

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

5.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

5.1.1 Promoters' and Substantial Shareholders' shareholdings

The shareholdings of our Promoters and Substantial Shareholders before and after our IPO are as follows:

Name	After the Acquisitions / Before our IPO				After the Public Issue			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	(1)%	No. of Shares	(1)%
Promoters and Substantial Shareholders								
Core Perpetual	372,929,700	100.0	-	-	372,929,700	82.9	-	-
Lai Kok Siong	-	-	(2)372,929,700	100.0	-	-	(2)372,929,700	82.9
Substantial Shareholder								
Lew Tai @ Kong Lew Tai	-	-	(2)372,929,700	100.0	-	-	(2)372,929,700	82.9
Name	After the Offer for Sale							
	Direct		Indirect					
	No. of Shares	(1)%	No. of Shares	(1)%				
Promoters and Substantial Shareholders								
Core Perpetual	316,679,700	70.4	-	-				
Lai Kok Siong	-	-	(2)316,679,700	70.4				
Substantial Shareholder								
Lew Tai @ Kong Lew Tai	-	-	(2)316,679,700	70.4				

Notes:

- (1) Based on our enlarged total number of 450,000,000 Shares after our IPO.
- (2) Deemed interested pursuant to Section 8(4) of the Act by virtue of his / her shareholding in Core Perpetual.

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

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

Save as disclosed above, there are no other persons who directly or indirectly, jointly or severally, exercise control over our Company. As at the LPD, there is no arrangement between our Company and our shareholders with any third parties, the operation of which may at a subsequent date result in a change in control of our Company.

5.1.2 Profile of Promoters and Substantial Shareholders

The profiles of our Promoters and Substantial Shareholders are as follows:

Lai Kok Siong

Promoter, Substantial Shareholder and Managing Director

Lai Kok Siong, a Malaysian aged 65, is our Promoter, Substantial Shareholder and Managing Director. He was appointed to our Board on 20 February 2025. As our Managing Director, he is responsible for leading our Group's overall operations and strategic direction, including oversight of financial management, sales and business development, risk management and compliance, while driving innovation and continuous operational improvements.

He graduated from the University of Sheffield, United Kingdom, with a Bachelor of Engineering in Chemical Engineering and Fuel Technology in 1984. He has been a member of ICDM since May 2026.

He began his career in 1984 with Best Tile Works Sdn Bhd as a Production Executive, where he oversaw tile production operations. In 1985, he joined Powermatic Sdn Bhd as a Sales Executive, where he was involved in the sale of fire supervisory systems. In 1986, he joined Calson Engineering Sdn Bhd as a Sales Executive, where he continued to be involved in the sale of fire supervisory systems until his departure in 1987.

In 1988, he joined BZ Enterprise Sdn Bhd as a Sales Executive, where he was responsible for the sales of consumer timepieces. In 1989, he joined Mackessen Sdn Bhd as a Sales Executive, where he was involved in the sales of food ingredients and food processing machinery. He was subsequently promoted to Sales Manager, assuming broader sales management responsibilities, before leaving the company in 1993.

In March 1993, together with Lim Kian Thiam, he established the business that later formed the foundation of our Group through Core Perpetual. In this capacity, he was responsible for establishing and expanding the business, which was then principally engaged in the supply of food ingredients in 1993 and subsequently expanded into the supply of food processing and production equipment in 1995.

He spearheaded the growth and expansion of our Group's business, including the establishment of our seasoned flour premix production facility in Kota Kemuning, Selangor in 2002 and the development and commercialisation of our Group's own-brand products under the 'Bestari' brand, which has since become a key brand of our Group.

Over the years, he has been actively involved in driving our growth strategies, including expanding our distribution network throughout Malaysia, strengthening relationships with distributors and retailers, and broadening our Group's customer base. Under his leadership, our Group progressively expanded the reach of our 'Bestari' products across Peninsular and East Malaysia through appointed distributors, while also pursuing opportunities in overseas markets. He continues to provide strategic direction for our Group's operations, business development and market expansion initiatives.

He is the spouse of Lew Tai @ Kong Lew Tai, our Substantial Shareholder, and the father of Gabriel Lai Yung-Yao and Gary Lai Yung-Hui, who are our Executive Director / Head of Sales & Marketing and our Head of Production, respectively. He is also a director and substantial shareholder of Core Perpetual.

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

Core Perpetual

Promoter and Substantial Shareholder

Core Perpetual is our Promoter and Substantial Shareholder.

Core Perpetual was incorporated in Malaysia under the Companies Act 1965 on 9 March 1993 as a private limited company under the name of Synerchem Sdn Bhd and is deemed registered under the Act. It assumed its current name on 21 November 2025.

As at the LPD, the issued share capital of Core Perpetual is RM1,250,000 comprising 1,250,000 ordinary shares. The directors of Core Perpetual are Lai Kok Siong, Lew Tai @ Kong Lew Tai and Gabriel Lai Yung-Yao. The shareholders of Core Perpetual and their respective shareholdings as at the LPD are set out below:

	No. of ordinary shares in Core Perpetual	%
Lai Kok Siong	500,000	40.0
Lew Tai @ Kong Lew Tai	375,000	30.0
Gabriel Lai Yung-Yao	125,000	10.0
Gary Lai Yung-Hui	125,000	10.0
Lai Jia Maine	125,000	10.0
	1,250,000	100.0

Core Perpetual commenced operations in 1993 and was initially principally engaged in the supply of food ingredients, before expanding in 1995 to include the supply of food processing and production equipment. Pursuant to an internal restructuring to streamline its business activities under separate entities within our Group, the following business activities of Core Perpetual were progressively undertaken by the following entities:

- (i) the supply of food processing and production equipment to Synerchem Engineering since 2007;
- (ii) the sales of food premixes under 'Bestari' brand to Bestari Sales since 2013; and
- (iii) the supply of food ingredients to Synerchem Ingredients since 2016.

As at the LPD, Core Perpetual is an investment holding company (investing in shares and properties) and provides logistics support services to our Group, such as rental of trucks and storage of products. Upon completion of the Acquisitions, Core Perpetual will be the holding company of Bestari Food.

Lew Tai @ Kong Lew Tai

Substantial Shareholder

Lew Tai @ Kong Lew Tai, a Malaysian aged 66, is our Substantial Shareholder.

She attended secondary education at Sekolah Menengah Kebangsaan Sulaiman in Bentong, Pahang from 1973 to 1975. She has been a homemaker and does not hold any active management role in our Group. She is the spouse of Lai Kok Siong, our Promoter, Substantial Shareholder and Managing Director, and the mother of Gabriel Lai Yung-Yao and Gary Lai Yung-Hui, who are our Executive Director / Head of Sales & Marketing and our Head of Production respectively. She is also a director and substantial shareholder of Core Perpetual.

