

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

9.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

9.1.1 Particulars and shareholdings of our Promoters and Substantial Shareholders

The details of our Promoters and Substantial Shareholders and their respective shareholdings in our Company before and after our IPO are as follows:-

Name	Country of incorporation / Nationality	Before our IPO			After our IPO				
		Direct		Indirect	Direct		Indirect		
		No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽²⁾	No. of Shares	% ⁽²⁾		
SQ Digital	Malaysia	869,600,000	69.57	-	-	869,600,000	57.97	-	-
KH Lim	Malaysian	126,800,000	10.14	(3)869,600,000	69.57	80,300,000	5.35	(3)869,600,000	57.97
KC Lim	Malaysian	126,800,000	10.14	(3)869,600,000	69.57	80,300,000	5.35	(3)869,600,000	57.97
KY Lim	Malaysian	126,800,000	10.14	(3)869,600,000	69.57	80,300,000	5.35	(3)869,600,000	57.97

Notes:-

- (1) Based on the total number of 1,250,000,000 Shares after the Acquisition of Senheng KL and Share Split, but before our IPO.
- (2) Based on the enlarged total number of 1,500,000,000 Shares after our IPO.
- (3) Deemed interested by virtue of his direct interest in SQ Digital pursuant to Section 8(4) of the Act.

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

Saved as disclosed above, we are not aware of any persons who, directly or indirectly, jointly or severally, exercise control over our Company and there is no arrangement between Senheng and our shareholders with any third parties, the operation of which may at a subsequent date result in a change in control of Senheng.

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

9.1.2 Profiles of our Promoters and Substantial Shareholders

(i) SQ Digital

SQ Digital was incorporated as a private limited company in Malaysia on 31 May 1997 under the Companies Act, 1965. The principal activity of SQ Digital is investment holding. As at the LPD, the issued share capital of SQ Digital is RM100,000 comprising 100,000 ordinary shares.

The details of SQ Digital's shareholders and their respective shareholdings as at the LPD are as follows:-

Name	Nationality	Direct		Indirect	
		No. of shares	(1)%	No. of shares	%
KH Lim	Malaysian	33,333	33.33	-	-
KC Lim	Malaysian	33,334	33.33	-	-
KY Lim	Malaysian	33,333	33.33	-	-
Total		100,000	100.00	-	-

Note:-

(1) The totals do not add up due to rounding.

(ii) KH Lim

KH Lim a Malaysian aged 60, is our Executive Chairman. He was appointed to our Board on 21 May 2021. He completed his pre-university studies at Tunku Abdul Rahman College in 1980.

KH Lim started his career in 1981 with Campbell Electronics Sdn Bhd as a sales representative where he was involved in the sales of electrical goods. A few months later, he was promoted to the position of shop supervisor where he was responsible for the day-to-day operations of the shop. In 1986, he left Campbell Electronics Sdn Bhd and joined Senhong Sales and Services Sdn Bhd as the head of operations where he was responsible for the operations of retail outlets. He left Senhong Sales and Services Sdn Bhd in 1989 and co-founded our business together with his brothers, KC Lim and KY Lim.

Under the leadership of KH Lim, our Group has grown from a single shop into the largest consumer electrical and electronics chain retailer in Malaysia with 103 physical stores and a workforce of approximately 1,680 employees. Throughout the years, he charted the overall strategic direction of our Group including the implementation of numerous key initiatives such as the adoption of chain store concept, fixed price policy, launching our PlusOne loyalty programme, undertaking a digital transformation of our business as elaborated in Section 7.4 of this Prospectus and our seamless retail model. His leadership has also been recognised through the numerous awards received by our Group and KH Lim personally, as listed in Section 7.5 of this Prospectus.

As our Executive Chairman, KH Lim is responsible for crafting the business model, business direction as well as strategic planning of our Group and he will continue to leverage on his over 40 years of experience in the Malaysian retail industry to chart our Group's future direction.

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

He is a director of various private limited companies, details of which are set out in Section 9.2.3 of this Prospectus.

(iii) KC Lim

KC Lim a Malaysian aged 62, is our President / Executive Director. He was appointed to our Board on 21 May 2021. He completed his pre-university studies at Tunku Abdul Rahman College in 1979.

KC Lim began his career in 1980 as a sales representative in a stationery shop located at Kuala Lumpur. Subsequently in 1983, he became self-employed and carried out small-scale renovations for offices, shop lots and residential units.

In 1989, he co-founded our business together with KH Lim and KY Lim. Initially, he worked part-time and was responsible for the delivery of goods to customers. In 1990, he joined full time as our sales manager where he was responsible for overseeing the sales and operations of all our physical outlets.

He is mainly responsible for the sales, operations and marketing aspects of our Group's business including identifying business opportunities and sales trends as well as initiating and implementing new operational policies and strategies, including the introduction of our centralised logistics model to improve the efficiency of our supply chain.

KC Lim also plays a vital role in assisting KH Lim in implementing our business transformation initiatives, particularly the adoption of digital technologies such as our EDMS, B2B portal, WMS and mobile application which has enhanced the overall efficiency of our business operations.

Moving forward, KC Lim will continue to oversee our Group's overall human resource and business solutions, finance and business compliance, retail operations, logistics and services, digital commerce and supply chain as well as the implementation of our future growth plans and key initiatives.

He is a director of various private limited companies, details of which are set out in Section 9.2.3 of this Prospectus.

(iv) KY Lim

KY Lim a Malaysian, aged 59, is our Non-Independent Non-Executive Director. He was appointed to our Board on 21 May 2021. He completed his secondary school education at SMK Sultan Sulaiman Shah, Selangor in 1980.

He began his career in 1981 as an assistant interior designer at Interior Graphic (Malaysia) Sdn Bhd, where he worked on the interior design of offices and residential units. In 1984, he left Interior Graphic (Malaysia) Sdn Bhd and joined Planscape (M) Sdn Bhd as an interior designer where he focused on the interior design of open space offices. In 1986, he was promoted to the position of manager where he assisted in the day-to-day operations of the company.

In 1989, he co-founded our business together with KC Lim and KH Lim. Initially, he worked part-time and handled the delivery of goods to customers and bill collections. Three years later, he joined full time as our administration manager where he managed the human resource and administrative matters as well as billings and collections.

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

Over the years, KY Lim was mainly responsible for devising and implementing outlet expansion plans, including identifying suitable new locations for expansion of outlets. He was also involved in the implementation of our ERP system as well as the creation of our franchise and incentive programmes for store managers.

In 2017, KY Lim stepped down from being involved in the day-to-day operations of our Group. Nevertheless, as a Director, he continues to provide his experience and guidance to the management in his areas of expertise.

He is a director of various private limited companies, details of which are set out in Section 9.2.3 of this Prospectus.

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

9.1.3 Changes in our Promoters' and Substantial Shareholders' shareholdings in our Company

The table below sets out the changes in our Promoters' and Substantial Shareholders' shareholdings in our Company since the date of incorporation up to and after our IPO:-

Name	As at the date of incorporation			After the Acquisition of Senheng KL		
	Direct		Indirect	Direct		Indirect
	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽²⁾
SQ Digital	-	-	-	-	115,626,309	69.57
KH Lim	1	33.33	-	-	16,859,953	10.14
KC Lim	1	33.33	-	-	16,859,953	10.14
KY Lim	1	33.33	-	-	16,859,953	10.14
					(5)115,626,309	69.57
					(5)115,626,309	69.57
					(5)115,626,309	69.57

Name	After the Share Split and before our IPO			After our IPO		
	Direct		Indirect	Direct		Indirect
	No. of Shares	% ⁽³⁾	No. of Shares	% ⁽³⁾	No. of Shares	% ⁽⁴⁾
SQ Digital	869,600,000	69.57	-	-	869,600,000	57.97
KH Lim	126,800,000	10.14	(5)869,600,000	69.57	80,300,000	5.35
KC Lim	126,800,000	10.14	(5)869,600,000	69.57	80,300,000	5.35
KY Lim	126,800,000	10.14	(5)869,600,000	69.57	80,300,000	5.35
					(5)869,600,000	57.97

Notes:-

- (1) Based on the total number of 3 Shares before the Acquisition of Senheng KL, Share Split and our IPO.
- (2) Based on the total number of 166,206,171 Shares after the Acquisition of Senheng KL but before the Share Split and our IPO.
- (3) Based on the total number of 1,250,000,000 Shares after the Acquisition of Senheng KL and Share Split but before our IPO.
- (4) Based on the enlarged total number of 1,500,000,000 Shares after our IPO.
- (5) Deemed interested by virtue of his direct interest in SQ Digital pursuant to Section 8(4) of the Act.

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

9.2 BOARD OF DIRECTORS

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

Name	Designation	Age	Nationality	Date of appointment	Date of expiration of the current term of office	No. of years in office
KH Lim	Executive Chairman	60	Malaysian	21 May 2021	At the next AGM in 2022	Less than 1 year
KC Lim	President / Executive Director	62	Malaysian	21 May 2021	At the next AGM in 2022	Less than 1 year
KY Lim	Non-Independent Non-Executive Director	59	Malaysian	21 May 2021	At the next AGM in 2022	Less than 1 year
Dato' Yeow Wah Chin	Independent Non-Executive Director	61	Malaysian	14 June 2021	At the next AGM in 2022	Less than 1 year
Tan Ler Chin	Independent Non-Executive Director	61	Malaysian	14 June 2021	At the next AGM in 2022	Less than 1 year
Ho Kim Poi	Independent Non-Executive Director	58	Malaysian	14 June 2021	At the next AGM in 2022	Less than 1 year
Oh Keng Leng	Independent Non-Executive Director	53	Malaysian	14 June 2021	At the next AGM in 2022	Less than 1 year

Pursuant to Clause 114 of the Constitution, any Director appointed by our Board shall hold office only until the conclusion of the next annual general meeting and shall be eligible for re-election at such meeting.

