

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

9.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

9.1.1 Profiles of our Promoters and Substantial Shareholders

(i) **Lee Meng Chuan**

Promoter, Group Managing Director cum Group CEO, and Substantial Shareholder

Lee Meng Chuan, a Malaysian aged 45, is our Promoter, Substantial Shareholder and Group Managing Director cum Group CEO. He was appointed to our Board on 15 July 2013.

He graduated with a Bachelor of Pharmacy from University of South Australia in 2003. He has been a registered pharmacist with the Pharmacy Board of Malaysia since 2005. He has been a member of the ICDM since 2025.

He has approximately 20 years of experience in the retail pharmacy industry. In 2004, he began his career by undertaking his housemanship at Hospital Selayang. He subsequently joined Schering-Plough Corporation as a sales representative in 2005 where he was involved in the sales and marketing of medical products. He left the company in 2006.

In 2006, he, together with Lim Sin Yin, ventured into the retail pharmacy industry where they co-founded our Group's first retail outlet in Damansara Uptown, Selangor under Brightcare Pharmacy. Under the stewardship of Lee Meng Chuan and Lim Sin Yin, they have led our management team in expanding our retail outlet network across Malaysia organically and through strategic acquisitions, establishing our Group as the largest pharmacy retailer in Malaysia. Lee Meng Chuan and Lim Sin Yin have also spearheaded our Group's strategic expansion across the pharmaceutical and healthcare value chain into the manufacturing, importing, marketing, distributing and wholesaling of healthcare, pharmaceutical and nutraceutical products, as well as the provision of physiotherapy, tele-consultation and other healthcare-related services.

As our Group Managing Director cum Group CEO, he is primarily responsible for the overall business management and strategic direction of our Group, including driving our Group's long-term growth, expansion plans and strategic partnerships.

As at the LPD, he is also a director and shareholder of various private limited companies as disclosed in Section 9.2.3 of this Prospectus, and he does not hold any directorship in any public listed companies.

(ii) **Lim Sin Yin**

Promoter, Executive Director, and Substantial Shareholder

Lim Sin Yin, a Malaysian aged 44, is our Promoter, Substantial Shareholder and Executive Director. She was appointed to our Board on 28 April 2014. She is also a member of our Sustainability and Risk Management Committee.

She graduated with a Degree of Master of Pharmacy from University of Strathclyde, Glasgow, United Kingdom in 2004. She has been a registered pharmacist with the Pharmacy Board of Malaysia since 2005. She has been a member of the ICDM since 2025.

She has approximately 21 years of experience in the retail pharmacy industry. In 2004, she began her career by undertaking her housemanship at Hospital Selayang. In 2005, she joined ABC Pharmacy as a retail pharmacist where she was responsible for attending and assisting walk-in customers as well as monitoring the stocks in the retail outlet. She left ABC Pharmacy in 2006.

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

In 2006, she, together with Lee Meng Chuan, ventured into the retail pharmacy industry where they co-founded our Group's first retail outlet in Damansara Uptown, Selangor under Brightcare Pharmacy. Under the stewardship of Lee Meng Chuan and Lim Sin Yin, they have led our management team in expanding our retail outlet network across Malaysia organically and through strategic acquisitions, establishing our Group as the largest pharmacy retailer in Malaysia. Lee Meng Chuan and Lim Sin Yin have also spearheaded our Group's strategic expansion across the pharmaceutical and healthcare value chain into the manufacturing, importing, marketing, distributing and wholesaling of healthcare, pharmaceutical and nutraceutical products, as well as the provision of physiotherapy, tele-consultation and other healthcare related-services.

As our Executive Director, she is primarily responsible for the implementation of business strategies and future plans of our Group, as well as overseeing the day-to-day operations of our Group.

As at the LPD, she is also a director and shareholder of various private limited companies as disclosed in Section 9.2.3 of this Prospectus, and she does not hold any directorship in any public listed companies.

(iii)

UPSB

Promoter and Substantial Shareholder

UPSB was incorporated in Malaysia under the Companies Act 1965 on 13 March 2013 as a private limited company and is deemed registered under the Act as a private limited company. The principal activity of UPSB is investment holding solely in our Company. The registered office address of UPSB is 3rd Floor, No. 17, Jalan Ipoh Kecil, 50350 Kuala Lumpur, Wilayah Persekutuan.

As at the LPD:

- (a) the issued share capital of UPSB is RM20,002.20 comprising 200,004 ordinary shares;
- (b) the directors of UPSB are Lee Meng Chuan and Lim Sin Yin; and
- (c) the shareholders of UPSB and their respective direct and indirect shareholdings in UPSB are as follows:

| | Direct | | Indirect | |
|----------------|---------------|------------------|---------------|--------------------|
| | No. of shares | % ⁽¹⁾ | No. of shares | % |
| Lee Meng Chuan | 57,976 | 29.0 | - | - |
| Lim Sin Yin | 50,004 | 25.0 | - | - |
| Lim Bah Kaw | 12,292 | 6.1 | 12,292 | 6.1 ⁽²⁾ |
| Low Youk Chu | 12,292 | 6.1 | 12,292 | 6.1 ⁽²⁾ |
| See Chee Choon | 11,836 | 5.9 | - | - |
| Lim Shin Jeng | 11,806 | 5.9 | - | - |
| Soh Jau Rhen | 11,370 | 5.7 | 11,336 | 5.7 ⁽²⁾ |
| Lee Sheen Mei | 11,336 | 5.7 | 11,370 | 5.7 ⁽²⁾ |
| Shin Kam Mun | 6,834 | 3.4 | 5,838 | 3.0 ⁽²⁾ |
| Loh Yen Yee | 5,838 | 3.0 | 6,834 | 3.4 ⁽²⁾ |
| Lim Shin Yen | 4,526 | 2.3 | - | - |

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

| | Direct | | Indirect | |
|--------------|----------------|------------------|---------------|---|
| | No. of shares | % ⁽¹⁾ | No. of shares | % |
| Chong Mu Sir | 860 | 0.4 | - | - |
| Tey Piow Fee | 860 | 0.4 | - | - |
| Tey Peyau Ek | 658 | 0.3 | - | - |
| Tey Piow Yan | 530 | 0.3 | - | - |
| Lim Sze Ung | 506 | 0.3 | - | - |
| Tey Sew | 480 | 0.2 | - | - |
| Total | 200,004 | 100.0 | | |

Notes:

- (1) Does not add up to 100.0% due to rounding.
- (2) Deemed interested by virtue of the shareholdings of his / her spouse pursuant to Section 8 of the Act.

(d) the beneficial owners of UPSB are Lee Meng Chuan and Lim Sin Yin.

(iv) **IPSB**
Substantial Shareholder

IPSB was incorporated in Malaysia under the Companies Act 1965 on 30 January 2015 as a private limited company and is deemed registered under the Act as a private limited company. The registered office address of IPSB is Level 5, Guoco Tower, 6 Jalan Damanlela, Damansara City, Bukit Damansara, 50490 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia.

IPSB is an investment holding company and was incorporated as a special purpose vehicle to hold the investment in our Company by Creador V, a private equity closed-end fund managed by Creador Management V Ltd. Please refer to Section 9.1.1(vi) of this Prospectus for further details of Creador V.

As at the LPD:

- (a) the issued share capital of IPSB is RM1,085,305 comprising 1,085,305 ordinary shares;
- (b) the directors of IPSB are Yoong Tai Mai⁽¹⁾, Loh Kok Leong⁽²⁾ and Michelle Ng Huey Nah⁽³⁾ (alternate director); and

Notes:

- (1) Yoong Tai Mai, a Malaysian female aged 44, is the Chief Financial Officer and Managing Director of Creador Sdn Bhd (“**Creador**”) where she leads the finance and operations teams, overseeing Creador’s finance, accounting, investor reporting, and compliance functions.
- (2) Loh Kok Leong, a Malaysian male aged 55, is the Senior Managing Director of Creador where he leads the strategic and operation arms of Creador, driving sustainable growth across portfolio companies.

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

(3) Michelle Ng Huey Nah, a Malaysian female aged 42, is the Senior Vice President of Creador and a key member of Creador's finance team and supports the Chief Financial Officer in overseeing the finance and administration of Creador.

(c) the shareholders of IPSB and their respective direct and indirect shareholdings in IPSB are as follows:

| | Place of incorporation | Direct | | Indirect | |
|-------------------------------|------------------------|------------------|--------------|--------------------------|------|
| | | No. of shares | % | No. of shares | % |
| IPL | British Virgin Islands | 1,000,000 | 92.1 | - | - |
| Creador V | Republic of Mauritius | - | - | 1,000,000 ⁽¹⁾ | 92.1 |
| Malvaceae L.P. ⁽²⁾ | Republic of Mauritius | 85,305 | 7.9 | - | - |
| Total | | 1,085,305 | 100.0 | | |

Notes:

(1) Deemed interested by virtue of Section 8(4) of the Act held through IPL.

(2) Malvaceae L.P. was incorporated in the Republic of Mauritius on 10 March 2022 as a limited partnership under the laws of the Republic of Mauritius and licensed by the Financial Services Commission of the Republic of Mauritius. The registered office address of Malvaceae L.P. is 6th Floor, Two Tribeca, Tribeca Central, Trianon 72261, Mauritius.

Malvaceae L.P. is managed by a fund manager, namely Creador Management V Ltd which is responsible for the conduct and affairs of Malvaceae L.P.. Accordingly, Creador Management V Ltd manages the portfolio investments of Malvaceae L.P. which includes its investment in the Company through IPL and IPSB. Please refer to Section 9.1.1(vi) of this Prospectus for further details of Creador Management V Ltd.

Malvaceae L.P.'s interest in its investee companies including our Company, is for investment purposes only where it does not participate in the day-to-day management and operations of such investee companies.

As at the LPD, Malvaceae L.P. is funded from a sole limited partner. The limited partner in Malvaceae L.P. (in their capacity as a limited partner), has no control or ability to participate in the management of Malvaceae L.P.'s investee companies, including IPL, IPSB and our Company.

A relief was sought from having to disclose the ultimate beneficial owners of IPSB in this Prospectus. Please refer to Section 2.1.1 of this Prospectus for further details.

(v) **IPL**
Substantial Shareholder

IPL was incorporated in the British Virgin Islands on 14 January 2015 as a private limited company. The registered office address of IPL is Tortola Pier Park, Building 1, Wickhams Cay I, Second Floor, Road Town, Tortola, British Virgin Islands.

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

The principal activity of IPL is investment holding and was incorporated as a special purpose vehicle of Creador V, a private equity closed-end fund managed by Creador Management V Ltd. Please refer to Section 9.1.1(vi) of this Prospectus for further details of Creador V.

As at the LPD:

- (a) the issued share capital of IPL is USD33,111 comprising 33,111 ordinary shares;
- (b) the director of IPL is Yoong Tai Mai; and
- (c) the shareholder of IPL and its shareholding in IPL is as follows:

| | Place of incorporation | Ordinary shares | | | |
|-----------|------------------------|-----------------|-------|---------------|---|
| | | Direct | | Indirect | |
| | | No. of shares | % | No. of shares | % |
| Creador V | Republic of Mauritius | 33,111 | 100.0 | - | - |

(vi) **Creador V**
Substantial Shareholder

Creador V was incorporated in the Republic of Mauritius on 29 June 2021 as a limited partnership under the laws of the Republic of Mauritius and licensed by the Financial Services Commission of the Republic of Mauritius to operate as a closed-end fund. The registered office address of Creador V is 6th Floor, Two Tribeca, Tribeca Central, Trianon 72261, Mauritius. Creador V is managed by a fund manager, namely Creador Management V Ltd which is responsible for the conduct and affairs of Creador V.

Creador Management V Ltd is formed under the laws of the Republic of Mauritius as a private company limited by shares with limited life and holds a collective investment scheme manager licence granted by the Financial Services Commission of the Republic of Mauritius. Accordingly, Creador Management V Ltd manages the portfolio investments of Creador V which include its investment in our Company through IPL and IPSB.

Creador V's interest in its investee companies, including our Company, is for investment purposes only where it does not participate in the day-to-day management and operations of such investee companies.

As at the LPD, Creador V is diversely owned by 90 limited partners which include institutions such as corporates, university endowment funds, pension funds, fund of funds, financial institutions, foundations, not-for-profit organisations and family offices from North America, Europe and Asia, with interests ranging from 0.01% to 10.7%.

Save for Yoong Tai Mai, who is a director of IPSB and IPL, and Loh Kok Leong, who is a director of IPSB, and each of whom is also a limited partner of Creador V, no single limited partner of Creador V (in their capacity as such), has any control over, or the ability to participate in, the management of Creador V or its investee companies, including IPL, IPSB, and our Company.

9. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**9.1.2 Shareholding of our Promoters and Substantial Shareholders**

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

| | As at the LPD ⁽¹⁾ | | | | After the Subdivision ⁽²⁾ | | | |
|---|---|------|------------------------------|------|---|------|------------------------------|------|
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| Promoters and Substantial Shareholders | | | | | | | | |
| Lee Meng Chuan | 13,520,000 | 8.0 | 72,776,114 ⁽⁴⁾ | 42.9 | 540,800,000 | 8.0 | 2,911,044,560 ⁽⁴⁾ | 42.9 |
| Lim Sin Yin | 6,760,000 | 4.0 | 72,776,114 ⁽⁴⁾ | 42.9 | 270,400,000 | 4.0 | 2,911,044,560 ⁽⁴⁾ | 42.9 |
| UPSB | 72,776,114 | 42.9 | - | - | 2,911,044,560 | 42.9 | - | - |
| Substantial Shareholders | | | | | | | | |
| IPSB | 57,269,953 | 33.7 | - | - | 2,290,798,120 | 33.7 | - | - |
| IPL | - | - | 57,269,953 ⁽⁵⁾ | 33.7 | - | - | 2,290,798,120 ⁽⁵⁾ | 33.7 |
| Creador V | - | - | 57,269,953 ⁽⁶⁾ | 33.7 | - | - | 2,290,798,120 ⁽⁶⁾ | 33.7 |
| After our IPO⁽³⁾ | | | | | | | | |
| | Assuming the Over-allotment Option is not exercised | | | | Assuming the Over-allotment Option is fully exercised | | | |
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| Promoters and Substantial Shareholders | | | | | | | | |
| Lee Meng Chuan | 540,800,000 | 7.3 | 2,536,393,160 ⁽⁴⁾ | 34.4 | 540,800,000 | 7.3 | 2,536,393,160 ⁽⁴⁾ | 34.4 |
| Lim Sin Yin | 270,400,000 | 3.7 | 2,536,393,160 ⁽⁴⁾ | 34.4 | 270,400,000 | 3.7 | 2,536,393,160 ⁽⁴⁾ | 34.4 |
| UPSB | 2,536,393,160 | 34.4 | - | - | 2,536,393,160 | 34.4 | - | - |
| Substantial Shareholders | | | | | | | | |
| IPSB | 1,427,123,120 | 19.3 | - | - | 1,201,977,120 | 16.3 | - | - |
| IPL | - | - | 1,427,123,120 ⁽⁵⁾ | 19.3 | - | - | 1,201,977,120 ⁽⁵⁾ | 16.3 |
| Creador V | - | - | 1,427,123,120 ⁽⁶⁾ | 19.3 | - | - | 1,201,977,120 ⁽⁶⁾ | 16.3 |

Notes:

- (1) Based on 169,782,217 issued Shares as at the LPD.
- (2) Based on our enlarged 6,791,288,680 issued Shares after the Subdivision. Please refer to Section 6.1.2 of this Prospectus for further details of the Subdivision.

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

- (3) Based on our enlarged 7,381,835,680 issued Shares after our IPO. Please refer to Section 4.1 of this Prospectus for further details of our IPO.
- (4) Deemed interested by virtue of Section 8(4) of the Act held through UPSB.
- (5) Deemed interested by virtue of Section 8(4) of the Act held through IPSB.
- (6) Deemed interested by virtue of Section 8(4) of the Act held through IPSB and IPL.

Our Promoters and Substantial Shareholders do not have different voting rights from the other shareholders of our Company. Save as disclosed above, we are not aware of any other person who is able to, directly or indirectly, jointly or severally, exercise control over our Company. As at the LPD, there is no arrangement the operation of which may result in the change in control of our Company at a subsequent date to our IPO and our Listing.

9.1.3 Changes in our Promoters' and Substantial Shareholders' shareholdings

Save as disclosed below, there has been no changes in our Promoters' and Substantial Shareholders' shareholdings in our Company for the Financial Years Under Review and from 1 July 2025 up to the LPD:

| | As at 30 June 2023 ⁽¹⁾ | | | | As at 30 June 2024 ⁽⁵⁾ | | | |
|---|-----------------------------------|------|---------------------------|------|-----------------------------------|------|---------------------------|------|
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| Promoters and Substantial Shareholders | | | | | | | | |
| Lee Meng Chuan | 13,520,000 | 10.0 | 54,371,916 ⁽²⁾ | 40.2 | 13,520,000 | 8.3 | 72,766,916 ⁽²⁾ | 44.5 |
| Lim Sin Yin | 6,760,000 | 5.0 | 54,371,916 ⁽²⁾ | 40.2 | 6,760,000 | 4.1 | 72,766,916 ⁽²⁾ | 44.5 |
| UPSB | 54,371,916 | 40.2 | - | - | 72,766,916 ⁽⁶⁾ | 44.5 | - | - |
| Substantial Shareholders | | | | | | | | |
| IPSB | 47,360,000 | 35.0 | - | - | 57,265,000 ⁽⁶⁾ | 35.0 | - | - |
| IPL | - | - | 47,360,000 ⁽³⁾ | 35.0 | - | - | 57,265,000 ⁽³⁾ | 35.0 |
| Creador V | - | - | 47,360,000 ⁽⁴⁾ | 35.0 | - | - | 57,265,000 ⁽⁴⁾ | 35.0 |

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

| | As at 30 June 2025 ⁽⁷⁾ | | | | As at the LPD ⁽⁷⁾ | | | |
|---|-----------------------------------|------|---------------------------|------|------------------------------|------|---------------------------|------|
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| Promoters and Substantial Shareholders | | | | | | | | |
| Lee Meng Chuan | 13,520,000 | 8.0 | 72,766,916 ⁽²⁾ | 42.9 | 13,520,000 | 8.0 | 72,776,114 ⁽²⁾ | 42.9 |
| Lim Sin Yin | 6,760,000 | 4.0 | 72,766,916 ⁽²⁾ | 42.9 | 6,760,000 | 4.0 | 72,776,114 ⁽²⁾ | 42.9 |
| UPSB | 72,766,916 | 42.9 | - | - | 72,776,114 | 42.9 | - | - |
| Substantial Shareholders | | | | | | | | |
| IPSB | 57,265,000 | 33.7 | - | - | 57,269,953 | 33.7 | - | - |
| IPL | - | - | 57,265,000 ⁽³⁾ | 33.7 | - | - | 57,269,953 ⁽³⁾ | 33.7 |
| Creador V | - | - | 57,265,000 ⁽⁴⁾ | 33.7 | - | - | 57,269,953 ⁽⁴⁾ | 33.7 |

Notes:

- (1) Based on 135,200,000 issued Shares as at 30 June 2023.
- (2) Deemed interested by virtue of Section 8(4) of the Act held through UPSB.
- (3) Deemed interested by virtue of Section 8(4) of the Act held through IPSB.
- (4) Deemed interested by virtue of Section 8(4) of the Act held through IPSB and IPL.
- (5) Based on 163,500,000 issued Shares as at 30 June 2024.
- (6) Pursuant to the issuance of new Shares to UPSB and IPSB to raise proceeds amounting to RM210.0 million to part fund the Caring Acquisition.
- (7) Based on 169,782,217 issued Shares as at 30 June 2025 and as at the LPD.

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

9.1.4 Amounts or benefits paid or to be paid to our Promoters and Substantial Shareholders

Save for dividends paid to our shareholders as set out in Section 12.5 of this Prospectus and the aggregate remuneration and benefits in-kind paid or to be paid to our Promoters who are also our Directors as disclosed in Section 9.2.4 of this Prospectus, there are no other amounts or benefits paid or intended to be paid or given to our Promoters and Substantial Shareholders within the two years preceding the date of this Prospectus.

9.2 BOARD OF DIRECTORS

9.2.1 Profiles of our Directors

The profiles of Lee Meng Chuan and Lim Sin Yin are set out in Section 9.1.1 of this Prospectus. The profiles of our other Directors are as follows:

(i) Tan Sri Dato' Seri Dr. Haji Noor Hisham Bin Abdullah
Independent Non-Executive Chairman

Tan Sri Dato' Seri Dr. Haji Noor Hisham Bin Abdullah, a Malaysian aged 63, is our Independent Non-Executive Chairman. He was appointed to our Board on 27 January 2026.

He graduated in 1988 with Doctor of Medicine degree from Universiti Kebangsaan Malaysia. In 1994, he completed the Master of Surgery (General Surgery) from Universiti Kebangsaan Malaysia and was registered as a specialist in General Surgery with the National Specialist Register of Malaysia. Subsequently in 1997, he completed the Fellowship in Breast and Endocrine Surgery under the Royal Australasian College of Surgeon, Australia and was registered as a specialist in Breast and Endocrine Surgery with the National Specialist Register of Malaysia. He is a member of the ICDM since 2025.

He has approximately 36 years of experience in the healthcare industry. Upon graduation, he commenced his housemanship training and was registered as a Registered Medical Practitioner with the Malaysian Medical Council in 1989, and thereafter he served as a registered doctor in various hospitals.

With his vast experience in the medical field, he first joined the top management in the Ministry of Health Malaysia ("**MOH**") as Deputy Director General of Health (Medical) where he was responsible for overseeing the public healthcare policy of Malaysia. He subsequently held the position of Director General of Health of the MOH until his retirement in 2023. After his retirement from MOH, he was appointed as the chairman of UCSI healthcare group and the senior consultant surgeon at UCSI Hospital, Negeri Sembilan.

In addition, he was appointed as the Chair of the Standing Committee on Health Emergency Prevention, Preparedness and Response of the World Health Organisation in 2022 and serves as a member of the high-level council in the Global Surgery Foundation, representing South and South-East Asia regions. He was also involved as a policymaker in a global organisation, namely Drugs for Neglected Diseases initiative.

As at the LPD, he is also a director and shareholder of several public and private limited companies and a fellow of the Academy of Medicine of Malaysia as disclosed in Section 9.2.3 of this Prospectus.

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(ii) Livia Chan Lih Wen
Non-Independent Non-Executive Director

Livia Chan Lih Wen, a Malaysian aged 34, is our Non-Independent Non-Executive Director. She was appointed to our Board on 1 February 2021. She is also a member of our Nominating and Remuneration Committee.

She graduated with a Bachelor of Arts with Honours, majoring in Economics from the University of Cambridge, United Kingdom in 2015. In 2019, she obtained a Master of Arts from the University of Cambridge, United Kingdom. She is a member of the ICDM since 2025.

She has approximately nine years of experience in investments and portfolio management through her various positions held in Creador. She began her career as an Analyst with Creador in 2015 where she was responsible for assisting in sourcing, concluding and managing investments for the company. During her tenure with Creador, she rose through the ranks with her last position being Executive Director where she headed the investment teams in Malaysia and Vietnam, responsible for originating, leading and growing the investments and portfolio in these geographies. She left Creador in 2024.

As at the LPD, she does not hold any directorship or shares in other public and private limited companies.

(iii) Dato' Seri Dr. Chen Chaw Min
Independent Non-Executive Director

Dato' Seri Dr. Chen Chaw Min, a Malaysian aged 65, is our Independent Non-Executive Director. He was appointed to our Board on 27 January 2026. He is also the chairman of our Sustainability and Risk Management Committee, and a member of our Audit Committee and our Nominating and Remuneration Committee.

He graduated with a Bachelor of Surveying (Land) from Universiti Teknologi Malaysia in 1985. Subsequently, he obtained a Master of Business Administration from the University of Illinois, Urbana-Champaign in the U.S. and Doctor of Philosophy in Finance from Universiti Putra Malaysia in 1997 and 2006 respectively. He is a member of the ICDM since 2025.

He has approximately 37 years of experience in the public sector in various departments in a number of ministries in the government. He began his career in 1988 in the Ministry of Rural Development as an Administrative and Diplomatic Officer where he worked on matters relating to public administration including human resource management, financial planning and budgeting, as well as project evaluation and implementation. From 1990 onwards, he has served in various divisions in the Ministry of Finance such as the Budget Division, Investment Division, Housing Loan Division, Finance Division and Fiscal and Economy Division.

In 2014, he joined the MOH as Deputy Secretary General (Finance) where he was responsible for overseeing the MOH's financial management, including budget planning, allocation and control, financial policy formulation, and expenditure monitoring. He was later appointed as the Secretary General of the MOH in 2015 where he facilitated national health policies and administrative functions and was involved in various national policy task forces and health-related councils until his retirement in 2021.

Since 2021, he has been serving as the Independent Non-Executive Chairman of Optimax Holdings Berhad, a public company listed on the Main Market. Since 2025, he has also been serving as the Independent Non-Executive Director of Pecca Group Berhad, a public company listed on the Main Market.

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

As at the LPD, he is also a director and shareholder of various public and private limited companies, as disclosed in Section 9.2.3 of this Prospectus.

(iv) Datuk Amnah Binti Ibrahim
Independent Non-Executive Director

Datuk Amnah Binti Ibrahim, a Malaysian aged 68, is our Independent Non-Executive Director. She was appointed to our Board on 27 January 2026. She is also the Chairperson of our Nominating and Remuneration Committee, and a member of our Audit Committee.