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

5.1.3 Changes in our Promoters' and Substantial Shareholders' shareholdings

The changes in our Promoters' and Substantial Shareholders' shareholdings since our incorporation are as follows:

Name	As at 20 February 2025 (date of incorporation)				After the Acquisitions			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Promoters and Substantial Shareholders								
Core Perpetual	100	100.0	-	-	372,929,700	100.0	-	-
Lai Kok Siong	-	-	(2)100	100.0	-	-	(2)372,929,700	100.0
Substantial Shareholders								
Lew Tai @ Kong Lew Tai	-	-	(2)100	100.0	-	-	(2)372,929,700	100.0
Name	After the Public Issue				After the Offer for Sale			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(1)%
Promoters and Substantial Shareholders								
Core Perpetual	372,929,700	82.9	-	-	316,679,700	70.4	-	-
Lai Kok Siong	-	-	(2)372,929,700	82.9	-	-	(2)316,679,700	70.4
Substantial Shareholder								
Lew Tai @ Kong Lew Tai	-	-	(2)372,929,700	82.9	-	-	(2)316,679,700	70.4

Notes:

- (1) Based on our enlarged total number of 450,000,000 Shares after our IPO.
- (2) Deemed interested pursuant to Section 8(4) of the Act by virtue of his / her shareholding in Core Perpetual.

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

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

Save for the issuance of our Shares as consideration for the Acquisitions, the dividends paid and proposed to be paid by our subsidiaries as disclosed in Section 12.7 of this Prospectus, and the aggregate remuneration and benefits paid and proposed to be paid for services rendered in all capacities to our Group as disclosed in Section 5.2.3 of this Prospectus, there are no other amounts or benefits that have been paid or intended to be paid to our Promoters and Substantial Shareholders within the 2 years preceding the date of this Prospectus.

5.2 DIRECTORS

Our Board comprises the following members:

<u>Name / Designation</u>	<u>Age</u>	<u>Appointment date</u>
Badrulnizam Bin Bahaman (Independent Non-Executive Chairman)	57	27 April 2026
Lai Kok Siong (Managing Director)	65	20 February 2025
Gabriel Lai Yung-Yao (Executive Director / Head of Sales & Marketing)	37	20 February 2025
Ow Yin Yee (Independent Non-Executive Director)	58	27 April 2026
Zueraini Binti Ahmad Basri (Independent Non-Executive Director)	52	27 April 2026
Low Chin Ann @ Han Chin Ann (Independent Non-Executive Director)	46	27 April 2026

We do not have any representative of corporate shareholder on our Board. Please refer to Section 5.5 of this Prospectus for details of the family relationships and associations between our Promoters, Substantial Shareholders, Directors and Key Senior Management.

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

5.2.1 Directors' shareholdings

The shareholdings of our Directors before and after our IPO, assuming full subscription of the IPO Shares reserved for our Directors under the Pink Form Allocations, are as follows:

Name	Nationality	After the Acquisitions				After our IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	(1)%	No. of Shares	(1)%
Badrulnizam Bin Bahaman	Malaysian	-	-	-	-	100,000	<0.1	-	-
Lai Kok Siong	Malaysian	-	-	(2)372,929,700	100.0	-	-	(2)316,679,700	70.4
Gabriel Lai Yung-Yao	Malaysian	-	-	-	-	-	-	-	-
Ow Yin Yee	Malaysian	-	-	-	-	100,000	<0.1	-	-
Zueraini Binti Ahmad Basri	Malaysian	-	-	-	-	100,000	<0.1	-	-
Low Chin Ann @ Han Chin Ann	Malaysian	-	-	-	-	100,000	<0.1	-	-

Notes:

- (1) Based on our enlarged total number of 450,000,000 Shares after our IPO.
- (2) Deemed interested pursuant to Section 8(4) of the Act by virtue of his shareholding in Core Perpetual.

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

5.2.2 Profile of our Directors

Please refer to the profile of Lai Kok Siong set out in Section 5.1.2 of this Prospectus. The profiles of our other Directors are as follows:

Badrulnizam Bin Bahaman

Independent Non-Executive Chairman

Badrulnizam Bin Bahaman, a Malaysian aged 57, is our Independent Non-Executive Chairman. He was appointed to our Board on 27 April 2026.

He graduated from the University of Hartford, Connecticut, United States of America, with a Bachelor of Science in Business Administration in 1993. He subsequently obtained a Master of Applied Finance from the University of Melbourne, Australia in 2001. He has been a member of ICDM since 2020 and CPA Australia since 2025. He has held a Capital Markets Services Representative's Licence issued by the SC for advising on corporate finance since 2020.

He began his career in 1993 with Kwong Yik Bank Berhad (now known as RHB Bank Berhad) as a Management Trainee and subsequently as an Officer, where he was involved in credit analysis within corporate banking. He was later promoted to Assistant Manager before leaving in 1997. He then joined Dresdner Bank AG (Labuan Branch) as a Marketing Officer, where he was responsible for credit and marketing functions in corporate banking until 2000. Thereafter, he pursued his postgraduate studies and completed his Master of Applied Finance in 2001.

In 2002, he returned to Malaysia and joined PricewaterhouseCoopers Advisory Services Sdn Bhd as a Senior Consultant, where he was involved in financial modelling and valuation within corporate finance and advisory. In 2004, he joined RHB Investment Bank as Vice President, where his responsibilities included deal origination and debt fundraising through bonds and securitisation. He held this position until 2008.

In 2008, he joined Kuwait Finance House (Malaysia) Berhad as a Director of investment banking division, where he was involved in deal origination and stakeholder management. He rose to the position as Head of Investment Banking before leaving the company in 2014. He joined Cagamas Berhad as Senior Vice President, Core Business, where he was responsible for deal origination and strategic initiatives, as well as representing the company at industry events and conferences. He left the company in 2018 and subsequently took a career break.

In 2019, he joined Mudharib Partners Sdn Bhd as Senior Partner and Director, a position he currently holds, where he leads the origination and execution of corporate finance and fundraising transactions. He has been an Independent Non-Executive Director of Perbadanan Usahawan Nasional Berhad since April 2025 and a director of Inficon Malaysia Sdn Bhd (a subsidiary of Inficon Holding AG, a company listed on the SIX Swiss Exchange) since February 2024.

Gabriel Lai Yung-Yao

Executive Director / Head of Sales & Marketing

Gabriel Lai Yung-Yao, a Malaysian aged 37, is our Executive Director / Head of Sales & Marketing. He was appointed to our Board on 20 February 2025. In this capacity, he is responsible for overseeing our Group's sales operations, driving commercial and export expansion, leading new product developments, and managing brand strategy and marketing programmes.

He graduated with a Bachelor of Applied Finance from the University of South Australia, Australia in 2011. He has been a member of ICDM since June 2026.

