

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

9.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

9.1.1 Profiles of our Promoters and substantial shareholders

(i) MMC Corp as our Promoter and substantial shareholder

MMC Corp was incorporated in Malaysia under the Act 1965 on 19 November 1976 as a private limited company under the name of Malayan Tin Dredging (M) Sdn Bhd and is deemed registered under the Act. It was converted into a public company and changed its name to Malayan Tin Dredging (M) Bhd on 8 March 1977. On 10 October 1981, it changed its name to Malaysia Mining Corporation Berhad and on 4 June 2004, it assumed its current name. MMC Corp is a utilities and infrastructure group with diversified businesses under four divisions, namely ports and logistics, energy and utilities, engineering and industrial development. MMC Corp's key businesses in the ports segment include the ports operated by the Company. In the energy and utilities segment, MMC Corp is the shareholder of Malakoff Corporation Berhad, Gas Malaysia Berhad and Aliran Ihsan Resources Berhad. MMC Corp's other operations include Senai International Airport and its international business in the ports sectors.

As at the LPD, the issued share capital of MMC Corp is RM3,937,899,423 comprising 2,000,000,000 ordinary shares and 2,677,926,975 preference shares.

The directors of MMC Corp are as follows:

- (a) Tan Sri Tajuddin bin Atan;
- (b) TSCK;
- (c) Dato' Abdul Hamid bin Sh Mohamed;
- (d) Dato' Siti Halimah binti Ismail;
- (e) Dato' Syed Naqiz Shahabuddin bin Syed Abdul Jabbar; and
- (f) Dato' Ir. Jamaludin bin Osman.

The shareholders of MMC Corp and their respective shareholding in MMC Corp are as follows:

Shareholder	Nationality/ Country of incorporation	Direct		Indirect	
		No. of ordinary shares in MMC Corp	%	No. of ordinary shares in MMC Corp	%
Seaport Terminal	Malaysia	2,000,000,000	⁽¹⁾ 100.0	-	-
Indra Cita	Malaysia	-	-	2,000,000,000	⁽²⁾ 100.0
TSSM	Malaysian	-	-	2,000,000,000	⁽³⁾ 100.0

Notes:

- (1) Seaport Terminal also holds 2,677,926,975 (100.0%) preference shares in MMC Corp.
- (2) Deemed interested by virtue of its shareholding in Seaport Terminal, applying Section 8(4) of the Act.
- (3) Deemed interested by virtue of his shareholding in Indra Cita, applying Section 8(4) of the Act.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(ii) Seaport Terminal as our Promoter and substantial shareholder

Seaport Terminal is our Promoter and substantial shareholder. As at the LPD, Seaport Terminal is an indirect holding company of MMC Ports and MMC Corp is a wholly-owned subsidiary of Seaport Terminal.

Seaport Terminal was incorporated in Malaysia under the Act 1965 on 22 July 1991 as a private limited company under its present name and is deemed registered under the Act. The principal activities of Seaport Terminal are investment holding and provisions of the development and management of port facilities.

As at the LPD, the issued share capital of Seaport Terminal is RM10,000,000 comprising 10,000,000 ordinary shares.

The directors of Seaport Terminal are as follows:

- (a) TSSM; and
- (b) Syed Danial bin Syed Mokhtar Shah.

The shareholders of Seaport Terminal and their respective shareholding in Seaport Terminal as at the LPD are as follows:

Shareholder	Nationality / Country of incorporation	Direct		Indirect	
		No. of ordinary shares in Seaport Terminal	%	No. of ordinary shares in Seaport Terminal	%
Indra Cita	Malaysia	10,000,000	100.0	-	-
TSSM	Malaysian	-	-	10,000,000	⁽¹⁾ 100.0

Note:

- (1) Deemed interested by virtue of his shareholding in Indra Cita, applying Section 8(4) of the Act.

(iii) Indra Cita as our substantial shareholder

Indra Cita is our substantial shareholder.

Indra Cita was incorporated in Malaysia under the Act 1965 on 28 August 1993 as a private limited company under its present name and is deemed registered under the Act. Indra Cita is principally engaged in investment holding with investment in MMC Corp.

As at the LPD, the issued share capital of Indra Cita is RM11,000,000 comprising 1,000,000 ordinary shares and 10,000,000 preference shares.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

The shareholders of Indra Cita and their respective shareholding in Indra Cita as at the LPD are as follows:

Shareholder	Nationality	Direct		Indirect	
		No. of ordinary shares in Indra Cita	%	No. of ordinary shares in Indra Cita	%
TSSM	Malaysian	⁽¹⁾ 999,999	100.0	-	-
Puan Sri Sharifah Zarah binti Syed Kechik Albukhary	Malaysian	1	*	-	-

Notes:

* *Negligible.*

(1) *TSSM also holds 10,000,000 (100.0%) preference shares in Indra Cita.*

(iv) TSSM as our substantial shareholder

TSSM, a Malaysian, is our substantial shareholder by virtue of his interest in Indra Cita. For his family relationship with our substantial shareholders, Promoters and Directors, see Section 9.5 of this Prospectus.

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9.1.2 Shareholding of our Promoters and substantial shareholders

The following tables set out the direct and indirect shareholding of our Promoters and substantial shareholders before and after our IPO:

Name/ Country of incorporation/ Nationality	Before our IPO ⁽¹⁾				After our IPO							
	Direct		Indirect		Assuming the Over-allotment Option is not exercised ⁽²⁾				Assuming the Over-allotment Option is fully exercised ⁽³⁾			
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Promoters and substantial shareholders												
MMC Corp/ Malaysia	14,240,000,000	100.0	-	-	9,968,000,000	70.0	-	-	9,327,200,000	65.5	-	-
Seaport Terminal/ Malaysia	-	-	14,240,000,000	⁽⁴⁾ 100.0	-	-	9,968,000,000	⁽⁴⁾ 70.0	-	-	9,327,200,000	⁽⁴⁾ 65.5
Substantial shareholders												
Indra Cita/ Malaysia	-	-	14,240,000,000	⁽⁵⁾ 100.0	-	-	9,968,000,000	⁽⁵⁾ 70.0	-	-	9,327,200,000	⁽⁵⁾ 65.5
TSSM/ Malaysian	-	-	14,240,000,000	⁽⁶⁾ 100.0	-	-	9,968,000,000	⁽⁶⁾ 70.0	-	-	9,327,200,000	⁽⁶⁾ 65.5

Notes:

(1) Based on our issued Shares of 14,240,000,000 Shares after the Subdivision.

(2) Based on our issued Shares of 14,240,000,000 Shares upon our Listing.

(3) Assuming an Over-allotment Option of 640,800,000 Shares, representing 15.0% of the total number of the Offer Shares offered, is fully exercised.

(4) Deemed interested by virtue of its shareholding in MMC Corp, applying Section 8(4) of the Act.

(5) Deemed interested by virtue of its shareholding in Seaport Terminal, applying Section 8(4) of the Act.

(6) Deemed interested by virtue of his shareholding in Indra Cita, applying Section 8(4) of the Act.

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

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Save as disclosed above, there are no 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 the operation of which may result in the change in control of our Company at a date subsequent to our IPO and our Listing.

9.1.3 Changes in our Promoters' and substantial shareholders' shareholdings in our Company for the past three years

Save as disclosed below, there has been no change in our Promoters' and substantial shareholders' shareholdings in our Company for the past three years preceding the LPD:

Name	As at 31 December 2022				As at 31 December 2023			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
MMC Corp	⁽¹⁾ 3,546,417,409	100.0	-	-	3,546,417,409	100.0	-	-
Seaport Terminal	-	-	3,546,417,409	⁽²⁾ 100.0	-	-	3,546,417,409	⁽²⁾ 100.0
Indra Cita	-	-	3,546,417,409	⁽³⁾ 100.0	-	-	3,546,417,409	⁽³⁾ 100.0
TSSM	-	-	3,546,417,409	⁽⁴⁾ 100.0	-	-	3,546,417,409	⁽⁴⁾ 100.0

Name	As at 31 December 2024				As at LPD			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
MMC Corp	3,560,000,000	100.0	-	-	3,560,000,000	100.0	-	-
Seaport Terminal	-	-	3,560,000,000	⁽²⁾ 100.0	-	-	3,560,000,000	⁽²⁾ 100.0
Indra Cita	-	-	3,560,000,000	⁽³⁾ 100.0	-	-	3,560,000,000	⁽³⁾ 100.0
TSSM	-	-	3,560,000,000	⁽⁴⁾ 100.0	-	-	3,560,000,000	⁽⁴⁾ 100.0

Notes:

- (1) MMC Corp and Anglo-Oriental (Annuities) Sdn Bhd (wholly-owned by MMC Corp) hold 978,578,872 and 86,767,926 RCPS respectively which were redeemed out of capital on 29 December 2023.
- (2) Deemed interested by virtue of its shareholding in MMC Corp, applying Section 8(4) of the Act.
- (3) Deemed interested by virtue of its shareholding in Seaport Terminal, applying Section 8(4) of the Act.
- (4) Deemed interested by virtue of his shareholding in Indra Cita, applying Section 8(4) of the Act.

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

9.1.4 Amounts/benefits paid/given or proposed to be paid to our Promoters and our substantial shareholders

No amounts have been paid or benefits given or proposed to be paid or given to our Promoters and substantial shareholders within the two years preceding the date of this Prospectus, except for dividends paid to our shareholders.

9.2 BOARD OF DIRECTORS

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

Our Company has adopted the recommendations under the MCCG to have a Board comprising a majority of Independent Non-Executive Directors.

With that, our Board believes that our current Board composition provides the appropriate balance in terms of skills, knowledge and experience to promote the interests of all shareholders and to govern our Group effectively. Our Board is also committed to achieving and sustaining high standards of corporate governance.

Within the limits set by our Constitution, our Board is responsible for the governance and management of our Group. To ensure the effective discharge of its functions, our Board has set out the following key responsibilities in the Board Charter:

- (i) Promote sound corporate governance culture within our Group, which reinforces ethical, prudent and professional behaviour;
- (ii) Review, challenge, and decide on management's proposals for our Group and monitor their implementation;
- (iii) Review the overall strategic plans and programmes for our Group and ensure that they support long-term value creation and include strategies on economic, environmental and social considerations that underpin sustainability;
- (iv) Oversee the conduct of our Group's businesses and assess management's performance and whether the businesses are being properly managed;
- (v) Review and ensure that the transaction entered into with a related party is fair, reasonable and not to the detriment of minority shareholders;
- (vi) Identify and understand the principal risks of our Group's businesses, set the risk appetite within which our Board expects management to operate and ensure implementation of a proper risk management system to identify, analyse, evaluate, manage and monitor such financial and non-financial risks;
- (vii) Establish a succession plan for our Group;
- (viii) Develop and implement a shareholder communication policy for our Group;
- (ix) Review the adequacy and integrity of the management information and internal control systems of our Company and our Group, including systems for compliance with applicable laws, regulations, rules, directives and guidelines; and
- (x) Ensure the integrity of our Group's financial and non-financial reporting and that our Directors are able to understand financial statements and form a view of the information presented.

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In addition, the roles and responsibilities of our Chairman are clearly segregated to further enhance and preserve a balance of authority and accountability. Our Chairman is primarily responsible for the following:

- (i) Provide leadership to our Board to ensure our Board can perform its responsibilities effectively;
- (ii) Lead our Board in ensuring that good corporate governance practices and procedures are adopted and implemented in our Group;
- (iii) Chair meetings of our Board and discussions in such a manner that stimulates debate on issues before our Board, encourages active participation and allows dissenting views to be freely expressed;
- (iv) Chair meetings of shareholders and ensure effective communication with shareholders and relevant stakeholders, and that their views are communicated to our Board;
- (v) Consult our company secretary in setting the agenda for the meeting and ensure our Directors receive complete and accurate information in a timely manner;
- (vi) Act as liaison between our Board and management. Our Chairman should act as the main link between our Board and management, particularly between our Board and our Chief Executive Officer;
- (vii) Ensure proper committee structure, including assignments of members and committee chairmen. Our Chairman should also ensure that there is a succession plan framework for our Board, evaluated by the Nomination and Remuneration Committee and approved by our Board;
- (viii) Ensure that all Board members, upon taking up their office, are fully briefed on the terms of their appointment, time commitment, duties and responsibilities, and the business of our Group;
- (ix) Conduct a performance assessment of our Board, its committees and individual Directors; and
- (x) Lead our Board in its collective oversight of our management.

