

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

### 8.1 Promoters and substantial shareholders

#### 8.1.1 Shareholdings in our Company

The table below sets out the direct and indirect shareholdings of our Promoters and substantial shareholders in our Company before and after the Pre-IPO Restructuring and after our IPO:-

Name Company /	Nationality / Place of incorporation	Before the Pre-IPO Restructuring				After the Pre-IPO Restructuring / As at the LPD				After our IPO			
		Direct		Indirect		Direct		Indirect		Direct		Indirect	
		No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%	No. of Shares	(4)%	No. of Shares	(4)%
Ryo Narisawa	Japanese	20,000	100.00	-	-	36,240,600	4.06	(3)520,000,000	58.18	(5)38,240,600	3.06	(3)520,000,000	41.60
Jiyuan	Malaysia	-	-	-	-	520,000,000	58.18	-	-	520,000,000	41.60	-	-
Beh Lai Lien	Malaysian	-	-	-	-	114,856,800	12.85	(3)520,000,000	58.18	114,856,800	9.19	(3)(6)521,500,000	41.72
Tan Chan Chin	Malaysian	-	-	-	-	64,356,600	7.20	-	-	(5)66,106,600	5.29	-	-

**Notes:-**

- (1) Based on our issued share capital comprising 20,000 Shares before the Pre-IPO Restructuring.
- (2) Based on our issued share capital comprising 893,750,000 Shares after the Pre-IPO Restructuring but before our IPO.
- (3) Deemed interested by virtue of their direct shareholdings in Jiyuan pursuant to Section 8(4) of the Act.
- (4) Based on our enlarged issued share capital comprising 1,250,000,000 Shares after our IPO.
- (5) Assuming they subscribe for their entitlement in full under the Pink Form Allocation.
- (6) Deemed interested by virtue of his daughter's shareholdings in our Company pursuant to Section 59(11)(c) of the Act, assuming she subscribes for her entitlement in full under the Pink Form Allocation. He does not exercise any control, influence or involvement over his daughter's investment decisions. Accordingly, the reference to her shareholdings is made solely for disclosure purposes pursuant to Section 59(11)(c) of the Act and does not constitute any actual indirect interest in his shares.

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

Save for our Promoters and substantial shareholders, we are not aware of any other person who is able to, directly or indirectly, jointly or severally, exercise control over our Company. As at the LPD, there is no arrangement between our Company, our Promoters and our substantial shareholders, with any third party of which may result in a change in control of our Company.

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

### 8.1.2 Changes in our Promoters' and substantial shareholders' shareholdings since incorporation

Save for the issuance of Shares to our Promoters and/or substantial shareholders pursuant to the Pre-IPO Restructuring as detailed in **Section 5.4** of this Prospectus, there are no other changes in the direct and indirect shareholdings of our Promoters and substantial shareholders in our Company since incorporation up to the LPD.

### 8.1.3 Profiles of our Promoters and substantial shareholders

The profiles of our Promoters and substantial shareholders are as follows:-

#### (i) **Ryo Narisawa**

*Promoter, substantial shareholder and Executive Director / CEO*

Ryo Narisawa, a Japanese aged 72 years, is our Promoter, substantial shareholder and Executive Director / CEO. He was appointed to our Board on 7 May 2025 and is responsible for the overall corporate management, strategic planning, sales and marketing strategy as well as product development initiatives of our Group.

In March 1977, he received a Bachelor of Engineering from the University of Tokyo. Subsequently in April 1977, he began his career when he joined Honda Motor Corporation as Research Engineer, where he was involved in the R&D of automobile engines. He left the company in July 1981.

In August 1981, he joined Canadair Ltd (now known as Bombardier Inc) as Senior Staff Engineer, where he was involved in the R&D of turbine engines for aircraft manufacturing. In March 1984, he left the company and joined Bell Helicopter Textron as Senior Staff Engineer, where he was involved in the performance analysis and testing of turbine engines for helicopter manufacturing.

In July 1987, he returned to Canadair Ltd (now known as Bombardier Inc) as Senior Staff Engineer, where he was involved in the performance analysis of turbine engines for aircraft manufacturing. In March 1989, he left the company and joined Garrett Turbine Engine Company as Senior Staff Engineer, where he was involved in the testing and performance analysis of aircraft turbine engines. He left the company in August 1989.

In September 1989, he joined Intelmatec Corporation as Assistant Engineering Manager, where he was involved in the product development of automation machinery for high-tech industries. In March 1991, he left the company and founded YAC / HYAC Corporation (USA), a subsidiary of Y.A.C. Holdings Co Ltd (listed on the Tokyo Stock Exchange specialising in automation machinery). The company was based in Silicon Valley and was involved in the production and development of automation machinery for high-tech industries. In this role, he was responsible for overall corporate management and strategic direction, sales and marketing, marketing strategy and execution, production development and innovation, business development as well as client relationship management. He left the company in September 1998.

In September 1998, he founded Stratus Automation Corporation (initially known as Stratus Technologies Corporation) in the USA as President, where he was involved in the overall corporate management, strategic planning, sales and marketing strategy as well as product development initiatives. Subsequently in April 2016, following the expansion of our operations into Southeast Asian markets, his role was formalised as Executive Director / CEO of our Group, a position he holds to-date.

He does not hold any directorships in other public companies as at the LPD.

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

### (ii) Jiyuan

*Promoter and substantial shareholder*

Jiyuan was incorporated on 2 January 2019 in Malaysia under the Act as a private limited company under its present name. The principal activity of Jiyuan is investment holding with the aim to solely house and hold our Promoters' (i.e. Ryo Narisawa and Beh Lai Lien) Shares pursuant to our IPO.

The issued share capital of Jiyuan is RM1,002 comprising 1,002 ordinary shares as at the LPD.

The directors and shareholders of Jiyuan together with their respective shareholdings as at the LPD are as follows:-

	Nationality	Direct		Indirect	
		No. of shares	%	No. of shares	%
Ryo Narisawa	Japanese	801	79.94	-	-
Beh Lai Lien	Malaysian	201	20.06	-	-

### (iii) Beh Lai Lien

*Promoter and substantial shareholder*

Beh Lai Lien, a Malaysian aged 70 years, is our Promoter and substantial shareholder.

In November 1979, he received a Diploma in Mechanical Engineering from Wellington Polytechnic (now known as Massey University), New Zealand.

In December 1977, he began his career when he joined Giles and Elliot (NZ) Pte Ltd as Trainee Design Engineer, where he was involved in design of components and wiring layouts for switchboards. He left the company as a Design Engineer in November 1980.

In December 1980, he joined Chloride Batteries (NZ) Pte Ltd as Equipment Design Engineer, where he was involved in design of tools and equipment for battery manufacturing. He left the company in October 1983.

In February 1984, he joined Mattel Sdn Bhd as Equipment Engineer, where he was involved in the design of machines for toy manufacturing. He left the company in August 1984.

In September 1984, he joined Intel (M) Sdn Bhd as Automation Engineer, where he was involved in design of automation systems for semiconductor manufacturing. He left the company in August 1988.

In August 1988, he incorporated GOP Sdn Bhd and was appointed Director, where he was involved in managing the design of automation systems for manufacturing. He left the company in December 1990.

In January 1991, he incorporated AT Engineering Sdn Bhd (subsequently restructured as part of AT Systematization Berhad (now known as Erdasan Group Berhad), a public company listed on the ACE Market of Bursa Securities) where he was involved in managing the design of automation systems for manufacturing. His last held position at AT Systematization Berhad was Chairman / Managing Director. He left the company in June 2012 when he retired.