Pursuant to Clause 129 of the Constitution, at each annual general meeting of our Company, 1/3 of the Directors for the time being, or, if their number is not 3 or a multiple of 3, then the number nearest to 1/3, shall retire from office provided always that all Directors including our Executive Chairman and President / Executive Director shall retire from office once at least in each 3 years as required by the Listing Requirements but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires. The Directors to retire in every year shall be those who have been longest in office since their last election, but as between Directors of equal seniority, the Directors to retire shall (unless they otherwise agree among themselves) be determined from among them by lot.

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

9.2.1 Shareholdings of our Directors

The shareholdings of our Directors in our Company before and after our IPO are as follows:-

	Before our IPO			After our IPO		
	Direct No. of Shares	% ⁽¹⁾	Indirect No. of Shares	% ⁽¹⁾	Direct No. of Shares	Indirect No. of Shares
KH Lim	126,800,000	10.14	(3)869,600,000	69.57	80,300,000	(3)869,600,000
KC Lim	126,800,000	10.14	(3)869,600,000	69.57	80,300,000	(3)869,600,000
KY Lim	126,800,000	10.14	(3)869,600,000	69.57	80,300,000	(3)869,600,000
Dato' Yeow Wah Chin	-	-	-	-	(4)120,000	-
Tan Ler Chin	-	-	-	-	(4)120,000	-
Ho Kim Poi	-	-	-	-	(4)120,000	-
Oh Keng Leng	-	-	-	-	(4)120,000	-

Notes:-

* Negligible.

- (1) Based on the total number of 1,250,000,000 Shares as at the LPD.
- (2) Based on the enlarged total number of 1,500,000,000 Shares after our IPO.
- (3) Deemed interested by virtue of his direct interest in SQ Digital pursuant to Section 8(4) of the Act.
- (4) Assuming the independent directors fully subscribe for the IPO Shares allotted to them under the Pink Form Allocation as disclosed in Section 4.3.1(b) of this Prospectus.

None of our Directors are representatives of corporate shareholders.

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

9.2.2 Profiles of our Directors

The profiles of KH Lim, KC Lim and KY Lim, our Executive Chairman, President / Executive Director and Non-Independent Non-Executive Director respectively are set out in Section 9.1.2 above. The profiles of our other Directors are set out below:-

(i) **Dato' Yeow Wah Chin**, D.S.T.M. and D.I.M.P

Dato' Yeow Wah Chin, a Malaysian aged 61, is our Independent Non-Executive Director. He was appointed to our Board on 14 June 2021. He graduated from the Universiti Kebangsaan Malaysia with a Bachelor of Economics (Honours) degree in 1984. He also holds a Bachelor of Laws (Honours) degree from the University College of Wales, Aberystwyth, United Kingdom ("**Aberystwyth University**") which was obtained in 1991, and he subsequently obtained a certificate in legal practice in 1992. He was called to the Malaysian Bar as an advocate and solicitor in 1993.

Dato' Yeow Wah Chin began his career in 1984 as a trainee officer with Malayan Banking Berhad ("**Maybank**"). Upon confirmation he was placed in the corporate planning department and in 1986, he was transferred to the credit review department. He took a sabbatical in 1989 to pursue his law degree at Aberystwyth University and re-joined Maybank in 1991 as a legal counsel where he was responsible for legal matters of Maybank.

He left Maybank in 1993 and joined Ismail Sabri & Wee as the head of conveyancing and commercial department. In 1994, he left Ismail Sabri & Wee and co-founded Yeow & Salleh, of which he is currently the managing partner. In his current firm, he specialises in banking and commercial law matters.

As an experienced practising lawyer, he has been appointed to serve as the legal advisor for the Yeow See Association in Melaka since 2015. He has previously served as a member of the advocates and solicitors disciplinary committee and the conveyancing practice committee of Bar Council Malaysia as well as the legal advisor for the Society of Interpreters of the Deaf in Selangor and Wilayah Persekutuan.

Dato' Yeow Wah Chin has been actively involved in the Lions Club of Kuala Lumpur Central, a voluntary service organisation committed to humanitarian service, since 1994. In 2011, he initiated the formation of the Lions Education Foundation, where students with average academic results could get financial assistance to further their tertiary education. Currently, he also sits on the board of directors of the Lions Education Foundation, Universiti Kebangsaan Malaysia, Institut Integriti Malaysia and 1MCA Medical Foundation respectively.

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

(ii) **Tan Ler Chin**, A.M.N.

Tan Ler Chin, a Malaysian aged 61, is our Independent Non-Executive Director. She was appointed to our Board on 14 June 2021. She graduated from the Universiti Kebangsaan Malaysia with a Bachelor of Economics (Honours) degree, majoring in statistics in 1983.

Tan Ler Chin began her career in 1984, in the finance department of the Employees Provident Fund (“EPF”). In 1988, she was transferred to the investment department where she was responsible for the management of the EPF’s external fund managers and other domestic investment assets including Malaysian Government Securities, loans/debentures, equities and money market placements.

In 1996, she was promoted to the position of senior investment manager, where she specialised in fixed income investments and was involved in EPF’s fixed income investments in several large privatisation projects in Malaysia. In 2009, she was appointed as the head of investment compliance and was responsible for ensuring all investment settlements were undertaken in compliance with internal policies/guidelines and other related legal requirements.

In 2019, she was appointed as the head of risk department where she oversaw the management of amongst others, the operational risks, technology risks, investment risks and investment market risks of EPF. She retired from EPF in April 2021.

(iii) **Ho Kim Poi**

Ho Kim Poi, a Malaysian aged 58, is our Independent Non-Executive Director. She was appointed to our Board on 14 June 2021. She graduated from the University of Adelaide, Australia with a Bachelor of Science degree in 1987. She obtained a Master of Business Administration from the University of Lincoln, United Kingdom in 2001. She has been a member of the Malaysian Institute of Accountants and CPA Australia since 1990 and 1991 respectively.

Ho Kim Poi began her career in 1987 as a tax assistant with KPMG Malaysia (now known as KPMG PLT), and was promoted to the position of senior tax consultant in 1988. She left KPMG Malaysia in 1990 and joined OYL Industries Berhad group of companies (“**OYL Group**”) as a finance and human resources manager, where she was responsible for amongst others, finance, human resource and business development matters of the OYL Group.

In 1993, she left OYL Group and joined Astra Pharmaceutical Sdn Bhd as its finance and human resources director. In 2000, following the worldwide merger between Astra AB and Zeneca group, she was re-designated as the finance and human resources director of AstraZeneca Sdn Bhd. Subsequently, she was promoted to the position of regional chief financial officer of South East Asia, India and South Africa in 2001, where she was in charge of financial matters and strategies, including setting up the shared service centres for the abovementioned regions.

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

Ho Kim Poi left AstraZeneca Sdn Bhd and joined Amway Malaysia Sdn Bhd (“**Amway**”) in 2012 as the regional chief financial officer and strategic planning director for the South East Asia & Australia New Zealand region and was chief financial officer of Amway (Malaysia) Holdings Berhad. In 2018, she was promoted to the position of regional chief financial officer for the Asia Pacific region with the addition of two markets in Japan and South Korea, where she was responsible for finance matters. She left Amway group in 2019 and did not take up any employment thereafter.

Ho Kim Poi is currently an Independent Non-Executive Director of Mah Sing Group Berhad, a company listed on the Main Market of Bursa Securities, a directorship she held since 2019.

(iv) Oh Keng Leng

Oh Keng Leng, a Malaysian aged 53, is our Independent Non-Executive Director. He was appointed to our Board on 14 June 2021. He graduated from the University of Melbourne, Australia with a Bachelor of Commerce degree in 1992. He has been a member of both the Malaysian Institute of Accountants and CPA Australia since 1995.

Oh Keng Leng began his career in 1992 as an audit associate with Arthur Anderson & Co. He left Arthur Anderson & Co in 1995 and joined our Group as our finance manager where he was involved in carrying out financial and management accounting functions. He was also involved in the development and implementation of our fixed price policy, loyalty program and franchising scheme.

He left our Group at the end of 2005 and joined Borneo Technical Co (M) Sdn Bhd as the finance controller in early 2006 where he managed the finance, accounts, banking, administration, human resource and information technology departments. In 2010, he was promoted to the position of finance and operation director and supervised additional departments such as warehouse and logistics departments.

In 2015, he left Borneo Technical Co (M) Sdn Bhd and joined Yokohama Distribution Services Sdn Bhd as the finance and operation director, where he oversaw amongst others, the finance, accounts, banking and administration departments. He also assisted in the setting up of branch offices and a distribution center.