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

Upon graduating in 2011, he began his career with Hewlett-Packard Multimedia Sdn Bhd (now known as Entserv Malaysia Sdn Bhd) as a Financial Analyst, where he was responsible for financial analysis and the preparation of financial reports. He remained with the company until 2013, when he joined Core Perpetual as a Business Development Trainee, where he was involved in promoting our Group's products through on-ground marketing activities.

In 2016, he was promoted to Business Operations Executive, where he managed the sales and marketing team to drive business growth. In July 2022, he was further promoted to Marketing Director, where he was responsible for formulating and executing the overall marketing strategy.

He was appointed as a director of Bestari (S), Bestari Sales, Synerchem Engineering, Synerchem Food Processing and Synerchem Ingredients in 2017 and was subsequently appointed as our Executive Director / Head of Sales & Marketing in February 2025.

He is the son of Lai Kok Siong, our Promoter, Substantial Shareholder and Managing Director, and Lew Tai @ Kong Lew Tai, our Substantial Shareholder. He is also the brother of Gary Lai Yung-Hui, our Head of Production. He is also a director and substantial shareholder of Core Perpetual.

Ow Yin Yee

Independent Non-Executive Director

Ow Yin Yee, a Malaysian aged 58, is our Independent Non-Executive Director. She was appointed to our Board on 27 April 2026. She is also the Chairperson of our Audit and Risk Management Committee and a member of our Nomination and Remuneration Committee.

She graduated from Monash University, Australia with a Bachelor of Economics in 1991. She subsequently obtained a Master of Business Administration from Universiti Malaya in 2024. She was admitted as a member of CPA Australia in 1992 and was subsequently recognised as a Fellow of CPA Australia in 2018. She has been a Chartered Accountant of the MIA since 1995 and a member of ICDM since 2023.

She began her career in 1991 with Kassim Chan Tax Services Sdn Bhd (now known as Deloitte Malaysia Tax Services Sdn Bhd) as a Tax Junior and was promoted to Tax Senior I in 1993. During her tenure, she was involved in taxation and accounting matters across various industries.

In 1996, she joined Sun-Mix Concrete Sdn Bhd, a subsidiary of Sunway Building Technology Berhad (now known as Dolomite Corporation Berhad, previously listed on the Main Market of Bursa Securities), as an Accountant, where she oversaw the company's accounting functions. Following a merger exercise, she was transferred to Pioneer Sun-Mix Concrete Sdn Bhd (now known as Hanson Building Materials Malaysia Sdn Bhd) in 1999 and assumed the role of Commercial Manager, Concrete. In this role, she was responsible for managing and coordinating the financial and risk management functions of the company's operations.

In 2000, she was transferred to Sunway-Pioneer Quarry Sdn Bhd (now known as Hanson Quarry Products (Holdings) Sdn Bhd) and re-designated as a Business Process Manager, where she led business process improvement initiatives. In 2002, her role extended to include overseeing corporate income tax, operational and administrative matters. She held the position of Tax Manager until her departure from the company in 2004.

In 2004, she joined Sunway Shared Services Centre Sdn Bhd (now known as Sunway Shared Services Sdn Bhd) as a Senior Manager, Finance, where she oversaw the simplification and streamlining of finance operations across the organisation. She was subsequently promoted to Assistant General Manager in 2010, where she was responsible for audit planning and the implementation of process re-engineering initiatives, before leaving the company in 2011.

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

In 2011, she joined Gabungan AQRS Berhad (listed on the Main Market of Bursa Securities) as a Group Accountant, where she managed daily accounting functions and prepared consolidated financial statements. She was subsequently re-designated as General Manager, Finance in 2014 and rose through the ranks as Group Financial Controller in 2016.

In 2017, she was appointed as an Executive Director and Group Chief Financial Officer of Gabungan AQRS Berhad, where she was involved in the implementation of strategic investment initiatives and project-related matters, and oversaw the group's finance, accounting, information technology, human resources and company secretarial functions. She retired and resigned from all her positions in Gabungan AQRS Berhad in 2022.

Zueraini Binti Ahmad Basri

Independent Non-Executive Director

Zueraini Binti Ahmad Basri, a Malaysian aged 52, is our Independent Non-Executive Director. She was appointed to our Board on 27 April 2026 and is a member of our Audit and Risk Management Committee and a member of our Nomination and Remuneration Committee.

She graduated from the University of Missouri, United States of America, with a Bachelor of Science in Business Administration in 1997. She subsequently obtained a Master of Finance from Royal Melbourne Institute of Technology, Australia (now known as RMIT University) in 2002. She has been a member of ICDM since 2020.

Upon graduating, she began her career in 1997 with Malaysian International Merchant Bankers Berhad (subsequently known as MIMB Investment Bank Berhad) as an Executive, Corporate Banking, where she was involved in credit underwriting for investment and merchant banking. In 1999, she joined RHB Bank Berhad as an Executive, Corporate Banking and was subsequently promoted to Senior Executive in 2000 and Manager in 2002, where she was involved in credit underwriting and managed corporate and commercial banking clients. She resigned from the position in 2003.

In 2004, she joined Citibank Berhad as a Manager, focusing on credit underwriting for the emerging local corporate segment and assisted in the development of local credit policies and operating procedures. She held this position until 2005 and joined AmResearch Sdn Bhd as a Manager. In 2006, she was re-designated as a Manager, Credit Risk Management upon her transfer to AmMerchant Bank Berhad (now known as AmInvestment Bank Berhad) where she oversaw credit structuring, underwriting and trade facilities for large corporate and small and medium enterprise (SME) portfolios, including investment banking and offshore credit exposures.

In 2007, she rejoined Citibank Berhad as an Assistant Vice President, where she oversaw corporate and small and medium enterprise (SME) credit underwriting and contributed to the development of credit policies. In 2008, she joined Al Rajhi Banking & Investment Corporation (Malaysia) Bhd as Vice President, Corporate Credit Risk and was subsequently promoted to Head, Corporate Credit Risk in January 2014, where she oversaw corporate and commercial credit within an Islamic banking framework. She left the company in December 2014.

In 2015, she joined BMW Credit (Malaysia) Sdn Bhd as Head of Risk Management and was subsequently re-designated as Chief Risk Officer in 2017, where she established integrated risk management frameworks and oversaw retail and commercial credit risk, operational risk, enterprise risk, market risk and business continuity management. She held this role until 2023, after which she took a career break and is currently pursuing a Doctor of Philosophy (Business) at Universiti Malaya-Wales.

Since July 2022, she has held the role as an Independent Non-Executive Director of Malaysia Steel Works (KL) Berhad, which is listed on the Main Market of Bursa Securities.

