7.1 OVERVIEW OF OUR BUSINESS

Through our subsidiaries, we are principally engaged in the provision of container liner shipping services, vessel chartering, container storage and container related services. Our vision is to be the leading shipping and logistics specialist in the region and to provide world class quality through continuous improvements, technological advancements and sustainable development. Our mission includes:

(a) continuing to innovate and leverage advanced technologies to cater to customers' needs;

(b) building and sustaining long-lasting partnerships based on integrity and shared ethical values;

(c) ensuring good governance by adhering to high standards of safety, quality and efficiency in shipping and logistics services; and

(d) contributing to the wellbeing of the environment, our people and society by upholding our commitment to sustainable development.

As at the LPD, our Group's container vessel fleet comprises 25 container vessels owned by our Group and one container vessel chartered under a bareboat agreement from a third party, where 15 vessels are operated by our Group to provide container liner shipping services primarily for service routes between Peninsular Malaysia and East Malaysia. In addition to these routes, our Group also services ports outside of Malaysia, namely in Brunei, China, India, Indonesia, Thailand and Singapore using our own container vessels, container vessels operated by third party container liner shipping companies, and tugs and barges chartered from third parties.

As at the LPD, our Group also operates five container depots (comprising four depots in Peninsular Malaysia and one depot in East Malaysia), to provide container storage and container related services to our Group as well as to other parties such as container hauliers, third party container liner shipping companies and shipping agencies, container leasing companies and box operators.

Our Group's principal place of business is in Malaysia. Our HQ is located in Shah Alam, Selangor and we operate nine branch offices for our container liner shipping services in Shah Alam, Johor Bahru, Kuching, Bintulu, Sibu, Miri, Tawau, Sandakan and Kota Kinabalu as at the LPD. In addition, we have appointed 13 shipping agents in Malaysia and in other countries that are part of our container liner shipping network as at the LPD, to support our operational arrangements and associated cargo movement at the ports which we call upon.

Our Group's principal market is in Malaysia, as the majority of our cargo volume is transported domestically, with some additional volumes handled regionally. Our container depot operations are entirely undertaken in Malaysia, while all of our Group's charter hire income was derived outside of Malaysia during the Financial Years/Periods Under Review.

7.2 OUR COMPETITIVE STRENGTHS

We believe that we benefit from the following competitive strengths.

7.2.1 We are the market leading container liner operator based on our market share of domestic cabotage volume between Peninsular Malaysia and East Malaysia, with a comprehensive service network and an established regional footprint

Domestic market leader

Our Group is the largest domestic carrier in Malaysia based on cabotage volume (in TEUs) handled between Peninsular Malaysia, East Malaysia and Brunei, with a market share of 41% in 2024 and 44% for the six months ended 30 June 2025, according to the IMR Report. Our market share among domestic container liner shipping operators, in terms of cabotage volume from Peninsular Malaysia to East Malaysia and Brunei, strengthened from 37% in 2016 to 44% for the six months ended 30 June 2025, which resulted in a corresponding reduction in market share held by other competitors during the same period, according to the IMR Report.

According to the IMR Report, there are high barriers to entry for both new domestic carriers and foreign flagged carriers to enter the Peninsular Malaysia to East Malaysia trade route due to the high cost of vessel acquisitions and reflagging requirements to qualify for the cabotage market in Malaysia. No new domestic entrants have entered the market since 2011 and foreign flagged carriers have failed to increase their market share despite the relaxation in cabotage rules in 2017, with only Maersk A/S and RCL providing regular services between 2017 and 2025 but contributing to a market share of less than 5.0% throughout the same period, according to the IMR Report. As at 1 September 2025, Maersk is the only foreign flagged carrier that operates on the cabotage route from Port of Tanjung Pelepas to Kota Kinabalu. Notwithstanding the partial cabotage liberalisation between 2017 and 2024 for Sarawak and since 2017 for Sabah, we have continued to maintain our leading position as the largest domestic carrier in Malaysia based on cabotage volume from Peninsular Malaysia to East Malaysia and Brunei, demonstrating our resilience and service delivery performance to our customers.

We believe that we are well positioned to maintain our leading position and further enhance our market share moving forward, as demonstrated by our total volumes transported in TEUs between Peninsular Malaysia and East Malaysia has been robust between 2022 to 2024 and has increased by 43.3% between FPE 30 April 2024 and FPE 30 April 2025. In addition, our total volumes transported in TEUs from East Malaysia to Peninsular Malaysia increased by a CAGR of 49.8% between 2022 to 2024 and by 65.0% between FPE 30 April 2024 and FPE 30 April 2025. Our growth trajectory has been supported by our strategic acquisitions of six new vessels and one second-hand vessel during the same period.

Comprehensive service network to East Malaysia

We support our customers' need for a frequent and reliable container liner shipping service between Peninsular Malaysia and East Malaysia through our value proposition of providing convenient and direct service routes, underpinned by our coverage of eight ports in East Malaysia. Our connectivity to East Malaysia allows us to provide regular services to these ports at least once a week, with more frequent services for major ports (being twice a week for Kota Kinabalu Port and Bintulu Port and three times a week for Kuching Port).

According to the IMR Report, we deploy the largest capacity in terms of TEUs between Peninsular Malaysia and East Malaysia as at 1 September 2025. This supports ocean distribution capacity for both big and small shippers and provides transshipment capacity for main line operators.

Established regional footprint

Our container liner shipping services are mainly centred in Port Klang, which is among the busiest ports in the world and strategically located along the Straits of Malacca. We make 20 port calls a week in Port Klang, which serves as a key transshipment hub and regional distribution hub for international and domestic trade, respectively. Many of the ports we serve in Peninsular Malaysia, such as Port Klang and Port of Tanjung Pelepas, are major gateways for Intra-Southeast Asia and Far East-Indian Subcontinent trade flows, reflecting the strategic alignment of our shipping routes with a key global trade corridor in the Straits of Malacca. This enables us to leverage on our connectivity to service our short sea routes with Southeast Asian ports as well as regional routes with ports in India and China and capture the movement of containers and cargoes through Malaysia and the region.

Beyond Malaysia, our service network extends to other international and gateway hubs in the Southeast Asia region, with port calls in Singapore (Port of Singapore), Thailand (Thai Connectivity Terminal, Bangkok and Kerry Siam Seaport, Laem Chabang), Brunei (Port of Muara), Indonesia (eight ports) and India (Syama Prasad Mookerjee Port, Kolkata). We also cover the Far East-Indian Subcontinent region through third-party arrangements, with port calls in India (four ports) and China (six ports). Our broad service coverage of 36 ports enhances our ability to facilitate efficient domestic and cross-border trade, and strengthens our position as the leading domestic container liner shipping operator in Malaysia and a growing operator in Southeast Asia and the Far East-Indian Subcontinent regions.

Our Intra-Southeast Asia and Far East-Indian Subcontinent container liner shipping routes based on volumes transported in TEUs increased at a CAGR of 20.7% and 147.1%, respectively, between 2022 and 2024. In addition, the volume of our dedicated feeder services to certain customers in Pengerang, Malaysia and Sumatera, Indonesia grew at a CAGR of 31.0% during the same period.

7.2.2 We own the largest fleet of Malaysian-flagged containerships, with the lowest average fleet age, supported by specialised vessel designs, a low cost base and flexible operating model with vessel chartering

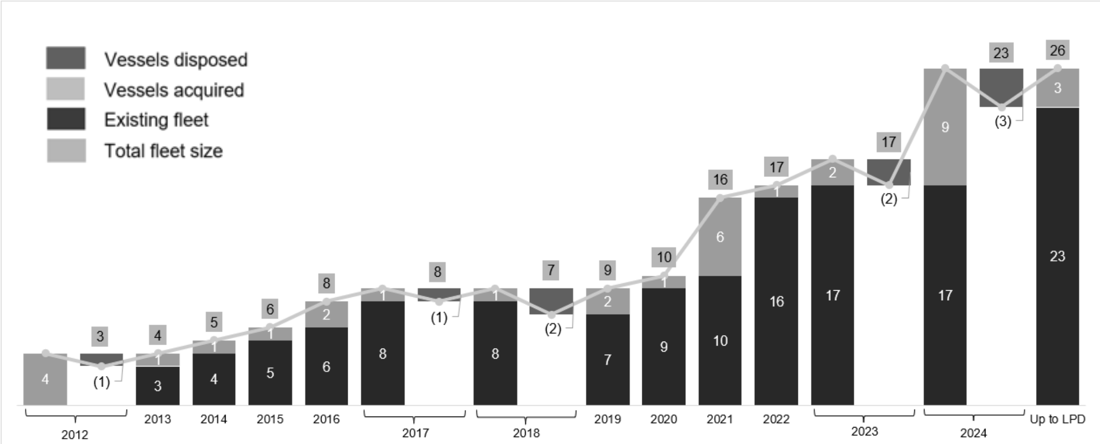
We believe that our ownership of a modern, specialised fleet, which was acquired at competitive prices, is a core pillar of our competitive strengths. It provides a flexible operating model and serves as a platform to optimise utilisation and maximise revenue, either by self-operating our vessels along strategic routes with multiple port calls or by chartering our vessels out when market conditions are favorable. Our fleet ownership provides us with access to a fleet of suitable vessels for our service routes and the flexibility to rapidly expand service routes and increase frequency of sailings to certain ports in response to growing customer demand.

Largest and youngest vessel fleet among Malaysian operators

We have a fleet of 26 vessels comprising 15 self-operated vessels and 11 chartered out vessels, with a total nominal capacity of 28,963 TEUs, as at the LPD. According to the IMR Report, we own the largest fleet of Malaysian-flagged containerships, which accounts for 50.0% of the Malaysian-flagged containership fleet by unit count and 62.7% by TEU capacity as at 1 September 2025. Our fleet size is approximately 70.0% larger in terms of number of vessels and has a total nominal capacity of more than three times of our closest Malaysian-registered competitor as at 1 September 2025, according to the IMR Report.

Our fleet has an average age of 6.7 years as at the LPD and is the youngest fleet among Malaysian operators, whose fleets have an average age of 22.5 years, according to the IMR Report. Our fleet includes 21 vessels that were built between 2019 and 2025. We also achieved the largest increase in fleet size between January 2018 and September 2025 among Malaysian-registered competitors, despite the relaxation of the cabotage policy in 2017, according to the IMR Report. Our domestic rivals in the Malaysian market have not renewed their fleets during this period and have been unable to match our fleet growth. According to the IMR Report, our domestic rivals are disadvantaged due to their older and less efficient vessel fleet, as well as the rising costs associated with renewing their fleet.

The net change in the number of our container vessels since 2012 up to LPD is set out in the graph below:



Regulatory compliant fleet

All of the vessels in our fleet are in compliance with EEXI requirements. All of the vessels in our fleet that are subject to the CII compliance regime are in compliance with CII requirements. EEXI and CII regulations are new environmental regulations introduced by the IMO in January 2023. According to the IMR Report, non-compliant ships will incur additional regulatory costs or would need to be scrapped, resulting in increased scrapping of such vessels over the next five years. The removal of these older ships could result in a shortage of ships, particularly in smaller size segments below 4,000 TEUs. While we prioritise growing our fleet in segments where supply and demand dynamics are favorable, our investments are also strategically aligned to meet IMO's decarbonisation targets to safeguard the long-term viability of our vessels and sustainability of our business.

Specialised vessel designs

We operate a diverse range of vessels designed for route-specific requirements, including water depth, port conditions and cargo configuration needs. Our vessel fleet is designed for flexibility for both shallow draft operations and near sea or longer regional voyages. For example, our Bangkok-max vessels can navigate up the Chao Phraya River to reach Bangkok port in Thailand, overcoming specific restrictions due to river depth, bridge clearance and maneuverability limits at the port. This design has become increasingly popular for regional trade due to its optimal size, allowing for efficient operations in Southeast Asia. Meanwhile, our Kolkata-max, Rajang-max, Siak-max and Pengerang-max vessels are specifically designed to navigate the Kolkata Port in India, Rajang Port in Sarawak, Malaysia, Siak River in Indonesia and Pengerang Port in Johor, Malaysia, respectively. These vessels are tailored to the ports' size constraints while maximising cargo intake and optimising operational efficiency. The designs of our Kolkata-max and Rajang-max vessels represent a significant advancement in regional shipping, enabling larger container ships to serve both ports effectively, as well as other regional ports with shallow draft limitations.

According to the IMR Report, modern vessels that are designed for optimal deployment in targeted market segments are in high demand in the charter market due to the limited availability of such vessels. We also own four vessels that are fitted with EGCS scrubbers that allow them to use high sulphur fuel oil, which is typically more cost-efficient. According to the IMR Report, these vessels are the only Malaysian-flagged container vessels that have been fitted with EGCS scrubbers. We expect that such vessels will command a premium charter hire rate if chartered out. Some of our vessels, such as MTT Senari, MTT Semporna, MTT Samalaju and MTT Saisunee, are designed for a high intake of laden containers to sail on shallow drafted waterways and are consistently in high demand due to their fuel efficiency, which enables them to command premium charter rates compared with other vessels in the same segment.

Low cost base of our fleet

We adhere to a planned and disciplined approach to new vessel orders and used vessel acquisitions, which takes into account factors such as pricing, market conditions, access to capital and environmental considerations. We capitalised on relatively lower resale values of second-hand vessels in 2012 and embarked on our inaugural vessel acquisition programme with the delivery of four container vessels of nominal capacities of between 1,012 to 1,162 TEUs each. Over the next 13 years, we strategically acquired 35 used and newbuild vessels and disposed of nine vessels. Since 1 January 2022 and up to the date of this Prospectus, we disposed of three vessels through the second-hand market at an aggregate disposal value of 195.1% above the aggregate acquisition cost of such vessels.

According to the IMR Report, 21 of our vessels that were built between 2019 and 2025 are serving domestic and regional routes at competitive unit costs due to increased container loadability and improved bunker fuel consumption. These vessels were acquired at attractive prices, with the current second-hand market values above their book values. The average newbuild prices for feeder vessels of 1,100 TEUs and 1,700 TEUs has increased by 41.0% since January 2020, while prices for second-hand vessels have increased by 232% over the same period, according to the IMR Report's estimates.

Our acquisition of vessels at attractive prices and at a relatively low cost base, in tandem with our strategic route planning and extensive service network, enables us to leverage on economies of scale and operate our vessels at a healthy profit margin. We recorded a PAT margin of 21.2% for the FYE 2024 and an average PAT margin of 27.8% over the Financial Years/Periods Under Review, nearly double that of our closest Malaysian-flagged containership fleet operators ranging from 5.7% to 11.5% for their latest available financial year, according to the IMR Report.

Flexible operating model with vessel chartering

Vessel chartering also provides us with the opportunity to grow our vessel fleet with newbuilds during periods of favourable pricing conditions as the acquisition costs can be partially funded through revenue from vessel chartering services after delivery and providing us with readily available slot capacity. This allows us to operate these vessels (after the time charter expires) for our own container liner shipping business as and when our network develops and grows, enabling us to convert and utilise our own capacity in a relatively short period of time, providing assurance for capacity planning and timing, as well as limiting any exposure to the volatility of vessel charter rates. We have capitalised on the current environment of high charter rates, with 11 of our vessels currently on time charter as at the LPD, all of which are renewable at prevailing market rates subject to mutual agreement by the parties.

According to the IMR Report, charter market rates have been rising since 2019 and remain highly attractive, with current charter rates for 1,100 TEUs and 1,700 TEUs ships being more than 200% higher compared to January 2020. The expected shortage of ships, especially in the smaller size segments of below 4,000 TEUs, due to the expected increase in scrapping of non-compliant vessels over the next five years, is further compounded by the lack of foreseeable supply of container vessels in our segment, with the IMR estimating the order book ratio for ships below 4,000 TEUs at 8.9% by TEU capacity, which is below the global average of 32.7%, as new ship orders are heavily skewed in favour of the larger ships. As a result, we are well-positioned to continue capitalising on favourable supply and demand dynamics with our fleet of modern and regulatory-compliant vessels.

7.2.3 We leverage on our ability to innovate and pioneer solutions for our customers

We leverage on our specialised vessel designs, port coverage and industry know-how to enhance supply chain connectivity for our customers, facilitate global market access for their products and offer innovative solutions to address logistical challenges faced by our customers. For example, we provide frequent sailing and efficient shipping services for exporters located in remote riverine ports within Sumatra, Indonesia, where challenges in shipping services such as empty container supply and connectivity via Southeast Asia hubs are prevalent. In addition, we introduced the containerised shipping of automotive vehicles between Peninsular Malaysia and East Malaysia in late 2016.

Dedicated feeder services

In 2012, we started offering dedicated feeder services to provide frequent and scheduled ocean connectivity between remote riverine ports in Sumatera, Indonesia and certain ports in Peninsular Malaysia. These public and private river ports in Sumatera, Indonesia typically have shallower waters with air draft and overall length restrictions and are not suitable for most container vessels to sail and/or to berth. These restrictions typically require the use of tugs and barges to facilitate shipments to these ports. However, our Rajang-max and Siak-max vessels are capable of navigating to these river ports within such limitations. Our customers (i.e. importers and exporters) may also request for a service upgrade to our container vessels, depending on the efficiency of port operations. Without accounting for port congestion, using container vessels offers our customers a faster, safer and more cost-effective option in terms of lower cargo insurance premiums.

Since 2019, we have provided dedicated feeder services to and from Pengerang Terminal, specifically for two major petrochemical companies based in Pengerang. Our dedicated feeder segment has grown at a CAGR of 31.0% between 2022 and 2024, based on transport volume in TEUs.

Containerised shipping of automotive vehicles

In late 2016, we leveraged on our comprehensive port coverage to introduce the containerised shipping of automotive vehicles between Peninsular Malaysia and East Malaysia. Since then, we have become a sizable carrier of automotive vehicles in containers between Peninsular Malaysia and East Malaysia, with our volume of transported vehicles growing at a CAGR of 29.4% between 2019 and 2024. According to the IMR, this CAGR growth from 2019 – 2024 was more than twice the total market growth of 12.3% over the same period and our market share rose from 6.8% to 13.7% during the same period.

We believe that we possess a significant advantage in this segment through our coverage of eight ports in East Malaysia and our higher frequency of sailing between Peninsular Malaysia and East Malaysia. Our ability to provide direct distribution to our comprehensive service network in East Malaysia every week enables us to deliver improved reliability, faster speed to market and inventory management efficiency to the domestic and international automotive companies that we serve.

Our service offering provides key advantages, including protection against weather, debris and potential damage in transit, as well as the flexibility to transport automobiles alongside various other goods on the same vessel in a standard container, as opposed to vehicle-only RORO services. Our removable vehicle racking system is accredited by various major international organisations including Lloyd's Register Quality Assurance, Association of American Railroads, Bureau Veritas and China Classification Society. These systems allow us to lash, tilt and/or lift the vehicles in the container, enabling us to fully utilise the container space and store up to four vehicles per container, depending on vehicle size. Our automotive logistics service thereby enables us to optimise our vessel utilisation.

7.2.4 We offer an integrated container supply chain ecosystem in Malaysia by providing end-to-end services to our customers

As part of our mission to provide holistic solutions to our customers in East Malaysia, we offer an integrated container supply chain ecosystem, providing our customers with end-to-end solutions, including container yard depot and shipping agency services. To further improve our value proposition as a container liner operator and deepen engagement with our customers involved in the transport of FMCG and cold-chain cargoes, we plan to further integrate our supply chain ecosystem through our investment in IFFs. For further information, see Section 7.3.1 of this Prospectus. This allows us to offer a synergistic value proposition and position ourselves as a one-stop logistics solutions provider, as compared to other operators who may focus solely on port-to-port logistics. We believe that this integrated approach helps to facilitate increased retention for customers seeking an end-to-end solutions provider in East Malaysia.

As at the LPD, our five container depots have a combined effective storage capacity of 25,927 TEUs. Our planned development of three additional depot facilities is expected to further strengthen our position as a leading integrated logistics provider in Malaysia. Our facilities are strategically located within key logistics hubs along Peninsular Malaysia and East Malaysia, enabling us to support the efficient movement and turnaround of containers. Our container depot business provides container storage and container related services such as container handling, container washing, maintenance and repair as well as empty drayage services, enabling us to offer our customers a fully integrated logistics solution.

7.2.5 We have a robust financial profile, underpinned by our ability to leverage on economies of scale and disciplined cost control

We have delivered a consistent track record of profitability over the past 14 consecutive years. Our business has remained profitable in every year since our inception, driven by economies of scale and disciplined cost control. We recorded a PAT margin of 21.2% for the FYE 2024 and an average PAT margin of 27.8% over the Financial Years/Periods Under Review, nearly double that of our closest Malaysian-flagged containership fleet operators ranging from 5.7% to 11.5% for their latest available financial year, according to the IMR Report.

Economies of scale

Our strategic acquisitions of vessels at attractive prices has enabled us to scale our operations at a relatively low cost base as demonstrated by our PAT margins. At the same time, we have increased productivity by optimising vessel utilisation through our strategy of deploying vessels for our own container liner operations depending on network development and growth, or chartering them out depending on prevailing market conditions. This approach has enabled us to achieve economies of scale, maintain our profit margins and increase our market share among Malaysian-flagged containership operators from 37% in 2016 to 44% for the six months ended 30 June 2025. From FYE 2022 up to the LPD, we have increased deployment of capacity across the service routes that we serve from 18,794 TEUs to 28,963 TEUs whilst still maintaining our profitability. In addition, our slot exchange arrangements with two other container liner operators enable us to rationalise and improve our sailing frequency and port coverage, further enhancing the economies of scale of our container liner shipping business.

Disciplined cost control

To manage cost efficiencies and to limit our exposure to the volatility of container leasing rates, we acquired our first 9,990 containers when we started our business in 2011 and have steadily acquired or leased containers since then to further support the growth of our container liner shipping business. As at the LPD, we have an aggregate of 22,780 units of containers, of which 72.7% are owned and 27.3% are leased. By leasing a portion of our containers, we retain the flexibility to reduce our capacity and operating expenses relating to leased containers during periods of lower demand.

The cost of bunker fuel is one of the major components of our direct costs for our container shipping operations and fluctuates according to the prevailing global oil prices. We manage such fluctuations by factoring in a bunker adjustment factor in our freight rates, in part as recovery costs to us for the fluctuation of bunker fuel cost, enabling us to pass on certain increases in bunker fuel cost to our customers.

