 54, is our Senior Independent Non-Executive Director. He was appointed to our Board on 1 November 2025.

He obtained a Diploma in Commerce (Financial Accounting) with Distinction from Tunku Abdul Rahman College in 1995 and subsequently obtained the Association of Chartered Certified Accountants ("**ACCA**") qualification from the same college in 1995. He was admitted as a Member of ACCA in 2000 and became a Fellow in 2005.

He began his career with CIMB Investment Bank Berhad in 1996 as an Executive in the Corporate Finance department and rose up the ranks to Manager in 2000 and subsequently to Senior Manager in 2002. He remained with CIMB for the next 14 years until 2016 where he has held various key positions including Associate Director, Director, Head, Managing Director of the Corporate Finance Malaysia, and Regional Head, Managing Director of Consumer Sector, Investment Banking department of CIMB Investment Bank Berhad

In 2016, he left CIMB Investment Bank Berhad and joined ZJ Advisory Sdn Bhd, a corporate advisory firm, as an executive director until his resignation in 2018.

In 2019, he set up his own company, FHL Consultancy Sdn Bhd where he provides freelance consultancy services. He has been a director and shareholder of this company since incorporation.

He is presently a Senior Independent Non-Executive Director of 99 Speed Mart Retail Holdings Berhad (listed on the Main Market of Bursa Securities) and an Independent Non-Executive Director of JCY International Berhad (listed on the Main Market of Bursa Securities).

Save as disclosed in **Section 5.2.4(iv)**, he does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

**(ii) Dato' Zamane Bin Abdul Rahman**

*Independent Non-Executive Director*

Dato Zamane Bin Abdul Rahman, a Malaysian aged 67, is our Independent Non-Executive Director. He was appointed to our Board on 22 September 2025.

He obtained a degree in Electrical and Electronics Engineering from University Technology MARA in 1981 and subsequently obtained an Advanced Diploma in Electrical (Electronics) Engineering from the same institution in 1982. He went on to obtain a Diploma in Medical Electronics and Medical Equipment Management from St. Bartholomew's Hospital Medical College (currently known as Barts and The London School of Medicine and Dentistry), United Kingdom in 1990, and subsequently obtained a Master of Science in Medical Electronics and Physics from the same college in 1991.

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

He started his career in 1981 as an Electronic Engineer at Ipoh General Hospital, MOH where he was responsible for the maintenance of medical equipment. In 1991, he was promoted to Senior Electronic Engineer at the Engineering Services Division of the MOH, where he was involved in the assessment, procurement, and technical advisory functions relating to medical equipment.

In 2008, he was appointed as the director of the Medical Device and Equipment Control Division, MOH, where he was responsible for the enactment of the Medical Device Act 2012 and Medical Device Authority Act 2012. Following the establishment of the Medical Device Authority in 2012, he was thereafter appointed as its first Chief Executive in June 2013 where he was responsible for managing the operations of the Medical Device Authority as well as the implementation of the Medical Device Act 2012. He assumed this role until his retirement in 2018.

He is currently a freelance consultant advising on medical device regulatory compliance.

Save as disclosed in **Section 5.2.4(v)**, he does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

**(iii) Liew Li Ping**  
*Independent Non-Executive Director*

Liew Li Ping, a Malaysian aged 56 years old, is our Independent Non-Executive Director. She was appointed to our Board on 1 November 2025.

She was admitted as a Member of ACCA in 1994 and became a Fellow in 1999. She has been a member of the Malaysian Institute of Accountants (“MIA”) since 1995.

She began her career in 1992 as an Audit Associate at KPMG Peat Marwick (currently known as KPMG PLT). She progressed through the ranks to Audit Senior Manager in 2000, where she was responsible for conducting statutory audit engagements on companies across various industries and managing client portfolios. In 2001, she took a career break and subsequently in 2005, returned to KPMG PLT as the Training and Technical Consultant where she provided training for Ipoh staffs regarding updates on technical accounting, legal and financial reporting standards requirements. She took another short career break in 2009 and in 2010, she was appointed as the Branch Director of the KPMG PLT Ipoh Branch, where she was responsible for the operations of the Branch. Whilst being the Branch Director, she was also the Audit Director and she was promoted to Audit Executive Director of KPMG PLT in 2015, a position she held until her retirement in 2022.

During her tenure of more than 23 years at KPMG, she garnered extensive experience in audit and special engagements in diverse industries, including plantation, pharmaceutical, healthcare, cement, industrial and consumer products.

She was appointed to the board of the Malaysian Skin Foundation on 5 August 2025, a position she presently holds.

She is presently an Independent Non-Executive Director of TMK Chemical Bhd and DKLS Industries Berhad (both listed on the Main Market of Bursa Securities). She was previously an Independent Non-Executive Director of Kawan Renergy Berhad (listed on the ACE Market of Bursa Securities).

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

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Save as disclosed in **Section 5.2.4(vi)**, she does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

**(iv) Ang Mei Ping**  
*Independent Non-Executive Director*

Ang Mei Ping, a Malaysian aged 37, is our Independent Non-Executive Director. She was appointed to our Board on 1 November 2025.

She obtained a Bachelor of Science in Mathematics and Economics from the London School of Economics and Political Science, United Kingdom in 2010 and has been admitted as an Associate Chartered Accountant under the Institute of Chartered Accountants in England and Wales, United Kingdom in 2014. She has also been a member of MIA since 2014.