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

9.2.3 Principal directorships and principal business activities of our Directors outside our Group

Save as disclosed below, none of our Directors is involved in any other principal business activities outside our Group as at the LPD. The following table sets out the principal directorships and shareholdings of our Directors as at the LPD (“**Present directorships / shareholdings**”) and those which were held within the past 5 years up to the LPD (“**Previous directorships / shareholdings**”), as well as their involvement in principal business activities outside the Group as at the LPD:-

(i) KH Lim

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
<u>Present directorships / shareholdings</u>				
Eight Development (M) Sdn Bhd	30.04.1992	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Property investment
Tenn Pacific Sdn Bhd	15.04.1993	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Bird nest farming and breeding of arowana
SH Hi Tech (M) Sdn Bhd	17.06.1995	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
E-Gate Nationwide Sdn Bhd	20.05.1998	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Letting out of warehouse storage space and delivery services
100 Value Distribution Sdn Bhd	31.07.2000	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 26.67%) 	Trading of electrical appliances and accessories

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
S Active Holding Sdn Bhd	28.12.2009	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Investment holding company holding shares in 3 companies ⁽¹⁾
Home Mart Plus (M) Sdn Bhd	28.01.2010	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
Nagamas Aquaculture (M) Sdn Bhd	29.09.2011	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)⁽²⁾ 	Business of aquaculture, import and export of aquaculture product
Massive Solutions Sdn Bhd	24.12.2012	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Investment holding company holding shares in 5 companies ⁽³⁾
Blackbox BI Consultancy Sdn Bhd	15.07.2013	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Leasing of computer software and related services
Mywindow Portal Sdn Bhd	01.10.2013	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 50.00%) 	Operating solar panels
E-Gate Services Sdn Bhd	22.04.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)⁽⁴⁾ 	Providing maintenance services for digital gadgets and computers
Blackbox Insights Sdn Bhd	01.08.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
SQ Digital Sdn Bhd	01.11.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct 33.33%) 	Investment holding which however does not hold shares in any company as at the LPD
SenH Mobile (M) Sdn Bhd	31.03.2015	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Providing networking and telecommunication services
100 Value Lighting Sdn Bhd	03.05.2016	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)⁽⁶⁾ 	Retailing of lighting appliances
Genesis Resources Limited	31.05.2016	-	<ul style="list-style-type: none"> ▪ Non-Executive Director ▪ Shareholder (Indirect: 36.01%)⁽⁶⁾ 	Exploration for and evaluation of gold, manganese and base metals
Goodwood Capital Sdn Bhd	27.06.2016	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 26.67%) 	<ul style="list-style-type: none"> ▪ Cultivate durians, pineapples and all kinds of fruits ▪ Retailers and dealers of all types of furniture

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Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
Home Mart Online Sdn Bhd	26.03.2018	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 20.00%) 	To carry on the business as e-commerce operation partners which to provide web support back office, net commerce solutions and support channel for general operation and management of various type of online shopping or net marketing platform, including but not limited to the orders placement, distribution and shipment of goods and products processes and secured payment processing platform and to provide customer care and services in relation thereto, in and outside Malaysia
Senwave Retail Solutions Sdn Bhd	01.10.2018	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 60.00%)(7) 	Other information technology services activities
Senheng Holdings Berhad	18.04.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
SH Retail Academy Sdn Bhd	18.09.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 40.00%)(8) 	<ul style="list-style-type: none"> ▪ Training ▪ Digital marketing services
Petsmore Sdn Bhd	15.11.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 99.96%)(9) 	Pets grooming, pets trading and related activities

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
IPET Technology Sdn Bhd	16.12.2020	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 50.00%)(10) 	To carry on the business as importers exporters, wholesales, suppliers and dealers of all kinds point of sale system and related hardware and parts, to buy, sell, import, export, distribute and otherwise deal in all kinds and varieties of pets foods, pets care products, pets food supplements and other accessories and products related to pets
Senheng Ecosystem (M) Sdn Bhd	28.04.2021	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
S Ecosystem (M) Sdn Bhd	01.06.2021	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Other information technology service activities
Q-Farm (KL) Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 10.00%) 	Oil palm plantation
Barrabas Art Vantage Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 17.00%) 	Dormant
Acebell (M) Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 100.00%)(11) 	Trading in household and baby related products
Momentum Commerce Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 13.55%)(12) 	Other information technology service activities and web portals

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
Insurenet Consultancy Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 90.00%)(13) 	General insurance agency, reinsurance agency and brokerage businesses
Petido Marketing Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 70.00%)(14) 	Trading of pet foods and merchandise
<u>Previous directorships / shareholdings</u>				
Tenn Pacific (Sarawak) Sdn Bhd	18.01.2011	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)(15) 	Wound up on 10.02.2021
Nagamas Retails (M) Sdn Bhd	09.11.2012	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)(16) 	Struck-off on 09.01.2020
E-Gate BR Services Sdn Bhd	22.04.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Struck-off on 21.02.2020
E-Gate HA Services Sdn Bhd	22.04.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Struck-off on 22.05.2020
Brand Mall Ventures Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 20.00%)(17) 	Struck-off on 19.12.2018

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

(ii) KC Lim

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
<u>Present directorships / shareholdings</u>				
Eight Development (M) Sdn Bhd	30.04.1992	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Property investment
Tenn Pacific Sdn Bhd	15.04.1993	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Bird nest farming and breeding of arowana
SH Hi Tech (M) Sdn Bhd	17.06.1995	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
SQ Digital Sdn Bhd	31.05.1997	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Investment holding which however does not hold shares in any company as at the LPD
E-Gate Nationwide Sdn Bhd	20.05.1998	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Letting out of warehouse storage space and delivery services
100 Value Distribution Sdn Bhd	31.07.2000	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 26.67%) 	Trading of electrical appliances and accessories
Q-Farm (KL) Sdn Bhd	23.11.2009	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 45.00%) 	Oil palm plantation

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
S Active Holding Sdn Bhd	28.12.2009	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Investment holding company holding shares in 3 companies ⁽¹⁾
Home Mart Plus (M) Sdn Bhd	28.01.2010	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
Massive Solutions Sdn Bhd	24.12.2012	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Investment holding company holding shares in 5 companies ⁽³⁾
Blackbox BI Consultancy Sdn Bhd	15.07.2013	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Leasing of computer software and related services
E-Gate Services Sdn Bhd	22.04.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)⁽⁴⁾ 	Providing maintenance services for digital gadgets and computers
Blackbox Insights Sdn Bhd	01.08.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
SenH Mobile (M) Sdn Bhd	31.03.2015	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Providing networking and telecommunication services
Acebell (M) Sdn Bhd	31.03.2015	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)⁽¹¹⁾ 	Trading in household and baby related products

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
100 Value Lighting Sdn Bhd	13.04.2016	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)(6) 	Retailing of lighting appliances
Goodwood Capital Sdn Bhd	27.06.2016	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 26.67%) 	<ul style="list-style-type: none"> ▪ Cultivate durians, pineapples and all kinds of fruits ▪ Retailers and dealers of all types of furniture
Home Mart Online Sdn Bhd	26.03.2018	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 20.00%) 	To carry on the business as e-commerce operation partners which to provide web support back office, net commerce solutions and support channel for general operation and management of various type of online shopping or net marketing platform, including but not limited to the orders placement, distribution and shipment of goods and products processes and secured payment processing platform and to provide customer care and services in relation thereto, in and outside Malaysia
Senheng Holdings Berhad	18.04.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
Senwave Retail Solutions Sdn Bhd	10.01.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 60.00%)(7) 	Other information technology service activities

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
SH Retail Academy Sdn Bhd	18.09.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 40.00%)(8) 	<ul style="list-style-type: none"> ▪ Training ▪ Digital marketing services
Petsmore Sdn Bhd	15.11.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 99.96%)(9) 	Pets grooming, pets trading and related activities
Senheng Ecosystem (M) Sdn Bhd	27.04.2021	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
S Ecosystem (M) Sdn Bhd	31.05.2021	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Other information technology service activities
Barrabas Art Vantage Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 17.00%) 	Dormant
Insurnet Consultancy Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 90.00%)(13) 	General insurance agency, reinsurance agency and brokerage businesses
Momentum Commerce Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 13.55%)(12) 	Other information technology service activities and web portals
Nagamas Aquaculture (M) Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 100.00%)(2) 	Business of aquaculture, import and export of aquaculture product
Petido Marketing Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 70.00%)(14) 	Trading of pet foods and merchandise

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
Genesis Resources Limited	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 36.01%)(6) 	Exploration for and evaluation of gold, manganese and base metals
IPET Technology Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 50.00%)(10) 	To carry on the business as importers exporters, wholesales, suppliers and dealers of all kinds point of sale system and related hardware and parts, to buy, sell, import, export, distribute and otherwise deal in all kinds and varieties of pets foods, pets care products, pets food supplements and other accessories and products related to pets
<u>Previous directorships / shareholdings</u>				
Nagamas Retails (M) Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 100.00%)(16) 	Struck-off on 09.01.2020
Arthomer Group Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 10.00%) 	Struck-off on 02.10.2020
Brand Mall Ventures Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 20.00%)(17) 	Struck-off on 19.12.2018
Tenn Pacific (Sarawak) Sdn Bhd	18.01.2011	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)(15) 	Wound up on 10.02.2021

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
E-Gate BR Services Sdn Bhd	22.04.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Struck-off on 21.02.2020
E-Gate HA Services Sdn Bhd	22.04.2014		<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Struck-off on 22.05.2020
GX Digital Sdn Bhd	08.08.2019	03.03.2020	<ul style="list-style-type: none"> ▪ Director 	Renting shop lot and events management
ZJZ New Retail Sdn Bhd	19.08.2019	12.02.2020	<ul style="list-style-type: none"> ▪ Director 	Other retail sale in non-specialised stores and other information service activities