Additionally, our strong operating cash-generating capabilities and consistently low gearing has enabled us to finance the expansion of our vessel fleet using readily available funds, thereby reducing financing costs and providing greater flexibility on the timing of our investments in new vessels. This also provides us with the flexibility to capitalise on favourable market opportunities to acquire vessels at relatively lower cost. As at FPE 30 April 2025, we have maintained a healthy balance sheet with a gross gearing ratio of 0.5 times. As at the LPD, we have utilised a total of RM425.0 million out of RM1.5 billion under our Sukuk Wakalah which has been assigned a AA3/Stable/P1 rating. Our positive annual net cash generated from operating activities averaged RM402.8 million between FYE 2022 to FYE 2024, demonstrating our strong operating cash generating capabilities.

Diverse customer profile

The growth and expansion of our business is supported by long-term strategic partnerships with a diversified group of customers, working closely with a core group of customers, primarily comprising shippers, consignees, freight forwarders and Main Line Operators. These customers rely on both our services and our value-added support and tailored solutions.

We have cultivated long-term relationships spanning more than a decade with several customers, including our notable longstanding relationship with Evergreen Malaysia since 2010. In 2011, we were appointed as the shipping agent for Evergreen Malaysia to provide shipping agency services in relation to container liner shipping services provided by the Evergreen Group in Sabah and Sarawak. Additionally, we provide shipping agency services to SLS in Johor and dedicated feeder services to and from Pengerang Terminal for two major petrochemical companies based in Pengerang since 2019. These relationships underscore our commitment to delivering exceptional service and fostering long-term value for our stakeholders.

7.2.6 Our digitalisation initiatives and ESG commitment enhance operational efficiency and long-term sustainability

Digitalisation initiatives

We possess the intellectual property rights to our iKapal shipping system, which underpins and streamlines the daily operations of our container liner shipping business. This software has enabled us to enhance coordination across our operational processes and provides our customers with the convenience of directly executing various functions through our online portal, including freight bookings, e-Shipping Instruction submissions, eVGM Declarations, shipment tracking, checking vessel schedules and making payments for our services. As part of our ongoing efforts to improve our operational efficiency, we intend to enhance our software system through the implementation of several new features.

In our container depot business, we utilise our SOVY-Depot System to streamline the daily operations of our container depots. A principal feature of our SOVY-Depot System is its capacity for automating business processes, facilitating the exchange of information between various functional units of our container depot operations and enabling the communication of information with our customers and industry stakeholders who have integrated their systems with our SOVY-Depot System.

ESG commitment

In line with our vision and mission, we are dedicated to creating long-term sustainable value for our stakeholders while remaining committed to sustainable development. All of our vessels are EEXI-compliant in accordance with IMO 2020 regulations and are either equipped with EGCS scrubbers or operating on VLSFO. All of our newbuilds are also EEXI compliant and we have disposed of all vessels that are not EEXI or CII compliant. Our vessels also undergo an annual assessment for CII compliance. Additionally, we are committed to the IMO's Net Zero roadmap and are required to achieve net zero GHG emissions by or around 2050. To this end, we have implemented our sustainability policy in 2023 and we are currently embarking on GHG Scope 3 data collection. Our climate-change adaptation and emission reduction initiatives encompass a fleet renewal program, ballast water treatment, sludge management, cold chain storage, renewable energy usage and more. See Section 7.26 of this Prospectus for more information regarding our sustainability initiatives.

7.2.7 We have an experienced and long-serving Key Senior Management with substantial industry experience

Our Key Senior Management has an average of 32 years of industry experience, with most members having served with our Group for more than 10 years, reflecting a strong track record of commitment and continuity. Over the past decade, under the leadership of our experienced Key Senior Management team, we grew from having an initial paid-up capital of RM10.0 million at inception into a leading Malaysian container liner shipping company. Our senior management team has played a vital role in promoting our continued growth and business expansion during a period where several players have withdrawn from the container shipping business, including MISC in 2011, Swee Joo (Johan Shipping) in 2012, Hub Line in 2015, Perkapalan Dai Zhun (PDZ Lines) and Geniki Shipping in 2017, according to the IMR.

Our Group's Executive Chairman and co-founder, Dato' Seri Ong, has longstanding experience and involvement in the maritime and logistics industry with Evergreen Marine Corp. Similarly, our Managing Director and co-founder, Ooi Lean Hin, is a shipping veteran with over 45 years of broad experience in various facets of the shipping industry with carriers such as Evergreen Marine Corp, Wan Hai Lines Ltd, Korea Maritime Transport Co and Orient Overseas Container Line and together with Chan Huan Hin, our Executive Director; Lee Hock Saing, our Director of Marketing; and Lee Kong Siong, our Director of Operations, each have over 30 years of experience spanning across shipping, freight forwarding and logistics.

With experience at several industry-leading container shipping, freight forwarding and logistics companies, our Key Senior Management team has gained valuable insights that have helped build a strong foundation for our Group and led us to pursue a broader strategy of vertical integration, enabling us to expand our service offerings and strengthen our market presence (for example the introduction of IFFs) and in niche segments such as containerised automotive shipping. Please refer to Sections 5.2.3 and 5.3.3 of this Prospectus for the profiles of our Executive Directors and Key Senior Management, respectively.

7.3 STRATEGIES AND FUTURE PLANS

We intend to pursue the following strategies to grow our business.

7.3.1 Development of IFFs to drive domestic East Malaysia growth by addressing infrastructure gaps

According to the IMR Report, logistics facilities in East Malaysia remain under-developed and lack modernised facilities such as warehouses with proper elevated loading docks, digitalised cargo management systems as well as ISO and ESG certifications. Based on the IMR's survey of 20 warehouse facilities in Kota Kinabalu in 2025, only two (10.0%) were configured for dock-high loading bays, four (20.0%) were equipped with warehouse management systems, one (5.0%) was ISO certified and none have implemented any ESG-reporting initiatives. Given the infrastructure gaps in East Malaysia, we plan to broaden our service offerings by developing IFFs in three locations along East Malaysia to cater to the needs of our customers, including companies involved in the transport of FMCG, consumer electronic goods and cold-chain cargoes. These facilities will feature a multi-temperature cold room for refrigerated cargo, with a modern elevated warehouse design for flood mitigation and a cloud-based IT system to provide full supply chain coverage via a single channel. We plan to utilise ammonia-based refrigeration at our IFFs, supporting our commitment to sustainability by reducing harmful emissions.

The development of our Kota Kinabalu IFF is currently underway, with completion targeted by end 2025. This facility will feature a 60,000 sq. ft. multi-temperature cold room and an 80,000 sq. ft. ambient warehouse, providing comprehensive capabilities to support FMCG, consumer electronic goods, cold-chain and general cargo requirements to complement the existing empty container depot and automotive logistics yard. We have acquired land for the development of IFFs in Port Klang (Pulau Indah) and Kuching. In addition, we have identified a location for the development of an IFF in Bintulu. All our IFFs are expected to comprise a container depot, automotive logistics yard and a cold room and/or ambient warehouse. Following the addition of IFFs in Port Klang, Kuching and Bintulu, our Group plans to establish IFF service route points between Peninsular Malaysia and East Malaysia via Port Klang, Kota Kinabalu, Bintulu and Kuching by 2028.

According to the IMR Report, the less developed container logistics infrastructure in East Malaysia has also contributed to the lower growth in Sabah and Sarawak, with a less developed landside transportation network and the lack of modernised freight handling facilities. The shortage of ambient and cold-chain infrastructure poses logistical challenges for businesses, particularly in fast-food and temperature-sensitive cargoes. Our IFFs are designed to directly address this gap, enabling more efficient distribution and supporting the expansion of supply chains into East Malaysia. Further investments in related supply chain logistics facilities, such as new IFFs across Malaysia, are expected to strengthen our position as the leading integrated logistics provider in the market. We also expect that the development of our IFFs will translate to incremental cargo intake onto our vessels to East Malaysia by providing end-to-end container transportation services.

7.3.2 Expansion of our container liner shipping operations both domestically and internationally, together with the strategic expansion of our container vessel fleet

Our success in the container liner shipping and vessel chartering businesses can be attributed to a number of factors, including our ownership of a large fleet of container vessels, our ability to provide frequent and scheduled shipping services and the expanding network of ports that we cover. As part of our long-term business growth strategy, we intend to acquire additional container vessels to expand our container liner shipping and vessel chartering businesses in Malaysia and overseas as well as for fleet rejuvenation. We currently have four container vessels, each with a nominal capacity ranging from 1,400 TEUs to 1,462 TEUs, scheduled for delivery between December 2026 and December 2027. We also intend to acquire additional container vessels, with a range of nominal capacity from up to 1,400 TEUs to 9,000 TEUs, to further expand and increase our capacity. We intend to use RM[•] million from the proceeds of our IPO to fund or partially fund the purchase of these additional container vessels, and we expect to complete the acquisitions of the vessels within 36 months from our Listing.

Domestic growth prospects

According to the IMR Report, container volumes in TEU are projected to grow at a CAGR of 4.9%, 3.3% and 4.7% for Peninsular Malaysia, East Malaysia and Malaysia from 2025 to 2029, respectively. As the domestic market leader in Malaysia, we are well positioned to increase our market share by leveraging on our resilient business model and fleet size and capitalising on growth in domestic gateway volumes. Our resilient track record is demonstrated by the exit of several key domestic players between 2011 and 2017. This enabled us to register the largest increase in fleet size between January 2018 and September 2025 among Malaysian-flagged containership fleet operators, resulting in our ownership of the largest containership fleet among the remaining domestic players as at 1 September 2025, according to the IMR Report. We plan to maintain our position as the largest domestic container carrier in Malaysia with our significant market share in the cabotage volume handled between Peninsular Malaysia, East Malaysia and Brunei as trade volume continues to grow.

Sabah is an important market for us, representing approximately 48.4% of our East Malaysia trade shipment volumes for 2024. Sabah Port, the largest port in Sabah, registered an 8.2% growth in trade shipment volumes the first half of 2025 according to the IMR Report. The increase in laden exports from East Malaysia is also reflected in our business, where we registered a CAGR of 49.8% for transport volumes (TEU) from East Malaysia to Peninsular Malaysia from 2022 to 2024 and an improvement in back haul utilisation rates from 14.9% in 2022 to 37.9% in 2024. This improved the profitability of our business by increasing our utilisation rates which generates more revenue for each round-trip and helps us to reduce the cost of repositioning empty containers, compared to prior periods where our utilisation rates from East Malaysia to Peninsular Malaysia were lower and we incurred higher costs for the repositioning of our empty containers back to Peninsular Malaysia.

Regional growth prospects

We intend to expand our overseas service network to ports within and beyond the Southeast Asia region, including further expansion in the India subcontinent and the South of China region. Our planned acquisition of up to five larger-sized vessels with nominal capacities ranging from 3,300 TEUs to 9,000 TEUs each are expected to allow us to extend direct vessel deployment to ports such as Nheva Sheva, Mundra, Kattapuli and Chennai in India, as well as Qingdao, Shanghai, Ningbo, Da Chan Bay and Shekou in China, while we plan to utilise vessels with smaller capacities for dedicated feeder operations. As the largest Malaysian domestic feeder operator, we are well-positioned to capitalise on the growth in Southeast Asia transhipment volumes at Port Klang and Port of Tanjung Pelepas as well as expand our services regionally to the fast-growing markets in Southeast Asia and the Indian subcontinent. According to the IMR Report, market growth prospects are expected to remain positive in the next five years, with capacity deployment, driven by growth in trade volumes, is projected to grow at a CAGR of 2.0% and 3.5% for Southeast Asia and India, respectively.

According to the IMR, the future growth potential in Southeast Asia container volumes is high, with continued growth in TEU per capita in the developing countries in the region. The Intra-Southeast Asia market has recorded the highest year-on-year growth from 1 September 2024 to 1 September 2025 due to the increase in feeder services centred around the Port of Tanjung Pelepas following the launch of the Gemini Cooperation network by Maersk and Hapag-Lloyd in February 2025.

Charter market growth prospects

We will continue to explore opportunities in the charter market in line with the planned expansion of our vessel fleet. According to the IMR:

(a) the removal of older ships could result in a shortage of ships, especially in the smaller size segments of below 4,000 TEUs, which is already having a significantly lower order book ratio for ships at 8.9% by TEU capacity compared to the global average of 32.7%, as new ship orders are heavily skewed in favour of the larger ships; and

(b) charter market rates remain attractive with current charter rates for 1,100 TEUs and 1,700 TEUs ships at more than 200% higher compared to January 2020.

As a result of the above, we are well positioned to benefit from the shortage of vessels and the strong charter demand for container vessels of between 1,100 TEUs and 1,700 TEUs. The ability to charter out our vessels enhances our ability to accommodate periods of fluctuating shipping volumes and adapt our business model accordingly. We have historically been able to capitalise on high charter rates, with 11 vessels currently committed under time charter as at the LPD, which are renewable at prevailing market rates subject to mutual agreement by the parties. Since being delivered, each of these vessels have renewed their time charter the day after the expiry of the previous time charter, other than (a) the redesignation of MTT Semporna as a self-operated vessel between 7 September 2023 and 5 October 2023 before being rechartered out on 5 October 2023; (b) a four-day off-hire period for MTT Semporna in March 2024; and (c) the redesignation of MTT Senari as a self-operated vessel between 29 November 2023 and 30 June 2025 before being rechartered out from 30 June 2025 to 27 September 2025 (and redesignated as a self-operated vessel thereafter).

We will continue to review the deployment and utilisation of our fleet across service routes and may modify, add, or remove routes, as well as provide container liner services or dedicated feeder services where commercially viable, to maximise our operational efficiency and profitability.

7.3.3 Expansion of our containerised automotive shipping business and empty container depot

The growing preference for containerised automotive shipments is driven by advantages such as improved speed to market, convenience of direct distribution and enhanced cargo safety, which align directly with our core service offerings. According to the IMR, as part of the National Transport Policy (NTP) 2019 – 2030 published by the MOT, the trend towards increased containerisation will result in approximately 90% of the general cargo segment being shipped in containers by 2029. The use of containers has also penetrated the shipment of automobiles between Peninsular Malaysia with Sabah and Sarawak, with 13.7% of the automotive logistics on this route currently transported in containers. The number of automobiles we shipped grew at a CAGR of 29.4% from 2019 to 2024, compared to the total market growth of 12.3% over the same period according to the IMR Report. In addition, our removable vehicle racking system helps us to improve our vessel utilisation rates and enables us to upsize our ships and capacity deployment. We intend to capitalise further on this growing segment by leveraging on our comprehensive service network and frequent services between Peninsular Malaysia and East Malaysia.

We are strategically positioned for growth with the development of new container depots in Port Klang (Pulau Indah) and two additional locations in East Malaysia, being Kuching and Bintulu. In Port Klang (Pulau Indah), we are developing a new container depot spanning 16 acres estimated to be completed by the end of 2025, with other IFF components planned to be commissioned by 2028. The Pulau Indah IFF is designed to serve as our Group's end-to-end IFF, bridging the supply chain between Peninsular Malaysia and our IFFs in East Malaysia. This facility will provide container storage and related services to support the expansion of our containerised automotive shipping business. A dedicated area within the depot will be allocated for vehicle parking, where vehicles will be driven and secured onto vehicle racking systems within containers. We have also acquired land in Kuching, with a total land area of 3.79 hectares, on which we intend to construct an automotive logistics facility along our integrated warehouse. Our new container depots in Kuching and Bintulu are expected to increase our storage by 1,500 TEUs and 3,500 TEUs respectively, as we aim to maintain our position as a leading depot operator in Malaysia. With the additional capacity, we aim to increase our customer base and consequently grow our revenue across our container shipping, depot and containerised automotive shipping business segments.

7.3.4 Diversifying our fleet and service offerings

As part of our long-term strategic growth plans, we are diversifying into the chemical tanker segment to expand our fleet mix and broaden our service offerings across the regional maritime logistics value chain. We believe that the chemical shipping segment remains relatively underpenetrated, with a limited number of suitably sized and technically equipped chemical tankers among operators. As such, we commissioned two new chemical tankers, each with a capacity of 12,500 DWT and equipped with dual-fuel methanol engines as well as stainless steel tanks suitable for carrying IMO II and III cargoes. The dual-fuel methanol engine is able to support our customers' requirements of utilising greener fuel options to transport liquid cargo for domestic and regional trade and further supports the expansion of our services in the bulk liquids segment. Our entry into the chemical tanker segment is also aligned with local development initiatives, particularly for greater local state participation in the oil and gas sector, exemplified by the commissioning of a methanol plant in Bintulu in July 2024 with a production capacity of up to 1.75 million metric tons per annum. This is expected to further position Bintulu as a regional green energy hub, driving significant economic growth together with an existing methanol plant in Labuan with an annual capacity of up to 2.33 million tonnes.

We believe that we are well-positioned to support future growth in Sarawak's offshore and downstream oil and gas logistics ecosystem through MTT Kenyalang. The two chemical tankers are currently under construction and are scheduled for delivery in the second half of 2026. In a market where modern tonnage is increasingly scarce, we believe that operators with newer, high-specification vessels are well-positioned to benefit from favourable freight rate dynamics and long-term asset appreciation. Our fleet diversification is strategically aligned with these market fundamentals and is expected to strengthen our presence in the domestic market.

7.4 HISTORY OF OUR GROUP

Our Group's involvement in the container liner shipping business dates back to 2000, when our Promoter and controlling shareholder, Dato' Seri Ong, began collaborating with Evergreen Taiwan to establish business operations through Evergreen Malaysia. Evergreen Malaysia was established as the local agent for Evergreen Taiwan in Malaysia and was responsible for all operational and administrative functions related to Evergreen Taiwan's business activities in Malaysia. Through GPA, Dato' Seri Ong, OCTSB and PKT jointly held an aggregate shareholding interest of 51% in Evergreen Malaysia, with the remaining 49% shareholding interest collectively held by the Evergreen Group.

During this period, Ooi Lean Hin, our Managing Director, was also the Vice Chairman of Evergreen Malaysia. See Section 5.2.3 of this Prospectus for the profiles of our Promoter, Substantial Shareholder and Director, Dato' Seri Ong and Ooi Lean Hin.

Leveraging on Dato' Seri Ong's experience with Evergreen Malaysia, together with his extensive experience in shipping support services, he recognised a business opportunity for containerised cargo shipping from Peninsular Malaysia to East Malaysia and incorporated MTT Shipping in October 2010. With the support of Ooi Lean Hin, along with Lee Kong Siong, Lee Hock Saing and Chan Huan Hin, Dato' Seri Ong and his founding team planned, funded and executed MTT Shipping's inaugural voyage in November 2010 from Port Klang to Kuching Port with the use of a chartered vessel. Ooi Lean Hin, Chan Huan Hin and MTTC became shareholders of MTT Shipping at the end of 2010, whilst Lee Hock Saing and Lee Kong Siong became shareholders in 2014.

The growth and expansion of our Group's business over the years is described below:

Launch of our container liner shipping business, penetrating the East Malaysia market with fixed-day schedules and entrenching our market position with our automotive logistics business

We launched our container liner shipping business with an initial working capital amount of RM10.0 million by chartering container vessels and tugs and barges owned by third parties. Through these chartered vessels, our Group provided container liner shipping services, initially focusing on routes sailing between ports located in Peninsular Malaysia and East Malaysia, as well as the Port of Muara, Brunei and the Port of Bangkok, Thailand.

To assist our customers in managing their logistics more efficiently and improving their inventory cycles, we introduced weekly fixed-day sailing schedules between Peninsular Malaysia and East Malaysia in 2011. The introduction of fixed sailing schedules allowed us to penetrate the East Malaysian market by providing certainty on the days of arrival and departure at each port, which encouraged repeat customers and attracted new customers, drawn by our ability to secure fixed berth windows at ports in Peninsular Malaysia as well as ports in East Malaysia. As a result of the introduction of fixed sailing schedules, we were also able to streamline our own container liner shipping operations and vessel deployment, resulting in improved cost-efficiencies.

In late 2016, we further solidified our market position in the East Malaysian market by introducing a new cargo segment. Leveraging our port coverage between Peninsular Malaysia and East Malaysia, we expanded into the automotive logistics sector with the introduction of containerised shipping of automotive vehicles between Peninsular Malaysia and East Malaysia. We have grown significantly since launching the containerised shipping of automative vehicles segment.

Establishment of our shipping agent network and branch offices, as well as appointment as a shipping agent

Shortly after commencing our operations, we set up our own branch offices in Port Klang, Johor, Kuching, Bintulu, Sibu, Miri, Tawau, Sandakan and Kota Kinabalu in 2011 to establish our physical presence and provide in-house shipping agency services at these locations. This enabled us to gain greater control in acquiring and retaining customers, including through managing rates, operations and scheduling. Prior to this period, our shipping agency services at these locations were provided by an appointed third party.

In 2011, the same year we established our own branch offices, we were also appointed as the shipping agent for the Evergreen Group in Sabah and Sarawak. Our provision of shipping agency services for the Evergreen Group in Sabah and Sarawak further strengthened our presence in East Malaysia through the combined volume of our Group and Evergreen Malaysia. By representing Evergreen Malaysia in Sabah and Sarawak, we were able to provide domestic shipping undertaken by our Group and international shipping undertaken by Evergreen Malaysia. Additionally, the combined volume of our Group and Evergreen Malaysia also represents a sizable throughput of the East Malaysian ports that we cover, which has provided our Group with advantages in service experience and support from our interactions with these ports. See Section 7.7.2(a)(iii) of this Prospectus for further details of our role as a shipping agent.

In conjunction with our expansion into other domestic and regional ports, we also appointed third party shipping agents in Malaysia and in other countries such as Brunei, China, Indonesia, Thailand and Singapore to represent us.

Expansion of our vessel fleet and acquisition of containers

As our container liner shipping business continued to grow and expand into multiple ports, we began acquiring our own container vessels to reduce our dependence on fluctuating vessel charter rates that could impact our profitability. Vessel ownership also allowed us to take advantage of the tax benefits arising from owning a Malaysian-flagged ship under Section 54A(1) of the ITA. See Paragraph 1(vi) of Annexure A of this Prospectus for further information on the tax exemption received by our Group. In 2012, only two years after commencing our business, we capitalised on low resale values of vessels at the time by initiating our first vessel acquisition program, taking delivery of our four container vessels with nominal capacities of between 1,012 TEUs and 1,162 TEUs each.

Over the course of the next 13 years, we strategically acquired a total of 35 second-hand and newbuild vessels and disposed of nine vessels.