She began her career with KPMG London in 2010, progressing from Associate to Senior Associate and Assistant Manager in 2012 and 2013, respectively. Over the course of her tenure, she was involved in planning and executing audit engagements, managing audit teams, and liaising with clients across a range of industries. She also worked with clients listed on the United Kingdom's Alternative Investment Market (AIM), as well as multinational companies and large corporations across various sectors.

In 2015, she joined S.E. Tan & Co (currently known as TSE & Partners PLT), an audit firm, as an Audit Manager in 2015, where she was actively involved in managing audit engagements. She was promoted to Partner in 2021, where she continues to lead the firm's operations. In 2022, the audit firm was converted to a limited liability partnership, TSE & Partners PLT, where she remains as a Partner to date.

In addition to her role at TSE & Partners PLT, she established her own audit firm, Ang & Co, in 2018 where she oversees the overall management and operations of the firm. She was also appointed as the Partner of O.L. Yeo & Co PLT, a limited liability partnership providing audit and liquidation services in 2022, a position she still holds.

She is presently an Independent Non-Executive Director of Amtel Holdings Berhad and Tomypak Holdings Berhad (both listed on the Main Market of Bursa Securities). She was appointed to the board of the Inspace Creation Berhad (a Company seeking listing on the ACE Market of Bursa Securities) on 13 June 2025, a position she presently holds.

Save as disclosed in **Section 5.2.4(vii)**, she does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

**(v) Yap Ee Ling**  
*Independent Non-Executive Director*

Yap Ee Ling, a Malaysian aged 49, is our Independent Non-Executive Director. She was appointed to our Board on 1 November 2025.

She obtained a Bachelor of Laws from University of Glamorgan (currently known as University of South Wales), United Kingdom in 1998. She was called to the Malaysian Bar and admitted as an Advocate and Solicitor of the High Court of Malaya in 2000.

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

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She began her career with Lee Hishammuddin (currently known as Lee Hishammuddin Allen & Gledhill) as Legal Assistant in 2001. During her tenure there, her main areas of practice included corporate, conveyancing and banking. In 2004, she left Lee Hishammuddin and joined Mazlan & Associates as Legal Assistant, and subsequently in 2009, was made a Partner. During this time, her main areas of practice consisted of corporate and commercial laws including restructuring, initial public offerings, mergers and acquisitions, joint ventures, carrying out due diligence audits and drafting commercial contracts. In 2014, she left Mazlan & Associates and co-founded Ilham Lee in 2015, where she was a Partner until she ceased practice on 30 September 2025.

She is presently an Independent Non-Executive Director of Mobilia Holdings Berhad and Cloudpoint Technology Berhad (both listed on the Main Market of Bursa Securities).

Save as disclosed in **Section 5.2.4(viii)**, she does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

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## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.2.2 Directors' shareholdings

The shareholdings of our Directors before and after our IPO, assuming full subscription of the IPO Shares reserved for our Directors under the Pink Form Allocations, are as follows:

Name	After the Pre-IPO Exercise and before our IPO				After our IPO and Proposed Shares Transfer <sup>(4)</sup>			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	<sup>(1)</sup> %	No. of Shares	<sup>(1)</sup> %	No. of Shares	<sup>(2)</sup> %	No. of Shares	<sup>(1)</sup> %
Ong Hong Keat	1,160,760,000	60.00	-	-	284,260,000	12.49	<sup>(3)</sup> 1,160,760,000	51.00
Joel Yap Jiang Feng	386,911,000	20.00	-	-	94,751,100	4.16	<sup>(3)</sup> 1,160,760,000	51.00
Tengku Baderul	-	-	-	-	<sup>(5)</sup> 1,000,000	0.04	-	-
Ho Tat Heng	-	-	-	-	<sup>(5)</sup> 500,000	0.02	-	-
Dato' Zamane Bin Abdul Rahman	-	-	-	-	<sup>(5)</sup> 500,000	0.02	-	-
Liew Li Ping	-	-	-	-	<sup>(5)</sup> 500,000	0.02	-	-
Ang Mei Ping	-	-	-	-	<sup>(5)</sup> 500,000	0.02	-	-
Yap Ee Ling	-	-	-	-	<sup>(5)</sup> 500,000	0.02	-	-
<b>Total</b>	<b>1,547,671,000</b>	<b>80.00</b>			<b>382,511,000</b>	<b>16.79</b>		

#### Notes:

- (1) Based on the enlarged issued Shares of 1,934,600,000 Shares after the Pre-IPO Exercise but before our IPO.
- (2) Based on the enlarged issued Shares of 2,276,000,000 Shares after our IPO.
- (3) Deemed interested by virtue of his shareholding in Triark Holdings pursuant to Section 8(4) of the Act.
- (4) None of our Directors is the Over-allotment Option provider.
- (5) Assuming full subscription by him/her of his/her Pink Form Allocation.