In October 2016, he became a shareholder in SASB and came out of retirement when he was appointed as General Manager of SASB, where he was responsible for overseeing SASB's factory operations. In April 2024, he subsequently ceased to hold any executive or management function upon his redesignation as the Non-Independent Non-Executive Director of SASB, a position he holds to-date.

He does not hold any directorships in other companies as at the LPD.

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

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**(iv) Tan Chan Chin**

*Promoter, substantial shareholder and Executive Director / COO*

Tan Chan Chin, a Malaysian aged 53 years, is our Promoter, substantial shareholder and Executive Director / COO. He is responsible for managing our engineering department as well as our back-end operations.

In May 1996, he received a Bachelor of Science in Mechanical Engineering from the University of Kansas.

Subsequently, he began his career in September 1996 when he joined HYAC Corporation (USA) as Junior Mechanical Engineer, where he was involved in designing automation machines. He left the company in September 1998.

In September 1998, he joined our Group as Engineer Manager, where he was involved in managing our mechanical engineering department. In March 2016, he was promoted to Director of our Group, where his responsibilities expanded to include leading our engineering department as well as overseeing the installation of AMHS solutions at customers' sites.

In April 2023, he was promoted to COO of our Group, a position he holds to-date.

He does not hold any directorships in other companies as at the LPD.

**8.1.4 Payments made to our Promoters and substantial shareholders**

Save for the dividends to be paid or proposed to be paid, if any, to our Promoters and substantial shareholders and the aggregate remuneration and benefits paid or proposed to be paid to our Promoters and/or substantial shareholders for services rendered to our Group in all capacities for the FYE 2025 and FYE 2026 as set out in **Section 8.5** of this Prospectus, there are no other amount or benefits paid or intended to be paid or given to our Promoters and/or substantial shareholders within the 2 years preceding the date of this Prospectus.

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

### 8.2 Directors

#### 8.2.1 Shareholdings in our Company

The table below sets out the direct and indirect shareholdings of each of our Directors in our Company as at the LPD, before and after our IPO, assuming our Directors will subscribe for their respective entitlements in full under the Pink Form Allocation as set out in **Section 3.2.1(ii)** of this Prospectus:-

Name	Designation	Nationality	Before our IPO / As at the LPD				After our IPO			
			Direct		Indirect		Direct		Indirect	
			No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Fazrin Azwar Bin Md. Nor	Independent Non-Executive Chairman	Malaysian	-	-	-	-	300,000	0.02	-	-
Ryo Narisawa	Executive Director / CEO	Japanese	36,240,600	4.06	<sup>(3)</sup> 520,000,000	58.18	38,240,600	3.06	<sup>(3)</sup> 520,000,000	41.60
Tan Chan Chin	Executive Director / COO	Malaysian	64,356,600	7.20	-	-	66,106,600	5.29	-	-
Teh Su-Ching	Independent Non-Executive Director	Malaysian	-	-	-	-	250,000	0.02	-	-
Samivel A/L Krishnamoorthy	Independent Non-Executive Director	Malaysian	-	-	-	-	250,000	0.02	-	-
Tan Ming-li	Independent Non-Executive Director	Malaysian	-	-	-	-	250,000	0.02	-	-

**Notes:-**

(1) Based on our issued share capital comprising 893,750,000 Shares after the Pre-IPO Restructuring but before our IPO.

(2) Based on our enlarged issued share capital comprising 1,250,000,000 Shares after our IPO.

(3) Deemed interested by virtue of his direct shareholdings in Jiyuan pursuant to Section 8(4) of the Act.

Notwithstanding the Pink Form Allocation reserved for our Directors, none of our Directors has the intention to apply and subscribe for the IPO Shares under the public balloting portion as set out in **Section 3.2.1(i)** of this Prospectus.

None of our Directors represents any corporate shareholder on our Board.

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

### 8.2.2 Profile of our Directors

The profile of our Directors are as follows:-

**(i) Fazrin Azwar Bin Md. Nor**  
*Independent Non-Executive Chairman*

Fazrin Azwar Bin Md. Nor, a Malaysian aged 59 years, is our Independent Non-Executive Chairman. He was appointed to our Board on 26 November 2025.

In July 1991, he received a Bachelor of Laws with Honours from Universiti Malaya. He has been an Advocate and Solicitor of the High Court of Malaya and member of the Malaysian Bar since April 1992. Further, he has been a Chartered (Audit Committee) Member of The Institute of Internal Auditors Malaysia since 2010 as well as a Fellow of the Institute of Corporate Directors Malaysia since August 2024.

In June 1991, he began his career when he joined Adnan Sundra & Low as a Pupil, where he undertook his chambering to qualify for his call to the Malaysian Bar. Following his call to the Malaysian Bar in April 1992, he continued to practice as a Legal Assistant at the firm. In this role, he was involved in the Litigation Department as well as Corporate Department. He left the firm in December 1998.

In 1997, he incorporated several private companies under the tradename "Kuchinta", which were principally involved in automobile dealership, insurance agency and ancillary business ("**Kuchinta Companies**"). Kuchinta Companies (save for Kuchinta Holdings Sdn Bhd) were gradually dissolved over the years, commencing in 1999. The majority of Kuchinta Companies (save for Kuchinta Holdings Sdn Bhd) ceased business in 2007, following which he gradually resigned as Director of the companies.

In January 1999, he co-founded Azwar & Chen (now known as Michael Chen & Co) as a Managing Partner. He was responsible for the provision of legal services for various fields of law, in particular corporate and commercial law as well as overseeing administrative, finance and marketing activities. He left the firm in March 2005.

In April 2005, he co-founded Rashidah Muzafar & Azwar (now known as Azwar & Associates) as a Managing Partner. He was responsible for the provision of legal services for various fields of law as well as overseeing administrative, finance and marketing activities. He left the firm in March 2025.

In May 2023, he joined Penjana Kapital Sdn Bhd (now known as Jelawang Capital Sdn Bhd) as Advisor-in-Residence, where he was involved in providing strategic direction and mentorship for investees. He left the company in May 2024.

As at the LPD, he serves as the Chairman and Independent Non-Executive Director of Benalec Holdings Berhad (listed on the Main Market), Independent Non-Executive Director of Dynafront Holdings Berhad (listed on the LEAP Market of Bursa Securities) and Independent Non-Executive Chairman of AMS Advanced Material Berhad (seeking listing on the ACE Market of Bursa Securities). Please refer to **Section 8.2.3(i)** of this Prospectus for further details on his directorships outside of our Group.

**(ii) Ryo Narisawa**  
*Promoter, substantial shareholder and Executive Director / CEO*

Please refer to **Section 8.1.3(i)** of this Prospectus for his profile.

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

- (iii) **Tan Chan Chin**  
*Promoter, substantial shareholder and Executive Director / COO*

Please refer to **Section 8.1.3(iv)** of this Prospectus for his profile.

- (iv) **Teh Su-Ching**  
*Independent Non-Executive Director*

Teh Su-Ching, a Malaysian aged 51 years, is our Independent Non-Executive Director. She was appointed to our Board on 26 November 2025.

In June 1993, she completed the Cambridge International Education A Levels at Tunku Abdul Rahman College Kuala Lumpur. She was admitted as an Associate of the ACCA in July 1999 and has been a Fellow of the ACCA since July 2004. Further, she has been a Registered Accountant of the MIA since September 2000. In July 2021, she was admitted as an Associate of The Institute of Chartered Accountants in England and Wales. She was appointed as a member of the Finance Committee as well as Audit Committee for The Incorporated Society of Planters for the terms 2021 to 2023 and 2023 to 2025. She was also certified as a Member as well as Fellow of the Institute of Leadership in June 2024 and February 2025 respectively.