On the other hand, our Chief Executive Officer is primarily responsible for the following:

- (i) Foster a corporate culture among the employees that promotes ethical practices, encourages individual integrity, and fulfilment of corporate social responsibility;
- (ii) Develop and recommend to our Board a long-term strategy and vision for our Company that will lead to the creation of shareholders' value;
- (iii) Develop and recommend to our Board our Group's operational plans and budgets that support our Group's long-term strategy;
- (iv) Ensure achievement of our Company's objectives and goals, as contained in the strategic plan;
- (v) Manage the overall business and oversee the day-to-day operations of our Company;
- (vi) Recommend management structure and operating authority levels, which include delegation of responsibilities to management;

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

- (vii) Ensure that our Company has an effective management team and an active plan for its development and succession. Reports to our Board annually on the succession and management development plan;
- (viii) Formulate and oversee the implementation of major corporate policies;
- (ix) Responsible for the financial management of our Company and overseeing the handling of financial matters, which includes keeping proper accounts and ensuring efficient and effective use of all resources;
- (x) Report to our Board on key performance indicators in relation to the financial results, market conditions and other developments; and
- (xi) Reports to our Board on significant business decisions undertaken by our Group.

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

Director	Designation	Age ⁽¹⁾	Date of appointment	Date of expiration of the current term of office	No. of years and months in office ⁽¹⁾
TSCK	Non-Independent Non-Executive Chairman	59	25 November 2014 ⁽²⁾	Subject to retirement by rotation at the AGM in 2026	10 years 5 months
Sharifah Sofia binti Syed Mokhtar Shah	Non-Independent Non-Executive Director	31	22 April 2025	Subject to retirement by rotation at the AGM in 2028	Less than 1 month
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican	Independent Non-Executive Director	60	22 April 2025	Subject to retirement by rotation at the AGM in 2027	Less than 1 month
Johari bin Abdul Muid	Independent Non-Executive Director	67	22 April 2025	Subject to retirement by rotation at the AGM in 2027	Less than 1 month
Aznita binti Abdul Aziz	Independent Non-Executive Director	53	5 June 2025	Subject to retirement by rotation at the AGM in 2026	-(3)
Datuk Syed Hamadah Othman	Independent Non-Executive Director	54	5 June 2025	Subject to retirement by rotation at the AGM in 2026	-(3)

Notes:

- (1) The age and number of years and months in office of the respective directors are as at the LPD.
- (2) Appointed as Director of MMC Ports since 25 November 2014. Redesignated as Non-Independent Non-Executive Chairman on 23 April 2025.
- (3) Appointed after the LPD.

None of our Directors represent any corporate shareholder on our Board save for TSCK who is the representative of MMC Corp on our Board. Further, there are no family relationships between our Directors. For details on the associations and family relationships between our Promoters, substantial shareholders, Directors and key senior management, see Section 9.5 of this Prospectus.

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9.2.1 Profiles of our Directors

(i) TSCK

Tan Sri Che Khalib Mohamad Noh, a Malaysian aged 59, is our Non-Independent Non-Executive Chairman. He was appointed to our Board on 25 November 2014 and redesignated as our Non-Independent Non-Executive Chairman on 23 April 2025.

He was admitted as an associate member of ACCA in 1995 and became a Fellow member of ACCA in 2000. He is also a member of MIA since 2001. He is a member of the ICDM.

He began his career in 1989 as an Audit Assistant with Messrs Ernst & Young. Later that same year, he joined Bumiputra Merchant Bankers Berhad as a Credit Officer in the Corporate Banking Department. He served Bumiputra Merchant Bankers Berhad until 1992 with his last position being Assistant Manager.

Between 1992 and 1999, he held various corporate finance and executive positions within the Renong Berhad group of companies, including Senior Manager of Corporate Affairs at Projek Lebuhraya Utara Selatan Berhad, General Manager of Corporate Finance at HBN Management Sdn Bhd, and Chief Operating Officer at Renong Overseas Corporation Sdn Bhd. He was subsequently appointed as Managing Director of Marak Unggul Sdn Bhd, the consortium managing Keretapi Tanah Melayu Berhad.

In 1999, he joined SAJH as Chief Executive Officer. In 2000, he was concurrently appointed Chief Executive Officer of Ranhill Utilities, the listing vehicle of SAJH, managing water utility services for the State of Johor. Under his leadership, Ranhill Utilities was successfully listed on the then Kuala Lumpur Stock Exchange in 2002. He resigned as Chief Executive Officer from both entities in November 2002.

In November 2002, he was appointed Managing Director and Chief Executive Officer of KUB Malaysia Berhad, where he led the company's corporate restructuring and transformation initiatives. He served in this capacity until June 2004.

In July 2004, he was appointed President / Chief Executive Officer of Tenaga Nasional Berhad, a position he held for eight years until June 2012. He subsequently joined DRB-HICOM Berhad in July 2012 as Chief Operating Officer of Finance, Strategy and Planning, where he was responsible for the DRB-HICOM Berhad group's overall finance, strategic planning and corporate development functions. He left DRB-HICOM Berhad in 2013 to join MMC Corp as Group Managing Director, a position he continues to hold.

He has over three decades of experience spanning accounting, banking, corporate finance, utilities, infrastructure, and strategic investment management.

He currently serves on the boards of Gas Malaysia Berhad and Malakoff Corporation Berhad, both public companies listed on the Main Market of Bursa Securities.

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(ii) Sharifah Sofia binti Syed Mokhtar Shah

Sharifah Sofia binti Syed Mokhtar Shah, a Malaysian aged 31, is our Non-Independent Non-Executive Director. She was appointed to our Board on 22 April 2025.

She obtained a Bachelor of Science in Economics from the University of York, United Kingdom, in 2015 and a Master of Science in Development Management from the London School of Economics and Political Science, United Kingdom, in 2016. She is currently pursuing a Master of Public Administration in Global Leadership at the School of International and Public Affairs (SIPA) from Columbia University, United States.

She began her career in 2015 with the Bill & Melinda Gates Foundation as an external consultant working with the Ethiopia Country team to produce an integrated index for women in agriculture. She remained with the foundation until the completion of the project in 2016.

In 2017, she served as a Special Officer to the Group Chief Executive Officer at Pos Malaysia Berhad. She was subsequently appointed as Executive Director of Tradewinds Group (M) Sdn Bhd from 2017 to 2022, where she was responsible for overseeing financial and treasury functions, business restructuring and debt financing. During this period, she also served on the boards of MMC Corp, DRB-HICOM Berhad and Pos Malaysia Berhad, all of which were public companies listed on the Main Market of Bursa Securities upon her appointment in 2018.

She has served as a trustee of Yayasan Albukhary since 2018, where she led the strategic development of Albukhary International University. She also spearheaded various social impact initiatives including education programs for underprivileged students and entrepreneurship development in rural communities.

From 2023 to March 2024, she was an investment analyst at Gateway Partners, a private equity firm in Singapore, where she evaluated investment opportunities and was involved in deal execution, structuring and portfolio management across South and Southeast Asia. In September 2024, she was engaged as an external consultant with the UN DESA in New York, where she conducted research and analysis on financial regulations aimed at advancing private sector investment in sustainable development. She remained with the UN DESA until the completion of the project in December 2024.

(iii) Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican

Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican, a Malaysian aged 60, is our Independent Non-Executive Director. He was appointed to our Board on 22 April 2025.

He completed his Foundation in Accountancy at Derbyshire College of Higher Education, United Kingdom in 1985. He was admitted as a member of the ACCA since 1998 and as a Fellow in 2002. He is also a certified Chartered Accountant of the MIA since 2002.

He commenced his career in 1991 as an Audit Assistant at Land & General Berhad. Within the same year, he subsequently joined Bumiputra Merchant Bankers Berhad as an Assistant Officer in the Corporate Advisory Department. He left Bumiputra Merchant Bankers Berhad in 1994 with his last position being Assistant Manager. He joined Landmarks Berhad in 1994, as a Corporate Finance Manager where he was responsible for finance and accounting

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functions. Shortly thereafter, he was transferred to Samrand Development (Pty) Ltd as a Finance Manager, where he took on similar roles.

In 1996, he had a short stint as the Assistant General Manager of Corporate Planning of Medas Corporation Berhad where he took on a business development role. In July of the same year, he left Medas Corporation Berhad to join Taiping Consolidated Berhad, a property development company, as a Manager in the Corporate Finance Department, where he was later seconded to Sentul Raya Development as a General Manager in 1997. Whilst with Taiping Consolidated Berhad, he was responsible for the corporate finance function of the Group, comprising corporate fundraising and planning roles.

In 1998, he joined Amanah Capital Partners Berhad as the Senior Manager of the Group Corporate Services Department, where he was responsible for the corporate planning and finance functions, including business development. He was subsequently promoted to Director of the same department. He resigned in 2002 to join Malakoff Berhad as their Chief Financial Officer and Joint Company Secretary where he was responsible for the finance, accounting, taxation and investor relations function of Malakoff Berhad. He left Malakoff Berhad in 2004 and took on the role of Chief Operating Officer at Radicare (M) Sdn Bhd, a facilities management company that specialises in non-clinical support services to the healthcare sector in Malaysia. He was subsequently promoted to Chief Executive Officer in 2007 until his resignation in 2009.

In August 2009, he joined Tenaga Nasional Berhad as their Chief Financial Officer, a position he would hold until his resignation in 2012. He was appointed as the Group Chief Financial Officer of Maybank in 2012, where he was responsible for the finance, accounting, taxation and investor relations function of the Maybank group of companies. He was appointed as the Group Head, Islamic Banking and Chief Executive Officer of Maybank Islamic Berhad in 2016, where he was responsible for the planning, strategy and overall performance of the Islamic banking business of the Maybank group. He was redesignated as an adviser in March 2024 until his retirement in June 2024.

(iv) Johari bin Abdul Muid

Johari bin Abdul Muid, a Malaysian aged 67, is our Independent Non-Executive Director. He was appointed to our Board on 22 April 2025.

He was admitted as an Associate of the CIMA in 1997 and became a Fellow of the CIMA and is currently a retired member of the CIMA. He is a fellow member of the ICDM.

He began his career in 1981 as a Money Market Dealer at Asian International Merchant Bank Bhd (the predecessor of Public Investment Bank Berhad) where he served until 1983. He then joined Pertanian Baring Sanwa Multinational Berhad (the predecessor of Commerce International Merchant Bankers Bhd and now known as CIMB Bank Berhad) where he served in various roles within the Treasury Division and was appointed Head of Treasury in 1988. In 1994, he moved to CIMB Securities as Senior Vice President of Institutional Sales, where he was instrumental in establishing the firm's CIMB Securities' Institutional Sales Team. He remained with CIMB Securities until 2003.

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In 2003, he joined ValueCap Sdn Bhd as the Chief Investment Officer, a position he held until 2004. He was then appointed as Chief Investment Officer (Equity) at the EPF in 2004. From 2004 to 2011, he held various senior positions at the EPF, including Deputy Chief Executive Officer (Investment), and Deputy Chief Executive Officer of the Policy and Corporate Planning Division. During his tenure at EPF, he was responsible for overseeing the EPF's investment strategy, policy formulation, corporate planning, as well as training and human resource development.

In 2011, he was appointed Managing Director of RHB Bank Berhad, a role he held until his retirement in 2013 where he was instrumental in steering the bank's strategic direction and operational growth.

He was subsequently appointed by the MOF to serve as a public interest director of Bursa Securities from 2016 to 2020.

He received the award of Johan Mangku Negara for meritorious service by DYMM Yang di-Pertuan Agong in 2009.

He has over three decades of experience in the financial services industry, encompassing banking, capital markets, investment management, and corporate governance.

(v) **Aznita binti Abdul Aziz**

Aznita binti Abdul Aziz, a Malaysian aged 53, is our Independent Non-Executive Director. She was appointed to our Board on 5 June 2025.

She graduated with a Bachelor of Science (Honours) in Economics and Accounting in 1994 and obtained a Master of Science in Economics and Finance in 1996, both from the University of Bristol, United Kingdom. She is a member of the ICDM.

She has over 25 years of experience in the oil and gas industry, primarily within the PETRONAS group of companies, with a focus on corporate planning, risk management, portfolio strategy, gas supply planning, project economic evaluation and treasury operations. She began her career in 1995 as an Executive at Petronas Trading Corporation Sdn Bhd, where she was involved in supporting global trade operations for crude oil and oil products. She was on leave in 1997 until her return to PETRONAS in 1998 to serve as Senior Executive in the Business Evaluation Unit within the Corporate Planning and Development Division, where she was responsible for conducting economic evaluations for new projects and mergers and acquisitions.

She subsequently held various key roles, including as an Analyst in the Manufacturing Planning and Supply Group of Oil Business and as Manager of Foreign Currency Liquidity Management in the Group Treasury Division. Between 2009 and 2013, she was transferred under PETRONAS's internal mobility framework to Malaysia LNG Sdn Bhd, where she served as Senior Manager of Risk Management and was subsequently as Head of Risk Management at Petronas LNG Sdn Bhd, leading risk management initiatives for liquefied natural gas trading and marketing activities.

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From 2013 to 2021, she served as Senior Manager of Gas Supply Origination at Malaysia Petroleum Management, PETRONAS. She subsequently moved up the ranks and assumed senior leadership roles, including Head of Portfolio Risk Management in the Group Risk Management Division and finally, as Head of Strategic Planning and Portfolio Management in the Corporate Strategy Division — a position she held until her retirement in 2021. In this role she led group-wide portfolio review exercises and facilitated strategic planning discussions including on energy transition strategies at the “C-Suite” (top level executives) and board levels.