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.2.3 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 in all capacities to our Group for the FYE 2024 and FYE 2025 are as follows:

#### FYE 2024

Director	Salaries RM'000	Fees RM'000	Bonuses RM'000	Benefits-in-kind RM'000	Allowances RM'000	Statutory contributions <sup>(1)</sup> RM'000	Total RM'000
Ong Hong Keat	312	1,040	700	42	-	193	2,287
Joel Yap Jiang Feng	126	459	891	21	-	194	1,691
Tengku Baderul	-	<sup>(2)</sup> 1,327	-	-	-	-	1,327

#### Proposed and paid for the FYE 2025

Director	Salaries RM'000	Fees RM'000	Bonuses RM'000	Benefits-in-kind RM'000	Allowances RM'000	Statutory contributions <sup>(1)</sup> RM'000	Total RM'000
Tengku Baderul	-	<sup>(3)</sup> 2,558	-	-	1	-	2,559
Ong Hong Keat	450	-	1,470	38	-	380	2,338
Joel Yap Jiang Feng	380	-	600	23	-	200	1,203
Ho Tat Heng	-	16	-	-	3	-	19
Dato' Zamane Bin Abdul Rahman	-	17	-	-	1	-	18
Liew Li Ping	-	12	-	-	1	-	13
Ang Mei Ping	-	12	-	-	1	-	13
Yap Ee Ling	-	12	-	-	1	-	13

#### Notes:

- (1) Comprise contributions to Employees Provident Fund, Social Security Organisation and Employment Insurance System.
- (2) Comprise business consultancy fees paid to Tengku Baderul and/or his sole proprietorship. Please refer to Note (6) of **Section 10.1.1** of this Prospectus for further details.

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

- (3) Comprise director's fees, business consultancy fees and the proceeds from the redemption of RCPS paid to Tengku Baderul and/or his sole proprietorship. Please refer to Note (6) of **Section 10.1.1** of this Prospectus for further details.

The remuneration for each of our Directors is subject to review and recommendation by our Nomination and Remuneration Committee and approval by our Board. The fees and benefits payable to our Directors shall be further approved by our shareholders pursuant to an ordinary resolution passed at a general meeting.

### 5.2.4 Directorships and principal business activities outside our Group

Save as disclosed below, none of our Directors are involved in any principal business activities outside our Group or hold directorships in other companies outside our Group, at present and in the past 5 years up to the LPD:

#### (i) Tengku Baderul

Company	Principal activities	Position held	Date of appointment as director/ Date of registration of sole proprietorship	Date of resignation as director/ Date of termination of sole proprietorship	Equity interest held	
					Direct %	Indirect %
<b><u>Present involvement</u></b>						
TBM Resources Sdn Bhd	Dormant, previously involved in general trading	Director/ Shareholder	29 December 1994	-	75.00	-
Wira Armortech Sdn Bhd	Supply of defense equipment (parachutes, firearms, ammunition)	Director/ Shareholder	14 July 2007	-	10.00	-
TBN Minerals Sdn Bhd	Tin mining	Director/ Shareholder	27 April 2017	-	49.00	-
TBN Edubest Sdn Bhd	Dormant, intended for ore mining	Director/ Shareholder	13 March 2018	-	50.00	-
TBM Agrobiz Sdn Bhd	Dormant, previously involved in chicken farming, intend to carry out general trading	Director/ Shareholder	20 August 2018	-	100.00	-
TPM Sepakat Mining Sdn Bhd	Kaolin mining	Director/ Shareholder	26 February 2019	-	60.00	-

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

Company	Principal activities	Position held	Date of appointment as director/ Date of registration of sole proprietorship	Date of resignation as director/ Date of termination of sole proprietorship	Equity interest held	
					Direct	Indirect
Digital Energy Sdn Bhd	Fabrication of towers, lamp poles; Own, operate and maintain earth stations including but not limited to fixed links and cables; Radiocommunications transmitters and links; Satellite hubs; Satellite control station; Space station; Submarine cable landing centre; Towers, poles, ducts and pits used in conjunction with other network facilities	Director	24 September 2021	-	-	-
Persada Bumiraya Sdn Bhd	Coconut plantation	Director/ Shareholder	27 December 2021	-	100.00	-
Teraju Prasarana Sdn Bhd	Mining of silica	Director/ Shareholder	16 February 2022	-	100.00	-
TBM Minerals Sdn Bhd	Mining of iron ores	Director/ Shareholder	12 August 2009	-	70.00	-
TB Fisheries Sdn Bhd	Dormant, intended for fishing activities	Director/ Shareholder	24 July 2017	-	80.00	-
The Taaras Beach & Spa Resort (Redang) Sdn Bhd	Hotel & resort operator and provision of management services to its subsidiary companies	Director	6 September 2017	-	-	-
Pure Green Development Sdn Bhd	Operating of palm oil estate and its related activities	Director/ Shareholder	30 May 2018	-	30.00	-
Sinar TBM Sdn Bhd	Car dealer automation dealer general trading	Shareholder	-	-	40.00	-
Nada Aman Sdn Bhd	Export and import of logs, sawn timber, plywood, veneer and related products; Mining and quarry	Shareholder	-	-	26.66	-
Al Badr Resources	Business consultancy services	Owner	23 January 2022	-	-	-