In January 1996, she began her career when she joined Horwath Mok & Poon (now known as Crowe Malaysia PLT) as Audit Assistant, where she was involved in conducting annual statutory audits. In October 1997, she was promoted to Senior Assistant. In October 1998, she was promoted to Audit Senior, where her responsibilities expanded to include managing a team of auditors. She left the company in March 2000.

In April 2000, she joined Commerce International Merchant Bankers (now known as CIMB Investment Bank Berhad) as Executive in the Corporate Finance Department, where she was involved in drafting of prospectuses and circulars for initial public offering exercises. She left the company in November 2000.

In December 2000, she rejoined Horwath Mok & Poon (now known as Crowe Malaysia PLT) as Audit Senior. In October 2007, she was promoted to Corporate Advisory Principal, where she was responsible for financial due diligence and valuations as well as managing a team of executives. She left the company in July 2010.

In August 2010, she joined Tonik Asia Group Sdn Bhd as Chief Financial Officer, where she was responsible for overseeing the financial management of a group of healthcare and chiropractic clinics. She left the company in April 2014.

In May 2014, she joined Petal Tree Sdn Bhd as Chief Financial Officer where she was involved in management consultancy for private companies and educational institutions. In January 2016, subsequent to a corporate restructuring whereby the workforce of Petal Tree Sdn Bhd was absorbed by Tradewinds Plantation Management Sdn Bhd, she was appointed as Head of Business Planning at Tradewinds Plantation Management Sdn Bhd. In this role, she was responsible for assessing new businesses for the group of companies. In January 2017, she was promoted to General Manager of Finance, where her responsibilities expanded to include managing the company's finance processes and systems. She left the company in November 2018.

In November 2018, she joined Capers Management Sdn Bhd, a company involved in the provision of healthcare services including home nursing services, as Director. She left the company in October 2022.

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

In July 2020, The Clarissa Project PLT (a company she co-founded in October 2014) was appointed as an outsourced financial advisory support by Signature Snack Sdn Bhd and she was responsible for reviewing financial reports, supporting investor relations and overseeing compliance matters. The appointment of The Clarissa Project PLT as an outsourced financial advisory support by Signature Snack Sdn Bhd ceased upon the dissolution of The Clarissa Project PLT in April 2025.

In August 2021, she joined 1337 Ventures Sdn Bhd as Chief Financial Officer, where she was responsible for conducting financial review and analysis of the company's investments and fundraising opportunities. She left the company in December 2024.

In January 2023, she joined Strat369 Consulting Sdn Bhd as a Consultant, a position she holds to-date. In this role, she is involved in advising on financial reviews for the clients of the company.

In January 2025, she rejoined Signature Snack Sdn Bhd as Chief Financial Officer, a position she holds to-date. In this role, she is responsible for overseeing the financial management of the company.

As at the LPD, she serves as the Independent Non-Executive Director of Notion VTEC Berhad, Pimpinan Ehsan Berhad and Sern Kou Resources Berhad (all of which are listed on the Main Market) and Independent Non-Executive Director of Foodie Media Berhad (listed on the ACE Market of Bursa Securities). Please refer to **Section 8.2.3(iv)** of this Prospectus for further details on her directorships outside of our Group.

### (v) **Samivel A/L Krishnamoorthy** *Independent Non-Executive Director*

Samivel A/L Krishnamoorthy, a Malaysian aged 43 years, is our Independent Non-Executive Director. He was appointed to our Board on 26 November 2025.

In August 2004, he received a Bachelor of Science (Computer) from Universiti Teknologi Malaysia. Further, he has been a member of SEMI.ORG as well as the International Society of Automation since 2005 and 2025 respectively.

In May 2004, he began his career when he joined B. Braun Medical Industries Sdn Bhd as SAP Executive, where he was responsible for SAP middleware engineering. He left the company in October 2004.

In February 2005, he joined SilTerra Malaysia Sdn Bhd as an Engineer, where he was involved in equipment integration activities for foundry services in the IT department and later the CIM/Automation Department. He left the company in August 2007.

He joined Quest Adaptations Sdn Bhd in August 2007, where he was a consultant in the transfer and start up of Qimonda memory module house project in Senai. He left the company in June 2009 post completing the project.

In July 2009, he joined Osram Opto Semiconductors (Malaysia) Sdn Bhd as Senior Engineer, where he was involved in design, development and management of a fully integrated IT and operational technology setup. In August 2012, he was appointed as a Key Expert of Front End Manufacturing Technologies Equipment Engineering. In the following year, he was appointed as Senior Key Expert of Front End Manufacturing Technologies. His last held position was Senior Director of IT & Operational Technology before he left the company in April 2025.



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

In June 2025, he joined Black Semiconductor GmbH, a European deep-tech company, as Senior Director of Fab Automation & Integration, to scale Black Semiconductor's graphene-based chip connection technology in a fully automated 300mm foundry. He holds this position to-date.

He does not hold any directorships in other companies as at the LPD.

**(vi) Tan Ming-li**  
*Independent Non-Executive Director*

Tan Ming-li, a Malaysian aged 56 years, is our Independent Non-Executive Director. She was appointed to our Board on 26 November 2025.

In March 1993, she received a double degree comprising a Bachelor of Laws and Bachelor of Science from the University of Melbourne. She has been an Advocate and Solicitor of the High Court of Malaya and a member of the Malaysian Bar since May 1994.

In 1994, she began her career when she joined Allen & Gledhill (now known as Lee Hishamuddin Allen & Gledhill) as a Legal Assistant, where she was involved in corporate and commercial litigation as well as intellectual property. She left the firm in 1997.

In April 1997, she joined Cheang & Ariff as a Legal Assistant, where she was involved in practising in corporate and securities law. In January 2000, she was appointed as Partner. In June 2018, following the merger of Cheang & Ariff and Chooi & Company, she was appointed as Partner in Chooi & Company + Cheang & Ariff, where she continued to be involved in practising corporate and securities law. In April 2023, following the dissolution of Chooi & Company + Cheang & Ariff, she resumed her role as Partner in Cheang & Ariff, a position she holds to-date.

As at the LPD, she serves as the Independent Non-Executive Director of OM Holdings Limited (listed on the Australian Securities Exchange and secondary listed on the Main Market). Please refer to **Section 8.2.3(v)** of this Prospectus for further details on her directorships outside of our Group.

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

### 8.2.3 Involvements of our Directors in other businesses and corporations outside our Group

Save as disclosed below, none of our Directors has any directorships or principal business activities performed outside our Group for the past 5 years prior to the LPD:-

#### (i) Fazrin Azwar Bin Md. Nor

Company	Principal business activities	Nature of relationship	Date of appointment as director / partner	Date of cessation as director / partner
<b>Present involvements:-</b>				
ALPS Naigai Logistics (Malaysia) Sdn Bhd	Providing transportation and freight forwarding services and trading of raw materials for automatic components	<ul style="list-style-type: none"> <li>Director</li> <li>Shareholder (direct interest: 23.5%)</li> </ul>	28 December 2022	-
AMS Advanced Material Berhad (seeking listing on the ACE Market of Bursa Securities)	Investment holding company with its subsidiaries involved in supplying aluminium sheets, aluminium plates, aluminium rods & bars, aluminium profile extrusion and copper tubes & sheets	<ul style="list-style-type: none"> <li>Director</li> </ul>	2 May 2025	-
Benalec Holdings Berhad (listed on the Main Market)	Investment holding company with its subsidiaries are principally engaged in marine construction	<ul style="list-style-type: none"> <li>Independent Non-Executive Chairman</li> </ul>	27 February 2019	-
Dynafront Holdings Berhad (listed on the LEAP Market of Bursa Securities)	Investment holding company with its subsidiaries involved in life insurance applications, development and deployment of complete and comprehensive insurance software solutions ranging from front-end sales to back-end administrative systems	<ul style="list-style-type: none"> <li>Independent Non-Executive Director</li> </ul>	16 March 2022	-
Kuchinta Holdings Sdn Bhd	Investment holding company holding shares and other business support services activities	<ul style="list-style-type: none"> <li>Director</li> <li>Shareholder (direct interest: 50.0%)</li> </ul>	4 January 1995	-