She has obtained the General Certificate of Education in 1977. She is a member of the ICDM since June 2025.

She has approximately 47 years of experience with 40 years in human resource. In 1979, after taking a one-year break upon graduation, she began her career with Leong Hup Poultry Farm Sdn Bhd as an administrative clerk and became a human resource executive of the company in 1986. Over the years, she rose through the ranks within the company and was appointed as the Director of Human Resource and General Affairs in 2005, a position she held until 2017. In 2018, she was appointed as the Director of Human Resource and General Affairs at Leong Hup Agrobusiness Sdn Bhd where she was responsible for advising the company on matters relating to human resources and general affairs, prior to her redesignation as the General Affairs Advisor in 2026.

In 2002, she commenced managing the overall operations of Armada Baiduri Sdn Bhd, a construction company registered with the Construction Industry Development Board (“**CIDB**”) where she was responsible for managing the overall operations of the company. She is also a registered construction personnel with CIDB since 2021.

In 2022, she was also appointed as the Independent Non-Executive Director of Comfort Gloves Berhad, a public company listed on the Main Market.

As at the LPD, she is also a director and shareholder of various public and private limited companies, as disclosed in Section 9.2.3 of this Prospectus.

(v) Chai Yoke Fong
Independent Non-Executive Director

Chai Yoke Fong, a Malaysian aged 55, is our Independent Non-Executive Director. She was appointed to our Board on 27 January 2026. She is also the chairperson of our Audit Committee and a member of our Sustainability and Risk Management Committee.

In 1996, she was admitted to the Graduateship of the Institute of Chartered Secretaries and Administrators. In 2005, she was admitted as a Member of the Association of Chartered Certified Accountants (“**ACCA**”). Subsequently, she became a Fellow of the ACCA in 2010. She has also been a member of the Malaysian Institute of Accountants since 2022 and a member of the ICDM since 2025.

She has approximately 30 years of experience in accounting, treasury functions and corporate finance. In 1996, she began her career at UEM Group Berhad (“**UEM Group**”) and rose through the ranks over the years within UEM Group, with her last position being Head of Group Finance and Treasury where she was responsible for overseeing all aspects of accounting, treasury functions and corporate performance across UEM Group.

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

In 2015, she was promoted to Group Chief Financial Officer of PLUS Malaysia Berhad (“**PLUS**”), a subsidiary of UEM Group, where she oversaw PLUS group’s financial management and planning, leading corporate finance initiatives and negotiations with key stakeholders for toll restructuring, and refinancing exercises. She left UEM Group in 2022.

In 2022, she joined Kuala Lumpur Kepong Berhad as Deputy Chief Financial Officer. She assumed the responsibilities of supporting the development and implementation of financial policies of the company. In 2022, she left the company and took a career break.

In 2023, she joined Prasarana Malaysia Berhad (“**Prasarana**”) as Group Chief Financial Officer, a position she currently holds. She oversees the financial strategies and internal control frameworks of Prasarana, and the financial performance of the wholly-owned subsidiaries of Prasarana, ensuring alignment with the Prasarana and its group of companies’ overall financial objectives.

As at the LPD, she is a director of various wholly-owned subsidiaries of Prasarana, as disclosed in Section 9.2.3 of this Prospectus.

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

9.2.2 Shareholding of our Directors

The following table sets out the direct and indirect shareholdings of our Directors as at the LPD and immediately after our IPO:

| | As at the LPD ⁽¹⁾ | | | | After the Subdivision ⁽²⁾ | | | |
|--|---|-----|------------------------------|------|---|-----|------------------------------|------|
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| Tan Sri Dato' Seri Dr. Haji Noor Hisham Bin Abdullah | - | - | - | - | - | - | - | - |
| Lee Meng Chuan | 13,520,000 | 8.0 | 72,776,114 ⁽⁴⁾ | 42.9 | 540,800,000 | 8.0 | 2,911,044,560 ⁽⁴⁾ | 42.9 |
| Lim Sin Yin | 6,760,000 | 4.0 | 72,776,114 ⁽⁴⁾ | 42.9 | 270,400,000 | 4.0 | 2,911,044,560 ⁽⁴⁾ | 42.9 |
| Livia Chan Lih Wen | - | - | - | - | - | - | - | - |
| Dato' Seri Dr. Chen Chaw Min | - | - | - | - | - | - | - | - |
| Datuk Amnah Binti Ibrahim | - | - | - | - | - | - | - | - |
| Chai Yoke Fong | - | - | - | - | - | - | - | - |
| | After our IPO⁽³⁾ | | | | | | | |
| | Assuming the Over-allotment Option is not exercised | | | | Assuming the Over-allotment Option is fully exercised | | | |
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| Tan Sri Dato' Seri Dr. Haji Noor Hisham Bin Abdullah | 500,000 | * | - | - | 500,000 | * | - | - |
| Lee Meng Chuan | 540,800,000 | 7.3 | 2,536,393,160 ⁽⁴⁾ | 34.4 | 540,800,000 | 7.3 | 2,536,393,160 ⁽⁴⁾ | 34.4 |
| Lim Sin Yin | 270,400,000 | 3.7 | 2,536,393,160 ⁽⁴⁾ | 34.4 | 270,400,000 | 3.7 | 2,536,393,160 ⁽⁴⁾ | 34.4 |
| Livia Chan Lih Wen | 500,000 | * | - | - | 500,000 | * | - | - |
| Dato' Seri Dr. Chen Chaw Min | 500,000 | * | - | - | 500,000 | * | - | - |
| Datuk Amnah Binti Ibrahim | 500,000 | * | - | - | 500,000 | * | - | - |
| Chai Yoke Fong | 500,000 | * | - | - | 500,000 | * | - | - |

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

- * Negligible
- (1) Based on 169,782,217 issued Shares as at the LPD.
- (2) Based on the enlarged 6,791,288,680 issued Shares after the Subdivision. Please refer to Section 6.1.2 of this Prospectus for further details of the Subdivision.
- (3) Based on the enlarged 7,381,835,680 issued Shares after our IPO and assuming full subscription of our Issue Shares allocated to the Eligible Persons under the Pink Form Allocation.
- (4) Deemed interested by virtue of Section 8(4) of the Act held through UPSB.

Our Directors (save for Lee Meng Chuan and Lim Sin Yin) may subscribe for excess IPO Shares under the Pink Form Allocation and our Public Issue.

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

The following table sets out our Directors' principal directorships and principal business activities outside our Group as at the LPD ("**Present Involvement**"), and principal directorships outside our Group in the past five years preceding the LPD ("**Past Involvement**"):

(i) Tan Sri Dato' Seri Dr. Haji Noor Hisham Bin Abdullah

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|---|---|
| Present Involvement | | |
| Institut Jantung Negara Sdn Bhd (subsidiary of IJN Holdings Sdn Bhd) | To serve as a national referral centre for cardiology and cardiothoracic diseases and to provide diagnostic, medical and surgical services | Director (appointed on 11 July 2013, resigned on 21 April 2023 and re-appointed on 1 December 2023) |
| Mah Sing Foundation | To carry on charitable activities in the field of education and medicine | Director (appointed on 5 May 2025) |
| Andorra Healthcare Berhad | Investment holding company and operating a private specialist hospital focused on providing healthcare services specifically for women and children | Shareholder (direct) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|---|--|
| Past Involvement | | |
| Clinical Research Malaysia | To accelerate the development and growth of clinical research industry in Malaysia and abroad; to provide dynamic engagement and affiliation of all stakeholders in the public, academic and private sectors; to complement clinical research centre of MOH in public advocacy, media relations and risk mitigation | Director (appointed as alternate director on 27 August 2012, resigned on 15 February 2013, appointed as director on 15 August 2013 and resigned on 16 June 2023) |
| Malaysian Bioeconomy Development Corporation Sdn Bhd | To act as a dedicated and professional one stop agency for the government in developing biotechnology industry in the country | Director (appointed on 25 August 2014 and resigned on 21 April 2023) |
| Malaysia Healthcare Travel Council | To promote global awareness of Malaysia healthcare facilities and services; to promote and facilitate the research and development of the Malaysian healthcare industry | Director (appointed on 5 October 2015 and resigned on 21 April 2023) |
| ProtectHealth Malaysia | To plan, strategize, raise, source, receive, manage, maintain, facilitate and administer and/or provide all kinds of fund, assets and properties for the purpose of promoting every kind of medical and health financing mechanism to improve the health and financial risk protection for the community in Malaysia | Director (appointed on 8 December 2016 and resigned on 21 April 2023) |
| ProtectHealth Corporation Sdn Bhd (subsidiary of ProtectHealth Malaysia) | To establish, operate, transact and/or manage all kinds of funds, assets and properties for the purpose of promoting every kind of medical and health financing mechanism including but not limited to medical and health insurance/takaful and/or auxiliary function(s) related to the business of the company, as the minister charged with the responsibility for health in Malaysia determines, in the effort to improve the health and the financial risk protection of the community in Malaysia and to contribute to the sustainability of the Malaysian health system | Director (appointed on 19 December 2016 and resigned on 21 April 2023) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|--|--|
| Present Involvement | | |
| Big Caring Foundation | To carry on activities related to promotion of wellness and healthy living, provision of support to underprivileged communities and patients suffering from long term illness, promote sustainable and green pharmacy, provide scholarship for pharmacy course | Director (appointed on 17 July 2025) |
| MCL Trading Sdn Bhd (formerly known as Big Pharmacy Sdn Bhd) | Dormant. The intended principal activity is retail pharmacy, selling medicines and dispenses prescriptions | Director (appointed on 30 December 2010) and shareholder (direct) |
| LBK (M) Sdn Bhd (formerly known as Garden of Life Sdn Bhd) | Letting of property | Director (appointed on 12 February 2007, resigned on 28 October 2010 and re-appointed on 18 May 2011) and shareholder (direct) |
| UPSB | Investment holding in shares of our Company | Director (appointed on 31 May 2013) and shareholder (direct) |
| Past Involvement | | |
| Big Oldtown Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 20 May 2014 and resigned on 20 June 2022) |
| Big Sprint Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 10 March 2014 and resigned on 20 June 2022) |
| BIG SP Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 25 September 2014 and resigned on 20 June 2022) |
| Big Yummies Sdn Bhd | To distribute, buy, sell foodstuff and ingredients; as a trader. Dealers, agents in goods and services of any kind; to carry on the business of restaurant and café | Director (appointed on 6 March 2020 and resigned on 22 November 2021) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|--|--|
| Cash Horizon Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 10 January 2014 and resigned on 20 June 2022) |
| Eminent Division Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 5 November 2012 and resigned on 20 June 2022) |
| Megavision Era Sdn Bhd | Swiftlet farm (dissolved on 13 April 2023) | Director (appointed on 2 April 2010) |
| Oscar Target Sdn Bhd | Pharmacy retailer, selling of medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 15 July 2013 and resigned on 20 June 2022) |
| Silver Pillar Sdn Bhd | Pharmacy retailer, selling of medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 22 March 2018 and resigned on 20 June 2022) |
| VC Pavilion Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 3 August 2011 and resigned on 20 June 2022) |
| (iii) Lim Sin Yin | | |
| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
| <u>Present Involvement</u> | | |
| Big Caring Foundation | To carry on activities related to promotion of wellness and healthy living, provision of support to underprivileged communities and patients suffering from long term illness, promote sustainable and green pharmacy, provide scholarship for pharmacy course | Director (appointed on 17 July 2025) |
| MCL Trading Sdn Bhd (formerly known as Big Pharmacy Sdn Bhd) | Dormant. The intended principal activity is retail pharmacy, selling medicines and dispensing prescriptions | Director (appointed on 30 December 2010) and shareholder (direct) |
| LBK (M) Sdn Bhd (formerly known as Garden of Life Sdn Bhd) | Letting of property | Shareholder (direct) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|-------------------------------|---|--|
| UPSB | Investment holding in shares in our Company | Director (appointed on 31 May 2013) and shareholder (direct) |
| Past Involvement | | |
| Big Oldtown Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 22 March 2018 and resigned on 20 June 2022) |
| Big Sprint Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 22 March 2018 and resigned on 20 June 2022) |
| BIG SP Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 22 March 2018 and resigned on 20 June 2022) |
| Cash Horizon Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 28 April 2014 and resigned on 20 June 2022) |
| Eminent Division Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 28 July 2017 and resigned on 20 June 2022) |
| Oscar Target Sdn Bhd | Pharmacy retailer, selling of medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 28 April 2014 and resigned on 20 June 2022) |
| Silver Pillar Sdn Bhd | Pharmacy retailer, selling of medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 2 April 2012 and resigned on 20 June 2022) |
| VC Pavilion Sdn Bhd | Retail pharmacy, selling medicines and dispensing prescriptions (wound up on 28 June 2024) | Director (appointed on 3 August 2011 and resigned on 20 June 2022) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|---|---|
| Present Involvement | | |
| Nil | Nil | Nil |
| Past Involvement | | |
| Custom Food Ingredients Sdn Bhd (subsidiary of Custom Food Holding Berhad) | Manufacture and supply of specialty food ingredients and food products | Director (appointed on 4 March 2022 and resigned on 1 April 2024) |
| Eco-Shop Marketing Berhad (a company listed on the Main Market) | Investment holding company and involved in retailing of groceries, general consumer goods, wholesaling of rice, oil, flour, sugar and provision of transportation service | Director (appointed on 6 September 2019 and resigned on 1 April 2024) |
| Loob Holding Sdn Bhd | Investment holding activities, managing of food and beverage retail outlets and provision of outsourcing services on finance and accounting, human resources and training, procurement and supply chain and marketing | Director (appointed on 17 June 2021 and resigned on 15 November 2024) |
| Savoures Group Sdn Bhd | Investment holding with subsidiary(ies) involved in the business of food and beverage | Director (appointed on 22 September 2021 and resigned on 3 April 2024) |
| Orion Food Industries (M) Sdn Bhd (subsidiary of Savoures Group Sdn Bhd) | Manufacturer and general trader of food and food related merchandise | Director (appointed on 22 October 2021 and resigned on 11 October 2023) |
| SC Food Industries Sdn Bhd (subsidiary of Orion Food Industries (M) Sdn Bhd) | Manufacture processed foods, precooked foods, preserve foods and all other food products; property investment holdings; and activities of holding companies | Director (appointed on 21 September 2022 and resigned on 22 September 2023) |
| Pet World International Sdn Bhd | Activities of holding companies; other management consultancy activities; real estate activities with own or leased property | Director (appointed on 27 June 2023 and resigned on 8 October 2024) |

9. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**(v) Dato' Seri Dr Chen Chaw Min**

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|---|--|---|
| Present Involvement | | |
| CWJ Health Mart Sdn Bhd | Logistics and warehousing support | Director (appointed on 20 December 2022) and shareholder (direct) |
| Fomema Sdn Bhd | Monitoring of the medical examinations of foreign workers in Malaysia | Director (appointed on 15 August 2022) |
| IJN Holdings Sdn Bhd | Investment holding and management services; owns and operates Institut Jantung Negara, a specialist hospital for cardiac services | Director (appointed on 1 December 2023) |
| Impiana Ledang Sdn Bhd | Activities of holding companies (property) | Director (appointed on 23 June 2022) |
| Nexgen MedSolutions Sdn Bhd | Dormant. The intended principal activity is wholesale of pharmaceutical and medical goods as well as perfumeries, cosmetics, soap and toiletries. | Director (appointed on 21 April 2025) |
| OMX Nutrition Sdn Bhd | (i) Direct selling and marketing of health food supplement and beauty supplements | Director (appointed on 27 March 2023) and shareholder (direct) |
| | (ii) Investment holding (shares) | |
| Optimax Holdings Berhad (a company listed on the Main Market) | Activities of holding companies with subsidiary(ies) involved in the provision of eye specialist services and related products and services | Director (appointed on 1 December 2021) |
| Pecca Group Berhad (a company listed on the Main Market) | Investment holding company with subsidiary(ies) involved in styling, manufacturing, distribution and installation of upholstery for seat covers in the automotive and aviation industries and other services related to the automotive upholstery industry and manufacturing and distribution of healthcare products | Director (appointed on 8 April 2025) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|---|---|---|
| Pro Health Medics Sdn Bhd | Direct marketing of consumer health products and food supplements | Director (appointed on 27 March 2023) and shareholder (direct) |
| RCERT Sdn Bhd | Medical laboratories; other human health services | Shareholder (direct) |
| Yayasan Sena | To provide free ophthalmology screening and treatment of eye diseases to the poor and underprivileged irrespective of race, religion or creed and to primary and secondary school students under the B40 group in the various schools under the Ministry of Education of Malaysia | Director (appointed on 26 July 2022) |
| <u>Past Involvement</u> | | |
| Clinical Research Malaysia | To accelerate the development and growth of clinical research industry in Malaysia and abroad; to provide dynamic engagement and affiliation of all stakeholders in the public, academic and private sectors; to complement clinical research centre of Ministry of Health Malaysia in public advocacy, media relations and risk mitigation | Director (appointed on 13 October 2015 and resigned on 18 March 2021) |
| Hong Seng Consolidated Berhad (a company listed on the Main Market) | Investment holding with subsidiary(ies) principally involved in the business of gloves manufacturing, trading, financial services and healthcare | Director (appointed on 1 June 2021 and resigned on 14 December 2021) |
| HS BIO Sdn Bhd (subsidiary of Hong Seng Consolidated Berhad) | (i) Provision of medical supplies such as medicine, medical equipment, test kits, supplements and related healthcare products | Director (appointed on 18 March 2021 and resigned on 1 June 2021) |
| | (ii) Supply chain management services | |
| | (iii) General trading and services including acting as merchants, commission agents, carriers or in any other capacity, in Malaysia or elsewhere, and to import, export, buy, sell, barter, exchange, pledge, make advances upon, or otherwise deal in goods, produce, articles and merchandise | |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|--|--|--|
| Ingenieur Gudang Berhad (a company listed on the Main Market) | Investment holding company with subsidiary(ies) involved in construction activities | Director (appointed on 21 March 2022 and resigned on 30 September 2022) |
| Institut Jantung Negara Sdn Bhd (subsidiary of IJN Holdings Sdn Bhd) | To serve as a national referral centre for cardiology and cardiothoracic diseases and to provide diagnostic, medical and surgical services | Director (appointed on 1 September 2015 and resigned on 4 February 2021) |
| Kelab Golf Negara Subang | Engaged in the promotion of the game of golf and other related sports and hobbies | Director (appointed on 5 January 2021 and resigned on 19 September 2021) |
| Kembayu Sdn Bhd (formerly known as Kembayu Development Sdn Bhd) | (i) Real estate activities on a fee or contract basis (ii) Property development (iii) Construction | Director (appointed on 18 August 2021 and resigned on 9 September 2024) |
| LKL International Berhad (a company listed on the ACE Market of Bursa Securities) | Investment holding company with subsidiary(ies) involved in the provision of medical/healthcare beds, medical equipment, medical peripherals and accessories | Director (appointed on 1 March 2021 and resigned on 29 March 2021) |
| Malaysian Genomics Resource Centre Berhad (a company listed on the ACE Market of Bursa Securities) | Enabling personalised and precision medicine through genetics, genomics, immunotherapy, and biopharmaceutical services; nurturing investment holding in new ventures | Director (appointed on 3 August 2021 and resigned on 24 May 2023) |
| Potensi Lestari Sdn Bhd | Property development | Director (appointed on 16 February 2021 and resigned on 10 January 2023) |
| ProtectHealth Malaysia | To plan, strategise, raise, source, receive, manage, maintain, facilitate and administer and/or provide all kinds of fund, assets and properties for the purpose of promoting every kind of medical and health financing mechanism to improve the health and financial risk protection for the community in Malaysia | Director (appointed on 8 December 2016 and resigned on 4 February 2021) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|--|---|
| ProtectHealth Corporation Sdn Bhd (subsidiary of ProtectHealth Malaysia) | To establish, operate, transact and/or manage all kinds of funds, assets and properties for the purpose of promoting every kind of medical and health financing mechanism including but not limited to medical and health insurance/takaful and/or auxiliary function related to the business of the company, as the minister charged with the responsibility for health in Malaysia determines, in the effort to improve the health and the financial risk protection of the community in Malaysia and to contribute to the sustainability of the Malaysian health system | Director (appointed on 19 September 2016 and resigned on 4 February 2021) |
| RCERT Solutions Sdn Bhd (subsidiary of RCERT Sdn Bhd) | Medical laboratories; other human health services | Director (appointed on 12 August 2024 and resigned on 9 October 2025) |
| Tropicana Golf & Country Resort Berhad | (i) Golfing, sporting and recreational facilities to members in its wholly-owned and operated recreation centre (ii) Property development and sale of land | Director (appointed on 2 March 2021 and resigned on 9 September 2022) |
| (vi) Datuk Amnah Binti Ibrahim | | |
| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
| <u>Present Involvement</u> | | |
| Comfort Gloves Berhad (a company listed on the Main Market) | Investment holding in shares with subsidiary(ies) involved in manufacturing and trading of gloves | Director (appointed on 19 July 2022) |
| Comfort Rubber Gloves Industries Sdn Bhd (subsidiary of Comfort Gloves Berhad) | Manufacturing and trading of latex gloves | Director (appointed on 11 July 2023) |
| Fruitful Achievement Sdn Bhd (subsidiary of Comfort Gloves Berhad) | Manufacturing and trading of rubber gloves | Director (appointed on 11 July 2023) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|--|--|--|
| Gallant Quality Sdn Bhd (subsidiary of Comfort Rubber Gloves Industries Sdn Bhd) | Trading of latex gloves | Director (appointed on 11 July 2023) |
| Goldhill Melody Sdn Bhd (subsidiary of Comfort Gloves Berhad) | Investment holding company, property development and construction | Director (appointed on 11 July 2023) |
| I Quality Rubber Industries Sdn Bhd (subsidiary of Comfort Gloves Berhad) | Manufacturing and trading of latex gloves | Director (appointed on 11 July 2023) |
| Pacewell Asia Sdn Bhd (subsidiary of Comfort Gloves Berhad) | Dealing with gloves | Director (appointed on 11 July 2023) |
| QMG Manufacturing Sdn Bhd (subsidiary of Comfort Gloves Berhad) | Manufacture of rubber gloves | Director (appointed on 11 July 2023) |
| Greenlane Plantations Sdn Bhd | Investment holding in properties | Director (appointed on 5 May 1998) |
| LTN Properties Sdn Bhd | Provide business management and corporate consultancy, accountancy works, organization improvement and development of information technology | Director (appointed on 9 April 2012) |
| Armada Baiduri Sdn Bhd | Buildings, roads and infrastructure contractor | Director (appointed on 29 July 2002, resigned on 16 May 2005 and re- appointed on 30 September 2005) and shareholder (direct) |
| Inno Scientific and Services Sdn Bhd | Supply of lab equipment and education product | Director (appointed on 1 April 2005) and shareholder (direct) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|---|---|---|
| Arena Lagenda Sdn Bhd (subsidiary of Inno Scientific and Services Sdn Bhd) | Other service activities, i.e. supplying lab equipment | Director (appointed on 1 March 1994, resigned on 21 May 1999 and re-appointed on 8 November 2005) and shareholder (indirect) |
| Binary Rhythm Sdn Bhd | Investment holding in company trading in oil palm products | Director (appointed on 1 August 2023) |
| Danau Hartamas Sdn Bhd (subsidiary of Binary Rhythm Sdn Bhd) | Investment holding in company trading in oil palm products | Director (appointed on 7 September 2018) |
| Sakura Strateji Sdn Bhd | Property and investment holdings | Director (appointed on 13 May 2009) and shareholder (direct) |
| Murni Hatchery Sdn Bhd (subsidiary of Sakura Strateji Sdn Bhd) | Renting of farm and equipment and cultivation of rubber | Director (appointed on 1 July 2006) and shareholder (indirect) |
| Lingkaran Viana Sdn Bhd | Shares investment | Director (appointed on 7 April 2008) and shareholder (direct) |
| Peninsular Forest Management Sdn Bhd (associate of Lingkaran Viana Sdn Bhd) | Nursery forest planning, designing and landscaping works and operation of rubber estate in Malaysia | Director (appointed on 21 April 2008) and shareholder (indirect) |
| Fokus Bonanza Sdn Bhd | Operation of oil palm estate | Director (appointed on 11 July 2006) |
| Panduan Emas Sdn Bhd | Operator of parking lots | Director (appointed on 24 November 1998, resigned on 15 July 2005 and re-appointed on 27 January 2023) and shareholder (direct) |
| Nuri Teguh Sdn Bhd | Investment holding in property | Director (appointed on 4 March 2002) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|--|--|--|
| Sejahtera Ferry Services Sdn Bhd | Provision of express boat services and transporting passengers on board Malaysia vessels | Director (appointed on 19 January 2004, resigned on 23 May 2008 and re-appointed on 1 August 2017) |
| Semarak Sistemik Sdn Bhd | A property developer, and involves in general trading and investment holding | Director (appointed on 30 May 2012) and shareholder (direct) |
| Gabungan Mayang Plantation Sdn Bhd | Investment holding in shares | Director (appointed on 12 October 2006) |
| Ikatan Kayangan Sdn Bhd (subsidiary of Gabungan Mayang Plantation Sdn Bhd) | Engaged in the operation of oil palm and other agro-forestry plantation | Director (appointed on 18 May 2007) |
| Kelola Maju Sdn Bhd (subsidiary of Ikatan Kayangan Sdn Bhd) | Oil palm plantation | Director (appointed on 10 October 2018) |
| Prosper Green Plantation Sdn Bhd | Investment holding in shares | Director (appointed on 10 October 2018) |
| <u>Past Involvement</u> | | |
| Perniagaan Wann Sejahtera | Supply of cooked foods, food and beverage, grocery stores, stationery and catering services (the business registration expired on 21 March 2022) | Partner (commenced on 3 February 2016) |
| Amnah Ibrahim Enterprise | Food catering services, cooked Islamic food, educational goods supplies (the business registration expired on 15 July 2024) | Sole proprietor (commenced on 17 June 2019) |
| Excel Crescent Sdn Bhd | Property development | Director (appointed on 28 August 2003 and resigned on 25 October 2021) |
| Majumas Pasifik Sdn Bhd (subsidiary of Danau Hartamas Sdn Bhd) | Manufacture of crude palm oil | Director (appointed on 8 December 2011 and resigned on 29 August 2022) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|--|--|--|
| Myefid Sdn Bhd | Other information technology service activities N.E.C (struck off on 11 November 2024) | Director (appointed on 25 May 2022) |
| Kayangan Industri Sdn Bhd | Activities of holding companies, focuses in the property industry | Director (appointed on 26 May 1997 and resigned on 14 February 2024) |
| Ananas Premium Sdn Bhd | Harvesting and trading of pineapples and its related products | Director (appointed on 25 February 2015 and resigned on 6 June 2024) |
| Tunas Agresif Sdn Bhd | Investment holding in shares | Director (appointed on 8 August 2011 and resigned on 29 December 2023) |
| Modern Expansion Sdn Bhd | Activities of holding companies (struck off on 23 January 2024) | Director (appointed on 23 January 2017) |
| LTN Hasil Tunas Warisan Sdn Bhd | Growing of pineapples (struck off on 13 April 2023) | Director (appointed on 21 September 2017) |
| Hartawan Bijak Sdn Bhd | Property development | Director (appointed on 3 August 2006, resigned on 8 May 2008, re-appointed on 2 May 2018 and resigned on 14 July 2023) |
| Ananas Premium (Sarawak) Sdn Bhd | Investment holding in shares (struck off on 18 November 2022). | Director (appointed on 24 August 2018) |
| Synergy Ecotech Ventures Sdn Bhd | Manufacture of crude palm oil, manufacture of palm kernel oils, research and development on biotechnology (struck off on 19 August 2024) | Director (appointed on 16 February 2022) |
| Agensi Pekerjaan Inmaco (Muar) Sdn Bhd | Employment agent, insurance agent and providing book-keeping services | Director (appointed on 20 September 2000 and resigned on 15 September 2025) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|---|---|---|
| Present Involvement | | |
| Prasarana Rail and Infrastructure Projects Sdn Bhd (formerly known as KL Starrail Sdn Bhd) (subsidiary of Prasarana Malaysia Berhad) | Dormant. The intended principal activity is project development manager related to transport and other infrastructure projects | Director (appointed on 11 January 2023) |
| Prasarana Integrated Solution & Management Sdn Bhd (formerly known as Rapid Penang Sdn Bhd) (subsidiary of Prasarana Malaysia Berhad) | Dormant. The intended principal activity is to carry on all kind of insurance business | Director (appointed on 11 January 2023) |
| Prasarana Integrated Management & Engineering Services Sdn Bhd (formerly known as KLRT Consult Sdn Bhd) (subsidiary of Prasarana Malaysia Berhad) | Dormant. The intended principal activity is management consulting and engineering services | Director (appointed on 11 January 2023) |
| Rapid Ferry Sdn Bhd (subsidiary of Prasarana Malaysia Berhad) | Dormant. The intended principal activity is water public transportation services | Director (appointed on 11 January 2023) |
| Rapid Rail Sdn Bhd (formerly known as Rangkaian Pengangkutan Integrasi Deras Sdn Bhd) (subsidiary of Prasarana Malaysia Berhad) | (i) To carry on the business of land public transportation services including operating and maintaining buses, trains and motor coaches | Director (appointed on 11 January 2023) |
| | (ii) Training, consultancy, advisory and all related services in the area of land transportation services, operation and engineering. | |
| Rapid Bus Sdn Bhd (subsidiary of Prasarana Malaysia Berhad) | To carry on the business of public transportation services | Director (appointed on 11 January 2023) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|---|--|
| Past Involvement | | |
| Projek Lebuhraya Utara-Selatan Berhad (formerly known as Highway Concessionaires Berhad) (subsidiary of Plus Malaysia Berhad) | Dormant. The intended principal activity is highway, bridge and tunnel operation services | Director (appointed on 29 September 2015 and resigned on 26 February 2022) |
| Expressway Project & Advisory Services Sdn Bhd (formerly known as Penang Bridge Sdn Bhd) (subsidiary of Plus Malaysia Berhad) | Dormant. The intended principal activity is highway, bridge and tunnel operation services; construction of bridges, including those for elevated highways; surface work on streets, roads, highways, bridges or tunnels | Director (appointed on 29 September 2015 and resigned on 26 February 2022) |
| Justgo Digital Berhad (formerly known as Linkedia (Malaysia) Berhad) (subsidiary of Plus Malaysia Berhad) | Dormant. The intended principal activity is operator of the digital payment services | Director (appointed on 29 September 2015 and resigned on 26 February 2022) |
| Expressway Lingkaran Tengah Sdn Bhd (subsidiary of Plus Malaysia Berhad) | Dormant. The intended principal activity is construction of bridges, including those for elevated highways; highway, bridge and tunnel operation services | Director (appointed on 29 September 2015 and resigned on 26 February 2022) |
| Lebuhraya Pantai Timur 2 Sdn Bhd (formerly known as Konsortium Lebu Raya Butterworth-Kulim (KLBK) Sdn Bhd) (subsidiary of Plus Malaysia Berhad) | Dormant. The intended principal activity is operations and maintenance of the east coast expressway phase 2 | Director (appointed on 29 September 2015 and resigned on 26 February 2022) |
| Teras Teknologi Sdn Bhd (subsidiary of Plus Malaysia Berhad) | Dormant. The intended principal activity is investment holding and engaged in supply, installation and maintenance of toll systems and equipment for expressway projects, secure access and automatic fare collection | Director (appointed on 29 September 2015 and resigned on 26 February 2022) |