She currently serves on the board of Steel Hawk Berhad, a public company listed on the Ace Market of Bursa Securities.

(vi) **Datuk Syed Hamadah Syed Othman**

Datuk Syed Hamadah Syed Othman, a Malaysian aged 54, is our Independent Non-Executive Director. He was appointed to our Board on 5 June 2025.

He graduated with a Bachelor of Science (Honours) in Actuarial Mathematics and Statistics from Heriot-Watt University, United Kingdom in 1994. He was admitted as Fellow of the Faculty of Actuaries in Scotland (the predecessor of the Institute and Faculty of Actuaries) in 2010. He is also currently a Fellow member of the Actuarial Society of Malaysia.

In 1994, he began his career as a Technical Analyst at Petronas Trading Corporation Sdn Bhd, before leaving in 1996 to join Mercer Zainal Consulting Sdn Bhd as an Analyst. He rose through the ranks, progressing from Analyst to Consultant, then Senior Consultant and eventually Principal. Following a management buyout in 2011, the firm was rebranded as Actuarial Partners, where he served as Partner and Director until 2018.

In 2018, he was appointed Chief Executive Officer of the Retirement Fund Inc. (KWAP), a position he held until 2020. He then rejoined Actuarial Partners as a Senior Partner in 2020 and was subsequently appointed a Director of Actuarial Partners in 2022. He stepped down from his role as Senior Partner in 2023 to take up his appointment as the Group Managing Director and Chief Executive Officer of Lembaga Tabung Haji, a position he held from 2023 to May 2025, while continuing to serve as a Director at Actuarial Partners. Following the end of his tenure at Lembaga Tabung Haji, he resumed employment as a Senior Partner and Actuary at Actuarial Partners Consulting Sdn Bhd.

He has over 25 years of experience in the actuarial and financial services industry, spanning consulting, pension fund management and institutional leadership. He is currently an Adjunct Professor at the Faculty of Computer and Mathematical Sciences of Universiti Teknologi MARA.

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

9.2.2 Shareholding of our Directors

The following table sets out the direct and indirect shareholdings of our Directors before and after our IPO:

Name	After our IPO											
	Before our IPO ⁽¹⁾				Assuming the Over-allotment Option is not exercised ⁽²⁾				Assuming the Over-allotment Option is fully exercised ⁽³⁾			
	Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
TSCK	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Sharifah Sofia binti Syed Mokhtar Shah	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Johari bin Abdul Muid	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Aznita binti Abdul Aziz	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Datuk Syed Hamadah Syed Othman	-	-	-	-	100,000	*	-	-	100,000	*	-	-

Notes:

* *Negligible*

(1) *Based on our issued Shares of 14,240,000,000 Shares after the Subdivision.*

(2) *Based on our issued Shares of 14,240,000,000 Shares upon our Listing and assuming full subscription of the Offer Shares allocated to our Directors under the allocation for the Eligible Persons in respect of the Retail Offering.*

(3) *Assuming an Over-allotment Option of 640,800,000 Shares, representing 15.0% of the total number of the Offer Shares offered, is fully exercised.*

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

9.2.3 Principal business activities performed by our Directors outside our Group in the past five years

The principal business activities performed by our Directors outside our Group as at the LPD or otherwise specifically mentioned, and the directorships held by our Directors outside our Group at present and in the past five years preceding the LPD or otherwise specifically mentioned are as follows:

(i) TSCK

Name of company/ entity	Principal activities	Involvement in business activities
Present directorships and other involvement in principal business activities outside our Group		
• Alam Flora Sdn Bhd* (<i>subsidiary of Malakoff Corporation Berhad which is listed on the Main Market of Bursa Securities</i>)	• Provision of integrated solid waste collection and public cleansing management services	• Director (<i>Appointed on 17 February 2020</i>)
• Aliran Ihsan Resources Berhad*	• Investment holding, provision of services related to water treatment and reduction of non-revenue water and of operation, maintenance and management of water treatment plants	• Director (<i>Appointed on 1 July 2013</i>)
• Anglo-Oriental (Annuities) Sdn Bhd*	• Investment and property holding	• Director (<i>Appointed on 1 July 2013</i>)
• Bank Muamalat Malaysia Berhad (<i>subsidiary of DRB-HICOM Berhad which is listed on the Main Market of Bursa Securities</i>)	• Islamic banking business and related financial services	• Director (<i>Appointed on 27 August 2012</i>)
• City Island Holdings Limited*	• Investment holding with its subsidiary involved in operation and maintenance of container terminals	• Director (<i>Appointed on 1 July 2013</i>)
• Gas Malaysia Berhad* (<i>listed on the Main Market of Bursa Securities</i>)	• Provision of management services and investment holdings with subsidiaries primarily involved in the development, operation and maintenance of gas distribution pipelines; the sale, marketing and promotion of natural gas, including liquefied petroleum gas (including sale via reticulation system) and compressed natural gas and other gaseous fuels; the provision of related services and energy solutions; and property holding	• Director (<i>Appointed on 1 July 2013</i>)

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

Name of company/ entity	Principal activities	Involvement in business activities
• Jati Saksama Sdn Bhd	• Property investment and development	• Director (<i>Appointed on 19 November 2013</i>)
• Kontena Nasional*	• Haulage of containers, warehousing and provision of freight forwarding services	• Director (<i>Appointed on 3 December 2015</i>)
• Malakoff Corporation Berhad* (<i>listed on the Main Market of Bursa Securities</i>)	• Investment holding with subsidiaries involved in design, engineering, procurement, construction, installation, commissioning, testing, operation and maintenance of power plants, generation and sale of electrical energy and generating capacity of the power plant	• Director (<i>Appointed on 1 July 2013</i>) and shareholder (direct)
• MMC Corp	• Undertakes mining and mineral exploration activities and also derives income from its investments. The subsidiaries of the company are principally involved in engineering, infrastructure and utilities	• Director (<i>Appointed on 1 July 2013</i>)
• MMC Engineering & Construction Sdn Bhd*	• Provision of civil engineering works related to natural gas pipelines construction, marine structures and facilities, earthworks and power plants	• Director (<i>Appointed on 31 December 2019</i>)
• MMC Engineering Group Berhad *	• Engineering, management services and investment holding	• Director (<i>Appointed on 1 July 2013</i>)
• MMC Engineering Sdn Bhd*	• Specialised engineering and construction works	• Director (<i>Appointed on 1 July 2013</i>)
• MMC Gamuda KVMRT (PDP SSP) Sdn Bhd*	• Undertake, construct, maintain, improve, develop, implement, control, execute and manage the Klang Valley Mass Rapid Transit Project – Sungai Buloh – Serdang – Putrajaya Line in Malaysia	• Director (<i>Appointed on 30 January 2015</i>)
• MMC Gamuda KVMRT (PDP) Sdn Bhd*	• Undertake, construct, maintain, improve, develop, implement, control, execute and manage the Klang Valley Mass Rapid Transit Project – Sungai Buloh – Kajang Line in Malaysia	• Director (<i>Appointed on 1 July 2013</i>)

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

Name of company/ entity	Principal activities	Involvement in business activities
• MMC Gamuda KVMRT (T) Sdn Bhd*	• Design, construction, testing and commissioning of the Klang Valley Mass Rapid Transit Project Underground Works (tunnels, stations and associated structures)	• Director (<i>Appointed on 1 July 2013</i>)
• MMC Infra Padi Sdn Bhd*	• To construct, build, develop, maintain, operate, own and transfer infrastructure facilities including water supply projects, irrigation projects, inland water ways and public facilities of a similar nature	• Director (<i>Appointed on 21 August 2024</i>)
• MMC Land Sdn Bhd*	• Investment holding with its subsidiary involved in industrial property development	• Director (<i>Appointed on 13 June 2024</i>)
• MMC Oil & Gas Engineering Sdn Bhd*	• Provision of professional engineering services to the oil & gas industry	• Director (<i>Appointed on 12 June 2018</i>)
• MMC-Gamuda Joint Venture Sdn Bhd*	• Design, construction, testing, commissioning and maintenance of the Electrified Double Tracking Project between Ipoh and Padang Besar	• Director (<i>Appointed on 1 July 2013</i>)
• Northern Technocity Sdn Bhd*	• Property development	• Director (<i>Appointed on 28 January 2016</i>)
• Projek Smart Holdings Sdn Bhd*	• Investment holding with no current immediate investment plan	• Director (<i>Appointed on 1 July 2013</i>)
• Red Sea Gateway Terminal Company Limited*	• Operation and maintenance of container terminals	• Director (<i>Appointed on 1 April 2016</i>)
• Red Sea Ports Development Company Limited*	• Operation and maintenance of container terminals	• Director (<i>Appointed on 1 April 2016</i>)
• Retro Highland Sdn Bhd*	• Property development	• Director (<i>Appointed on 5 July 2021</i>)
• Salcon MNCB AZSB JV Sdn Bhd*	• Carry on all or any of the business involving process engineering, construction and operation for clean water and waste treatment plants and pipe networks and related mechanical, electrical and instrumentation works	• Director (<i>Appointed on 8 April 2014</i>)

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

Name of company/ entity	Principal activities	Involvement in business activities
• Seaport Worldwide*	• Property development	• Director (<i>Appointed on 1 July 2013</i>)
• Senai Airport City Sdn Bhd*	• Property development	• Director (<i>Appointed on 27 June 2014</i>)
• Senai Airport Terminal Services Sdn Bhd*	• To manage, operate, maintain and develop the Senai International Airport and to provide airport and aviation related services in the Senai International Airport	• Director (<i>Appointed on 1 July 2013</i>)
• Universiti Sultan Zainal Abidin	• Public university	• Director (<i>Appointed on 17 October 2022</i>)
Past directorships		
• KTMB MMC Cargo Sdn Bhd*	• Rail freight transporter and other related businesses in the rail cargo sector such as forwarding, shipping and chartering agents	• Director (<i>Appointed on 3 December 2015 and resigned on 17 August 2021</i>)
• Syarikat Mengurus Air Banjir & Terowong Sdn Bhd	• Design and construct the design and construction of the Stormwater Management and Road Tunnel project, comprising the stormwater channel and motorway works, operate, manage the toll operations and maintain the motorway	• Director (<i>Appointed on 1 July 2013 and resigned on 13 October 2022</i>)
• UEM MMC Joint Venture Sdn Bhd*	• Investment holding with investment in road construction, engineering and consultancy	• Director (<i>Appointed on 4 October 2016 and resigned on 27 October 2023</i>)

Note:

* *Subsidiaries / associates / joint ventures of MMC Corp.*

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

(ii) Sharifah Sofia binti Syed Mokhtar Shah

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
Present directorships and other involvement in principal business activities outside our Group		
• AIU Endowment for Education	• Promoting education and research which are objects are useful for the community of Malaysia and promoting charity	• Director (<i>Appointed on 8 February 2022</i>)
• AIU Social Enterprise Sdn Bhd	• Activities of holding companies; business management consultancy services	• Substantial shareholder (direct)
• Bukhary Development Sdn Bhd	• Property development and investment holding	• Substantial shareholder (direct)
• Bukhary (K.L.) Sdn Bhd	• Export and import of other foodstuffs	• Substantial shareholder (direct)
• Etika Strategi Sdn Bhd	• Investment holdings with investment in DRB-HICOM Berhad	• Director (<i>Appointed on 16 October 2019</i>)
• Pendidikan Albukhary Sdn Bhd	• Education	• Director (<i>Appointed on 4 January 2021</i>) and substantial shareholder (direct)
• SKS International Logistics Berhad	• Forwarding of freight; activities of holding companies; other transportation support activities N.E.C.	• Substantial shareholder (direct)
• Yayasan Albukhary	• To receive administer fund in furtherance and promotion charitable, education and scientific purposes	• Director (<i>Appointed on 12 January 2021</i>)
Past directorships		
• AIU Ilmu Sdn Bhd	• Administrative educational services	• Director (<i>Appointed on 21 May 2018 and resigned on 20 December 2022</i>)
• AIU Sdn Bhd	• Provide higher learning education and investment holding	• Director (<i>Appointed on 21 May 2018 and resigned on 20 December 2022</i>)