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

Company	Principal business activities	Nature of relationship	Date of appointment as director / partner	Date of cessation as director / partner
Times Offset (Malaysia) Sdn Bhd	Commercial printing and products packaging printing, retail and distribution of commercial printing, packaging products, green sustainability products through physical and e-commerce platform	• Director	5 January 2007	-
Yayasan PEKEMA	To receive and administer funds for education, scientific and charitable purpose for the benefit of the poor and needy irrespective of their race, creed or religion	• Director	15 April 2025	-
<b>Past involvements:-</b>				
Arch Angel Equity Group Sdn Bhd (dissolved on 18 November 2022)	Investment company, business consultancy and marketing consultancy	• Shareholder (direct interest: 20.0%)	-	-
Azwar & Associates	Provision of legal services	• Founding Equity Partner	1 February 2012	14 March 2025
Creos (M) Sdn Bhd	Dealing in business of car accessories, production and management services, production and provision of media content, total production project management and image consultancy and styling consultancy for the advertising, media, events industries in areas and consultancy services	• Director	22 May 2014	6 February 2023
Mercury Industries Bhd	Investment holding company with its subsidiaries involved in civil and building construction works, marketing agent and general trader of building materials, undertakes the development of commercial and residential property	• Non-Independent Non-Executive Director • Shareholder (direct interest: negligible)	19 July 2006	28 November 2025

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

Company	Principal business activities	Nature of relationship	Date of appointment as director / partner	Date of cessation as director / partner
OMS Group Sdn Bhd	Contractor for the laying of underwater cables	• Director	3 July 2019	31 December 2022
Poh Kong Holdings Berhad	Investment holding company, provision of management services with its subsidiaries involved in distributing and supplying of jewellery, precious stones, semi-precious stones and gold ornaments, franchise management services, property investment, overseas investment holding and trading of bullion	• Independent Non-Executive Director	13 January 2004	29 May 2023
Smart Meters Technologies (M) Sdn Bhd	Manufacture of all kinds of meters; infrastructure and electrical services	• Director • Shareholder (direct interest: 21.0%)	10 May 2019	16 August 2021
Tong Herr Resources Berhad	Investment holding company with its subsidiaries involved in manufacture and sale of stainless steel fasteners including nuts, bolts, screws and all other threaded items, extrusion and fabrication of aluminium products, trading of aluminium extrusion products and parts	• Independent Non-Executive Director	20 July 1999	22 May 2023

**(ii) Ryo Narisawa**

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<b>Present involvements:-</b>				
Jiyuan	Investment holding company holding shares	• Director • Shareholder (direct interest: 79.9%)	9 March 2023	-
Nutragen Incorporated	Health supplement design and distribution	• Director • Shareholder (direct interest: 57.7%)	3 September 2012	-

**8. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**
**(iii) Tan Chan Chin**

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<b>Present involvement:-</b>				
Pearl Sanctuary Sdn Bhd	Plantation and trading of fruits, property investment	• Shareholder (direct interest: 8.0%)	-	-

**(iv) Teh Su-Ching**

Company	Principal business activities	Nature of relationship	Date of appointment as director / partner	Date of cessation as director
<b>Present involvements:-</b>				
Foodie Media Berhad (listed on the ACE Market of Bursa Securities)	Investment holding company with its subsidiaries involved in digital media publishing, key opinion leaders (KOL) marketing, short-film drama marketing, affiliate commerce and campaign management services	• Independent Non-Executive Director	7 April 2025	-
Notion VTEC Berhad (listed on the Main Market)	Investment holding company with its subsidiaries involved in among others, the design and manufacture of high precision components, production, sales and marketing of personal protective equipment and medical related components, devices and products	• Independent Non-Executive Director • Shareholder (direct interest: negligible)	2 August 2021	-
Pimpinan Ehsan Berhad (listed on the Main Market)	Investment holding company and currently it is not holding shares in any company and has no business and operations	• Independent Non-Executive Director	31 December 2024	-
Sern Kou Resources Berhad (listed on the Main Market)	Investment holding with its subsidiaries involved in the manufacturing, processing and trading of all kinds of timber, wood and related products, logging, processing and trading of rubberwood and timber	• Independent Non-Executive Director	25 November 2021	-

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

Company	Principal business activities	Nature of relationship	Date of appointment as director / partner	Date of cessation as director
<b>Past involvements:-</b>				
Capers Management Sdn Bhd	To carry out the business related to administrative health care services and trading health products and devices; to carry out the business related to management or residential and day care centres, nursing and retirement homes; to carry out human resources services and foreign workforce solutions	<ul style="list-style-type: none"> <li>Director</li> </ul>	28 November 2018	7 October 2022
Eancee Enterprise (business expired on 15 February 2021)	Retail sale of food products	<ul style="list-style-type: none"> <li>Sole proprietor</li> </ul>	-	-
Option Circle Sdn Bhd	Investment holding and providing healthcare services and related products	<ul style="list-style-type: none"> <li>Director</li> </ul>	3 June 2020	7 October 2022
Scoop Asia Sdn Bhd (dissolved on 10 October 2025)	Web portals; internet access providers by the operator of the wireless infrastructure; other telecommunications activities not elsewhere classified	<ul style="list-style-type: none"> <li>Director</li> </ul>	28 January 2019	7 October 2022
The Art Box PLT	Creative and entertainment activities	<ul style="list-style-type: none"> <li>Partner</li> <li>Compliance officer</li> </ul>	5 November 2019	9 May 2023
The Clarissa Project PLT (dissolved on 7 April 2025)	Business management consultancy services; financial consultancy services and other management consultancy services	<ul style="list-style-type: none"> <li>Partner</li> </ul>	16 October 2014	7 April 2025
Trufert Sdn Bhd	To carry out trading, licensing and distributor for all types of fertilizer and agriculture products; to carry on business and activities and act as management consultant; to carry on business support service activities	<ul style="list-style-type: none"> <li>Director</li> </ul>	25 February 2019	7 October 2022

**8. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**
**(v) Tan Ming-li**

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<b>Present involvements:-</b>				
CapitaLand Malaysia REIT Management Sdn Bhd	Engaged in managing and administering CapitaLand Malaysia Mall Trust ("CMMT") and undertakes primary management activities in relation to CMMT, including overall strategy, new acquisition and disposal analysis and other activities as provided by the trust deed of CMMT	• Independent Non-Executive Director	1 June 2021	-
OM Holdings Limited (listed on the Australian Securities Exchange and secondary listed on the Main Market)	Investment holding company with its subsidiaries engaged in the business of trading raw ores, smelting and marketing of processed ferroalloys	• Independent Non-Executive Director	10 May 2021	-
Tokio Marine Life Insurance Malaysia Bhd	Underwriting of all classes of life insurance business, including investment-linked business	• Independent Non-Executive Director	1 July 2024	-
<b>Past involvements:-</b>				
BP Plastic Holding Bhd	Investment holding company with its subsidiaries engaged in manufacturing of plastic products and trading of plastic products	• Senior Independent Non-Executive Director	29 May 2013	29 May 2025
Tune Insurance Malaysia Berhad	Underwriting of all classes of general insurance business	<ul style="list-style-type: none"> <li>• Independent Non-Executive Director (2014 to 2023)</li> <li>• Non-Independent Non-Executive Director (2023 to 2024)</li> </ul>	1 April 2014	1 April 2024

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

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
Tune Protect Group Berhad	Investment holding company with its subsidiaries engaged in underwriting of general reinsurance and retakaful window, underwriting of general insurance business, consultant, facilitator and provider of digital and technology services and solution, consultancy and facilitation services, provision of affordable pure life and health protection for the unserved and underserved market, investment in fixed income securities and money market placements	<ul style="list-style-type: none"> <li>Independent Non-Executive Director (2014 to 2023)</li> <li>Non-Independent Non-Executive Director (2023 to 2024)</li> </ul>	1 April 2014	1 April 2024

The involvements of our Directors as disclosed above exclude shares in public listed companies held by our Directors as minority shareholders (less than 5.0% of the total number of issued shares of a public listed company) in which they do not hold any directorship in these public listed companies, and the shares held are only for trading and personal investment purposes.