As at the LPD, we own 25 container vessels and one container vessel chartered under a bareboat agreement from a third party, with two additional new-build chemical tankers and four new-build container vessels scheduled for delivery between December 2026 and December 2027. As at the LPD, our fleet has an average age of 6.7 years, with nominal capacities ranging from 415 to 1,836 TEUs each. Our diversified fleet is tailored to optimise transport volumes between regional ports, some of which have constraints on the size and depth of vessels. Our vessel fleet is designed for flexibility, accommodating shallow draft operations, as well as near sea or longer regional voyages. Our newer vessels are equipped with state-of-the-art equipment and technology to enhance fuel efficiency and reduce emissions. See Section 7.7.1(a) of this Prospectus for further details on our fleet of container vessels.

To manage cost efficiencies and to limit our exposure to the volatility of container leasing rates, we acquired our first 9,990 containers when we started our business in 2011 and have steadily acquired or leased containers since then to further support the growth of our container liner shipping business. As at the LPD, we have an aggregate of 22,780 units of containers, of which 72.7% are owned and 27.3% are leased. By leasing a portion of our containers, we retain the flexibility to reduce our capacity and operating expenses relating to leased containers during periods of lower demand. See Section 7.7.1(c) of this Prospectus for further details on our containers.

Expansion of our overseas port coverage

Our overseas port coverage was initially limited to the Port of Muara, Brunei and the Port of Bangkok, Thailand when we first launched our container liner shipping services in 2010. Over the years, we gradually expanded our shipping services to cover additional ports (including Belawan, Indonesia in February 2023 and Kolkata, India in March 2023) and increased the frequency of services to certain ports across the region. As at the LPD, we cover a total of 36 ports across Southeast Asia, India and China (including through third party carriers). See Section 7.7.2(c) of this Prospectus for further details of our port coverage and weekly calls to each port as at the LPD.

Expansion into vessel chartering business

Our Group entered the vessel chartering business in 2019 by chartering out our container vessels due to prevailing charter rates being commercially favourable at the time. The revenue from our vessel chartering business allows us to fund new vessel acquisitions, creating a self-sustaining growth cycle.

Between 2016 and 2018, we leveraged on relatively low new-build prices and the availability of financing and placed an order for four new container vessels (being MTT Saisunee, MTT Senari, MTT Sapangar and MTT Sandakan). We took delivery of these vessels between January 2020 and July 2021 and chartered out these vessels immediately after delivery. We acquired MTT Sibu in 2019 and placed new-build orders for an additional six vessels (being MTT Semporna, MTT Samalaju, MTT Port Kelang, MTT Pelepas, MTT Bangkok and MTT Limbang) in 2021. These vessels were delivered in 2024 and were also chartered out immediately after delivery. As at the LPD, a total of 11 of our container vessels have been chartered out to third party container liner shipping companies.

See Section 7.7.3 for further details on our vessel chartering business.

Expansion into the container depot business

In December 2015, our Promoters, Dato' Seri Ong, Ooi Lean Hin, Lee Hock Saing and Chan Huan Hin acquired an aggregate equity interest of 45.50% in ICSD. Subsequently in 2017, Dato Seri Ong and Ooi Lean Hin increased their respective shareholdings in ICSD and by 2018, Dato' Seri Ong, Ooi Lean Hin, Lee Hock Saing and Chan Huan Hin together with PKT and OCTSB, collectively held a controlling equity interest of 71.35%, with the balance held by Peony.

Through our Promoters' shareholdings in ICSD, our Group began operating three container depots located in Peninsular Malaysia known as the Bandar Sultan Sulaiman Depot in Port Klang, the Pasir Gudang Depot in Johor and the Perai Depot in Penang. In 2020, our indirect wholly-owned subsidiary, MTT Shipping Logistics Centre, expanded our Group's container depot business by commencing the operation of an additional container depot known as the Westports Depot located in Pulau Indah. In 2022, MTT Shipping Logistics Centre commenced the operation of an additional container depot known as the Kota Kinabalu Depot in Sabah, which in addition to container storage and container-related services, also provides for an allocated area serving as our automotive logistics loading and unloading facility. As at the LPD, these five container depots have a combined effective storage capacity of 25,927 TEUs.

7.5 KEY MILESTONES AND AWARDS

The following table highlights the key milestones of our business:

Year	Key milestone
2010	• Incorporation of MTT Shipping • Launch of its maiden voyage in November 2010 from Port Klang to Kuching Port using a chartered vessel
2011	• Introduced fixed schedule services between Peninsular Malaysia and East Malaysia • Established physical presence in key ports in Peninsular Malaysia and East Malaysia by opening nine branch offices in Port Klang, Johor, Kuching, Bintulu, Sibu, Miri, Tawau, Sandakan and Kota Kinabalu • Appointed as shipping agent for the Evergreen Group in Sabah and Sarawak
2012	• Took delivery of its first four container vessels, namely MTT Penang, MTT Kuching, MTT Kinabalu, and MTT Tawau, with capacities ranging from 1,012 TEUs to 1,162 TEUs each • Started offering dedicated feeder services via Sea Navigator to cover niche river ports in Sumatera, Indonesia
2015	• Entered into container depot business which was undertaken by ICSD through the equity interest some of our Promoters, in which our Promoters together with OCTSB and PKT collectively held 71.35% equity interest in 2018. At this point, ICSD operated three depots, namely the Bandar Sultan Sulaiman Depot, the Pasir Gudang Depot and the Perai Depot
2016	• Signed contracts for our Group's first two newbuild vessels, namely MTT Saisunee and MTT Senari, each with a capacity of 1,162 TEUs, which were delivered in 2019 • Started managing our own vessels via Nautica Ship Management • Our Group's automotive logistics division was established within our container liner shipping business
2019	• Expanded overseas port coverage beyond the Southeast Asia region by providing container liner shipping services in several ports in India through slot purchases on container vessels operated by third party container liner shipping companies • Acquired land for the development of a container depot, automotive logistics facility and warehouse in Kota Kinabalu. This property is earmarked for development as our Group's first IFF that is scheduled for commissioning at the end of 2025 • The year our Group first ventured into vessel chartering business
2020	• The Westports Depot commenced operations with a storage capacity of 4,000 TEUs and a daily handling capacity of 600 TEUs, through MTT Shipping Logistics Centre
2021	• Ventured into harbour tug business through the Harbour 360 joint venture by committing for the building of the first tug, which was delivered in 2023 • Commencement of dry bulk shipping business via Lestari Maritime
2022	• The Kota Kinabalu Depot commenced operations with a storage capacity of 4,500 TEUs and a daily handling capacity of 600 TEUs, through MTT Shipping Logistics Centre
2023	• Ventured into liquid bulk transportation in containers through United Bulk Logistics • Acquired land in Kuching via the acquisition of Sumbumi for the purpose of our Group developing an IFF in Sarawak

Year	Key milestone
	• Acquired and moved into our HQ in Shah Alam, Selangor
2024	• Established the chemical tanker division under MTT Kenyalang Maritime and placed orders for two new chemical tankers, which are scheduled for delivery in the second half of 2026
	• Acquired property in Pulau Indah which is earmarked for the development of an IFF. The first phase of commissioning the IFF in the form of a larger capacity container depot as a replacement of the Westports Depot is targeted to be commissioned by the end of 2025

We have obtained the following awards and recognitions in the shipping industry. These awards are a testament to our growth and our achievements throughout the years. We have become a well-established container liner shipping group, cementing our position as a major player supporting trade activities between Peninsular Malaysia and East Malaysia.

Year	Award	Awarding body
2012	• Top Customer Award	Sabah Ports Sdn Bhd
2013	• Top Customer Award (Shipping Agent)	Sabah Ports Sdn Bhd
2014	• Top Customer Award (Shipping Agent) for Sapangar Bay Container Port	Sabah Ports Sdn Bhd
2014	• Top Customer Award (Shipping Agent) for Tawau Port	Sabah Ports Sdn Bhd
2017	• Best Depot Award	Johor Port Authority
2017	• Outstanding Performance Award (Shipping Company)	Malaysian Shipowners' Association/ Ikthisas Kelautan Malaysia
2019	• Best Depot Award	Johor Port Authority
2021	• Container Shipping Line of the Year • Shipping Company of the Year	Kuala Lumpur International Logistics and Transport Excellence Awards
2025	• Sustainable Brand Award in Maritime and Port Logistics	BrandLaureate SMEs Best Brands Awards 2025

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7.6 OUR BUSINESS SEGMENTS

The diagram below depicts the various stages in a typical supply chain sequence involving the maritime transport of containers, and the extent to which our Group is involved in the supply chain:

Step	Supply Chain	Description	Our Involvement
1	Manufacturers / Traders / Exporters / Importers	▪ Manufacturers, traders, exporters or importers will either arrange the transport of containerised goods directly or engage freight forwarders to coordinate the shipment from the point of origin to point of destination	▪ No involvement
2	Merchants / Freight Forwarders Branch Office and Principal Offices of the Container Liner	▪ Merchants / freight forwarders will liaise with various parties to arrange to pack and transport the goods (including contracting with container liners for marine transportation) ▪ Branch offices and principal offices of container liners are responsible for coordinating overall logistics, vessel operations and other documentary services such as releasing bills of lading and delivery orders to ensure proper delivery of the containers to their destination ▪ Once the order and booking is completed on a selected schedule, the container liner confirms the booking and notifies the merchant / freight forwarder to collect the empty container at the carriers' designated container depot	▪ Customers would include: (i) Merchants / Freight forwarders for COC transport; and (ii) Main Line Operators or other 3rd party container liners for their SOC transport within our Group's service network. ▪ Receive shipping agency fees from the Evergreen Group for East Malaysia and SLS for Pasir Gudang
3	Container Yard / Depot	▪ The merchant / freight forwarder will engage a haulier for land transportation of the containers ▪ Hauliers collect empty containers from the container depot	▪ Operates five container depots ▪ Receive fees for container storage, handling and depot gate charges
4	Warehouse / Distribution Centre	▪ Hauliers transport the empty containers to the goods collection location (for example warehouses or distribution centres) for packing ▪ Containers are packed and transported by hauliers to the port of loading	▪ Our Group anticipates to be involved in this part of the value chain through the IFF
5	Port of Loading	▪ At the port of loading, containers are loaded onto the container vessels by the port operator	▪ Our Group's vessels dock at the port of loading to discharge and load containers
6		▪ Once loaded, the container vessels shall transport the containers from the port of loading to the port of discharge	▪ Transports the containers to the port of discharge throughout its service network ▪ Receive ocean freight charges and slot sale income *(Our Group also receives time-charter income from their vessel chartering business)*
7	Port of Discharge	▪ At the port of discharge, the port operator unloads the containers from the container vessels ▪ For containers which are meant to be transhipped, the port operator arranges to stow the container within the container yard to be reloaded onto the connecting container vessel to be transported to the final port of discharge	▪ Our Group's vessels dock at the port to discharge and load containers *(Our Group also load surplus empty containers from ports of discharge to be returned to the ports of loading)*
8	Warehouse / Distribution Centre Consignee	▪ At the port of discharge, the containers are discharged from the container vessels ▪ Hauliers (engaged by merchants / freight forwarders) transport the containers to warehouses / distribution as final delivery to the consignees	▪ Our Group anticipates to be involved in this part of the value chain through the IFF
9	Container Yard / Depot	▪ Hauliers return the empty containers to the carriers' designated container depot for storage and preparation for re-use or transport back to port of loading	▪ Operates five container depots ▪ Receive fees for container storage, handling, depot gate charges, washing, maintenance and repair

Our Group's revenue is derived from our four key operating segments, namely container liner operations comprising freight income, commission income and other shipping related income, vessel chartering, dry bulk shipping and container depot operations. The following table sets out our revenue segmentation as a percentage of our total revenue for the Financial Years/Period Under Review:

	FYE						FPE			
	2022		2023		2024		2024		2025	
	RM'000	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**
Shipping operations										
Freight income	862,696	61.2	784,602	70.2	827,515	69.0	238,060	69.9	282,708	70.5
Vessel chartering	351,222	24.9	243,596	21.8	227,539	19.0	62,439	18.3	80,972	20.2
Dry bulk shipping	157,738	11.2	50,534	4.5	99,384	8.3	26,177	7.7	21,995	5.5
Commission income(1)	9,919	0.7	6,358	0.6	6,247	0.5	2,135	0.6	2,198	0.6
Others(2)	-	-	76	*	2,010	0.2	522	0.2	859	0.2
Total	**1,381,575**	**98.0**	**1,085,166**	**97.1**	**1,162,695**	**97.0**	**329,333**	**96.7**	**388,732**	**97.0**
Container depot operations										
Depot related income	27,726	2.0	32,169	2.9	35,896	3.0	11,112	3.3	12,119	3.0
Total	**1,409,301**	**100.0**	**1,117,335**	**100.0**	**1,198,591**	**100.0**	**340,445**	**100.0**	**400,851**	**100.0**

Notes:

* *Negligible.*

(1) *Comprises mainly shipping agency fees earned from our Group's provision of shipping agency services to the Evergreen Group.*

(2) *Primarily from the supply of liquid bulk transportation services in containers.*

See Sections 7.7.2, 7.7.3, 7.7.4 and 7.7.5(b) for further details on our Group's key operating segments.

7.7 OUR BUSINESS

7.7.1 Our fleet and related assets

(a) Container vessels

As at the LPD, we own 25 container vessels, all of which are Malaysian flagged and are registered in Port Klang, and one container vessel chartered under a bareboat agreement from a third party which is flagged in Panama. Our 26 container vessels have a total nominal capacity of 28,963 TEUs. We operate 15 of the container vessels in our container liner shipping business and charter out 11 of our container vessels to container liner shipping companies for our vessel chartering business.

The average age of our fleet of container vessels is 6.7 years as at the LPD. Of the 25 container vessels that we own, eight container vessels were purchased from the second-hand market, with three vessels purchased from a subsale and five purchased second-hand, and 17 container vessels are newly built.

When undertaking an acquisition and determining whether to purchase a new-build or a used vessel, we consider several factors, including, among others, pricing, market conditions, access to capital and environmental considerations.

We source new-build vessels directly from shipyards or through brokers and source used container vessels through brokers.

(i) For used vessels, we decide on the type, design, quantity, capacity and technical specifications of the vessel that we intend to purchase before approaching brokers to obtain a listing of vessels available for sale that matches with our requirements. Upon confirmation of the selected vessel, we enter into negotiations with the seller through our broker. It typically takes up to four months to complete the purchase of a used vessel.

(ii) For new-build vessels, once we decide on the type, design, quantity, capacity and technical specifications of the vessel that we intend to build, we approach shipyards to obtain quotations based on our preferred vessel type, design and capacity, including timeframe requirements. We may also approach brokers who can assist in liaising and connecting us to the relevant shipyards. Upon confirmation of the type, design, quantity, timeframe and all technical specifications of the vessels, we will enter into a shipbuilding agreement with the shipyard. It can take up to 24 months to complete the purchase of a new-build vessel.

Our container vessels are designed for optimising laden cargo intake and are internally classified as follows:

- **Bangkok-max** – a class of container vessels tailored for regional trade with the ability to navigate the Chao Phraya River to reach Bangkok Port in Thailand, offering a balance between size and efficiency to meet specific port size restrictions due to river depth, bridge clearance and maneuverability limits as well as operational requirements. The Bangkok-max design has gained popularity for regional trade due to its optimal size, allowing for efficient operations in Southeast Asia.

- **Kolkata-max** – a class of vessels specifically designed to navigate the limitations of shallow draft via the lock gates to and from Kolkata Port in India. These vessels are tailored to the port's size constraints while maximising cargo capacity. These dimensions are optimised to fit within the port's lock gate parameters, enhancing operational efficiency and allowing for more cargo capacity compared to previous vessels operating under similar draft restrictions. The design of Kolkata-max vessels represents a significant advancement in regional shipping, enabling larger container ships to serve Kolkata Port effectively.

- **Pengerang-max** – a class of vessels specifically designed to optimise cargo intake within the limits of Pengerang Terminal displacement as well as the unique cargo composition of only shipments in 40 feet high cube containers.

- **Rajang-max** – a class of vessels specifically designed to navigate the Rajang River into Rajang Port in Sibu, Sarawak, Malaysia. These vessels are tailored to the port's size constraints while maximising cargo capacity. The design of Rajang-max vessels represents a significant advancement in regional shipping, enabling larger container ships to serve Rajang Port effectively.

- **Siak-max** – a class of vessels specifically designed to navigate the Siak River into Pekan Baru Port, Port of Perawang and Port of Buatan in Riau Province, Indonesia. These vessels are tailored to the port's size constraints, while optimising cargo capacity and operational efficiency.

In addition, a total of four of our container vessels as at the LPD are "**Geared**" containerships, which are vessels equipped with their own cranes for loading and unloading of containers without relying on shore-based cranes at ports. These vessels are designed to operate in ports with limited infrastructure or where specialised container-handling equipment is not available.

The container vessels operated by our Group that have nominal capacities of between 400 and 2,000 TEUs are optimal for our business, given the depth and width limitations at some of the ports covered by our Group, especially ports in East Malaysia.

As at the LPD, all our vessels have obtained a Certificate of Classification, which certifies that such vessels are fit and safe for operations. Such certifications are renewed on an annual basis.

In accordance with IMO 2020, all vessels, operating outside designated emission control areas (i.e. the Baltic Sea area, the North Sea area, the North American area (covering designated coastal areas off the United States and Canada) and the United States Caribbean Sea area (waters around Puerto Rico and the United States Virgin Islands)), are required to use bunker fuel with lower sulphur content of no more than 0.5% (mass by mass) as opposed to the previous limit of 3.5%. Operators who intend to continue using high sulphur bunker fuel are required to fit their vessels with sulphur-cleaning devices known as EGCS scrubbers. Shipowners can also opt for other sources of cleaner fuel such as liquefied natural gas.

In order to comply with the sulphur content limit of IMO 2020 and as part of our commitment to reduce maritime pollution, protect marine ecosystem and to reduce the impact of our operations on global climate change, our newly purchased container vessels (being MTT Saisunee, MTT Senari, MTT Samalaju, MTT Semporna) are fitted with EGCS scrubbers that are able to remove particulate matter and harmful components from engine combustion, which enable HFO consumption to comply with the IMO sulphur emission regulations. We have also changed the consumption of HFO to VLSFO for existing container vessels to reduce emissions of greenhouse gases and to comply with the sulphur content limit of IMO 2020. As at the LPD, all our container vessels are IMO 2020 compliant.

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The details of our fleet of container vessels as at the LPD are as follows:

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[(1)]	Year built	Age (years)[(2)]	Net book value as at 30 April 2025 (RM'000)
1.	MTT Bintangor 	1,836	1,290	27,851.50	171.90	Bangkok-max	China	China Classification Society	2024	1	100,523
2.	MTT Port Kelang 	1,781	1,383	24,500.00	172.00	Bangkok-max	China	Bureau Veritas	2024	1	125,930
3.	MTT Pelepas 	1,781	1,383	24,533.00	172.00	Bangkok-max	China	Bureau Veritas	2024	1	125,705

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[(1)]	Year built	Age (years)[(2)]	Net book value as at 30 April 2025 (RM'000)
4.	MTT Bangkok[(3)] 	1,781	1,383	24,500.00	172.00	Bangkok-max	China	Nippon Kaiji Kyokai	2024	1	126,834
5.	MTT Sapangar 	1,762	1377	23,087.00	172.00	Bangkok-max / Geared	China	China Classification Society	2021	4	96,110
6.	MTT Sandakan 	1,762	1,377	23,157.00	172.00	Bangkok-max / Geared	China	China Classification Society	2021	4	95,846

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[(1)]	Year built	Age (years)[(2)]	Net book value as at 30 April 2025 (RM'000)
7.	MTT Bintulu 	1,489	1,175	19,269.00	168.80	Bangkok-max	Taiwan	Lloyd's Register	1997	28	8,908
8.	MTT Kuching Dua 	1,405	1,119	18,595.00	168.80	Bangkok-max	Taiwan	Nippon Kaiji Kyokai	1995	30	9,361
9.	MTT Labuan 	1,220	1,016	16,803.00	158.15	Kolkata-max	China	Registro Italiano Navale	2024	1	66,809

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[(1)]	Year built	Age (years)[(2)]	Net book value as at 30 April 2025 (RM'000)
10.	MTT Limbang 	1,220	1,016	16,803.00	158.15	Kolkata-max	China	Registro Italiano Navale	2024	1	67,015
11.	MTT Saisunee 	1,162	935	15,381.00	159.98	Kolkata-max	China	China Classification Society	2019	6	77,185
12.	MTT Senari 	1,162	935	15,356.00	159.98	Kolkata-max	China	China Classification Society	2020	5	76,974

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[(1)]	Year built	Age (years)[(2)]	Net book value as at 30 April 2025 (RM'000)
13.	MTT Samalaju 	1,162	935	15,401.00	159.98	Kolkata-max	China	China Classification Society	2021	4	66,561
14.	MTT Semporna 	1,162	935	15,332.00	159.98	Kolkata-max	China	China Classification Society	2021	4	68,573
15.	MTT Pulau Pinang 	1,157	857	17,242.00	159.53	Geared	Japan	Lloyd's Register	1997	28	8,944

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[1]	Year built	Age (years)[2]	Net book value as at 30 April 2025 (RM'000)
16.	MTT Pengerang[4] 	1,134	717	12,500.00	149.60	Kolkata-max	Turkey	Registro Italiano Navale	2006	19	16,311
17.	MTT Haiphong 	1,078	858	16,794.00	154.00	Geared	Singapore	Lloyd's Register	2002	23	21,445
18.	MTT Lumut 	816	816	14,678.00	155.60	Pengerang-max	China	Registro Italiano Navale	2024	1	65,615

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[(1)]	Year built	Age (years)[(2)]	Net book value as at 30 April 2025 (RM'000)
19.	MTT Langkawi 	816	816	16,803.00	155.60	Pengeran g-max	China	Registro Italiano Navale	2024	1	67,090
20.	MTT Xu May 	508	400	6,135.90	109.90	Siak-max	China	Registro Italiano Navale	2024	1	30,003
21.	MTT Reya 	508	400	6,135.90	109.90	Siak-max	China	Registro Italiano Navale	2025	<1	30,489

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[(1)]	Year built	Age (years)[(2)]	Net book value as at 30 April 2025 (RM'000)
22.	MTT Dumai 	508	400	6,135.90	109.90	Siak-max	China	Registro Italiano Navale	2025	<1	30,114
23.	MTT Perawang 	508	400	6,102.00	109.90	Siak-max	China	Registro Italiano Navale	2025	<1	30,506
24.	MTT Sibu 	415	378	6,918.00	99.90	Rajang-max	China	Registro Italiano Navale	2021	4	22,868

No.	Vessel name	Nominal capacity (TEUs)	Capacity at 14T Homogenous	Deadweight (MT)	Length overall (meters)	Type	Origin	Existing classification body[(1)]	Year built	Age (years)[(2)]	Net book value as at 30 April 2025 (RM'000)
25.	MTT Rajang	415	378	6,912.00	99.90	Rajang-max	China	Registro Italiano Navale	2023	2	28,812
											
26.	MTT Sarikei	415	378	6,918.00	99.90	Rajang-max	China	Registro Italiano Navale	2022	3	24,745
											
	Total	**28,963**									**1,489,276**

Notes:

(1) All our container vessels are independently surveyed by IACS member to certify they are in compliance with the requirements prescribed by the relevant classification societies. Thereafter, our container vessels will be awarded with the Certificate of Classification. Such requirements are standards developed by IACS members to verify the structural strength and integrity of essential parts of the vessel's hull and its appendages, and the reliability and function of the propulsion and steering systems, power generation and other features and auxiliary systems which have been built into the vessels in order to maintain essential services on board.