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

Low Chin Ann @ Han Chin Ann*Independent Non-Executive Director*

Low Chin Ann @ Han Chin Ann, a Malaysian aged 46, is our Independent Non-Executive Director. He was appointed to our Board on 27 April 2026. He is also the Chairperson of our Nomination and Remuneration Committee and a member of our Audit and Risk Management Committee.

He graduated with Diploma in Computer Science from Institut Latihan FTMS-ICL (subsequently known as FTMS College) and completed the Certified Accounting Technician (“**CAT**”) programme in 1999. He has been a member and Fellow member of the ACCA since 2005 and 2010 respectively. He is also a Chartered Accountant of the MIA since 2021. He has been a member of ICDM since May 2026.

He began his career in 2001 with RKT Tax Consultants Sdn Bhd, a tax consultancy firm, as a Tax Executive, where he was involved in tax compliance matters. In 2002, he joined KLC Centre for Higher Studies as a Lecturer where he taught CAT and ACCA programmes.

In 2003, he joined Kasturi College International (subsequently known as Malvern International Academy) as Course Director for the CAT programme, where he was responsible for conducting lectures and managing the programme. In 2007, he joined FTMS College as Lecturer, delivering lectures for CAT and ACCA programmes, before leaving the companies later that year to establish his own business.

In June 2007, he founded Accentury Development Sdn Bhd and was appointed as its Director, providing accountancy related training and conducting courses for ACCA programme for working adults, a position he continues to hold. In 2017, he also joined Methodist College Kuala Lumpur as a Course Advisor for the ACCA programme, where he provided training and teaching services until December 2022.

In August 2019, he founded Trinity Genesis Origo Development Sdn Bhd and was appointed as its Director, where he leads the provision of accountancy-related training and oversees professional accountancy courses for working adults, a position he continues to hold.

He was appointed as an Independent Non-Executive Director of Analabs Resources Berhad, a company listed on the Main Market of Bursa Securities, in 2012 and was subsequently re-designated as Senior Independent Non-Executive Director in 2015 before he retired in October 2022.

In January 2023, he resumed his professional practice as the sole proprietor of CA Low & Co, an accounting firm.

Since May 2022, he has served as an Independent Non-Executive Director of Kumpulan Kitacon Berhad, a company listed on the Main Market of Bursa Securities, and continues to hold this position as at the LPD.

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

5.2.3 Remuneration and material benefits-in-kind of our Directors

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

FYE 2025

<u>Director</u>	<u>Salaries (RM'000)</u>	<u>Fees (RM'000)</u>	<u>Bonuses (RM'000)</u>	<u>Benefits- in-kind (RM'000)</u>	<u>⁽¹⁾Other emoluments (RM'000)</u>	<u>Total (RM'000)</u>
Lai Kok Siong	420	-	-	-	81	501
Gabriel Lai Yung-Yao	300	-	75	-	73	448

Proposed for the FYE 2026

<u>Director</u>	<u>Salaries (RM'000)</u>	<u>Fees (RM'000)</u>	<u>Bonuses (RM'000)</u>	<u>Benefits- in-kind (RM'000)</u>	<u>⁽¹⁾Other emoluments (RM'000)</u>	<u>Total (RM'000)</u>
Badrulnizam Bin Bahaman	-	⁽³⁾ 40	-	-	1	41
Lai Kok Siong	420	-	⁽²⁾ -	-	82	502
Gabriel Lai Yung-Yao	300	-	⁽²⁾ -	-	74	374
Ow Yin Yee	-	⁽³⁾ 32	-	-	1	33
Zueraini Binti Ahmad Basri	-	⁽³⁾ 32	-	-	1	33
Low Chin Ann @ Han Chin Ann	-	⁽³⁾ 32	-	-	1	33

Notes:

- (1) Comprise contributions to Employees Provident Fund, Social Security Organisation, Employment Insurance System and allowances.
- (2) Excluding bonuses which will be determined at a later date depending on the performance of the individuals and our Group.
- (3) Being director's fees from the date they were appointed to our Board.

The remuneration for each of our Directors is subject to review and recommendation by our Nomination and Remuneration Committee and approval by our Board. The fees and benefits payable to our Directors shall further be approved by our shareholders pursuant to an ordinary resolution passed at a general meeting.

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

5.2.4 Directorships and principal business activities outside our Group

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

(i) Badrulnizam Bin Bahaman

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct	Indirect
<u>Present involvement</u>						
DOS Beans Sdn Bhd	Cafeteria	Shareholder	-	-	15.0%	-
Inficon Malaysia Sdn Bhd	Repair and maintenance of industrial machinery and equipment, manufacture of other components for electronic applications, manufacture of measuring, testing, navigating and control equipment	Director	6 February 2024	-	-	-
Mudharib Partners Sdn Bhd	Management consultant services	Director and shareholder	6 December 2019	-	15.0%	-
Perbadanan Usahawan Nasional Berhad	Providing venture capital, financing and management expertise to small sized and medium sized bumiputera business	Independent Non-Executive Director	1 April 2025	-	-	-
Stripe Capital Sdn Bhd	Business management consultancy services	Director and shareholder	28 May 2021	-	50.0%	-

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

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment</u>	<u>Date of resignation</u>	<u>Equity interest held</u>	
					<u>Direct</u>	<u>Indirect</u>
<u>Past involvement</u>						
Cube Capital Sdn Bhd	Business management consultancy services for ready-to-eat food industries	Director	2 March 2020	22 December 2025	-	-
DOS Beans Sdn Bhd	Cafeteria	Director	8 August 2017	20 April 2026	-	-
Quinants Venture Capital Sdn Bhd	Retail sale of massage products, body care products, healthcare products and other related goods	Director	7 August 2019	6 August 2021	-	-

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5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**(ii) Lai Kok Siong**

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct	Indirect
<u>Present involvement</u>						
8 K Property Sdn Bhd	Property investment holding	Director and indirect Shareholder	19 June 2020	-	-	⁽¹⁾ 40.0%
Core Perpetual	Investment holding (investing in shares and properties) and provision of logistics support services	Director and shareholder	9 March 1993	-	40.0%	-
Ken Kee	Trading of ready-to-eat snack food products	Director and shareholder	15 August 2017	-	82.2%	-
Ken Kee Manufacturing	Manufacturing of ready-to-eat snack food products	Director and shareholder	9 October 2017	-	90.0%	-
Konsep Handal Sdn Bhd	Property investment holding	Director and shareholder	26 October 2010	-	33.3%	-
Mokara Kitchen	Operation of a central kitchen business	Director and shareholder	8 December 2017	-	40.0%	-
Nomms	Operation of restaurants	Director and shareholder	3 April 2013	-	90.0%	-
<u>Past involvement</u>						
Everstrong Agency Sdn Bhd	Dormant with no intended business activity	Director and indirect shareholder	8 October 2018	Dissolved on 4 August 2025	-	⁽²⁾ 100.0%