The involvement of Ryo Narisawa, our Executive Director / CEO, mentioned above in other principal business activities outside of our Group as set out in **Section 8.2.3(ii)** of this Prospectus will not affect his commitment and responsibilities to our Group as our Executive Director / CEO given that his involvement in the abovementioned companies are minimal in nature as these companies are either investment holding entity or he does not act in any executive role or capacity. In addition, the involvement of Tan Chan Chin, our Executive Director / COO, in a company set out in **Section 8.2.3(iii)** of this Prospectus is limited, whereby he is not a major shareholder and does not hold any executive roles. Hence, our Board is of the view that all such involvement would not affect their contribution and performance in our Group.

Further, the involvement of our Non-Executive Directors in other principal business activities outside our Group will not affect their commitment and responsibilities to our Group given that:-

- (i) their roles are substantially in the capacity as Independent Non-Executive Directors; and
- (ii) they are not involved in the day-to-day operations of the respective companies.



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

### **8.3 Board practice**

#### **8.3.1 Directorship**

Our Board acknowledges and takes cognisance of the MCCG which contains best practices and guidance for listed companies to improve upon or to enhance their corporate governance as it forms an integral part of their business operations and culture.

Our Board believes that our current Board composition provides an appropriate balance in terms of skills, knowledge and experience to promote the interest of all shareholders and to govern our Group effectively. Our Company has adopted the recommendations under the MCCG that at least half of the Board comprises Independent Non-Executive Directors, our chairperson is not a member of our Audit Committee, Remuneration Committee, Nomination Committee or Sustainability and Risk Management Committee, and to have at least 30% of the Directors on our Board are women.

In accordance with our Constitution, our Directors shall have the power at any time and from time to time to appoint any person to be a Director, either to fill a casual vacancy or as an addition to our existing Board, but so that the total number of Directors shall not at any time exceed the maximum number fixed by or in accordance with our Constitution which is 12 Directors.

Any person appointed as Director, either to fill a casual vacancy or as an addition to the existing Directors, shall hold office only until the next AGM and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at that meeting.

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

- (i) to provide leadership and oversee the overall conduct of our Group's businesses to ensure that our businesses are being properly managed;
- (ii) to review and adopt strategic plans for our Group and to ensure that such strategic plans and the risk, performance and sustainability thereon are effectively integrated and appropriately balanced;
- (iii) to review and adopt corporate governance best practices in relation to risk management, legal and compliance management and internal control systems to safeguard our Group's reputation, employees and assets and to ensure compliance with applicable laws and regulations;
- (iv) to ensure that our Company has effective Board committees as required by the applicable laws, regulations, rules, directives and guidelines and as recommended by the MCCG;
- (v) to review and approve our annual business plans, financial statements and annual reports;
- (vi) to monitor the relationship between our Group and our management, shareholders and stakeholders, and to develop and implement an investor relations programme or shareholders' communications policy for our Group; and
- (vii) to appoint our Board committees, to delegate powers to such committees, to review the composition, performance and effectiveness of such committees and to review the reports prepared by our Board committees and deliberate on the recommendations thereon.

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

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

Name	Date of appointment as Director	Date of expiration of the current term of office <sup>(1)</sup>	Approximate no. of years in office
Fazrin Azwar Bin Md. Nor	26 November 2025	Subject to retirement at AGM in year 2026	< 1 year
Ryo Narisawa	7 May 2025	Subject to retirement at AGM in year 2026	< 1 year
Tan Chan Chin	7 May 2025	Subject to retirement at AGM in year 2026	< 1 year
Teh Su-Ching	26 November 2025	Subject to retirement at AGM in year 2026	< 1 year
Samivel A/L Krishnamoorthy	26 November 2025	Subject to retirement at AGM in year 2026	< 1 year
Tan Ming-li	26 November 2025	Subject to retirement at AGM in year 2026	< 1 year

**Note:-**

- (1) Pursuant to our Constitution, an election of the Directors shall take place each year at the AGM of our Company where 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 and be eligible for re-election provided always that all Directors shall retire from office at least once in every 3 years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he/she retires.

In addition, the Directors to retire in each year shall be those who have been the longest in office since their appointment or last election, but as between persons who became Directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

**8.3.2 Audit Committee**

Our Audit Committee was established by our Board on 26 November 2025. The composition of our Audit Committee is set out below:-

Name	Designation	Directorship
Teh Su-Ching	Chairperson	Independent Non-Executive Director
Samivel A/L Krishnamoorthy	Member	Independent Non-Executive Director
Tan Ming-li	Member	Independent Non-Executive Director

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

- (i) to ensure openness, integrity and accountability in our Group's activities so as to safeguard the rights and interests of our shareholders;
- (ii) to review and approve our quarterly and annual financial statements for recommendation to our Board, focusing in particular on any changes in or implementation of major accounting policies and practices, significant and unusual events, significant adjustments arising from the audit, going concern assumption and compliance with accounting standards and other regulatory or legal requirements;
- (iii) to provide assistance to our Board in fulfilling its fiduciary responsibilities relating to corporate accounting and reporting practices;

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

- (iv) to improve our Group's business efficiency, the quality of accounting and audit functions so as to strengthen the public's confidence in our reported results;
- (v) to maintain a direct line of communication between our Board and the external and internal auditors;
- (vi) to enhance the independence of our external and internal auditors;
- (vii) to evaluate the quality of the audits performed by our external and internal auditors;
- (viii) to assess the suitability, objectivity and independence of our external auditors, including obtaining written assurance from external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements;
- (ix) to create a climate of discipline and control, this will reduce the opportunity for fraud;
- (x) to monitor and review matters relating to related party transactions entered into by our Group;
- (xi) to review conflict of interest situation that arose, persist or may arise within the Group and the measures taken to resolve, eliminate, or mitigate such conflicts;
- (xii) to recommend to our Board the nomination and re-appointment of the external auditors, considering their independence, the adequacy of experience, audit fee and any issue regarding resignation or dismissal;
- (xiii) to perform the oversight function over the administration of whistleblowing policy that is approved and adopted by the Board and to protect the values of transparency, integrity, impartiality and accountability where the Group conducts its business and affairs; and
- (xiv) to obtain advice from independent parties and other professionals, where necessary, in discharging their duties.

**8.3.3 Remuneration Committee**

Our Remuneration Committee was established by our Board on 26 November 2025. The composition of our Remuneration Committee is set out below:-

Name	Designation	Directorship
Samivel A/L Krishnamoorthy	Chairperson	Independent Non-Executive Director
Teh Su-Ching	Member	Independent Non-Executive Director
Tan Ming-li	Member	Independent Non-Executive Director

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

- (i) to assist our Board in determining the remuneration of our directors and senior management (refers to Executive Directors and C-suite members at Group level). In fulfilling this responsibility, our Remuneration Committee shall ensure that our Directors and our senior management:-
  - (a) are fairly rewarded for their individual contributions to overall performance;
  - (b) that the compensation is reasonable in light of our objectives; and

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

- (c) that the compensation is comparable to other companies.
- (ii) to review and recommend on an annual basis, the performance of our Directors and senior management, and recommend to our Board specific adjustments in remuneration and/or reward payments to be passed at a general meeting;
- (iii) to establish our Executive Director's goals, objectives and key performance indicators;
- (iv) to review our Executive Director's performance against the goals, objectives and key performance indicators set; and
- (v) to ensure that the remuneration packages and benefits for our Independent Non-Executive Directors do not conflict with their obligations to bring objective and independent judgement to our Board.