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

Name of company/ entity	Principal activities	Involvement in business activities
• AIU Social Enterprise Sdn Bhd	• Activities of holding companies; business management consultancy services	• Director (<i>Appointed on 3 November 2022 and resigned on 10 October 2023</i>)
• Bukhary Development Sdn Bhd	• Property development and investment holding	• Director (<i>Appointed on 4 January 2021 and resigned on 20 December 2022</i>)
• Bukhary (K.L.) Sdn Bhd	• Export and import of other foodstuffs	• Director (<i>Appointed on 4 January 2021 and resigned on 20 December 2022</i>)
• Bukhary Land Sdn Bhd	• Property development	• Director (<i>Appointed on 4 January 2021 and resigned on 2 February 2023</i>)
• Bukhary Realty Sdn Bhd	• Receiving and administer fund in furtherance and promotion of charity, religion, education and science	• Director (<i>Appointed on 10 March 2021 and resigned on 20 December 2022</i>)
• Bukhary Sdn Bhd	• Investment holding and wholesaler of rice and sugar	• Director (<i>Appointed on 10 October 2019 and resigned on 20 December 2022</i>)
• DRB-Hicom Berhad (<i>listed on the Main Market of Bursa Securities</i>)	• Investment holding company with investment in automotive, aerospace and defence, postal, banking, services (including concession services, education, aviation, logistics and other) and properties segments	• Director (<i>Appointed on 13 April 2018 and resigned on 20 December 2022</i>)
• Energetic Advantage Sdn Bhd	• Provision of medical consultation services, manageable and operational hotel singgahan Albukhary	• Director (<i>Appointed on 28 March 2019 and resigned on 20 December 2022</i>)
• IAMM Sdn Bhd	• Other management consultancy activities N.E.C	• Director (<i>Appointed on 4 March 2022 and resigned on 20 December 2022</i>)

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

Name of company/ entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> Lotus Advance Technologies Sdn Bhd 	<ul style="list-style-type: none"> Investment holding with subsidiaries involved in engineering services 	<ul style="list-style-type: none"> Director (<i>Appointed on 28 September 2017 and resigned on 4 January 2021</i>)
<ul style="list-style-type: none"> MMC Corp 	<ul style="list-style-type: none"> Undertakes mining and mineral exploration activities and also derives income from its investments. The subsidiaries of the company are principally involved in engineering, infrastructure and utilities 	<ul style="list-style-type: none"> Director (<i>Appointed on 28 May 2018 and resigned on 30 November 2022</i>)
<ul style="list-style-type: none"> Museum Restaurant & Cafe Sdn Bhd 	<ul style="list-style-type: none"> Business of restaurants 	<ul style="list-style-type: none"> Director (<i>Appointed on 30 April 2019 and resigned on 20 December 2022</i>)
<ul style="list-style-type: none"> Pos Malaysia Berhad (<i>listed on the Main Market of Bursa Securities</i>) 	<ul style="list-style-type: none"> Provide postal and its related services which include receiving and dispatching of postal articles, postal financial services, dealing in philatelic products and sale of postage stamps 	<ul style="list-style-type: none"> Director (<i>Appointed on 13 April 2018 and resigned on 20 December 2022</i>)
<ul style="list-style-type: none"> Seaport Terminal 	<ul style="list-style-type: none"> Investment holding and provisions of the development and management of port facilities 	<ul style="list-style-type: none"> Director (<i>Appointed on 7 December 2017 and resigned on 31 December 2022</i>)
<ul style="list-style-type: none"> SKS International Logistics Berhad 	<ul style="list-style-type: none"> Forwarding of freight; activities of holding companies; other transportation support activities N.E.C. 	<ul style="list-style-type: none"> Director (<i>Appointed on 26 October 2021 and resigned on 20 December 2022</i>)
<ul style="list-style-type: none"> SKS Transport Sdn Bhd 	<ul style="list-style-type: none"> Transportation 	<ul style="list-style-type: none"> Director (<i>Appointed on 10 October 2019 and resigned on 20 December 2022</i>)
<ul style="list-style-type: none"> Tradewinds Group (M) Sdn Bhd 	<ul style="list-style-type: none"> Investment holding with subsidiaries involved in project management and development; provision of management services and commercial property investment and property development 	<ul style="list-style-type: none"> Director (<i>Appointed on 22 May 2018 and resigned on 31 December 2022</i>)

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

(iii) Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
Past directorships		
• Etiqa General Takaful Berhad	• General takaful business	• Director (<i>Appointed on 1 January 2018 and resigned on 20 June 2024</i>)
• IBFIM	• Provision of training, advisory, consultancy, publication and distribution of books particularly relating to Islamic banking and finance	• Director (<i>Appointed on 6 March 2018 and resigned on 1 April 2024</i>)
• Maybank Islamic Asset Management Sdn Bhd	• Islamic fund management	• Director (<i>Appointed on 2 May 2018 and resigned on 22 April 2024</i>)

(iv) Johari bin Abdul Muid

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
Present directorships and other involvement in principal business activities outside our Group		
• Bank Muamalat Malaysia Berhad (<i>subsidiary of DRB-HICOM Berhad which is listed on the Main Market of Bursa Securities</i>)	• Islamic banking business and related financial services	• Director (<i>Appointed on 10 November 2020</i>)
• Protecthealth Corporation Sdn Bhd	• To establish, operate, transact and/or manage all kinds of funds, assets and properties for the purpose of promoting every kind of medical and health financing mechanism including but not limited to medical and health insurance/takaful and/or auxiliary function(s) related to the business of the company, as the minister charged with the responsibility for health in Malaysia determines, in the effort to improve the health and the financial risk protection of the community in Malaysia and to contribute to the sustainability of the Malaysian health system	• Director (<i>Appointed on 11 September 2019</i>)

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

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
<ul style="list-style-type: none"> Rashid Hussain Berhad (<i>winding up</i>) 	<ul style="list-style-type: none"> Investment holding⁽¹⁾ 	<ul style="list-style-type: none"> Director (<i>Appointed on 15 December 2004</i>)
Past directorships		
<ul style="list-style-type: none"> Al Rajhi Banking & Investment Corporation (Malaysia) Bhd 	<ul style="list-style-type: none"> Licensed Islamic Bank 	<ul style="list-style-type: none"> Director (<i>Appointed on 10 November 2017 and resigned on 9 November 2020</i>)
<ul style="list-style-type: none"> Nomura Asset Management Malaysia Sdn Bhd 	<ul style="list-style-type: none"> Provision of fund management, investment management and related services 	<ul style="list-style-type: none"> Director (<i>Appointed on 1 November 2014 and resigned on 31 October 2023</i>)
<ul style="list-style-type: none"> Nomura Islamic Asset Management Sdn Bhd 	<ul style="list-style-type: none"> Provision of Islamic fund management, investment management and related services 	<ul style="list-style-type: none"> Director (<i>Appointed on 1 November 2014 and resigned on 31 October 2023</i>)

Note:

(1) There are no investment plans for this company as it is in the process of winding up.

(v) Aznita binti Abdul Aziz

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
Present directorship and other involvement in principal business activities outside our Group		
<ul style="list-style-type: none"> Steel Hawk Berhad (<i>listed on the Ace Market of Bursa Securities</i>) 	<ul style="list-style-type: none"> Investment holding with subsidiaries primarily involved in the provision of onshore and offshore support services for the oil and gas industry. 	<ul style="list-style-type: none"> Director (<i>Appointed on 1 November 2024</i>)
Past directorship		
<ul style="list-style-type: none"> Piva Capital Inc. 	<ul style="list-style-type: none"> Venture capital 	<ul style="list-style-type: none"> Director (<i>Appointed on 12 September 2019 and resigned on 30 December 2021</i>)

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

(vi) Datuk Syed Hamadah Syed Othman

Name of company/ entity	Principal activities	Involvement in business activities
Present directorship and other involvement in principal business activities outside our Group		
• Actuarial Partners	• Actuarial consulting services to insurers, takaful operators and pension schemes	• Director (<i>Appointed on 25 January 2022</i>) and substantial shareholder (indirect)
• Private Pension Administrator Malaysia	• To carry on business as a private retirement scheme administrator pursuant to the CMSA; to undertake financial education, general promotion and awareness campaign and function as a resource centre for the private retirement scheme industry	• Director (<i>Appointed on 15 March 2022</i>)
• Yayasan Tabung Haji (<i>striking off</i>)	• To provide humanitarian aid to save lives, alleviate suffering and maintain human dignity; to uplift standard of general education by undertaking funding, maintaining and granting of educational scholarship to Malaysians; to promote and undertake research in Islamic scholarship, Islamic banking, medical and other branches of Syariah law	• Director (<i>Appointed on 7 August 2023</i>)
Past directorship		
• Bank Islam Malaysia Berhad (<i>listed on the Main Market of Bursa Securities</i>)	• Islamic banking business and the provision of related services	• Director (<i>Appointed on 1 January 2024 and resigned on 5 May 2025</i>)
• Edotco Group Sdn Bhd (<i>a subsidiary of the Axiata Group Berhad which is listed on the Main Market of Bursa Securities</i>)	• Investment holding and provision of technical and operation support services in the telecommunications and related industries in local and international markets	• Director (<i>Appointed on 5 April 2019 and resigned on 1 November 2020</i>)
• Syarikat Takaful Malaysia Keluarga Berhad (<i>listed on Main Market of Bursa Securities</i>)	• General takaful business and family takaful business	• Director (<i>Appointed on 1 June 2024 and resigned on 7 May 2025</i>)

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

Name of company/ entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> TH Plantations Bhd (<i>listed on Main Market of Bursa Securities</i>) 	<ul style="list-style-type: none"> Investment holding with investments in cultivation of oil palm, processing of FFB, marketing of crude palm oil, palm kernel and FFB; letting of investment property and potential biogas plant project investment and collaboration 	<ul style="list-style-type: none"> Director (<i>Appointed on 5 September 2023 and resigned on 5 May 2025</i>)
<ul style="list-style-type: none"> TH Properties Sdn Bhd 	<ul style="list-style-type: none"> Investment holding principally involved in integrated property development, construction management, asset and facility management 	<ul style="list-style-type: none"> Director (<i>Appointed on 4 September 2023 and resigned on 24 July 2024</i>)

The involvement of our Directors as disclosed above excludes 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) and in which they do not hold any directorship, and is only for trading and personal investment purposes.

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

- (i) TSCK and Datuk Syed Hamadah Syed Othman 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 duties and they are not involved in the day-to-day operations of our Group; and
- (ii) Sharifah Sofia binti Syed Mokhtar Shah, Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican, Johari bin Abdul Muid and Aznita binti Abdul Aziz are of the view that their involvement in other businesses or corporations do not preclude them from allocating or committing their time and effort to our Group as they are able to devote sufficient time and attention to the affairs of our Group to carry out their respective duties. They are not involved in the day-to-day operations of our Group and these businesses, other than attending meetings of the boards of directors on which they serve.

9.2.4 Service contracts with our Directors

As at the date of this Prospectus, there are no existing or proposed service contracts between our Directors and us which provide for benefits upon termination of employment.

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

9.2.5 Remuneration and material benefits in-kind of our Directors

The remuneration and material benefits in-kind (including any contingent or deferred remuneration) paid or proposed to be paid to our Directors for services rendered to us in all capacities to our Group for the FYE 31 December 2024 and FYE 31 December 2025 are as follows:

FYE 31 December 2024 (Actual)	Salary	Fees	Bonus	Statutory contributions	Allowances	Benefits-in-kind	Others	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
TSCK	-	62	-	-	107.1	0.5	-	169.5
Sharifah Sofia binti Syed Mokhtar Shah ⁽¹⁾	-	-	-	-	-	-	-	-
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican ⁽¹⁾	-	-	-	-	-	-	-	-
Johari bin Abdul Muid ⁽¹⁾	-	-	-	-	-	-	-	-
Aznita binti Abdul Aziz ⁽²⁾	-	-	-	-	-	-	-	-
Datuk Syed Hamadah Syed Othman	-	-	-	-	-	-	-	-
FYE 31 December 2025 (Proposed)	Salary	Fees	Bonus	Statutory contributions	Allowances	Benefits-in-kind	Others	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
TSCK	-	74.5	-	-	106.6	0.3	-	181.3
Sharifah Sofia binti Syed Mokhtar Shah ⁽¹⁾	-	24.9	-	-	-	-	-	24.9
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican ⁽¹⁾	-	24.9	-	-	-	-	-	24.9
Johari bin Abdul Muid ⁽¹⁾	-	24.9	-	-	-	-	-	24.9
Aznita binti Abdul Aziz ⁽²⁾	-	23.6	-	-	-	-	-	23.6
Datuk Syed Hamadah Syed Othman ⁽²⁾	-	23.6	-	-	-	-	-	23.6

Notes:

(1) Appointed on 22 April 2025.

(2) Appointed after the LPD.

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

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

9.2.6 Audit Committee

Our Audit Committee was established by our Board on 9 June 2025. Our Audit Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican	Chairman	Independent Non-Executive Director
Johari bin Abdul Muid	Member	Independent Non-Executive Director
Datuk Syed Hamadah Syed Othman	Member	Independent Non-Executive Director

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

(i) External auditors

- (a) Consider the appointment and re-appointment of external auditors and their audit fees by reviewing the following:
 - the adequacy of the experience and resources of the accounting firm;
 - the appropriateness of audit fees to support a quality audit;
 - the persons assigned to the audit;
 - the accounting firm's audit engagements;
 - the size and complexity of our Company and the operating companies being audited; and
 - the number and experience of supervisory and professional staff assigned to the particular audit;
- (b) Review the external auditors' audit plan, their independence, their evaluation of internal control systems, their audit report and assistance given to the external auditor by our Company;
- (c) Review the annual performance assessment, including the suitability, objectivity and independence of the external auditors and recommend the appointment, re-appointment or removal of external auditors and their fees to our Board;
- (d) Review the resignation or removal of the external auditor and ensure that the Exchange / Registrar of Companies is informed in writing of the representations or explanations of the resignation/removal; and
- (e) Ensure the external auditor reviews the statement about the state of our internal control as a group.