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

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct	Indirect
Synerchem Enterprise	Dormant. Previously intended to be principally engaged in the trading and repair of industrial machinery, equipment and spare parts	Partner	1 February 2018	Terminated on 31 March 2026	-	-
Synerchem Inono Sdn Bhd	Dormant. Previously intended to be principally engaged in the trading of food ingredients and spices	Director and shareholder	8 December 2017	⁽³⁾ -	51.0%	-
Synertech Enterprise	Dormant. Previously intended to be principally engaged in the trading and repair of industrial machinery, equipment and spare parts	Partner	1 February 2018	Terminated on 31 March 2026	-	-

Notes:

- (1) Deemed interested pursuant to Section 8(4) of the Act by virtue of his shareholding in Core Perpetual.
- (2) Deemed interested pursuant to Section 8(4) of the Act by virtue of his shareholding in Ken Kee.
- (3) Subsequent to the LPD, Synerchem Inono Sdn Bhd was dissolved on 8 June 2026.

5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)**(iii) Gabriel Lai Yung-Yao**

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct	Indirect
<u>Present involvement</u>						
Core Perpetual	Investment holding (investing in shares and properties) and provision of logistics support services	Director / shareholder	27 March 2017	-	10.0%	-
Ken Kee	Trading of ready-to-eat snack food products	Director and shareholder	15 August 2017	-	10.0%	-
Ken Kee Manufacturing	Manufacturing of ready-to-eat snack food products	Director and shareholder	9 October 2017	-	10.0%	-
Mokara Kitchen	Operation of a central kitchen business	Director and shareholder	8 December 2017	-	10.0%	-
Nomms	Operation of restaurants	Director	27 March 2017	-	-	-
<u>Past involvement</u>						
Everstrong Agency Sdn Bhd	Dormant with no intended business activity	Director	8 October 2018	Dissolved on 4 August 2025	-	-
Synerchem Enterprise	Dormant. Previously intended to be principally engaged in the trading and repair of industrial machinery, equipment and spare parts	Partner	1 February 2018	Terminated on 31 March 2026	-	-

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

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct	Indirect
Synertech Enterprise	Dormant. Previously intended to be principally engaged in the trading and repair of industrial machinery, equipment and spare parts	Partner	1 February 2018	Terminated on 31 March 2026		-

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5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)(iv) **Ow Yin Yee**

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment</u>	<u>Date of resignation</u>	<u>Equity interest held</u>	
					<u>Direct</u>	<u>Indirect</u>
<u>Present involvement</u>						
Nil						
<u>Past involvement</u>						
GBG Property Management Sdn Bhd	Dormant, previously involved in general trading	Director	10 November 2016	1 July 2022	-	-
Gabungan AQRS Berhad (listed on the Main Market of Bursa Securities)	Investment holding with subsidiaries principally involved in property development, property investment, as well as contractor for civil and building construction works	Executive Director	12 October 2017	1 July 2022	-	-
Trusvest Sdn Bhd	Property investment	Director	27 December 2017	1 July 2022	-	-
Sedco Precast Sdn Bhd	Manufacture and dealer of precast concrete products	Alternate Director	1 February 2020	1 July 2022	-	-

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

(v) Zueraini Binti Ahmad Basri

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment</u>	<u>Date of resignation</u>	<u>Equity interest held</u>	
					<u>Direct</u>	<u>Indirect</u>
<u>Present involvement</u>						
Malaysia Steel Works (KL) Bhd (listed on the Main Market of Bursa Securities)	Manufacturing of steel bars and steel billets, with subsidiaries involved in transportation and logistics, fabrication and trading of steel products	Independent Non-Executive Director	1 July 2022	-	-	-
<u>Past involvement</u>						
Marmalade Group Sdn Bhd	Activities of holding companies	Director	30 September 2025	1 December 2025	-	-

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

(vi) Low Chin Ann @ Han Chin Ann

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct	Indirect
<u>Present involvement</u>						
Accentury Development Sdn Bhd	Education services	Director and shareholder	14 June 2007	-	100.0%	-
CA Low & Co	Accounting services firm	Sole proprietor	19 January 2023	-	-	-
CA Low Tax Services PLT	Provision of tax compliance, advisory and planning services	Partner	30 June 2023	-	-	-
Glorious Manna Sdn Bhd	Dormant. Previously intended to be involved in wholesale of fish and other seafood, farming of frogs and freshwater aqua culture	Shareholder	-	-	33.3%	-
Kumpulan Kitacon Berhad (listed on the Main Market of Bursa Securities)	Investment holding and its subsidiary is principally involved in the provision of construction services	Independent Non-Executive Director	25 May 2022	-	<0.1%	-
Malaysian Pest Control Sdn Bhd	Pest control services	Director and shareholder	1 July 2023	-	100.0%	-
MPC Pest Control & Hygiene Care Sdn Bhd	Disinfecting and exterminating activities and pest control services	Director and shareholder	27 September 2023	-	42.0%	-

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

Company	Principal activities	Position held	Date of appointment	Date of resignation	Equity interest held	
					Direct	Indirect
Passion Rise PLT	Operation of restaurant business	Partner	10 November 2021	-	-	-
Peace Vista PLT	Dormant. Previously intended to be principally involved in growing fruits and bearing vegetables	Partner	21 July 2021	-	-	-
Trinity Genesis Origo Development Sdn Bhd	Online education and trading of education materials	Director and shareholder	20 August 2019	-	100.0%	-
<u>Past involvement</u>						
Analabs Resources Berhad (listed on the Main Market of Bursa Securities)	Investment holding and provision of management services to its subsidiaries which are mainly involved in recycling and manufacturing	Independent Non-Executive Director	1 December 2012	Re-designated on 5 January 2015	-	-
		Senior Independent Non-Executive Director	5 January 2015	5 October 2022	-	-
Glorious Manna Sdn Bhd	Dormant and previously involved in wholesale of fish and other seafood, farming of frogs and freshwater aqua culture	Director	21 December 2017	3 February 2023	-	-

Save as disclosed in Section 11.1 of this Prospectus, the involvement of our Directors in those business activities outside our Group does not give rise to any existing or potential conflict of interest situation with our business. Further, the involvement of our Managing Director and Executive Director / Head of Sales & Marketing in other businesses or corporations does not preclude them from allocating or committing their time and effort to our Group. These companies outside our Group are either managed by their respective companies' management team and personnel, or are investment holding companies which generate passive income. In addition, the involvement of our Independent Non-Executive Directors in other businesses or corporations will not affect their respective commitment and responsibilities to our Group as they are not involved in our day-to-day operations.