### 8.3.4 Nomination Committee

Our Nomination Committee was established by our Board on 26 November 2025. The composition of our Nomination Committee is set out below:-

Name	Designation	Directorship
Tan Ming-li	Chairperson	Independent Non-Executive Director
Samivel A/L Krishnamoorthy	Member	Independent Non-Executive Director
Teh Su-Ching	Member	Independent Non-Executive Director

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

- (i) to identify, assess and recommend to our Board, candidates for our board directorships, having regard to their expertise, experience, and other core competencies, potential conflict of interest, contribution and integrity which our Directors should bring to our Board to meet the needs of our Company, strengthen Board leadership and oversight of sustainability issues;
- (ii) to recommend to our Board, a mixture of suitable, qualified and experienced candidates as Directors to fill the seats on our Board committees, taking into consideration the optimum and effective size of our Board and the candidates:-
  - (a) character, competency, knowledge and experience;
  - (b) professionalism;
  - (c) integrity and credibility;
  - (d) fit and properness;
  - (e) time commitment, particularly number of other directorships; and
  - (f) 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 or functions as expected from the Independent Non-Executive Directors;
- (iii) to assess and evaluate, on an annual basis, or as required, the desirability of the overall composition of our Board and the balance amongst Executive, Non-Executive and Independent Directors;

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

- (iv) to evaluate the effectiveness of our Board and Board committees as a whole (including its size and composition) and contributions of each individual Director including a review of the performance of our Board in addressing our Company's material sustainability risks and opportunities. All assessments and evaluations carried out by our Nomination Committee in the discharge of all its functions would be properly documented;
- (v) to determine the independence of each Director annually and ensure that the independent Directors can bring independence and objective judgement to our Board deliberations;
- (vi) to review on an annual basis, the required mix of skills, experience, gender diversity and other qualities, including core competencies which Non-Executive and Executive Directors should have;
- (vii) to assess on an annual basis, the effectiveness of our Board and our Board committees as a whole and each individual Director including a review of the performance of our Board in addressing our Company's material sustainability risks and opportunities;
- (viii) to review and ensure an appropriate framework and plan for our Board succession;
- (ix) to recommend Director(s) who are retiring (by casual vacancy and/or by rotation) for re-election at our AGM; and
- (x) to ensure that our Directors receive appropriate induction programs and undergo continuous training in order to broaden their perspectives and to keep abreast with developments in the marketplace, changes in new statutory and regulatory requirements and understand the sustainability issues relevant to our Company and its business, including climate-related risks and opportunities.

### 8.3.5 Sustainability and Risk Management Committee

Our Sustainability and Risk Management Committee was established by our Board on 26 November 2025. The composition of our Sustainability and Risk Management Committee is set out below:-

Name	Designation	Directorship
Teh Su-Ching	Chairperson	Independent Non-Executive Director
Ryo Narisawa	Member	Executive Director / CEO
Samivel A/L Krishnamoorthy	Member	Independent Non-Executive Director
Tan Ming-li	Member	Independent Non-Executive Director

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

- (i) to oversee and recommend to our Board the risk management framework and policies of our Group;
- (ii) to review and recommend to our Board sustainability-related policies or frameworks of our Group;
- (iii) to advise our Board on setting appropriate policies on internal control and seek assurance that our systems are adequate and functioning effectively to address the risks;

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

- (iv) to determine our level of risk tolerance and actively identify, assess and monitor key business risks to safeguard our shareholders' investments and our assets;
- (v) to ensure that our Board conducts an annual review and periodic testing of our internal control and risk management;
- (vi) to oversee and monitor our Group's sustainability framework, including strategies, policies, governance structure and performance against approved targets;
- (vii) to review and address key sustainability matters, including material issues, audit or assurance findings, regulatory feedback and stakeholder concerns;
- (viii) to recommend significant sustainability matters to our Board to support informed decision-making and effective risk and opportunity management; and
- (ix) to obtain advice from independent parties and other professionals, where necessary, in discharging their duties.

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**8. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)****8.4 Key senior management****8.4.1 Shareholdings in our Company**

The table below sets out the direct and indirect shareholdings of each of our key senior management in our Company before and after our IPO, assuming our key senior management subscribe for their respective entitlements under the Pink Form Allocation in full as set out in **Section 3.2.1(ii)** of this Prospectus:-

Name	Designation	Nationality	Before our IPO / As at the LPD				After our IPO			
			Direct		Indirect		Direct		Indirect	
			No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Ryo Narisawa	Executive Director / CEO	Japanese	36,240,600	4.06	<sup>(3)</sup> 520,000,000	58.18	38,240,600	3.06	<sup>(3)</sup> 520,000,000	41.60
Tan Chan Chin	Executive Director / COO	Malaysian	64,356,600	7.20	-	-	66,106,600	5.29	-	-
Yap Kim Seng	Senior Director of Application Control Engineering	Malaysian	10,588,600	1.18	-	-	12,838,600	1.03	-	-
Beh Yong Yee	Senior Controller of Finance and Accounting Department	Malaysian	-	-	-	-	1,500,000	0.12	-	-
Satiaseelan A/L Kanasamy	Director of Sales and Project Engineering	Malaysian	-	-	-	-	2,000,000	0.16	-	-
Azahar Bin Mat Elias	Director of Manufacturing and Supply Chain	Malaysian	-	-	-	-	1,500,000	0.12	-	-
Lee Junyi	Director of R&D	Malaysian	-	-	-	-	2,000,000	0.16	-	-

**Notes:-**

- (1) Based on our issued share capital comprising 893,750,000 Shares after the Pre-IPO Restructuring but before our IPO.
- (2) Based on our enlarged issued share capital comprising 1,250,000,000 Shares after our IPO.
- (3) Deemed interested by virtue of his direct shareholdings in Jiyuan pursuant to Section 8(4) of the Act.

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

### 8.4.2 Profiles of our key senior management

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

- (i) **Ryo Narisawa**  
*Promoter, substantial shareholder and Executive Director / CEO*

Please refer to **Section 8.1.3(i)** of this Prospectus for his profile.

- (ii) **Tan Chan Chin**  
*Promoter, substantial shareholder and Executive Director / COO*

Please refer to **Section 8.1.3(iv)** of this Prospectus for his profile.

- (iii) **Yap Kim Seng**  
*Senior Director of Application Control Engineering*

Yap Kim Seng, a Malaysian aged 49 years, is our Senior Director of Application Control Engineering. He is responsible for overseeing the application software and software field service department, electrical engineering department as well as internal IT department. Further, he is also responsible for overseeing the operations of SAPL.

In May 2000, he received a Bachelor of Science in Computer Science from Utah State University. Subsequently in December 2000, he began his career when he joined STEAG RTP Systems as a Software Engineer, where he was involved in equipment application programming. Following the acquisition of STEAG RTP Systems by Mattson Technology Inc, he continued in the position of Software Engineer at Mattson Technology Inc until he left the company in October 2003.

In November 2003, he joined our Group as Control System Engineer, where he was involved in programming and software design. In July 2005, he was promoted to Senior Control System Engineer, where his responsibilities expanded to include leading a team of software engineers in programming and software design.