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

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

The involvement of:

- (i) Lee Meng Chuan and Lim Sin Yin in the other businesses outside our Group as highlighted above do not require him or her to allocate or commit any significant amount of time or attention as these businesses either have their own independent management team or currently do not have any business operations; and
- (ii) our Non-Executive Directors in the other businesses outside our Group does not preclude them from devoting sufficient time and attention to the affairs of our Group in their capacity as Non-Executive Directors.

As such, our Board is of the view that this would not affect their contribution to and performance for our Group.

9.2.4 Directors' remuneration and material benefits in-kind

The remuneration and material benefits in-kind (including any contingent or deferred remuneration) paid or proposed to be paid to our Directors for services rendered to us in all capacities to our Group for the FYE 30 June 2025 and FYE 30 June 2026 are as follows:

| FYE 30 June 2025 (Paid) | Salaries (RM) | Directors' fees (RM) | Bonus (RM) | Contributions to EPF, SOCSO and EIS (RM) | Allowances and benefits-in-kind (RM) | Total (RM) |
|---|--------------------------|-------------------------------------|------------------------|---|---|-----------------------|
| Tan Sri Dato' Seri Dr. Haji Noor Hisham Bin Abdullah | - | - | - | - | - | - |
| Lee Meng Chuan | 738,000 | - | 192,000 ⁽¹⁾ | 112,934 | 66,663 | 1,109,597 |
| Lim Sin Yin | 570,000 | - | 180,000 ⁽¹⁾ | 102,854 | 96,000 | 948,854 |
| Livia Chan Lih Wen | - | - | - | - | - | - |
| Dato' Seri Dr. Chen Chaw Min | - | - | - | - | - | - |
| Datuk Amnah Binti Ibrahim | - | - | - | - | - | - |
| Chai Yoke Fong | - | - | - | - | - | - |

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

| <u>FYE 30 June 2026 (Proposed)</u> | <u>Salary (RM)</u> | <u>Directors' fees (RM)</u> | <u>Bonus (RM)</u> | <u>Contributions to EPF, SOCSO and EIS (RM)</u> | <u>Allowances and benefits-in-kind (RM)</u> | <u>Total (RM)</u> |
|---|------------------------|-------------------------------------|-----------------------|---|---|-----------------------|
| Tan Sri Dato' Seri Dr. Haji Noor Hisham Bin Abdullah | - | 83,000 | - | - | 1,500 | 84,500 |
| Lee Meng Chuan | 900,000 | - | 150,000 | 138,193 | 19,021 | 1,207,214 |
| Lim Sin Yin | 720,000 | - | 100,000 | 117,073 | 145,021 | 1,082,094 |
| Livia Chan Lih Wen | - | 66,500 | - | - | 1,500 | 68,000 |
| Dato' Seri Dr. Chen Chaw Min | - | 63,500 | - | - | 1,500 | 65,000 |
| Datuk Amnah Binti Ibrahim | - | 63,500 | - | - | 1,500 | 65,000 |
| Chai Yoke Fong | - | 63,500 | - | - | 1,500 | 65,000 |

Note:

(1) This includes bonus and its related EPF contribution for FYE 30 June 2024 but paid in FYE 30 June 2025.

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

9.2.5 Service contracts with our Directors

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

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

9.3 BOARD PRACTICES

Our Board acknowledges and takes cognisance of the MCCG which aims to strengthen and enhance corporate governance as an integral part of the business activities and organisational culture. Our Board is committed to upholding high standards of governance and ensuring that our practices remain aligned with the principles and spirit of the MCCG.

Our Board comprises at least 30% women Directors and a majority of independent Directors, in line with the recommendations of the MCCG. This composition reflects our Board's commitment to diversity, independence, and effective oversight.

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

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

- (a) adopt and review strategic plans that drive long-term value creation, incorporating economic, ESG considerations, and oversee our Group's sustainability policy and goals;
- (b) review, challenge, and decide on management proposals, corporate strategies, business plans, and budgets, and monitor their implementation;
- (c) supervise business conduct, assess management performance, and ensure the business is properly managed;
- (d) identify key business risks, set our Group's risk appetite, ensure appropriate internal controls, and adopt an internationally recognised risk management framework with regular reviews and testing;
- (e) ensure there is a sound framework for internal controls;
- (f) maintain succession plans for our Board and senior management, and oversee appointments, training, and orderly leadership transitions;
- (g) establish a corporate disclosure, shareholder communication policy and investor relations policies;
- (h) set corporate values, promote a culture of accountability, transparency, and integrity, ensure adherence to our Group's policies, formalise ethical standards, and combat corruption, bribery, and money laundering;
- (i) ensure the integrity of financial and non-financial reporting, and that Directors understand and review financial statements with due diligence; and
- (j) maintain proper records and accounts in accordance with legal and regulatory requirements.

In addition, the roles and responsibilities of our Independent Non-Executive Chairman and Group Managing Director cum Group CEO are clearly segregated to further enhance and preserve a balance of authority and accountability.

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

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

| Director | Date of appointment as Director | Date of expiration of the current term of office at AGM | No. of years and months in office |
|--|--|--|--|
| Tan Sri Dato' Seri Dr. Haji Noor Hisham Bin Abdullah | 27 January 2026 | AGM to be held in year 2026 ⁽²⁾ | Less than 1 year |
| Lee Meng Chuan | 15 July 2013 | AGM to be held in year 2027 ⁽¹⁾⁽³⁾ | More than 12 years |
| Lim Sin Yin | 28 April 2014 | AGM to be held in year 2026 ⁽¹⁾⁽³⁾ | More than 11 years |
| Livia Chan Lih Wen | 1 February 2021 | AGM to be held in year 2026 ⁽¹⁾⁽⁴⁾ | More than 5 years |
| Dato' Seri Dr. Chen Chaw Min | 27 January 2026 | AGM to be held in year 2026 ⁽²⁾ | Less than 1 year |
| Datuk Amnah Binti Ibrahim | 27 January 2026 | AGM to be held in year 2026 ⁽²⁾ | Less than 1 year |
| Chai Yoke Fong | 27 January 2026 | AGM to be held in year 2026 ⁽²⁾ | Less than 1 year |

Notes:

- (1) Based on our Constitution, an election of directors shall take place every year. At the first AGM of our Company, all the Directors shall retire from office, and at the AGM in every subsequent year, one-third of the Directors for the time being, or if their number is not three or a multiple of three, then the number nearest to one-third shall retire from office provided always that all the Directors shall retire from office once at least in each three years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he/she retires.

Our Directors to retire by rotation each year shall be those who have been longest in office since their last election. For our Directors appointed on the same day, retirement will (unless they otherwise agree among themselves) be determined by balloting.