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

(iii) KY Lim

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
<u>Present directorships / shareholdings</u>				
Eight Development (M) Sdn Bhd	30.04.1992	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Property investment
Tenn Pacific Sdn Bhd	15.04.1993	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Bird nest farming and breeding of atowana
SH Hi Tech (M) Sdn Bhd	17.06.1995	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
E-Gate Nationwide Sdn Bhd	20.05.1998	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Letting out of warehouse storage space and delivery services
100 Value Distribution Sdn Bhd	31.07.2000	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 26.67%) 	Trading of electrical appliances and accessories
Q-Farm (KL) Sdn Bhd	23.11.2009	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 25.00%) 	Oil palm plantation
S Active Holding Sdn Bhd	28.12.2009	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Investment holding company holding shares in 3 companies ⁽¹⁾

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
Home Mart Plus (M) Sdn Bhd	28.01.2010	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
K & L Capital Property Sdn Bhd	28.05.2012	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 50.00%) 	Property investment
Massive Solutions Sdn Bhd	24.12.2012	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Investment holding company holding shares in 5 companies ⁽³⁾
Blackbox BI Consultancy Sdn Bhd	15.07.2013	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Leasing of computer software and related services
Planet Sonata Sdn Bhd	01.10.2013	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 50.00%) 	Operating solar panels
E-Gate Services Sdn Bhd	22.04.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)⁽⁴⁾ 	Providing maintenance services for digital gadgets and computers
Blackbox Insights Sdn Bhd	01.08.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
SQ Digital Sdn Bhd	01.11.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct 33.33%) 	Investment holding which however does not hold shares in any company as at the LPD

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
SenH Mobile (M) Sdn Bhd	31.03.2015	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Providing networking and telecommunication services
100 Value Lighting Sdn Bhd	03.05.2016	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)⁽⁶⁾ 	Retailing of lighting appliances
Goodwood Capital Sdn Bhd	27.06.2016	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 26.67%) 	<ul style="list-style-type: none"> ▪ Cultivate durians, pineapples and all kinds of fruits ▪ Retailers and dealers of all types of furniture
Home Mart Online Sdn Bhd	26.03.2018	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 20.00%) 	To carry on the business as e-commerce operation partners which to provide web support back office, net commerce solutions and support channel for general operation and management of various type of online shopping or net marketing platform, including but not limited to the orders placement, distribution and shipment of goods and products processes and secured payment processing platform and to provide customer care and services in relation thereto, in and outside Malaysia
Senwave Retail Solutions Sdn Bhd	10.01.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 60.00%)⁽⁷⁾ 	Other information technology service activities

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
TJL Property Sdn Bhd	22.01.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 50.00%) 	Real estate activities with own or leased property
Senheng Holdings Berhad	18.04.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
SH Retail Academy Sdn Bhd	18.09.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 40.00%)(8) 	<ul style="list-style-type: none"> ▪ Training ▪ Digital marketing services
Petsmore Sdn Bhd	15.11.2019	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 99.96%)(9) 	Pets grooming, pets trading and related activities
Ruma Merah Sdn Bhd	17.01.2020	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 50.00%) 	<ul style="list-style-type: none"> ▪ Real estate activities with own or leased property ▪ Restaurant and restaurant cum night clubs ▪ Buying, selling, renting and operating of self-owned or leased real estate – non-residential buildings
Senheng Ecosystem (M) Sdn Bhd	28.04.2021	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Dormant
S Ecosystem (M) Sdn Bhd	01.06.2021	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Other information technology service activities

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
AYS Ventures Berhad	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 0.57%) 	Investment holding company holding shares in companies which are principally involved in manufacturing, trading and distribution of steel products and construction materials and provision of related services to customers
Ancom Logistics Berhad	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 0.64%) 	Investment holding company holding shares in companies which are principally involved in bulk storage facilities for liquid chemicals servicing petrochemicals companies in Malaysia and Singapore
Barrabas Art Vantage Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 16.00%) 	Dormant
Acebell (M) Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 100.00%)(11) 	Trading in household and baby related products
Momentum Commerce Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 13.55%)(12) 	Other information technology service activities and web portals
Insunet Consultancy Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 90.00%)(13) 	General insurance agency, reinsurance agency and brokerage businesses
Petido Marketing Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 70.00%)(14) 	Trading of pet foods and merchandise
Nagamas Aquaculture (M) Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 100.00%)(2) 	Business of aquaculture, import and export of aquaculture product

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
Strategic Property Growth Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 33.33%) 	An investment holding company which however does not hold shares in any company as at the LPD
Y & Y Property Capital Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Direct: 33.33%) 	Letting of properties and investment holding company holding shares in One Motive Solutions Sdn Bhd, an investment holding company which however does not hold shares in any company as at the LPD
Genesis Resources Limited	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 36.01%)(6) 	Exploration for and evaluation of gold, manganese and base metals
IPET Technology Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 50.00%)(10) 	To carry on the business as importers exporters, wholesalers, suppliers and dealers of all kinds point of sale system and related hardware and parts, to buy, sell, import, export, distribute and otherwise deal in all kinds and varieties of pets foods, pets care products, pets food supplements and other accessories and products related to pets
<u>Previous directorships / shareholdings</u>				
Nagamas Retails (M) Sdn Bhd	-	-	<ul style="list-style-type: none"> ▪ Shareholder (Indirect: 100.00%)(16) 	Struck-off on 09.01.2020
Bayu Gemalai Sdn Bhd	17.10.1996	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 6.67%) 	Wound up on 27.06.2016

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
Tenn Pacific (Sarawak) Sdn Bhd	18.01.2011	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect: 100.00%)(15) 	Wound up on 10.02.2021
E-Gate BR Services Sdn Bhd	22.04.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Struck-off on 21.02.2020
E-Gate HA Services Sdn Bhd	22.04.2014	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 33.33%) 	Struck-off on 22.05.2020
Brand Mall Ventures Sdn Bhd	22.01.2016	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Indirect:20.00%)(17) 	Struck-off on 19.12.2018

(iv) Dato' Yeow Wah Chin

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
<u>Present directorships / shareholdings</u>				
Credential Acres Sdn Bhd	05.10.2006	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 50.00%) 	Investment in properties

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
Lions Education Foundation	28.03.2011	-	▪ Director	To receive and administer funds for education and charitable purposes, all for the public welfare
Supreme Scenic Sdn Bhd	28.03.2014	-	▪ Director ▪ Shareholder (Direct: 33.33%)	Letting of property
Institut Integriti Malaysia	14.09.2020	-	▪ Director	To promote integrity as a way of life based on principles of ethics, integrity and independence
1MCA Medical Foundation	14.04.2021	-	▪ Director	To receive and administer funds to provide for and contribute towards medical treatment for individuals who have insufficient
Top Sparkle Bright Sdn Bhd	-	-	▪ Shareholder (Direct:20.00%)	Stock, share and bond brokers export and import of other general-purpose machinery and real estate activities with own or leased property
<u>Previous directorships / shareholdings</u>				
Bina Puri Holdings Bhd	31.05.2013	01.05.2019	▪ Director	Contractor for earthworks and building, project management services and investment holding company holding shares in companies principally involved in amongst others construction of earthworks, buildings and road construction, property developer and management

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

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
Komarkcorp Berhad	16.08.2013	08.06.2016	▪ Director	Providing management services to its subsidiaries and investment holding company holding shares in companies principally involved in manufacturing of self-adhesive labels and stickers, labelling machines and trading of related products
(v) Tan Ler Chin				
Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
<u>Present directorships / shareholdings</u>				
Nil	Nil	Nil	Nil	Nil
<u>Previous directorships / shareholdings</u>				
Malakoff Corporation Berhad	09.08.2007	29.04.2021	▪ Director	Investment holding company holding shares in companies principally involved in amongst others design, construction, operation, maintenance of a combined cycle power plant, generation and sale of electrical energy and generating capacity of the power plant

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

(vi) Ho Kim Poi

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
<u>Present directorships / shareholdings</u>				
Mah Sing Group Berhad	28.03.2019	-	▪ Director	Provision of management services to its subsidiaries and investment holding company holding shares in companies principally involved in amongst others property development, property investment, manufacturing of plastic and trading other related products and provision of hospitality management services
<u>Previous directorships / shareholdings</u>				
Sempac Group Sdn Bhd	-	-	▪ Shareholder (Direct: 10.94%)	Struck-off on 16.06.2017
Amway Business Services Asia Pacific Sdn Bhd	05.01.2016	31.08.2016	▪ Director	Regional shared services center for other Amway affiliates in the Asia Pacific region

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

(vii) Oh Keng Leng

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
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Present and previous directorships / shareholdings