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

Company	Principal activities	Position held	Date of appointment as director/ Date of registration of sole proprietorship	Date of resignation as director/ Date of termination of sole proprietorship	Equity interest held	
					Direct %	Indirect %
<b><u>Past involvement</u></b>						
Inter-Century Sdn Bhd	Dealers in supplying marine fuel and lubricants	Director	15 April 2008	31 August 2020	-	-
Boccard Romstar (M) Sdn Bhd	Oil and gas company	Director	20 August 2002	31 May 2022	-	-
Seaoffshore Engineering Sdn Bhd	Oil and gas company	Director	26 December 2016	9 February 2022	-	-
Handal Energy Berhad (listed on the Main Market of Bursa Securities)	Investment holding in subsidiaries principally involved in integrated offshore crane services, which include manufacturing, rental maintenance and servicing of offshore cranes	Director	30 July 2018	9 August 2023	-	-
Handal Energy Solutions Sdn Bhd (subsidiary of Handal Energy Berhad)	Project management services for gas turbine	Director	27 May 2022	1 November 2023	-	-
Handal Imro Sdn Bhd (subsidiary of Handal Energy Berhad)	Overhaul and maintenance, manufacturing or fabrication of new offshore pedestal cranes, offshore crane rental business, workover projects and other services such as supply of manpower and parts	Director	29 December 2009	25 July 2024	-	-
A. D Metal Trading & Transport Sdn Bhd	Recycling of industrial metal and equipment	Director	10 April 2019	31 December 2023	-	-
Rahar Niaga Sdn Bhd	Intended as a special purpose vehicle for mining activities but dormant until dissolution	Director	22 June 2020	5 September 2023	-	-
Rahar Vista Sdn Bhd	Intended as a special purpose vehicle for mining activities but dormant until dissolution	Director	22 June 2020	5 September 2023	-	-
Unggul Energy Construction Sdn Bhd	& Dissolved on 5 May 2025, previously involved in transmission, distribution and sales of electricity	Director	1 August 2008	-	-	-

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

Company	Principal activities	Position held	Date of appointment as director/ Date of registration of sole proprietorship	Date of resignation as director/ Date of termination of sole proprietorship	Equity interest held	
					Direct	Indirect
Al Riyadh Travel Services Sdn Bhd	Dissolved on 3 May 2024, previously involved in travel, tour and ticket agency, events management and other related business	Shareholder	-	-	0.60	-
Anggun Akses Sdn Bhd	Dissolved on 5 May 2023, previously involved in wholesale of a variety of goods without any particular specialization N.E.C.; Activities of holding companies	Director	23 December 2019	-	-	-
MY Organic Plus Sdn Bhd	Dissolved on 16 September 2022, previously involved in import of fruit and vegetable products	Director/ Shareholder	23 May 2017	-	33.33	-
Sumas Industries Sdn Bhd	Dissolved on 14 April 2021, previously intended to be an investment holding company	Director/ Shareholder	4 March 2009	-	14.28	-
Arabian Knights Sdn Bhd	Dissolved on 3 August 2020, previously involved in cattle farming and horse breeding	Director/ Shareholder	29 November 2007	-	50.00	-
BL Otomobil Sdn Bhd	Dissolved on 3 August 2020, previously involved in dealing in new and used vehicles and automobile services	Shareholder	-	-	60.00	-

**(ii) Ong Hong Keat**

Company	Principal activities	Position held	Date of appointment as director	Date of resignation as director	Equity interest held	
					Direct	Indirect
<b><u>Past involvement</u></b>						
Anagen International Sdn Bhd	Dissolved on 26 July 2024, intended for beauty services but dormant until dissolution	Director/ Shareholder	22 February 2023	-	15.00	-

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**
**(iii) Joel Yap Jiang Feng**

Company	Principal activities	Position held	Date of appointment as director/ Date of joining as partner	Date of resignation as director/ partner	Equity interest held	
					Direct %	Indirect %
<b><u>Past involvement</u></b>						
Anagen International Sdn Bhd	Dissolved on 26 July 2024, intended for beauty services but dormant until dissolution	Director/ Shareholder	22 February 2023	-	15.00	-
Artisan Foods Sdn Bhd	Dissolved on 17 October 2017, previously involved in food and beverage business	Director/ Shareholder	19 October 2013	-	25.00	-
Artisan Food Services and Consulting	Dissolved on 12 December 2020, previously involved in food and beverage business	Partner	October 2015	December 2015	-	-

**(iv) Ho Tat Heng**

Company	Principal activities	Position held	Date of appointment as director	Date of resignation as director	Equity interest held	
					Direct %	Indirect %
<b><u>Present involvement</u></b>						
99 Speed Mart Retail Holdings Berhad (listed on the Main Market of Bursa Securities)	Investment holding in subsidiaries which operate convenience stores	Senior Independent Non-Executive Director	8 January 2024	-	*	-
JCY International Berhad (listed on the Main Market of Bursa Securities)	Investment holding in subsidiaries involved in trading, manufacturing and assembling of hard disk drive components and other mechanical components	Independent Non-Executive Director	31 May 2023	-	-	-
FHL Consultancy Sdn Bhd	Provider of consultancy services	Director / Shareholder	27 March 2019	-	100.00	-
Supersho (M) Sdn Bhd	Dealers in printing products	Shareholder	-	-	35.00	-

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)****Note:**

\* Less than 0.01%.