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

5.3 BOARD PRACTICES

5.3.1 Directorship

Our Board acknowledges and takes cognisance of the MCCG, which contains recommendations to improve upon or to enhance corporate governance as an integral part of the business activities and culture of such companies. Our Board is also committed to achieving and sustaining high standards of corporate governance.

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

Name	Date of expiration of current term of office	No. of years in office up to the LPD
Badrulnizam Bin Bahaman	At our 1 st AGM to be held in 2026	Less than 1 year
Lai Kok Siong	At our 1 st AGM to be held in 2026	Approximately 1 year
Gabriel Lai Yung-Yao	At our 1 st AGM to be held in 2026	Approximately 1 year
Ow Yin Yee	At our 1 st AGM to be held in 2026	Less than 1 year
Zueraini Binti Ahmad Basri	At our 1 st AGM to be held in 2026	Less than 1 year
Low Chin Ann @ Han Chin Ann	At our 1 st AGM to be held in 2026	Less than 1 year

In accordance with our Constitution, at every AGM of our Company, one-third of our Directors for the time being, or if their number is not 3 or a multiple of 3, then the number nearest to one-third shall retire from office and be eligible for re-election, provided always that all Directors shall retire from office at least once in every 3 years. A retiring Director shall be eligible for re-election and shall retain office until the conclusion of the meeting at which he / she retires.

5.3.2 Audit and Risk Management Committee

Our Audit and Risk Management Committee comprises the following members:

Name	Position	Directorship
Ow Yin Yee	Chairperson	Independent Non-Executive Director
Low Chin Ann @ Han Chin Ann	Member	Independent Non-Executive Director
Zueraini Binti Ahmad Basri	Member	Independent Non-Executive Director

The main functions of our Audit and Risk Management Committee are as follows:

- (i) to review the quarterly results and year-end financial statements of our Group prior to submission to our Board for approval;
- (ii) to review and advise whether the financial statements, taken as a whole, provide a true and fair view of our financial position and performance;
- (iii) to assess the suitability, objectivity and independence of the external auditors on an annual basis, including the performance evaluation of the external auditors, in accordance with established policies and procedures;
- (iv) to review the audit plan, major audit findings arising from interim and final audits, audit reports, evaluation of the system of internal controls and management letters issued by the external auditors;
- (v) to review the adequacy of the scope, competency, budget and resources of the internal audit function, and to ensure that it has the necessary authority to carry out its duties;

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

- (vi) to review the internal audit plan, programme, processes and reporting structure;
- (vii) to review the findings of internal audit reports and investigations undertaken, and to ensure that appropriate corrective actions are taken by management based on the recommendations of the internal auditors;
- (viii) to review the adequacy and effectiveness of processes and procedures to ensure compliance with applicable laws, rules and regulations, as well as directives and guidelines issued by relevant regulatory authorities;
- (ix) to establish and oversee an adequate and effective risk management and internal control framework for our Group;
- (x) to review and assess our Group's risk appetite, key risk exposures and risk tolerance levels;
- (xi) to review the effectiveness of risk management framework in identifying and managing risks, including the adequacy of risk management policies and the implementation of appropriate action plans by management;
- (xii) to oversee the conduct of, and review the results of, company-wide risk assessments, including the identification, evaluation and reporting of critical risks to our Board;
- (xiii) to review the adequacy of resources allocated for the management of the risk management and internal control framework;
- (xiv) to monitor, review and report to our Board any related party transactions and conflict of interest situations that may arise within our Group, including any transaction, procedure or course of conduct that raises concerns regarding management integrity; and
- (xv) to review and report to our Board any actual or potential conflict of interest situations involving our Directors, including the measures taken to resolve, eliminate or mitigate such conflicts.

5.3.3 Nomination and Remuneration Committee

Our Nomination and Remuneration Committee comprises the following members:

Name	Position	Directorship
Low Chin Ann @ Han Chin Ann	Chairperson	Independent Non-Executive Director
Ow Yin Yee	Member	Independent Non-Executive Director
Zueraini Binti Ahmad Basri	Member	Independent Non-Executive Director

The main functions of our Nomination and Remuneration Committee are as follows:

- (i) to formulate, maintain and review the processes for the appointment, re-appointment and re-election of Directors, having due regard to their performance and ability to continue contributing to our Board in light of the knowledge, skills and experience required;
- (ii) to formulate and maintain a fit and proper policy, and to ensure that all Directors meet the fit and proper criteria, including conducting assessments of the fitness and propriety of candidates for appointment to our Board and Directors seeking re-election;
- (iii) to assess and recommend to our Board suitable candidates for directorships and Board Committee memberships to be filled by the shareholders or our Board;

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

- (iv) to review the training needs of our Board and facilitate appropriate induction and continuous training programmes for Directors;
- (v) to undertake an annual assessment of the effectiveness of our Board as a whole, its committees and the contribution of each Director, including their character, experience, integrity, competence and time commitment in effectively discharging their roles, and to ensure that such assessments are properly documented together with the criteria used;
- (vi) to review the size and composition of our Board, with a view to determining its impact on our Board's effectiveness;
- (vii) to establish and recommend for our Board's approval a formal mechanism for assessing the performance of our Board and Key Senior Management;
- (viii) to review Board and Key Senior Management succession plans and oversee the development of a diverse pipeline;
- (ix) to assess Directors and Key Senior Management on an ongoing basis, taking into account individual performance in managing our Group's material sustainability risks and opportunities;
- (x) to review and recommend to our Board the remuneration of non-executive Directors, including whether such remuneration remains appropriate to each Director's contribution, taking into account the level of expertise, commitment and responsibilities undertaken;
- (xi) to review and recommend to our Board the total remuneration packages for Executive Directors and Key Senior Management, including, where appropriate, bonuses and incentive payments, within the terms of the approved remuneration policy and based on individual performance; and
- (xii) to oversee the qualitative and quantitative disclosures of remuneration in the annual report and notices of general meetings.