Nil	Nil	Nil	Nil	Nil
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Notes:-

- (1) As at the LPD, S Active Holding Sdn Bhd has direct equity interests in the following companies:-
 - (a) 13.55% in Momentum Commerce Sdn Bhd, a company principally involved in other information technology service activities and web portals;
 - (b) 90.00% in Insurnet Consultancy Sdn Bhd, a company principally involved in general insurance agency, reinsurance agency and brokerage businesses; and
 - (c) 36.01% in Genesis Resources Limited, a company listed on the Australian Securities Exchange principally involved in exploration for and evaluation of gold, manganese and base metals.
- (2) Deemed interested pursuant to Section 8(4)(c) of the Act; held via S Active Holding Sdn Bhd which in turn holds 90.00% in Insurnet Consultancy Sdn Bhd and which in turn holds 100% in Nagamas Aquaculture (M) Sdn Bhd.
- (3) As at the LPD, Massive Solutions Sdn Bhd, has direct equity interests in the following companies:-
 - (a) 99.88% in Petsmore Sdn Bhd, a company principally involved in pets grooming, pets trading and related activities;
 - (b) 60.00% in Senwave Retail Solutions Sdn Bhd, a company principally involved in other information technology service activities;
 - (c) 40.00% in SH Retail Academy Sdn Bhd, a company principally involved in training and digital marketing services;
 - (d) 70.00% in Petido Marketing Sdn Bhd, a company principally involved in trading of pet foods and merchandise; and
 - (e) 50.00% in IPET Technology Sdn Bhd, a company principally involved in the business as importers exporters, wholesales, suppliers and dealers of all kinds point of sale system and related hardware and parts, to buy, sell, import, export, distribute and otherwise deal in all kinds and varieties of pets foods, pets care products, pets food supplements and other accessories and products related to pets.
- (4) Deemed interested pursuant to Section 8(4)(c) of the Act; held via E-Gate Nationwide Sdn Bhd which in turn holds 100% in E-Gate Services Sdn Bhd.
- (5) Deemed interested pursuant to Section 8(4)(c) of the Act; held via 100 Value Distribution Sdn Bhd which in turn holds 100.00% in 100 Value Lighting Sdn Bhd.
- (6) Deemed interested pursuant to Section 8(4)(c) of the Act; held via S Active Holding Sdn Bhd which in turn holds 36.01% in Genesis Resources Limited.
- (7) Deemed interested pursuant to Section 8(4)(c) of the Act; held via Massive Solutions Sdn Bhd which in turn holds 60.00% in Senwave Retail Solutions Sdn Bhd.

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

- (8) Deemed interested pursuant to Section 8(4)(c) of the Act; held via Massive Solutions Sdn Bhd which in turn holds 40.00% in SH Retail Academy Sdn Bhd.
- (9) Deemed interested pursuant to Section 8(4)(c) of the Act; held via S Active Holding Sdn Bhd which in turn holds 90.00% in Insurnet Consultancy Sdn Bhd which in turn holds 0.08% in Petsmore Sdn Bhd and Massive Solutions Sdn Bhd which in turn holds 99.96% in Petsmore Sdn Bhd.
- (10) Deemed interested pursuant to Section 8(4)(c) of the Act; held via Massive Solutions Sdn Bhd which in turn holds 50% in IPET Technology Sdn Bhd.
- (11) Deemed interested pursuant to Section 8(4)(c) of the Act; held via 100 Value Distribution Sdn Bhd which in turn holds 100.00% in Acebell (M) Sdn Bhd.
- (12) Deemed interested pursuant to Section 8(4)(c) of the Act; held via S Active Holding Sdn Bhd which in turn holds 13.55% in Momentum Commerce Sdn Bhd.
- (13) Deemed interested pursuant to Section 8(4)(c) of the Act; held via S Active Holding Sdn Bhd which in turn holds 90.00% in Insurnet Consultancy Sdn Bhd.
- (14) Deemed interested pursuant to Section 8(4)(c) of the Act; held via Massive Solutions Sdn Bhd which in turn holds 70.00% in Petido Marketing Sdn Bhd.
- (15) Deemed interested pursuant to Section 8(4)(c) of the Act; held via Tenn Pacific Sdn Bhd which in turn holds 100.00% in Tenn Pacific (Sarawak) Sdn Bhd.
- (16) Deemed interested pursuant to Section 8(4)(c) of the Act; held via S Active Holding Sdn Bhd which in turn holds 90.00% in Insurnet Consultancy Sdn Bhd which in turn holds 100% in Nagamas Retails (M) Sdn Bhd.
- (17) Deemed interested pursuant to Section 8(4)(c) of the Act; held via S Active Holding Sdn Bhd which in turn holds 20.00% in Brand Mall Ventures Sdn Bhd.

The involvement of our Directors in those business activities outside our Group does not give rise to any conflict of interest situation with our business. Further, the involvements of our Executive Chairman and President / Executive Director in other businesses or corporations does not preclude them from allocating or committing their time and effort to our Group as they are not involved in the management and day-to-day operations of these businesses, other than attending meetings of the board of directors on which they serve. Such businesses do not require their involvement on a daily basis as these businesses are managed by their respective management. Our Executive Chairman and President / Executive Director are of the view that although they are involved in other businesses as set out above, they are able to devote sufficient time and attention to the affairs of our Group to carry out their respective duties.

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

9.2.4 Directors' remuneration and material benefits-in-kind

The aggregate remuneration and material benefits-in-kind (including any contingent or deferred remuneration accrued for the year) paid and proposed to be paid to our Directors for services rendered in all capacities to our Group for the FYE 2020 and FYE 2021 are as follows:-

FYE 2020

	Salaries (RM'000)	Directors' fees (RM'000)	Other emolument⁽¹⁾ (RM'000)	Allowances (RM'000)	Bonus⁽²⁾ (RM'000)	Benefits-in- kind (RM'000)	Total (RM'000)
KH Lim	1,200	-	152	1	63	42	1,458
KC Lim	1,200	-	52	1	63	42	1,358
KY Lim	240	-	30	1	-	29	300
Dato' Yeow Wah Chin	-	-	-	-	-	-	-
Tan Ler Chin	-	-	-	-	-	-	-
Ho Kim Poi	-	-	-	-	-	-	-
Oh Keng Leng	-	-	-	-	-	-	-

Notes:-

(1) Other emolument comprises EPF, Social Security Organisation and Employment Insurance Scheme.

(2) The bonus received for the year 2019, which was paid in January 2020.

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

Proposed for FYE 2021

	Salaries (RM'000)	Directors' fees (RM'000)	Other emolument ⁽¹⁾ (RM'000)	Allowances (RM'000)	Bonus ⁽⁵⁾ (RM'000)	Benefits-in- kind (RM'000)	Total (RM'000)
KH Lim	1,260	-	82	2	120	42	1,506
KC Lim	1,260	-	56	2	120	42	1,480
KY Lim	(2)84	(3)60	(2)16	(2)1	40	(2)9	210
Dato' Yeow Wah Chin	-	(4)52	-	-	-	-	52
Tan Ler Chin	-	(4)52	-	-	-	-	52
Ho Kim Poi	-	(4)65	-	-	-	-	65
Oh Keng Leng	-	(4)52	-	-	-	-	52

Notes:-

- (1) Other emolument comprises EPF, Social Security Organisation and Employment Insurance Scheme.
- (2) The salaries, emoluments, allowances and benefits-in-kind received for January 2021 to April 2021.
- (3) The directors' fees for 1 July 2021 to 31 December 2021.
- (4) Based on their respective appointment date of 14 June 2021 up to 31 December 2021.
- (5) The bonus received for the year 2020, which was paid in January 2021.

The remuneration for each of our Directors, which includes salaries, bonuses, Directors' fees and allowances as well as other benefits, is subject to annual review by our Remuneration Committee. Our Directors' fees must be approved by our shareholders at a general meeting.

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

9.2.5 Board practices

Our Board acknowledges and takes cognisance of the Malaysian Code on Corporate Governance (“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. The MCCG is specifically targeted for large companies i.e. companies on the FTSE Bursa Securities Top 100 Index or companies with market capitalisation of RM2.0 billion and above, at the start of the companies’ finance year (“Large Companies”). Although we are not deemed as a Large Company under the MCCG, our Board is committed to achieving and sustaining high standards of corporate governance.

Our Company has adopted the recommendations under the MCCG to have a Board comprising a majority of independent directors. As at the LPD, a majority of the members of our Board comprise independent directors. Further, our Board takes note of the recommendation by the MCCG to have at least 30% women directors. As at the LPD, 2 out of 7 of our Directors are women.

Accordingly, our Board believes that our current Board composition provides the appropriate balance in terms of skills, knowledge and experience to promote the interests of our shareholders and to govern our Group effectively. The Nomination Committee will be tasked to ensure diversity among the board members regardless of age, ethnicity, cultural background and gender, at the same ensuring they possess the requisite skills, knowledge, experience, foresight and sound judgement to best serve our Group and our business and operations as a whole. Our Board will also provide a statement on the extent of compliance with the MCCG in our first annual report as a listed entity.

Within the limits set by our Constitution, our Board is responsible for the governance and the management of our Company. To ensure the effective discharge of its functions, our Board have set out the following key responsibilities in the board charter:-

- (i) to review and adopt strategic plans, addressing the sustainability of our Group’s business;
- (ii) to oversee the conduct of our Group’s businesses and evaluate whether or not the businesses are being properly managed;
- (iii) to identify principal business risks faced by our Group and ensure the implementation of appropriate systems to manage these risks;
- (iv) to consider and implement succession planning, including appointing, training, fixing the compensation of and, where appropriate, replacing members of our Board and senior management;
- (v) to develop and implement an investor relations programme or shareholder communications policy for our Company;
- (vi) to review the adequacy and the integrity of our Group’s internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
- (vii) to promote good corporate governance culture together with senior management within our Company for reinforcing ethical, prudent and professional behaviour; and

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

- (viii) to review, challenge and decide on the senior management's critical proposals for our Company, and oversee its implementation by the senior management.

9.2.6 Audit and Risk Management Committee

Our Audit and Risk Management Committee comprises the following members:-

Name	Designation	Directorship
Ho Kim Poi	Chairman	Independent Non-Executive Director
Tan Ler Chin	Member	Independent Non-Executive Director
Oh Keng Leng	Member	Independent Non-Executive Director

The terms of reference of our Audit and Risk Management Committee include amongst others, the following:-

(i) Financial statements

To review the quarterly results and audited financial statements of our Group, prior to our Board's approval, focusing particularly on:-

- (a) the going concern assumption;
- (b) compliance with applicable financial reporting standards and other legal requirements;
- (c) any changes in or implementation of major accounting policies and practices; and
- (d) significant matters highlighted (i.e. financial reporting issues, significant adjustments or judgments arising from the audit and / or management, significant and unusual events or transaction and solutions to address these matters.