(ii) Review of quarterly results and financial statement

- (a) Review quarterly results and year-end financial statements before submitting them to our Board, focusing particularly on the following:
 - changes in or implementation of major accounting policy changes;

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

- significant matters highlighted, including financial reporting issues, significant judgements made by management, significant and unusual events or transactions and how these matters are addressed; and
- compliance with accounting standards and other legal requirements.

(iii) Internal auditors

- (a) Establish an internal audit function independent of the activities it audits and reports directly to our Audit Committee;
- (b) Ensure the Head, Group Internal Audit of MMC Corp has unrestricted access to and communicates and interacts directly with our Audit Committee, including in private meetings without senior management present;
- (c) Participate in discussions with the Head, Group Internal Audit of MMC Corp and senior management about the “essential conditions”, described in the Global Internal Audit Standards, which establish the foundation for an effective internal audit function;
- (d) Review the adequacy of the internal audit function's scope, functions, competency and resources, and that it has the necessary authority to carry out its role and responsibilities and is able to function independently;
- (e) Engage in discussions with the Head, Group Internal Audit of MMC Corp and senior management to identify and incorporate additional relevant topics for inclusion in the internal audit charter;
- (f) Ensure that the Group Internal Audit of MMC Corp establishes a Group Internal Audit Charter that clearly defines:
 - the authority, independence, and objectivity of the Group Internal Audit of MMC Corp;
 - the roles and responsibilities of the Group Internal Audit of MMC Corp, including assurance and advisory services;
 - the scope of internal audit activities, ensuring comprehensive coverage of governance, risk management, and internal control processes; and
 - the reporting lines and access to our Audit Committee to safeguard the Group Internal Audit of MMC Corp's independence;
- (g) Recommend the internal audit charter to our Board for approval, which includes the internal audit mandate and the scope and types of internal audit services;

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

- (h) Periodically review the internal audit charter with the Head, Group Internal Audit of MMC Corp to consider changes affecting the organisation, such as the appointment of a new Head, Group Internal Audit or changes in the type, severity, and interdependencies of risks to the organisation. Additionally, ensure the internal audit charter is reviewed and approved periodically (at least annually) to remain relevant and aligned with best practices;
 - (i) Review with the internal auditors the effectiveness of our Group's internal control systems, including financial, operational, compliance and information technology security and control;
 - (j) Ensure the appointment, remuneration, termination and performance appraisal of the Head, Group Internal Audit of MMC Corp; and the internal audit function's human resources administration and budgets are reviewed and approved by MMC Corp's audit committee;
 - (k) Collaborate with senior management to determine the qualifications and competencies the organisation expects in a Head, Group Internal Audit of MMC Corp, as described in the Global Internal Audit Standards;
 - (l) Review and approve a risk-based Annual Internal Audit Plan, ensuring alignment with the organisation's strategic objectives, key risks, and emerging threats. Ensure that the internal audit plan is developed using a structured risk assessment process and is responsive to changes in the organisation's risk landscape;
 - (m) Ensure a Quality Assurance and Improvement Program (QAIP) has been established by the Group Internal Audit of MMC Corp for the internal audit function, in accordance with the Global Internal Audit Standards;
 - (n) Review the results of the internal and external quality assessments of the internal audit function at least annually, and oversee corrective actions taken in response to quality assessment findings and recommendations;
 - (o) Review the results of internal audit assessments and the investigation undertaken, and determine whether appropriate action is taken on the recommendations;
 - (p) Obtain results on assurance engagements by an independent party for whistleblowing-related functions over which the Head, Group Internal Audit of MMC Corp has responsibility as a safeguard to limit impairments to independence or objectivity.
- (iv) Others**
- (a) Review related party transactions and conflicts of interest situations that arise within our Company and our Group, including any transaction, procedure or course of conduct that raises questions of management integrity and the measures taken to resolve, eliminate or mitigate such conflicts;
 - (b) Ensure that our Group has adequate procedures and processes in place to evaluate, approve, monitor, track and report related party transactions and to review the adequacy of these processes;

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

- (c) Review whistleblowing reports and ensure appropriate actions are taken to address reports on improper conduct;
- (d) Review the yearly Audit Committee Report for incorporation into the Integrated Annual Report and recommend it to our Board for approval;
- (e) Review procedures in place to ensure that our Group is in compliance with all relevant acts, Listing Requirements, and other legislative and regulatory requirements;
- (f) Review the compliance framework, the plan and the scope of work of the compliance function;
- (g) Monitor the overall compliance with our Group's internal policies, statutory and regulatory requirements; and
- (h) Carry out any other function mutually agreed upon by our Audit Committee and our Board.

9.2.7 Nomination and Remuneration Committee

Our Nomination and Remuneration Committee was established by our Board on 9 June 2025. Our Nomination and Remuneration Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Johari bin Abdul Muid	Chairman	Independent Non-Executive Director
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican	Member	Independent Non-Executive Director
Aznita binti Abdul Aziz	Member	Independent Non-Executive Director

Our Nomination and Remuneration Committee undertakes, among others, the following functions:

(i) The nomination functions

- (a) Consider and recommend to our Board suitable candidates for appointment as Board members of our Company based on the criteria in the Board's Fit and Proper Policy, our Board committees, subsidiaries and associate companies. In making its recommendations, our Nomination and Remuneration Committee will consider, among others, the following criteria:
 - Skills, qualifications, knowledge, expertise and experience;
 - Professionalism;
 - Integrity;
 - In the case of candidates for the position of independent non-executive directors, our Nomination and Remuneration Committee will evaluate the candidates' ability to discharge such responsibilities/functions as expected from independent non-executive directors; and
 - Our Board's diversity in terms of skills, experience, age, gender and culture.

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

- (b) Annually review the structure, size, diversity and composition of our Board and our Board committees, including the required mix of skills, knowledge, experience, diversity and other qualities of our Board members, including core competencies which non-executive directors should bring to our Board to ensure compliance with Listing Requirements and our Group's requirements, and recommend to our Board its proposal;
- (c) Annually assess the effectiveness and performance of our Board as a whole, our Board committees and the contribution of each individual director, including the time commitment required from the directors, the independence of each independent director and the tenure of each non-executive director. All assessments and evaluations carried out by our Nomination and Remuneration Committee in the discharge of all its functions should be properly documented;
- (d) Review the feedback arising from the assessment of our Board and our Board committees and recommend to our Board action plans for improvement on areas identified in the Board assessment, where applicable;
- (e) Consider and recommend to our Board a policy regarding the period of service of the executive and non-executive directors of our Company, our subsidiaries and associate companies;
- (f) Mandate the Chairman of our Board, based on the recommendation of the Chief Executive Officer, to finalise and propose nominee directors of our Company to the respective boards of subsidiaries, joint ventures and associate companies;
- (g) Recommend to our Board the appointment, renewal of contract service or termination of the Chief Executive Officer of our Company;
- (h) Review and recommend to our Board the succession plan of our Board;
- (i) Review the succession planning and talent management of our Group;
- (j) Recommend to our Board the removal of a director if the director concerned is ineffective, errant and negligent in discharging his/her duties;
- (k) Review annually the status of independence of all the independent directors;
- (l) Review the tenure of each director of our Company and recommend to our Board those directors retiring by rotation for re-election in accordance with our Constitution, based on satisfactory evaluations of their performance, contributions and independence. The review will also consider any terminations of membership in our Board committees for cause or other appropriate reasons. In reviewing the tenure of each director, our Nomination and Remuneration Committee takes cognisance of our Board's policy on the procedures for retaining independent directors whose tenure with our Company exceeds the cumulative term of nine years;
- (m) Conduct a thorough review to determine whether a director can continue to be independent in character and judgement while also considering the need for progressive refreshing of our Board;

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

- (n) Evaluate and determine on a continuous basis the training needs of the directors;
- (o) Facilitate Director's induction and training programs;
- (p) Review the Corporate Balanced Scorecard and key performance indicators of our Company, which include sustainability-related key performance indicators set; and
- (q) Carry out such other assignments as may be delegated by our Board.

(ii) The remuneration functions

- (a) Review and recommend to our Board the general remuneration policy of our Board, our Board committees and our Group, taking into account the demands, complexities and performance of our Group in managing material sustainability risks and opportunities, along with the following considerations:
 - Skills, knowledge, expertise, experience and technical competency;
 - Qualification and professionalism;
 - Integrity;
 - Roles and responsibilities; and
 - The business and risk strategies and long-term objectives of our Group;
- (b) Recommend to our Board the remuneration package of the non-executive directors for recommendation to the shareholders of our Company for approval;
- (c) Recommend to our Board the remuneration package of the Chief Executive Officer and key management of our Company. Senior Management would comprise executives of our Company at the rank of "General Managers" and above;
- (d) Review the performance of our Chief Executive Officer of our Group against his pre-determined performance targets;
- (e) Recommend the appointment and promotion of the key management of our Company;
- (f) Recommend to our Board the compensation commitments/severance payments to the Chief Executive Officer of our Company in the event of early termination of the employment service contract;
- (g) Review and recommend to our Board the provisions for annual salary increments, performance bonuses and market adjustments (if any) for our Group for each financial year;
- (h) Review the disclosure of our Board's remuneration in our Company's annual report pursuant to the requirements of the Listing Requirements; and
- (i) Carry out such other assignments as may be delegated by our Board.

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

9.2.8 Financial, Investment and Risk Committee

Our Financial, Investment and Risk Committee was established by our Board on 9 June 2025. Our Financial, Investment and Risk Committee currently comprises the following members, of which at least three members are Independent Non-Executive Directors:

Name	Designation	Directorship
Aznita binti Abdul Aziz	Chairman	Independent Non-Executive Director
Sharifah Sofia binti Syed Mokhtar Shah	Member	Non-Independent Non-Executive Director
Johari bin Abdul Muid	Member	Independent Non-Executive Director
Datuk Syed Hamadah Syed Othman	Member	Independent Non-Executive Director

Our Financial, Investment and Risk Committee undertakes, among others, the following functions:

(i) The finance and investment functions

- (a) Review, monitor and recommend to our Board the financial plans, operational and capital budgets, annual and supplementary budgets, as well as our Company's financial performance;
- (b) Evaluate information relating to our Group's investable assets, investment policies, strategies, objectives and activities;
- (c) Monitor and review investments in subsidiaries and associate companies;
- (d) Evaluate and deliberate on any corporate proposals, including new investment, divestment or mergers and acquisitions, excluding project tenders or bids conducted in the ordinary course of business with a value of RM50.0 million and above. Subject to no further comments from our Financial, Investment and Risk Committee, the relevant approval may then be sought in accordance with the respective company's limits of authority; and
- (e) Provide input to our Board on the valuation of proposed investments or divestments, taking into consideration compliance with the investment policy, risk management analysis, due diligence findings and written reports from external advisers, where applicable.

(ii) The risk functions

- (a) Review processes for determining and communicating our Company's risk appetite;
- (b) Oversee the establishment and implementation of our Company's risk management, reviewing its effectiveness annually;
- (c) Review the risk management framework and policies, and to recommend to our Board for adoption by our Company. The framework shall be continuously monitored and updated to reflect current risk exposures and maintain operational relevance;

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

- (d) Review our management's processes for identifying, analysing, evaluating and treating risks, ensuring clear communication of these risks across the operating companies;
- (e) Review periodic report on our Company's risk management and deliberate on key risk issues highlighted by our Risk Management Committee;
- (f) Report to our Board on the key risks and associated action plans for mitigation; and
- (g) Carry out any other assignments as delegated by our Board.

(iii) Sustainability matters

- (a) Review the effectiveness of our Company's strategies, policies, procedures, principles and practices related to economic, environmental and societal sustainability;
- (b) Provide recommendations to our Board on the adoption of sustainability-related policies and monitor the implementation of these policies;
- (c) Review issues arising from independent audits and assurance reports, as well as any matters raised by the consultants;
- (d) Ensure that processes are in place to comply with all relevant laws, regulations and rules impacting our Company's sustainability practices; and
- (e) Review our Group's sustainability statement for inclusion in the annual report or other public disclosures, and recommend it to our Board for approval, ensuring effective communication of our Group's sustainability initiatives and performance to investors and stakeholders.

(iv) Integrity matters

- (a) Review the effectiveness and adequacy of the anti-bribery and anti-corruption policy and its implementation throughout our Company;
- (b) Establish, maintain and periodically review our Company's anti-bribery and anti-corruption program, including clear policies and objectives that effectively address bribery and corruption risks;
- (c) Ensure adequate resources are allocated to effectively manage our Company's anti-bribery and anti-corruption initiatives, including awareness and training programs for relevant stakeholders;
- (d) Periodically report to our Board on the status of the anti-bribery and anti-corruption program, highlighting any key issues or developments; and
- (e) Designate qualified personnel or departments to conduct internal audits on the implementation of the anti-bribery and anti-corruption policy and framework, identify and report any significant findings or gaps, and ensure that appropriate corrective actions are promptly undertaken in response to audit recommendations.