(2) Based on calendar years from the year the vessel was built.

*(3) MTT Bangkok, a Panamanian-flagged vessel, is recognised as part of our Group's assets in the financial statements pursuant to a bareboat charter arrangement between MTT Shipping Kemaman and the registered third party owner of the vessel. Under this arrangement, we have full control of the vessel throughout the charter period, which spans seven years and is set to expire on 17 July 2031. Upon the expiry of the fifth year of the charter period (and every six months thereafter), our Group has the option to purchase MTT Bangkok from the registered third party owner at a pre-agreed price ranging from Japanese Yen 1,678.0 million to 1,948.0 million (equivalent to approximately RM48.2 million to RM56.0 million, based on Bank Negara Malaysia's ("**BNM**") 5:00 p.m. middle rate as at 29 August 2025 of RM2.875 per 100 Japanese Yen), with the exact price depending on the number of months elapsed since the commencement of the charter.*

(4) Subsequent to the LPD, we disposed of MTT Pengerang on 13 October 2025 at a consideration of USD13.0 million (equivalent to approximately RM54.9 million, based on BNM's 5:00 p.m. middle rate as at 13 October 2025 of RM4.2260 per USD1).

We do not have a formal policy to replace or dispose of our vessels. Nevertheless, we evaluate our vessels from time to time based on its condition, expected costs to be incurred for maintenance, repairs, surveys and drydocking, and any new regulations applicable to the industry to determine if they are suitable for continued use in our business.

In March 2025, we embarked on an Asset Transfer Exercise to transfer 17 of its vessels from its vessel-owning subsidiaries to be directly held by MTT Shipping, which was completed in June 2025. As at the LPD, MTT Shipping directly owns a total of 19 vessels under its name, two of which were already under its ownership prior to the Asset Transfer Exercise. Following the exercise, the remaining 17 vessel-owning subsidiaries have become dormant and are planned to be voluntarily wound-up and struck off after our Listing unless required for other purposes. The objective of the exercise is to streamline the vessel ownership structure and reduce the administrative burden of maintaining a single company for each vessel. Ultimately, we expect a reduction in overall administrative expenses and redundancies as well as elimination of unnecessary corporate layers. Six vessels are still held under six subsidiaries of MTT Shipping that were not part of the Asset Transfer Exercise as they are subject to financing covenants which restrict vessel transfers until they become unencumbered.

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(b) Tugs and barges

In 2012, our expansion into Indonesia marked a significant milestone in our regional growth journey, as we began providing container liner shipping services using chartered tugs and barges to facilitate the shipment of cargo between Peninsular Malaysia and certain riverine ports in Sumatera, Indonesia, through our subsidiary, Sea Navigator. We initially operated one set of tug and barge sailing between Port of Tanjung Pelepas and Port of Perawang in Sumatera, Indonesia. Over the years, we gradually increased our coverage of ports in Sumatera, Indonesia. As at the LPD, we operate four sets of chartered tugs and barges and one vessel to ship containerised cargo between major hub ports such as Port Klang (Westports and Northport), Port of Tanjung Pelepas and Port of Singapore and six riverine ports in Sumatera, Indonesia.

The tugs and barges are chartered from third party owners via time charter arrangements and our own custom-built containerised vessels for these riverine dedicated feeder services. Each service operates with one tug and one barge paired as a set. The set arrangement of tugs and barges is not fixed as each tug can be matched with any barge within its capacity.

As at the LPD, the details of the four tugs and four barges chartered from third party owners all of which originate from Indonesia, are as follows:

No.	Tug name	Horsepower	Port of registry	Owner of tug	Year built	Age (years)	Chartered since
1.	Endeavor 1	1658	Batam	PT Yasa Lintas Maritim	2014	11	14 July 2023
2.	Millennium 1	1658	Batam	PT Yasa Lintas Maritim	2014	11	1 September 2022
3.	Megah 1609	1658	Batam	PT Megah Mandiri Sukses Sejati	2022	3	1 October 2022
4.	Megah 1612	1658	Batam	PT Megah Mandiri Sukses Sejati	2023	2	20 December 2024

No.	Barge name	Nominal capacity (TEU)	Port of registry	Owner of barge	Year built	Age (years)	Chartered since
1.	Pacific Sun 1	464	Batam	PT Yasa Lintas Maritim	2014	11	14 July 2023
2.	Seagate 2705	425	Batam	PT Yasa Lintas Maritim	2014	11	1 September 2022
3.	MMSS 2709	428	Batam	PT Megah Mandiri Sukses Sejati	2022	3	1 October 2022
4.	MMSS 2712	428	Batam	PT Megah Mandiri Sukses Sejati	2023	2	20 December 2024

(c) Container types

To support our container liner shipping operations, we provide containers to shippers for shipment of their cargo. Our containers are also used by shippers for the carriage of goods during pre-shipping (from origin to port of loading) and post-shipping (from port of discharge to destination).

As at the LPD, we own 16,571 containers (of which 4,300 containers were under finance lease and recognised as our assets) and we lease 6,209 containers, as follows:

				Number of containers as at the LPD		
No.	**Type of container**	**Description**	**Size**	**Owned**	**Leased**	**Total**
1.	Standard dry cargo container 	Fully enclosed container with doors at one end. The dry cargo containers are commonly used to carry general purpose cargo.	20-feet	10,009	3,696	13,705
2.	High cube dry cargo container 	Has similar structure to standard dry cargo container but with an extra foot in height. High cube dry cargo containers are suitable to carry light, voluminous or bulky cargo.	40-feet	5,763	2,337	8,100
			40-feet with car rack	210	-	210
			45-feet	-	2	2
3.	Reefer 	Also referred to as reefer container, it is a type of container equipped with a refrigeration system that controls the temperature in the container. Reefers are typically used to carry perishable goods that require temperature control, including, among others, fresh foods such as fruits, vegetables, meat, seafood and dairy products, as well as raw materials for food and beverage processing, pharmaceutical products and medicines.	20-feet reefer	115	-	115
			20-feet high cube reefer	318	-	318
			40-feet high cube reefer	90	124	214
4.	Open top container 	Containers without a solid metal roof and is designed to carry over-height cargo. The open top containers are generally used to carry cargo such as tall machinery.	20-feet	-	12	12
			40-feet	20	1	21
			40-feet high cube	10	4	14

				Number of containers as at the LPD		
No.	**Type of container**	**Description**	**Size**	**Owned**	**Leased**	**Total**
5.	Flat rack container with collapsible ends 	Containers with only two ends. The two ends can be collapsed to make a completely flat surface, allowing more space for heavy and over-sized cargo. Flat rack containers are often used to carry buses, trucks and boats, pipes and odd-sized machinery.	20-feet	-	13	13
			40-feet	12	20	32
			40-feet platform container	24	-	24
				16,571	**6,209**	**22,780**

7.7.2 Container liner shipping

(a) Container liner shipping services

Container liner shipping is a type of shipping method using a range of standardised containers in carrying cargo on a container vessel. Standardised containers are widely used to carry cargo via different modes of transportation (which is also commonly referred to as intermodal transportation) including container vessels, container haulage trucks and trains, thus making containerisation an efficient and cost-effective way to carry large volume of goods as it eliminates additional handling of goods (i.e. pack and unpack goods) when switching between transportation modes.

We are principally involved in container liner shipping services which involves the shipping of containerised cargo using container vessels from port of loading to port of discharge. Our container liner shipping services cover routes between ports in Peninsular Malaysia and East Malaysia, as well as ports outside of Malaysia such as Brunei, China, India, Indonesia, Thailand and Singapore. We also provide regular container liner shipping services covering various niche riverine ports in Indonesia using sets of tugs and barges as well as our own custom-built containerised vessels. See Section 7.7.2(c) of this Prospectus for further details of our port coverage and weekly calls to each port as at the LPD.

Our business activities as a container liner operator, feeder operator and shipping agent are further described below.

(i) Container liner operator

We provide container liner shipping services to our customers covering various ports located in Malaysia and various overseas ports around the Southeast Asian region as follows:

Domestic operations

We provide container liner shipping services between ports in Peninsular Malaysia and East Malaysia, using a fleet of container vessels operated by our Group and partner vessels. Our customers for these services (who are "**shippers and consignees**") include manufacturers and traders, including exporters and importers.

We also provide container liner shipping services to shippers and consignees indirectly via freight forwarders, who act on behalf of shippers and consignees as their forwarding agent. In such cases, our customers are the freight forwarders.

By operating Malaysian ships with a DSL, our Group is permitted to participate in domestic shipping operations that are subject to cabotage policies, whereby only Malaysian ships are allowed to transport cargo between domestic ports or places within Malaysia unless otherwise exempted. As at the LPD, the cabotage operations apply to all domestic shipping operations, except for specified container transshipment routes (i) within Sabah, (ii) between Peninsular Malaysia and Sabah, (iii) between Peninsular Malaysia and Labuan, (iv) between Port of Tanjung Pelepas and Port of Pasir Gudang (for a period between 6 October 2023 and 5 October 2026) and (v) between Port of Tanjung Pelepas and Port of Kuantan (for a period between 6 October 2023 and 5 October 2026), which may be served by foreign-flagged vessels issued with valid DSLs ("**Container Transshipment Exemptions**").

We are also involved in the shipping of automotive vehicles using specialised removable vehicle racking systems that are mounted into dry cargo containers to carry vehicles for shipment to East Malaysia providing an efficient alternative to vehicle-only RORO services.

We believe that our regular port calls and broad port coverage between Peninsular Malaysia and East Malaysia, with eight ports in East Malaysia, enables us to provide a more flexible solution for automotive companies by reducing the time required for interstate or inter-town trucking of the automobiles within East Malaysia.

As at the LPD, we own a total of 471 sets of removable vehicle racking systems that are used in our container liner shipping business for automotive vehicles, where each racking system is able to support and carry one vehicle. The removable vehicle racking system allows us to lash, tilt and/or lift the vehicles in the container, enabling us to fully utilise the container space and allowing up to four vehicles to be stored within a container depending on the size of the vehicles. Our vehicle racking system is accredited by various major international organisations including Lloyd's Register Quality Assurance, Association of American Railroads, Bureau Veritas and China Classification Society.

By leveraging on our comprehensive port coverage and frequent shipping services, vehicle dealers and distributors in East Malaysia can enjoy the benefits of improved reliability, speed to market, and logistics of transporting vehicles from Peninsular Malaysia to East Malaysia.

Regional operations

We provide container liner shipping services to customers comprising shippers, consignees and freight forwarders who act on behalf of shippers and consignees for shipment of goods to and from various overseas ports around Southeast Asia (such as Singapore, Thailand, Brunei and Indonesia), China and India.

For our regional container liner shipping services , we use a fleet of container vessels operated by our Group to ports in Singapore, Thailand and Brunei, as well as Belawan in Indonesia and Kolkata in India. For other ports within our service network where we do not deploy our own vessels, we leverage on container vessels operated by third party container liner shipping companies to provide the same services to our customers, which enables us to expand our overseas port coverage and generate additional revenue. This also enables us to assess the demand for shipment volumes to such ports before we decide to expand our own service routes to these ports. We plan to continue seeking opportunities to expand our overseas port coverage in Southeast Asia and the Far East-Indian Subcontinent to grow our container liner shipping business. See Section 7.3.2 of this Prospectus for further information on our future plans to expand our container liner shipping business in Malaysia and overseas.

(ii) Feeder operations

Feeder services to Main Line Operators

We provide feeder services within our service network to Main Line Operators who berth, load and/or unload their containers (which is commonly known as transhipment of containers) and require feeder connections to and from major hub ports such as Port Klang, Port of Tanjung Pelepas, Johor Port and Port of Singapore.

As a feeder operator, we use our own container vessels or partner vessels to transport containers between these major hub ports and their ultimate ports of destination or origin within our service network that are not covered by the Main Line Operators. This helps Main Line Operators to indirectly extend their service networks and enables them to provide their customers with a broader range of service routes. Examples of such services provided by us include the transhipment of containerised cargo for the Evergreen Group to East Malaysia.

Dedicated feeder services to certain customers

We provide dedicated feeder services to certain customers in Malaysia and Sumatera, Indonesia. We offer dedicated feeder services to and from Pengerang Terminal, specifically for two major petrochemical companies based in Pengerang. Upon request from customers, we ship empty containers from Port Klang, Johor Port or Port of Tanjung Pelepas to Pengerang Terminal using container vessels operated by our Group, for the loading of petrochemical products and thereafter, act as a feeder operator to ship the laden containers back to Port Klang, Johor Port and Port of Tanjung Pelepas for onward shipment to the ultimate destinations by the Main Line Operators.

We also offer dedicated feeder services for containerised cargo to certain customers (i.e. exporters and importers) with regular shipments to specific riverine ports in Sumatera, Indonesia. As at the LPD, we operate a fleet of four tugs and barges and our own custom-built containerised vessel as detailed in Section 7.7.1(b) of this Prospectus for this service, providing ocean connectivity between public and private riverine ports in Sumatera, Indonesia and certain ports in Peninsular Malaysia.

These riverine ports in Sumatera, Indonesia have shallower waters with air draft and overall length restrictions and are not suitable for most container vessels to sail and/or to berth, which requires us to use tugs and barges to facilitate shipments to these ports. However, our Rajang-max and Siak-max vessels are capable of navigating to these riverine ports within these limitations. As at the LPD, we have deployed a Siak-max vessel (MTT Dumai) to and from Lubuk Gaung and Port Klang (Westports). Depending on demand, our customers have the option to request for a service upgrade to container vessels instead of tugs and barges, depending on the efficiency of port operations. Without accounting for port congestion, using container vessels would provide customers with a faster, safer and a more cost-effective option in terms of lower cargo insurance premiums.

(iii) Shipping agent

Through our wholly-owned subsidiary, MTT Shipping, we hold a Shipping Agent License to act as an agent on behalf of a vessel operator for all necessary transactions or services relating to vessels that call into and berth at Malaysian ports.

In Malaysia, we hold a Shipping Agent License for the purpose of our own container liner shipping service, relating to the necessary agency services of our own vessels. We represent the Evergreen Group in Sabah and Sarawak via an agency arrangement with Evergreen Malaysia, as their local shipping agent as well as for SLS in Johor. As the shipping agent for our Group, the Evergreen Group and SLS, we are responsible for all operational activities which includes handling bookings, coordinating container logistics and vessel operations, and all other documentation services such as releasing bills of ladings and delivery orders, for our own container liner shipping services in Malaysia and those provided by the Evergreen Group in Sabah and Sarawak and by SLS in Johor.

We do not follow a predetermined geographic roll-out strategy when selecting our agents. Each appointment is made only after an evaluation of the candidate agent's cargo-generation potential, financial strength and operational capabilities. As at the LPD, we have appointed 13 shipping agents that source customers on our behalf and assist in facilitating various operational arrangements of vessels at their local ports, including berthing, unberthing, loading and unloading of containers and pilotage. They also assist in managing the arrangement of cargo movements, such as receiving and releasing containers, and issuing original bills of lading. Additionally, these shipping agents provide us with localised market intelligence on demand and supply, enabling us to plan our capacity and service routes.

Our shipping agency services are primarily treated as ancillary services for our own container liner shipping business, the Evergreen Group and SLS. We also engage other shipping agents who are also similarly licensed in Malaysia and overseas in relation to our shipping agency requirements as part of our Group's container liner business operations.

(b) Our operating alliances and slot arrangements

In June 2012 and March 2023, we entered into slot exchange arrangements with two third-party container liner shipping companies to exchange pre-agreed allocated container vessel space (also known as container slots) with them, for certain service routes offered by our Group, namely East Malaysia (via Peninsular Malaysia, Thailand and Singapore) and between Port Klang, Malaysia and Kolkata, India, on a non-exclusive basis.

These agreements, commonly known as vessel sharing agreements, are valid indefinitely unless terminated by either party with 90 days' notice in writing or immediately with notice in writing if termination event occurs. In the event that either party requires additional slots on our container vessels in addition to the pre-agreed allocated container slots under the vessel sharing agreements, the additional container slots will be allocated accordingly to the relevant party in accordance with the terms of the slot exchange agreement. With this arrangement, our customers can book container slots for the particular service routes through our Group or through the other two container liner shipping companies and the bookings will be assigned either to our vessels or their vessels based on space availability on the vessel and arrival date at the ports. These arrangements enable our Group to have additional capacity for certain service routes via the partners' container slots and allows us to maximise the use of the space available on our container vessels for certain service routes, which enhances the economies of scale for our container liner shipping business.

As at the LPD, three partner vessels are included as part of our service routes under this slot exchange arrangement for the East Malaysia service route and one other partner vessel for the India service route. We do not jointly own any container vessels with our two slot exchange partners.

We also sell fixed container slots on our container vessels to parties which require vessel space on our service routes.

(c) Port coverage and service routes

Our Group's container liner shipping services mainly originates from Port Klang in Peninsular Malaysia due to Port Klang being our supply port for Malaysia.

Our existing services from China to India, via fixed slot purchases from third party operators, complement the future expansion of our container liner shipping services in preparation for deployment of our own vessels (including further expansion in the Southeast Asia region and the Far East-Indian Subcontinent). In addition to these fixed slot purchase arrangements, we also purchase slots in the spot market to cater for our cargo volumes in excess of our fixed slot purchases.

We categorise our service routes as follows:

(i) Domestic – routes within Peninsular Malaysia and East Malaysia;

(ii) Short sea – routes with Southeast Asian ports (excluding Malaysia) as the destination ports; and

(iii) Regional – routes with ports in India and China as the destination ports.

As at the LPD, the ports covered by our shipping services and the respective port calls are as follows:

Region/country	Port coverage	Number of port calls per week
Domestic		
Peninsular Malaysia	• Port Klang(1)(2) • Penang Port(1) • Johor Port(1) • Port of Tanjung Pelepas(2) • Pengerang Port(2)	• 20 • 2 • 2 • 1 • 4
East Malaysia	• Kuching Port(1) • Bintulu Port(1) • Labuan Port(1) • Kota Kinabalu Port(1) • Sandakan Port • Tawau Port • Miri(3) • Sibu Port	• 3 • 2 • 1 • 2 • 1 • 1 • N/A(5) • 1
Short Sea		
Singapore	• Port of Singapore(1)	• 2
Thailand	• Thai Connectivity Terminal, Bangkok • Kerry Siam seaport, Laem Chabang	• 1 • 1
Brunei	• Port of Muara(1)	• 1

Region/country	Port coverage	Number of port calls per week
Indonesia	• Port of Perawang[(2)] • Port of Belawan • Port of Lubuk Gaung[(2)] • Port of Buatan[(2)] • Port of Futong[(2)] • Port of Jakarta[(4)] • Port of Dumai[(2)] • Port of Tanjung Perak (Surabaya)	• 1 • 2 • 4 • 1 • 1 • N/A[(5)] • 2 • N/A[(5)]
Regional		
India	• Mundra Port[(4)] • Port of Chennai[(4)] • Jawaharlal Nehru Port[(4)] • Syama Prasad Mookerjee Port, Kolkata[(1)] • Kattupalli[(4)]	• 1 • 1 • 2 • 1 • 1
China	• Port of Qingdao[(4)] • Port of Shanghai[(4)] • Port of Shekou[(4)] • Port of Ningbo[(4)] • Port of Da Chan Bay[(4)] • Port of Tianjin[(4)]	• 2 • 1 • 1 • 1 • 1 • 1

Notes:

(1) These ports are covered by our Group under our slot exchange arrangements.

(2) We offer container liner shipping services to and from these ports using both container vessels and tugs and barges.