(ii) External audit

- (a) to review and discuss the following with the external auditors and report the same to our Board:-
 - (1) the audit plan and audit report;
 - (2) evaluation of the system of internal controls; and
 - (3) problems and reservation arising from interim and final audits or any matters that the auditors wish to discuss (i.e. resolution of disagreements between our management and the auditors regarding the financial reporting).
- (b) to review and monitor the suitability and independence of the external auditors.

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

- (c) to consider and recommend to our Board on the appointment and re-appointment of the external auditors, its compensation and to review any letter of resignation or dismissal from the external auditors and/or person(s) carrying out the internal audit function or activity of our Group.
- (d) to review the extent of assistance and co-operation extended by the employees of our Group to the external auditors, including any difficulties or disputes with our management encountered during the audit.

(iii) Internal audit

- (a) to review in relation to the internal audit function:
 - (1) the adequacy of the scope, functions, competency and resources of the internal audit function and that it has the necessary authority to carry out its works as well as to ensure that the internal audit function is independent of the activities it audits;
 - (2) the internal audit programme, processes and the results of the internal audits, necessary processes or investigation undertaken, and whether or not appropriate action is taken on the recommendations of the internal audit function;
 - (3) the appraisal or assessment of the performance of the internal audit function; and
 - (4) the appointment or resignation of internal audit staff members and reasons of resignation.
- (b) direct any special investigations to be carried out by internal audit as and when necessary and consider the major findings of the internal investigations and management's response.

(iv) Related party transactions

To assess the financial risk and matters in relation to related party transactions and conflict of interest situations that may arise within our Group including any transaction, procedure or course of conduct that raises questions of management integrity.

(v) Risk management and internal control

- (a) to assess the adequacy and effectiveness of risk management framework for identifying, managing, and monitoring the critical risks that impact to our Group;
- (b) to oversee the execution of risk management process and the results; and it shall be reviewed and evaluated from time to time to ensure it is continuously improved as the business environment changes;
- (c) to engage management in an ongoing risk appetite dialogue and report the same to our Board;

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

- (d) to review and evaluate the quality and effectiveness of the internal control systems including its processes of our Groups' operation to mitigate against the risk of inefficiencies and threats to the creation of value of our Group; and
- (e) to review the statements to be included in the annual report concerning risk management and internal control.

(vi) Other matters

- (a) to review the terms of reference of our Audit and Risk Management Committee annually or if necessary;
- (b) to evaluate the performance of the external auditors annually;
- (c) to undertake such other responsibilities as may be agreed by our Audit and Risk Management Committee and our Board; and
- (d) to consider any other matters as delegated by our Board.

9.2.7 Remuneration Committee

Our Remuneration Committee comprises the following members:-

<u>Name</u>	<u>Designation</u>	<u>Directorship</u>
Oh Keng Leng	Chairman	Independent Non-Executive Director
Dato' Yeow Wah Chin	Member	Independent Non-Executive Director
Tan Ler Chin	Member	Independent Non-Executive Director

The terms of reference of our Remuneration Committee include amongst others, the following:-

- (i) to review the terms of reference of our Remuneration Committee annually or as and when necessary;
- (ii) to review and recommend to our Board, the remuneration policy and framework for Directors and senior management, drawing on independent professional advice if necessary;
- (iii) to review and recommend to our Board the remuneration and benefits including share options (if any) for executive Directors and senior management taking into account the responsibilities, complexities and performance of the Directors and senior management;
- (iv) to review the fees and benefits (if any) payable to non-executive Directors linking the level of remuneration to their level of responsibility and contribution;
- (v) to oversee any major changes in employee remuneration and benefit structures throughout our Group;
- (vi) to consider and examine such other matters as the Remuneration Committee considers appropriate; and
- (vii) to consider any other matters as delegated by our Board.

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

9.2.8 Nomination Committee

Our Nomination Committee comprises the following members:-

Name	Designation	Directorship
Dato' Yeow Wah Chin	Chairman	Independent Non-Executive Director
Tan Ler Chin	Member	Independent Non-Executive Director
Ho Kim Poi	Member	Independent Non-Executive Director

The terms of reference of our Nomination Committee include amongst others, the following:-

- (i) to review the terms of reference of our Nomination Committee annually or as and when necessary;
- (ii) to review our Board and senior management's succession plans and make recommendations to our Board on succession planning policy for the senior management;
- (iii) to identify and recommend to our Board suitable candidates for appointment as Directors as well as candidates to fill the Audit and Risk Management Committee, Remuneration Committee and Nomination Committee, after taking into consideration the following attributes of candidates:-
 - (a) skills, qualifications, knowledge, expertise, experience, professionalism and integrity;
 - (b) commitment which includes time commitment;
 - (c) in the case of the candidates for the position of independent non-executive directors, the Nomination Committee would also evaluate the candidates' ability to discharge such responsibilities as expected from independent non-executive directors; and
 - (d) our Board's diversity in terms of age, gender and culture background;
- (iv) to review annually the structure, size, balance and composition of our Board to ensure that our Board have the appropriate mix of skills, independence, experience and other qualities including core competencies to function effectively and efficiently;
- (v) to evaluate and appraise the performance of our Board as a whole, the members of our Board as well as the contribution / performance of each individual director, on an annual basis;
- (vi) to deliberate and recommend any termination / removal of Director (if necessary) due to appropriate reasons in accordance with the relevant laws and regulations;
- (vii) to facilitate and recommendation suitable orientation, educational and training programmes to ensure Directors receive appropriate continuous training in order to maintain an adequate level of competency to discharge their responsibilities and performance;

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

- (viii) to consider and examine such other matters as the Nomination Committee considers appropriate; and
- (ix) to consider any other matters as delegated by our Board.

9.3 KEY SENIOR MANAGEMENT

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

<u>Name</u>	<u>Age</u>	<u>Nationality</u>	<u>Designation</u>
Wong Che Hoe	59	Malaysian	Senior Vice President of Human Resource and Business Solutions
Mah Chin Niap	48	Malaysian	Senior Vice President of Finance and Business Compliance
Ho Weng Hung	41	Malaysian	Vice President of Retail Operations, Logistics and Service
Teng Kean Kheng	41	Malaysian	Vice President of Retail Operations
Phang Weng Nam	40	Malaysian	Vice President of Digital Commerce and Supply Chain
Ang Keng Beng	51	Malaysian	Division Head of Internal Audit Compliance cum Franchise
Tai Tze Yen	49	Malaysian	Division Head of Digital Marketing
Raymond Tan Chun Hong	30	Malaysian	Division Head of New Retail Technology

9.3.1 Profiles of our Key Senior Management

The profiles of our Key Senior Management are as follows:-

(i) **Wong Che Hoe**

Wong Che Hoe a Malaysian, aged 59, is our Senior Vice President of Human Resource and Business Solutions and the principal officer of Senheng Captive. He completed his secondary school education at SMK Sultan Ahmad Shah, Cameron Highlands in 1980.

Wong Che Hoe began his career as a sales representative in Keat Joo Sdn Bhd in 1984 where he was involved in the sales of electrical goods. In 1987, he left Keat Joo Sdn Bhd and joined Senhong Sales and Services Sdn Bhd as a sales supervisor, where he was responsible for the sales and operations of electrical retail outlets. In 1988, he was promoted to the position of sales director where he was responsible for developing and executing strategic plans to achieve sales target and expand the company's customer base.

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

He left Senhong Sales and Services Sdn Bhd and joined our Group as personal assistant to KH Lim in 1996, where he assisted in the daily operations of Senheng KL. He was promoted to the position of purchasing manager in 1997 and was subsequently promoted to head of purchasing in 1998 where he was responsible for amongst others, reviewing and evaluating quotations from suppliers, negotiating contract terms and pricing and reviewing the quality of purchased products.

In 2011, apart from his responsibilities as the head of purchasing, Wong Che Hoe also assisted our co-founders on business transformation initiatives including the adoption of digital technologies. In 2012, he also assisted in the daily retail operations and logistics of all outlets in Peninsular Malaysia.

In September 2020, Wong Che Hoe was promoted to the position of Senior Vice President of Human Resource and Business Solutions where he is responsible for overseeing all matters relating to the human resource and administration of our Group. Apart from the above, he also continues to lead a team to enhance our digital infrastructure.

(ii) **Mah Chin Niap**

Mah Chin Niap a Malaysian aged 48, is our Senior Vice President of Finance and Business Compliance. He graduated from the Systematic Business Training Centre with a Higher Diploma in Accounting in 1993. He has been a member of the Association of Chartered Certified Accountants (“**ACCA**”) since 2004, the Malaysian Institute of Accountants since 2005, and a fellow of ACCA since 2009.

Mah Chin Niap began his career as an accounts clerk in Harbour View Dai-Ichi Hotel, Singapore in 1995 and was subsequently promoted to the position of accounts assistant. In 1996 he joined Janesis Sdn Bhd as an assistant accountant, where he was responsible for the preparation of monthly financial reports.