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

9.3 KEY SENIOR MANAGEMENT

Our key senior management is responsible for the day-to-day management and operations of our Group. The members of our key senior management as at the LPD are as follows:

Name	Age ⁽¹⁾	Designation
Dato' Azman Shah bin Mohd Yusof	55 years	Chief Executive Officer
Neo Li Ping	39 years	Chief Financial Officer
Mark William Hardiman	51 years	Chief Executive Officer of PTPSB
Md Derick bin Basir	54 years	Chief Executive Officer of JPB
Nik Muzani bin Nik Abdul Aziz ⁽²⁾	50 years	Acting Chief Executive Officer of NMB
Dato' Sasedharan A/L Vasudevan	55 years	Chief Executive Officer of PPSB
Khairul Anuar bin Othman	42 years	Head of Company of TBPSB

Notes:

(1) The age of the respective key senior management is as at the LPD.

(2) Nik Muzani bin Nik Abdul Aziz was appointed post LPD, on 15 August 2025.

9.3.1 Profiles of our key senior management

(i) Dato' Azman Shah bin Mohd Yusof

Dato' Azman Shah bin Mohd Yusof, a Malaysian aged 55, is our Chief Executive Officer. He has approximately 15 years of experience in port operations, including at the chief executive level.

He graduated from the London School of Economics and Political Science, University of London, United Kingdom with a Bachelor of Science (Economics) in 1992. Subsequently in 1996, he completed a program in Macroeconomic Policy and Management from Harvard University, United States of America.

He started his career as an Administration Officer at Bank Negara Malaysia in 1992. In 1995, he was promoted to Senior Economist and he remained with Bank Negara Malaysia until 1997. Following his departure from Bank Negara Malaysia, he joined Socgen-Crosby Research (Malaysia) Sdn Bhd as an Associate Analyst from 1997 to 1998.

In 1998, he joined Pengurusan Danaharta Nasional Berhad as an Executive in Research Unit, Corporate Services Division, before being reassigned to the Managing Director's Office. In 2001, he was transferred to the Chairman's Office as the Special Assistant to the Chairman and left Pengurusan Danaharta Nasional Berhad in the same year. Through his roles in research, investment analysis and corporate services, he gained invaluable insights into corporate strategy, management and operations, honing his leadership capabilities and strategic decision-making skills, experiences that have shaped his current role as our Chief Executive Officer.

Upon leaving Pengurusan Danaharta Nasional Berhad in 2001, he set up a consultancy company, Haz-iq Capital Sdn Bhd, where he remained with the company until 2009. The company provides, among others, assistance to corporate customers in the property development, hotel management, information technology and real estate investment trusts in terms of turnaround management and business strategy.

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

He joined Max-Airplay Sdn Bhd as its Chief Operating Officer in 2005. The company was a start-up involved in advertising and radio broadcast management. He was responsible for overseeing the business development activities of the company, including obtaining the licence to operate a terrestrial radio station, and subsequently, the management of daily operations of the company. He left Max-Airplay Sdn Bhd in 2006 and continued with his consultancy business with Haz-iq Capital Sdn Bhd until 2009.

In 2010, he joined Bolton Berhad (*now known as Symphony Life Berhad*), a public company listed on the Main Market of Bursa Securities, as the Head of Corporate Services, where he was tasked with overseeing the corporate governance framework, managing internal policies and ensuring the efficient administration of the company's operations. He also led the development and implementation of corporate strategies, managed key relationships and supported the board in decision-making processes. Later that year, he was transferred to the position of Head of Marketing and Corporate Services within the same company, a role he held until 2012. In this expanded role, he was responsible for both the strategic direction of marketing efforts and the corporate services division, overseeing brand management, market positioning and customer engagement, while ensuring the alignment of these initiatives with the company's broader corporate strategy.

In 2012, he was appointed as the Executive Director of Integrax Berhad, a public company which was then listed on the Main Market of Bursa Securities. In this capacity, he was responsible for overseeing the strategic direction and corporate governance of the company, driving key initiatives to enhance operational performance and shareholder value. He also played a vital role in business development, fostering relationships with key stakeholders, and identifying new growth opportunities to support the company's long-term objectives. He left Integrax Berhad in 2015 upon the completion of the takeover of Integrax Berhad by Tenaga Nasional Berhad.

In 2015, he joined our Company as the Executive Director and was subsequently seconded to NMB. He was later appointed as the Chief Executive Officer of NMB in 2016. In this role, he took on a broader leadership responsibility, contributing to the formulation of corporate strategies, overseeing day-to-day operations and ensuring the alignment of the company's business objectives with its long-term vision. He was instrumental in driving NMB's strategic initiatives and leading the management team in decision-making processes to optimise the company's growth and operational efficiency. During his tenure as Chief Executive Officer, NMB recorded historical highs in container volumes (2021, 2024) and conventional cargo volumes (2022, 2023, 2024), and won several awards and accolades in occupational safety and health at the national and international level.

He was appointed as our Chief Executive Officer on 1 December 2024, where he is responsible for overseeing the day-to-day operations and ensuring the alignment of our Group's business objectives with its long-term vision. He is instrumental in driving our Group's strategic initiatives, and guiding and supporting the executive team of the operational companies in decision-making processes to optimise our Group's growth and operational efficiency.

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

(ii) Neo Li Ping

Neo Li Ping, a Malaysian aged 39, is our Chief Financial Officer. She has over 18 years of experience in auditing and accounting and finance of which over nine years was in service of the MMC Corp Group.

She graduated from Oxford Brookes University with a Bachelor of Arts (Honours) in Accounting and Finance in 2006. Additionally, she was admitted as an Associate member of the ICAEW in 2010 and as a Fellow of the ICAEW in 2020.

She began her career as an audit assistant with KPMG PLT in 2006 and was later promoted to audit manager, managing a portfolio of 20 companies, which honed her skills in financial reporting and compliance. After leaving KPMG PLT in 2013, she briefly worked at Tune Ins Holdings Berhad (*now known as Tune Protect Group Berhad*) as Finance Manager from April 2013 to June 2013 and then at Petra Energy Berhad, a company listed on the Main Market of Bursa Securities, as Finance Manager from September 2013 to June 2015. At Petra Energy Berhad, she focused on financial and tax reporting and was responsible for preparing consolidated monthly and quarterly group accounts and quarterly reporting announcements. In June 2015, she joined AEON Credit Service (M) Berhad as Senior Manager of the Finance Group, overseeing financial and management reporting, tax compliance and budgeting, until her departure in 2016.

In January 2016, she joined MMC Corp as Senior Manager, Finance Reporting and was subsequently promoted to Assistant General Manager, Finance Reporting in January 2019 and then to General Manager, Finance in January 2021. During her tenure at MMC Corp, she oversaw financial activities, prepared consolidated financial reports and quarterly results (before MMC Corp's delisting), managed budgeting and forecasting, ensured compliance with accounting standards, and performed financial analysis to support decision-making for the MMC Corp Group, including our Group.

She was appointed as our Chief Financial Officer on 1 December 2024, and with her extensive experience at MMC Corp, she is well-equipped to oversee our Group's statutory reporting, budgeting and forecasting, ensure compliance with accounting standards and oversee other accounting functions.

(iii) Mark William Hardiman

Mark William Hardiman, a Dutch citizen aged 51, is our Chief Executive Officer of PTPSB. He has over 29 years of experience in port operations.

He graduated from Technikon Natal (*now known as Durban University of Technology*) with a National Diploma in Maritime Studies in 1997 and subsequently obtained a certificate and Diploma in Terminal Management, Lloyd's Maritime Academy from National Sea Training Centre, North West Kent College in 2002.

He began his career as a trainee at Mediterranean Shipping Company in 1995 to fulfil the work experience requirement of his course. In 1997, he joined Maersk South Africa (Pty) Ltd as an Operations Assistant, where he was tasked with coordinating Maersk's line vessel operations in cargo handling and vessel husbandry at the Port of Durban, South Africa. He was transferred to Port Elizabeth in 1998, where he was responsible for its vessel and port operations until 2000. Between 2000 and 2002, he returned to the Port of Durban under the employment of Safmarine, a subsidiary of A.P.Moller – Maersk A/S, to head the transshipment department. He was promoted to Assistant Operations

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

Manager of Safmarine where he was additionally responsible for the day-to-day management of the vessel and port operations as well as handling third party carrier dealings.

Between 2002 and 2004, he served as Operations Manager at the West Africa Container Terminal at Onne, Nigeria of APM Terminals B.V., where he was responsible for its overall operations. He was transferred to APM Terminals B.V.'s Suez Canal Container Terminal at Port Said, Egypt as a Training Support Manager prior to the commencement of their operations and thereafter as Shift Manager from 2004 to 2005. As Training Support Manager, he oversaw the recruitment and training process, assisted in setting up the operating system and standard operating procedures, and was responsible for overseeing all operational aspects of the terminal during his designated shift as Shift Manager. He took on the same roles at APM Terminals Zeebrugge N.V.'s container terminal at Zeebrugge, Belgium from 2006 to 2008.

Between 2008 and 2009, he served as Operations General Manager for the Africa region under APMT AMI regional office in Cape Town, South Africa, and subsequently for the Africa, Middle East and India regions under APMT AMI's regional office in Dubai from 2009 to 2012. During this period, his responsibilities include, among others, providing strategic oversight and support for operational performance across regional facilities, ensuring alignment with global best practices, organisational objectives and compliance with procurement policies. He was subsequently appointed as the Chief Operations Officer at APM Terminals Bahrain B.S.C., the operator of the Khalifa Bin Salman Port, Bahrain, in 2012, where he oversaw all port operations, enhanced port efficiency and was responsible for various other operational departments. Thereafter, he was promoted to Managing Director in 2015, where he had the added responsibility of overseeing its entire business unit, until his departure in 2019.

In 2019, he served as the Chief Executive Officer of Salalah Port Services Company (S.A.O.G.), the operator of the Port of Salalah, Oman, where he led the operational management of the Port of Salalah. In this role, his leadership focused on enhancing the port's service offerings to strengthen its competitive position in the region, while maintaining clear accountability for financial performance. He left the company at the end of January 2023 and took a one-year career break.

With Mark's extensive experience in terminal management and port operations, he was appointed Chief Executive Officer of PTPSB in January 2024. In this role, he oversees the operations of PTP and drives its strategic direction, with a focus on driving profitability and enhancing returns for shareholders. This includes enhancing operational efficiency, optimising port capacity to drive growth, expanding market share and adopting sustainable practices aligned with global industry standards for PTP.

He currently sits on the board of directors of PTIS and PTES.

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

(iv) **Md Derick bin Basir**

Md Derick bin Basir, a Malaysian aged 54, is our Chief Executive Officer of JPB. He has over 19 years of experience across the port, logistics and aviation industries, including roles in strategic leadership and operational management. He graduated from Staffordshire University, United Kingdom with a Bachelor of Laws in 1994.

He began his career in 1994 at Konsortium Jaya Sdn Bhd (*now known as* Theta Technologies Sdn Bhd), a subsidiary of Lityan Holdings Berhad (*now known as* Theta Edge Berhad), an information and communication technology service provider listed on the Main Market of Bursa Securities. He served as an account manager in the sales and client servicing team until 1997.

From 1998 to 2000, he joined HMO Pacific (1998) Sdn Bhd (*now known as* PM Care Sdn Bhd) as Customer Service & Client Account Manager. In this role, he managed customer relations, addressed operational issues and ensured service delivery excellence, while also nurturing long-term relationships with key clients.

In 2000, he embarked on an entrepreneurial journey with Putra Pack Movers Sdn Bhd, a company specialising in relocation, transportation and packing services. As its director, he led the company's business development, sales and marketing functions until May 2006.

In June 2006, he joined PTPSB as Manager of Corporate Communication. He was tasked with enhancing the company's brand visibility, internal communications and stakeholder engagement. He rose through the ranks to become Senior Manager of Corporate Communications and Free Zone Property in 2010, and subsequently General Manager in 2011, overseeing both the Corporate Communication and Free Zone Property departments. As General Manager, he was responsible for strategic planning, tenant management, and investor relations for the PTP Free Zone.

In February 2012, he was transferred to JPB as Senior General Manager of the Corporate Services Division. In this role, he oversaw six departments including facilities management, information and communication technology, procurement, corporate communications, port security and safety, and legal and administration.

He was subsequently transferred to PPSB in January 2015 as Senior General Manager of Support Services, where he led various support functions including human resources, port police, fire and rescue, administration, corporate communications and property.

In November 2015, he was appointed Chief Executive Officer of Senai Airport Terminal Services Sdn Bhd, a subsidiary of MMC Corp. There, he provided strategic direction and operational leadership for Senai International Airport. His responsibilities included overseeing airport operations, regulatory compliance, and the development of commercial and retail businesses within the airport.