**(v) Dato' Zamane Bin Abdul Rahman**

Company	Principal activities	Position held	Date of appointment as director	Date of resignation as director	Equity interest held	
					Direct %	Indirect %
<b><u>Present involvement</u></b>						
Permata Biru Health Consult Sdn Bhd	Health consultancy services	Shareholder	24 July 2018	24 June 2025	30.00	-
<b><u>Past involvement</u></b>						
Servicetech Total Solutions Sdn Bhd	Maintenance of biomedical equipment	Director	24 September 2018	6 May 2021	-	-

**(vi) Liew Li Ping**

Company	Principal activities	Position held	Date of appointment as director	Date of resignation as director/ partner	Equity interest held	
					Direct %	Indirect %
<b><u>Present involvement</u></b>						
TMK Chemical Bhd (listed on the Main Market of Bursa Securities)	Trading and acting as marketing agent for industrial and specialty chemicals, fertilizers and other related products	Independent Non-Executive Director	6 October 2023	-	*	-
DKLS Industries Berhad (listed on the Main Market of Bursa Securities)	Investment holding in subsidiaries principally involved in construction, quarrying, property development, property investment, logistics and supply chain	Independent Non-Executive Director	1 June 2024	-	-	-
Malaysian Skin Foundation	Address the need for Malaysian individuals and communities suffering from skin conditions to have the opportunity to gain better access to effective medications in the treatment of their skin diseases with the aim of improving their lives	Director	5 August 2025	-	-	-

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

Company	Principal activities	Position held	Date of appointment as director	Date of resignation as director/ partner	Equity interest held	
					Direct	Indirect
Wonderbiz 29 PLT	Dormant, intended for management of events for small groups	Partner	3 April 2023	-	-	-
<b><u>Past involvement</u></b> Kawan Renergy Berhad (listed on the ACE Market of Bursa Securities)	Investment holding in subsidiaries principally involved in in-house fabrication, design, installation, and commissioning of industrial process equipment, process plants as well as renewable energy and co-generation plants	Independent Non-Executive Director / Shareholder	26 June 2023	1 June 2025	-	-

**Note:**

\* Less than 0.01%.

**(vii) Ang Mei Ping**

Company	Principal activities	Position held	Date of appointment as director / partner	Date of resignation as director/ partner	Equity interest held	
					Direct	Indirect
<b><u>Present involvement</u></b> T S E Taxation Services Sdn Bhd	Tax agents	Director / Shareholder	1 June 2022	-	20.00	-
ZEN Harmony Sdn Bhd	Dormant, intended for investment in properties	Director	1 June 2022	-	-	-
Amtel Holdings Berhad (listed on the Main Market of Bursa Securities)	Investment holding in subsidiaries involved in: - Trading and distribution of telematics electronics and telecommunication related products, vehicle products and related accessories; - Research and development of geographical information system and related products; and - property investment	Independent Non-Executive Director	24 May 2023	-	-	-

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

Company	Principal activities	Position held	Date of appointment as director / partner	Date of resignation as director/ partner	Equity interest held		
					Direct	Indirect	
						%	%
Tomypak Holdings Berhad (listed on the Main Market of Bursa Securities)	Investment holding in subsidiaries involved in the development and provision of packaging solutions	Independent Non-Executive Director	1 February 2025	-	-	-	-
Inspace Creation Berhad (a Company seeking listing on the ACE Market of Bursa Securities)	Investment holding in subsidiaries involved in interior design and build services	Independent Non-Executive Director	13 June 2025	-	-	-	-
Classic Standard Portfolio Sdn Bhd	Dormant, previously held investment in a fertilizer manufacturing company	Shareholder	-	-	40.00	-	-
O.L. Yeo & Co PLT	Audit & liquidation services	Partner	3 January 2022	-	-	-	-
TSE Partners PLT	Accounting, bookkeeping and auditing activities as well as tax consultancy services	Partner	25 January 2022	-	-	-	-
International Wealth Advisory PLT	Consultancy services and management services	Partner	19 April 2024	-	-	-	-
Fidelium Technology	Audio equipment	Sole Proprietor	-	-	100.00	-	-
<b><u>Past involvement</u></b>							
Generous Yields Sdn Bhd	Dissolved on 20 November 2023, previously involved in investment holding in property	Director / Shareholder	10 May 2019	-	0.02	-	-

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**
**(viii) Yap Ee Ling**

Company	Principal activities	Position held	Date of appointment as director/ partner	Date of resignation/ retirement/ cessation	Equity interest held	
					Direct %	Indirect %
<b><u>Present involvement</u></b>						
Mobilia Holdings Berhad (listed on the Main Market of Bursa Securities)	Investment holding in subsidiaries principally involved in design, manufacturing and sale of furniture and furniture parts	Independent Non-Executive Director	17 August 2022	-	-	-
Cloudpoint Technology Berhad (listed on the Main Market of Bursa Securities)	Investment holding in subsidiaries principally involved in the provision of IT solutions comprising enterprise and data centre networking, cybersecurity solutions as well as professional IT services	Independent Non-Executive Director	30 May 2022	-	0.01	-
Getstarted Sdn Bhd	Business management consultancy services	Director/ Shareholder	1 October 2025	-	33.33	-
<b><u>Past involvement</u></b>						
Quantum Three Sdn Bhd	Dissolved on 10 August 2023, previously involved in trading of air disinfection and purification system and related activities	Director/ Shareholder	15 June 2009	29 March 2022	30.00	-
DC Healthcare Holdings Berhad (listed on the ACE Market of Bursa Securities)	Investment holding in subsidiaries principally involved in the provisions of aesthetic medical services	Independent Non-Executive Director / Shareholder	6 October 2022	17 June 2025	-	-
Ilham Lee	Legal firm	Partner	1 January 2015	30 September 2025	-	-

The involvement of our Non-Executive Directors in other business activities outside our Group will not affect their commitment and responsibilities to our Group in their respective roles as our Non-Executive Directors are not involved in the day-to-day operations of our Group, and their involvement in other business activities outside our Group will not affect their contributions to our Group.