In early 1999, he was seconded to Empire Circle Marketing Sdn Bhd as a finance and administrative manager, where he was involved in finance, internal control and human resource matters. He left Empire Circle Marketing Sdn Bhd in end-1999 and joined HOEPharma Holdings Sdn Bhd as a finance manager where he helped oversee the financial, accounting and taxation matters of the companies under the group as well as corporate governance and compliance matters.

Mah Chin Niap joined Senheng KL in 2008 as the head of our finance division where he responsible for amongst others, the preparation of our Group's financial and accounting reporting and managing the accounts department's day-to-day functions. In this role, he also reviewed and improved the standard operating procedures and internal control processes of the accounts department.

In 2016, he was promoted to our chief financial officer, and took on additional responsibilities in the strategic development and management of the treasury and funding needs of our Group. During his tenure with our Group, he has initiated internal audit exercises and helped to successfully reduce stock losses. He also implemented cost-cutting exercises to streamline costs and expenditure.

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

In September 2020, he was promoted to our Senior Vice President of Finance and Business Compliance. He continues to be responsible for the overall financial accounting, risk management and tax functions of our Group.

(iii) Ho Weng Hung

Ho Weng Hung a Malaysian aged 41, is our Vice President of Retail Operations, Logistics and Service. He graduated from Universiti Putra Malaysia with a Bachelor of Mass Communication degree in 2004.

In 2004, he began his career and joined Senheng KL as an operation and sales executive, where he was involved in the sales, inventories management and staff management of the outlets located in Klang, Shah Alam and Petaling Jaya. Subsequently, he was promoted to area manager in 2006, where he was responsible for setting up and expanding new outlets in Sabah and establishing our Group's logistic systems in Sabah.

In 2013, he was promoted to the position of head of our senQ division, where he planned and implemented new strategies, policies and practices in respect of our "senQ" brand. In 2014, he was promoted to the head of our retail commerce, logistics and service division, and was based in Sabah and Sarawak to lead the expansion of our outlets and setting up of new warehouses in Sabah and Sarawak.

In September 2020, he was promoted to Vice President of Retail Operations, Logistics and Service. His added responsibilities are to oversee the outlets located in the central region, Sabah and Sarawak and to execute policies and procedures for retail, logistic and service operations at all outlets.

(iv) Teng Kean Kheng

Teng Kean Kheng a Malaysian aged 41, is our Vice President of Retail Operations. He graduated from Anglia Ruskin University with a Bachelor of Arts (Honours) in Business Administration in 2003.

He began his career in 2004 and joined Senheng KL as a trainee team manager, where he was involved in sales, inventories management and staff management for an outlet located in Penang. Subsequently, he was promoted to area manager in 2007, where he took charge of further outlets located in Penang and monitored the development and performance of the outlets. He also assisted our Group in identifying new locations for the expansion of outlets in the northern region of Peninsular Malaysia.

In 2013, he was put in charge of senQ outlets located in the northern and east coast regions of Peninsular Malaysia and reported directly to Ho Weng Hung. He also assisted in the implementation of new strategies, policies and practices in respect of our "senQ" brand. In 2015, he was promoted to head of sales division, where he developed strategic plan for the "Senheng" and "senQ" outlets located in the northern and east coast regions of Peninsular Malaysia.

In November 2020, he was promoted to Vice President of Retail Operations. His added responsibilities are to oversee the outlets located in the southern region of Peninsular Malaysia, in addition to overseeing outlets located in the northern and east coast regions and to drive strategies for our Group's outlets to achieve sales targets.

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

(v) Phang Weng Nam

Phang Weng Nam a Malaysian aged 40, is our Vice President of Digital Commerce and Supply Chain. He graduated from the Universiti Teknologi Malaysia with a Bachelor of Science (Human Resource Development) in 2004.

In 2004, Phang Weng Nam began his career and joined Senheng KL as an operation and sales executive, where he was responsible for supervising the daily operations of a few outlets located in the Klang Valley, took charge of the sales, inventories and staff management. Subsequently, he was promoted to a senior operation and sales executive in 2005.

In 2006, he was promoted to our head of purchasing, taking charge of the computer, digital imaging, mobile phone and office automation categories. He reported to Wong Che Hoe and was responsible for sourcing for suppliers, negotiating contracts and monitoring the quality of products and services provided for the computer, digital imaging, mobile phone and office automation categories. He was also involved in collecting and analysing data on consumers' preferences, needs and buying habits to identify potential markets and factors affecting product demand.

In 2012, Phang Weng Nam was promoted to the position of head of division for digital gadgets and took on additional responsibilities of developing and implementing new strategic marketing plans to increase the digital gadgets' revenues.

In September 2020, Phang Weng Nam was promoted to our Vice President of Digital Commerce and Supply Chain where he oversees digital marketing, home appliances, digital gadgets, audio visuals, e-commerce, shop-in-shop operations as well as leads our Group's efforts in identifying and securing suitable brands in relation to our brand distribution business.

(vi) Ang Keng Beng

Ang Keng Beng a Malaysian aged 51, is our Division Head of Internal Audit Compliance cum Franchise. He graduated from the National Chengchi University, Taiwan with a Bachelor of Business Administration in 1994.

Ang Keng Beng began his career as a business consultant in Future Management Consultants Sdn Bhd in 1994. He joined Senheng KL in 1997 as the personal assistant to KH Lim where he assisted in the daily operations of Senheng KL.

In 2012, he left our Group and joined Wiltek Homeware Sdn Bhd as the general manager, where he was responsible for overseeing the day-to-day retail operations of the company as well as developing and implementing business and corporate strategies.

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

In 2016, he re-joined Senheng KL as our Division Head of Internal Audit Compliance cum Franchise where he oversees our franchise department, business process compliance department and internal audit department. In respect of the franchise department, he manages all the franchised stores and ensures that all the franchisees manage the franchise business according to our Group's business model and operational standards. For the business process compliance department and internal audit department, he implements the operating procedures for all departments and conducts internal audits on all of our Group's outlets to ensure that all outlets' operations, transactions and documentation are in accordance with our Group's approved operating procedures.

(vii) Tai Tze Yen

Tai Tze Yen a Malaysian aged 49, is our Division Head of Digital Marketing. She graduated from the University of Southern Queensland, Australia, with a Bachelor of Business in 1996.

She began her career as a marketing executive in Dionn Pearl House Sdn Bhd in 1996 and was subsequently promoted to the position of assistant marketing manager in 1997, where she assisted in the development and execution of marketing and promotional campaigns. In 2000, she joined KSM Dot Com Sdn Bhd as the head of department in the marketing division where she developed internet marketing strategies for new products and provide services in the e-commerce platforms.

In 2004, she joined Clara International Beauty Group Sdn Bhd as the head of marketing where she was responsible for developing marketing strategies for the launch of new products and beauty services. In 2006 she joined F J Benjamin (M) Sdn Bhd as an operations manager where she was responsible for the overall retail operations of "GUESS" brand fashion outlets in Malaysia.

In 2008, she joined Maxis Berhad as a marketing manager in the business division where she managed promotional campaigns and event sponsorship. She left Maxis Berhad in 2013 and took a break thereafter. In 2015, she joined DePaddle Sdn Bhd as the head of marketing, where she was responsible for the operations, brand management, advertising, promotion and store openings of the "JEOEL" jewellery brand.

She joined Senheng KL as our Division Head of Digital Marketing in early 2017 and she supervises the branding, advertising and promotion of brands under our Group. She is responsible for implementing our marketing strategies, communicating through media platforms, conducting general market research and other branding and marketing initiatives.

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

(viii) Raymond Tan Chun Hong

Raymond Tan Chun Hong a Malaysian aged 30, is our Division Head of New Retail Technology. He graduated from the Tunku Abdul Rahman College with an Advanced Diploma in Mass Communication (Media Studies) in 2013.

He began his career as a production planning assistant in the transportation and stock department at Futuristic Store Fixtures Pte Ltd in 2013. Subsequently, he joined Legion Media Group as a junior media planner at the end of 2013, where he assisted clients in digital marketing including amongst others, setting-up and maintaining digital platforms such as social media fan pages, official websites and other e-commerce platforms such as Lazada, Lelong, Superbuy and Rakuten.

He left Legion Media Group and joined Lazada Malaysia as a content writer in mid-2014 and was subsequently promoted to the position of production associate at the end of 2014, where he assisted the commercial team in researching for the best method to onboard sellers. In 2015, he was promoted to product manager, where he was involved the provision of back-end support, including the management of technology systems.

He joined Senheng KL in 2017 as our head of department of web technology. In this role, he planned and prepared a web technology system roadmap that includes amongst others, payment integration, front-end experience, marketing and operation features. In mid-2019, he was promoted to his current position as Division Head of New Retail Technology, where he leads our new retail technology initiatives and provides guidance to our Group's departments to achieve business goals by designing technology-focused solutions. He also identifies new opportunities and technological trends that may support the continued success of our Group's business.

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

9.3.2 Shareholdings of our Key Senior Management

The following table sets forth the direct and indirect shareholdings of each 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:-

Name	Before our IPO			After our IPO		
	Direct		Indirect	Direct		Indirect
	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽²⁾
Wong Che Hoe	-	-	-	-	180,000	0.01
Mah Chin Niap	-	-	-	-	140,000	*-
Ho Weng Hung	-	-	-	-	160,000	0.01
Teng Kean Kheng	-	-	-	-	160,000	0.01
Phang Weng Nam	-	-	-	-	160,000	0.01
Ang Keng Beng	-	-	-	-	70,000	*-
Tai Tze Yen	-	-	-	-	60,000	*-
Raymond Tan Chun Hong	-	-	-	-	60,000	*-

Notes:-

* Negligible

(1) Based on the total number of 1,250,000,000 Shares as at the LPD.