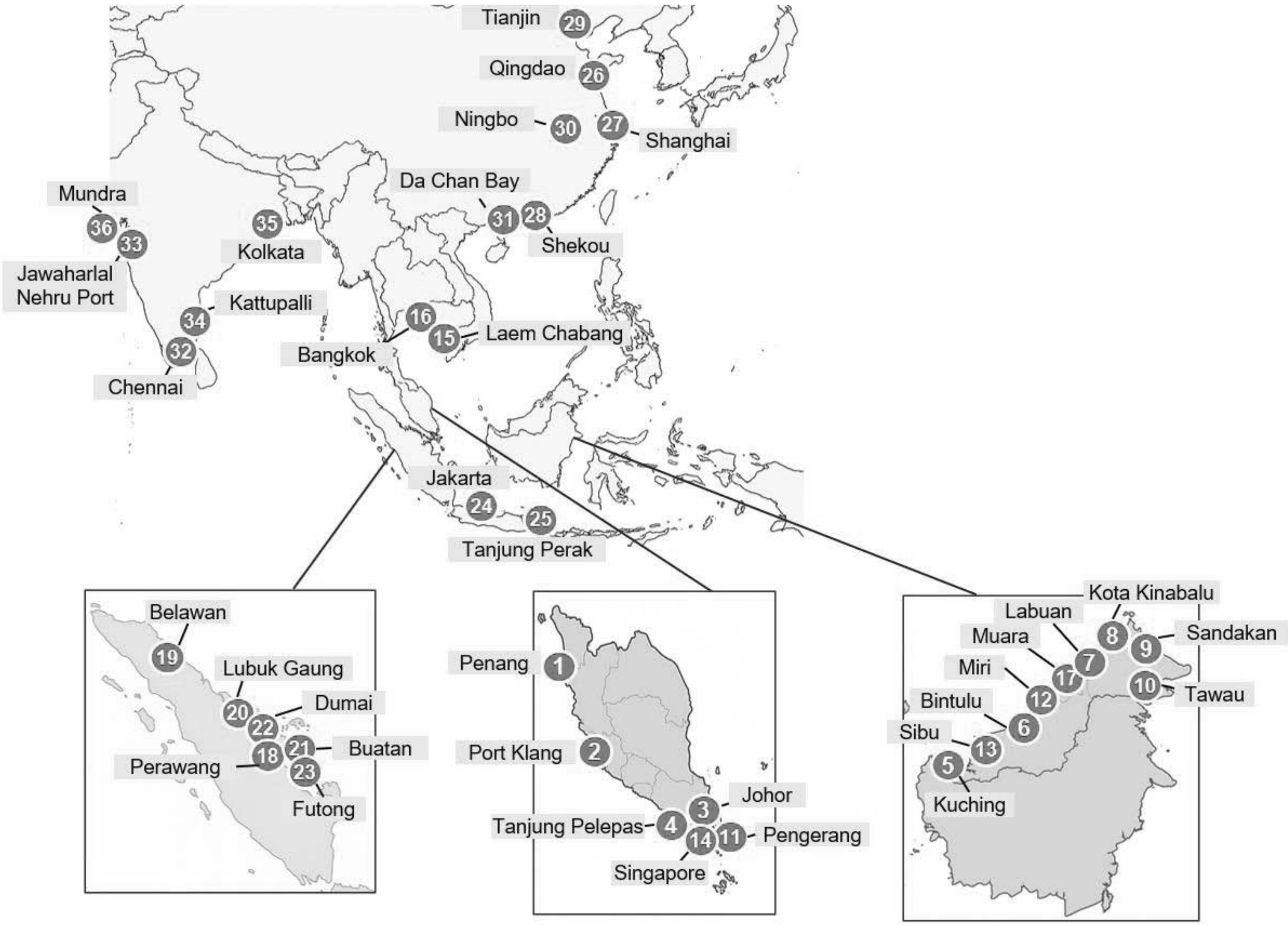
(3) We provide door delivery services to and from Miri through third party service providers.

(4) Operated through fixed slot purchases from third parties.

(5) The port calls to these ports are not fixed as we provide container liner shipping services to and from these ports through container vessels and tugs and barges operated by third parties based on shipment destinations and schedules of our customers.

We review the performance of our service routes regularly, in terms of the deployment and utilisation of container vessels for each service route, and may modify, add or remove service routes from time to time if required. Our Group is also able to provide container liner shipping services or dedicated feeder services upon request if they are commercially viable for our Group.

A map of ports covered by our container liner shipping business is as follows:



7.7.3 Vessel chartering

Our Group charters out part of our container vessel fleet to container liner shipping companies on time charter basis based on various durations depending on supply and demand conditions.

As at the LPD, 11 of our container vessels have been chartered out, details of which are set out in the table below:

Vessel name	Nominal capacity (TEUs)	Year built	Delivery date	Charter period	Charter hire rate (USD / day)
1. MTT Port Kelang	1,781	2024	1 June 2025	11 – 13 months	29,400
2. MTT Pelepas	1,781	2024	3 June 2025	11 – 13 months	29,750
3. MTT Bangkok	1,781	2024	28 August 2025	23 – 25 months	24,750
4. MTT Sandakan	1,762	2021	1 March 2025	24 months +/- 60 days	21,700
5. MTT Sapangar	1,762	2021	5 October 2024	10 – 14 months	22,500
6. MTT Limbang	1,220	2024	1 July 2025	6 months	12,000
7. MTT Samalaju	1,162	2021	1 August 2024	12 – 14 months	18,750
8. MTT Saisunee	1,162	2019	19 October 2024	11 – 13 months	18,800
9. MTT Semporna	1,162	2021	25 April 2025	310 – 334 days	18,050
10. MTT Senari	1,162	2020	30 June 2025	3 months +/- 7 days	25,750
11. MTT Sibu	415	2021	21 March 2025	12 months	5,500

Notes:

(1) On 23 September 2025, the charter period has been extended for 18 to 22 months commencing from 5 December 2025 at the charter hire rate of USD27,500 per day.

(2) On 21 July 2025, the charter period has been extended for 12 to 13 months commencing from 1 October 2025 at the charter hire rate of USD21,000 per day.

(3) On 9 September 2025, the charter period has been extended for 11 to 13 months commencing from 19 November 2025 at the charter hire rate of USD20,850 per day.

The charters that are entered into by our Group are renewable at prevailing market rates, subject to mutual agreement between the parties.

Since being delivered, each of these vessels have renewed their time charter the day after the expiry of the previous time charter, other than (a) the redesignation of MTT Semporna as a self-operated vessel between 7 September 2023 and 5 October 2023 before being rechartered out on 5 October 2023; (b) a four-day off-hire period for MTT Semporna in March 2024; and (c) the redesignation of MTT Senari as a self-operated vessel between 29 November 2023 and 30 June 2025 before being rechartered out from 30 June 2025 to 27 September 2025 (and redesignated as a self-operated vessel thereafter).

7.7.4 Container depot services

We provide container storage and container-related services for our own containers and those of our external customers, namely container hauliers, third party container liner shipping companies and shipping agencies, container leasing companies and box operators. Such customers can store their empty containers at our container depots prior to deployment for the next shipment. Our container depot business complements our liner shipping operations by providing storage for our own empty containers. All the empty containers stored in our depots are stacked according to the owner of the container, container size and type.

The details of the container depots operated by us as at the LPD are as follows:

No.	Depot	Operator	Land rented or owned	Operating land area (acres)	Storage capacity (TEUs)	Effective storage capacity (TEUs)[(1)]
1.	Bandar Sultan Sulaiman Depot	ICSD	Owned	11.4	8,000	7,396
2.	Pasir Gudang Depot	ICSD	Rented	8.3	7,000	6,367
3.	Perai Depot	ICSD	Rented	8.3	5,500	5,056
4.	Kota Kinabalu Depot	MTT Shipping Logistics Centre	Owned	6.9	4,200	3,600
5.	Westports Depot	MTT Shipping Logistics Centre	Rented	6.0	4,000	3,507
	Total			**40.9**	**28,700**	**25,927**

Note:

(1) The effective storage capacity of our container depots is the storage capacity adjusted to exclude the area at each depot that we dedicate for the depot office and for maintenance and repair works.

We are in the process of relocating our Westports Depot to a larger container depot located in Pulau Indah, Klang, which will be funded through internally generated funds and is expected to be completed by the end of 2025. Once completed, the new container depot is expected to have a storage capacity of 5,600 TEUs, representing a 40% increase in capacity. Following the commissioning of our Pulau Indah depot, we expect to have a total storage capacity of 30,300 TEUs across the five container depots.

We intend to expand our container depot services by setting up new container depots in Kuching and Bintulu as part of our IFF development (see Section 7.3.1 of this Prospectus), which are intended to be fully funded via our own internally generated funds.

7.7.5 Other businesses

(a) Harbour tugs

In 2021, we ventured into the harbour tug business via Harbour 360, with Makmal Capital Sdn Bhd, to supply harbour tug services to port operators. Makmal Capital Sdn Bhd is unrelated to our Group and our existing shareholders. As at the LPD, Harbour 360 is a jointly controlled entity where both Makmal Capital Sdn Bhd and MTT Shipping each have a 50.0% equity interest.

A harbour tug is a tugboat used to assist vessels maneuvering within port limits and to assist safe berthing and unberthing of the vessels at the port terminals. The essential role of harbour tugs at port terminals drives the demand for this type of tugboat. The demand for harbour tugs is also driven by the need to enhance port efficiency and to replace old harbour tugs with new ones with improved technology.

(b) Dry bulk

In 2021, we commenced our dry bulk shipping business via Lestari Maritime, a joint venture in which MTT Shipping holds a 39.0% equity interest as at the LPD.

Lestari Maritime currently owns one Panamax vessel, namely Lestari Manjung, and charters vessels for its own dry bulk operations where required. Lestari Maritime has ordered two newbuild Kamsarmax vessels which are expected to be delivered by 2026. In addition, through our wholly-owned subsidiary, MTT Shipping, we also enter into COAs to transport dry bulk cargo such as coal.

(c) Bulk liquids

In 2023, we entered into a joint venture arrangement with Pegasus Industrial Co., Ltd and Boey Meng Hoe to establish United Bulk Logistics, with the aim of providing customers with integrated logistics solutions for the transportation of bulk liquids in containers. As at the LPD, United Bulk Logistics is a subsidiary of our Group with a 60.0% equity interest held via MTT Shipping, whilst the remaining 30.0% and 10.0% are held by Pegasus Industrial Co., Ltd and Boey Meng Hoe, respectively.

United Bulk Logistics supplies and fits flexitanks for the packaging of non-hazardous bulk liquids in containers such as oleochemicals, food products, lubricants, biodiesel, latex, non-hazardous petrochemicals and provides dedicated door-to-door shipments for both domestic and international customers. In addition, United Bulk Logistics is also an agent for a global ISO container tank operator.

(d) Chemical tankers

In 2024, as part of our Group's diversification strategy, we expanded into chemical tankers via MTT Kenyalang. MTT Shipping and Dayatuah Sdn Bhd hold 40.0% and 60.0% equity ownership, respectively, in MTT Kenyalang. Dayatuah Sdn Bhd's shareholding is held by Tan Sri Datuk Amar Leonard Linggi Jugah (59.0%), Dayak Cultural Foundation (33.0%) and Allister Hilton Smith (8.0%). Dayak Cultural Foundation was incorporated on 30 December 1992 under the Companies Act, 1965 and was established to receive and administer funds for cultural, educational, scientific and charitable purposes and public welfare for the Dayak community in Sarawak, Malaysia.

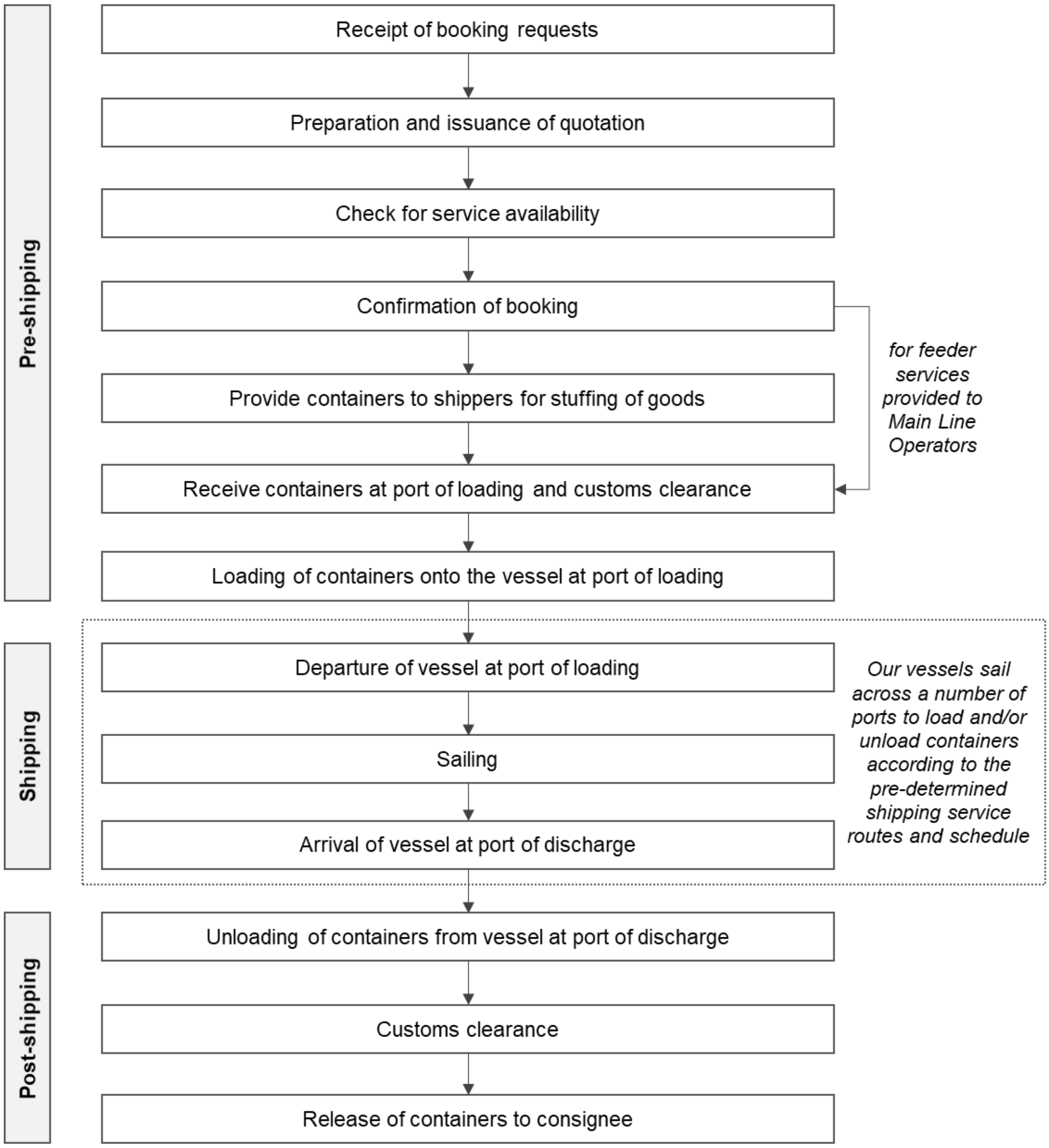
As at the LPD, MTT Kenyalang has placed orders for two newbuild chemical tankers with a nominal capacity of 12,500 DWT each, which are scheduled for delivery in the second half of 2026.

We aim to capitalise on growth opportunities within the chemical tanker industry in light of developments in East Malaysia as detailed in Section 7.3.4 of this Prospectus. We intend to increase our equity ownership in MTT Kenyalang to 90.0% in 2025.

See Section 9.1.14 of this Prospectus for risks associated with our non-wholly owned entities.

7.8 OPERATIONAL PROCESSES AND TECHNOLOGY USED

7.8.1 Operational process for container liner shipping business



(a) Pre-shipping

Upon receipt of an enquiry from a potential customer, our sales team will perform onboarding checks on new customers and issue a quotation stating the shipping charges as well as our sailing schedule. Once the customer agrees to the quotation, they can submit a request for slots on the selected service route via e-mail or our e-Booking platform. After our customer service team confirms container space availability for the relevant service route, a booking confirmation is sent to the customer via e-mail.

We provide container liner shipping services to shippers, consignees and freight forwarders as well as dedicated feeder services to certain customers. Once the bookings from customers are confirmed, we will notify customers to pick up our empty containers from the specified container depot or deliver our empty containers to our customers. Thereafter, our customers will fill the containers with their goods at their premises and the laden containers will be transported to the port of loading.

When we provide dedicated feeder services to Main Line Operators, such customers typically tranship their own containers at major hub ports along our service routes for onward connections to their final destination ports.

(b) Shipping

Once all of the containers have been loaded onto the vessels, the vessels then set sail to the designated ports according to the pre-determined shipping service routes and schedule. A notification of arrival is despatched by the shipping agents at the respective destinations to inform consignees on the estimated time of arrival of the vessels at destination. Our customers can also track the locations of the vessels and obtain the estimated time of arrival through our e-Tracking system via our website.

(c) Post-shipping

As the vessels arrive and berth at the port of discharge, the containers will be discharged from the vessels and stored at the port's container yard. Upon obtaining customs clearance and payment of all related charges, and once the relevant documents (including the delivery order) are presented to the port operator, the containers will be released to the respective consignees for devanning. Once devanning is complete, the haulage operator returns the empty containers to the designated empty container depot, as instructed by the shipping company, concluding the shipment process.

7.8.2 Vessel management

We also provide vessel management services for our vessels and aim to provide high standards of technical management, crewing, and maintenance. Our in-house operations enhance service reliability and operational efficiency and enable us to leverage on economies of scale and drive cost efficiencies.

As at the LPD, our container vessels are currently managed by MTT Shipping. Our ship management services cover the following functions:

(i) technical management of the vessels, including maintenance, periodical drydocking arrangements and repairs in order to comply with regulatory and classification society requirements;

(ii) marine management services of the vessels, which include audit processes to assess the compliance of the vessels with regulatory and classification society requirements as well as navigation and safety arrangements;

(iii) crew management, which involves sourcing of crew members from direct local employment and overseas appointed manning agencies, and planning of crew rotations. See Section 7.18 of this Prospectus for further details of our arrangement with overseas appointed manning agencies;

(iv) procurement services, including the sourcing and purchasing of spare parts and equipment for the vessels, consumables and lubricating oil; and

(v) in respect of the acquisition or delivery of vessels, undertaking the vessel pre-purchase inspections as well as the registration of new vessels with relevant regulatory authorities and classification societies.

(a) Regular maintenance and repair

We employ an experienced and qualified technical team to supervise the maintenance and repair works for our vessels. Regular maintenance and repair works are usually carried out in port and at sea based on our scheduled maintenance programme by the crews on board of our vessels. The crew on board of our vessels will then report to our technical team on any issues arising from the vessel operations. Our technical team oversees, coordinates and manages all technical and crew related matters of our vessels to ensure smooth operation of our vessels. In addition, we monitor the inventory level of spare parts and replenish them as and when necessary to ensure that we will have sufficient spare parts on board for the regular maintenance and repair works.

(b) Regulatory inspections

In addition to regular maintenance and repair works, each vessel is surveyed and inspected by the classification society surveyor from the IACS in accordance with the applicable rules of the relevant classification societies in which the vessels are classed. The types of inspections include annual survey, ad-hoc inspection, periodic survey, special survey and intermediate survey. An annual survey is to be carried out yearly and ad-hoc inspection is to be done following an accident. The annual survey can be carried out when our vessels call at ports whilst the scope and extent of the ad-hoc inspection procedures are dependent on the vessel's condition at the time of inspection. All of our vessels are classed by reputable international classification societies such as China Classification Society, Lloyd's Register, Registro Italiano Navale, Bureau Veritas and Nippon Kaiji Kyokai. We monitor the classification status of the vessels on an ongoing basis as part of our ship management procedure.

(c) Drydocking

We drydock our vessels on a periodic basis for planned inspections, maintenance and repair as well as renewal of class certificates. Drydocking is a major undertaking which can only be done at a dockyard and covers all areas of maintenance that cannot be carried out when the ship is in operation. Drydocking includes maintenance of hull, deck, cargo holds, navigation and communication equipment and all other equipment on board. The procedures include cleaning, blasting, painting and repairs. In addition to periodic drydocking, we also have a planned day-to-day maintenance programme for all of our ships while they are in operation. These maintenance programmes are designed to ensure the smooth running of our vessels until their next drydocking. Our maintenance costs include main engine spares, fresh water and deck paints.

The hull and machinery of every commercial vessel must be certified by a classification society authorised by the vessel's country of registry. The classification society certifies that a vessel is safe and seaworthy in accordance with the applicable rules and regulations of the country of registry of the vessel, the Safety of Life at Sea Convention and other relevant United Nations conventions. Each of our vessels is subject to planned surveys by a classification society, comprising annual surveys, intermediate surveys (every two and a half years) and renewal surveys every five years.

An intermediate survey, which is held between the second and third year entails the survey, maintenance and repair of the vessel. A renewal survey entails a major inspection and prior to such inspection, the repair or replacement of vessel components or equipment, as may be required to comply with the requirements of the classification society. A renewal survey is a mandatory requirement for class renewal based on a five-year cycle from the date of delivery of the vessels and is conducted during the drydocking of each vessel.

The average number of days required for intermediate inspection is between five and seven days while special inspection can take up to 14 days, depending on the age of the vessels.

For vessels which are below 15 years old, intermediate surveys may be undertaken via underwater inspection in lieu of drydocking as an alternative to drydocking where the submerged part of the vessel hull is inspected while afloat in operation, using a remotely-operated submersible with CCTV camera and/or using divers with CCTV camera.

We incurred RM31.0 million, RM8.3 million, RM28.5 million and RM25.3 million in drydocking costs for FYE 2022, FYE 2023, FYE 2024 and FPE 2025, respectively, which were capitalised as a separate component of the vessel costs.

7.8.3 Technology used

(a) Container liner shipping business

Our Group uses the iKapal shipping system to manage and support daily operations for our container liner shipping business. NM SOVY Technology Sdn Bhd, an independent third-party logistics software solution provider in Malaysia, developed this system. We hold the intellectual property rights to the iKapal system solution.

The iKapal system is a cloud-based solution designed and developed to be user-friendly, enhancing visibility and efficiency across commercial operations, customer service, equipment control and financial management. The iKapal system provides modular, integrated processes with real-time access to container status and tracking information. Automated workflows cover, among others, freight quotations and bookings to invoicing and financial management. Additionally, our customer portal supports online activities, including access to vessel schedules, freight bookings, electronic shipping instruction and verified gross mass submissions, shipment tracking and payments.

Some of the key features of the iKapal system are as follows:

Key Features	Description
Tariff and Rate Management	Automates shipping rate calculations based on container specifications, destinations and current conditions.
Booking and Scheduling	Manages cargo bookings, voyage schedules and vessel space allocation.
Customer Service and Documentation	Provide accurate and compliant bills of lading, invoices and manifest submissions; automates invoice generation, e-Invoice submissions and seamless integration to accounting systems; monitors customer credit checks and overdue interest billings.
Container Management	Tracks real-time container status and provides visibility over empty container repositioning, depot and terminal inventory, as well as maintenance and repair cost estimations and approval workflows.
Customer Portal	Supports online features including e-Schedule, e-Booking, e-Shipping Instruction, e-Tracking, e-Verified Gross Mass Submission, e-Invoice and e-Payment Gateway.
Integration	Provides connectivity through electronic data interchanges and application programming interfaces, enabling integration to port authorities, customs and partners and supporting international standards for electronic data interchange.
Financial Management	Automates invoicing, job costing and payment processing for customers, suppliers and agents.

(b) Container depot business

We subscribe to SOVY-DEPOT, designed and developed by NM SOVY Technology Sdn Bhd, to streamline daily operations at our container depots.