- (2) Under our Constitution, our new Directors duly appointed shall hold office only until the next AGM, and shall then be eligible for re-election but shall not be taken into account in determining our Directors who are to retire by rotation at that AGM.
- (3) For clarity, Lee Meng Chuan was last re-elected on 31 December 2017, and Lim Sin Yin on 31 December 2016 in accordance with our Constitution which had been in effect at the time. After the amendments to our Constitution on 3 January 2018, between 2018 and 2025, Lee Meng Chuan and Lim Sin Yin have not been subject to re-election as no Director was required to retire from our Board unless otherwise determined by our shareholders.

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

Pursuant to the adoption of the new Constitution on 6 March 2026, Lim Sin Yin will retire and seek re-election at our AGM to be held in 2026 as her last re-election predates Lee Meng Chuan's. As the one-third retirement requirement will be met in 2026 through Lim Sin Yin's retirement, Lee Meng Chuan's next retirement will be in 2027 in accordance with Notes 1 and 2 above.

- (4) Livia Chan Lih Wen was appointed to our Board on 1 February 2021, after the amendments to our Constitution on 3 January 2018. Livia Chan Lih Wen has not been subject to retirement since her appointment as no Director was required to retire from our Board unless otherwise determined by our shareholders between 2021 and 2025. Pursuant to the adoption of the new Constitution on 6 March 2026, she will proceed to retire from office and seek re-election at our AGM to be held in 2026 in accordance with Notes 1 and 2 above.

Pursuant to our Constitution, our Directors who are deemed as Independent Directors, as defined in the Listing Requirements, shall be subject to annual re-appointment by shareholders as defined and/or imposed under the MCGG. Save as disclosed below, our Group has adopted all practices recommended by the MCGG:

| Reference to MCGG | Departure |
|----------------------------------|---|
| Practice 8.3 <i>(Step-up)</i> | <p>We do not intend to adopt the step-up practice of fully disclosing the detailed remuneration of each member of our Key Senior Management on a named basis to the public. Our Board is of the view that:</p> <ul style="list-style-type: none"> (i) the level of granularity required under Practice 8.3, particularly individual-level remuneration disclosures, may result in the release of commercially sensitive information such as remuneration structures, performance benchmarks, and retention arrangements that are adopted by our Group. Such disclosures could potentially place our Company at a competitive disadvantage and weaken our ability to attract and retain key talent; (ii) individual disclosure of Key Senior Management's remuneration may adversely affect internal equity perceptions and employee morale, which could in turn heighten the risk of talent poaching in a competitive labour market; (iii) the adoption of Practice 8.2 of the MCGG to disclose on a named basis the top five Key Senior Management's remuneration component including salary, bonus, benefits-in-kind and other emoluments in bands of RM50,000 is an appropriate balance between transparency and confidentiality, which still enables stakeholders to understand the overall remuneration framework and its alignment with performance; (iv) remuneration matters are governed by a formal remuneration policy, with oversight by our Nominating and Remuneration Committee, and approval by our Board. Hence, these governance mechanisms ensure that remuneration decisions are subject to appropriate checks and balances, are performance-linked, and aligned with our Group's strategic objectives; and |

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

Reference to MCGG Departure

Our Board remains committed to good corporate governance and will continue to review the appropriateness of adopting Practice 8.3. As our Company evolves and stakeholder expectations change, our Board may consider phased or full adoption of Practice 8.3 in the future.

None of our Independent Non-Executive Directors represent any corporate shareholder on our Board, while our Non-Independent Executive Directors, Lee Meng Chuan and Lim Sin Yin are the representatives of UPSB.

9.3.1 Audit Committee

Our Audit Committee was formed by our Board on 27 January 2026. Our Audit Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

| <u>Name</u> | <u>Designation</u> | <u>Directorship</u> |
|------------------------------|--------------------|------------------------------------|
| Chai Yoke Fong | Chairperson | Independent Non-Executive Director |
| Dato' Seri Dr. Chen Chaw Min | Member | Independent Non-Executive Director |
| Datuk Amnah Binti Ibrahim | Member | Independent Non-Executive Director |

Our Audit Committee's primary role is to aid our Board in fulfilling its responsibility on the oversight of the integrity of our Group's accounting and financial reporting matters. The duties and responsibilities of our Audit Committee, as stated in its terms of reference, include the following:

- (i) Financial reporting
 - (a) Review the quarterly results and annual financial statements with management and external auditors, focusing on key accounting changes, significant adjustments, unusual transactions, going concern, compliance with standards, and potential legal or litigation impact.
 - (b) Ensure vigilance in detecting anomalies, question significant judgments, obtain auditor independence confirmation, and advise our Board on whether the statements present a true and fair view.
- (ii) External audit
 - (a) Review and discuss audit plans, reports, internal control evaluations, and key audit matters with external auditors.
 - (b) Assess in accordance with established policies and procedures, the performance, suitability, objectivity, and independence of the external auditors, including consideration of the nature and extent of non-audit services, to safeguard the quality and reliability of the audited financial statements.
 - (c) Recommend appointment, re-appointment, resignation, or dismissal of auditors, and ensure coordination with internal auditors.
 - (d) Review the Statement on Risk Management and Internal Control for the Annual Report.
- (iii) Internal audit function
 - (a) Evaluate the effectiveness, scope, resources, and independence of the internal audit function.

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

- (b) Approve the audit plan, review findings, and ensure appropriate action is taken.
 - (c) Oversee compliance with laws, internal policies, and control systems.
 - (d) Review major changes, investigate irregularities, and ensure internal audit has unrestricted access to all necessary information.
 - (e) Approve appointments or terminations of internal auditors and consider reasons for resignations.
- (iv) Related party transactions and conflicts of interest situations
- (a) Review and assess proposed and recurrent related transactions and conflict of interest situations, ensuring integrity and compliance with policy.
 - (b) Recommend measures to resolve or mitigate conflicts and disclose actions taken in our Audit Committee report.
- (v) Anti-corruption, bribery, whistleblowing, anti-money laundering, anti-terrorism financing and proceeds of unlawful activities
- (a) Oversee and ensure robust measure for preventing and addressing corruption, bribery, money laundering, and unethical conduct.
 - (b) Monitor whistleblowing mechanisms and report related matters to our Board in line with the Whistleblower Policy of our Group.
- (vi) Other matters
- (a) Oversee major contracts and projects requiring our Board's approval.
 - (b) Verify share and option allocations under the employee share option scheme or share issuance scheme or the allocation of Shares pursuant to any incentive plan for employees of our Group at the end of each financial year.
 - (c) Prepare our Audit Committee's annual report, and perform any additional functions mutually agreed with our Board to ensure effective discharge of responsibilities.

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

9.3.2 Nominating and Remuneration Committee

Our Nominating and Remuneration Committee was established by our Board on 27 January 2026. Our Nominating and Remuneration Committee currently comprises the following members, a majority of whom are Independent Non-Executive Directors:

| <u>Name</u> | <u>Designation</u> | <u>Directorship</u> |
|------------------------------|--------------------|--|
| Datuk Amnah Binti Ibrahim | Chairperson | Independent Non-Executive Director |
| Dato' Seri Dr. Chen Chaw Min | Member | Independent Non-Executive Director |
| Livia Chan Lih Wen | Member | Non-Independent Non-Executive Director |

Our Nominating and Remuneration Committee's duties and responsibilities, as stated in its term of reference, include the following:

(A) Nomination duties

(i) Selection and governance

Establish fit and proper criteria, assess potential conflicts, ensure that our Board is diverse and has sufficient ESG-related knowledge, and source candidates from independent channels.

(ii) Succession planning

Develop and oversee succession plans for our Board, Chairman, Group Managing Director cum Group CEO, Executive Directors, and Key Senior Management.

(iii) Assessment of diversity for our Board and senior management

(a) Apply the Fit and Proper Policy and Gender Diversity Policy, targeting at least 30.0% women Directors, assess qualifications, experience, integrity, independence, ESG-related knowledge, and time commitment.

(b) Recommend suitable candidates for the appointment of our Directors (including reappointment) and senior management.

(iv) Performance assessment

Conduct annual evaluations of our Board, Committees, individual Directors, and senior management, including sustainability performance, attendance, and conflict of interest assessments. Use independent facilitators at least every three years.

(vii) Independent director review

Assess independence and service tenure, ensuring compliance with the nine-year term limit, and recommend that our shareholder's approval is to be sought if extended via two-tier voting as advocated under the MCCG.

(vi) Performance assessment of Audit Committee

Annually review our Audit Committee's term of office and performance of its individual members.

(vii) Training

(a) Ensure orientation for our new Directors, identify and monitor ongoing training, including sustainability and fiduciary duties; and

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

(b) Ensure that our Directors attend mandatory training(s) as prescribed under the Listing Requirements and pertaining to sustainability-related topics.

(viii) Shareholders' communication

Provide information for our Director appointments or re-appointments and report on policy applications in the Annual Report.

(B) Remuneration duties

(i) Policy and framework

Develop and implement a fair, transparent remuneration policy for our Directors and senior management, aligned with business strategy, sustainability goals, and market competitiveness.

(ii) Remuneration recommendation

Recommend remuneration packages including fees, salaries, bonuses, incentives, benefits, and severance terms, ensuring they are performance-linked, merit-based, and do not compromise independence.

(iii) External advice

Engage professional advisers on remuneration matters when necessary.

(iv) Coordination with other committees

Coordinate with our other Board Committees to align remuneration with succession and talent management, and ensure risk considerations are factored in.

(v) Disclosure and shareholder approval

Ensure adequate Annual Report disclosures and recommend separate resolutions for each Non-Executive Director's fee.

(vi) Delegated functions

Carry out any other Board directed function relating to nomination and remuneration.

9.3.3 Sustainability and Risk Management Committee

Our Sustainability and Risk Management Committee was established by our Board on 27 January 2026. Our Risk Management and Sustainability Committee currently comprises the following members, a majority of whom are Independent Non-Executive Directors:

| <u>Name</u> | <u>Designation</u> | <u>Directorship</u> |
|------------------------------|--------------------|------------------------------------|
| Dato' Seri Dr. Chen Chaw Min | Chairman | Independent Non-Executive Director |
| Lim Sin Yin | Member | Non-Independent Executive Director |
| Chai Yoke Fong | Member | Independent Non-Executive Director |

Our Executive Director is part of the committee as she has in-depth knowledge on the business and sustainability risks that we are exposed to and would be a better position to evaluate such risks to be presented to our Sustainability and Risk Management Committee. Accordingly, our Executive Director is able to recommend sustainability and risk management strategies and policies and risk tolerance levels.

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

Our Board together with management takes responsibility for the governance of sustainability in our Company including setting our Company's sustainability strategies, priorities and targets. Our Board has the overall responsibility for risk oversight and risk management within our Group. However, as a committee of our Board, our Sustainability and Risk Management Committee shall lead our strategic direction in the management of our business and sustainability risks and opportunity, including oversight on the establishment and implementation of a risk management framework and reviewing the effectiveness of the risk management framework in identifying and managing risks and internal processes which include but are not limited to ensuring the adequacy of risk management policy and infrastructure to facilitate the implementation of action plans for risk management and sustainability management.

Our Sustainability and Risk Management Committee's duties and responsibilities as stated in its terms of reference include the following:

- (i) Sustainability
 - (a) Advise and recommend sustainability strategies (including ESG) to our Board, and monitor their implementation.
 - (b) Recommend and oversee adoption of sustainability-related policies, review issues from audits, regulators, or consultants, and recommend material sustainability matters for our Board's approval.
 - (c) Oversee management of material sustainability issues, receive bi-annual updates on sustainability targets, and review our Board's leadership and governance in integrating ESG into strategy and risk management.
 - (d) Participate in evaluations of our Board's sustainability performance, including climate risk oversight, stakeholder engagement, and reporting.
 - (e) Recommend communication of results to stakeholders and actions to enhance governance capacity.
- (ii) Sustainability disclosures
 - (a) Oversee preparation of sustainability disclosures for our Board's approval, ensuring compliance with Listing Requirements, MCCG and other regulations.
 - (b) Review and recommend the sustainability statement in the Annual Report to ensure clear, balanced, and meaningful communication of initiatives and outcomes.
 - (c) Ensure disclosures consider material economic, environmental and social risks and opportunities in line with the relevant sustainability reporting guide issued by the relevant authorities and other relevant framework.
- (iii) Risk management
 - (a) Recommend risk management strategies, policies and risk tolerance levels for our Board's approval.
 - (b) Integrate sustainability risks and opportunities into the risk management framework, ensuring it is based on an internationally recognised standard and effectively embedded across our Group.
 - (c) Identify, assess, and monitor risks within our Group's risk appetite; develop and implement mitigation plans, and ensure corrective actions for weaknesses.