He rejoined JPB in June 2020 as its Chief Executive Officer. In his current role, he is responsible for steering the overall strategic direction and operations of JPB. His leadership focuses on enhancing operational efficiency, driving sustainable growth, expanding market reach, and ensuring financial resilience, all in alignment with JPB's long-term vision and mission.

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

(v) Nik Muzani bin Nik Abdul Aziz

Nik Muzani bin Nik Abdul Aziz, a Malaysian aged 50, is our Acting Chief Executive Officer of NMB. He has over eight years of experience in logistics operations.

He graduated from the University of the West of England, Bristol, United Kingdom with a Bachelor of Laws in 2000.

He began his career as a Legal Executive in the Legal Department at MMC Corp in 2002 and thereafter being promoted to the role of Senior Executive in the same department in 2007. In 2008, he was seconded and promoted to MMC International Holdings Limited, a wholly-owned subsidiary of MMC Corp and his position was redesignated as a Manager of the Business Development Department, where he was part of the team of Jazan Economic City project, a development project for a planned economic city in the Jizan Province of Saudi Arabia, focusing on energy and manufacturing industries projects and its component. He was transferred to MMC Corp in 2010.

In 2012, he was promoted as a Senior Manager of the Business Development Department of MMC Corp until 2013 where he was managing various project ventures of MMC Corp with other organisations. In this role, he advanced risk management skills, demonstrated cross-functional leadership, and refined his communication skills, effectively equipping him for progressively senior leadership roles. In 2013, he was transferred to the Group Managing Director's Office where he was tasked to be the Special Officer to MMC Corp's Group Managing Director. As a Special Officer until 2016, he was entrusted with driving the execution of the Group Managing Director's strategic vision and overseeing the alignment and prioritisation of key initiatives to ensure organisational objectives were met.

From 2016 until 2018, he was seconded to Kontena Nasional (previously part of NCB Holdings) as the General Manager. In this role, he oversaw the Corporate Services Department of Kontena Nasional where he ensured compliance with regulatory standards, enhanced risk management frameworks, improved workplace safety culture and leveraged technology solutions to support business efficiency and growth. In 2018, he was promoted as the Head of Operations of Kontena Nasional. His roles and responsibilities include heading the haulage of containers, warehouse and provision of freight forwarding operations of Kontena Nasional, ensuring that Kontena Nasional's transportation and warehousing functions are run safely, efficiently, and profitably. In 2020, he was appointed as the Acting Chief Executive Officer of Kontena Nasional and thereafter in 2021 as the Chief Executive Officer of Kontena Nasional. He was responsible for steering Kontena Nasional's strategic direction, driving growth and profitability, and ensuring the company's long-term sustainability within the logistics industry.

In 2025, he was appointed as the Acting Chief Executive Officer of NMB. He is primarily responsible for overseeing the overall operations of NMB and driving its strategic direction. His focus is on enhancing operational efficiency, spearheading key projects and optimising resources to ensure smooth business execution, while also expanding NMB's market presence, improving customer service and implementing sustainable practices in line with global industry standards.

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

(vi) Dato' Sasedharan A/L Vasudevan

Dato' Sasedharan A/L Vasudevan, a Malaysian aged 55, is our Chief Executive Officer of PPSB. He has approximately 35 years of experience in port operations, terminal management, and commercial strategy within the maritime and logistics industry.

He obtained a Diploma in Business Administration from The Association of Business Executives (ABE), United Kingdom, in 1999. He further obtained a Diploma in Terminal Management from Lloyd's Maritime Academy, The National Sea Training Centre, North West Kent College (*now known as North Kent College*), United Kingdom, in 2005.

He began his career as an audit executive at Coopers and Lybrand (*a predecessor firm of PricewaterhouseCoopers PLT*) in 1989 and joined Konsortium Perkapalan Berhad (*now known as Konsortium Logistik Berhad*) as Marketing Executive in 1991. He then left Konsortium Perkapalan Berhad in 1996 to join PTPSB as a Marketing Executive in 1997. Between 1997 and 2005, he served as a Marketing Executive and was subsequently promoted to General Manager of Terminal Operations. In these roles, he was responsible for promoting the services provided by the port, managing the liners' business, as well as overseeing the operational efficiency and strategic development of the terminal, including ensuring smooth terminal management and handling day-to-day operations.

In 2005, he left PTPSB and joined APM Terminals B.V., where he was appointed General Manager of Terminal Operations at Gateway Terminals India Pvt Ltd, India. In 2008, he left APM Terminals B.V. to join DP World as Operations Director of PT Terminal Petikemas in Surabaya, Indonesia, a collaboration partnership of DP World, a position he held until 2011. Between 2011 and 2013, he was transferred by DP World to Asian Terminals Incorporated in Manila, Philippines, part of the global port network of DP World, where he held the position as Vice President for Operations. During his tenure at APM Terminals B.V. and DP World, he was responsible for overseeing terminal operations, optimising productivity and ensuring operational excellence across multiple terminals. With relevant experiences, he rejoined PTPSB in 2014 as Head of Business Development and was later promoted to Chief Commercial Officer, a position he held until 2016, when he transferred to PPSB as Chief Operating Officer.

In 2018, he was appointed Chief Executive Officer of PPSB, leveraging his extensive past experience in port operations and terminal management. As Chief Executive Officer of PPSB, he is responsible for driving the company's strategic direction, overseeing operations, and ensuring alignment with business goals. He also manages resources, fosters relationships with key stakeholders, and plays a central role in decision-making to maintain PPSB's growth and competitiveness.

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

(vii) Khairul Anuar bin Othman

Khairul Anuar bin Othman, a Malaysian aged 42, is our Head of Company of TBPSB. He has 20 years of experience working in multinational corporations, government-linked companies and reputable conglomerates.

He graduated from Universiti Utara Malaysia, Malaysia with a Bachelor of Business Administration (Marketing) in 2005.

He started his career as a Senior Executive, Corporate Communications at PTPSB from 2005 until 2010, where he was responsible for managing internal and external communications, handling media relations, event management and supporting the company's communication strategies. In 2011, he joined Senai Airport Terminal Services Sdn Bhd as Manager, Corporate Communications, where he took on a broader role and was responsible for overseeing the company's communications strategy, public relations efforts, managing media relations, event management and stakeholder engagement including non-aero business development.

In 2013, he left Senai Airport Terminal Services Sdn Bhd and joined UEM Land Berhad as Senior Manager, Strategic Marketing, where he was responsible for developing and executing high-level marketing strategies to drive business growth, market positioning and brand awareness. After leaving UEM Land Berhad in 2016, he joined Putrajaya Holdings Sdn Bhd as Head, Sales & Marketing until 2018, where he was responsible for overseeing government, private and commercial housing development projects in Putrajaya.

He then joined MCT Berhad (*now known as Avaland Berhad*), a company listed on the Main Market of Bursa Securities, in 2018 as General Manager, Sales & Marketing and was responsible for residential and commercial housing development projects in Petaling Jaya, Subang Jaya and Cyberjaya, as well as in the Philippines. After leaving MCT Berhad in 2019, he joined Coronade Properties Sdn Bhd as Head, Sales & Marketing where he oversaw several residential and commercial development projects in Johor Bahru town centre. He left Coronade Properties Sdn Bhd in 2022 and took a career break before joining MK Land Holdings Berhad from January 2023 until July 2023 as Head Group, Marketing & Sales. In this role, he was responsible for overseeing the company's overall sales and marketing activities across various business segments, including residential, commercial, hotel, theme park and township development business under the group's flagship projects. Through his diverse roles and working exposures in various industries, particularly in sales, marketing and business development, he gained invaluable insights and is able to stay updated and keep abreast of emerging trends in technology, strategy and innovation across diversified industries.

He joined JPB in August 2023 as the Head of Company of TBPSB where he is responsible for overseeing the port operations and business deliveries of Tanjung Bruas Port, ensuring efficiency, optimising capacity, and leading strategic initiatives to improve service delivery whilst maintaining high standards of safety and compliance.

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

9.3.2 Shareholding of our key senior management

The following table sets out the direct and indirect shareholding of each of our key senior management before and after our IPO:

Name	Before our IPO ⁽¹⁾				After our IPO							
					Assuming the Over-allotment Option is not exercised ⁽²⁾				Assuming the Over-allotment Option is fully exercised ⁽³⁾			
	Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Dato' Azman Shah bin Mohd Yusof	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Neo Li Ping	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Mark William Hardiman	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Md Derick bin Basir	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Nik Muzani bin Nik Abdul Aziz	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Dato' Sasedharan A/L Vasudevan	-	-	-	-	100,000	*	-	-	100,000	*	-	-
Khairul Anuar bin Othman	-	-	-	-	100,000	*	-	-	100,000	*	-	-

Notes:

* *Negligible*

(1) *Based on our issued Shares of 14,240,000,000 Shares after the Subdivision.*

(2) *Based on our issued Shares of 14,240,000,000 Shares upon our Listing and assuming full subscription of the Offer Shares allocated to our employees under the allocation for the Eligible Persons in respect of the Retail Offering.*

(3) *Assuming an Over-allotment Option of 640,800,000 Shares, representing 15.0% of the total number of the Offer Shares offered, is fully exercised.*

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

9.3.3 Principal business activities performed by our key senior management outside our Group in the past five years

Save as disclosed below, none of our key senior management are involved in principal business activities outside our Group as at the LPD or hold directorships in other companies outside our Group, at present and in the past five years preceding the LPD.

(i) Dato' Azman Shah bin Mohd Yusof

Name of company/ entity	Principal activities	Involvement in business activities
Present directorships and other involvement in principal business activities outside our Group		
• Eastern Polar Sdn Bhd	• General trading investment holding	• Director (<i>Appointed on 15 October 2002</i>) and substantial shareholder (direct)
• GP Ocean Food Sdn Bhd (<i>winding up</i>)	• Investment holding with the group operating as an integrated seafood producer	• Shareholder (direct)
• Insynchro (M) Sdn Bhd	• Engaged in the business of developing and selling web-based solutions, providing professional consultancy services and professional services in computer software and customisation and systems integration	• Shareholder (direct)
• Malaysian International Chamber of Commerce & Industry	• Activities of business and employers membership organisations; forwarding of freight; courier activities other than national post activities	• Director (<i>Appointed on 23 August 2022</i>)
Past directorships		
• Esper Capital Sdn Bhd	• Activities of holding companies, construction of buildings N.E.C.	• Director (<i>Appointed on 28 July 2022 and resigned on 15 April 2025</i>)
• Esper Logistics Sdn Bhd	• Consultancy and general engineering services and investment holding	• Director (<i>Appointed on 14 November 2023 and resigned on 28 April 2025</i>)
• Haz-iq Capital Sdn Bhd	• Investment holding company and the provision of financial consultancy and corporate advisory services	• Director (<i>Appointed on 2 April 2002 and resigned on 7 December 2023</i>)

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

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
• Nejagreen Sdn Bhd	• Engaged in investment holding company and the provision of financial consultancy and corporate advisory services	• Director (<i>Appointed on 26 March 2003 and resigned on 7 January 2021</i>)
• Seaport (Carey) Sdn Bhd	• Activities of holding companies for a special purpose vehicle for port proposal	• Director (<i>Appointed on 27 May 2021 and resigned on 15 April 2025</i>) ⁽¹⁾
• Seaport (Carey) Holdings Sdn Bhd	• Activities of holding companies for a special purpose vehicle for port proposal	• Director (<i>Appointed on 25 August 2021 and resigned on 15 April 2025</i>)
• Seaport Northgate Sdn Bhd	• Activities of holding companies for a special purpose vehicle for port proposal	• Director (<i>Appointed on 25 August 2021 and resigned on 15 April 2025</i>) ⁽²⁾
• Seaport Northgate Holdings Sdn Bhd	• Activities of holding companies for a special purpose vehicle for port proposal	• Director (<i>Appointed on 25 August 2021 and resigned on 15 April 2025</i>)

Notes:

(1) *Dato' Azman Shah bin Mohd Yusof is no longer a shareholder of this company post LPD.*

(2) *The share transfer is pending stamp duty assessment by the Inland Revenue Board. Upon completion, Dato' Azman Shah bin Mohd Yusof will no longer be a shareholder of this company.*

(ii) Neo Li Ping

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
Past directorships		
• Dana Vision Sdn Bhd*	• Dormant	• Director (<i>Appointed on 30 June 2020 and resigned on 16 April 2025</i>)
• Kontena Nasional*	• Haulage of containers, warehousing and provision of freight forwarding services	• Director (<i>Appointed on 1 December 2024 and resigned on 10 February 2025</i>)
• MMC Frigstad Offshore Sdn Bhd*	• Dormant	• Director (<i>Appointed on 30 June 2020 and resigned on 16 April 2025</i>)
• MMC Project Management Sdn Bhd*	• Dormant	• Director (<i>Appointed on 29 June 2020 and resigned on 16 April 2025</i>)

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

Name of company/ entity	Principal activities	Involvement in business activities
• MMC Real Estate Sdn Bhd*	• Investment holding with investments in land and property	• Director (Appointed on 1 February 2024 and resigned on 16 April 2025)
• MMC Tepat Teknik (Kejuruteraan) Sdn Bhd*	• Dormant	• Director (Appointed on 30 July 2020 and resigned on 16 April 2025)
• MMC Transport Engineering Sdn Bhd*	• Dormant	• Director (Appointed on 28 August 2020 and resigned on 16 April 2025)
• MMC Utilities Berhad*	• Dormant	• Director (Appointed on 30 June 2020 and resigned on 16 April 2025)
• Pernas Charter Management Sdn Bhd*	• Provision of management services to holding company and fellow subsidiaries	• Director (Appointed on 30 June 2020 and resigned on 16 April 2025)
• Southern Malayan Tin Dredging (M) Berhad*	• Dormant	• Director (Appointed on 30 June 2020 and resigned on 16 April 2025)

Note:

* Subsidiaries / associates / joint ventures of MMC Corp.