In October 2010, he was promoted to Control System Manager of our Group, where he was responsible for managing the control system department, application software and firmware department as well as the internal IT department.

In February 2025, he was promoted to Senior Director of Application Control Engineering of our Group, a position he holds to-date.

He does not hold any directorships in other companies as at the LPD.

- (iv) **Beh Yong Yee**  
*Senior Controller of Finance and Accounting Department*

Beh Yong Yee, a Malaysian aged 35 years, is our Senior Controller of Finance and Accounting Department. She is responsible for overseeing the finance and accounting department of our Group, which includes preparation of financial and management reports, taxation and financial planning.

In June 2014, she received a Bachelor of Business Administration in Economics and Professional Accounting from the Hong Kong University of Science and Technology. She has been a member of the ACCA since September 2018 and a Chartered Accountant of the MIA since January 2019. Further, she has been a fellow of the ACCA since September 2023.



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

In April 2014, she joined Dell Asia Pacific Private Sdn Bhd as an Analyst, through Agensi Pekerjaan Zenith Services Sdn Bhd. She was responsible for sales analytics reporting and identifying opportunities for business growth in the Asia Pacific region. She left the company in October 2014 to focus on pursuing the ACCA.

In August 2015, she joined Ernst & Young as an Audit Assistant, where she was involved in conducting financial audits for multinational companies and public listed companies.

She left Ernst & Young in October 2017 and joined PricewaterhouseCoopers LLP in Singapore as a Senior Associate. She was involved in conducting financial audits for financial institutions, government-linked companies and investment holding companies. She left the company in January 2019.

In February 2019, she joined our Group as an Accountant, where she was responsible for preparing financial and accounting documents. In September 2022, she was promoted to the role of Chief Financial Officer where her responsibilities expanded to include preparation of financial and management reports as well as preparation of tax documents. In May 2024, she was formalised as Senior Controller of Finance and Accounting Department of our Group, a position she holds to-date.

She does not hold any directorships in other companies as at the LPD.

### (v) **Satiaseelan A/L Kanasamy** *Director of Sales and Project Engineering*

Satiaseelan A/L Kanasamy, a Malaysian aged 42 years, is our Director of Sales and Project Engineering. He is responsible for leading our sales engineering and project management department.

In September 2006, he received a Bachelor's Degree in Engineering (Mechanical) from Universiti Teknologi Malaysia. Subsequently, he was certified in Lean Six Sigma Black Belt by Western Digital in November 2009. Further, he was certified as a Project Management Professional, Agile Certified Practitioner and Risk Management Professional in December 2013, December 2016 and May 2018 respectively, by Project Management Institute.

In June 2006, he began his career when he joined Komag USA (Malaysia) Sdn Bhd as a Specialist Engineer, where he was responsible for managing the maintenance and continuous improvement of hard disc manufacturing equipment. He left the company in June 2010.

In June 2010, he joined Xyratex Technology Ltd as a Technical Support Engineer, where he was responsible for providing field service support for automation solutions in the hard disc industry. He left the company in June 2011.

In June 2011, he joined BBS Automation Penang Sdn Bhd (formerly known as Ixmation (Asia) Sdn Bhd) as Project Engineer, where he was involved in project management for the provision of automation solutions. He subsequently received various promotions during the course of his employment at BBS Automation Penang Sdn Bhd and his last held position was Project Management Office (PMO) Manager, where he was responsible for leading the project management department.

In November 2021, he left BBS Automation Penang Sdn Bhd and joined Celestica Malaysia Sdn Bhd as Project Manager – Operations. In this role, he was responsible for managing projects across the region of Southeast Asia. He left the company in August 2022 and took a short career break.

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

In January 2023, he joined our Group as Head of Project Management Office, where he was responsible for leading our Group's project management department. In January 2025, he was appointed as our Director of Sales and Project Engineering, a position he holds to-date.

He does not hold any directorships in other companies as at the LPD.

### (vi) **Azahar Bin Mat Elias**

*Director of Manufacturing and Supply Chain*

Azahar Bin Mat Elias, a Malaysian aged 59 years, is our Director of Manufacturing and Supply Chain. He is responsible for overseeing our production operations to ensure efficiency, safety and quality. He also develops production strategies as well as manages production costs to support our Group's overall operational objectives.

In August 1989, he received a Bachelor of Science (Electrical Engineering) from Syracuse University.

In January 1990, he began his career when he joined Intel Technology Sdn Bhd as Product and Quality Engineer, where he was involved in the design and maintenance of semiconductor devices. In January 2010, he was promoted to New Product Introduction Manager where he was responsible for organising and leading the implementation of new products, from the product selection phase to the production phase. Subsequently in January 2020, he was promoted to Assembly and Test Manufacturing Manager where he was responsible for developing and executing manufacturing strategies and coordinating engineering teams. He left Intel Technology Sdn Bhd in March 2023 and began his retirement.

In January 2024, he exited retirement when he joined our Group as Deputy Director of Operations, where he was responsible for leading our Group's production team. In January 2025, he was promoted to Director of Manufacturing and Supply Chain of our Group, a position he holds to-date.

He does not hold any directorships in other companies as at the LPD.

### (vii) **Lee Junyi**

*Director of R&D*

Lee Junyi, a Malaysian aged 37 years, is our Director of R&D. He is responsible for leading, managing and providing technical direction for our Group's R&D activities.

In August 2012, he received a Mechanical Engineering degree from Imperial College London. Subsequently in May 2016, he received a Doctor of Philosophy (PhD) Degree in Mechanical Engineering Research from Imperial College London.

In September 2015, he began his career when he joined Imperial College of Science, Technology and Medicine as a Research Assistant where he was involved in performing research on materials science specialising in metals / metallurgy / inter-metallics in the Department of Mechanical Engineering. In May 2016, he was promoted to Research Associate in the Department of Mechanical Engineering. He left this role in January 2019.

In January 2019, he joined the Entrepreneur First Singapore programme. Through this programme, in April 2019, he founded Binsho Solutions Pte Ltd, a company involved in the development and distribution of AI and machine vision systems for grading of agriculture and food products. The company was struck off in March 2022 with the intention to move the business to Malaysia.

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

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In March 2020, upon returning to Malaysia, he incorporated Binsho Solutions (M) Sdn Bhd to continue the same business activity as Binsho Solutions Pte Ltd. In the same month, he was appointed as Director in Binsho Solutions (M) Sdn Bhd, a position he holds to-date. He was initially involved in product development activities in Binsho Solutions (M) Sdn Bhd and has ceased to be involved in the company's day-to-day operations since March 2020.

In May 2020, he joined our Group as R&D Engineer, where he was involved in design, performing analysis and testing of AMHS components. Subsequently, he continued to advance in R&D roles at our Group as follows:-

- Assistant Manager (R&D) in September 2021;
- R&D Manager in September 2022;
- R&D Manager (Mechanical and Software) in March 2023; and
- Senior R&D Manager (Mechanical and Software) in September 2023.

In December 2024, he was promoted to Director of R&D, a position he holds to-date.

He does not hold directorships in any public companies as at the LPD. Please refer to **Section 8.4.3 (iii)** of this Prospectus for further details on his directorships outside of our Group.