A primary attribute of the SOVY-DEPOT is its ability to automate business processes, facilitating information flow between various functional units of our container depot operations and enabling data exchange with customers who have integrated with our container depots. For instance, during inspections, the system records the conditions of containers and automatically notifies owners about necessary repairs and the estimated costs, enabling them to decide whether to proceed with the repairs. Additionally, container owners can access real-time updates on container movements through their integrated systems. SOVY-DEPOT also issues invoices and charge summaries to customers after services are completed.

Some of the key features of the SOVY-DEPOT are as follows:

Key Features	Description
Haulier Notification and Booking Appointment	Integrated with third-party community platforms such as CargoMove to automatically include drivers' details, container type/size/quantity and appointment time, enhancing transparency and minimising errors.
Container Depot Management Application System	Tracks haulier pick-ups and drop-offs, improving traffic planning and equipment readiness for efficient container handling and reducing bottlenecks.
Depot Yard – Container Handling	Each empty container stacker/forklift is equipped with a forklift-mounted terminal tablet device, providing drivers with visibility on container details and eliminating the need for manual instructions.
Mobile Application	Enables real-time inspection of the conditions of containers at entry and exit gates (including maintenance and repair), eliminating manual transmissions and updates of information and records.
Integration	Provides connectivity through electronic data interchanges and application programming interfaces, enabling integration to port authorities, customs and partners and supporting international standards for electronic data interchange.
Financial Management	Automates invoicing, job costing, and payment processing for customers and suppliers.

(c) SOVY-LOGISTICS

We subscribe to a third-party cloud-based logistics system designed and developed by NM SOVY Technology Sdn Bhd that is tailored to support multi-vertical logistics operations across our key business domains.

The system automates critical logistics workflows, enabling seamless data exchange and real-time information flow between functional units. By integrating operational processes from job handling and billing to inspection and financial management, SOVY-LOGISTICS enhances the efficiency, accuracy and scalability of our logistics infrastructure.

Some of the key features of the SOVY-LOGISTICS system are as follows:

Key Features	Description
Job Handling	Streamlines task execution and provides real-time updates for container inspection, task inputs for direct sales and supply and fitting for flexitank workflows.
Rate Handling	Generates customer quotations with cost sheets.
Documentation	Generates bills of lading.
Billing and Costing	Manages customer/vendor billing and credit note issuances for our vessels and third party vessels. Integrated with the CFM system for supplier invoice processing. Integrated with the Inland Revenue Board of Malaysia (*Lembaga Hasil Dalam Negeri Malaysia*) e-Invoice submission for regulatory compliance.
Inventory Control	Inventory control for flexitank components.
Financial Management	Automates invoicing, job costing and payment processing for customers and suppliers.

(d) Ship management

We currently subscribe to a CFM system developed by Hanseaticsoft GmbH, a Germany-based company with comprehensive modules designed to streamline operations for shipping companies.

Some of the key features of the CFM system are as follows:

Key Features	Description
Centralised Data Management	Relevant information is stored in one platform, providing easy access and reducing redundancy.
Maintenance	Tracks and schedules planned maintenance and inspections for vessels.
Crewing	Efficient crew management, including planning, certifications, and contracts.
Purchasing	Manages procurement processes, supplier interactions and cost control.
Regulatory compliance	Monitors compliance with the EU (Monitoring, Reporting, and Verification) Regulation (including carbon emissions and voyage details) and the IMO Data Collection System (including fuel consumption, distance and hours underway)

(e) IT infrastructure and security

Our IT infrastructure is anchored on Microsoft Azure's cloud ecosystem, which provides a high degree of reliability, security and scalability, and leverages a comprehensive threat detection and response capabilities to safeguard our digital assets against evolving cybersecurity threats.

7.9 TYPES, SOURCES AND AVAILABILITY OF INPUTS

The main inputs that we purchase and charges that we incur from our container liner shipping operations primarily comprise terminal handling charges, bunker fuel and equipment costs, which collectively accounted for 41.4%, 45.0%, 41.7% and 40.8% of our total direct costs for FYE 2022, FYE 2023, FYE 2024 and FPE 2025, respectively. See Section 12.2.5(ii) of this Prospectus for further details on our direct costs. Terminal handling charges are charges paid to the ports and other relevant parties for the activities and services undertaken at the ports which we sail to, including the lift-on or lift-off and stevedoring services for containers loaded to and/or discharged from our vessels. These services are generally provided by port operators. Terminal handling charges are regulated by the Government and cannot be increased simply at the discretion of each port. During the Financial Years/Periods Under Review, we did not face major price fluctuations in terminal handling charges.

Bunker fuel is fuel used in our container vessels and tugboats. We refuel our container vessels in Port Klang and Port of Singapore. The cost of bunker fuel fluctuates according to the prevailing global oil prices. Global oil prices are affected by various factors beyond our control such as changes in global demand and supply conditions, geopolitical events affecting major oil producing countries, government policies and the level of global economic activities. Nevertheless, we factor in a bunker adjustment factor in our freight rate quoted to our customers, in part as recovery costs to us for the fluctuation of bunker fuel cost and hence, we are able to pass on any increase in bunker fuel cost as a result of price fluctuation to our customers. During the Financial Years/Periods Under Review, we did not face any difficulties in sourcing suppliers for bunker fuel.

Equipment costs are costs relating to containers, including leasing costs, container repairs, and storage costs as well as haulage charges and terminal handling charges for handling empty containers. As we own a majority of the containers used for our container liner shipping operations, we are less susceptible to price fluctuations of container leasing costs. During the Financial Years/Periods Under Review, we did not face any major fluctuations in our equipment costs.

7.10 MATERIAL EQUIPMENT

A summary of the material equipment owned and used by us as at 30 April 2025 are as follows:

Equipment	Number of units	Average life span (years)$^{(1)}$	Average age (years)$^{(2)}$	Audited NBV as at 30 April 2025 (RM'000)
Container vessels	26	25	6.7	1,489,276
Containers	15,211	10	8.1	94,115
Removable vehicle racking systems	471	5	3.2	1,321
Forklifts and stackers (at container depots)	27	5-10	5	14,899
			Total	**1,599,611**

Notes:

(1) Average lifespan of the equipment is computed based on the average lifespan of five, 10 and 25 years respectively for each type of equipment, which is consistent with the computation of depreciation for equipment based on our Group's accounting policies.

(2) Average age of the equipment is computed from the calendar year of built or calendar year of purchase and up to the calendar year 2025.

Subsequent to the FPE 2025 and up to the LPD, we purchased 1,389 containers and three additional stackers and disposed of 29 containers.

See Sections 7.7.1(a) and 7.7.1(c) of this Prospectus for further details on the container vessels as well as the description of the types of containers owned by us, respectively.

7.11 OPERATING CAPACITY AND UTILISATION RATES

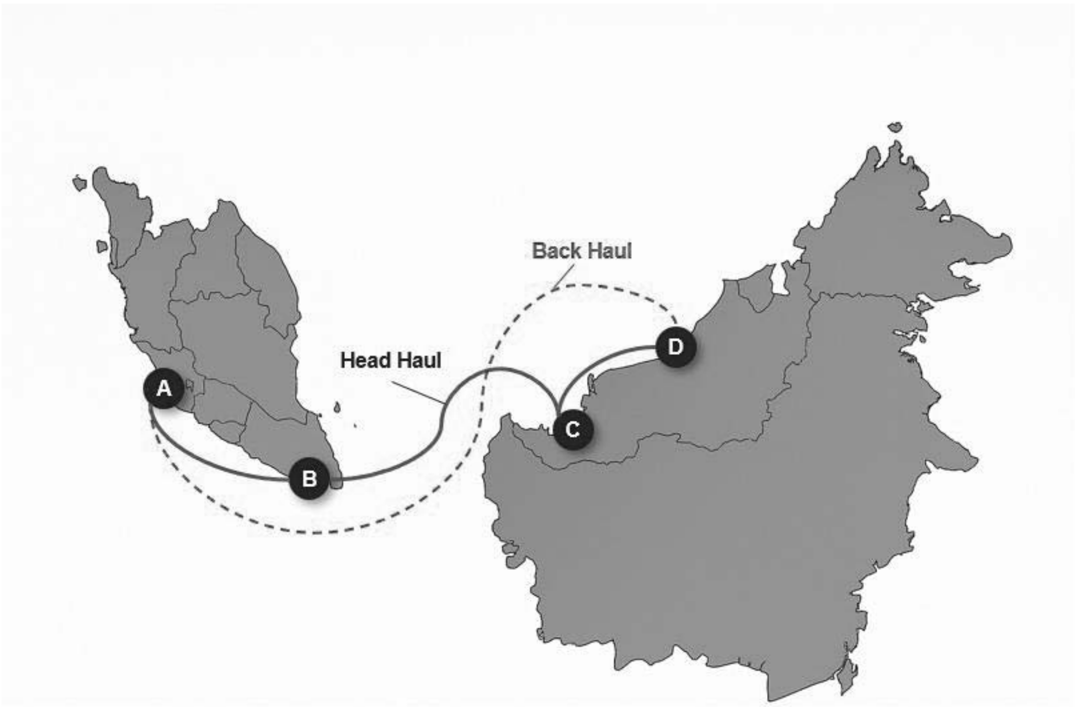
7.11.1 Container liner shipping operations

We seek to maximise the utilisation rate of available container slot space or the laden weight carried by our container vessels. The utilisation rate of our container liner shipping operations is measured by the higher of:

(a) the proportion of actual lifting (i.e. actual units of laden containers and empty containers owned by third parties carried) by the container vessels operated by our Group against the available container unit capacity measured at an average of 14 tonnes per container of the same vessels; or

(b) the proportion of the actual weight (in tonnes) carried by the container vessels operated by our Group (including empty containers owned by third parties) against the maximum allowable weight capacity for each of the container vessels operated by our Group.

For the container liner shipping industry between Peninsular Malaysia and East Malaysia, trade imbalances are common where cargo inflows and outflows of ports may not necessarily be comparable or equivalent in terms of cargo volume or weight transported along the voyage. Our Malaysian service routes are two-way voyages where the eastbound cargo routes (the "**Head Haul**" routes) are generally the dominant leg with a higher utilisation rate of laden containers, both in terms of units lifted and laden weight transported. The return leg (the "**Back Haul**" routes) transports lesser laden cargo and serves to reposition empty containers from ports with predominantly inbound cargo to ports with predominantly outbound cargo. The diagram below illustrates an example of a service route voyage that we undertake between Peninsular Malaysia and East Malaysia:



As illustrated above, our Head Haul voyage starts from Port Klang ("**Port A**"), which is a predominantly outbound cargo port for East Malaysia, to ports with predominantly inbound cargo like Kuching Port ("**Port C**") or Bintulu Port ("**Port D**"). During our Head Haul voyage, our container vessels may make several stops at ports in which the containers may be lifted off the container vessels and/or new laden containers may be lifted onto our container vessels (in this case, Port B and Port C). Subsequently, as part of our Back Haul voyage, we transport laden containers and/or reposition empty containers from the final port(s) (Port C or Port D) back to the originating port (Port A).

As a result of the trade imbalances and cargo patterns between ports with predominantly outbound cargo and ports with predominantly inbound cargo, voyages between two predominantly inbound cargo ports (such as Port C and Port D in our illustration above) are excluded in presenting utilisation rates.

The table below sets out the utilisation rate of our container liner shipping operations for the Financial Years/Periods Under Review:

	FYE			FPE	
	2022	**2023**	**2024**	**2024**	**2025**
Utilisation rate(1)					
Head Haul journey(2)	88.0%	81.6%	86.6%	83.7%	83.6%
Back Haul journey(3)	14.9%	32.2%	37.9%	44.7%	41.9%

Notes:

(1) Computed based on the average of the higher of (a) the proportion of actual lifting (i.e. actual units of laden containers and empty containers owned by third parties carried) by the container vessels operated by our Group against the available container unit capacity measured at an average of 14 tonnes per container of the same vessels; or (b) the proportion of the actual weight (in tonnes) carried by the container vessels operated by our Group (including empty containers owned by third parties) against the maximum allowable weight capacity for each of the container vessels operated by our Group. For the avoidance of doubt, the utilisation rates presented here exclude the repositioning of empty containers owned by us.

*(2) **Head Haul**: Refers to the dominant leg of a voyage where we transport laden containers and empty containers owned by third parties (i) for all routes calling into the ports of East Malaysia and Brunei; (ii) beginning from the Port of Belawan, Indonesia to ports in Peninsular Malaysia; and (iii) beginning from ports in Peninsular Malaysia to ports in Kolkata, India. Head Haul utilisation rates are measured using the containers remaining on board at the last port of the dominant leg in each of the aforementioned routes and applying the computation as stated in note (1) above.*

*(3) **Back Haul**: Refers to the return leg of the voyage beginning from (i) ports in East Malaysia and Brunei; (ii) ports in Peninsular Malaysia to the Port of Belawan, Indonesia; and (iii) ports in Kolkata, India to ports in Peninsular Malaysia. Back Haul utilisation rates are measured using the containers remaining on board at the last port of the return leg in each of the aforementioned routes on the same voyage and applying the computation as stated in note (1) above. Our container vessels are also loaded with empty containers during Back Haul voyages due to the need to reposition empty containers owned by us to cater for subsequent voyages of the dominant leg.*

The table above excludes the operations carried out by our subsidiary, Sea Navigator, which provides dedicated feeder services through tugs and barges operated by our Group to our customers' own terminals at ports such as Port of Perawang, Port of Buatan, Port of Lubuk Gaung, Port of Futong and Port of Dumai to major hub ports such as Port Klang and Port of Tanjung Pelepas. As such, it will not be meaningful to disclose the utilisation rate as the rate will purely depend on the customer's volume. The total volume of containers transported by the tugs and barges operated by our Group for the Financial Years/Period Under Review are as follows:

	FYE			FPE	
	2022	**2023**	**2024**	**2024**	**2025**
Actual lifting (TEU)(1)	54,676	106,411	90,303	30,811	28,148

Note:

(1) Actual number of laden containers carried by tugs and barges operated by our Group for the respective financial years/period indicated.

7.11.2 Container depot operations

We measure the operational performance of our container depots using the following metrics:

a) **Utilisation rate –** this is the measure of occupancy of empty containers at our depots at any one time. If this rate is low, it is an indicator that the depot has the capacity to onboard more customers;

b) **Average turnover days** - this is a measure of efficiency utilising the number of days each empty container remains stored in our depots. Reducing the number of turnover days enables a depot to take in more containers and increase its revenue on gate charges and actual lifting; and

c) **Actual lifting** – this is a measure of the number of containers lifted at our container depots during the Financial Years / Periods Under Review. When utilisation rate grows and the number of turnover days lessen, the result is higher Actual Lifting, which is the primary indicator of revenue for our containers depots.

The table below sets out the utilisation rate for our container depot operations for the Financial Years/Periods Under Review:

	FYE			FPE	
	2022	**2023**	**2024**	**2024**	**2025**
Effective storage capacity (TEUs)	26,527	26,527	26,527	26,527	26,227(4)
Average inventory (TEUs)(1)	16,484	20,988	19,070	21,110	15,923
Utilisation rate	**62.1%**	**79.1%**	**71.9%**	**79.6%**	**60.7%**
Average turnover days(2)	**15**	**20**	**22**	**25**	**17**
Actual Lifting (TEUs)(3)	**553,053**	**499,330**	**559,202**	**182,322**	**200,922**

Notes:

(1) The average inventory is the average number of containers (by TEU) stored in our depots during the Financial Years/Periods Under Review, calculated using the average of the number of containers held across our depots at the end of every month during the corresponding financial year / period.

(2) The average turnover days is the average number of days that a container remained stored in our depots during the corresponding financial year / period.

(3) Actual number of containers lifted in our container depots for the Financial Years/Periods Under Review.

(4) *We had established an area for maintenance and repair works within the Kota Kinabalu Depot only from March 2025 onwards. The area is approximately one acre in size, thereby reducing the effective storage capacity of the depot. As a result, in respect of FPE 2025, the adjustment is only on a prorated basis.*

7.12 OUR CUSTOMERS

As a container liner operator, our customers are shippers and consignees such as manufacturers, traders (including importers and exporters) and freight forwarders who act on behalf of shippers or consignees as their forwarding agent. As a feeder operator, our customers are the Main Line Operators and certain customers for our dedicated feeder services.

For our container depot operations, our customers are container hauliers, third party container liner shipping companies and shipping agencies, container leasing companies as well as box operators.

We serve a diversified portfolio of customers from various industries including food and beverage products, basic materials, consumer basic products, automotive related products, industrial related products and plastic and rubber products.

The revenue contribution from our container liner shipping operations by type of goods shipped by us based on the manifests and bill of lading of the containers for the financial years/period under review is as follows:

	FYE						FPE			
	2022		2023		2024		2024		2025	
Type of goods	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**
General and consolidated cargo[(1)]	143,657	18.6	224,143	32.9	263,894	37.0	75,330	36.3	89,325	35.6
Food and beverage[(2)]	239,837	31.1	202,260	29.7	205,357	28.8	64,306	31.0	70,918	28.3
Basic materials[(3)]	156,382	20.3	128,220	18.8	121,130	17.0	31,647	15.3	47,260	18.8
Consumer basic products[(4)]	78,544	10.2	49,114	7.2	46,239	6.4	14,168	6.8	17,017	6.8
Industrial related[(5)]	91,302	11.9	27,865	4.1	31,038	4.4	8,373	4.0	10,489	4.2
Automotive related[(6)]	27,759	3.6	33,210	4.9	26,212	3.7	8,193	4.0	8,525	3.4
Plastic and rubber products[(7)]	33,395	4.3	16,217	2.4	19,098	2.7	5,308	2.6	7,265	2.9
Total[(8)]	**770,876**	**100.0**	**681,029**	**100.0**	**712,968**	**100.0**	**207,325**	**100.0**	**250,799**	**100.0**

Notes:

(1) *Comprising various general goods from third party shippers that are not dangerous goods. Consolidated cargo comprising packaged general goods from multiple third party shippers into one container.*

(2) *Comprising prepared food and beverage products.*

(3) *Comprising raw material products including, among others, chemicals, minerals, alloys, building and construction materials, wood products as well as oil and gas products.*

(4) *Comprising consumer products among others, household products, pharmaceuticals and toiletries (including cosmetics), textiles, yarns and other related materials.*

(5) *Comprising industrial electrical and electronic products, machineries and equipment, and telecommunication related products and materials.*

(6) *Comprising automotive equipment including automotive parts.*

(7) *Includes, among others, packaging materials, containers and gloves.*

(8) Total revenue from freight income, excluding slot sale income, containerised shipping of automotive vehicles and other freight income comprising detention and demurrage charges, and other related freight charges.

The revenue contribution from our container depot operations by type of customers for the Financial Years/Periods Under Review is as follows:

	FYE						FPE			
	2022		2023		2024		2024		2025	
Type of customers	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**
Container hauliers	15,801	57.0	16,216	50.4	18,590	51.8	5,877	52.9	6,743	55.6
Third party container liner shipping companies and shipping agencies	9,377	33.8	11,227	34.9	12,984	36.2	3,411	30.7	4,641	38.3
Container leasing companies	1,408	5.1	3,884	12.1	2,867	8.0	1,301	11.7	393	3.3
Box operators	1,140	4.1	842	2.6	1,455	4.0	523	4.7	342	2.8
Total	**27,726**	**100.0**	**32,169**	**100.0**	**35,896**	**100.0**	**11,112**	**100.0**	**12,119**	**100.0**

7.13 MAJOR CUSTOMERS

Our top five major customers by revenue for the Financial Years/Period Under Review are as follows:

FYE 2022

Name of customer	**Type of services provided**	**Type of customer**	**Length of relationship as at LPD[1] (years)**	**Revenue (RM'000)**	**%[2]**
TNB Fuel Services Sdn Bhd[3]	Dry bulk COA and freight services	Fuel provider for power generation	13	157,630	11.2
Gold Star Line group of companies[6]	Charter hire and freight services	Container liner shipping company	15	81,369	5.8
Yang Ming Marine group of companies[4]	Charter hire and freight services	Container liner shipping company	13	77,904	5.5
Sea Consortium group of companies[7]	Charter hire and freight services	Feeder Carrier Operator	12	73,487	5.2
MSC	Slot sale	Container liner shipping company	13	66,060	4.7
Total				**456,450**	**32.4**

FYE 2023

Name of customer	Type of services provided	Type of customer	Length of relationship as at LPD[(1)] (years)	Revenue (RM'000)	%[(2)]
CMA CGM group of companies[(5)]	Charter hire and freight services	Container liner shipping company	14	71,996	6.4
Gold Star Line group of companies[(6)]	Charter hire and freight services	Container liner shipping company	15	63,529	5.7
Sea Consortium group of companies[(7)]	Charter hire and freight services	Feeder Carrier Operator	12	54,526	4.9
TNB Fuel Services Sdn Bhd[(3)]	Dry bulk COA and freight services	Fuel provider for power generation	13	50,554	4.5
MSC	Slot sale	Container liner shipping company	12	49,519	4.4
Total				**290,124**	**25.9**

FYE 2024

Name of customer	Type of services provided	Type of customer	Length of relationship as at LPD[(1)] (years)	Revenue (RM'000)	%[(2)]
CMA CGM group of Companies[(5)]	Charter hire and freight services	Container liner shipping company	14	106,616	8.9
TNB Fuel Services Sdn Bhd	Dry bulk COA	Fuel provider for power generation	13	101,727	8.5
Gold Star Line group of companies[(6)]	Charter hire and freight services	Container liner shipping company	15	59,302	4.9
Pilot Logistics Services Sdn Bhd	Freight services and depot gate charges	Freight forwarder	13	45,586	3.8
PSYN	Freight services	Freight forwarder	14	41,685	3.5
Total				**354,916**	**29.6**

FPE 2025					
Name of customer	**Type of services provided**	**Type of customer**	**Length of relationship as at LPD[(1)] (years)**	**Revenue (RM'000)**	**%[(2)]**
Evergreen group of companies[(8)]	Freight services, charter hire, shipping agency and depot related services	Container liner shipping company	15	27,112	6.8
TNB Fuel Services Sdn Bhd	Dry bulk COA	Fuel provider for power generation	13	22,378	5.6
CMA CGM group of Companies[(5)]	Charter hire and freight services	Container liner shipping company	14	17,993	4.5
Maersk A/S group of companies[(9)]	Charter hire and freight services	Container liner shipping company	15	16,130	4.0
Gold Star Line group of companies[(6)]	Charter hire and freight services	Container liner shipping company	15	14,984	3.7
Total				**98,597**	**24.6**

Notes:

(1) Based on calendar years from the year the relationship commenced with our major customers.