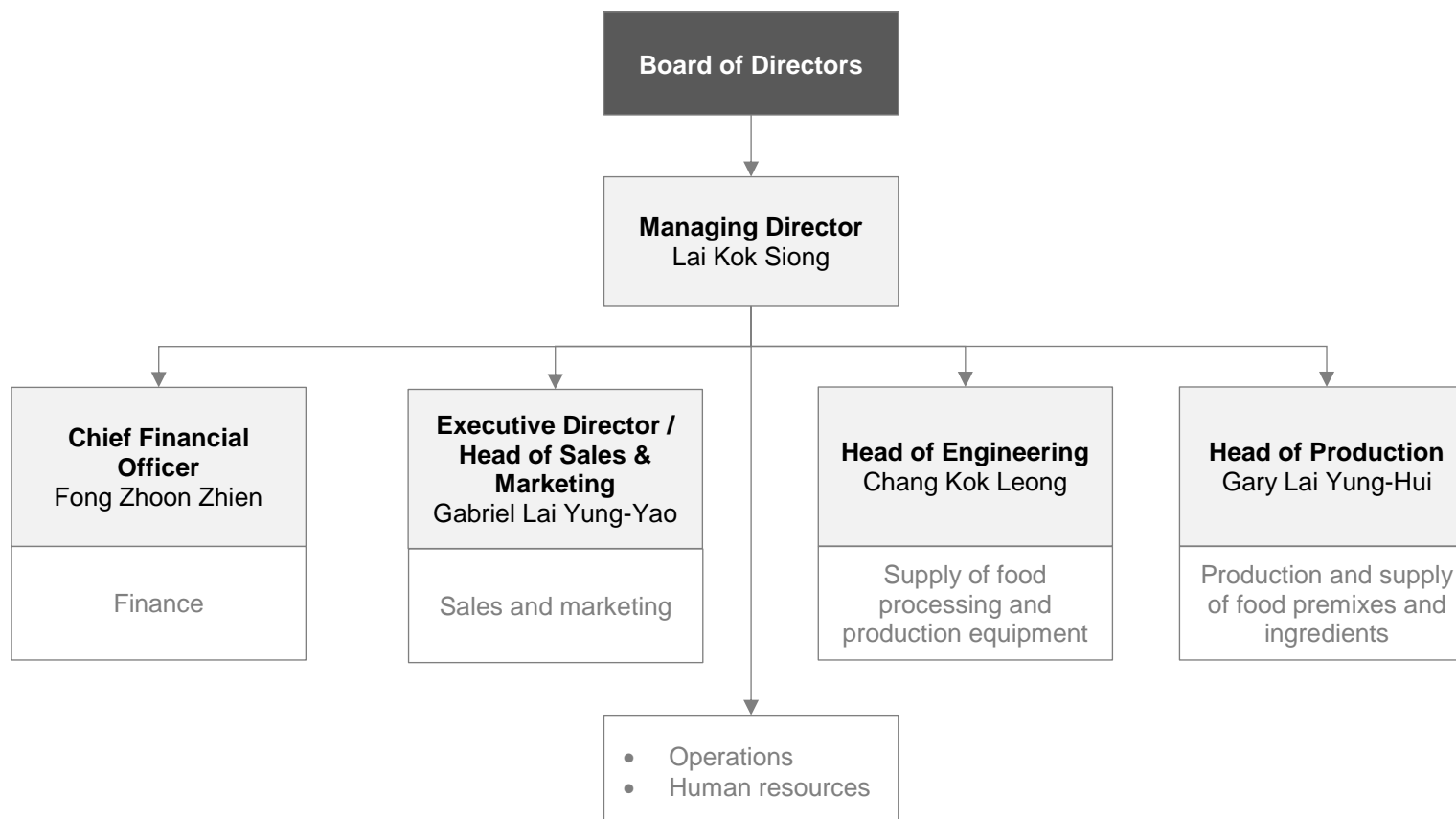
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5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

5.4 KEY SENIOR MANAGEMENT

5.4.1 Management Reporting Structure

The management reporting structure of our Group is as follows:



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

5.4.2 Key Senior Management's shareholdings

The shareholdings of our Key Senior Management before and after our IPO, assuming full subscription of the IPO Shares reserved for our Key Senior Management under the Pink Form Allocations, are as follows:

Name	Nationality	After the Acquisitions / Before our IPO				After our IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	(1)%	No. of Shares	(1)%
Fong Zhooon Zhien	Malaysian	-	-	-	-	250,000	<0.1	-	-
Gabriel Lai Yung-Yao	Malaysian	-	-	-	-	-	-	-	-
Chang Kok Leong	Malaysian	-	-	-	-	250,000	<0.1	-	-
Gary Lai Yung-Hui	Malaysian	-	-	-	-	-	-	-	-

Note:

(1) Based on our enlarged total number of 450,000,000 Shares after our IPO.

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

5.4.3 Profiles of our Key Senior Management

Please refer to the profile of Gabriel Lai Yung-Yao set out in Section 5.2.2 of this Prospectus. The profiles of our other Key Senior Management are as follows:

Fong Zhooon Zhien
Chief Financial Officer

Fong Zhooon Zhien, a Malaysian aged 40, is our Chief Financial Officer. He joined our Group in July 2025 and is responsible for overseeing our Group's financial operations, including planning, budgeting, reporting, treasury, risk management, capital raising, performance analytics, and leading our Group's finance team.

He graduated from Manchester Metropolitan University, United Kingdom, with a Bachelor of Arts in Accounting and Finance in 2007. He is a Chartered Accountant of the MIA since January 2026 and admitted as a Certified Practising Accountant of CPA Australia since October 2025.

He began his career in 2007 with PricewaterhouseCoopers Malaysia as an Associate in the audit and assurance division and was subsequently promoted to Senior Associate in 2010, where he was involved in financial services audits, reviews and client engagements. In 2011, he joined Maybank Investment Bank Berhad as an Analyst, where he was involved in the structuring and execution of initial public offerings, mergers and acquisitions and other corporate exercises.

In 2013, he joined Ernst & Young as a Supervisor, Assurance, Audit Services, where he was responsible for audit engagements and supervision. He subsequently left the firm in 2015 and undertook a short study break. In 2016, he joined Baker Tilly Monteiro Heng as a Manager, where he oversaw external audit engagements and ensured compliance with auditing and regulatory standards. He left the firm in 2017.

In 2017, he joined Sumber Amantech Sdn Bhd, a subsidiary of KNM Group Berhad (previously listed on the Main Market of Bursa Securities) as a Finance Manager, where he was responsible for financial reporting, budgeting and forecasting, audit management and statutory compliance. In 2019, he joined MITC Engineering Sdn Bhd (now known as MGB Construction & Engineering Sdn Bhd), a subsidiary of MGB Berhad (listed on the Main Market of Bursa Securities) as Account Manager, where he oversaw group consolidation, financial reporting, cash flow management and audit coordination until 2021.

In 2021, he joined Ageson SMSGMBH Sdn Bhd, a subsidiary of Ageson Berhad (now known as TXCD Berhad, listed on the Main Market of Bursa Securities), as a Finance Manager, where he oversaw finance operations, financial reporting, audits and internal controls. He was subsequently transferred to Ageson Retails Sdn Bhd in 2023 as a Financial Controller, where he continued to oversee financial reporting and finance operations. He left the group and joined YTB Project Management Services Sdn Bhd (a wholly-owned subsidiary of Yong Tai Berhad, listed on the Main Market of Bursa Securities) in 2024 as Group Financial Controller, where he was responsible for financial reporting, budgeting, forecasting, treasury and finance team management, before resigning in December 2024.