Further, our Executive Directors are not involved in other businesses or corporations outside our Group. As such, our Executive Directors are able to devote sufficient time and attention to the affairs of our Group to carry out their respective duties.

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.3 BOARD PRACTICES

#### 5.3.1 Audit Committee

Our Audit Committee was formed by our Board on 1 November 2025. Our Audit Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

<b>Name</b>	<b>Position</b>	<b>Directorship</b>
Ho Tat Heng	Chairperson	Senior Independent Non-Executive Director
Liew Li Ping	Member	Independent Non-Executive Director
Ang Mei Ping	Member	Independent Non-Executive Director

The main functions of our Audit Committee are as follows:

- (i) oversee our Group's financial reporting process;
- (ii) oversee and improve our Group's business efficiency, the quality of the accounting function, our Group's system of internal control and audit function and strengthen the confidence of the public in our Group's reported results;
- (iii) maintain through regularly scheduled meetings, a direct line of communication between our Board, our management and the external auditors as well as internal auditors;
- (iv) enhance the effectiveness and independence of both the external and internal auditors' functions through active participation in the audit process, and ensure they can function independently;
- (v) review and assess annually the suitability, performance and independence of external auditors to safeguard the quality and reliability of audited financial statements;
- (vi) oversees the conflict of interest situations and related party transactions; and
- (vii) investigations of any concerns received on possible irregularities within our Group and act upon our Board's request to investigate and report on any financial anomalies or irregularities in the financial statements and any issues or concerns with regard to the management of our Group.

#### 5.3.2 Nomination and Remuneration Committee

Our Nomination and Remuneration Committee was formed by our Board on 1 November 2025. Our Nomination and Remuneration Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

<b>Name</b>	<b>Position</b>	<b>Directorship</b>
Yap Ee Ling	Chairperson	Independent Non-Executive Director
Dato' Zamane Bin Abdul Rahman	Member	Independent Non-Executive Director
Ang Mei Ping	Member	Independent Non-Executive Director

The main functions of our Nomination and Remuneration Committee are as follows:

#### In respect of nomination matters

- (i) ensure our Board is effective with an appropriate mix of skills, knowledge and experience to discharge its responsibilities and duties in meeting our Company's mission, vision, culture and values;
- (ii) ensure an appropriate framework and succession plan in place to achieve diverse talent pipeline for our Board and Senior Management;

## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

- (iii) ensure the appointment of Board members and senior management are based on objective criteria such as diversity in skills, experience, expertise, professionalism, integrity, age, gender and background; and
- (iv) ensure the composition of our Board is refreshed periodically, taking into account the length of service of our Board as a whole so that it is effective and able to operate in the best interests of shareholders.

### In respect of remuneration matters

- (i) implement its policies and transparent procedures on remuneration, including reviewing and recommending remuneration, fees, and benefits for our Board and senior management;
- (ii) ensure that all Directors and senior management are fairly rewarded for their individual contribution to our Company's overall performance, and that the remuneration is commensurate with the level of executive responsibility and appropriate in light of our Group's performance;
- (iii) ensure that the compensation is competitive and consistent with our Company's culture, objectives and strategy; and
- (iv) ensure that the level and composition of remuneration of Directors and senior management can attract and retain the right talent for our Board and senior management to drive our Group's long-term objectives.

### 5.3.3 Risk Management and Sustainability Committee

Our Risk Management and Sustainability Committee was formed by our Board on 1 November 2025. Our Risk Management and Sustainability Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

<u>Name</u>	<u>Position</u>	<u>Directorship</u>
Ho Tat Heng	Chairperson	Senior Independent Non-Executive Director
Dato' Zamane Bin Abdul Rahman	Member	Independent Non-Executive Director
Liew Li Ping	Member	Independent Non-Executive Director
Yap Ee Ling	Member	Independent Non-Executive Director

The main functions of our Risk Management and Sustainability Committee are as follows:

- (i) oversee the management of principal business risks and significant or material ESG risks;
- (ii) identify, assess and monitor key risks to safeguard shareholders' investments and assets of our Group;
- (iii) assist our Board in promoting a sustainable strategy and initiatives of our Group in relation to sustainability matters, which include implement sustainability-related policies, measures and actions in achieving our Company's sustainability milestones and goals;
- (iv) implement risk management framework, policy and process approved by our Board and oversight of risk management practice on group wide basis respectively; and
- (v) approve disclosure statements relating to management of sustainability matters of our Group.