(2) Calculated based on our Group's total revenue.

(3) Including transactions with its parent company, Tenaga Nasional Berhad, only in respect of the FYE 2022 and FYE 2023.

(4) Including transactions with Yang Ming Marine Transport Corporation and its related company namely Yang Ming Line (M) Sdn Bhd.

(5) Including transactions with CMA CGM Asia Shipping Pte Ltd and its related companies namely CMA CGM S.A., CMA CGM Agencies (India) Pvt Ltd, CMA CGM Malaysia Sdn Bhd, CMA CGM & ANL (Singapore) Pte Ltd, Ceva Freight Holdings (Malaysia) Sdn Bhd, ANL Singapore Pte Ltd, CMA CGM Indonesia, Ceva Air and Ocean (Thailand) Co. Ltd, Ceva Malaysia (Air & Ocean) Sdn Bhd, Ceva Freight Shanghai Limited Qingdao Branch and Ceva Logistics (Thailand) Company Limited.

(6) Including transactions with Gold Star Line Ltd and its parent company, ZIM Integrated Shipping Services Ltd.

(7) Including transactions with Sea Consortium Pte Ltd and its related companies namely Sea Consortium Sdn Bhd and Xpress Feeders Sdn Bhd.

(8) Comprising Evergreen Marine (Asia) Pte Ltd, Evergreen Marine Corporation (Malaysia) Sdn Bhd and a related company.

(9) Including Maersk A/S and its related company namely Maersk Singapore Pte Ltd.

Our Group is not dependent on any individual customer for the following reasons:

(1) none of our top five major customers individually contributed to more than 10.0% of our revenue for the Financial Years/Periods Under Review (other than TNB Fuel Services Sdn Bhd, which contributed to 11.2% of our revenue for the FYE 2022);

(2) other than our top five major customers, we have more than 6,000 different customers, which collectively contributed to 67.6%, 74.1%, 70.4% and 75.4% of our Group's revenue for FYE 2022, FYE 2023, FYE 2024 and FPE 2025, respectively; and

(3) we serve a diversified portfolio of customers from various industries including, food and beverage products, basic materials, consumer basic products, automotive related products, industrial related products and plastic and rubber products.

Other than our charter hire agreement with the Gold Star Line and Sea Consortium group of companies described above which has a duration of two years, we do not have any long-term contracts or agreements exceeding a duration of one year with any of our major customers mentioned above as at the LPD.

7.14 MAJOR SUPPLIERS

Our top five major suppliers by purchases for the Financial Years/Period Under Review are as follows:

FYE 2022

Name of supplier	Type of purchases	Length of relationship as at LPD[(1)] (years)	Purchases (RM'000)	%[(2)]
Supplier A	Dry bulk COA	3	110,577	15.3
Ombak Suria Sdn Bhd	Bunker fuel	5	107,648	14.9
WMSB	Terminal handling and marine charges	15	76,433	10.5
Raffles Shipping International Pte Ltd	Dry bulk COA	3	41,568	5.7
Sabah Ports Sdn Bhd[(3)]	Terminal handling and marine charges	14	33,540	4.6
Total			**369,766**	**51.0**

FYE 2023

Name of supplier	Type of purchases	Length of relationship as at LPD[(1)] (years)	Purchases (RM'000)	%[(2)]
Ombak Suria Sdn Bhd	Bunker fuel	5	105,925	16.2
WMSB	Terminal handling and marine charges	15	70,006	10.7
SLS	Charter hire and Shipping agency services	7	33,919	5.2
Sabah Ports Sdn Bhd[(3)]	Terminal handling and marine charges	14	30,579	4.7
Supplier A	Dry bulk COA	3	29,232	4.5
Total			**269,661**	**41.3**

FYE 2024

Name of supplier	Type of purchases	Length of relationship as at LPD[1] (years)	Purchases (RM'000)	%[2]
Supplier B	Dry bulk COA	3	97,760	12.6
WMSB	Terminal handling and marine charges	15	78,754	10.2
Zengo Corporation Sdn Bhd	Bunker fuel	15	78,238	10.1
Sabah Ports Sdn Bhd[3]	Terminal handling and marine charges	14	32,483	4.2
Kinetik Petroleum Sdn Bhd	Bunker fuel	3	31,287	4.0
Total			**318,522**	**41.1**

FPE 2025

Name of supplier	Type of purchases	Length of relationship as at LPD[1] (years)	Purchases (RM'000)	%[2]
WMSB	Terminal handling and marine charges	15	25,788	10.1
Zengo Corporation Sdn Bhd	Bunker fuel	15	16,452	6.4
Supplier B	Dry bulk COA	3	15,432	6.0
Vil Holding Company Pte Ltd	Charter hire	1	11,121	4.3
DPW Sabah Sdn Bhd[3]	Terminal handling and marine charges	1	9,268	3.6
Total			**78,061**	**30.4**

Notes:

(1) Based on calendar years from the year the relationship commenced with our major suppliers.

(2) Calculated based on our Group's total purchases.

(3) In the FYE 2024, DP World and Sabah Ports Sdn Bhd established a partnership for the management and operations of Kota Kinabalu Port by DPW Sabah Sdn Bhd.

Purchases from bunker fuel providers and port operators were used to support our businesses in container liner shipping where we purchase bunker fuel for the operations of our vessels and port services (i.e. terminal handling and marine charges) such as pilotage, berthing and lift-on or lift-off of containers.

Our Group is not dependent on any individual supplier for the following reasons:

(1) our dry bulk revenue varies from year to year depending on customer demand. Although dry bulk revenue materially contributes to 11.2%, 4.5%, 8.3% and 5.5% for the FYE 2022, FYE 2023, FYE 2024 and FPE 2025, respectively, it does not significantly contribute to our Group's profitability given the low margins for our Group's dry bulk COA;

(2) bunker fuel is widely available from alternative suppliers and the cost of bunker fuel fluctuates according to prevailing global oil prices; and

(3) we serve multiple ports across Peninsular Malaysia and East Malaysia as well as certain ports in Singapore, Thailand, Brunei, Indonesia and India. Accordingly, we are not materially dependent on the continued operations of any single port operator, including WMSB and DPW Sabah Sdn Bhd, which are our major suppliers. Although Port Klang is our main gateway hub and transshipment hub, we have the option of rerouting our vessels and cargo to other ports in the vicinity. However, disruptions such as port congestion, stoppages and expansion work to container terminals that may occur at any of the ports served by us could have a material adverse effect on our business, operations and financial condition. See Section 9.1.6 of this Prospectus for further details on the risks related the potential disruptions occurring at ports.

7.15 MARKETING AND BUSINESS DEVELOPMENT ACTIVITIES

We actively engage in the following sales and marketing strategies:

(i) Wide network of offices in Malaysia and network of shipping agents

We have a physical presence in both Peninsular Malaysia and East Malaysia, where our offices are in close proximity to most of the ports covered by our Group. Our sales and marketing personnel, as well as the operational teams in each of our offices, serve as the primary contact points with our customers.

We also have shipping agents in Penang, Labuan and other countries that are part of our container liner shipping network, namely Singapore, Thailand, Brunei, Indonesia and India. Our network of shipping agents assist us in facilitating operational arrangements with vessels at ports (including berthing and unberthing of vessels, loading and unloading of containers and pilotage) and arranging cargo movement (including receiving and releasing containers and issuing original bills of lading).

(ii) Customer-oriented sales and marketing personnel

Our sales and marketing personnel have significant experience in the shipping industry and an in-depth knowledge of our container liner shipping and container depot business, as well as a network of strong customer relationships. Our sales and marketing personnel are responsible for understanding customer needs, proposing suitable shipping solutions, finalising pricing and sales for our services and establishing and maintaining relationships with our customers. In addition, our sales and marketing personnel identify and engage directly with potential customers to secure new sales opportunities. These potential customers are also identified through referrals from our business associates as well as from our industry network.

(iii) Market research

Our network of sales and marketing personnel and shipping agents provide us with comprehensive market intelligence which enables us to identify cargo types, volumes and sources, monitor market trends and anticipate demand for our services. Such information helps us to develop stronger customer profiles and optimise loading plans and routes for our vessels. Further, our planning department enables us to formulate competitive strategies and identify emerging trends and business opportunities in the shipping industry through their market research and analysis. Our planning department also designs and implements services that align with our growth objectives, analyses and evaluates the financial performance of our services, facilitates communication with both our internal and external stakeholders and collaborates with our other departments with the aim of providing seamless customer service. The collaboration between our sales and marketing personnel, shipping agents and planning department allows us to create a targeted marketing and distribution strategy and to identify new service routes and networks as we grow our operations.

(iv) Corporate website as source of information to our services

Our corporate website, *www.mttsl.com.my*, is a means of introducing our Group's services to our potential customers and provides immediate basic information on our Group. The current widespread use of the internet as a source of information enables us to cross geographical boundaries and facilitates access from any part of the world, enhancing our potential market reach and exposure.

We have an online portal under iKapal's Shipping System that can be accessed through our corporate website. It serves as a convenient direct contact point that allows customers to check our sailing schedule, book our container liner shipping services, track the location of their cargo or shipment on a real-time basis, and complete and update their shipping instructions, thus enhancing our customer reach and exposure. See Section 7.8.3 of this Prospectus for further details of our online portal under iKapal's Shipping System.

7.16 RESEARCH AND DEVELOPMENT

We do not undertake, and have not undertaken, any research and development in connection with our business operations.

7.17 SEASONALITY

Taking into account our domestic and regional container liner operations as well as our vessel chartering business, our business is generally not subject to seasonality. Nevertheless, we may experience higher activity or transport of cargo to East Malaysia before festive periods such as Hari Raya, Chinese New Year, Gawai Dayak, Harvest Festival and Christmas, reflecting the increase in the consumption of consumer products during these periods.

7.18 EMPLOYEES

As at the LPD, our Group employed a total of 1,096 employees, comprising 491 permanent employees and 605 contract employees who are mainly crew members who work offshore on our container vessels.

In functions other than those related to vessel operations or those who are engaged for our Group's landside operations, 48% of our employees are female as at the LPD. In respect of vessel related operations, a total of 21% are female as at the LPD. Additionally, 32% of managerial level positions and above in our Group are held by females as at the LPD.

The following sets out the functional areas and geographical location of our employees as at 30 April 2025 and as at the LPD:

Function	Permanent employee				Contract employee				Total	
	Local		Foreign		Local		Foreign			
	30 April 2025	LPD	30 April 2025	LPD	30 April 2025	LPD	30 April 2025	LPD	30 April 2025	LPD
Executive Directors	4	4	-	-	-	-	-	-	4	4
Key Senior Management	6	6	-	-	-	-	-	-	6	6
Management	43	42	-	-	2	2	1	1	46	45
Corporate services[(1)]	72	76	-	-	1	1	-	-	73	77
Sales and marketing	39	41	-	-	-	-	-	-	39	41
Customer service	90	89	-	-	-	-	-	-	90	89
Operations	99	104	-	-	-	-	15	15	114	119
Logistics	36	35	-	-	-	-	-	-	36	35
Maintenance and repair	60	59	-	-	-	-	5	5	65	64
Information technology	6	5	-	-	-	-	-	-	6	5
Drivers (forklift)	30	30	-	-	-	-	2	2	32	32
On board (crew members)	-	-	-	-	306	308	268	271	574	579
Total	**485**	**491**	**-**	**-**	**309**	**311**	**291**	**294**	**1,085**	**1,096**

Note:

(1) Corporate services includes employees under corporate affairs, administration, finance, human resources and compliance functions.

Geographical location	Permanent employee				Contract employee				Total	
	Local		Foreign		Local		Foreign			
	30 April 2025	LPD	30 April 2025	LPD	30 April 2025	LPD	30 April 2025	LPD	30 April 2025	LPD
Peninsular Malaysia	332	333	-	-	2	2	14	23	348	358
East Malaysia	153	158	-	-	1	1	9	-	163	159
On board (crew members)	-	-	-	-	306	308	268	271	574	579
Total	**485**	**491**	**-**	**-**	**309**	**311**	**291**	**294**	**1,085**	**1,096**

As at the LPD, local employees accounted for 73% of our total workforce while the remaining 27% are foreign employees from Indonesia, the Philippines, Singapore, Myanmar and India. Our foreign employees are primarily crew members or involved in our Group's depot operations. All of our foreign employees possess valid work permits and/or documentation.

We source crew members both directly and from appointed manning agencies according to our requirements for our container liner shipping business. We are not dependent on these manning agencies as we can easily source crew members from alternative service providers. As at the LPD, we have a total of 265 crew members sourced from these manning agencies. Our crew members typically serve on our vessels under a renewable contract basis with a contract tenure of between six to nine months. Unlike our shore-based employees who are engaged subject to the Employment Act, 1955, our vessel-based crew members are engaged under the Maritime Labour Convention, 2006 and the MSO. In addition, all of our crew members are protected by the ITF Seafarers' Trust, which is an international organisation protecting seafarers and promoting their rights and working conditions in the global maritime industry.

As at the LPD, except for 265 of our local crew members who belong to National Union of Seafarers of Peninsular Malaysia and 134 of our Indonesian crew members who are registered with the Indonesian Seafarers Union (Persatuan Pelaut Indonesia), none of our other employees belong to any labour union.

During the Financial Years / Periods Under Review and up to the LPD, there were no major industrial disputes involving our employees. During the same period, we did not face any labour shortage that led to any disruption to our business operations.

7.19 GOVERNING LAWS AND REGULATIONS

Our Group's business is regulated by specific laws of Malaysia and Hong Kong. The relevant laws and regulations governing our Group and which are material to our operations are summarised in Annexure A of this Prospectus. During the Financial Years/Period Under Review and up to the LPD, save and except for the non-compliances set out in Section 7.20 of this Prospectus, our Group had complied, in all material respects, with all relevant laws, regulations, rules and requirements in the jurisdictions our Group operates in.

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7.20 NON-COMPLIANCES WITH THE RELEVANT LAWS, REGULATIONS, RULES AND REQUIREMENTS GOVERNING THE CONDUCT OF OPERATIONS OF OUR GROUP

7.20.1 We have not acquired a CCC and/or temporary permit for our some of our depots and other structures

Our Group is subject to the SDBA, UBBL and UBBL of Sabah (collectively, the "**Building Laws**") in respect of the buildings and/or structures which we occupy and utilise for our Group's operations. Further details of the Building Laws are set out in Annexure A of this Prospectus.

As at the LPD, certain structures occupied and utilised for our Group's operations do not have CCC and/or temporary permits, the details of which are set out in the following table:

No.	Nature of non-compliance	Current status and rectification measures taken or to be taken	Estimated time for rectification	Estimated cost of rectification	Potential maximum penalty
1.	**Perai Depot**				
	As at the LPD, we have not obtained a CCC for the following structures erected at the Perai Depot, which is rented by our Group: (i) Office building (front entrance); (ii) Office building (back entrance); (iii) Toilet; (iv) Skid tank structure; (v) Container cabin for storage purpose; (vi) Guardhouse (front entrance); (vii) Guardhouse (back entrance); and (viii) Car park shed. (collectively, "**Perai Depot's Structures**")	As a CCC is required for the Perai Depot's Structures, the process to obtain the CCC are summarised as follows: (i) Our Group has appointed a consultant to make necessary applications to the relevant authorities to obtain an approved building plan for the Perai Depot's Structures, as well as for the issuance of the CCC. (ii) As at the LPD, the appointed consultant is in the process of preparing the building plan approval application, which includes the Perai Depot's Structures, for submission to the relevant authorities. The application for the approved building plan is expected to be submitted to the relevant authorities for approval by the end of 2025. (iii) The approval for the building plan is expected to be obtained from the relevant authorities by early 2026.	We expect to obtain the CCC for the Perai Depot's Structures, by the fourth quarter of 2026[(1)].	Professional fees and application costs of approximately RM80,000[(2)].	Pursuant to the provisions under the SDBA, the potential maximum penalty is approximately RM250,000, representing approximately 0.1% of our Group's PAT for the FYE 2024.

No.	Nature of non-compliance	Current status and rectification measures taken or to be taken	Estimated time for rectification	Estimated cost of rectification	Potential maximum penalty
		(iv) Upon completion of inspection by the relevant authorities (where required), our Group expects to obtain the necessary letter of clearance for the issuance of the CCC by the third quarter of 2026.			
2.	**Bandar Sultan Sulaiman Depot**				
	As at the LPD, we have not obtained a CCC for the following structures erected at the Bandar Sultan Sulaiman Depot, which is owned by our Group: (i) Awning for the office building; (ii) Water tank structures; (iii) Open shed structure; and (iv) Skid tank structure. (collectively, the "**Bandar Sultan Sulaiman Depot's Structures**") Additionally, our Group has also erected or installed one container used for signage display and four other containers used as storage cabins at the Bandar Sultan Sulaiman Depot ("**Temporary Structures**"), which require a temporary permit to be issued by the local authority.	As a CCC is required for the Bandar Sultan Sulaiman Depot's Structures and a temporary permit is required for the Temporary Structures, the process to obtain the CCC and the temporary permit are summarised as follows: (i) Our Group has appointed a consultant to make necessary applications to the relevant authorities to obtain an approved building plan for the Bandar Sultan Sulaiman Depot's Structures and for the issuance of the CCC, as well as the temporary permit for the Temporary Structures. (ii) As at the LPD, the appointed consultant is in the process of preparing the building plan approval application, which includes the Bandar Sultan Sulaiman Depot's Structures, for submission to the relevant authorities. The application for the approved building plan is expected to be submitted to the relevant authorities for approval by October 2025, which is a month later than originally planned due to a delay in the land survey. (iii) The approval for the building plan is expected to be obtained from the relevant authorities by April 2026.	We expect to obtain the temporary permit for the Temporary Structures by September 2026 and the CCC for the Bandar Sultan Sulaiman Depot's Structures, by first quarter of 2027[(1)].	Professional fees and application costs of approximately RM83,000[(2)].	Pursuant to the provisions under the SDBA, the potential maximum penalty is approximately RM255,000 (comprising RM250,000 for the occupation of the Bandar Sultan Sulaiman Depot's Structures without the CCC and RM5,000 for the erection of the Temporary Structures without the temporary permit), representing approximately 0.1% of our Group's PAT for the FYE 2024.

No.	Nature of non-compliance	Current status and rectification measures taken or to be taken	Estimated time for rectification	Estimated cost of rectification	Potential maximum penalty
		(iv) Subsequently, our Group expects to submit an application for the temporary permit by May 2026. (v) Upon completion of the inspection by the relevant authorities (where required), our Group expects to obtain the necessary letter of clearance for the issuance of the CCC by the fourth quarter of 2026.			
3.	**Kota Kinabalu Depot**				
	As at the LPD, we have not obtained a CCC or equivalent for the following structures erected at the Kota Kinabalu Depot, which is owned by our Group: (i) Guardhouse; (ii) Water tank structures; and (iii) Vehicle inspection shed. (collectively, the "**Kota Kinabalu Depot's Structures**")	As a CCC is required for the Kota Kinabalu Depot's Structures, the process to obtain the CCC are summarised as follows: (i) Our Group has appointed a consultant to make necessary applications to the relevant authorities to obtain an approved building plan for the Kota Kinabalu Depot's Structures, as well as for the issuance of the CCC. (ii) Our Group has, through the appointed consultant, submitted a building plan for the Kota Kinabalu Depot's Structures to the relevant authorities for approval on 3 July 2025. (iii) The approval for the building plan is expected to be obtained from the relevant authorities by October 2025. (iv) Upon completion of the inspection by the relevant authorities (where required), our Group expects to obtain the necessary letter of clearance for the issuance of the CCC by December 2025.	Our Group expects to obtain the CCC for the Kota Kinabalu Depot's Structures, by the second quarter of 2026[(1)].	Professional fees and application costs of approximately RM15,000[(2)].	Pursuant to the provisions under the UBBL of Sabah, the potential maximum penalty is approximately RM100,000, which is negligible to our Group's PAT for the FYE 2024.

No.	Nature of non-compliance	Current status and rectification measures taken or to be taken	Estimated time for rectification	Estimated cost of rectification	Potential maximum penalty
4.	**Westports Depot**				
	As at the LPD, we have not obtained a CCC for the following structures erected at the Westports Depot, which is rented by our Group: (i) Office building; (ii) Toilet; (iii) Sheds used as office, storage room and workshop; and (iv) Skid tank structure. (collectively, the "**Westports Depot's Structures**")	Our Group has acquired new properties located in Pulau Indah, Klang, Selangor as set out in items D1(7), (8), (9) and (10) of Annexure D of this Prospectus ("**Pulau Indah Property**") and is in the process of establishing another container depot at the Pulau Indah Property to take over the existing operation of the Westports Depot. Construction of the depot facilities at the Pulau Indah Property commenced in May 2025 and is targeted for completion by December 2025. The existing tenancy for the Westports Depot is expiring on 31 December 2025. Barring any unforeseen circumstances, our Group expects to fully cease its container depot operations at the Westports Depot by December 2025. In the event of any delay in the completion of the relevant construction works at the Pulau Indah Property, our Group may extend the tenancy of the Westports Depot for a shorter term with the landlord to facilitate the transitional relocation of operations to the Pulau Indah Property. If the relocation to the Pulau Indah Property has not been completed prior to our Listing, the status of the non-compliance will be disclosed in our annual report.	We expect to complete the relocation of the container depot operation to the Pulau Indah Property by December 2025, subject to the completion of the relevant construction works at the Pulau Indah Property. Our Group does not expect the Westports Depot, which is rented, to obtain a CCC prior to the expiry of its tenancy. The new container depot at the Pulau Indah Property is expected to commence operations by December 2025 immediately after the completion of the construction works at Pulau Indah Property.	Not applicable as the relocation is part of our Group's operational growth plan to move to another larger container depot facility with IFF functions. For the avoidance of doubt, the acquisition of the Pulau Indah Property and the establishment of the new depot are funded via internally generated funds and/or borrowings.	Pursuant to the provisions under the SDBA, the potential maximum penalty is approximately RM250,000, representing approximately 0.1% of our Group's PAT for the FYE 2024.