In February 2025, he joined Core Perpetual as Chief Financial Officer, where he provided financial leadership across planning, reporting, cash flow management, risk management, capital raising and finance team oversight. Following an internal restructuring pursuant to our Listing, he was transferred to Synerchem Services and assumed his current role as our Chief Financial Officer since July 2025.

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

Chang Kok Leong*Head of Engineering*

Chang Kok Leong, a Malaysian aged 48, is our Head of Engineering. He joined our Group in 2015 and was subsequently re-designated to his current role in March 2026. He is responsible for formulating and executing operational strategies and overseeing service operations for food processing machinery to support customer satisfaction and enable sustainable business growth.

He graduated from Universiti Sains Malaysia with a Bachelor of Food Technology in 2002. He has been certified as a Radiation Protection Officer by the Department of Atomic Energy Malaysia since August 2025.

Upon graduation, he began his career in 2002 with F.Y. Sdn Bhd as a Quality Control Executive, where he was involved in quality control for poultry processing operations. In 2003, he was promoted to Research and Development Executive, where he was responsible for product development activities from concept formulation to pilot-scale trials and production implementation. In 2004, he was promoted to Production Manager, where he was involved in setting up production lines, managing production workers and optimising production cost and efficiency.

In 2005, he joined Core Perpetual as a Technical Sales Executive, where he was responsible for driving food ingredients sales growth and expanding market presence. In 2015, he was transferred to Synerchem Engineering and promoted to Sales & Service Manager, responsible for leading technical sales and solution development for food manufacturing clients, aligning equipment performance with production efficiency, quality and compliance requirement. He was re-designated to his current role in March 2026.

Gary Lai Yung-Hui*Head of Production*

Gary Lai Yung-Hui, a Malaysian aged 35, is our Head of Production. He joined our Group in July 2025 as an Operations Analyst and was subsequently re-designated to his current role in March 2026. He is responsible for overseeing and supporting the optimisation of production operations, including production planning and scheduling, streamlining of production workflows and ensuring timely fulfilment of customer orders.

He graduated from Drake University, United States with a Bachelor of Science in Business Administration (major in Actuarial Science / Finance) in 2014 and obtained a Master of Science in Computer Science from the Georgia Institute of Technology, United States of America in 2025.

He began his career in 2014 as an Actuarial Analyst at Coaching Actuaries, United States of America where he contributed to the development of actuarial educational materials. In 2017, he briefly served as a Data Analytics Intern at Iflix Sdn Bhd, supporting dashboard development and data analysis. He then joined Persuasion Technologies Sdn Bhd in November 2017 as a Business and Data Analyst, where he conducted data analysis and developed automated systems to enhance audience targeting for digital advertising campaigns. He left the company in 2019.

In 2019, he joined AirAsia SEA Sdn Bhd as a Data Engineer, where he designed and implemented machine learning pipelines and migrated legacy data infrastructure to cloud-based systems to improve scalability and efficiency. He was promoted to Senior Data Engineer in January 2022 and served until March 2022.

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

In March 2022, he joined Orsted Services Malaysia Sdn Bhd as a Data Engineer, where he developed and integrated data pipelines to support wind farm operations, while maintaining and enhancing cloud and computing infrastructure to ensure system reliability and performance. He was promoted to Senior Data Engineer in 2024 before he left the company in April 2025.

In May 2025, he joined Core Perpetual as an Operations Analyst, where he managed end-to-end production operations. Following an internal restructuring, he joined Synerchem Services in July 2025 in the same capacity, and was subsequently re-designated as our Head of Production in March 2026.

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

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

Save as disclosed below and in Section 5.2.4 of this Prospectus, none of our Key Senior Management has any directorships or any principal business activities outside our Group for the past 5 years up to the LPD:

(i) Gary Lai Yung-Hui

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment</u>	<u>Date of resignation</u>	<u>Equity interest held</u>	
					<u>Direct</u>	<u>Indirect</u>
<u>Present involvement</u>						
Mokara Kitchen	Operation of a central kitchen business	Shareholder	-	-	10.0%	-
Core Perpetual	Investment holding (investing in shares and properties) and provision of logistics support services	Shareholder	-	-	10.0%	-

Past involvement

Nil

Save as disclosed in Section 11.1 of this Prospectus, the involvement of our Key Senior Management above in business activities outside our Group does not give rise to any existing or potential conflict of interest situation and does not affect their commitment, ability to perform their responsibilities and continued contribution to the day-to-day management and operations of our Group. These companies outside our Group are managed by the respective companies' management team and personnel.

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

5.4.5 Remuneration and material benefits-in-kind of our Key Senior Management

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

Key Senior Management	Remuneration Band (RM'000)	
	⁽¹⁾ FYE 2025	⁽²⁾ Proposed for the FYE 2026
Fong Zhoon Zhien	250 - 300	250 - 300
Gabriel Lai Yung-Yao	400 - 450	350 - 400
Chang Kok Leong	400 - 450	300 - 350
Gary Lai Yung-Hui	100 - 150	200 - 250

Notes:

- (1) Including bonuses paid.
- (2) Excluding bonuses which will be determined at a later date depending on the performance of the individuals and our Group.

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

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

- (i) Lai Kok Siong, who is our Promoter, Substantial Shareholder and Managing Director, is the spouse of Lew Tai @ Kong Lew Tai, and the father of Gabriel Lai Yung-Yao and Gary Lai Yung-Hui;
- (ii) Lew Tai @ Kong Lew Tai, who is our Substantial Shareholder, is also the spouse of Lai Kok Siong as well as the mother of Gabriel Lai Yung-Yao and Gary Lai Yung-Hui;
- (iii) Gabriel Lai Yung-Yao, who is our Executive Director / Head of Sales & Marketing, is the son of Lai Kok Siong and Lew Tai @ Kong Lew Tai, and the brother of Gary Lai Yung-Hui;
- (iv) Gary Lai Yung-Hui, who is our Head of Production, is the son of Lai Kok Siong and Lew Tai @ Kong Lew Tai, as well as the brother of Gabriel Lai Yung-Yao; and
- (v) Lai Kok Siong, Lew Tai @ Kong Lew Tai and Gabriel Lai Yung-Yao are directors and substantial shareholders of Core Perpetual, the Promoter and Substantial Shareholder of our Company. In addition, Gary Lai Yung-Hui is also a substantial shareholder of Core Perpetual.

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

5.6 DECLARATIONS BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at the LPD, none of our Promoters, Directors or Key Senior Management have 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 entered against such person, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his/her part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (v) in the last 10 years, the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his/her part that relates to the capital market;
- (vi) the subject of any order, 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.

5.7 SERVICE CONTRACTS

As at the LPD, there are no existing or proposed service agreements entered into or to be entered into by our Directors or any of our Key Senior Management with our Group which provide for benefits upon termination of employment.