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

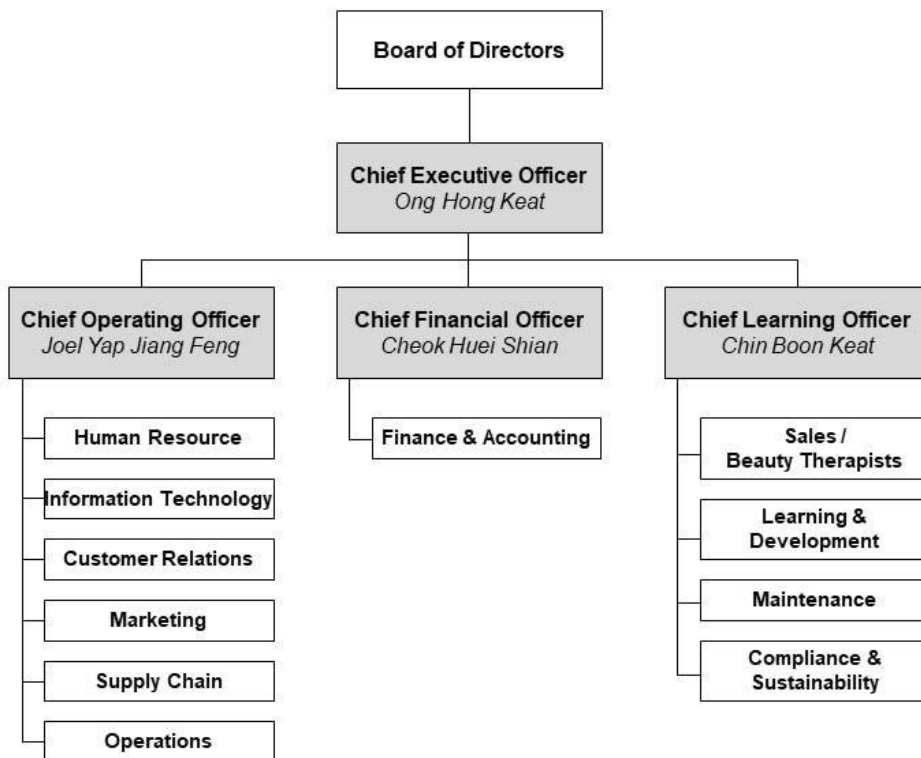
**5.4 KEY SENIOR MANAGEMENT**

Our Key Senior Management is responsible for the day-to-day management and operations of our Group. The members of our Key Senior Management as at the date of this Prospectus are as follows

<b>Name</b>	<b>Nationality</b>	<b>Age</b>	<b>Designation</b>
Ong Hong Keat	Malaysian	37	Managing Director/ Chief Executive Officer
Joel Yap Jiang Feng	Malaysian	35	Executive Director/ Chief Operating Officer
Chin Boon Keat	Malaysian	37	Chief Learning Officer
Cheok Huei Shian	Malaysian	48	Chief Financial Officer

**5.4.1 Management reporting structure**

The management reporting structure of our Group is as follows:



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## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.4.2 Key Senior Management's shareholdings

The shareholdings of our Key Senior Management (other than Ong Hong Keat and Joel Yap Jiang Feng whose shareholdings are disclosed in **Section 5.2.2** of this Prospectus) before and after our IPO, assuming full subscription of the IPO Shares reserved for our Key Senior Management under the Pink Form Allocations, are as follows:

Name	Before our IPO / As at the LPD				After our IPO and Proposed Shares Transfer (Assuming the Over-allotment Option is not exercised) <sup>(3)</sup>			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	<sup>(1)</sup> %	No. of Shares	<sup>(1)</sup> %	No. of Shares	<sup>(2)</sup> %	No. of Shares	<sup>(2)</sup> %
Chin Boon Keat	290,199,000	15.00	-	-	<sup>(4)</sup> 71,067,900	3.12	-	-
Check Huei Shian	-	-	-	-	<sup>(5)</sup> 375,000	*	-	-

**Notes:**

\* Less than 0.1%

(1) Based on our enlarged issued Shares of 1,934,600,000 Shares after the Pre-IPO Exercise but before our IPO.

(2) Based on our enlarged issued Shares of 2,276,000,000 Shares after our IPO.

(3) None of our Key Senior Management is the Over-allotment Option provider.

(4) Pursuant to the Proposed Shares Transfer, Chin Boon Keat will transfer 183,283,000 Shares to Triark Holdings, as set out in **Section 4.1.4** of the Prospectus.

(5) Assuming full subscription by her of her Pink Form Allocation.

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## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.4.3 Profiles of our Key Senior Management

Please refer to the profiles of Ong Hong Keat, Joel Yap Jiang Feng and Chin Boon Keat set out in **Sections 5.1.1(i), 5.1.1(ii) and 5.1.1(iii)** of this Prospectus. The profile of our other Key Senior Management is as follows:

**Cheok Huei Shian**  
*Chief Financial Officer*

Cheok Huei Shian, a Malaysian aged 48, is our Chief Financial Officer. She was appointed in December 2024 and is responsible for overseeing our Group's finance-related operations, including treasury, tax and accounting functions.

She obtained her Association of Chartered Certified Accountants (ACCA) qualification from FTMS Business School in 2000. She became a Member of ACCA in 2003 and a Fellow of ACCA in 2008. She has also been a member of the MIA since 2004.

She began her career in 2000 with Ernst & Young Malaysia as an Assistant in the Assurance and Advisory department and was later promoted to Senior Associate in 2002. During her tenure, she was involved in the supervision and review of systems audits and financial statement audits for clients across various industries.

In 2004, she joined AirAsia Berhad (listed on the Main Market of Bursa Securities) as a Financial Analyst where she was involved in compiling and analysing financial information for the AirAsia group, preparing projections, reports, and presentations, as well as identifying market trends and developments. She was also responsible for financial forecasting and reconciliation of internal accounts. She was promoted to Manager in 2007 and was subsequently promoted to Financial Controller in 2008, where she was responsible for all accounting, finance, investor relations, and general procurement activities and reported directly to the chief financial officer of the AirAsia Group.