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

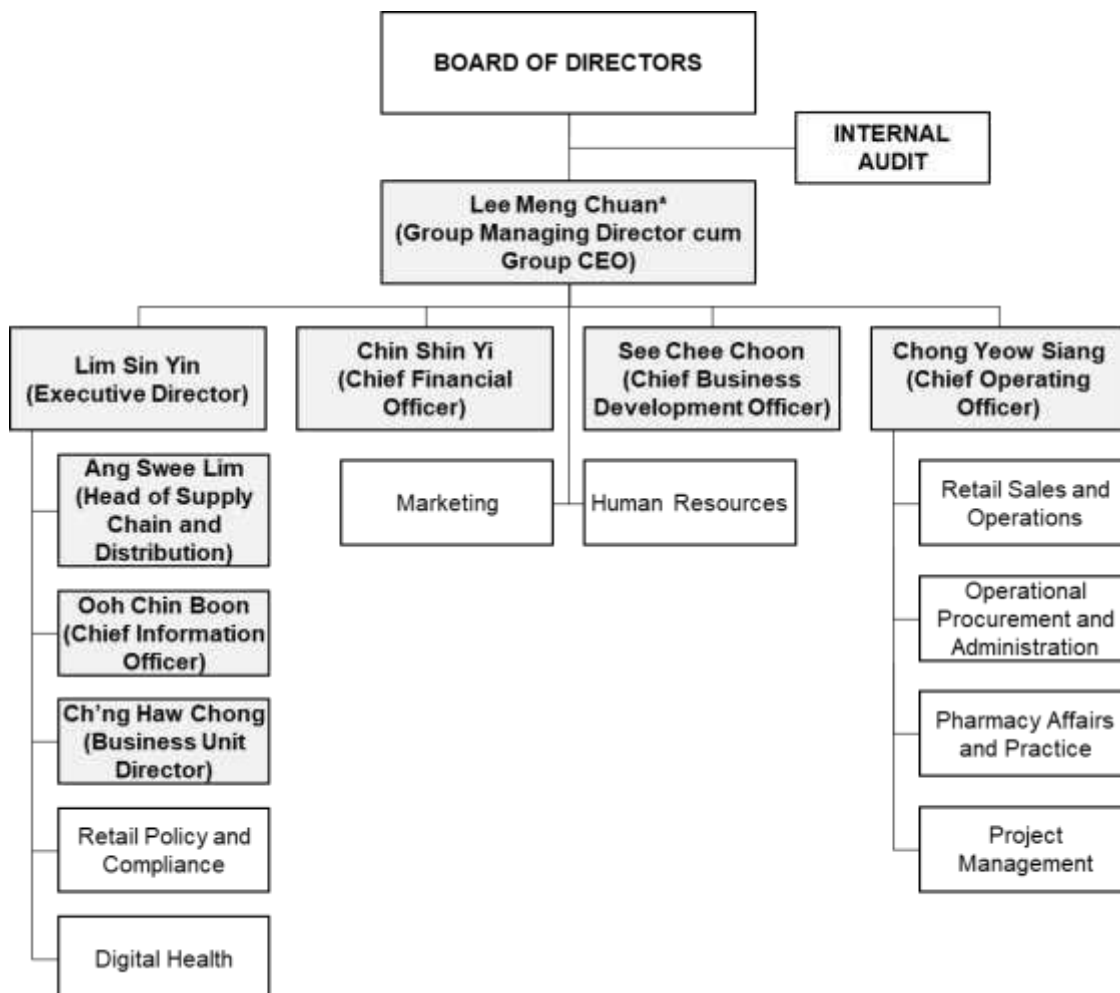
- (d) Conduct annual reviews and periodic testing of the risk management framework, including risk registers and dashboards, to ensure relevance with changes in business processes, strategy, ESG, and sustainability factors.
- (e) Promote risk awareness and education across our Group, and ensure adequate infrastructure, resources, and independent functions for risk management.
- (f) Report risk management activities and updates on key risks to our Board regularly.
- (g) Assess risks related to major transactions such as acquisitions, divestments, diversification, consolidation and report to our Board for strategic decisions.
- (h) Oversee anti-bribery and corruption policies, ensuring corruption risk is part of annual risk assessments.
- (i) Review the effectiveness of risk management systems; and recommend the Statement on Risk Management and Internal Control for our Board's endorsement.
- (j) Oversee major contracts or projects requiring our Board's approval and potential disputes, liaise with our Audit Committee on shared concerns, and consider other matters directed by our Board.
- (k) Review the impact of risk on capital adequacy and profitability under normal and stressful scenarios.
- (l) Assess adequacy of business continuity and disaster recovery procedures.

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

9.4 KEY SENIOR MANAGEMENT

9.4.1 Management reporting structure

Our management reporting structure as at the LPD is as follows:



Note:

- * Our Subsidiaries, amongst others, namely AHC Medical Supplies, Medispec, Yanling Assets and Your Physio operate under separate management reporting structures and report directly to Lee Meng Chuan, our Group Managing Director cum Group CEO.

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

9.4.2 Profiles of our Key Senior Management

The profiles of Lee Meng Chuan and Lim Sin Yin who are also part of our Key Senior Management are set out in Section 9.1.1 of this Prospectus. The profiles of our other Key Senior Management are as follows:

(i) Chong Yeow Siang
Chief Operating Officer

Chong Yeow Siang, a Malaysian aged 59, is our Chief Operating Officer. He is primarily responsible for overseeing the overall day-to-day management of the retail sales operations of our Group.

In 1992, he graduated with a Bachelor of Pharmacy (Honours) from Universiti Sains Malaysia. He has been a registered pharmacist with the Pharmacy Board Malaysia since 1993. Subsequently, he completed an Owner/President Management Programme at Harvard Business School in 2017.

He has approximately 34 years of experience in the pharmaceutical and retail pharmacy industry. In 1992, he began his career by undertaking his housemanship at Penang General Hospital. Subsequently, he left and joined Servier Malaysia Sdn Bhd ("**Servier Malaysia**"), a French pharmaceutical company based in Kuala Lumpur, as a Hospital Product Specialist in 1993. Throughout his tenure at Servier Malaysia, he progressed through various positions within the company with his last position being Senior Product Manager, where he was responsible for overall product management, product training and implementation of marketing strategies.

In 1997, he left Servier Malaysia and co-founded CPSB. He served as a retail pharmacist and a branch manager in CPSB and subsequently, he assumed the role of General Manager of CPSB where he was responsible for overseeing the operations of six of the Caring Group's outlets. In 2002, he was appointed as Managing Director of Caring, where he was responsible for setting strategic direction, overseeing the operations of the Caring Group, and ensuring the achievement of key performance indicators across business functions such as retail growth, customer service, and operational efficiency.

Following our Caring Acquisition, he was re-designated as Chief Operating Officer in 2025, a position he currently holds.

As at the LPD, he is also a director and partner of several business entities as disclosed in Section 9.4.4 of this Prospectus.

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

(ii) Chin Shin Yi
Group Chief Financial Officer

Chin Shin Yi, a Malaysian aged 45, is our Group Chief Financial Officer. She is primarily responsible for leading our Group's corporate finance strategy and overseeing all aspects of our Group's financial planning, budgeting, reporting and cash flow management.

In 2002, she graduated with a Bachelor of Science in Accounting and Finance from University of London. She has been a member of the Association of Chartered Certified Accountants ("**ACCA**") since 2008 and a fellow of the ACCA since 2013.

She has approximately 25 years of experience in audit, accounting and financial reporting. In 2001, she commenced her career with DeGem Berhad as an Accounts Assistant. Her responsibilities included assisting in the preparation of financial reports, supporting audit processes and ensuring financial regulatory compliance.

In 2006, she left DeGem Berhad and joined Microlink Solutions Berhad ("**Microlink**") as an Accounts Executive. Throughout her tenure of approximately 11 years at Microlink, she progressed through various positions within the company. Her responsibilities included maintaining accurate accounting records, supporting audit and tax-related matters and preparing statutory financial reports. In 2015, she rose to the rank of the Chief Financial Officer of Microlink. In this role, her responsibilities extended to include overseeing the daily operation of the accounting and finance functions, leading budget planning and analysis and providing strategic financial guidance to support business decisions. She left Microlink in 2017.

In 2017, she joined Total Sports Asia Limited as the Chief Financial Officer, where she was responsible for developing and executing strategic financial policies, driving cost management initiatives and supervising accounting and treasury functions of the company.

She left Total Sports Asia Limited in 2019 and took a one-month career break prior to joining BIG Pharmacy Healthcare as Chief Financial Officer in 2019. In 2025, she was re-designated as Group Chief Financial Officer, a position which she currently holds.

As at the LPD, she does not hold any directorship or shares in any public and private limited companies.

(iii) Ooh Chin Boon
Chief Information Officer

Ooh Chin Boon, a Malaysian aged 49, is our Chief Information Officer. He is primarily responsible for managing and implementing our Group's IT systems and strategies, ensuring alignment between IT and business objectives, driving digital transformation, and enhancing operational efficiency.

In 2001, he graduated with a Bachelor of Business Administration from Universiti Malaya. Subsequently, he obtained his Master of Information Technology from the same university in 2003.

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

He has approximately 25 years of experience in IT through various positions held within the Caring Group and our Group. In 2001, he began his career as an Operations Executive with CPSB, where he was responsible for coordinating general office and retail outlet operations. In 2007, he was promoted to the position of Management Information System (“MIS”) Manager. In this role, his responsibilities included managing Caring Group’s point-of-sale (POS) software, hardware and inventory systems.

Subsequently, he rose to the position of Senior MIS Manager, where his responsibilities expanded to include overseeing Caring Group’s IT systems and infrastructure, including implementing Systems, Applications and Products (SAP) system. In 2023, he was appointed as Director of CPRM, where he developed and managed Caring Group’s IT budget, IT strategy and new digital initiatives.

Following our Caring Acquisition, he was promoted to his current position of our Chief Information Officer in 2025, a position he currently holds.

As at the LPD, he is also a director of several business entities as disclosed in Section 9.4.4 of this Prospectus.

(iv) **Ch’ng Haw Chong** *Business Unit Director*

Ch’ng Haw Chong, a Malaysian aged 48, is our Business Unit Director. He is responsible for procuring pharmaceutical products, as well as overseeing our Group’s revenue growth, gross profit margin, stock holding targets and income generated in the pharmaceutical products of our Group. He is also responsible for maintaining relationship with our vendors and retailers.

He graduated in 2002 with a Master of Pharmacy Degree from University of Strathclyde, Glasgow, United Kingdom. He has been a registered pharmacist with the Pharmacy Board of Malaysia since 2003.

He has approximately 22 years of experience in the retail pharmacy industry through his various roles and positions held within the Caring Group and our Group. In 2002, he began his career by undertaking his housemanship at Institut Jantung Negara, where he gained working experience as an apprentice to the registered pharmacist at the hospital.

In 2003, he left Institut Jantung Negara and joined CPSB as a Pharmacist. In 2004, he was appointed as a Pharmacist cum branch manager of the Caring Group’s retail pharmacy outlet located in Taman Muda. He was a director and a shareholder of United Caring Venture Sdn Bhd (“**UC Venture**”) between 2005 and 2009. In 2009, he disposed his shares in UC Venture to the Caring Group and was appointed as the Procurement Director of CPRM, an entity within the Caring Group, where he was responsible for purchasing and category management of the Caring Group which includes ensuring an uninterrupted supply of goods to Caring Group’s outlets and forging partnership with suppliers to maximise sales and profits through effective marketing promotion planning.

Following our Caring Acquisition, he was promoted to the Business Unit Director for CPRM in 2025. He was then redesignated as Business Unit Director, a position which he currently holds.

As at the LPD, he is also a director and shareholder of several private limited companies as disclosed in Section 9.4.4 of this Prospectus.

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

(v) Ang Swee Lim
Head of Supply Chain and Distribution Centre

Ang Swee Lim, a Malaysian aged 49, is our Head of Supply Chain and Distribution Centre. He is primarily responsible for managing our Group's distribution operations and leading strategic supply chain planning and execution.

In 1999, he graduated with a Bachelor of Science in Pharmacy from University of Strathclyde, Glasgow, United Kingdom. He has been a registered pharmacist with the Pharmacy Board of Malaysia since 2000.

He has approximately 26 years of experience in the retail pharmacy industry. In 1999, he began his career by undertaking his housemanship at Hospital Universiti Kebangsaan Malaysia (now known as Hospital Canselor Tuanku Muhriz Universiti Kebangsaan Malaysia).

In 2000, he left Hospital Universiti Kebangsaan Malaysia and joined CPSB as a Pharmacist where was responsible for providing professional healthcare advice and pharmacy services to individual customers and patients. He also supported the management of the daily operations of the retail outlet, including inventory and sales management.

In 2002, he served as the Branch Manager and director of Sterling Pharmacy, an entity within the Caring Group which involved in the retailing of pharmaceutical, healthcare and personal care products, where he was responsible for overseeing the operations of multiple retail outlets of Caring Group.