(2) Based on the enlarged total number of 1,500,000,000 Shares after our IPO.

As disclosed above, none of our other Key Senior Management has any shareholding (direct or indirect) in our Company as at the LPD. None of our Key Senior Management are representatives of corporate shareholders. Each of our Key Senior Management has been allocated between 60,000 and 180,000 IPO Shares pursuant to our IPO Shares reserved for Eligible Persons under the Retail Offering. Subject to clawback and reallocation provisions as set out in Section 4.3.4 of this Prospectus, our Key Senior Management may also subscribe for additional Excess Shares under those allocations for the Eligible Persons as well as for our IPO Shares under the Retail Offering.

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

9.3.3 Involvement of our Key Senior Management in other principal business activities

Save as disclosed below, none of the Key Senior Management is involved in any other principal business activities outside our Group as at the LPD. The following table sets out the principal directorships and shareholdings of our Key Senior Management as at the LPD (“**Present directorships / shareholdings**”) and those which were held within the past 5 years up to the LPD (“**Previous directorships / shareholdings**”), as well as their involvement in principal business activities outside the Group as at the LPD:-

(i) Wong Che Hoe

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
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Present and previous directorships / shareholdings

Nil	Nil	Nil	Nil	Nil
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(ii) Mah Chin Niap

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
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Present directorships / shareholdings

Genesis Resources Limited	31.05.2016	-	Non-Executive Director	Exploration for and evaluation of gold, manganese and base metals
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Previous directorships / shareholdings

Insurnet Consultancy Sdn Bhd	05.01.2010	06.03.2019	Director	General insurance agency, reinsurance agency and brokerage businesses
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9. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

(iii) Ho Weng Hung

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
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Present and previous directorships / shareholdings

Nil Nil Nil Nil Nil

(iv) Teng Kean Kheng

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
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Present and previous directorships / shareholdings

Nil Nil Nil Nil Nil

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

(v) Phang Weng Nam

<u>Directorships / Shareholdings</u>	<u>Date of appointment as director / joining as partner</u>	<u>Date of resignation as director</u>	<u>Position held / % of shareholding held</u>	<u>Principal activities</u>
<u>Present directorships / shareholdings</u>				
Nil	Nil	Nil	Nil	
<u>Previous directorships / shareholdings</u>				
Accsource Sdn Bhd	26.07.2012	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 50.00%) 	Struck-off on 19.01.2018

(vi) Ang Keng Beng

<u>Directorships / Shareholdings</u>	<u>Date of appointment as director / joining as partner</u>	<u>Date of resignation as director</u>	<u>Position held / % of shareholding held</u>	<u>Principal activities</u>
<u>Present directorships / shareholdings</u>				
Consiscom Sdn Bhd	04.07.2013	-	<ul style="list-style-type: none"> ▪ Director ▪ Shareholder (Direct: 10.00%) 	Consists of conducting educational and learning course
<u>Previous directorships / shareholdings</u>				
Wiltek Homeware Sdn Bhd	23.04.2012	31.05.2016	<ul style="list-style-type: none"> ▪ Director 	Trading of sanitary wares and kitchen wares

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

(vii) Tai Tze Yen

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
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Present and previous directorships / shareholdings

Nil Nil Nil Nil Nil

(viii) Raymond Tan Chun Hong

Directorships / Shareholdings	Date of appointment as director / joining as partner	Date of resignation as director	Position held / % of shareholding held	Principal activities
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Present and previous directorships / shareholdings

Nil Nil Nil Nil Nil

The involvement of our Key Senior Management in those business activities outside our Group does not give rise to any conflict of interest situation with our business.

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

9.3.4 Key Senior Management remuneration and material benefits-in-kind

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 for services rendered in all capacities to our Group for FYE 2020 and estimated for FYE 2021 are as follows:-

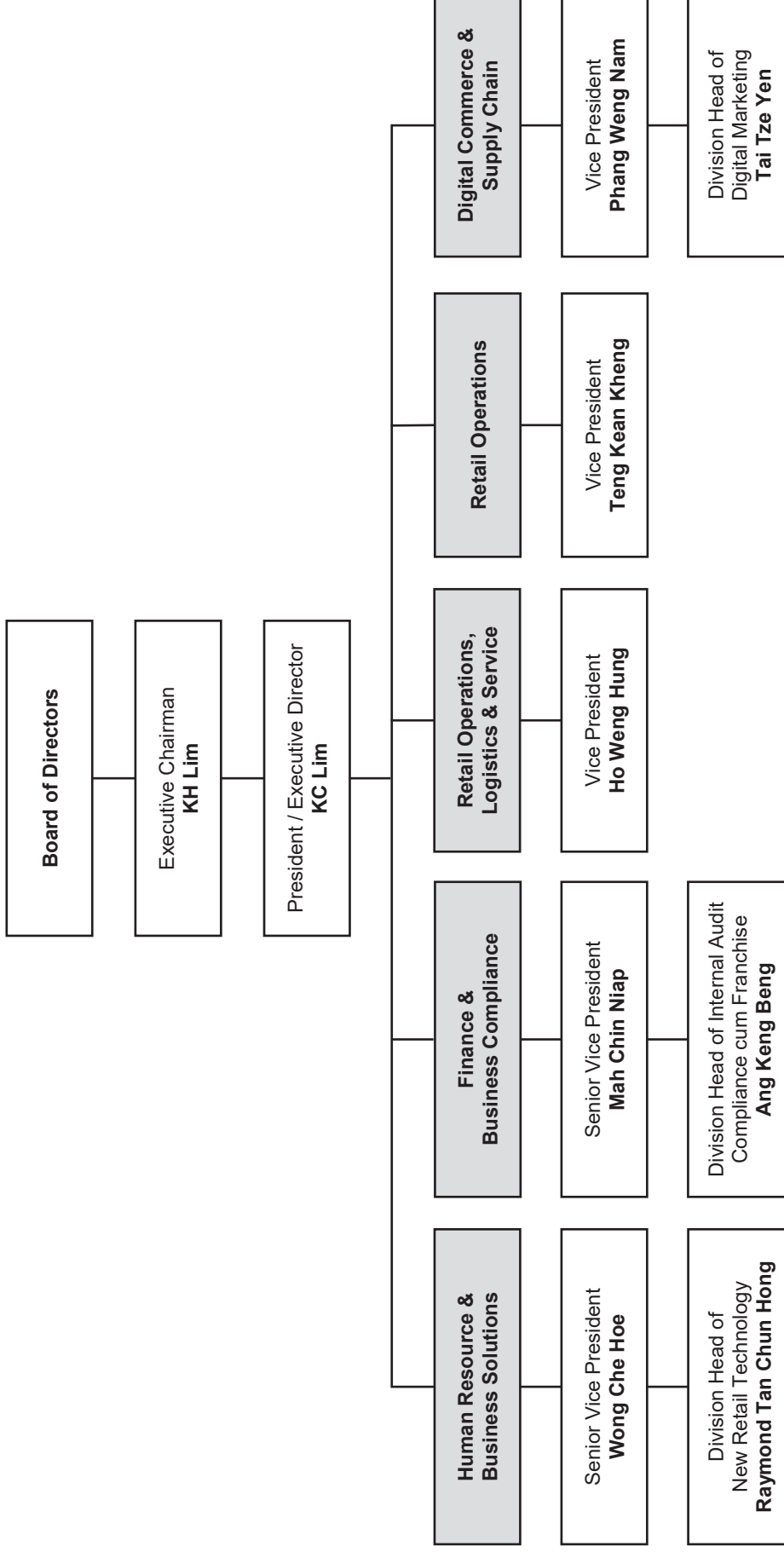
Name	FYE 2020 (Actual) (RM'000)	FYE 2021 (Estimate) (RM'000)
Wong Che Hoe	650 – 700	700 – 750
Mah Chin Niap	450 – 500	550 – 600
Ho Weng Hung	300 – 350	450 – 500
Teng Kean Kheng	250 – 300	400 – 450
Phang Weng Nam	350 – 400	450 – 500
Ang Keng Beng	300 – 350	300 – 350
Tai Tze Yen	200 – 250	250 – 300
Raymond Tan Chun Hong	150 – 200	150 – 200

The above remuneration comprises salaries, bonuses and allowances.

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

9.3.5 Management reporting structure

Our management reporting structure is as follows:-



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

9.4 DECLARATION BY OUR 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 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 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 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, 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) the subject of any order, judgement 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 judgement against him/her.

9.5 ASSOCIATIONS OR FAMILY RELATIONSHIPS BETWEEN OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Save as disclosed below, there are no associations or family relationships between any of our Promoters, Substantial Shareholders, Directors and Key Senior Management as at the LPD:-

- (i) KH Lim, KC Lim and KY Lim are brothers; and
- (ii) KH Lim, KC Lim and KY Lim are directors and shareholders of SQ Digital.

9.6 SERVICE AGREEMENTS

As at the LPD, there are no existing or proposed service agreements between our Group and our Directors or Key Senior Management which provide for benefits upon termination of employment.

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

9.7 OTHER MATTERS

No amount has been paid or benefit given within the 2 years preceding the date of this Prospectus, nor are intended to be paid or given to our Promoters or Substantial Shareholders except for the following:-

- (i) remunerations and benefits-in-kind paid to our Promoters who are employees in the course of their employment as set out in Section 9.2.4 of this Prospectus; and
- (ii) dividend paid to our shareholders.