In 2011, she was seconded to PT Indonesia AirAsia (an associate company of AirAsia Berhad) and assumed the role of Chief Financial Officer where she oversaw the company's financial functions. In 2014, she was seconded to Philippines AirAsia Inc (an associate company of AirAsia Berhad) and acted as the interim Chief Financial Officer where she was responsible for maintaining liquidity of the company which was on a highly leveraged, tight cash flow position. In 2015, she was transferred to AirAsia Aviation Capital Ltd (a subsidiary of AirAsia Berhad) as Chief Financial Officer for a short period of one month after which she was appointed as Chief Financial Officer of AirAsia X Berhad (listed on the Main Market of Bursa Securities), where she served from 2015 to 2017. During her tenure, she was responsible for managing the financial turnaround of the company and plan for sustainable profit growth. In 2017, she left AirAsia X Berhad due to health reasons and took a career break.

In 2019, she joined TT DotCom Sdn Bhd, a subsidiary of TIME dotCom Berhad (listed on the Main Market of Bursa Securities) as deputy Chief Financial Officer. She was subsequently designated as acting Chief Financial Officer in 2020 while the Chief Financial Officer at that time was on sabbatical leave. During her tenure with TT DotCom Sdn Bhd, she managed the financial operations of the company including reporting, treasury, billing, and accounts payable. In 2021, she left TT DotCom Sdn Bhd for a career break and subsequently joined PT TransNusa Aviation Mandiri as Chief Financial Officer in 2023 where she managed all financial functions including budgeting, reporting, and cash flow management.

In 2024, she left PT TransNusa Aviation Mandiri and joined 1 Doc Resources as Chief Financial Officer.

Save as disclosed in **Section 5.4.4(ii)**, she does not have any involvement in other businesses or corporation outside our Group for the past 5 years up to the LPD.

**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

**5.4.4 Involvement of our Key Senior Management in other principal business activities**

Save as disclosed below and in **Sections 5.2.4(ii)** and **5.2.4(iii)**, none of our Key Senior Management are involved in any principal business activities outside our Group or hold directorships in other companies outside our Group, at present and in the past 5 years up to the LPD:

**(i) Chin Boon Keat**

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct %	Indirect %
<b><u>Present involvement</u></b>						
Creativo Marketing PLT	Dormant, previously involved in provision of printing services	Partner	-	-	-	-
<b><u>Past involvement</u></b>						
Anagen International Sdn Bhd	Dissolved on 26 July 2024, intended for beauty services but dormant until dissolution	Director/ Shareholder	22 February 2023	-	5.00	-

**(ii) Cheok Huei Shian**

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct %	Indirect %
<b><u>Past involvement</u></b>						
AVM Cloud Sdn Bhd	Development and sale of computer software and provision of information technology services	Director	7 January 2021	9 December 2021	-	-
Integrated Global Solutions Sdn Bhd	Marketing of computer hardware and software; and provision of consultancy and support services related to computer programmes	Director	7 January 2021	9 December 2021	-	-
TIME DotCom International Sdn Bhd	Investment holding in subsidiaries involved in telecommunications services	Director	25 November 2019	25 November 2021	-	-
Planet Tapir Sdn Bhd	Direct investment in equity securities of venture capital firms	Director	31 January 2020	25 November 2021	-	-

The involvement of our Key Senior Management in the business activities outside our Group as stated above:

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

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- (i) does not give rise to any conflict of interest situation with our business; and
- (ii) does not preclude them from allocating or committing their time and effort to our Group.

The involvement of Chin Boon Keat in Creativo Marketing PLT will not affect his continued contributions to the day-to-day management of our Group and are not expected to affect the operations of our Group as Creativo Marketing PLT is currently dormant.

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## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

### 5.4.5 Remuneration and material benefits-in-kind of our Key Senior Management

The aggregate remuneration and material benefits-in-kind (including any contingent or deferred remuneration) paid and proposed to be paid to our Key Senior Management (save for Ong Hong Keat and Joel Yap Jiang Feng which is disclosed in **Section 5.2.3** above) for services rendered in all capacities to our Group for the FYE 2024 and FYE 2025 are as follows:

Key Senior Management	Remuneration band (RM'000)	
	FYE 2024	Proposed and paid for the FYE 2025 <sup>(1)</sup>
Chin Boon Keat	550 - 600	350 - 400
Cheok Huei Shian	50 - 100 <sup>(2)</sup>	800 - 850

**Notes:**

- (1) Excluding bonuses which will be determined at a later date depending on performance of the individuals and our Group.
- (2) Cheok Huei Shian joined our Group in December 2024 and her remuneration has been prorated accordingly.

## 5.5 FAMILY RELATIONSHIPS AND ASSOCIATIONS BETWEEN OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

There is no family relationship and/or association between any of our Promoters, Substantial Shareholders, Directors and Key Senior Management as at the LPD.

## 5.6 DECLARATIONS BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at the LPD, save for Joel Yap Jiang Feng who faced 2 criminal charges in the past which were subsequently withdrawn, none of our Promoters, Directors, or Key Senior Management have been involved in any of the following events, whether in or outside Malaysia:

- (i) in the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against him/her or any partnership in which him/her was a partner or any corporation of which such person 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, was charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgement 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, being 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 such person from engaging in any type of business practice or activity;

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**

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- (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) there is any unsatisfied judgment against him/her.

**5.7 SERVICE CONTRACTS**

As at the LPD, there are no existing or proposed service agreements entered into or to be entered into by our Directors or any of our Key Senior Management with our Group which provide for benefits upon termination of employment.

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