In 2011, he resigned as the Branch Manager of Sterling Pharmacy and advanced his career as Area Manager with CPRM. His responsibilities expanded to include supporting the operations of multiple branches in same area and driving area revenue growth. In 2013, he was promoted to Senior Operations Manager, where he took on a managerial role in monitoring the overall operations of Caring Group's retail outlets. In addition, he was also responsible for developing and implementing effective standard operating procedures to enhance operational efficiency and ensure consistent execution across all Caring Group's retail outlets.

In 2018, he rose to the rank of Senior Supply Chain Manager through an internal transfer, where he assumed the responsibility of spearheading Caring Group's supply chain initiatives. Subsequently, he was appointed as Head of Supply Chain and Distribution Centre of CPRM in 2021.

Following our Caring Acquisition, he was re-designated as Head of Supply Chain and Distribution Centre in 2025, a position which he currently holds.

As at the LPD, he does not hold any directorship or shares in any public and private limited companies.

(vi) See Chee Choon
Chief Business Development Officer

See Chee Choon, a Malaysian aged 43, is our Chief Business Development Officer. He is primarily responsible for overseeing our Group's projects, properties and outlet leasing, as well as the maintenance of our Group's properties.

He graduated in 2007 with a Bachelor of Pharmacy (Honours) from Universiti Sains Malaysia. He has been a registered pharmacist with the Pharmacy Board of Malaysia since 2008.

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

He has approximately 19 years of experience in the pharmaceutical, clinical and retail pharmacy industries. In 2007, he began his career in the pharmaceutical industry with the MOH until 2010, during which he was responsible for dispensing medications to inpatient wards and providing clinical pharmacy services.

In 2011, he joined our Group as a pharmacist at one of the retail outlets of our Group. He was then promoted to become our Northern Regional Manager in 2020, where he was responsible for overseeing the operation of the retail outlets of our Group in the northern region of Malaysia. In 2022, he was promoted to the Chief Business Development Officer, a position he currently holds.

As at the LPD, he is also an owner and shareholder of several business entities as disclosed in Section 9.4.4 of this Prospectus.

9. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)**9.4.3 Shareholding of our Key Senior Management**

Please refer to Section 9.2.2 of this Prospectus for information on the shareholdings of Lee Meng Chuan and Lim Sin Yin in our Company. The shareholdings of our other Key Senior Management in our Company before and after our IPO as follows:

| | As at LPD and before our IPO ⁽¹⁾ | | | | After the Subdivision ⁽²⁾ | | | |
|------------------|---|-----|---------------|---|---|-----|---------------|---|
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| Chong Yeow Siang | 7,300 | * | - | - | 292,000 | * | - | - |
| Chin Shin Yi | 228,360 | 0.1 | - | - | 9,134,400 | 0.1 | - | - |
| Ooh Chin Boon | 10,300 | * | - | - | 412,000 | * | - | - |
| Ch'ng Haw Chong | 11,600 | * | - | - | 464,000 | * | - | - |
| Ang Swee Lim | 10,500 | * | - | - | 420,000 | * | - | - |
| See Chee Choon | 1,182,340 | 0.7 | - | - | 47,293,600 | 0.7 | - | - |
| | After our IPO ⁽³⁾ | | | | | | | |
| | Assuming the Over-allotment Option is not exercised | | | | Assuming the Over-allotment Option is fully exercised | | | |
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| Chong Yeow Siang | 1,792,000 | * | - | - | 1,792,000 | * | - | - |
| Chin Shin Yi | 9,334,400 | 0.1 | - | - | 9,334,400 | 0.1 | - | - |
| Ooh Chin Boon | 612,000 | * | - | - | 612,000 | * | - | - |
| Ch'ng Haw Chong | 664,000 | * | - | - | 664,000 | * | - | - |
| Ang Swee Lim | 620,000 | * | - | - | 620,000 | * | - | - |
| See Chee Choon | 43,537,000 | 0.6 | - | - | 43,537,000 | 0.6 | - | - |

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

Notes:

- * Negligible
- (1) Based on 169,782,217 issued Shares as at the LPD.
- (2) Based on the enlarged 6,791,288,680 issued Shares after the Subdivision. Please refer to Section 6.1.2 of this Prospectus for further details of the Subdivision.
- (3) Based on the enlarged 7,381,835,680 issued Shares after our IPO and assuming full subscription of our Issue Shares allocated to the Eligible Persons under the Pink Form Allocation.

9.4.4 Principal directorships and business activities of our Key Senior Management outside our Group

Please refer to Section 9.2.3 of this Prospectus for the principal directorships and principal business activities of Lee Meng Chuan and Lim Sin Yin outside our Group. The following table sets out our other Key Senior Management's principal directorships and principal business activities outside our Group as at the LPD ("**Present Involvement**"), and principal directorships outside our Group for the past five years preceding the LPD ("**Past Involvement**"):

(i) Chong Yeow Siang

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|-------------------------------|---|---|
| Present Involvement | | |
| CPHD Sdn Bhd | Investment holding (shares and properties) and provision of management services | Director (appointed on 2 April 2001) and shareholder (direct) |
| Golden Celebration Sdn Bhd | Investment holding (properties) and letting of properties | Director (appointed on 24 January 2008) and shareholder (direct) |
| Motivasi Optima Sdn Bhd | Dormant. The intended principal activity is investment holding (shares) | Director (appointed on 27 December 2012) and shareholder (direct) |
| Pajakgadai Cheng Huo | Pawnbroking | Partner |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|--------------------------------|---|---|
| Past Involvement | | |
| Caring Pharmacy (SK) Sdn Bhd | Operation of community pharmacy including retailing of pharmaceutical and healthcare and personal care products (in the midst of winding up) | Director (appointed on 2 June 2011 and resigned on 29 December 2023) |
| Caring Belle Sdn Bhd | Operating of community pharmacy including retailing of pharmaceutical healthcare and personal care products (in the midst of winding up) | Director (appointed on 16 February 2001 and resigned on 29 December 2023) |
| PDHS Group Sdn Bhd | Activities of holding companies (shares and properties) | Director (appointed on 28 February 2024 and resigned on 22 August 2025) |
| Pharm-D Health Science Sdn Bhd | Trading and wholesaling of pharmaceutical and healthcare products | Director (appointed on 30 July 2001 and resigned on 22 August 2025) |
| Pharm-D Sdn Bhd | Trading and distribution of pharmaceutical and healthcare products | Director (appointed on 18 April 2008 and resigned on 22 August 2025) |
| Pharmdx Sdn Bhd | To provide an information technology platform that enable healthcare professionals and consumers benefiting from the shared knowledge and data-driven advancements in healthcare, obtaining personalised nutritional care, healthcare information, product recommendations and solutions; trading and distribution of medicine, supplements, nutrition products, medical devices and consumables and all kinds of healthcare related products; investment holding companies | Director (appointed on 21 June 2021 and resigned on 8 March 2024) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|----------------------------------|---|---|
| Present Involvement | | |
| Golden Glory Development Sdn Bhd | Investment holding company (property), property development and transportation agent, agency business | Director (appointed on 8 December 2012) and shareholder (direct) |
| Optionpack Solution Sdn Bhd | Manufacture of wooden crates and containers | Director (appointed on 17 November 2015) and shareholder (direct) |
| Optionpack Supply PLT | Dormant. The intended principal activity is the manufacturing, supplying, and trading of wooden products and packaging products | Compliance officer (appointed on 14 November 2022) and partner |
| Optionpack Upstream PLT | Dormant. The intended business nature is to manufacture, supply, trade of industry packaging, wooden crate, wooden pallets and woods products | Compliance officer (appointed on 25 September 2024) and partner |
| Past Involvement | | |
| Nil | Nil | Nil |

(iii) Ch'ng Haw Chong

| Name of company/entity | Principal activities | Involvement in business activities |
|-------------------------------------|--|---|
| Present Involvement | | |
| Motivasi Optima Sdn Bhd | Dormant. The intended principal activity is investment holding (shares) | Director (appointed on 27 December 2012) and shareholder (direct) |
| Health Digital Technologies Sdn Bhd | Involved in: <ol style="list-style-type: none"> Providing an information technology infrastructure platform whereby doctors can register and conduct online consultancy, issue prescription and other business related; | Shareholder (direct) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|-----------------------------------|---|---|
| | 2. Sale and distribution of medical equipment and supplies and creation and development of health content through videos; and 3. Advertising and marketing and business lead generation on the doctor-on-call telehealth ICT portal and other related. | |
| <u>Past Involvement</u> | | |
| Nil | Nil | Nil |
| (iv) See Chee Choon | | |
| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
| <u>Present Involvement</u> | | |
| Perniagaan See Theng Hoo | Sale of furniture, hardware, construction materials, retail goods, cement culvert maker, agricultural equipment, metal goods, household goods and office tools | Partner (commenced on 6 October 2005) |
| UPSB | Investment holding in shares of our Company | Shareholder (direct) |
| Caring Pharmacy (SK) Sdn Bhd | Operation of community pharmacy including retailing of pharmaceutical, healthcare and personal care products (in the midst of winding up) | Director (appointed on 29 December 2023) |
| Caring Belle Sdn Bhd | Operating of community pharmacy including retailing of pharmaceutical, healthcare and personal care products (in the midst of winding up) | Director (appointed on 29 December 2023) |
| <u>Past Involvement</u> | | |
| Nil | Nil | Nil |

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

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

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

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

9.4.5 Key Senior Management's remuneration and material benefits in-kind

The remuneration and material benefits in-kind of Lee Meng Chuan and Lim Sin Yin who are also part of our Key Senior Management are set out in Section 9.2.4 of this Prospectus.

The aggregate remuneration and material benefits in-kind paid (including any contingent or deferred remuneration) or proposed to be paid to our Key Senior Management for services rendered in all capacities to our Group for the FYE 30 June 2025 and FYE 30 June 2026 are as follows:

| | Remuneration band | |
|------------------|---|---|
| | FYE 30 June 2025 (Paid) ⁽¹⁾ | FYE 30 June 2026 (Proposed) ⁽²⁾ |
| | RM'000 | RM'000 |
| Chong Yeow Siang | 650-700 | 650-700 |
| Chin Shin Yi | 500-550 | 500-550 |
| Ooh Chin Boon | 450-500 | 500-550 |
| Ch'ng Haw Chong | 500-550 | 450-500 |
| Ang Swee Lim | 450-500 | 450-500 |
| See Chee Choon | 350-400 | 300-350 |

Note:

- (1) This includes bonus and its related EPF contribution for FYE 30 June 2024 but paid in FYE 30 June 2025.
- (2) Excluding bonuses which will be determined at a later date depending on performance of the individuals and our Group.

Additionally, our Key Senior Management were entitled to options to acquire Shares and had exercised such options pursuant to the ESOS. Please refer to Section 4.4 of this Prospectus for further details of the Shares granted to our Key Senior Management pursuant to the ESOS.

The above remuneration of our Key Senior Management, which includes salaries, bonus, contributions to EPF, SOCSO, EIS, fees and allowances as well as other benefits, must be considered and recommended by our Nominating and Remuneration Committee and subsequently approved by our Board.

9.4.6 Service contracts with our Key Senior Management

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

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

Save as disclosed below, there are no associations or family relationships between our Promoters, Substantial Shareholders, Directors and Key Senior Management:

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

- (i) Lee Meng Chuan, our Promoter, Substantial Shareholder and Group Managing Director cum Group CEO is the spouse of Lim Sin Yin, our Promoter, Substantial Shareholder and Executive Director, as well as the brother-in-law of See Chee Choon, our Chief Business Development Officer;
- (ii) Lim Sin Yin, our Promoter, Substantial Shareholder and Executive Director is the spouse of Lee Meng Chuan, our Promoter, Substantial Shareholder and Group Managing Director cum Group CEO, as well as the sister-in-law of See Chee Choon, our Chief Business Development Officer;
- (iii) See Chee Choon, our Chief Business Development Officer, is the brother-in-law of Lee Meng Chuan and Lim Sin Yin;
- (iv) Lee Meng Chuan and Lim Sin Yin are directors and substantial shareholders of UPSB, a Promoter and Substantial Shareholder;
- (v) See Chee Choon is a substantial shareholder of UPSB, a Promoter and Substantial Shareholder; and
- (vi) Livia Chan Lih Wen, our Non-Independent Non-Executive Director, is a limited partner holding a 0.04% partnership interest in Creador V, a Substantial Shareholder.

9.6 DECLARATION BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at the LPD, none of our Promoters, Directors or Key Senior Management has been involved in any of the following events (whether in or outside Malaysia):

- (i) in the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against such person or any partnership in which such person was a partner or any corporation of which such person was a director or member of key senior management;
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (iii) in the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgment was entered against such person, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (v) in the last 10 years, being the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his part that relates to the capital market;
- (vi) being the subject of any order, judgment or ruling of any court, government or regulatory authority or body temporarily enjoining such person from engaging in any type of business practice or activity;
- (vii) in the last 10 years, has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and
- (viii) any unsatisfied judgment against such person.