(iii) Md Derick bin Basir

Name of company/ entity	Principal activities	Involvement in business activities
Present directorships and other involvement in principal business activities outside our Group		
• Senai Airport Sdn Bhd* (<i>winding up</i>)	• Airport and air-traffic-control activities	• Director (Appointed on 6 February 2018)
Past directorships		
• KTMB MMC Cargo Sdn Bhd*	• Rail freight transporter and other related businesses in the rail cargo sector such as forwarding, shipping and chartering agents	• Director (Appointed on 30 June 2020 and resigned on 27 May 2025)
• Seaport Worldwide*	• Property development	• Director (Appointed on 12 June 2020 and resigned on 21 March 2024)

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

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
<ul style="list-style-type: none"> Senai Airport City Services Sdn Bhd* 	<ul style="list-style-type: none"> Provides management services for Senai Airport City development area and acting as free zone authority manager 	<ul style="list-style-type: none"> Director <i>(Appointed on 28 February 2020 and resigned on 27 May 2025)</i>

Note:

* *Subsidiaries / associates / joint ventures of MMC Corp.*

(iv) Nik Muzani bin Nik Abdul Aziz

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
Present directorships and other involvement in principal business activities outside our Group		
<ul style="list-style-type: none"> KN Global Transport Sdn Bhd* 	<ul style="list-style-type: none"> Warehousing and storage services, other service activities incidental to land transportation such as forwarding of freight 	<ul style="list-style-type: none"> Director <i>(Appointed on 1 December 2020)⁽¹⁾</i>
<ul style="list-style-type: none"> KN Loginfra Sdn Bhd <i>(winding up)*</i> 	<ul style="list-style-type: none"> Warehousing and storage services 	<ul style="list-style-type: none"> Director <i>(Appointed on 1 December 2020)</i>
<ul style="list-style-type: none"> KN Maritime Services Sdn Bhd <i>(winding up)*</i> 	<ul style="list-style-type: none"> Forwarding of freight 	<ul style="list-style-type: none"> Director <i>(Appointed on 1 December 2020)</i>
<ul style="list-style-type: none"> Konnas Prolink Sendirian Berhad <i>(winding up)*</i> 	<ul style="list-style-type: none"> Other service activities incidental to land transportation N.E.C 	<ul style="list-style-type: none"> Director <i>(Appointed on 1 December 2020)</i>
<ul style="list-style-type: none"> Kontena Nasional Global Logistics Sdn Bhd* 	<ul style="list-style-type: none"> Provision of freight forwarding services 	<ul style="list-style-type: none"> Director <i>(Appointed on 1 December 2020)⁽¹⁾</i>
<ul style="list-style-type: none"> KTMB MMC Cargo Sdn Bhd* 	<ul style="list-style-type: none"> Rail freight transporter and other related businesses in the rail cargo sector such as forwarding, shipping and chartering agents 	<ul style="list-style-type: none"> Director <i>(Appointed on 27 May 2025)⁽¹⁾</i>
<ul style="list-style-type: none"> P.T. Ritra Konnas Freight Centre* 	<ul style="list-style-type: none"> Container depot and cargo freight centre 	<ul style="list-style-type: none"> Director <i>(Appointed on 5 January 2022)⁽¹⁾</i>

Notes:

* *Subsidiaries / associates / joint ventures of MMC Corp.*

(1) *Nik Muzani bin Nik Abdul Aziz is in the midst of resigning from this company.*

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

(v) Dato' Sasedharan A/L Vasudevan

<u>Name of company/ entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
Present directorships and other involvement in principal business activities outside our Group		
<ul style="list-style-type: none"> Malaysian International Chamber of Commerce & Industry 	<ul style="list-style-type: none"> Activities of business and employers membership organisations; forwarding of freight; courier activities other than national post activities 	<ul style="list-style-type: none"> Director (<i>Appointed on 16 October 2018</i>)
Past directorships		
<ul style="list-style-type: none"> Telus Harta Sdn Bhd 	<ul style="list-style-type: none"> To carry on the business of an investment holding company and to purchase or otherwise acquire for investment or resale land, factories, houses, buildings, stations and other immovable properties of any tenure or any interest therein and any movable properties of any description or any interest therein and to create, sell and deal in freehold and lease hold ground rents and to make advances upon the security of land or house, or other property of any interest therein 	<ul style="list-style-type: none"> Director (<i>Appointed on 14 January 2021 and resigned on 24 July 2024</i>)

The involvement of our key senior management as disclosed above excludes shares in public listed companies held by our key senior management as minority shareholders (less than 5.0% of the total number of issued shares of a public listed company) and in which they do not hold any directorship, and is only for trading and personal investment purposes.

The involvement of our key senior management mentioned above in other principal business activities outside our Group will not affect their continued contribution to the day-to day management of our Group and are not expected to require a significant amount of their time or attention or adversely affect the operations of our Group as our key senior management do not participate in the management and day-to-day operations of these businesses, other than attending meetings of the board of directors on which they serve.

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

9.3.4 Service contracts with our key senior management

As at the date of this Prospectus, there are no existing or proposed service contracts between our key senior management and us which provide for benefits upon termination of employment.

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

The aggregate remuneration and material benefits in-kind (including any contingent or deferred remuneration) paid or proposed to be paid to our key senior management for services rendered in all capacities to our Group for the FYE 31 December 2024 and FYE 31 December 2025 are as follows:

Key senior management	Remuneration band (FYE 31 December)	
	2024 (Actual)	2025 (Proposed) ⁽¹⁾
	RM'000	RM'000
Dato' Azman Shah bin Mohd Yusof	2,200 – 2,250	1,850 – 1,900
Neo Li Ping	50 – 100 ⁽²⁾	600 – 650
Mark William Hardiman	3,050 – 3,100	2,150 – 2,200
Md Derick bin Basir	1,200 – 1,250	950 – 1,000
Nik Muzani bin Nik Abdul Aziz	– ⁽³⁾	250 – 300 ⁽³⁾
Dato' Sasedharan A/L Vasudevan	1,400 – 1,450	1,100 – 1,150
Khairul Anuar bin Othman	350 – 400	350 – 400

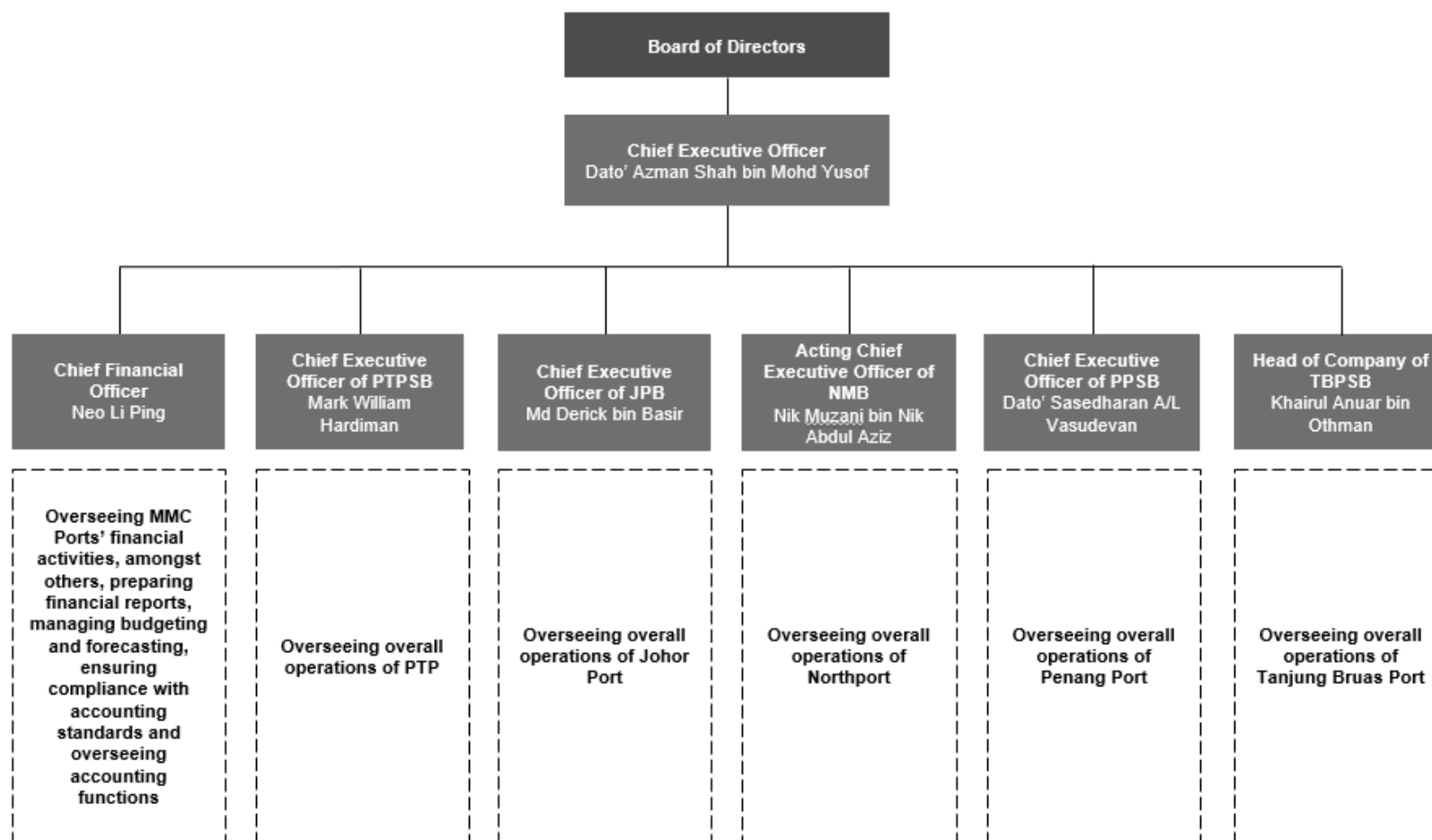
Notes:

- (1) *Excluding bonuses, which will be determined later based on the performance of the individuals and our Group.*
- (2) *Neo Li Ping was appointed as our Chief Financial Officer in December 2024.*
- (3) *Nik Muzani bin Nik Abdul Aziz was appointed as our Acting Chief Executive Officer of NMB in August 2025.*

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

9.4 MANAGEMENT REPORTING STRUCTURE

Our management reporting structure is as follows:



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

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

Save as disclosed below, there are no associations or family relationships between our substantial shareholders, Promoters, Directors and key senior management:

- (i) TSSM, our substantial shareholder, is:
 - a director of our Promoter and substantial shareholder, Seaport Terminal;
 - father of Sharifah Sofia binti Syed Mokhtar Shah, who is our Non-Independent Non-Executive Director; and
 - father of Syed Danial bin Syed Mokhtar Shah, who is a director of our Promoter and substantial shareholder, Seaport Terminal.
- (ii) Sharifah Sofia binti Syed Mokhtar Shah, our Non-Independent Non-Executive Director, is:
 - daughter of TSSM, who is our substantial shareholder; and
 - sister of Syed Danial bin Syed Mokhtar Shah, who is a director of our Promoter and substantial shareholder, Seaport Terminal.
- (iii) Syed Danial bin Syed Mokhtar Shah, a director of our Promoter and substantial shareholder, Seaport Terminal, is:
 - son of TSSM, our substantial shareholder; and
 - brother of Sharifah Sofia binti Syed Mokhtar Shah, who is our Non-Independent Non-Executive Director.
- (iv) TSCK, our Non-Independent Non-Executive Chairman, is a director of our Promoter and substantial shareholder, MMC Corp.

9.6 DECLARATION BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at the LPD, none of our Promoters, Directors or key senior management are and have been involved in any of 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 such person was a partner or any corporation of which such person was a director or member of key senior management;
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (iii) in the last 10 years, 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 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 part that relates to the capital market;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (vi) the subject of any order, judgment or ruling of any court, government or regulatory authority or body temporarily enjoining such person from engaging in any type of business practice or activity;
- (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) there is any unsatisfied judgment against such person.

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