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

### 8.4.3 Involvement of our key senior management in other businesses and corporations outside our Group

Save for the involvement of Ryo Narisawa and Tan Chan Chin as disclosed in **Sections 8.2.3(ii)** and **8.2.3(iii)** of this Prospectus, and as disclosed below, none of our key senior management has any directorships or principal business activities performed outside our Group for the past 5 years prior to the LPD:-

#### (i) Yap Kim Seng

Company	Principal business activities	Nature of relationship	Date of appointment as director / partner	Date of cessation as director / partner
<b>Past involvements:-</b>				
Pixel Perfect Studio	Services of graphic designers, publishing of catalogues, photos, engraving and postcards, greeting cards, forms, posters, reproduction of works of art, advertising material and other printed matter, advertising, wholesale of photographic and optical goods	• Partner	18 April 2013	7 December 2020
Orthomedic Medical Devices Sdn Bhd	Investment holding company in property	• Director	10 February 2020	13 March 2025

#### (ii) Satiaseelan A/L Kanasamy

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<b>Past involvement:-</b>				
Krsna Intelligent Solutions (business expired on 30 September 2022)	Industrial automation technical consultation, support & project management service	• Sole proprietor	-	-

**8. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**
**(iii) Lee Junyi**

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<b>Present involvements:-</b>				
Binsho Solutions (M) Sdn Bhd	AI and machine vision systems to perform grading of agriculture and food products, mainly palm oil. The main product is a system that uses cameras to capture images of palm oil fresh fruit bunches ("FFBs"), grades them by maturity, freshness and other categories. It then stores them in a database and performs calculations to determine the yield of these FFBs. The information is then presented in a front end. The customers are entirely palm oil mills / plantations or food processing factories	<ul style="list-style-type: none"> <li>Director</li> <li>Shareholder (direct interest: 50.0%)</li> </ul>	16 March 2020	-
General Analytics Ltd (UK)	Offers simulation services and material modelling for exotic materials like TiAl and MgO Offers proofreading services for academic papers and technical documentation	<ul style="list-style-type: none"> <li>Director</li> <li>Shareholder (direct interest: 100.0%)</li> </ul>	2 January 2019	-
<b>Past involvement:-</b>				
Binsho Solutions Pte Ltd (Struck off on 10 March 2022)	AI and machine vision systems to perform grading of agriculture and food products, mainly palm oil. The main product is a system that uses cameras to capture images of palm oil FFBs, grades them by maturity, freshness and other categories. It then stores them in a database and performs calculations to determine the yield of these FFBs. The information is then presented in a front end. The customers are entirely palm oil mills / plantations or food processing factories	<ul style="list-style-type: none"> <li>Director</li> <li>Shareholder (direct interest: 50.0%)</li> </ul>	16 April 2019	10 March 2022

The involvement of our key senior management, namely Lee Junyi in other principal business activities outside of our Group will not affect his commitment and responsibilities to our Group in his role as our Director of R&D, given that the day-to-day management and operations of the business is managed by other shareholders and supported by an independent management team.

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

### 8.5 Remuneration of Directors and key senior management

#### 8.5.1 Directors

The aggregate remuneration and material benefits-in-kind (which includes contingent or deferred remuneration) paid or proposed to be paid to our Directors on a yearly basis for services rendered in all capacities to our Group for the FYE 2025 and FYE 2026 are as follows:-

#### (i) FYE 2025 (paid)

Director	Fixed and non-deferred remuneration			Variable and non-deferred remuneration		Total (RM'000)
	Director's fee (RM'000)	Salary (RM'000)	Contributions to EPF and SOCSO (RM'000)	Bonus (RM'000)	Benefit-in-kind (RM'000)	
<b><u>Executive Directors</u></b>						
Ryo Narisawa	-	3,525	-	492	76	<b>4,093</b>
Tan Chan Chin	-	850	141	239	61	<b>1,291</b>
<b><u>Non-Executive Directors</u></b>						
Fazrin Azwar Bin Md. Nor	-	-	-	-	-	-
Teh Su-Ching	-	-	-	-	-	-
Samivel A/L Krishnamoorthy	-	-	-	-	-	-
Tan Ming-li	-	-	-	-	-	-

**8. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)****(ii) FYE 2026 (proposed)**

Director	Fixed and non-deferred remuneration			Variable and non-deferred remuneration		Total		
	Director's fee (RM'000)	Salary (RM'000)	Contributions to EPF and SOCSO (RM'000)	Bonus (RM'000)	Benefit-in-kind (RM'000)	Paid as at the LPD (RM'000)	Remaining to be paid in the FYE 2026 (RM'000)	Total (RM'000)
<b><u>Executive Directors</u></b>								
Ryo Narisawa <sup>(1)</sup>	22	3,877	40	541	84	2,235	2,329	<b>4,564</b>
Tan Chan Chin <sup>(1)</sup>	22	935	155	262	67	812	629	<b>1,441</b>
<b><u>Non-Executive Directors</u></b>								
Fazrin Azwar Bin Md. Nor <sup>(2)</sup>	48	-	-	-	-	-	48	<b>48</b>
Teh Su-Ching <sup>(2)</sup>	40	-	-	-	-	-	40	<b>40</b>
Samivel A/L Krishnamoorthy <sup>(2)</sup>	40	-	-	-	-	-	40	<b>40</b>
Tan Ming-Ii <sup>(2)</sup>	40	-	-	-	-	-	40	<b>40</b>

**Notes:-**

(1) Our Executive Directors were appointed on 7 May 2025.

(2) Our Non-Executive Directors were appointed on 26 November 2025.

The remuneration of our Directors, which includes salaries, Directors' fees, bonus and such other allowances as well as other benefits-in-kind, must be considered and recommended by our Remuneration Committee and subsequently approved by our Board. Our Directors' fees must be further approved / endorsed by our shareholders at a general meeting.

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

### 8.5.2 Key senior management

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

Key senior management	Remuneration band	
	FYE 2025 (RM'000)	FYE 2026 (proposed) (RM'000)
Yap Kim Seng	1,700 – 1,750	1,700 – 1,750
Beh Yong Yee	500 - 550	550 - 600
Satiaseelan A/L Kanasamy	650 - 700	700 - 750
Azahar Bin Mat Elias	700 - 750	750 - 800
Lee Junyi	800 - 850	850 - 900

The remuneration of our key senior management, which includes salaries, bonuses and allowances as well as other benefits (such as parking and mobile allowances), must be considered and recommended by our Remuneration Committee and subsequently approved by our Board.

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

### **8.6 Declaration from our Promoters, Directors and key senior management**

As at the LPD, none of our Promoters, Directors and key senior management is or has 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 such person 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) such person was 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, such person was charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgment was entered against such person, 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, such person was the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his/her part that relates to the capital market;
- (vi) such person was the subject of any order, judgment or ruling of any court, government, or regulatory authority or body temporarily enjoining him/her from engaging in any type of business practice or activity;
- (vii) in the last 10 years, such person has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and
- (viii) any unsatisfied judgment against such person.

### **8.7 Family relationships and/or associates**

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

- (i) Ryo Narisawa (our Promoter, substantial shareholder and Executive Director / CEO) is the director and shareholder of Jiyuan (our Promoter and substantial shareholder);
- (ii) Tan Chan Chin (our Promoter, substantial shareholder and Executive Director / COO) is the brother-in-law of Beh Lai Lien (our Promoter and substantial shareholder) and the uncle of Beh Yong Yee (our Senior Controller of Finance and Accounting Department);
- (iii) Beh Lai Lien (our Promoter and substantial shareholder) is the father of Beh Yong Yee (our Senior Controller of Finance and Accounting Department). He is the director and shareholder of Jiyuan (our Promoter and substantial shareholder); and
- (iv) Beh Yong Yee (our Senior Controller of Finance and Accounting Department) is the daughter of Beh Lai Lien (our Promoter and substantial shareholder) and the niece of Tan Chan Chin (our Promoter, substantial shareholder and Executive Director / COO).

### **8.8 Service agreements**

None of our Directors and key senior management has any existing or proposed service agreement with our Group as at the LPD.

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

### 8.9 Management reporting structure

The management reporting structure of our Group is as follows:-