No.	Nature of non-compliance	Current status and rectification measures taken or to be taken	Estimated time for rectification	Estimated cost of rectification	Potential maximum penalty
5.	**Pasir Gudang Depot**				
	As at the LPD, a CCC has yet to be obtained for the following structures erected at the Pasir Gudang Depot, which is rented by our Group: (i) Guardhouse; (ii) Office building; (iii) Water tank structure; (iv) Toilet; (v) Car park shed; and (vi) Skid tank structure. (collectively, "**Pasir Gudang Depot's Structures**")	At present, our Group is renting a portion of a parcel of land in Pasir Gudang for its Pasir Gudang Depot, while the remaining portion of the same land is being used by the landlord for its own operations. The landlord is currently occupying, among others, an office building and several other structures erected on the land, and is expected to fully relocate its entire operations to a new location by April 2026. ICSD has on 29 August 2025 entered into a tenancy agreement with the landlord for the rental of the entire property, including the office building and other existing structures erected thereon, comprising the open workshop, utility room and guard house (all of which have been issued with a CCC dated 15 March 2010 by the Pasir Gudang City Council) (collectively, the "**Landlord's Building and Structures**"). The tenancy is expected to commence in April 2026 after the relocation of the landlord from the land.	We expect to complete the relocation of its operation from the affected structures to the Landlord's Building and Structures and cease the use of the Pasir Gudang Depot's Structures fully by April 2026[3].	The estimated increase in rental is RM50,800 per annum.	Pursuant to the provisions under the SDBA, the potential maximum penalty is approximately RM250,000, representing approximately 0.1% of our Group's PAT for the FYE 2024.

Notes:

(1) Pending the issuance of the CCC and/or temporary permits, our Group intends to continue operating at the structures and/or temporary structures (where applicable) at the Perai Depot, Bandar Sultan Sulaiman Depot and Kota Kinabalu Depot.

(2) Excluding any cost to be incurred for any rectification or construction work in order to comply with any condition or requirement that may be imposed by the relevant authorities in obtaining the CCC and/or temporary permits, which could not be determined at this juncture.

(3) In respect of the Pasir Gudang Depot, our Group will continue operating from the Pasir Gudang Depot's Structures and will only vacate the affected structures upon our relocation to the Landlord's Building and Structures by April 2026. In the event our Group intends to reoccupy the Pasir Gudang Depot's Structures in the future following our relocation, we will then submit the necessary applications to the relevant authorities to obtain the requisite approved building plan and CCC.

As at the LPD, we believe that the non-compliances above are not expected to have a material adverse impact to our Group's business operations and financial condition because:

(i) the operations of a container depot typically only require an empty land to stack and store empty containers (including for our Group's own containers). The identified structures which do not have a CCC and/or temporary permit are not critical to the operations of the container depot. In the event of any enforcement by the authorities, we envisage that our Group would be able to continue operating the depot whilst vacating and discontinuing the use of the non-compliant structures;

(ii) the container depot serves as an ancillary service to support our Group's container liner shipping business, which is the primary contributor to our Group's revenue. Our Group's container liner shipping business is not dependent on the container depot operations. In the event that our Group is unable to use its container depots, there are avenues to use other container depots within the vicinity. For instance, in other ports (both domestically and internationally) where our Group does not operate its own container depot, we use depots of other parties for container storage and container related services for our containers;

(iii) The contribution of each container depot (individually and collectively) is not material to our Group's combined FYE 2024 PAT of RM253.6 million because:

(a) collectively, the container depots contributed approximately RM5.6 million (2.2%) to our Group's FYE 2024 PAT, and individually between 0.2% to 1.3% for the same financial year;

(b) collectively, the aggregate estimated rectification costs of the non-compliances of approximately RM0.2 million is also not material, being approximately 0.1% of our Group's FYE 2024 PAT; and

(c) the estimated cumulative cost of penalties from enforcement on a collective basis for all five depots, including their aggregate rectification costs stipulated above would also not be material, representing approximately RM1.3 million, being approximately 0.5% of our Group's FYE 2024 PAT;

(iv) the total estimated rectification costs and the potential maximum financial penalty related to the above non-compliances are not material as compared to our Group's PAT, and remedial steps are being taken by our Group to rectify the non-compliances;

(v) we have not previously encountered any enforcement from regulators and authorities in relation to these non-compliances; and

(vi) we have implemented internal standard operating procedures in relation to the setting up of new depot which will include requirements for necessary documentation, such as CCC and temporary permit, necessary compliance certificate before renting of a new depot location or before commissioning a new depot. We have also appointed a compliance officer who has commenced work in July 2025 to monitor and ensure future compliance with all relevant laws, rules and regulations.

7.20.2 We have not acquired a fire certificate for our HQ

Our Group is subject to the FSA which mandates the obtainment of a fire certificate for the designated premises that we occupy and utilise for our operations. Further details of the FSA are set out in Annexure A of this Prospectus.

As at the LPD, we have yet to obtain a fire certification for our HQ, which is owned by us, the details of which are set out in the following table:

Nature of non-compliance	Current status and rectification measures taken or to be taken	Estimated time for rectification	Estimated cost of rectification	Potential maximum penalty
Our HQ was acquired in June 2023 and we have occupied it since December 2023. The building is located in the Kawasan Perindustrian Temasya, an industrial park in Glenmarie, Selangor with a large number of office buildings within the vicinity. Our HQ was directly purchased from a developer and a CCC has been issued for our HQ. There was an oversight in obtaining the fire certificate as we had the impression that all necessary approvals (including the fire certificate) would have been obtained during the outfitting of the building for our occupation.	On 13 June 2025, we installed a Supervisory Control and Data Acquisition ("**SCADA**") system at our HQ which will alert the nearest Fire Rescue Department of Malaysia ("**Bomba**") station if the system is triggered, as part of the preliminary requirements for the fire certificate application. Upon installation, we received a confirmation letter dated the same day to proceed with the application for the fire certificate to Bomba. The application for the fire certificate for our HQ was submitted on 4 July 2025. Following the inspection by Bomba at our HQ on 24 September 2025, Bomba has requested us to (i) submit the revised mechanical plan of the HQ to Bomba for approval, and (ii) install additional fire sprinkler points at the locations specified by Bomba at the HQ, within a prescribed period (collectively, the "**Bomba's Conditions**").	We expect to obtain the fire certificate by the second quarter of 2026, subject to, among others, the completion of the follow-up inspection by Bomba and Bomba confirmation that we have complied with and fulfilled the Bomba Conditions.	SCADA system installation expenses, fire certificate application cost and costs of the additional rectification works required to comply with the Bomba's Conditions of approximately RM25,080.	Pursuant to the FSA, the potential maximum penalty is RM50,000, which is negligible to our Group's PAT for the FYE 2024.

Nature of non-compliance	Current status and rectification measures taken or to be taken	Estimated time for rectification	Estimated cost of rectification	Potential maximum penalty
	Once we comply with the Bomba's Conditions, we will be required to arrange for a follow-up inspection with Bomba before a decision can be made on the issuance of the fire certificate. As at the LPD, our Company is in the process of engaging the relevant consultants to carry out the rectification works to fulfil and comply with the Bomba Conditions.			

As at the LPD, we believe that the non-compliance above is not expected to have a material adverse impact to our Group's business operations and financial condition because:

(i) the estimated combined rectification cost and potential maximum penalty is approximately RM75,080, which is not material compared to our Group's PAT for the FYE 2024;

(ii) we have already submitted an application for the fire certificate and we do not foresee any significant hurdles in obtaining the certificate;

(iii) our HQ is already equipped with a sprinkler system on each of its floors, including in the basement parking, there are fire extinguishers placed in several locations within the building and there had not been any fire incidents at the premises during the Financial Years/Periods Under Review;

(iv) the total estimated rectification costs and the potential maximum financial penalty related to the above non-compliance are not material as compared to our Group's PAT, and remedial steps are being taken by our Group to rectify the non-compliance;

(v) we have not received any notices, penalties, or compounds from the relevant authorities for the absence of the fire certificate for our HQ;

(vi) the business operations of our Group involve the operations of vessels and the container depots. Our HQ only houses the supporting functions of our Group, for example IT, human resources, finance and the executive offices. Furthermore, our Group has in place policies and procedures for IT disaster recovery plan to ensure the continuity of the IT system and digital infrastructure of our Group should there be any interruptions due to fire or any other emergencies at our HQ. In such events, we will be able to relocate the operations being carried out at our HQ to other alternative locations on a short-term rental basis as part of our disaster recovery protocols; and

(vii) our Group has obtained fire insurance for our HQ with coverage extending to, all movable and immovable properties including but not limited to furniture, fittings and fixtures, office equipment and air-conditioning system. The claim amount will be determined based on the adjuster's assessment of the situation.

Notwithstanding that the outstanding non-compliances may remain unresolved at the time of our Listing, we will continue to make the necessary applications and/or engage with the relevant authorities even after our Listing to resolve and address the outstanding non-compliance incidents in accordance with the directions of the relevant authorities. Our management is following up closely and liaising with relevant authorities to resolve the outstanding non-compliances in the best interest of our Company. We will update our shareholders on the status of the outstanding non-compliance incidents in our annual reports.

To mitigate the recurrence of such non-compliances, we have taken the following measures to enhance our internal control system:

(a) our Group has implemented a policy that sets out the standard operating procedures for the acquisition of new properties, providing guidance to all of our departments in the process of establishing future offices, container depots and IFFs and ensuring that the operations of these properties comply with the relevant regulatory, licensing and permit requirements;

(b) our Group has established and adopted the enterprise risk management ("**ERM**") framework, including a regulatory compliance monitoring framework. A compliance officer with a legal background has been appointed since 1 July 2025 to oversee our Group's overall compliance with the applicable laws and regulations, including those pertaining to licences and permits for our Group's vessel and depot-related operations. The compliance officer is part of the Corporate Affairs Department and reports directly to the Risk Management Committee;

(c) our Group has empowered the Audit Committee to oversee the implementation of the internal control system, periodically evaluate our Group's internal control plans, review the internal audit reports and status of the rectification actions. Our Group also established the Risk Management Committee to review the ERM framework and its related policies within our Group; and

(d) our Group intends to engage an auditor moving forward to undertake future internal audit exercises with the aim of eenhancing the independence, objectivity, and overall effectiveness of our internal control review process. This move is expected to provide greater assurance to management and the Board on the adequacy and effectiveness of our Group's internal control systems, risk management practices, and governance framework. This internal audit function is intended to be independent with the objective of reporting directly to the Audit Committee.

7.21 MAJOR LICENCES, PERMITS AND APPROVALS

In order to operate our business, our Group is required to maintain various licenses, permits and approvals in respect of the operations of our vessel fleet and container depot.

For example, the MSO, which governs merchant shipping in Malaysia, requires all Malaysian ships to acquire the following licences and permits:

(i) Certificate of Malaysian Registry issued by the Registrar of Malaysian Ships, certifying that the vessel is registered as a Malaysian ship. The Registrar of Malaysian Ships is administered by the Malaysia Marine Department; and

(ii) DSL (required for any ship to provide services, other than fishing, in Malaysian waters or the exclusive economic zone, or for the shipment of goods or the carriage of passengers (a) from any port or place in Malaysia to another port or place in Malaysia; or (b) from any port or place in Malaysia to any place in the exclusive economic zone or vice versa). The DSL is issued by the Domestic Shipping Licensing Board under the MOT. All of the DSLs held by our vessels are subject to periodical renewal and the respective owners of the vessels are subject to the requirements that they shall either be (1) Malaysian citizens; or (2) corporations incorporated in Malaysia in which a majority of their shareholdings are held by Malaysians and a majority of their directors are Malaysian.

As at the LPD, we have obtained all key licences, permits and approvals required for our operations. Details of our key licences, permits and approvals and the status of compliance attached are set out in Annexure B of this Prospectus.

7.22 INTELLECTUAL PROPERTY RIGHTS

Details of our material brand names, trademarks, patents and other intellectual property rights, as at the LPD, are set out in Annexure C of this Prospectus.

7.23 MATERIAL REAL PROPERTIES

Details of our material properties, whether owned or leased or tenanted, are set out in Annexure D of this Prospectus.

7.24 INSURANCE

As at the date of this Prospectus, our Group has the following insurance policies in place:

(i) Marine hull and machinery insurance for all our vessels for the hull and material and machinery outfit against any damage, loss and/or destruction caused by fire, explosion, vandalism, sabotage, violent theft, piracy, malicious mischief, natural disasters (earthquake, volcanic eruption, lighting), collision, and/or war risks, for a total sum insured of RM1,680,710,000.

(ii) Protection and indemnity insurance for all our vessels which covers cargo liabilities, liabilities in respect of seafarers, liabilities in respect of persons other than seafarers or passengers, pollution arising from among others, bunker fuel, wreck removal liabilities and loss of or damage to properties, the coverage of which is in accordance with the Club Rules 2021 of the Shipowners' Mutual Protection and Indemnity Association (Luxembourg), which set out the terms and conditions of coverage under insurances taken up with the Shipowners' Mutual Protection and Indemnity Association (Luxembourg).

(iii) Mortgagee interest insurance for four vessels, namely MTT Saisunee, MTT Senari, MTT Sibu and MTT Sarikei, at the request of the mortgagee/financier of the vessels to supplement the marine hull and machinery insurance for the purpose of indemnifying the mortgagee/financier in the event of loss or damage suffered by the shipowners which are not claimable under the marine hull and machinery insurance, for a total sum insured of RM95,424,622.

(iv) All-risks insurance for our container handlers, forklifts, laptops, liquid crystal display projectors and accessories, for a total sum insured of RM12,786,215.40.

(v) Fire insurance for all our furniture, fitting, renovation, air conditioner and all electrical/electronic equipment, office equipment, buildings, all property pertaining to our trade or held by us in trust or on commission and containers in relation to any damage caused by fire and explosions, for a total sum insured of RM29,943,990.

(vi) Burglary insurance for all movable and immovable properties including but not limited to furniture, fittings, fixtures, office equipment, computer/software, containers, furniture and all property pertaining to our trade or held by us in trust or on commission, at an aggregate coverage of RM910,000.

(vii) Equipment insurance for our container handlers, forklifts, stackers and trucks in relation to any damage to the equipment caused by but not limited to theft, for a total sum insured of RM14,448,000.

(viii) Public liability insurance for any bodily injury or illness suffered by any person or loss of or damage to property happening in connection with the business and occurring within the premises and territorial limit whether due to fault, negligence or by any defect in the buildings, works or machinery, for a total sum insured of RM9,000,000.

(ix) Plate glass insurance for all glass doors and windows including all other plate glass, tempered glass, embossment, lettering or ornamental work of any kind of belonging to our trade and business for a total sum insured of RM80,000.

(x) Motor vehicle insurance for our motor vehicles in relation to any damage to our motor vehicles as the result of accidents or theft, for a total sum insured of RM4,981,100.

(xi) Group health insurance in relation to expenses of hospitalisation, surgical and ambulatory expenses incurred by our employees, for a total sum insured of RM25,235,000.

(xii) Group term life insurance in relation to compensation to our employees in the event of death, total, partial and permanent disability and terminal illness for a total sum insured of RM23,150,000.

(xiii) Personal accident insurance in relation to compensation to our employees in the event of injuries, dismemberment, disability or death caused by an accident for a total sum insured of RM27,820,000.

(xiv) Foreign worker hospitalisation and surgical insurance in relation to any expenses incurred for the medical, hospitalisation and consultation fee of the foreign workers employed by our Group, for a total annual limit insured of RM20,000 per worker.

(xv) Foreign worker insurance guarantees and bonds for a total amount of RM14,250.

(xvi) SME bizone insurance for fire, burglary, and public liability for our premises at Pulau Pinang, for a total sum insured of RM1,250,000.

The insurance policies that we currently hold are customary in the industry in which we operate and we review our insurance coverage periodically. Our Board is of the view that our existing insurance coverage is adequate taking into consideration our size, the activities we conduct and the risks associated with our operations.

7.25 MATERIAL DEPENDENCY ON COMMERCIAL OR FINANCIAL CONTRACTS, AGREEMENTS, OTHER ARRANGEMENTS, LICENCES, PERMITS, PATENTS, TRADEMARKS, BRAND NAMES, FRANCHISES, OTHER INTELLECTUAL PROPERTY RIGHTS, PRODUCTION OR BUSINESS PROCESSES

As at the LPD, there are no (i) commercial or financial contracts, (ii) intellectual property rights including patents and copyrights, (iii) licenses and permits (save as disclosed in Annexure B of this Prospectus), (iv) production or business processes or (v) other arrangements or other matters entered into by or issued to us, which we are materially dependent on, and which are material to our business and profitability.

7.26 ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Our Group recognises the importance of ESG practices, including the increasing importance of ESG issues and management in the shipping industry. In 2023, we implemented our sustainability policy with the objective of creating long-term sustainable value for our stakeholders while staying committed to the sustainable development agenda. Our sustainability policy was developed in alignment with the United Nations' Sustainable Development Goals.

We have begun formalising and institutionalising the integration of sustainability considerations and practices as part of our business and have established an integrated sustainability governance structure with oversight from our Sustainability Committee, and ultimately our Board of Directors, to monitor and assess our performance in relation to sustainability initiatives.

Our Sustainability Committee is chaired by Shareen Shariza Binti Dato' Abdul Ghani, our Independent Non-Executive Director, and consists of key personnel from the Corporate Affairs, Health, Safety and Compliance, Logistics, Ship Management, Human Resources and Operations departments. Our Sustainability Committee, which convenes twice a year, manages, coordinates and oversees the implementation of sustainability initiatives, develops sustainability-related policies and procedures, consolidates ESG-related data and monitors the performance of our ESG initiatives, including the progress of our GHG Scope 3 data collection.

7.26.1 Safeguarding the environment

Our Group is committed to integrating sustainability considerations and practices throughout our shipping business, with a view to safeguarding the environment and minimising the impact of our operations on marine biodiversity.

(a) Emissions management

A majority of our Group's emissions are due to the combustion of fuel released into atmosphere by our vessels and vehicles that we use. As at the LPD, four of our container vessels are fitted with EGCS scrubbers that are able to remove particulate matter and harmful components from engine combustion which enable HFO consumption to comply with the IMO sulphur emission regulations. All of the other container vessels in our fleet utilise MGO and VLSFO, which have lower sulphur emissions than sulphur fuel oil.

As at the LPD, all of our container vessels that are subject to the CII compliance regime are categorised as A to D under the CII and undergo an annual assessment for CII compliance.

We have taken measures to reduce GHG emissions through energy efficiency, improved technology and low-carbon processes. We are currently embarking on GHG Scope 3 data collection with the aim of achieving full adoption of IFRS Sustainability Disclosure Standards in 2027. We aim to achieve a 20% to 30% reduction in total annual GHG emissions by 2030 and 70% to 80% reduction in total annual GHG emissions by 2040 with an ultimate net-zero target by or around 2050, in accordance with IMO regulations.

(b) Energy management

We have taken measures to reduce energy consumption and energy intensity in our business operations, such as investing in new, energy-efficient ships to reduce fuel consumption and emissions. We also plan to utilise ammonia refrigerant in our IFFs and install solar panels on all of our IFFs.

As the LPD, all of our container vessels have been certified as EEXI-compliant in accordance with IMO 2020 regulations.

In addition, the two new chemical tankers that we have commissioned are equipped with dual-fuel methanol engines to support our customers' requirements of utilising greener fuel options to transport liquid cargo for domestic and regional trade.

(c) Water and waste management

We monitor water consumption and water discharge on our vessels. We aim to reduce waste and effluents produced by our shipping operations and to responsibly dispose of and discharge such by products. Other than two vessels which have an average age of 29 years, all of our vessels are equipped with a ballast water treatment system.

7.26.2 Valuing Our People

(a) Health and safety

Our Group is committed to continuously improving our health and safety practices and management system and has implemented measures to improve and maintain the safety of employees and contractors, manage critical incidents, prevent workplace accidents or injuries and mitigate health and safety risks. In particular, we aim to comply with the Code of Safe Working Practices for Merchant Seafarers published by the Maritime and Coastguard Agency of the United Kingdom.

(b) Human rights and labour standards

Our Group strives to uphold standards in relation to respecting and protecting the rights of all those associated with our operations. For example, our supplier code of conduct highlights the requirements and expectations applicable to all suppliers in procurement and business activities involving our Group, including with respect to health and safety, human rights and environmental protection.

(c) Employee management and training

Our Group places strong emphasis on the development, engagement and wellbeing of our employees. We encourage our employees to consistently improve and upgrade their skill sets, support our employees in driving their own careers and seek to fulfill their needs in terms of flexibility, training, growth and rewards. Employees are also encouraged to share their knowledge within and beyond departments in our Group.

(d) Diversity and equal opportunity

Our crew members and employees responsible for ship management operations are also regularly trained and equipped with the necessary knowledge of our health and safety policies. In addition, we have implemented an equality and diversity policy which aims to promote a diverse and inclusive workplace where employees are treated with dignity and respect.

In functions other than those related to vessel operations or those who are engaged for our Group's landside operations, 48% of our employees are female as at the LPD. In respect of vessel related operations, a total of 21% are female as at the LPD. Additionally, 32% of managerial level positions and above in our Group are held by females as at the LPD.

We plan to establish training programmes for the development and clear communication of diversity and equality standards and plan to include diversity goals as part of our key performance indicators.

(e) Community investment

We have implemented policies to support and contribute to social welfare and development and to address the needs of our communities.

We have held nationwide food bank projects, blood donation drives, mental health webinars and beach clean-up initiatives in Malaysia. We also collaborate with schools across Peninsular and East Malaysia to address their specific requirements. We supplied renovated containers to be used as temporary classrooms during school renovations, contributed to e-classroom initiatives, sponsored educational materials and addressed infrastructure issues by sponsoring roof-fixing costs. In addition, we also organised computer donation drives to various educational institutions and charity associations across Malaysia.

As at the LPD, in total, we have conducted 54 CSR programmes since 2021 with our contributions totalling RM2.5 million.

7.26.3 Practicing Robust Corporate Governance

We are committed to upholding high standards of corporate governance and ethical conduct in accordance with the principles and practices of corporate governance as set out in the MCCG. Our corporate governance overview statement provides an outline of the corporate governance practices of our Group in accordance with the three principles stipulated in the MCCG, which covers board leadership and effectiveness, effective audit and risk management and integrity in corporate reporting and establishing meaningful relationship with our stakeholders. There is no departure from the recommendations of the MCCG in respect of the composition of our Board and Board Committees as well as any other best practices and recommendations mentioned under the MCCG by the time of our listing. See Section 5.2 for further information on our Board and committee practices, charters/terms of reference and composition.

We strive to continually enhance our third-party management framework from an anti-bribery and anti-corruption perspective and to provide relevant compliance training to employees.